



**Carleton University
Sprott School of Business
BUSI 3820 A
Fall Term 2015**

PRACTICUM IN BUSINESS DESIGN

Instructor: Tom A. Duxbury, P.Eng., MBA, CPA, CMA
Office: Saint Patrick Building, Room 102
Office Hours: By appointment
Email: tom_duxbury@carleton.ca

Course Meets: Mondays 11:35 - 2:25, St. Pat's 412

Pre-requisites and precluded courses: BUSI 2800 with a grade of C- or higher, and third-year standing.

1. COURSE DESCRIPTION (from the 2015/2016 University calendar)

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. Lecture and field work as needed.

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 OBJECTIVES

The course objectives 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

3. 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 most class sessions. 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.

4. COURSE MATERIAL

Required Text:

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

Supplement- Highly Recommended:

Skinner, (2015). Business Plan, Business Reality. 4rth edition. Pearson, Toronto. (ISBN-13: 978-0133370263)

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).

5. EVALUATION

Your grade will depend on both individual work and team 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 and Presentation	25
Final Business Plan - Report and Presentation	30
Sub-total business plan	55
Participation	15
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 may decide to work by yourself or as part of a team of up to two people. If you work in a team, you are expected to demonstrate effective collaboration behaviours. Team conflicts are to

be dealt with by the team in a way that is fair, respectful and fast. The professor does not settle team disputes. A team is NOT two students getting together to reduce workload on an assignment or business model. Students in a team must be actively working together towards a common business goal. All teams must be declared by week 2 of the course.

Although such situations are not expected, 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 team, the student must submit their 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/team will develop a business plan for their business opportunity. Two reports will be delivered; a draft and final business plan. Evidence of prospective customer engagement is required. 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/team is to present its business plan twice: draft and final versions. The objective of these presentations is to convince a group of 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 opportunity review, etc. Simply attending class is not evidence of engagement. More information will be posted on the course cuLearn site.

6. CLASS SCHEDULE

Week	Date	Date and Topics	Assignments Due Date
1	Sept 4	Introduction and course overview Business Planning as a process Presentation of business model	
2	Sept 14	Entrepreneurship theoretical perspective Value proposition	
3	Sept 21	Value proposition	
4	Sept 28	Business Plan Design - Overview Business planning tools	
5	Oct 5	Business Plan: Industry and market assessment	Value Proposition Canvas
6	Oct 12	Business Plan: Product/Service design & development, operations plan	
	Oct 19	Statutory holiday - no class	
7	Oct 26	Business Plan: Draft presentations	Draft business plan presentation & report
	Nov 2	Fall break - no class	
8	Nov 9	Business Plan: Financial plan	
9	Nov 16	Business Plan: Marketing & Commercialization Plan, networking & partnering	
10	Nov 23	Business Plan: Management team and Human Resources	Financial & Cash flow management
11	Nov 30	Business Plan: Critical Risks	
12	Dec 7	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.

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 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, 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 2015 exam period is November 6, 2015 and for the April 2016 exam period is March 6, 2016.

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

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://sprott.carleton.ca/students/undergraduate/support-services/>

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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