



## **BUSI3820A: PRACTICUM IN BUSINESS DESIGN**

**FALL 2025**

|                        |                                  |
|------------------------|----------------------------------|
| <b>Instructor</b>      | Toye Akinwumi                    |
| <b>Email Address</b>   | toyeseakinwumi@cunet.carleton.ca |
| <b>Class Times</b>     | Mon 18:05 - 20:55                |
| <b>Modality</b>        | In-person                        |
| <b>Office Hours</b>    | N/A                              |
| <b>Office Location</b> | N/A                              |
| <b>TA Name/Email</b>   | N/A                              |

### **Pre-Requisites & Preclusions:**

Prerequisites: Third year standing, and BUSI 2800 with a grade of C- or higher

Preclusions: N/A

### **Course Description/Instructor's Statement**

Carleton Calendar Description

Students will apply entrepreneurial concepts to design an entrepreneurial project. Students will work in groups to prepare a business plan, including in-depth analysis and recommendations.

Includes: Experiential Learning Activity

Lecture: three hours a week

Instructor's Description:

This course provides a hands-on practicum in business design. Students will apply entrepreneurial theories to develop and validate a business opportunity, culminating in the development of a comprehensive business plan. Working in small groups/teams, students engage in experiential learning activities, including financial planning, in-depth customer and market analysis, and peer reviews, to improve business opportunities.

This course is designed to mirror real-world entrepreneurial challenges. Your engagement, initiative, and team collaboration are vital to success. Bring your creativity, critical thinking, and energy every week.

The course is designed for students who aspire to:

- Own/launch a start-up that generates \$1 million annual revenue within three years after completing Sprott's B.Com. Entrepreneurship Concentration or Sprott's Minor in Entrepreneurship

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- Work in a start-up or entrepreneurship-focused organization
  - Establish a non-profit organization

Course Learning Objectives:

1. Develop a strong and compelling value proposition
2. Apply entrepreneurial theory to build a viable business plan
3. Demonstrate financial and cash flow management skills
4. Build networks and entrepreneurial communities to access resources
5. Critically evaluate business opportunities using applied skills and frameworks

|                                                 |
|-------------------------------------------------|
| <b>Required/Optional Materials &amp; Prices</b> |
|-------------------------------------------------|

**Required**

- Blank, S. and Dorf, B., (2012), The Startup Owner's Manual. The Step-by-Step Guide for Building a Great Company. K&S Ranch Inc. (ISBN-13: 9780-9849993-0-9).

*You are required to review this book (and please do so early), preferably before the beginning of class. Be careful of free PDFs of this text, as they are not the same as the textbook.*

- Osterwalder et al., (2014). Value Proposition Design. John Wiley & Sons Inc. (ISBN 978-1-118-96805-5)
- We will also be extensively referencing the MaRS Entrepreneurs toolkit located at <http://www.marsdd.com>

**Optional**

Additional reading material and web links will be posted on Brightspace. Supplemental references and books from previous entrepreneurship classes are recommended:

Other supplemental materials recommended for students include:

- Kawasaki, G. (2004). The Art of the Start. London: Penguin Group. (ISBN-10: 1591840562).
  - Rackham, N (1988) SPIN Selling, McGraw-Hill, Inc (ISBN: 0-07-051113-6)
  - Good, W. and Mayhem, W. (2014) Building your Dream. A Canadian Guide to Starting your Own Business. McGraw-Hill Ryerson. (ISBN-13: 978-0-07-133888-2).
  - Osterwalder, A. and Y. Pigneur, Y. (2010). Business Model Generation. John Wiley & Sons Inc. (ISBN: 978-0470-87641-1).
  - Ries, E. (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business (ISBN: 978-0307887894).
  - Mullins, J. (2006). The New Business Road Test: What entrepreneurs and executives should do before writing a business plan. London: FT Press (ISBN-10: 0273663569).
  - Horowitz, B. (2014) The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers. Harper Business (ISBN: 978-0062273208).
  - Thiel, P. (2014) Zero to One: Notes on Startups, or How to Build the Future. Crown Business. (ISBN: 978-0804139298).
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- Maurya, A. (2012) Running Lean: Iterate from Plan A to a Plan That Works. O'Reilly Media (ISBN: 978-1449305178).
- Weinberg, G. and J. Mares (2014) Traction: A Startup Guide to Getting Customers. S-curves Publishing (ISBN: 978-0976339601).

