



BUSI 3600-Entrepreneurial Strategies

Fall 2026

Instructor	Ben Semnani
Email Address	bahmanashrafsemani@cunet.carleton.ca
Class Times	Tuesday 18:05 - 20:55
Modality	In-Person
Office Hours	Tuesday 17:00-17:45 (Upon appointment in advance through email)
Office Location	Room 7010 Nicol Building
TA Name/Email	

Pre-Requisites & Preclusions:

Pre-Requisites: BUSI 2800 with a grade of C- or higher.

Lecture and practice three hours a week.

Preclusions: None

Find the pre-requisites & precludes at <https://calendar.carleton.ca/undergrad/courses/BUSI/>

Course Description/Instructor's Statement

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

Instructor's Description:

In this course, we examine how entrepreneurs think and act strategically in environments characterized by uncertainty, limited resources, and rapid change. We begin by asking a fundamental question: **Do entrepreneurs need strategy?** We then explore how entrepreneurs lead, recognize and shape opportunities, finance their ventures, and develop, join, and navigate entrepreneurial ecosystems. We examine how entrepreneurs experiment with ideas and business models, bring their offerings to market, sell and market effectively, and make strategic choices about technology and innovation. We also explore how entrepreneurs balance the search for new opportunities with the development and exploitation of what already works. Throughout the course, we use cases, discussions, exercises, and real-world examples to understand how entrepreneurial strategies are developed, tested, adapted, and put into action.

Course Learning Objectives:

CLO 1- Analyze entrepreneurial challenges using strategic thinking and frameworks.

CLO 2- Develop entrepreneurial strategies for creating, capturing, and sustaining value.

CLO 3- Evaluate strategic alternatives and make entrepreneurial decisions under uncertainty.

CLO 4- Adapt entrepreneurial strategies in response to changing opportunities, resources, and environments.

Required/Optional Materials & Prices

Course Package

Students are required to purchase a course pack that includes the five cases you will work on in groups throughout the semester. The cost is **25 USD for mandatory part (Simulation) and 71.15 USD for optional part (including 8 articles)**, and the course pack can be accessed through the link provided below:

<https://hbsp.harvard.edu/import/1435228>

NOTE : Students must acquire the required equipment to access Brightspace both inside and outside the classroom.

Grading Scheme

Activity	Scored Out of	Percent of Total Grade
In-Class Activities	6 weeks*5 points/week=30	30%
Simulation	15 points for simulation+5 points for in-class contribution=20	20%
Group Project Presentation	20	20%
Quizzes (3 best out of 4)	15	15%
Course Reflection	15	15%
TOTAL		100%

Class Format: The first class is lecture-based. This class will be used to introduce the course and give everyone a chance to meet each other. Starting in Week 2, each session will have two parts. The first part, about one hour to an hour and a half, will be a lecture-style review of the weekly course content. The second part shifts to applied work, where you will practice the concepts with my guidance. This includes completing in-class discussions and their responses, doing simulations and writing your weekly lesson learned. Please refer to the course schedule provided in the next sections of this outline for exact details.

In-Class Activities: You will complete in-class activities during Weeks 2–8 (6 weeks in total), worth *30% of your final grade (5% per week)*. These activities may include class discussions, simulations, responses to questions posted on Brightspace related to the course topics, and other activities designed to support your learning.

All activities must be completed *during the scheduled class session*. Submissions made outside of class will receive a grade of zero.

To accommodate absences, you may make up a *maximum of two missed in-class activities* during the make-up activity session in Week 13. If special circumstances require you to miss more than two in-class activities, you must obtain my approval *before missing the relevant class(es) or as soon as you can for emergency cases* to be eligible to make up additional activities during the Week 13 session.

Group Final Project: Each team is required to complete a final project by following the detailed instructions that will be posted before Week 6 on Tuesday, October 20. The project deliverables include:

- A written report of 5–10 pages
- A set of presentation slides for a 10-minute presentation in class

During Weeks 11 and 12, teams will present their project in front of their classmates and the instructor, followed by a Q&A session where they must address questions regarding their work.

Attendance at your team's presentation is mandatory. Any student who does not attend their own team's presentation will receive a *grade of 0* for the project, regardless of the team's overall submission.

Group Formation: You are to form groups of 5-6 members each. You have until Friday, October 16, at 23:50 p.m. to self-enroll in your preferred group on Brightspace. After that deadline, I will assign any remaining students to groups and finalize all group lists before we meet for our 6th session on Tuesday, October 20.

Peer Feedback: To ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the group case studies. Each student is required to evaluate the contributions of their group members, assigning a score out of a maximum of 10 points to reflect each member's level of participation and effort. A low evaluation is defined as a score below 80% of the maximum grade. Students who receive low evaluations from two or more group members will have their cumulative group case study grade reduced, with the extent of the reduction determined by the number and severity of low evaluations received.

