

**BUSI 3820A Practicum in Business Design
Fall 2017**

Professor: Rowland Few BSc (Hons), MBA
Office: 303B St. Patrick
Class Time/Place: Wednesday 8:35 - 11:25, SA 517
Office Hours: Wednesday 1pm to 3pm, please confirm by email
Email (preferred): Rowland.Few@carleton.ca

1. COURSE DESCRIPTION

The calendar description of this course is Practicum in Business Design. Students will apply entrepreneurial concepts and engage in designing an entrepreneurial project. Students will prepare in groups a business plan, including in-depth analysis and recommendations.

This course targets students who aspire to:

- Own a start-up 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 start-up or an organization that fosters entrepreneurship

2. COURSE PREREQUISITES

BUSI 2800 with a grade of C- or higher and third-year standing.

3. COURSE OBJECTIVES

The objectives of the course are to:

1. Design a strong value proposition
2. Select a entrepreneurship theoretical perspective and develop a business plan to implement your entrepreneurial project
3. Develop knowledge and skills in cash management
4. Develop networking skills to access expertise and resources
5. Develop critical thinking skills in evaluating a business project

4. METHOD OF INSTRUCTION

This course will encapsulate a blended and peer-to-peer learning approach. Classes will focus on a combination of brief lectures, case study analysis from real world companies and from various

industries, videos, problem analysis, simulation, practical application of key concepts, guest speakers, and a term-long assignment involving the development of a value proposition and business plan. The format of the course consists generally of a three-hour class meeting per week. There will be required readings and/or tasks for each weekly class session. Since the course is highly experiential in nature, you will be expected to actively engage with potential customers between classes, present and discuss your own findings and provide feedback to fellow students in class, as well as 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 grade.

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.

Osterwalder et al., (2014). *Value Proposition Design*. John Wiley & Sons Inc. (ISBN 978-1-118-96805-5)

We will also be extensively referencing the MaRS Entrepreneurs toolkit located at <http://www.marsdd.com>

Additional reading material and weblinks will be posted on CuLearn.

Supplemental References and books from previous entrepreneurship classes:

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

- Kawasaki, G. (2004). The Art of the Start. London: Penguin Group. (ISBN-10: 1591840562).
- Good, W. and Mayhem, W. (2014) Building your Dream. A Canadian Guide to Starting your Own Business. McGraw-Hill Ryerson. (ISBN-13: 978-0-07-133888-2).
- 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).
- Mullins, J. (2006). The New Business Road Test: What entrepreneurs and executives should do before writing a business plan. London: FT Press (ISBN-10: 0273663569).
- Horowitz, B. (2014) The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers. Harper Business (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 both individual work and group work outside of the class, and classroom contributions, as outlined below:

	Max marks
Assignments	
Value Proposition Canvas	15
Financial & Cash Flow Analysis	15
Sub-total assignments	30
Business Plan	
Draft Business Plan – Report	20
Final Business Plan – Report & Presentation	30
Sub-total assignments	50
Participation	20
Total marks	100*

*Satisfactory In-term Performance

Given the experiential nature of the course, missing 2 classes or more without a valid reason (e.g. medical note) will lead to failure in this course regardless of the performance on assignments, presentations and reports.

You can decide to work by yourself or as part of a group of up to three people. If you work in a group, the group work is an important component of this course. Group conflicts are to be dealt with by the group in a way that is fair, respectful and fast. The professor does not settle group disputes. 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

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.

Assignments

Value Proposition Canvas

Building from your business model (from 3810 or new model), the purpose is to produce a document that outlines your Value Proposition:

- Detailed Customer Profile
- Value Map to describe how you intend to create value for that customer
- Fit between the Customer Profile and Value map
- Fit with your overall business model

Financial and cash flow management

Case study on a business opportunity:

- Financial analysis
- Cash flow management
- Risk management
- Overall recommendation

Business Plan

Business plan reports

Each individual/group is to develop a business plan for the business opportunity. Two reports, draft and final business plans. We will be using MaRS Business Plan and Executive Summary workbook and template at: <http://www.marsdd.com/mars-library/financing-workbook-2-the-business-plan-and-executive-summary/>

Business plan presentations

Each individual/group is to present its final business plan. The objective of these presentations is to convince a group of external professionals of the value of your business plan.

Participation

It is essential to entrepreneurial learning that students adopt a self-driven approach to the practice of business creation. Participation marks will be awarded based upon evidence of engagement in entrepreneurial activities such as investor presentations, customer discovery, business plan competitions, peer based sharing, pitching at Carleton's Hatch competitions and Lead To Win opportunity review, etc. In addition, each week time will be allocated for each individual/team to pitch and provide progress updates. Simply attending class is not evidence of engagement. More information will be posted on the course cuLearn site.

7. CLASS SCHEDULE

Week	Date	Date and Topics	Assignments Due Date
1	Sep 6	Introduction and course overview	
2	Sep 13	Entrepreneurship theoretical perspective Business planning as a process Value proposition	
3	Sep 20	Value Proposition	
4	Sep 27	Business Plan Design – Overview Business planning tools	
5	Oct 4	Business Plan: Industry and market assessment	Value Proposition Canvas
6	Oct 11	Business Plan: Product/Service design & development, operations plan	
7	Oct 18	Business Plan: Financial plan	Draft business plan report
	Oct 23	Fall break – No classes	
8	Nov 1	Business Plan: Financial plan	
9	Nov 8	Business Plan: Marketing & Commercialization Plan, networking & partnering	
10	Nov 15	Business Plan: Management team and Human Resources	Financial & Cash flow management
11	Nov 22	Business Plan: Critical Risks	
12	Nov 29	Business Plan Final Presentations	Final business plan 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.

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, 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			

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

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 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) 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 and instructors can confirm accommodation eligibility of a religious event or practice by referring to the Equity Services website (<http://carleton.ca/equity/accommodation/religious-observances/>) for a list of holy days and Carleton's Academic Accommodation policies. If there are any questions on the part of the student or instructor, they can be directed to 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 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. 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://carleton.ca/studentaffairs/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 are 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://sprott.carleton.ca/students/undergraduate/learning-support/>

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 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, 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 <http://carleton.ca/ccs/students/>
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