



BUSI 5906 - ENTREPRENEURSHIP
Winter 2022 – Sections A & B

Instructor: Tom A. Duxbury, P.Eng., MBA, CPA, CMA
Email: tom_duxbury@carleton.ca
Office Hours: By appointment (email)
Class Meeting: Nicol Building, 4030
5906-A: Mondays 8:35 am – 11:25 am EDT
5906-B: Tuesdays 11:35 am - 2:25 pm EDT

Learning Modality: In-Person, 18 hours
Note: Modality may change in response to local public health guidance.

Course Calendar Description:

At the discretion of the School, a course dealing with selected topics of interest to students in the MBA program. Topics will vary from year to year, and will be announced in advance of the registration period.

Course Description:

Entrepreneurship, and the unique capabilities required to start new businesses have long been considered an essential element of growing economies. This course is focused on understanding modern entrepreneurial concepts, and building the essential skills of new venture creation. Students enrolled in this class will explore and engage in the entrepreneurial process through experiential class activities, personal assignments and case studies. The initial focus will be on the creation or identification of new business ideas, and practicing modern customer validation of genuine startup opportunities. We will then explore a wide range of innovation concepts and challenges that often face entrepreneurs in the process of new venture creation.

Course Learning Objectives:

At the conclusion of this course, students should be able to:

1. Conceptualize innovative business ideas using a range of techniques, and determine whether they represent genuine business opportunities to act upon;
2. Identify key resources needed, including building a high performance startup team;
3. Create and test innovative business models on potential customers using appropriate minimum viable products;
4. Accurately assess market potential and strategies with the most likelihood of success;
5. Build and present an initial new venture pitch suitable for early stakeholders;
6. Understand how to apply current entrepreneurial theories and strategies to any new venture opportunity.

Course Prerequisites: Permission of the School

Required Text and Other Readings:

The required text for this class is:

Mullins, J. (2017). *The New Business Road Test: What Entrepreneurs and Investors Should do Before Launching a Lean Start-up*. 5th edition. Pearson. ISBN-13: 978-1292208398

Note, only the 5th edition of the text is supported in this course.

Students of BUSI 5906 Entrepreneurship who are continuing their new venture journey beyond this class might also find the following optional references helpful:

Aulet, B. (2013). *Disciplined Entrepreneurship: 24 Steps to a Successful Startup*. Wiley. ISBN-13: 978-1118692288

Aulet, B. (2017). *Disciplined Entrepreneurship Workbook*. Wiley. ISBN-13: 978-1119365792

Final Exam Dates:

The final exam for this course will be held during the exam week following the last class, in NI 4030. Further exam details will be provided in class.

Section A:	April 18, 2022	Start - 8:35 am
Section B:	April 19, 2022	Start - 11:35 am

Drop Course Policy:

The deadline for academic withdrawal is the last day of classes (each term).

Grading Scheme:

Personal Assignment (1)		20%
New Venture Project (team)		40%
20/5 Ideas Report	10%	
New Venture Report	25%	
Presentation	5%	
Final exam		30%
Contribution to Class Discussion		10%
<hr/>		
TOTAL		100%

Requirements for each deliverable will be posted on Brightspace and discussed in class.

Criteria for Evaluation and Grading:

Submissions: For this seminar, all submissions are electronic, in Word or PDF form, submitted on Brightspace by stated deadlines.

Grading: Each component of a student's grade will be assigned a grade score. A student's final course letter grade will be a weighted average of each of these components.

Late Penalties: For any assignment and report, late penalties will be decided at the instructor's discretion. If you are unable to attend class on the day an assignment is due, it is your responsibility to ensure that you have submitted your assignment on Brightspace prior to the deadline. Submissions sent via e-mail will not be accepted. To ensure fairness for all students, penalties will be applied to late assignments: Failure to submit an assignment on time will result in a penalty of five (5) percentage points per day late as determined by the timestamp of your Brightspace submission. For example, an assignment that would normally merit a grade of 80% would receive a grade of 75% if submitted after the deadline on the due date, 70% if submitted the following day, and so on. Requests for extension in advance of a deadline will be considered in cases of illness, family emergency, or other exceptional circumstances.