***Please note that students are not required to purchase textbooks or other learning materials for this course.***

Please purchase the textbook(s) from the campus bookstore in Nideyinàn (formerly the University Centre) or through the bookstore website: <https://carleton.ca/campus-services/the-bookstore/>.

### **Grading Scheme**

Your grade will depend on both individual work and group work outside of the class, and classroom contributions, as outlined below:

#### **Individual**

- Financial & Cash Flow Management (Individual): 25%
- Participation and Peer Review (Individual x3): 15%

#### **Group/Team**

- Value Proposition Canvas (Group): 10%
- Interim Business Plan (Group): 15%
- Final Business Plan (Group):
  - Presentation: 15%
  - Report: 20%

### **Important Dates to Note**

|                                  | Dates        |
|----------------------------------|--------------|
| <b>Individual Assignments</b>    |              |
| Financial & Cash Flow Management | November 10  |
| Participation/ Peer Review 1     | September 29 |
| Participation/ Peer Review 2     | October 20   |
| Participation/ Peer Review 3     | November 24  |
| <b>Team Assignments</b>          |              |
| Value Proposition Canvas         | September 29 |
| Interim Business Plan            | October 20   |
| Final Business Plan              |              |
| Presentation                     | November 24  |
| Report                           | December 1   |

University Academic Calendar: <https://calendar.carleton.ca/academicyear/>

### **Policies & Accommodations**

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<https://students.carleton.ca/course-outline/>

<https://carleton.ca/pmc/current-students/academic-accommodations/>



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### Methods of Evaluation

|                                               | Max. Marks  | Mode of Delivery                                                                                                           | Due Dates                                 |
|-----------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|
| <b>Individual Assignments</b>                 |             |                                                                                                                            |                                           |
| Financial & Cash Flow management              | 25          | Excel Spreadsheet + Word Document/PDF submitted on Brightspace                                                             | November 10                               |
| Participation/ Peer Review (3)                | 15 (5 each) | Excel Spreadsheet (3) peer reviews to be submitted upon completion of each group presentation and submitted on Brightspace | September 29<br>October 27<br>November 24 |
| <b>Sub-total assignments</b>                  | 40          |                                                                                                                            |                                           |
| <b>Team Assignments</b>                       |             |                                                                                                                            |                                           |
| Value Proposition Canvas                      | 15          | Presentation – in class and submitted on Brightspace                                                                       | September 29                              |
| Interim Business Plan                         | 10          | Presentation – in class and submitted on Brightspace                                                                       | October 27                                |
| Final Business Plan<br>Presentation<br>Report | 15<br>20    | Presentation – in class and submitted on Brightspace<br>Report - Word Document/PDF submitted on Brightspace                | November 24<br>December 1                 |
| <b>Sub-total assignments</b>                  | 60          |                                                                                                                            |                                           |
| <b>Total marks</b>                            | 100*        |                                                                                                                            |                                           |

**All written assignments will be submitted on Brightspace.**

**There is NO Midterm or Final Exam for this course.**

### **Course Policies**

You may choose to work individually or in a team of up to four students. Team collaboration is a critical component of this course and will be evaluated accordingly.

Teams should be formed by the end of Week 4 Class.

All team members must actively contribute to the business idea and deliverables. Forming a team solely to split the workload is frowned upon.

All students are expected to uphold Carleton University's standards of academic honesty. Any form of plagiarism or cheating will result in disciplinary action

Course resources, updates, and assignment submissions will be managed via Brightspace. Please check regularly for announcements. Use your Carleton email account for all correspondence.

*Note on team contribution:*

Although I do not anticipate such situations, a word of caution to students who do not contribute adequately, teams are encouraged to submit their assignments without your name included on the submission/deliverable.

If a student's name is not included in a group submission, that student must submit an individual version of the assignment. Failure to do so will result in a **grade of zero** for that component. The instructor may adjust individual grades based on peer feedback

***Note on the use of Artificial Intelligence (AI):***

The use of AI is welcome in this course. However, you are expected to use it wisely, responsibly, and transparently. The quality of your work will not be judged by whether you used AI, but by how well you demonstrate deep academic research and rigor, sound judgment, original thinking, and applied entrepreneurial insight.

