BUSI 3600A Entrepreneurial Strategies
Fall 2013

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Office hours: 1 hour prior to lecture and Thursday afternoons
Class times: Thursday 18:00 - 21:00
Lecture location: TBD
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1.0 COURSE DESCRIPTION

Within the changing environment, an examination of entrepreneurial strategies related to different functional areas for new ventures and small businesses.

2.0 PREREQUISITES

BUSI 2800 with a grade of C- or higher and second year standing. The School of Business enforces all prerequisites. It is your responsibility to ensure that you meet the prerequisite requirements for this course. Lack of prerequisite knowledge may lead to failure in the course. Only the Undergraduate Program Advisor of the School can waive prerequisite requirements.

3.0 COURSE OBJECTIVES

With a focus on management, students will gain an understanding from a broad strategic perspective of the key elements required to set up and operate an entrepreneurial organization. Specific objectives of BUSI3600 are:

- Gain knowledge on SME context and competition
- Gain knowledge on entrepreneurial process
- Gain knowledge on business approach (strategy, marketing)
- Gain knowledge on management challenges (financial, human resources, product/service development, operations) in managing an emerging business or SME
- Gain knowledge on management concepts and theories in a SME context
- Gain knowledge on management tools and techniques used in a SME context
- Develop critical thinking skills to solve real life Entrepreneurship and SME problems
- Develop critical thinking skills regarding management issues of SME
4.0 METHOD OF INSTRUCTION

Students will learn key entrepreneurial concepts through experiential learning, lectures, simulations, videos and interactions with entrepreneurs. The format of the course consists generally of one 170-minute class meeting per week. The primary role of the course instructor is to lead discussion and experiential learning in practical applications of course concepts. Class sessions entail a mixture of lecture, case study, videos, problem analysis, guest speakers and class discussion. The content of any lecture presumes and expects that you have carefully studied the assigned reading. Lectures emphasize major topics and readings, yet you are responsible for all assigned materials. It requires active learning, which means that the student must take responsibility for the learning that takes place. You must do the readings and homework assigned in order to be prepared for each class. You are encouraged to ask questions and to stimulate discussion on topics that you are of interest to the class.

Students will be required to form and work in groups to do a project with an external organization (local start-up company). More details on group work can be found in "important additional information" section of this document.

5.0 EVALUATION

Reflecting the real world of entrepreneurship, your grade performance will depend upon both individual and group contributions as outlined below:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Assignment 1 – individual</td>
<td>15%</td>
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<tr>
<td>Assignment 2 – individual</td>
<td>15%</td>
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<tr>
<td>Assignment 3 – individual</td>
<td>15%</td>
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<tr>
<td>Group Project</td>
<td>30%</td>
</tr>
<tr>
<td>Final Exam *</td>
<td>25%</td>
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* To pass the course, individual capability must be demonstrated. Students must achieve a minimum grade in the final exam of 45% of the total possible, in addition to other requirements.

Further instructions regarding evaluation elements will be posted on the course site.

No late submission of assignments and group projects will be accepted.

Assignment 1
Assignment 1 focuses on understanding the business environment, market entry strategy and competitive advantage. Using various tools, students will critically examine existing organizations.

Assignment 2
Assignment 2 will require students to critically examine the marketing approach, communications strategy and public relations of existing organizations.

Assignment 3
Assignment 3 will require students to critically examine the internal financial and human resources management of organizations.
Group Project
The primary objective of the group project is to examine management challenges. It will also provide experiential learning in the skills necessary for high productivity teamwork. Students will be placed into teams by the course instructor and then teamed together with a local entrepreneurial organization. Group formation will reflect the same best practices of diversity used in successful entrepreneurial endeavours. At the completion of the course, the instructor may adjust group project marks awarded to individuals based on peer feedback. The group project will require the teams to submit a written report and to present their findings to the class, the instructor and the company founders. Further instructions will be posted on the course site.

Final Exam
There will be a final exam covering the complete contents of the course material. A maximum of three hours will be permitted. Details will be announced before the end of the term.

6.0 READINGS

Required Text. There is no required text for this course. On-line reference sources will be shared during the delivery of the course.

Supplemental Reading Links. Extra reading material links will be posted on WebCT; while students will not be tested on them, these papers will provide added depth and may be helpful in preparing the group project.