Course Deliverables

Personal Assignments: The objective of these assignments are to allow students to explore, reflect, and add their own interpretation on current topics in entrepreneurship. Personal assignments may include a new venture simulation, case studies, and activities to stimulate entrepreneurial drive. Details will be provided on the course Brightspace site.

Team New Venture Project: The primary objective of the team project in this course is to develop the ability for students to apply innovation concepts to real-world business ideas of their own in a shared working environment. The team project provides students with opportunities to develop and enhance interpersonal, communication, leadership, follower-ship and other team skills required in all new ventures. Students will complete the project in teams of three to develop a validated startup opportunity of their own design. It is strongly recommended that students seek diversified and complementary skill sets in their prospective team partners, ideally students from different academic concentrations with varied work experiences and backgrounds. The instructor will assist with initial team formation and may adjust team sizes and composition as required. Student teams are expected to self govern to ensure the quality of all deliverables, independently resolving any conflicts within the team.

The deliverables consist of a two written reports describing the team's entrepreneurial progress and a final pitch presentation. The first report ("20/5 Ideas") is designed to develop team creativity, brainstorming, and idea selection skills. The second report ("New Venture Report") describes the team's customer development and validation activities required to establish a true business opportunity prior to launch, based upon Lean Startup and the Seven Domains principles. Teams will finish the course by presenting their final opportunity pitch to the class. Students not present for the presentation cannot expect credit for that activity. Further instructions will be posted on the course Brightspace site.

Students are encouraged to maintain evidence of their contribution to team performance, including estimated research time, working papers, etc. The keeping of a team log of meetings, commitments, decisions, etc. is also a valuable organizational tool. It is in each team member's best interest to ensure an equitable sharing of the research and work. A peer evaluation for the final project report may be required from all students and will be taken very seriously in assigning grades. For instance, up to 5% may be deducted from a student's final grade on the assignment if he or she received a poor peer evaluation from the majority of members in the group.

As part of the Assurance of Learning process of AACSB accreditation, the School may periodically evaluate, among other things, presentation skills. Accordingly, student group presentations may be recorded to provide material for such assessment; however, this has no impact at all on the course grade.

Final Exam: The final exam for this course will be held the week following the last class. The final exam includes all concepts covered in the course, including case studies, videos, guest lectures and class presentations. The final exam is an assessment of individual learning during this course, and not a "group effort". Exam rules will apply and students are not permitted to communicate in any way with others regarding the exam content. Failure to observe the confidential nature of the final exam will be treated like any other exam violation at Carleton, as a serious academic offence. Further instructions will be posted on the course Brightspace site.

Contribution to Class Discussion: Entrepreneurship has many nuances in practice that cannot be gleaned from a textbook alone, and active engagement is essential to attaining a successful understanding of this topic. You are expected to come to class prepared to learn, ask questions, share your insights, and challenge each other every week. It is student contribution to peer learning that constitutes a contribution, including encouraging colleagues, building on earlier comments without repeating, listening attentively to speakers and being respectful of differences of opinion. Case discussions will count strongly towards class participation marks. Your participation mark will be based on a) attendance; b) preparation; c) evidence of supplemental subject learning, and d) quality of contribution and discussion.

Missed Assignments and Deferred Examination:

In cases where students are not able to meet a course requirement (i.e., contribute to a team project, submit an assignment, or complete the final exam) due to a certified illness or other unforeseeable circumstance beyond their control, these situations will be addressed following university guidelines. In all such cases, students must contact the instructor to seek an alternative accommodation *before* the deadline has passed; or failing this, as soon as possible afterwards.

Contribution to Program Learning Goals (MBA):

MBA Learning Goal	Not Covered	Introduced	Taught but Not Assessed	Taught and Assessed
MB1 Leadership and Collaboration <i>Graduates will be equipped for leadership and collaboration.</i>				✓
MB2 Communication <i>Graduates will be effective communicators</i>				✓
MB3 Critical Thinking and Problem Solving <i>Graduates will be skilled in critical thinking and problem solving.</i>				✓
MB4 Functional Knowledge <i>Graduates will have functional knowledge of all areas of business.</i>			✓	
MB5 Global Business <i>Graduates will have an appreciation of the global environment of business.</i>			✓	
MB6 Ethical Reasoning <i>Graduates will be skilled in ethical reasoning and decision-making.</i>		✓		

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).