Entrepreneurship today requires the ability to leverage emerging tools effectively. Generative AI is rapidly becoming a core part of how entrepreneurs design, test, and scale ventures. In this course, you are encouraged to use AI tools to accelerate your research, sharpen your analysis, and enhance your creativity while always remaining the decision-maker and critical thinker in the process.

AI is a powerful tool in your entrepreneurial toolkit. Think of AI as your assistant, not your replacement. You are the entrepreneur, strategist, and final voice behind every decision.

- The AI you are using today to be the worst version you will ever use—these tools are improving fast. Learn to leverage them strategically now so you are prepared for the next generation.
- Approach AI outputs with curiosity, but also with skepticism.
- Use AI to amplify your critical thinking, creativity, and entrepreneurial insight—never to replace them.

As such, you are encouraged to use AI tools such as ChatGPT-4o, Mistral LeChat, Perplexity, Consensus AI, and curated AI tool repositories (e.g., Futurepedia.io) to:

- Generate and test ideas for your business opportunity
- Conduct market, competitor, and customer research (with verification)
- Explore financial modeling approaches and scenario planning
- Draft and revise business documents (VPC, interim plan, final plan, presentations)
- Practice pitching and communication skills
- Brainstorm creative solutions and strategies

Some strict boundaries and responsibilities will guide the use of AI in this course:

1. **No blind copy-pasting** - AI can suggest text, numbers, or frameworks, but you must adapt, evaluate, and rewrite outputs in your own words.
2. **Fact-check everything** - AI tools can generate errors (“hallucinations”). You must verify facts, numbers, and references before including them in your work.
3. **Maintain originality** - Your final submissions (VPC, interim business plan, final business plan, presentations, peer reviews) must reflect your own judgment, analysis, and voice.
4. **Stay ethical** - Do not use AI to plagiarize, fabricate data, or generate work that misrepresents reality. Violations fall under the university’s academic integrity policy.
5. **Be transparent** – If AI meaningfully shaped part of your work (e.g., analysis approach, draft text, research framing), briefly and note how you used it in your submission or presentation. I have the exclusive right to deduct marks if the transparent use of AI is not clearly provided
6. **You are the human in the loop** – AI is here to support your thinking, not to replace it. You are accountable for the accuracy, quality, and integrity of your work.

### **Late Assignments:**

As plenty of time is provided for assignments, **no credit is given for posting a late assignment.**

Although no credit is given for posting a late assignment, you are all permitted one extension (“wildcard”) on a single assignment, either individual or group. If a team uses the wildcard for a group submission, all team members are considered to have used their extension.

Late assignments without an approved extension receive a grade of zero.

### **Deferred Examinations/Assignments:**

A missed assignment supported with medical documentation will result in the marks for that assignment being transferred to the remaining assignments. However, each case will be dealt with on its merits.

For more information or to apply for a deferral visit: <https://carleton.ca/registrar/deferral/>

### **Preparation and Participation:**

Given the experiential nature of the course, missing three classes or more without a valid reason (e.g. medical note) can lead to failure in this course regardless of their performance on assignments, presentations, and reports. Each case will be dealt with on its merit.

