



Business Development
BUSI 3810A
Fall 2026

Professor: Dr. Rowland Few, DBA
Office: Nicol Building
Class Time/Place: Wednesday 6:05pm to 8:55pm
Office Hours: Wednesday 8:00pm to 8:55pm, please confirm by email
Email (preferred): Rowland.Few@carleton.ca

Modality: Flipped Classroom (2 hours synchronous in-person lecture with the instructor and 1 hour asynchronous for office hours and preparation time for class/new venture activities)

1. COURSE DESCRIPTION

The calendar description of this course is: Business development, growth and expansion through financing activities and new customer acquisition.

This course targets students who aspire to:

- Own a startup that generates \$1 million annual revenue within three years after completing Sprott's B.Com. Entrepreneurship Concentration or Sprott's Minor in Entrepreneurship.
- Work for a startup or an organization that fosters entrepreneurship and intrapreneurship.
- Establish a non-profit organisation

This course is experiential by nature where students apply theory and tools to accelerate time to market solving client problems. The instructor believes in learning by doing.

2. COURSE PREREQUISITES

BUSI 2800 with a grade of C- or higher.

3. COURSE OBJECTIVES

The objectives of the course are to:

1. Develop and champion business models
2. Attract and retain customers
3. Finance growth
4. Develop networking skills to access expertise and resources
5. Develop AI literacy skills and competencies to be applied to new ventures to improve time to market.

This course will incorporate the use of generative AI tools with the aim for students as entrepreneurs to utilize AI tools effectively. Gain hands-on experience with a variety of AI tools to produce accurate, actionable research results tailored to industry needs. While developing critical thinking and analytical skills, fostering an expanded intellectual capacity and a strategic mindset towards AI implementation.

To master AI tools such as ChatGPT-4 OMNI (ChatGPT-4o), MISTRAL LeChat, Consensus AI and Perplexity.ai and stores such as Futurepedia.io, we recommend that:

You use the AI tools for research when developing your ventures and strategies.

You should not plagiarize and break ethical rules

You are always the human in the AI-Human loop

Consider that the AI you are using now to be the worse AI you will ever use

The recommendations above were adapted from the principles provide by Mollick, 2024, pp. 48-62. See – Mollick, E., 2024. Co-intelligence: Living and working with AI.

(This approach benefits from the practises of Professor T. Bailetti PhD, Technology Innovation Management Masters program, Sprott School of Business, Carleton University.)

4. METHOD OF INSTRUCTION

Classes will focus on a combination of brief lectures, case study analysis from real world companies from various industries, videos, problem analysis, simulation, guest speakers, and a term-long group assignment involving the development and validation of a business model. The format of the course consists generally of a three-hour class meeting per week. You will be strongly encouraged to stimulate discussion on topics related to the course and to engage with guest speakers.

PLEASE NOTE: This course extensively uses Brightspace, Carleton's learning management system. To access your courses on Brightspace go to <http://carleton.ca/Brightspace>. Any questions can be directed to Computing and Communication Services (CCS) by phone at 613-520-3700 or email at ccs_service_desk@carleton.ca. As online resources will be used extensively in this course, you will need to bring an up-to-date laptop to class. Inappropriate use of your wireless/laptop in class will be noted and will affect your participation grade. All written assignments will be submitted on Brightspace. Late assignments should be avoided and discussed with the instructor.

Students will be responsible for reading and responding appropriately to all information distributed through the Brightspace Course Page. In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted on Brightspace as soon as possible.

Note that the School requires that correspondence with professors be carried out through your Carleton email account only.

5. COURSE MATERIAL

Required Text:

Aulet, B. (2013). Disciplined entrepreneurship: 24 steps to a successful startup (1st ed., Vol. 36, no. 2 (3 parts), part 1 (February 2014)). Wiley. ([Available online via Carleton library](#))

Supplement - Highly Recommended:

Osterwalder, A. and Y. Pigneur, Y. (2010). Business Model Generation. John Wiley & Sons Inc. (ISBN: 978-0470-87641-1). ([Available online via Carleton library](#))

Additional reading material and weblinks will be posted on Brightspace.

