

**THE UNIVERSITY OF TEXAS AT TYLER**  
**COLLEGE OF BUSINESS AND TECHNOLOGY**  
**Spring 2026**

**COURSE NUMBER:** MANA 4320-001 Hybrid

**COURSE TITLE:** New Venture Planning

**INSTRUCTOR:** Dr. Jim Cater, Professor of Management

**OFFICE LOCATION:** COB 350.29

**PHONE NUMBER:** (903) 316-0688

**E-MAIL:** [jcater@uttyler.edu](mailto:jcater@uttyler.edu)

**OFFICE HOURS:** Monday 10:00 AM – 3:00 PM, Wednesday 10:00 AM – 3:00 PM, or by appointment.

**COURSE DESCRIPTION:** An application course designed to show students how to identify potential business opportunities, determine what constitutes a good business model, and how to implement a new business model. Students will prepare and present business plans during the semester.

**PREREQUISITE:** BBA Core Complete Student Group & Business Field of Study Student Group

**REQUIRED TEXT:** "Entrepreneurship and Effective Small Business Management" by Norman M. Scarborough and Jeffrey R. Cornwall, Eleventh edition. ISBN-13: 978-0-13- 350632-7 ISBN-10: 0-13-350632-0.

You may order this text online from the [UT Tyler Bookstore](#) or call them at (903) 566-7070.

**COURSE OBJECTIVES:**

The objectives in this course include giving students sufficient insights into entrepreneurial processes and new venture opportunities so that they can better:

1. Assess the feasibility of a wide range of new venture ideas.
2. Develop a sound business plan.
3. Assess business plans developed by others.
4. Understand the new venture process, and its major variations.
5. Gauge their own interest and abilities for the roles in the entrepreneurial economy.
6. Further develop their own investment criteria for involvement in early-stage ventures.
7. Understand how to develop new ventures.
8. Work with entrepreneurs, family firms, and entrepreneur service providers.

**TEACHING METHOD:** This hybrid course will consist primarily of lectures and discussions, following the organization of the textbook. We will use Canvas as an electronic instructional delivery and communication platform. Learning strategies will include discussion of current entrepreneurship topics; reading assignments; preparation of a business plan; student presentations; and two exams.

**COURSE CONTENT:****Tentative Course Schedule:**

In this hybrid course, there will be four in-person class meetings in Soules Room 212 on Tuesdays from 2:00 to 3:20 PM. Attendance is required. The meetings will be: **1) Tuesday, January 12. 2) Tuesday, February 10. 3) Tuesday, March 31. 4) Tuesday, April 21.**

<u><b>Date</b></u>	<u><b>Topic</b></u>	<u><b>Textbook Chapter</b></u>
Mon-Mon. Jan 12-19	<b>In-person Class Tuesday, January 13</b> Introduction and Course Overview Entrepreneurship: Driving Force	1
Tues.-Mon. Jan 20-26	Strategic Management	4
Tues.-Mon. Jan 27-Feb 2	Choosing a Form of Ownership	5
Tues.- Mon. Feb 3-9	Franchising and the Entrepreneur	6
Tues.- Mon. Feb 10-16	<b>In-person Class Tuesday, February 10</b> Buying an Existing Business Business Idea Due	7
Mon.-Tues. Feb 23-24	Exam 1: Chapters 1, 4, 5, 6, 7	
Wed-Mon. Feb 25-Mar 2	Feasibility Analysis and Business Plan	8
Tues.-Mon. Mar 3-9	Marketing Plan	9
Mon.-Sun. Mar 10-16	Spring Break	
Mon-Mon. Mar 17-23	Financial Plan	14
Tues.-Mon. Mar 24-30	Cash Flow Plan Extra Credit Report Due	15
Tues.-Mon. Mar 31-Apr 6	<b>In-person Class Tuesday, March 31</b> Family Business and Insurance Marketing Section Due	22
Mon -Tues. Apr 13-14	Exam 2: Chapters 8, 9, 14, 15, 22	
Wed-Mon. Apr 15-27	<b>In-person Class Tuesday, April 21</b> Business Plan Project – Exec. Summary, Introduction, Management, Financial, and Appendices Due	

