**Description: Small and Medium Enterprise Development (SMED)**

<table>
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<tr>
<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
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<td>MKT</td>
<td>3006</td>
<td>72067</td>
<td>6, 2007</td>
<td>EXT</td>
<td>1.00</td>
<td>Toowoomba</td>
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**Academic group:** FOBUS  
**Academic org:** FOB004  
**Student contribution band:** 2  
**ASCED code:** 080301

**STAFFING**

Examiner: Graham Young  
Moderator: Michael Gardiner

**REQUISITES**

Pre-requisite: ACC1101 and MKT1001

**OTHER REQUISITES**

Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at http://www.usq.edu.au/business/aboutfob.htm

**RATIONALE**

This course is designed to enable students to gain practical insights into the unique managerial challenges associated with starting, managing and growing a small to medium sized enterprise (SME). While the SME sector is of vital significance to all economies in terms of employment levels and contribution to gross national products, it nevertheless continues to be characterised by high failure rates and unsatisfactory performance levels. This course, directed as it is towards professionals, intending entrepreneurs and owners and managers of SMEs, seeks to ultimately improve overall success rates and performance levels in the sector.

**SYNOPSIS**

This course addresses the three critical areas within the ‘history’ of an SME. These include development and planning, management and implementation and business future. In the development and planning section, students will be asked to address all issues which contribute to the writing of an appropriate business plan. In the management and implementation section issues relating to the successful implementation of the business plan and on-going functional management tasks will be addressed. Finally, the business future section will examine issues which impact upon the future direction of the SME, including impacts of environmental factors and growth aspirations. Throughout the course, students will be required to continually apply the
concepts and principles to their selected SME case enterprises. Reference will also be made to many other SMEs to provide as wide a context mix as possible.

**OBJECTIVES**

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. describe the nature of SMEs and their importance and significance in modern economies (Feasibility Study, Final Report)
2. list and explain the key things which contribute to the success of any SME (Feasibility Study, Final Report)
3. carry out all necessary tasks in developing a potentially successful business plan (Feasibility Study, Final Report)
4. develop appropriate management systems to ensure the ongoing success and profitability of an SME (Feasibility Study, Final Report)
5. identify potential impacting factors upon the future growth and direction of the SME (Feasibility Study, Final Report).

**TOPICS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. The changing face of SMEs and the keys to their success</td>
<td>10.00</td>
</tr>
<tr>
<td>2. Writing an appropriate business plan</td>
<td>35.00</td>
</tr>
<tr>
<td>3. Effective management of a small business</td>
<td>35.00</td>
</tr>
<tr>
<td>4. Future directions for SMEs</td>
<td>20.00</td>
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**TEXT and MATERIALS required to be PURCHASED or ACCESSED**

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at http://bookshop.usq.edu.au click 'Semester', then enter your 'Course Code' (no spaces).


**REFERENCE MATERIALS**

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.


(This can be downloaded free of charge from ABS Database - Cat No 8127.0)


**STUDENT WORKLOAD REQUIREMENTS**

<table>
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<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
<td>80.00</td>
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<tr>
<td>Private Study</td>
<td>85.00</td>
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**ASSESSMENT DETAILS**

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
<th>Due date</th>
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<tr>
<td>FEASIBILITY STUDY</td>
<td>40.00</td>
<td>40.00</td>
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<tr>
<td>FINAL REPORT</td>
<td>60.00</td>
<td>60.00</td>
<td>21 Dec 2007</td>
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**IMPORTANT ASSESSMENT INFORMATION**

1. Attendance requirements:
   It is the students' responsibility to attend and participate appropriately in all activities (such as lectures, tutorials, laboratories and practical work) scheduled for them, and to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.

2. Requirements for students to complete each assessment item satisfactorily:
   To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may not have to satisfactorily complete each assessment item to receive a passing grade in this course.)

3. Penalties for late submission of required work:
   If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply for each working day late up to ten working days at which time a mark of zero may be recorded.
4 Requirements for student to be awarded a passing grade in the course:
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.

5 Method used to combine assessment results to attain final grade:
The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course.

6 Examination information:
Not applicable.

7 Examination period when Deferred/Supplementary examinations will be held:
Not applicable.

8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at http://www.usq.edu.au/corporateservices/calendar/part5.htm. Students should also read the Faculty of Business Policies and Procedures which can be found at http://www.usq.edu.au/business/aboutfob.htm.

ASSESSMENT NOTES

1 Assignments: (i) The due date for an assignment is the date by which a student must despatch the assignment to the USQ. The onus is on the student to provide proof of the despatch date, if requested by the examiner. (ii) Students must retain a copy of each assignment submitted for assessment. This must be produced within 24 hours if required by the examiner. (iii) The examiner may grant an extension of the due date of an assignment in extenuating circumstances. Applications for extensions should be in writing and must include supporting documentary evidence. Extensions are only granted in unforeseen and uncontrollable circumstances. The examiner shall consider all documentary evidence (including statement from a doctor, employer, counsellor or independent member of the community as appropriate) accompanying an application for extension and decide on the outcome. Length of extensions: Up to one week's extension (five working days) may be granted if a signed statement with supporting documentation is sent with the assignment, proving that an unforeseen and uncontrollable circumstance caused the delay, for example unusual and unpredictable work or family commitments. If the signed statement and supporting documentation does not show that unforeseen and uncontrollable circumstances were present for the days claimed, then the normal reduction in marks for a late assignment of 5% per working day will apply. (iv) Extensions beyond one week are not allowed unless express permission is obtained from the examiner. Extensions beyond one week are only granted in extreme circumstance because model answers may be distributed after this time. If you are likely to require an extension for a longer period than one week, you must contact the examiner for advice. In most cases, you will be required to complete an alternative make-up assignment. However, make-up assignments are only granted if you have passed all other pieces of assessment for the course. Medical extensions: In the case of an application for extension for medical reasons, the documentation should include a statement from a doctor stating: the date the medical condition began or changed; how the condition affected the student's ability to study; when it became apparent that the student could not submit the assignment. As a rule, you will be granted an extension for the number of working days covered on a medical certificate. In the case of a medical extension, you do not need to contact the examiner unless you require an extension of longer than one week. Extensions for family/personal reasons: In the case of an application for extension for family/personal reasons, the documentation should include a statement...
from a doctor, counsellor or independent member of the community stating: the date the student's personal circumstances began or changed; how the circumstances affected the student's ability to complete the assignment; when it became apparent that the student could not complete the assignment. In the case of an extension for family/personal reasons you must contact the examiner before the due date to discuss the reason for the extension and to negotiate the length of an extension if granted. Extensions for employment-related reasons: In the case of an application for extension for employment-related reasons, the documentation should include a statement from the student's employer stating: the date the student's employment began or the conditions of employment changed; how this prevents the student from completing the assignment. In the case of an extension for employment-related reasons you must contact the examiner before the due date to discuss the reason for the extension and to negotiate the length of an extension if granted.

2 Text books: Please note that it is the responsibility of the student to acquire a copy of the text book as soon as their enrolment in the course has been confirmed. Extensions will not be granted on the basis of the student not having a copy of the text, if the text is available from the USQ Bookshop.

3 Course weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to assessment.

4 Word count in assignments: Students must put the 'word count' for their assignment on the front page of the assignment. The word count is the number of words in the body of the assignment report and does not include the title, executive summary, list of references or appendices. To grade an assignment a marker does not need to read more words than the word limit of the assignment.