Supplemental References:

The books that the Entrepreneurship Area recommends students who are serious about launching and growing ventures include:

- **Thiel, P. (2014) Zero to One: Notes on Startups, or How to Build the Future. Crown Business. (ISBN: 978-0804139298)**
- Ries, E. (2011) The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business (ISBN: 978-0307887894)
- Aulet, B. (2013). Disciplined entrepreneurship: 24 steps to a successful startup (1st ed., Vol. 36, no. 2 (3 parts), part 1 (February 2014)). Wiley.
- Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). Value proposition design (1st ed.). Wiley.
- Rackham, N (1988) SPIN Selling, McGraw-Hill, Inc (ISBN: 0-07-051113-6)
- Horowitz, B. (2014) The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers. HarperBusiness (ISBN: 978-0062273208)
- 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)
- Abrams, R. (2010) Successful Business Plan: Secrets & Strategies Paperback. Planning Shop. (ISBN: 978-1933895147)
- Scarborough, N.M. and J. R. Cornwall (2014) Entrepreneurship and Effective Small Business Management (11th Edition). Prentice Hall (ISBN: 978-0133506327)
- Mullins, J. (2013) The New Business Road Test: What entrepreneurs and executives should do before launching a lean startup. (ISBN: 978-1292003740)
- Alvarez, C. (2014) Lean Customer Development: Building Products Your Customers Will Buy (ISBN: 978-1449356354)
- Cooper, B., Vlaskovits, P., Ries, E. (2013) The Lean Entrepreneur: How Visionaries Create Products, Innovate with New Ventures, and Disrupt Markets. Wiley. (ISBN: 978-1118295342)
- Kawasaki, G. (2004). The Art of the Start. London: Penguin Group. (ISBN-10: 1591840562)

Carleton Library

- Access to the BUSI2800 course guide for secondary research can be found at <https://library.carleton.ca/guides/course/busi-2800>

6. EVALUATION

Your grade will depend on the following individual and group contributions:

Assignment dates shown in course schedule	Max marks
Individual assignments	
Early customer development • Primary Mkt research • Entrepreneurial selling - Sales funnel & DMU	30
Network required to grow (wk2 to wk11) • Business idea statement (5%) • 5 bi-weekly posts (5 x 5%)	30
Sub-total individual assignments	60
Group assignments	
Presentation of interim Business model • Present opportunity to class	10
Business model (Final)	10
Presentation of final Business model, DMU and sales playbook	20
Sub-total group assignments	40
Total marks	100*

*Satisfactory In-term Performance

To pass this course, individual capability must be demonstrated. Students must achieve a minimum grade of 50% of the total of individual assignments, in addition to other requirements. All assignments have a due date and 24hr no penalty submission window. Thereafter, please no late assignments. A missed assignment supported by medical documentation should be discussed with the instructor.

Given the experiential nature of the course, attendance is mandatory. Missing more than 4 classes without a certified reason (e.g. medical certificate) will lead to failure in this course regardless of the performance on assignments, presentations and reports.

Group work is an important component of this course given the realities of entrepreneurship and the business world in general. Group conflicts are to be dealt with by the group in a way that is fair, respectful and fast. I do not settle group disputes. A group is defined as:

- Students who are actively working together to start a new business
- Students who are interested in coming up with an idea to start a business
- A group is NOT two or more students getting together to reduce workload on an assignment or business model. Students in a group have to be actively working together towards a common business goal
- Maximum size: 4 students
- All groups have to be initiated by week 3 of the course

Although I do not anticipate such situations, a word of caution about free loaders. The best way to deal with free loaders is to not include their names on the first page of the group assignments. If a student's name does not appear in an assignment submitted by his or her group, the student must submit his or her own assignment. Failure to do so will result in the student receiving zero for the assignment. At the completion of the course, the instructor may adjust group assignment marks awarded to individuals to reflect contribution.