Supplemental References. The following books may provide additional information.
7.0 CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- **Attending the class.** Each class benefits from the attendance and participation of all students. Your grade for participation will be affected by absences. Regular class attendance is important and required. I expect you to attend class and contribute to a quality discussion. Class and team discussion of the materials (e.g., readings, assignments, and cases) are an important part of the learning process. If circumstances prevent attendance at a class meeting, please remember that you are responsible for all materials discussed, handouts distributed, assignments covered, and announcements made.

- **Arriving on time.** Late arrivals are disruptive to both lectures and class discussion, and show disrespect to those who are on time.

- **Minimizing disruptions.** You should not leave and re-enter the class. You should avoid engaging in side conversations after class has begun.

- **Focusing on the class.** While you may take notes on laptops, do not use laptop computers or hand-held devices for other tasks while in class. Activities such as net surfing, and answering email are very impolite and disruptive both to neighbors and the class.

- **Being prepared for class.** You should be ready to discuss any assigned readings and to answer any assigned questions for each day’s class, including being ready to open a case assigned for that day.

- **Respect.** You should act respectfully toward all class participants. Class participation grading reflects student adherence to these principles; students gain credit for contributing valuable insights and students lose credit if they fail to adhere to any of the above guidelines.

- **Cellular phones.** The use of cellular phones IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry a phone to class, please make sure it is turned off. If an emergency situation requires you to keep your cell phone turned on you may wish to keep the silent mode on, please discuss this with the instructor prior to the class starting.

8.0 OFFICE HOURS

The course instructor is available for consultation by email daily, and office hours are generally by appointment. Teaching assistants may be available for consultation depending on budget allocation. Days, times and location will be announced in class by the instructor and posted to the course website, if any.

9.0 SCHEDULE BUSI3600 Fall 2013
<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Topics</th>
<th>Assessment</th>
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| 1    | Sept 5 | Introduction to Course  
Entrepreneurs and SME characteristics                                    |            |
| 2    | Sept 12 | Business Environment  
Entry Strategies                                                              |            |
|      | Sep 19 | No class                                                              |            |
| 3    | Sept 26 | Strategic Approach and Competitive Advantage                           |            |
| 4    | Oct 3  | Entrepreneurial Process  
Marketing Approach                                                            |            |
| 5    | Oct 10 | Communication Strategies and Public Relations  
Management of Financial Resources                                             | Assignment 1 due |
| 6    | Oct 17 | Management of Human Resources                                          |            |
| 7    | Oct 24 | Management of Operations                                               | Assignment 2 due |
|      | Oct 30 | No class                                                              |            |
| 8    | Nov 7  | Management of Product / Service Development                           |            |
| 9    | Nov 14 | Risk Management                                                        | Assignment 3 due |
| 10   | Nov 21 | Legal Dimensions (guest)                                               |            |
| 11   | Nov 28 | Governance Issues  
Evaluating Business Performance                                             |            |
| 12   | Dec 5  | Class presentation                                                    | Group project due  
(written report & presentation)                                                |
|      | TBA    |                                                                       | Final Exam |

Note that there will be approximately three guest speakers, dates TBC
IMPORTANT ADDITIONAL INFORMATION

Required calculator in BUSI course examinations
If you are purchasing a calculator, we recommend any one of the following options: Texas Instruments BA II Plus (including Pro Model), Hewlett Packard HP 12C (including Platinum model), Staples Financial Calculator, Sharp EL-738C & Hewlett Packard HP 10bII

Group work
The Sprott School of Business encourages group assignments in the school for several reasons. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other group skills. Group assignments are also good for learning integrative skills for putting together a complex task. Your professor may assign one or more group tasks/assignments/projects in this course. Before embarking on a specific problem as a group, it is your responsibility to ensure that the problem is meant to be a group assignment and not an individual one.

Medical certificate
Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form.
http://www1.carleton.ca/registrar/forms/

In accordance with the Carleton University Undergraduate Calendar (p 34), the letter grades assigned in this course will have the following percentage equivalents:

A+ = 90-100  B+ = 77-79  C+ = 67-69  D+ = 57-59
A  = 85-89   B  = 73-76   C  = 63-66   D  = 53-56
A- = 80-84  B- = 70-72  C- = 60-62  D- = 50-52
F = Below 50  WDN = Withdrawn from the course
ABS = Student absent from final exam
DEF = Deferred (See above)
FND = (Failed, no Deferred) = Student could not pass the course even with 100% on final exam

Academic Regulations, Accommodations, Plagiarism, Etc.
University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university’s website, here:
http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/

