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**London
South Bank
University**

Module Guide

Managing and Leading SMEs

BBS_6_MLS

School of Business

Level 6

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1. MODULE DETAILS

Module Title:	Managing and Leading SMEs
Module Level:	6
Module Reference Number:	BBS_6_MLS
Credit Value:	20
Student Study Hours:	200
Contact Hours:	60
Private Study Hours:	140
Pre-requisite Learning (If applicable):	Not applicable
Co-requisite Modules (If applicable):	Not applicable
Course(s):	4680 BA (Hons) Business Management 4809 BA (Hons) Business Management (Sat) 4695 BA (Hons) Business Management PT 4681 BA (Hons) Business Management with Accounting 4682 BA (Hons) Business Management with Analytics 4683 BA (Hons) Business Management with E-Business 4684 BA (Hons) Business Management with Economics 4685 BA (Hons) Business Management with Enterprise & Entrepreneurship 4686 BA (Hons) Business Management with Finance 4687 BA (Hons) Business Management with HR 4688 BA (Hons) Business Management with Law 4689 BA (Hons) Business Management with Marketing 4692 BA (Hons) Business Management with Project Management 4693 BA (Hons) Business Management with Retail 4691 BA(Hons) Business Management with Corporate Sustainability
Year and Semester	Year 3 Semester 1
Module Coordinator:	Abraham Joseph graeme.connelly@lsbu.ac.uk (Graeme Paul Connelly) shibing@lsbu.ac.uk (Bing Shi) sitaras@lsbu.ac.uk (Soula Sitaras-Ghidotti) Sergey Portyanko
MC Contact Details (Tel, Email, Room) Teaching Team & Contact Details (If applicable):	josepj17@lsbu.ac.uk , LRC 3 rd Floor
Subject Area:	Management
Summary of Assessment Method:	100% Coursework comprising: Case Study report (50%) Case Study Report (50%)
External Examiner appointed for module:	Dr Sunita Dewitt

2. SHORT DESCRIPTION

Governments across the industrialised world are increasingly emphasising the importance of the development of entrepreneurship in achieving higher economic growth and prosperity. Government encouragement often takes the form of policies designed to help individuals start their own business. This module aims to explore theory and practice in the field from the perspective of individuals within a small and medium sized business. The issue of leadership styles and its impact upon the performance of SMEs is central to the study of this module. The successful learners will have the necessary competencies to be entrepreneurial making them efficient and effective employees, managers/owners, and transformational leaders in an SME context

3. AIMS OF THE MODULE

The module aims to enable you to:

- Develop an awareness of the importance of entrepreneurship as a vehicle for innovation and economic growth for SMEs.
- Appreciate the complexities of managing and leading SMEs in a dynamic and global environment.
- Appreciate and evaluate the roles of leadership in organisational decision making and change
- Create, discover, identify, generate and transform business opportunities effectively.
- Appreciate and evaluate the relationship between leadership styles and performance of SMEs.

4. LEARNING OUTCOMES

On completion of the module successful students will be able to:

4.1 Knowledge and Understanding

A1: Understand and define entrepreneurship within an SME setting.

A2: Evaluate the role and effectiveness of government policies and agencies in encouraging or hindering the creation and survival of business start-ups.

A3: Analyse the various theoretical perspectives on entrepreneurs, the entrepreneurial process and typologies.

A4: Critique the role of entrepreneurship in society in economic, social and political terms.

A5: Analyse the challenges faced by SMEs in a global environment

A6: Critically evaluate the effectiveness of leadership styles in determining the performance of SMEs.

4.2 Intellectual Skills

B1: Critically review current research and evaluate contemporary themes in

- entrepreneurship and managing SMEs
- B2: Demonstrate an awareness of the decision-making and planning processes within a small or medium sized enterprise and the challenges facing SMEs.
- B3: Analyse and evaluate various entrepreneurship themes that characterise policy and research thinking.

4.3 Practical Skills

C1: Make use of graphical and statistical skills to undertake analysis of issues and survey the evidence for different theories/hypotheses

4.4 Transferable Skills

D1: Communicate effectively in written and oral forms

D2: Reflect on the entrepreneurial learning experience and link it to future employability and entrepreneurial development

5. ASSESSMENT OF THE MODULE

Formative Assessment

The first Case study/team building ice breaker will be used as an initial formative assessment. In week 6 of the semester students will make a short presentation of their findings as a formative assessment.

Real life mini case studies will be used throughout the delivery of the module.

Summative Assessment

This module is 100% Coursework assessed- consisting of two sub-components one of which is group work and the other is an individual assignment

1. Real Life Case Study Group Report (50%)

The real life case study report (2,000 words +/- 10%) is a group assignment and will assess the awareness and the acquisition of various dimensions of entrepreneurial management and leadership in an SME context.