Further instructions regarding evaluation elements will be posted on the course site. All written assignments will be submitted on Brightspace.

Individual assignments

Early customer development

Each student is to produce a document that outlines:

- Primary Market research for a new business idea
- Entrepreneurial selling covering the client decision makers (DMU) and sales funnel for lead generation

Students should create a plan for primary market research and entrepreneurial selling strategies and if required meet with the instructor in person to discuss the plan.

Network required to grow (Weeks 2 to 11)

Each student is to produce a record (insight and analytics) that describes and shows applied networking strategies and activities to acquire needed resources:

- Networking skills
- How to build and nurture a network
- Identify needed resources for your business, and best networking strategies to acquire them.
- Select a social media channel and develop your client base.

Group assignments

Business model

Each group is to apply the Business Model Canvas and Disciplined Entrepreneurship to a business opportunity.

An interim presentation to the class is required before reading week to ensure team progress and to obtain feedback.

The final deliverable will be a team report and presentation. The final report and presentation (10min) will focus your business models, client decision making unit and customer engagement. Feedback from prospective clients is expected.

7. 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 understanding of the class content and ability to contribute will be affected by absences. Regular class attendance is important and required. It is expected of 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 discussions, and show disrespect to those who are on time.
- *Assignments.* All assignments must include student name, number and signed declaration of academic integrity. The Instructor also requests complete transparency on usage of AI and tools. All reports and presentation must include your first draft, prompts and responses and detailed AI usage log and fact checking document to receive a grade. Submitted reports and presentations should not be AI generated. The instructor reserves the right to request all research and to meet with the student to assess understanding and authenticity of submissions. A grade of zero will be assigned until the instructors questions have been resolved.
- *Team based projects.* Teams for the New Venture project are created in class during week one and two of the course. Students arriving after should notify the course instructor and find a team themselves. Teams are student selected and will follow their own norms of conduct.
- *Attending team meetings.* Missing more than 2 team meetings without a certified reason may result in team members being requested to leave a team. Assessment of the team assignment will then be reviewed and agreed upon with the Instructor.
- *Course feedback:* Assignment feedback is available via Brightspace and during office hours. Rewrites of assignments or exams will not be provided.
- *Minimizing disruptions.* You should not leave and re-enter the class. Please minimise background noise during class.
- *Focusing on the class.* You should avoid engaging in side conversations during class.
- *Being prepared for class.* You should be ready to discuss any assigned readings and course content. Also, be prepared to answer any assigned questions for each day's class, including being ready to open a case assigned for that day.
- *Cellular phones.* The use of cellular phones IS NOT PERMITTED in this class. It is disruptive to the Instructor and class members. 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.

- *Deferred term work.* Will be replaced with term work and the weight not shifted to the exam. Formative work will be replaced with formative work, and is to be completed prior to the end of the semester.
- *Email.* Due to the class size of this course, it may take 48hrs to reply to emails. All emails addressed to the instructor must begin with the title BUSI 3810 section (A) and include the student's name, CUID, and group number in the emails.
- *Grading.* Saying you thought the rubric was vague or ambiguous will not be considered a sufficient rationale to review an assignment grade. All assignments are provided on the first day of class with the option to discuss ahead of submission via email, office hours or in-class questions.
- *Grades and feedback* may be delayed due to the availability of TA's, sickness, Spratt responsibilities or family matters. You have options to connect with the Instructor prior to assignments via email, office hours and in class questions.
- *Grades.* The grades for the class participation activities and peer review will not be released as they are designed to cover the complete course content.

