

**BUSI 3810A Business Development  
Fall 2016**

**Professor:** Rowland Few BSc (Hons), MBA  
**Office:** 102A St. Patrick  
**Class Time/Place:** Monday 11:35am – 2:25pm, SA409  
**Office Hours:** By appointment  
**Email (preferred):**

### 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 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

### 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 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](mailto: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. The Step--by-Step Guide for Building a Great Company. K&S Ranch Inc. (ISBN-13: 9780-9849993-0-9). This textbook has not been ordered at the Carleton bookstore. It is available on Amazon.ca as a hardcover or Kindle edition. You are required to purchase this book, and to do so early, preferably before the beginning of the course as delivery times may vary. Careful of free PDFs of this text - it is not the same as the textbook.

### Supplement - Highly Recommended:

Osterwalder, A. and Y. Pigneur, Y. (2010). Business Model Generation. John Wiley & Sons Inc. (ISBN: 978-0470-87641-1)

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:

- 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)
- 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)

## 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 (2 reports, 10% ea.)	20
5. Presentation # 1 of Business model	10
6. Presentation #2 of Business model	10
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. Given the experiential nature of the course, attendance is mandatory. Missing more than 2 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: 3 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.

Further instructions regarding evaluation elements will be posted on the course site. **All written assignments will be submitted on CuLearn. Late assignments are not 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 (Prospect, lead and client)
- 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 start-ups 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 grow your business

#### **Network required to grow**

Each student is to produce a weekly record that describes 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.

### **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	Sep 12	<ul style="list-style-type: none"> <li>• Introduction and course overview</li> <li>• Entrepreneurship in Canada and abroad</li> <li>• Starts ups vs. existing companies</li> </ul>	
2	Sep 19	<ul style="list-style-type: none"> <li>• Customer Development Process Overview</li> <li>• Business Model Overview: Building blocks and Canvas</li> </ul>	
3	Sep 26	<ul style="list-style-type: none"> <li>• Customer discovery</li> <li>• Business model design</li> <li>• Business model environment</li> </ul>	
4	Oct 3	<ul style="list-style-type: none"> <li>• Business model 1 presentation</li> <li>• Business model evaluation</li> </ul>	1 <sup>st</sup> Business model report & presentation
	Oct 10	<ul style="list-style-type: none"> <li>• University closed, statutory holiday.</li> </ul>	
5	Oct 17	<ul style="list-style-type: none"> <li>• Customer discovery - Pivot or proceed</li> </ul>	
	Oct 24	<ul style="list-style-type: none"> <li>• Fall break – Enjoy</li> </ul>	
6	Oct 31	<ul style="list-style-type: none"> <li>• Customer validation</li> </ul>	
7	Nov 7	<ul style="list-style-type: none"> <li>• Customer validation</li> </ul>	Sales funnel
8	Nov 14	<ul style="list-style-type: none"> <li>• Networking: Building customer and stakeholder relationships</li> <li>• Entrepreneurship ecosystem</li> </ul>	
9	Nov 21	<ul style="list-style-type: none"> <li>• Entrepreneurial financing strategies:               <ul style="list-style-type: none"> <li>○ Early-stage and growth financial requirements</li> <li>○ Types &amp; sources of financing</li> </ul> </li> </ul>	
10	Nov 28	<ul style="list-style-type: none"> <li>• Entrepreneurial financing strategies:               <ul style="list-style-type: none"> <li>○ Resources</li> <li>○ Government support</li> </ul> </li> </ul>	Fund growth
11	Dec 5	<ul style="list-style-type: none"> <li>• Business Model 2 Presentations</li> </ul>	-2 <sup>nd</sup> business model presentation
12	Dec 9	<ul style="list-style-type: none"> <li>• Business Model 2 Presentations</li> <li>• Course wrap up</li> </ul>	-2 <sup>nd</sup> business model presentation (Continued) & report - Networking required to grow

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.

## ADDITIONAL INFORMATION

### Course Sharing Websites

Student or professor 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, including on course sharing websites (e.g. Course Hero), 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, 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

*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](mailto: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*).

**Requests made within two weeks will be reviewed on a case-by-case basis.** After requesting accommodation from PMC, meet with me to ensure accommodation arrangements are made. Please consult the PMC website ([www.carleton.ca/pmc](http://www.carleton.ca/pmc)) for the deadline to request accommodations for the formally-scheduled exam (*if applicable*).

#### *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; a grade of Failure in 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. 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/>.

#### **Sprott Student Services**

The Sprott student services office, located in 710 Dunton Tower, offers academic advising, study skills advising, and overall academic success support. If you're having a difficult time with this course or others, or just need some guidance on how to successfully complete your Sprott degree,

please drop in any weekday between 8:30am and 4:30pm. Our advisors are happy to discuss grades, course selection, tutoring, concentrations, and will ensure that you get connected with the resources you need to succeed! <http://sprrott.carleton.ca/students/undergraduate/support-services/>  
Be in the know with what's happening at Sprrott: Follow @SprrottStudents and find us on Facebook SprrottStudents Sprrott.

**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.
  - 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, it would be easier to respond to your inquiries if you would send all email from your Carleton account. If you do not have or have yet to activate this account, you may wish to do so by visiting <http://carleton.ca/ccs/students/>
-