Recommended Calculator for 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. They provide you with opportunities to develop and enhance interpersonal, communication, leadership, followership and other group skills. Group assignments are also an effective way to learn integrative skills for putting together a complex task. Your professor may assign one or more group tasks, assignments, or 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.

Peer Evaluation for Group Work

To deter social loafing and ensure fairness in grading, you will be asked to assess the contribution of your fellow group members. This information will be used when assigning the grade for the final project. The procedure is as follows: Each student should take 100 points and allocate those points to the various members of the group (including him/her/themself) to reflect the contributions made by each member. For instance, if there are four members in a group and everyone contributed equally, each individual would receive 25 points. Conversely, if an individual contributed relatively little, the remaining group members might allocate few points to that member. To ensure that these peer evaluation scores are reasonable and free from personal bias, you will be asked to provide a detailed written explanation for your point allocation.

Letter Grades:

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	F = Below 50
A = 85-89	B = 73-76	C = 63-66	D = 53-56	
A - = 80-84	B - = 70-72	C - = 60-62	D - = 50-52	

Grades entered by Registrar:

WDN = Withdrawn from the course

DEF = Deferred

Academic Regulations:

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 Accommodation:

You may need special arrangements to meet your academic obligations during the term. For an accommodation request, the processes are as follows:

- **Pregnancy**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Religious Obligations**

Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. For more details, visit the Equity Services website: <https://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf>

- **Students with Disabilities**

If you have a documented disability requiring academic accommodations in this course, please contact the Paul Menton Centre for Students with Disabilities (PMC) at 613-520-6608 or pmc@carleton.ca for a formal evaluation or contact your PMC coordinator to send your instructor your Letter of Accommodation at the beginning of the term. You must also contact the PMC 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 your instructor as soon as possible to ensure accommodation arrangements are made. <https://carleton.ca/pmc/>

- **Survivors of Sexual Violence**

As a community, Carleton University is committed to maintaining a positive learning, working and living environment where sexual violence will not be tolerated, and its survivors are supported through academic accommodations as per Carleton's Sexual Violence Policy. For more information about the services available at the university and to obtain information about sexual violence and/or support, visit: <https://carleton.ca/sexual-violence-support/>

- **Student Activities**

Carleton University recognizes the substantial benefits, to both the individual student and the university, that result from participating in activities beyond the classroom experience. Reasonable accommodation will be provided to students who compete or perform at the national or international level. Please contact your instructor with any requests for academic accommodation during the first two weeks of class, or as soon as possible after the need for accommodation is known to exist. <https://carleton.ca/senate/wp-content/uploads/Accommodation-for-Student-Activities-1.pdf>

For more information on academic accommodation, please contact the departmental administrator or visit: <https://students.carleton.ca/course-outline/>

Academic Integrity:

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—are a serious academic offence, 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: <https://carleton.ca/registrar/academic-integrity/>

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: <https://carleton.ca/csas/>

Other 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 can do so by visiting <https://carleton.ca/its/get-started/new-students-2/>

**BUSI 5906 ENTREPRENEURSHIP
WINTER 2022 – SECTIONS A & B
COURSE SCHEDULE**

Week	Date	Topics	Assignments (due before class start)	Text Chapters (read before class)
1	March 7/8	Introduction to Entrepreneurship Building an Entrepreneurial Team Uncovering Opportunities: Ideation	Pre-class survey	
2	March 14/15	Creating Value Opportunities from Markets Opportunity Selection		1-3
3	March 21/22	Industry Opportunities	-Team Project: 20/5 Ideas	4-7
4	March 28/29	Business Models Lean Startup Market Validation	-Assignment: Post "This is Broken"	9,12-14
5	April 4/5	Market Sizing Startup Financing Pitching Opportunities	-Personal Assignment	10-11,15-16
6	April 11/12	Topics in Entrepreneurship New Venture Pitch Presentation	-Team New Venture Project report -Team New Venture Project pitch deck	
7	April 18/19	Final Exam (Laptop required)		