Requests for Academic Accommodations

Academic Accommodations for Students with Disabilities

The Paul Menton Centre for Students with Disabilities (PMC) provides services to students with Learning Disabilities (LD), psychiatric/mental health disabilities, Attention Deficit Hyperactivity Disorder (ADHD), Autism Spectrum Disorders (ASD), chronic medical conditions, and impairments in mobility, hearing, and vision. If you have a disability requiring academic accommodations in this course, please contact PMC at 613-520-6608 or pmc@carleton.ca for a formal evaluation. If you are already registered with the PMC, contact your PMC coordinator to send me your Letter of Accommodation at the beginning of the term, and no later than two weeks before the first in-class scheduled test or exam requiring accommodation (if applicable). After requesting accommodation from PMC, meet with me to ensure accommodation
arrangements are made. Please consult the PMC website for the deadline to request accommodations for the formally-scheduled exam (if applicable).

- The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2013 exam period is November 8, 2013 and for the April 2014 exam period is March 7, 2014.

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event. Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student. Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton’s Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

Pregnant students requiring academic accommodations are encouraged to contact an Equity Advisor in Equity Services to complete a letter of accommodation. The student must then make an appointment to discuss her needs with the instructor at least two weeks prior to the first academic event in which it is anticipated the accommodation will be required.

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another’s ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized cooperation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated. Penalties may include expulsion; suspension from all studies at Carleton; suspension from full-time studies; a refusal of permission to continue or to register in a specific degree program; academic probation; and a grade of Failure in the course, amongst others. Students are expected to familiarize themselves with and follow the Carleton University Student Academic Integrity Policy which is available, along with resources for compliance at http://www2.carleton.ca/sasc/advisingcentre/academic-integrity/.

Assistance for Students:

Student Academic Success Centre (SASC): www.carleton.ca/sasc
Writing Tutorial Services: http://www1.carleton.ca/sasc/writing-tutorial-service/
Peer Assisted Study Sessions (PASS): www.carleton.ca/sasc/peer-assisted-study-sessions

Important Information:

- Students must always retain a hard copy of all work that is submitted.
- All final grades are subject to the Dean’s approval.
- Please note that you will be able to link your CONNECT (MyCarleton) account to other non-CONNECT accounts and receive emails from us. However, for us to respond to your emails, we need to see your full name, CU ID, and the email must be written from your valid CONNECT address. Therefore, it would be easier to respond to your inquiries if you would send all email from your connect account. If you do not have or have yet to activate this account, you may wish to do so by visiting https://portal.carleton.ca/
Important Dates & Deadlines – Winter 2013

January 7, 2013

- Winter-term classes begin.

January 18, 2013

- Last day for registration for winter term courses.
- Last day to change courses or sections for winter term courses.

January 31, 2013

- Last day for withdrawal from winter term and winter portion of fall/winter courses with full fee adjustment.

February 1, 2013

- Last day for receipt of applications for admission to the Bachelor of Architectural Studies and the Bachelor of Social Work degree programs for the 2013-14 fall/winter session.

February 15, 2013

- April examination schedule available online.

February 15-23, 2013

- Fall-term deferred examinations will be written. Examinations are normally held in the day and evening during the Monday to Saturday period. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

February 18, 2013

- Statutory holiday. University closed.

February 18-22, 2013

- Winter Break, classes suspended.

March 1, 2013

- Last day for receipt of applications from potential Spring (June) graduates.
- Last day for receipt of applications to the Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, and the Bachelor of Music degree program for the 2013-2014 fall/winter session.
- Last day for receipt of applications for admission to a program for the 2013 summer terms.

March 8, 2013

- Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.

March 27, 2013

- Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

March 29, 2013

- Statutory holiday. University closed.

April 1, 2013

- Last day for receipt of applications for admission to a program (except Bachelor of Architectural Studies, Bachelor of Humanities, Bachelor of Industrial Design, Bachelor of Information Technology (Interactive Multimedia and Design), Bachelor of Journalism, Bachelor of Music, and Bachelor of Social Work, for the 2013-2014 fall/winter session, from candidates whose documents originate outside Canada or the United States.

April 10, 2013

- Winter term ends.
- All classes follow a FRIDAY schedule.
- Last day of fall/winter and winter-term classes.
- Last day for academic withdrawal from fall/winter and winter-term courses.
- Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall/winter and winter-term courses.

April 11-12, 2013

- Review period. No classes take place.

April 13-27, 2013

- Final examinations in winter term and fall/winter courses may be held. It may be necessary to schedule examinations during the day for classes held in the evening and vice versa. In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

April 16, 2013

- Winter Co-op Work Term Reports are due.
April 27, 2013

- All take home examinations are due on this day.