**Students may work ahead of the above schedule. Please note that if you work ahead of schedule, you must come back to the Discussion Board and respond to the posts of two other students in order to earn full credit for the exercise. For each textbook chapter, we will have chapter review questions, and a Discussion Board.**

**COURSE REQUIREMENTS:****(Tentative Due Dates)**

Introductory Quiz	5 points	Monday, September 1, at 11:00 PM
In-person Class Attendance	45 points	<b>Tuesday, January 12. Tuesday, February 10. Tuesday, March 31. Tuesday, April 21.</b>
Chapter Review Questions	100 points	Monday at 11:00 PM each week
Discussion Questions	200 points	Monday at 11:00 PM each week
Exam 1:	100 points	Mon, Feb 23 (6:00 AM) – Tues, Feb 24 (11:00 PM) The exams will be closed book, with no notes or electronic devices allowed.
Exam 2:	100 points	Mon, Apr 13 (6:00 AM) – Tues, Apr 14 (11:00 PM) The exams will be closed book, with no notes or electronic devices allowed.
Business Plan Project: Marketing Section	35 points	Monday, April 6 at 11:00 PM
Executive Summary, Introduction, Management, Financial, Appendices Sections	140 points	Monday, April 27 at 11:00 PM
Oral Presentation	25 points	Monday, April 27 at 11:00 PM
<b>Total</b>	<b>750 points</b>	

**In order to pass the class, students must complete all of the course requirements, including the Business Plan Project.**

**METHODS OF EVALUATION:****Grading Scale:**

**A = 675 – 750 points**

**B = 600 - 674 points**

**C = 525 – 599 points**

**D = 450 – 524 points**

**F = 0 – 449 points**

**Withdrawal Dates:**

Census day is January 26, 2026.

The last day to withdraw from one or more courses is March 30, 2026.

### **Make-up Procedure:**

If you must miss an exam, you must make every effort to contact me before the exam. Failure to do so may result in a zero for that exam. Make-up exams, if allowed, must be taken within a week of the scheduled exam. The format of the make-up exam will be at my discretion (multiple-choice, short answer, or essay).

### **Introductory Quiz**

In Canvas – Modules, based on the Introductory Information, complete the Introductory Quiz. This quiz consists of five multiple choice questions and is worth five points. It is due Monday, January 19, at 11:00 PM.

### **In-person Class Attendance**

There will be four class meetings: 1) Tuesday, January 12. 2) Tuesday, February 10. 3) Tuesday, March 31. 4) Tuesday, April 21. Attendance is required.

### **Study Groups:**

On Monday, January 12, we will select study groups for the class projects. As a rule, each study group will consist of four students. Students may choose their own groups, but I will assist in group selection as needed.

### **Exams:**

There will be two exams. Each exam will consist of 50 multiple-choice questions. Exams will cover all lectures, text, and supplementary material. Supplementary material may include readings, case studies, videotapes, and exercises. The exams are not cumulative.

The exams will be given under a time limitation of 60 minutes. At the end of 60 minutes, the exam will automatically shut down.

The exams will be closed book with no notes or electronic devices allowed. The exams will be proctored by Proctor U.

**REQUIRED EQUIPMENT:** Our exams will require a web camera with a microphone to submit these assignments. If you do not have a web camera built into your laptop or desktop, you will need to purchase an inexpensive one. I found one on Amazon for \$9.99 [Amazon Web Camera](#)

The Soules College of Business is pleased to offer courses online in an asynchronous environment in order to enhance their accessibility. In order to preserve academic integrity in these online courses, we observe the following testing policy.

- 1) Classes offered online may have up to two tests/examinations offered in a proctored setting.
- 2) These proctored exams should have a meaningful impact on a student's grade in the class.
- 3) Exams administered online should be proctored live using a proctoring service approved by the University. The use of services that only record the exam administration but do not offer live monitoring is not acceptable.
- 4) Students must register for the proctoring service using the information provided by the instructor (on Canvas).
- 5) Exam proctoring will be at no cost to the student, provided that the exam is scheduled in a timely manner per the course instructions. Students may be billed for canceling or rescheduling an exam per the provider's fee schedule.