Submission Deadline: Monday 11th November 2019

2. Individual Coursework 2 (50%)

The Final Assessment is a 2500 word tutor facilitated individual assignment which contributes 50% of the module's coursework. The course work will involve the students answering questions from a case study of an SME. Students will be provided with the case study. They will research the company and analyse them employing concepts and models from the module. Students will need to research and evaluate a number of criteria;

situation audit, growth and development strategies, marketing strategy, organisation leadership, identifying key strategic problems, and making recommendations. The coursework will be marked and moderated by Core Module tutors.

Submission Deadline: Wednesday 8th January 2020

6. FEEDBACK

Feedback will normally be given to students 15 working days after the final submission of an assignment or as advised by their module leader.

General feedback, applying to all students, will also be placed on the module VLE site within 15 working days.

7. INTRODUCTION TO STUDYING THE MODULE

7.1 Overview of the Main Content

- Entrepreneurship and Economic Development
- The role of Small and Medium Sized Enterprises in the economy.
- Leadership Styles in SMEs
- Transformational leadership, product Innovation and performance in SMEs
- Implications of organisational size and structure for leadership and management
- The impact of the external context on the nature of leadership and management
- Small Business Start-Up and Micro-enterprises
- The Entrepreneurial Process and characteristics of entrepreneurs
- Types of Entrepreneurship and the role of ethnicity and gender
- Entrepreneurial Networks and the SMEs
- Finance, Marketing and the SMES
- Strategy and the SMEs
- Growth and Development of the SMEs
- Government Intervention and the aims of Enterprise Policy

7.2 Overview of Types of Classes

Two hour lectures per week will provide the framework for the area of study. These will be accompanied by a two hour weekly seminar to enable

students to practically use the knowledge gained in the lectures. Guest speakers will be invited throughout the semester to provide real life context.

7.3 Importance of Student Self-Managed Learning Time

Student responsibility in the learning and development process will be emphasised. Students are required to undertake directed self-study and prepare solutions/discussions to questions relative to various topic areas. Students will be encouraged to identify for themselves particular problems of difficulty and to use seminar discussions, where appropriate, for the resolution of these. Students must regularly access the Moodle site for this module. They should download the class/lecture material from the Moodle site, and do the recommended reading, before each lecture/class.

Where appropriate, students are also expected to complete the relevant seminar questions contained in the VLE module moodle site, in order to derive maximum benefit from seminar time. The programme of teaching, learning and assessment gives guidance on the textbook reading required for each week, the purpose of which is to encourage further reading both on and around the topic.

7.4 Employability

The study of this module will equip the learners with the tools of analysis that can be successfully applied in a range of careers in both the private and public sectors. The managerial skills gap for SMEs has been well documented and this module should provide graduates to address the gap in this area.

Entrepreneurship can be applied across the whole spectrum of organisations and roles within organisations. Entrepreneurship is recognized and valued by many employers as a rigorous academic subject who provides a number of key transferable skills.

8. THE PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

Semester 1

WEEK	Lecture Topic Topic	Seminar	READING
1 (w/c 23rd September)	Concepts of enterprise and entrepreneurship: what do they mean?	Ice breaker case Study: Good One-Social Entrepreneurship	<p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapter 1</p> <p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapter 1</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy 3rd edition Chapters 1 and 2.</p> <p>Bridges, S., & O'Neil, K. (2013) <i>Understanding Enterprise: Entrepreneurship and Small Business</i> Chapters 1-3</p>
2 (w/c 30th October)	The entrepreneurial process: opportunities and personality.	Case Study: Duncan Bannatyne, Dragon Burns (2016, pg76)	<p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapters 2,3</p> <p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapters 2,3</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy 3rd edition Chapters 6, 7, 8 and 9</p> <p>Bridges, S.,& O'Neil, K. (2013) <i>Understanding Enterprise: Entrepreneurship and Small Business</i> Chapter 4</p>

<p>3 (w/c 7th October)</p>	<p>The entrepreneurial process: national culture, ethnicity and gender</p>	<p>Significance of gender and ethnicity</p> <p>Case Study: Ambareen Musa and Souqalmal Burns (2016, pg59)</p>	<p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy 3rd edition Chapters 11, and 12</p>
<p>4 (w/c 14th October)</p>	<p>Start-Up</p> <p>Business Idea to Developing the Business Model</p> <p>GUEST LECTURE</p> <p>TBA</p>	<p>Case: Street Car</p> <p>Burns (2016, pg113)</p> <p>And Spotting opportunities</p>	<p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapters 5 , 6</p> <p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapters 4, 6</p>
<p>5 (w/c 21st October)</p>	<p>Launching the Business and Marketing Strategies</p>	<p>Case Study: Lush</p> <p>Burns (2016, pg192-193)</p>	<p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapter 6</p> <p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapters 6, 8</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy (3rd edition) Chapter 18</p>