Simulation: The simulation provides students with a hands-on experience in developing and launching an innovative venture within a simulated accelerator environment. Working as venture project team members, students select an industry and develop an entrepreneurial idea or address a given challenge while progressing through a series of interactive episodes and tasks. Throughout the simulation, students apply course concepts to understand customer needs, design customer experiences, develop a differentiated value proposition and sustainable business model, and ultimately prepare and deliver a simulated pitch to investors. The simulation will be actively conducted in class during Weeks 9 and 10, and students are expected to complete all required activities by Week 11. The Simulation is worth 20% of the final grade, consisting of 15 points for completion and performance in the simulation and 5 points for active in-class participation and contribution during Weeks 9 and 10.

Quizzes: There will be four quizzes during the term in weeks 4, 6, 9, and 12. They cover course materials and class lectures. Only your best three scores will count toward your final grade and together they make up 15 percent of the course grade. The quiz schedule is provided in the course outline. Quizzes will be written on Brightspace, but you must be present in class to complete them. Any quiz written outside class will receive a grade of zero.

Reflection: The reflection assignment focuses on the insights or knowledge gained from the Project Management simulations as well as the class activities, lectures, readings & activities. This assignment has a maximum length of 1000 words (approximately 4 pages, double-spaced). Detailed instructions and materials for the reflection will be provided on Brightspace.

Note: Students are not permitted to use AI for this activity.

Important Dates to Note	
In-Class Activity 1	September 22, 2026; 21:00
In-Class Activity 2	September 29, 2026; 21:00
In-Class Activity 3	October 6, 2026; 21:00
Quiz 1	October 6, 2026
In-Class Activity 4	October 13, 2026; 21:00
Quiz 2	October 20, 2026
In-Class Activity 5	October 20, 2026; 21:00
In-Class Activity 6	November 3, 2026; 21:00
Quiz 3	November 10, 2026; 21:00
Simulation	November 17, 2026; 23:59
In-Class Activity Make-up	November 24, 2026; 21:00
Group Project Report and Presentation Slides Submission	November 30, 2026; 23:59
Quiz 4	December 1, 2026
Group Project In-Class Presentation	December 1 and 8, 2026, During Class Time
Course Reflection	December 10, 2026, 23:59
Peer Evaluation	December 10, 2026, 23:59

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In-Class Activity 2	September 29, 2026; 21:00
In-Class Activity 3	October 6, 2026; 21:00
Quiz 1	October 6, 2026
In-Class Activity 4	October 13, 2026; 21:00
Quiz 2	October 20, 2026
In-Class Activity 5	October 20, 2026; 21:00
In-Class Activity 6	November 3, 2026; 21:00
Quiz 3	November 10, 2026; 21:00
Simulation	November 17, 2026; 23:59
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Final Exam Date: No Final Exam

Policies & Accommodations

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

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



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Course Schedule

Week #	Date	Topic	Material	Activity	Deliverable
Week 1	Sep 15	• Course/Class Introduction • What is Strategy? • Do Entrepreneurs Need a Strategy?	• Course Slides • HBP Article: Do Entrepreneurs Need a Strategy?		
Week 2	Sep 22	• Entrepreneurial Leadership	• Course Slides • HBP Article: Becoming an Entrepreneurial Leader	• In-Class Activity 1	• In-Class Activity 1 (Due end of class time)
Week 3	Sep 29	• Entrepreneurial Opportunities	• Course Slides • HBP Article: Recognizing and Shaping Opportunities	• In-Class Activity 2	• In-Class Activity 2 (Due end of class time)
Week 4	Oct 6	• Business Planning and Modelling	• Course Slides • HBP Article: Developing Business Plan and Pitching Opportunities	• In-Class Activity 3	• In-Class Activity 3 (Due end of class time) • Quiz 1 (Due in Class)
Week 5	Oct 13	• Ecosystems Strategies	• Course Slides	• In-Class Activity 4	• In-Class Activity 4 (Due end of class time)
Week 6	Oct 20	• Financing and Partnering Strategies (1)	• Course Slides • HBP Article: Financing Entrepreneurial Ventures	• In-Class Activity 5	• In-Class Activity 5 (Due end of class time) • Quiz 2 (Due in Class)
Week 7	Reading Week Break				
Week 8	Nov 3	• Financing and Partnering Strategies (2)	• Course Slides • HBP Article: Partnering with Venture Capitalists	• In-Class Activity 6	• In-Class Activity 6 (Due end of class time)
Week 9	Nov 10	• Operational Strategies	• Course Slides • HBP Article: Experimenting in the Entrepreneurial Venture	• Entrepreneurship Simulation Session 1	• Quiz 3 (Due in Class)
Week 10	Nov 17	• Selling and Marketing Strategies	• Course Slides • HBP Article: Selling and Marketing in the Entrepreneurial Venture	• Entrepreneurship Simulation Session 2	
Week 11	Nov 24	• Make-up Week		• Work on your Make-up Activities and Project during class time	• Simulation Due (Due Nov 24, 23:59)