Exams are necessary to assess your mastery of core marketing concepts. The two exams will consist of multiple-choice questions. You will have 60 minutes on each exam. **You are not permitted to use your textbook, notes, or any other resources on the exam. Your exams will be proctored via a web camera**

**with a microphone. During your exam you are not permitted to leave the computer (bathroom breaks, etc.), you must take the exam in a quiet room, and you must have good lighting and sound.** The University of Texas at Tyler is covering the cost of proctoring. Copying any questions/answers on an exam or discussing exam questions with other students is considered cheating and may result in failing the course and/or other scholastic dishonesty disciplinary actions.

### **LockDown Browser + Webcam Requirement**

This course requires the use of LockDown Browser and a webcam for online exams. The webcam can be the type that's built into your computer or one that plugs in with a USB cable.

Watch this brief video to get a basic understanding of LockDown Browser and the webcam feature.

<https://www.respondus.com/products/lockdown-browser/student-movie.shtml>

### **Download Instructions**

Download and install LockDown Browser from this link:

<https://download.respondus.com/lockdown/download.php?id=593832943>

### **Once Installed**

- Start LockDown Browser
- Log into to Canvas
- Navigate to the exam

Note: You won't be able to access an exam that requires LockDown Browser with a standard web browser. If this is tried, an error message will indicate that the test requires the use of LockDown Browser. Simply start LockDown Browser and navigate back to the exam to continue.

### **Guidelines**

When taking an online exam, follow these guidelines:

- Select a location where you are comfortable having a video recording taken of yourself and your workspace environment. This area should be free of distractions and interruptions.
- Turn off all other devices (e.g. tablets, phones, second computers) and place them outside of your reach
- Before starting the test, know how much time is available for it, and also that you've allotted sufficient time to complete it
- Clear your desk or workspace of all external materials not permitted - books, papers, other devices
- Remain at your computer for the duration of the test
- If the computer, Wi-Fi, or location is different than what was used previously with the "Webcam Check" and "System & Network Check" in LockDown Browser, run the checks again prior to the exam
- To produce a good webcam video, do the following:
  - Avoid wearing baseball caps or hats with brims
  - Ensure your computer or device is on a firm surface (a desk or table). Do NOT have the computer on your lap, a bed, or other surface where the device (or you) are likely to move
  - If using a built-in webcam, avoid readjusting the tilt of the screen after the webcam setup is complete

- Take the exam in a well-lit room, but avoid backlighting (such as sitting with your back to a window)
- Remember that LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted

## Getting Help

Several resources are available if you encounter problems with LockDown Browser:

- The Windows and Mac versions of LockDown Browser have a "Help Center" button located on the toolbar. Use the "System & Network Check" to troubleshoot issues. If an exam requires you to use a webcam, also run the "Webcam Check" from this area
- 24/7/365 Live Chat Support is also available from the Help Center, or from within the "it's not working" troubleshooter.
- [As applicable, insert information about your institution's help desk, including details about how to contact them. Some help desks want students to run the "System & Network Check" and the "Webcam Check" before they are contacted - and even, to forward the results of these checks at the time of opening a ticket.]
- Respondus has a Knowledge Base available from [support.respondus.com](http://support.respondus.com). Select "LockDown Browser & Respondus Monitor" as the product to view helpful articles.
- If you're still unable to resolve a technical issue with LockDown Browser, go to [support.respondus.com](http://support.respondus.com) and select "Submit a Ticket". Provide detailed information about your problem and what steps you took to resolve it.

## Chapter Review Questions

In Modules 1 through 10, I have posted chapter review questions for each of the 10 assigned chapters. Example: Chapter 1 Review. The review questions will be due at **11:00 PM each Monday. Note 11:00 PM.** The questions will be in multiple-choice format. Each set of chapter review questions will count 10 points. You will have 20 minutes to complete each exercise. There are 10 assigned chapters for the class. Please contact me immediately via e-mail if you experience technical difficulties, such as a lock-out while you are taking a chapter review quiz.

