



BUSI 3810A Business Development Fall 2014

Professor: Diane A. Isabelle, P.Eng., MBA., Ph.D.
Office: 303B St. Patrick
Class Time/Place: Thursday 8:35 – 11:25am, tba
Office Hours: To be announced in class.
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<http://about.me/diane.isabelle>

1. COURSE DESCRIPTION

The calendar description of this course is: Business development, growth and expansion through financing activities and new customer acquisition. (0.5 credit).

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

2. COURSE PREREQUISITES

BUSI 1003 or (BUSI 1001 and BUSI 1002) or (BUSI 1004 and BUSI 1005), and (BUSI 2204 or BUSI 2208) and BUSI 2800 and BUSI 3600 (may be taken concurrently) with a grade of C- or higher in each. Please ensure that you meet the prerequisite requirements for this course.

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

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 uses cuLearn, Carleton's learning management system. To access your courses on cuLearn go to <http://carleton.ca/culearn>. 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 CuLearn. Late assignments are not accepted.

A discussion group will be available for students, and a variety of resources as well as announcements will be regularly posted on the site. Students will be responsible for reading and responding appropriately to all information distributed through the CuLearn Course Page. In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted on CuLearn 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:

Blank, S. and Dorf, B., (2012), The Startup Owner's Manual. K&S Ranch Inc. (ISBN-13: 9780-9849993-0-9)

Additional reading material and weblinks will be posted on CuLearn.

Supplemental References:

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

- 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)
- Horowitz, B. (2014) The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers. HarperBusiness (ISBN: 978-0062273208)
- Thiel, P. (2014) Zero to One: Notes on Startups, or How to Build the Future. Crown Business. (ISBN: 978-0804139298)
- 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)

6. EVALUATION

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

	Max marks
Individual assignments	
1. Customer funnel	20
2. Fund growth	20
3. Network required to grow	20
Sub-total individual assignments	60
Group assignments	
4. Business model	20
5. Presentation # 1 of Business model	10
6. Presentation #2 of Business model	10
Sub-total group assignments	40
Total marks	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.

Individual assignments

Customer funnel

Each student is to produce a document that outlines:

- The steps involved in moving customers from awareness to purchase and retention
- Process specific to your business: your customer segments and their specific needs

Fund growth

Each student is to produce a document that analyzes the various sources of funding available to startups to fund growth:

- Characteristics of sources of funds
- Analysis of advantages and disadvantages of each source of funding
- Selection of most relevant sources of funds to growth your business

Network required to grow

Each student is to produce a document that describes networking strategies 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.

Group assignments

Business model

Each group is to apply the Business Model Canvas to a business opportunity. Two reports (interim and final) and two presentations of your business models are required.

Two presentations

Each group is to present the business model twice. The objective of these presentations is to convince a group of external professionals of the value of your business model.

7. CLASS SCHEDULE

Week	Date	Date and Topics	Assignments Due Date
1	Sept 4	<ul style="list-style-type: none">• Introduction and course overview• Entrepreneurship in Canada and abroad• Starts ups vs. existing companies	
2	Sept 11	<ul style="list-style-type: none">• Customer Development Process Overview• Business Model Overview: Building blocks and Canvas	
3	Sept 18	<ul style="list-style-type: none">• Customer discovery• Business model design• Business model environment	
4	Sept 25	<ul style="list-style-type: none">• Business model 1 presentation• Business model evaluation	1 st Business model report & presentation
5	Oct 2	<ul style="list-style-type: none">• Customer discovery - Pivot or proceed	
6	Oct 9	<ul style="list-style-type: none">• Customer validation• Customer Management Funnel	
7	Oct 16	<ul style="list-style-type: none">• Entrepreneurial marketing strategies	Customer funnel
8	Oct 23	<ul style="list-style-type: none">• Online Simulation• Simulation debrief	
	Oct 30	<ul style="list-style-type: none">• Fall break – No classes ☺	
9	Nov 6	<ul style="list-style-type: none">• Networking: Building customer and stakeholder relationships• Entrepreneurship ecosystem	
10	Nov 13	<ul style="list-style-type: none">• Entrepreneurial financing strategies:<ul style="list-style-type: none">○ Early-stage and growth financial requirements○ Types & sources of financing	Networking required to grow

Week	Date	Date and Topics	Assignments Due Date
11	Nov 20	<ul style="list-style-type: none"> • Entrepreneurial financing strategies: <ul style="list-style-type: none"> ○ Resources ○ Government support 	Fund growth
12	Nov 27	<ul style="list-style-type: none"> • Business Model 2 Presentations • Course wrap up 	-2 nd business model report & presentation

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

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, Plagiarism, Etc.

University rules regarding registration, withdrawal, appealing marks, and most anything else you might need to know can be found on the university's website, here:

<http://calendar.carleton.ca/undergrad/regulations/academicregulationsoftheuniversity/>

Requests for Academic Accommodations

Academic Accommodations for Students with Disabilities

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

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

For Religious Obligations:

Students requesting academic accommodation on the basis of religious obligation should make a formal, written request to their instructors for alternate dates and/or means of satisfying academic requirements. Such requests should be made during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist, but no later than two weeks before the compulsory event.

Accommodation is to be worked out directly and on an individual basis between the student and the instructor(s) involved. Instructors will make accommodations in a way that avoids academic disadvantage to the student.

Students or instructors who have questions or want to confirm accommodation eligibility of a religious event or practice may refer to the Equity Services website for a list of holy days and Carleton's Academic Accommodation policies, or may contact an Equity Services Advisor in the Equity Services Department for assistance.

For Pregnancy:

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

Academic Integrity

Violations of academic integrity are a serious academic offence. Violations of academic integrity – presenting another's ideas, arguments, words or images as your own, using unauthorized material, misrepresentation, fabricating or misrepresenting research data, unauthorized 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/>
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