Week 12	Dec 1	• Team Project Presentation and Discussion (1)		• Presentations	• Group Project Report and Presentation Slides Submission (Due Nov 30, 23:59) • Quiz 4 (Due in Class)
Week 13	Dec 8	• Team Project Presentation and Discussion (2)		• Presentations	• Course Reflection (Due Dec 10, 23:59) • Peer Evaluation (Due Dec 10, 23:59)

Student Support

Academic Support

The Centre for Student Academic Support (CSAS) is a collection of student support services designed to help you achieve your goals and improve your learning.

- CSAS can help you with academic reading, academic writing, critical thinking, time management, and more.
- For complete information on their workshops and other services, please visit the [Centre for Student Academic Support](#).

Technical Support

A variety of technical support options are available to students on our [Brightspace Student Support](#) page through documentation and videos, including information on:

- How to use Brightspace
- Communication and collaboration
- Assessments

Students can access support by phone, chat or email by contacting the [D2L Brightspace Service Desk](#).

Health and Wellness Support Services

Carleton offers a wide range of Student Support Services, including resources for mental health, healthy living, getting active, and getting support. For complete information on resources, please visit: [Carleton Wellness Resources: Supporting Your Mental Health](#).

Late Assignments

To ensure fairness to all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in an initial penalty of five (5) percentage points, followed by an additional (5) percentage points per day thereafter. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 70% if submitted the following day, and so on. No more than three working days delay is acceptable, unless approved by the course instructor in written format. As in-class activities are designed to be done during the class time, no delay is accepted for these activities, however, a make-up session is planned for these activities so students can write two make-up answers for these activities.

Students already have one built-in quiz drop and two in-class activities make-up, so there is no need to stress about missing a single quiz or up to two in-class activities during the semester. If anything beyond that comes up, they can contact the instructor to arrange accommodation. Requests for extensions without penalty will be considered only in cases of illness, family emergency, or other exceptional circumstances.

Communication

Brightspace and email are the primary means of communicating with the instructor. See the [Student Support Site](#) for more information. Please do not contact the instructor for Brightspace support.

To ensure instructors and administrators can respond to your emails, your full name and Carleton University ID must be visible. This means all course-related messages must be sent from your Carleton email account. Please contact your instructor only through the email address listed in this outline.

Instructor Response Times

Expect to receive a reply to your question(s)/inquiry(ies) within 48 hours, Monday through Friday, unless otherwise posted by the instructor.

Course Copyright

Materials used in this course—including lectures, PowerPoint presentations, discussions, learning activities, posted notes, case studies, assignments, and exams—are copyright protected and remain the intellectual property of their respective author(s). They are intended for personal use and may not be reproduced or redistributed without prior written consent of the author(s).

Students registered in this course may take notes and make copies of course materials for their own educational use only. Students may not reproduce or distribute lecture notes and course materials publicly for commercial or non-commercial purposes without express written consent from the copyright holder(s).

Equity and Inclusion

All members of the Carleton University community share responsibility for ensuring that the University's educational, work and living environments are free from discrimination and harassment. Should you have concerns about harassment or discrimination relating to your age, ancestry, citizenship, colour, creed (religion), disability, ethnic origin, family status, gender expression, gender identity, marital status, place of origin, race, sex (including pregnancy), or sexual orientation, please visit the website of Carleton's [Department of Equity and Inclusive Communities](#).

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).

Recommended Calculator for Examinations

If you are purchasing a calculator, we recommend anyone 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).

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, please review the [pregnancy academic accommodation process](#).

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, please review the [religious academic accommodation process](#).

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 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. For more details, visit the [Paul Menton Centre website](#).

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 where 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 the [Equity and Inclusive Communities website](#).

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. For more details, see the [Senate Policy on Accommodation for Student Activities \(PDF, 25 KB\)](#).

Academic Consideration for Medical and Other Extenuating Circumstances

Due to medical and other extenuating circumstances, students may occasionally be unable to fulfil the academic requirements of their course(s) in a timely manner. The university supports the academic development of students and aims to provide a fair environment for students to succeed academically. Medical and/or other extenuating circumstances are circumstances that are beyond a

student's control, have a significant impact on the student's capacity to meet their academic obligations, and could not have reasonably been prevented. Students may request Academic Consideration for Coursework or Other Academic Deliverable. For further information please review the [Procedure for Academic Consideration](#) and the [FAQ page](#).

Scheduling and Examination Support

Scheduling and Examination Services provides various supports for both in-term and end-of-term tests and exams. Details can be found on the [Exam Support website](#).

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 academicadvising@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.

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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