## Discussion Boards

In Modules 1 through 10, I have posted discussion questions for each of the assigned 10 chapters. Example: Chapter 1 Discussion Board. The Discussion Board questions will be due at **11:00 PM each Monday. Note 11:00 PM.** Each student must actively engage in at least three separate instances during the discussion period to obtain full credit for the exercise (Post plus two responses). Each discussion exercise will count 20 points. Please note that if you work ahead of schedule, you must come back to the Discussion Board and respond to the posts of two other students in order to earn full credit for the exercise. Please note that discussion Board answers must be in full sentences with proper spelling, punctuation, and grammar. No abbreviations, such as those used in instant messaging, will be acceptable. Also, longer, more comprehensive Discussion Board answers will be rewarded with higher grades. Short answers -one or two sentences- will receive lower grades.

**Please note that in the Discussion Board responses, you must personally address the students that you are responding to by name. For example, you may start your response with "Hello (student name)" or "Hi (student name)." There will be a point loss if you fail to do this.**

Answer length is very important for the Discussion Board posts and responses. Longer answers require more time and effort, which is what I am looking for. Add to the discussion with something new, look up related items, and bring in some different thoughts. Longer responses generally receive better grades provided the answers are correct, make sense, and are respectful to everyone involved.

Add more information to your responses to the two other students. Also, clearly number your answers – Question 1 and Question 2. I also suggest that you copy each question and then reply to each question. I suggest that you write your answers out in a Word document, check for errors, and then copy and paste them into the Discussion Board.

### **Discussion Board Rubric**

Each Discussion Board counts as 20 points – 14 points for your post in response to the questions, and then 3 points and 3 points for your responses to other students. Grammar, punctuation, and spelling should be error-free. Consider the responses as mini essays. Content must be appropriate, original, and thoughtful. Short answers in general require less thought and will receive lower grades. You can observe the rubric within each graded Discussion Board.

### **Business Plan Project:**

The middle section of the course, Chapters 6, 7, 8, and 9, describes the development of the business plan. Our business plans will consist of an executive summary, introduction, marketing section, management section, financial and accounting sections, and appendices. I will provide detailed instructions under separate cover for the contents of each section. The Marketing section is due Monday, April 6, at 11:00 PM. The remainder of the final written report is due Monday, April 27, at 11:00 PM. Each group will also prepare a Microsoft Voice-over PowerPoint presentation of approximately 10 minutes in length. The oral presentations will be due Monday, April 27, at 11:00 PM.

Business Plan	Point Values
Executive Summary	25
Introduction	10
Marketing	35
Management	35
Financial	60
Appendices	10
Oral Presentation	25
Total	200

### **Executive Interview/Extra Credit Opportunity:**

Identify and select an individual in the community who is actively employed as an entrepreneur or small business manager in a for-profit business. You must inform me of your selection by Monday, March 9, at 11:00 PM. This manager may be a friend, relative, or acquaintance. Audiotape record an Executive Interview with the manager using an electronic device such as a cell phone or digital recorder. The interview should last at least 10 minutes. There is a list of questions posted in Canvas that you must use. Transcribe the tape-recorded interview. The transcription must be a minimum of 5 pages, double-spaced, in 12-point font, and with one-inch margins. Write an executive summary of the individual and their company. The executive summary must be a minimum of 2 pages, double-spaced, in 12-point font, and with one-inch margins. This is a total of 7 pages minimum. You may exceed 7 pages. Each student who successfully completes this project will receive up to 30 bonus points. To be eligible to receive any extra credit points,

you must submit both the recorded interview and the written report. The complete report is due Monday, March 30, at 11:00 PM. I will not accept any report after Monday, March 30, at 11:00 PM.

### **Attendance Policy – Time Commitment – Student Expectations**

Attendance (regular participation in the online classroom) is essential for maintaining the best learning environment. Learning occurs in relationship not only between student and course materials, but, just as importantly, peer to peer, professor to student, and student to professor.

**You are expected to log on to the course site every day at least once.**

**NOTE:** This Internet class demands that the student be self-motivated and self disciplined. You are responsible to keep up with the schedule, assignments, and exams. I will be contacting you throughout the semester by email, and Blackboard is available at all times.