### **Course Schedule**

| <b>Week #</b> | <b>Date</b> | <b>Date and Topics</b>                                                                                                               | <b>Deliverables</b>                                                                                        |
|---------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| 1             | Sep. 8      | Course Introduction & Overview                                                                                                       |                                                                                                            |
| 2             | Sep. 15     | Entrepreneurship Theory; Business Planning Process; Value Proposition                                                                |                                                                                                            |
| 3             | Sep. 22     | Deep Dive: Value Proposition & Business Plan Overview                                                                                |                                                                                                            |
| 4             | Sep. 29     | Value Proposition Canvas Presentations                                                                                               | Value Proposition Canvas - Presentations in class (Group)<br><br>Participation/ Peer Review 1 (Individual) |
| 5             | Oct. 6      | Business Plan Design: Business Planning Tools; Industry and Market Assessment/ Product/Service Design & Development; Operations Plan |                                                                                                            |
| 6             | Oct. 13     | Stat Holiday – No Class                                                                                                              |                                                                                                            |
| 7             | Oct. 20     | Fall Break – No Class                                                                                                                |                                                                                                            |
| 8             | Oct. 27     | Interim Business Plan Presentations                                                                                                  | Interim Business Plan - Presentation in class (Group)<br><br>Participation/ Peer Review 2 (Individual)     |
| 9             | Nov. 3      | Business Plan: Financial Planning                                                                                                    |                                                                                                            |
| 10            | Nov. 10     | Business Plan: Marketing & Commercialization Plan, Networking & Partnering                                                           | Financial & Cash Flow Management (Individual)                                                              |
| 11            | Nov. 17     | Business Plan: Management Team and Human Resources; Critical Risks                                                                   |                                                                                                            |
| 12            | Nov. 24     | Final Business Plan Presentations                                                                                                    | Final Business Plan - Presentation in class (Group)<br><br>Participation/ Peer Review 3 (Individual)       |
| 13            | Dec. 1      | Final Business Plan Report                                                                                                           | Final Business Plan Report                                                                                 |

Contribution to Learning Goals of the Program ([BCom](#), [BIB](#)):

| Program Learning Goal                                                                                                                                                                                                 | Competencies Not Covered | Competencies Introduced (only) | Competencies Taught But Not Assessed | Competencies Taught and Assessed |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------------|--------------------------------------|----------------------------------|
| <b>CHECK (X) ONE PER ROW</b>                                                                                                                                                                                          |                          |                                |                                      |                                  |
| <b>BC1 Knowledge</b><br><i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>                                                                                |                          |                                |                                      | ✓                                |
| <b>BC2 Collaboration</b><br><i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>                                |                          |                                |                                      | ✓                                |
| <b>BC3 Critical Thinking</b><br><i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw conclusions based on analysis and evaluation.</i> |                          |                                |                                      | ✓                                |
| <b>BC4 Communication</b><br><i>Graduates will be effective and persuasive in their communications.</i>                                                                                                                |                          |                                |                                      | ✓                                |
| <b>BI5 Global Awareness (BIB ONLY)</b><br><i>Graduates will be globally-minded.</i>                                                                                                                                   |                          | ✓                              |                                      |                                  |

## ADDITIONAL INFORMATION

### Course Sharing Websites

Materials created for this course (including presentations and posted notes, labs, case studies, assignments, and exams) remain the intellectual property of the author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

### 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, followership, 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.

### Grading

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 |             |             |             |

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

### Academic Regulations

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 Accommodation

Carleton is committed to providing academic accessibility for all individuals. You may need special arrangements to meet your academic obligations during the term. The accommodation request processes, including information about the *Academic Consideration Policy for Students in Medical and Other Extenuating Circumstances*, are outlined on the Academic Accommodations website ([students.carleton.ca/course-outline](http://students.carleton.ca/course-outline)).

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

### **Pregnancy Accommodation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Religious obligation**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or [pmc@carleton.ca](mailto:pmc@carleton.ca) for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC 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 your instructor as soon as possible to ensure accommodation arrangements are made. [carleton.ca/pmc](https://carleton.ca/pmc)

### **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **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 co-operation or collaboration or completing work for another student – weaken the quality of the degree and will not be tolerated.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the penalties may include; a grade of Failure on the submitted work and/or course; academic probation; a refusal of permission to continue or to register in a specific degree program; suspension from full-time studies; suspension from all studies at Carleton; expulsion from Carleton, amongst others. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

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: <https://carleton.ca/registrar/academic-integrity/>.

### **Sprott Student Services**

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

### **Centre for Student Academic Support**

The Centre for Student Academic Support (CSAS) is a centralized collection of learning support services designed to help students achieve their goals and improve their learning both inside and outside the classroom. CSAS offers academic assistance with course content, academic writing and skills development. Visit CSAS on the 4th floor of MacOdrum Library or online at: [carleton.ca/csas](http://carleton.ca/csas).

### **Important Information:**

- Students must always retain a copy of all work that is submitted.
  - All final grades are subject to the Dean's approval.
  - 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 CARLETON address. Therefore, in order to respond to your inquiries, please send all email from your Carleton CMail account. If you do not have or have yet to activate this account, you may wish to do so by visiting <https://carleton.ca/its/get-started/new-students-2/>
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