



BUSI 3600B *Entrepreneurial Strategies (Lean Entrepreneurship)* Winter 2015

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Office hours:	Mondays prior to class
Class times:	Monday 18:05 - 20:55
Lecture location:	CB 2202
Issue date:	TBD

1.0 COURSE DESCRIPTION

Entrepreneurial Strategies

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

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

In this course you will learn how to validate a customer value proposition, define your venture's market differentiation, develop a business model, assess others' business models, and present your opportunity to external assessors. This course is based on the Lean Entrepreneurship methodology. As a course requirement students will be expected to reach out to people and businesses to evolve and validate their entrepreneurial opportunities.

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

This course enables students to gain experience doing entrepreneurship and developing hard-to find skills, not just make students aware of entrepreneurship.

The course focuses on the entrepreneurial actions that result in the following outcomes:

- Validation of a compelling customer value proposition
- Crafting a differentiated business opportunity
- Creating an evolving and relevant business model
- A presentation to thorough external review panel

4.0 METHOD OF INSTRUCTION

Students will learn key entrepreneurial concepts through experiential learning, lectures, 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 people (e.g. local businesses, potential customers and potential stakeholders).

5.0 EVALUATION

Your grade will be determined using the following scheme:

Differentiated opportunity (individual)	20%
Customer value proposition (individual or group)	20%
Business model production and assessment (individual or group)	20%
In class quiz	15%
Final presentation * (group)	25%
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	100%

A group is defined as:

- Students who are actively working together to start a new business: max size 4
- Students who are interested in coming up with an idea to start a business: max size 3

- 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
- All groups have to be initiated by week 3 of the course

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

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

Differentiated opportunity

Students are required to produce a document that clearly differentiates their market offer and business from alternative market offers from the perspective of their target customers. The document should include, but is not limited to answers to questions such as:

- Who are your customers (i.e., who pays and why?)
- What will compel customers to buy from you vs buying from others or not buying at all?
- Clear competitive differentiation

Customer value proposition

Students are required to produce a document that describes the:

- Key characteristics of one target customer in the context of a purchase decision
- Process followed to produce a compelling value proposition for the specific customer
- Value proposition that resulted from following the process
- Suggestions on how to improve the process followed to develop a customer proposition

Business model production and assessment

Students are required to:

- Produce the first version of a business model
- Apply the lessons you learn every week to strengthen your business model
- Present an up-to-date version of the business model when requested
- Assess the business models presented by other students when requested

Final presentation

The final presentation will be to a group of external professionals. The idea of the presentation is to convince the professionals of the value of the opportunity proposed.

6.0 READINGS

Required Text:

- Cooper, B., Vlaskovits, P., Ries, E., *The Lean Entrepreneur: How Visionaries Create Products, Innovate with New Ventures, and Disrupt Markets* (2013), Amazon (Kindle or eformat suggested rather than hardcopy)

Supplemental Readings. 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.

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 BUSI 3600 Winter 2015

Week	Date	Topics covered	Assignments (due before class start)	Text Chapters (read before class)
1	Jan 5	Course Introduction Overview, expectations, team formation and class exercises		
2	Jan 12	Ecosystem and meeting the Lean Entrepreneur Developing a blue ocean strategy	Differentiated opportunity out	1
3	Jan 19	Vision and values Developing a Lean Startup Culture “Over the horizon” - a framework for moving forward	Differentiated opportunity in	2
4	Jan 26	Intellectual Property guest lecture		
5	Feb 2	Knowing your audience & market segmentation Customer personas: creating a fake customer Choosing your market segment	Customer value proposition out	3
6	Feb 9	Articulating the value stream Value stream discovery	Customer value proposition in	4
	Feb 16	No Class		
7	Feb 23	Customer interaction – listening to your customers	Business model production and assessment	5
8	Mar 2	Viability experiments		6
9	Mar 9	Defining your minimum viable product		8
10	Mar 16	In class quiz		
11	Mar 23	Data analysis – new products and existing products	Business model production and assessment	7
12	Mar 30	Presentation preparation		
13	Apr 6		Final Presentations	

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.

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, 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.

- - The deadlines for contacting the Paul Menton Centre regarding accommodation for final exams for the December 2014 exam period is November 7, 2014 and for the April 2015 exam period is March 6, 2015.

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 co-operation 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

- **December 25 to January 2**
University closed
- **January 5**
Winter-term classes begin. [Late Charges](#) now apply.
- **January 16**
Last day for registration for winter term courses.
Last day to change courses or sections (including auditing) for winter term courses.

Students who have not deposited (via automated upload) the final copy of their thesis to the office of the Faculty of Graduate and Postdoctoral Affairs must register.

- **January 31**
Last day for a [fee adjustment](#) when withdrawing from Winter term courses or the Winter portion of two-term courses. Withdrawals after this date will create no financial change to Winter term fees (financial withdrawal).
- **February 13**
April examination schedule available online.
- **February 13-21**
Fall-term deferred examinations will be held
- **February 16**
Statutory holiday, University closed.
- **February 16-20**
Winter Break. Classes are suspended.
- **March 1**
Last day for UHIP refund applications for International Students who will be graduating this academic year.
Last day for receipt of applications from potential spring (June) graduates.
- **March 6**
Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for April examinations.
- **Late March (Date TBA)**
[Last day to pay any remaining balance on your Student Account](#) to avoid a hold on access to marks through Carleton Central and the release of transcripts and other official documents. An account balance may delay Summer 2014 course selection.
- **April 3**
Statutory holiday, University closed.
- **April 8**
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 9-10**
No classes or examinations take place
- **April 11-23**
Final examinations in winter term and fall/winter courses may be held. Examinations are normally held all 7 days of the week.
- **June 8-18 (including Saturdays)**
Fall/winter and winter term deferred final examinations will be held.