Students are expected to be polite and respectful in all communication with the professor and other students. Proper grammar, spelling, and punctuation are required in all communication. Abbreviations, such as those used in text messaging, are not acceptable.

### **What You Should Understand About Internet Classes**

- Be realistic about the amount of time required to do the coursework
- Plan to spend 3 to 5 clock hours per week for every credit hour
- Schedule class time just as if you were attending class on-campus
- Turn in your work ON TIME
- On-line is NOT easier!
- Participate actively in the class
- Use e-mail and the discussion boards to communicate often with your instructor and other classmates
- Log onto the class at least every day.
- Do NOT fall behind in your assignments
- ASK for help when you need help

### **Technical Information**

#### **Technical Support**

If you experience technical problems or have a technical question about this course, you can obtain assistance by emailing [itsupport@patriots.uttyler.edu](mailto:itsupport@patriots.uttyler.edu).

When you email IT Support, include a complete description of your question or problem including:

- The title and number of the course
- The page in question
- If you get an error message, a description and message number
- What you were doing at the time you got the error message

You may also visit [Distance Education FAQs](#) for helpful information.

### **Plug-ins and Helper Applications:**

UT Tyler online courses use Java, JavaScript, browser plug-ins, helper application and cookies. It is essential that you have these elements installed and enabled in your web browser for optimal viewing of the content and functions of your online course. You may check to see if your web browser is properly configured to use by clicking on the Student Resources tab within and selecting “Test Browser.” Links for browser plug-ins and helper applications are provided below.

- [Adobe Reader](#) allows you to view, save, and print Portable Document Format (PDF) files.



- [Adobe Flash Player](#) allows you to view content created with Flash such as interactive web applications and animations.
- [Java Runtime Environment](#) (JRE) allows you to use interactive tools on the web.
- [QuickTime](#) allows users to play back audio and video files.
- [Windows Media Player](#) allows you to view, listen and download streaming video w/audio.
- [RealPlayer](#) allows you to view and listen to streaming video and audio.

## 2Student Resources

**Netiquette Guide:** “[Netiquette](#)” (network etiquette) is the do's and don'ts of online communication. Netiquette covers both common courtesy online and informal “rules of the road” of cyberspace. Review and familiarize yourself with the guidelines provided.

**Digital Library Resources:** Students enrolled in this course will have access to the [Robert R. Muntz Library](#), at The University of Texas at Tyler. Follow this link, and then complete the instructions at those sites for accessing information from a distant site. Many of the database subscriptions funded by student fees give you access to full text journals that you will need for your review of the literature in each course. Please take the time to set up your account and get familiar with the resources available. They are great!

### COLLEGE OF BUSINESS STATEMENT OF ETHICS:

The ethical problems facing local, national and global business communities are an ever-increasing challenge. It is essential the Soules College of Business help students prepare for lives of personal integrity, responsible citizenship, and public service. In order to accomplish these goals, both students and faculty of the College of Business at The University of Texas at Tyler will:

- Ensure honesty in all behavior, never cheating or knowingly giving false information.
- Create an atmosphere of mutual respect for all students and faculty regardless of race, creed, gender, age or religion.
- Develop an environment conducive to learning.
- Encourage and support student organizations and activities.
- Protect property and personal information from theft, damage and misuse.
- Conduct yourself in a professional manner both on and off campus.

## VI. STATEMENTS AND POLICIES

### A. Students Rights and Responsibilities

To familiarize yourself with the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www2.uttyler.edu/wellness/rightsresponsibilities.php>.

### B. Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar.

Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions that students need to be aware of. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a “W” grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

### **C. State-Mandated Course Drop Policy**

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

### **D. Disability Services**

In accordance with federal law, a student requesting accommodation must provide documentation of his/her disability to the Disability Services counselor. If you have a disability, including a learning disability, for which you request an accommodation, please contact the Disability Services office in UC 3150, or call (903) 566-7079.

### **E. Student Absence due to Religious Observance**

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

### **F. Student Absence for University-Sponsored Events and Activities**

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

### **G. Social Security and FERPA Statement**

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

### **H. Emergency Exits and Evacuation**

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.