



## **BUSI 3820A Practicum in Business Design Winter 2015**

**Professor:** Diane A. Isabelle, P.Eng., MBA., Ph.D.  
**Office:** 303B St. Patrick  
**Class Time/Place:** Tuesdays 11:35 - 2:25, CB3400  
**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 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 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 2101 and BUSI 3810 with a grade of C- or higher in each, and third-year standing.

### **3. COURSE OBJECTIVES**

The objectives of the course are to:

1. Design a strong value proposition
2. Select an 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](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 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:

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

- 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
<b>Assignments</b>	
Value Proposition Canvas	15
Financial & Cash Flow Analysis	15
Sub-total assignments	30
<b>Business Plan</b>	
Presentation - Draft Business Plan	15
Report - Draft Business Plan	20
Presentation - Final Business Plan	15
Report - Final Business Plan	20
Sub-total business plan	70
Total marks	100*

### \*Satisfactory In-term Performance

Given the experiential nature of the course, missing 3 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 2 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 group is to present its business plan twice: draft and final versions. The objective of these presentations is to convince a group of external professionals of the value of your business plan.

## 7. CLASS SCHEDULE

Week	Date	Date and Topics	Assignments Due Date
1	Jan 6	Introduction and course overview Presentation of business model	
2	Jan 13	Value proposition	
3	Jan 20	Value Proposition	
4	Jan 27	Entrepreneurship theoretical perspective Business Plan Design - Overview Business planning tools	Value Proposition Canvas
5	Feb 3	Business Plan: Industry and market assessment	
6	Feb 10	Business Plan: Product/Service design & development, operations plan	
	Feb 17	Fall break – No classes ☺	
7	Feb 24	Business Plan: Draft presentations	Draft business plan presentation & report
8	March 3	Business Plan: Management team and Human Resources	
9	March 10	Business Plan: Marketing & Commercialization Plan, networking & partnering	
10	March 17	Business Plan: Financial plan	Financial & Cash flow management
11	March 24	Business Plan: Critical Risks	
12	March 31	Business Plan Final Presentations Course wrap up	Final business plan presentation & report

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](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*). 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 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](http://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](http://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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