<p>6 (w/c 28th October)</p>	<p>Financial Management sources of finance</p>	<p>Case Study: Group Activity on Crowdfunding</p>	<p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapters 11,13</p> <p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapters 8,9</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy (3rd edition) Chapters 20, 23</p>
<p>7 (w/c 4th November)</p>	<p>Growth of the Business</p>	<p>‘Evolution and revolution of an organisations growth’ HBR article by L Greiner (1998)</p> <p>Jack Wills case study Burns (2016, pg 218)</p>	<p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapters 12</p> <p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapter 10</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy (3rd edition) Chapters 20</p>

<p>8 (w/c 11th November)</p>	<p>Strategies for Growth</p>	<p>Strategy and the SMEs: Strategic Development Aussie Commerce Burns (2016, pg 346)</p>	<p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapters 13</p> <p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapters 11,12,13.</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy (3rd edition) Chapter 21</p>
<p>9 (w/c 18th November)</p>	<p>Internationalisation</p>	<p>Group Activity based on entry strategy for SMEs</p>	<p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapter 13</p> <p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapter 11,12,13.</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy (3rd edition) Chapter 21</p>

<p>10 (w/c 25th November)</p>	<p>Leadership and management of SMEs</p>	<p>Leadership Styles when managing SMEs and their effectiveness: Case Study: Steve Jobs and Apple</p>	<p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapter 18</p> <p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapter 17</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy (3rd edition) Chapter 22</p> <p>Department for Business Innovation & Skills. “Measuring Associations with Management Practices and Performance” https://www.gov.uk/government/uploads/</p>
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<p>11 (w/c 2nd December)</p>	<p>Entrepreneurship in the bigger businesses, entrepreneurial and intrapreneurial ventures</p>	<p>Case Study: Steve Jobs and Apple</p> <p>Coursework 2 Review</p>	<p>Burns, P. (2011) Entrepreneurship & Small business Start-up, growth and maturity (3rd edition) Chapter 18</p> <p>Burns, P. (2016) Entrepreneurship & Small business Start-up, growth and maturity (4th edition) Chapters 19</p> <p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy (3rd) edition Chapter 3, 22</p> <p>Bridges, S., O’Neil, K. & Martin, F. (2009) <i>Understanding Enterprise: Entrepreneurship and Small Business</i> Chapters 5,6 and 12.</p>
<p>12 (w/c 9th December)</p>	<p>Government and the SME Internationalisation and the SMEs</p>	<p>Coursework 2 Review</p>	<p>Carter, S. & Jones-Evans, D. (2012) Enterprise and Small Business: Principles, Practice and Policy (3rd edition) Chapter 4</p> <p>Bridges, S., O’Neil, K. & Martin, F. (2013) <i>Understanding Enterprise: Entrepreneurship and Small Business</i> Chapters 14, 15, 16,17</p> <p>Department for Business Innovation & Skills. “SMEs: The Key enablers of Business and the Economic Rationale for Government Intervention” https://www.gov.uk/government/uploads/</p>

8 th January 2019		SUBMISSION OF CW2	
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9. STUDENT EVALUATION

On average over 85% of students in 1819 were very satisfied in the annual Module Evaluation Questionnaires commenting favourably on its applied nature and usefulness. The integrated nature of the assessment and content with another core module was appreciated. Further time spent on discussing coursework was requested and that will be remedied this semester.

10. LEARNING RESOURCES

Reading List

Core Reading:

Carter, S. & Jones-Evans, D. (2012) *Enterprise and Small Business, Principles, Practice and Policy* London: Pearson (3rd edition)

Burns, P. (2016) *Entrepreneurship and Small Business Start-up, growth & maturity* Basingstoke, England: Palgrave MacMillan (4th edition)

Optional Reading:

Burns, P. (2011) *Entrepreneurship and Small Business Start-up, growth & maturity* Basingstoke, England: Palgrave MacMillan (3rd edition)

Bridges, S., & O'Neil, K. F. (2017) *Understanding Enterprise: Entrepreneurship and Small Business*. Basingstoke, England: Palgrave MacMillan (5th edition)

Journals

- Entrepreneurship, Theory and Practice
- International Small Business Journal
- Journal of Small Business management
- Journal of Small Business and Enterprise Development

Internet web sites:

Lloyds TSB website specifically for small business: <http://www.smallbusinessadvice.org.uk/>

Institute of small businesses and entrepreneurs and gov.uk -<http://www.isbe.org.uk/>

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