8. CLASS SCHEDULE

Week	Date	Date and Topics	Assignments Due Date
1	Sep 9	In person lecture 6:05pm to 8pm • Introduction and course overview • Utilise BUSI2800 ideation, beachhead, user profile, TAM • Reference Chapters 1 and 1A • AI literacy and competence • Teams, pitch and shared learning	
		Office hours 8pm to 8:55pm • Individual and team questions	
2	Sep 16	In person lecture 6:05pm to 8pm • Customer Development Process Overview • Primary market research • Buyer persona, Industry and Market • Draft Business Model • Reference Chapters 2, 3 and 4 • Teams, pitch and shared learning	Individual: Start networking assignment
		Office hours 8pm to 8:55pm • Individual and team questions	
3	Sep 23	In person lecture 6:05pm to 8pm • Customer discovery	

Week	Date	Date and Topics	Assignments Due Date
		• Use case and value proposition • Business model design • Business model environment • Reference Chapters 5, 6 and 15 • Teams, pitch and shared learning	
		Office hours 8pm to 8:55pm • Individual and team questions	
4	Sep 30	In person lecture 6:05pm to 8pm • Business model evaluation • Alternate beachheads • Reference Chapters 7, 8 and 15 • Teams, pitch and shared learning	Individual: option to review draft plan for Early customer development with Instructor.
		Office hours 8pm to 8:55pm • Individual and team questions	
5	Oct 7	In person lecture 6:05pm to 8pm • Customer discovery – Top 10 candidates • Competition position / perceptual maps • Reference Chapters 9, 10 and 11 • Teams, pitch and shared learning	
		Office hours 8pm to 8:55pm • Individual and team questions	
6	Oct 14	In person lecture 6:05pm to 8pm • Entrepreneurial Selling • Customer decision making unit • Customer validation • Reference Chapter 12 • Teams, pitch and shared learning	
		Office hours 8pm to 8:55pm • Individual and team questions	
7	Oct 21	In person lecture 6:05pm to 8pm • Entrepreneurial selling • Decision Making Unit • Reference Chapter 13 • Teams, pitch and shared learning	Team: Interim Business model presentation

Week	Date	Date and Topics	Assignments Due Date
		Office hours 8pm to 8:55pm Individual and team questions	
	Oct 26 to 30	Break – No class	
8	Nov 4	In person lecture 6:05pm to 8pm - Networking / partnerships: Building customer and stakeholder relationships - Entrepreneurship ecosystem - Reference Chapter 13A - Teams, pitch and shared learning	Individual. Early customer development report
		Office hours 8pm to 8:55pm Individual and team questions	
9	Nov 11	In person lecture 6:05pm to 8pm - Entrepreneurial financing strategies: - Early-stage and growth financial requirements - Types & sources of financing - CAC & LTV - Reference Chapters 14, 15 and 16 - Teams, pitch and shared learning	
		Office hours 8pm to 8:55pm Individual and team questions	
10	Nov 18	In person lecture 6:05pm to 8pm - Final business model design, CAC & LTV - Reference Chapter 15 - Teams, pitch and shared learning	
		Office hours 8pm to 8:55pm Individual and team questions	
11	Nov 25	In person lecture 6:05pm to 8pm - Business Model Final Presentations - Teams, pitch and shared learning	Team: Final business model presentation practise & feedback
		Office hours 8pm to 8:55pm Individual and team questions	

Week	Date	Date and Topics	Assignments Due Date
12	Dec 2	In person lecture 6:05pm to 8pm • Business Model 2 Presentations • Including Sales Playbook • Course wrap up • Teams, pitch and shared learning	Team: Final business model presentation (Continued) & report
		Office hours 8pm to 8:55pm • Individual and team questions	

While every attempt will be made to keep to the schedule listed above, unforeseen circumstances and availability of guest speakers may necessitate modifications throughout the semester (including assignments, readings and topics). Changes will be posted on Brightspace.

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
CHECK (X) ONE PER ROW				
BC1 Knowledge <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				X
BC2 Collaboration <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				X
BC3 Critical Thinking <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>				X

BC4 Communication <i>Graduates will be effective and persuasive in their communications.</i>				X
BI5 Global Awareness (BIB ONLY) <i>Graduates will be globally-minded.</i>	X			

Policies & Accommodations

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

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



Stay updated with important notifications and announcements from Carleton University, by downloading the Carleton University App!

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).

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

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

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. 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

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

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 or at 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.

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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