



**Carleton**  
University

**Sprott**  
School of Business

**BUSI3810A Business Development**  
**Fall 2021**

**Professor:** Rowland Few BSc (Hons), MBA  
**Office:** Nicol Building  
**Class Time/Place:** Friday 8:35am to 11:25am  
**Office Hours:** Wednesday 9am to 10am, please confirm by email  
**Email (preferred):** [Rowland.Few@carleton.ca](mailto:Rowland.Few@carleton.ca)

Modality: In-person (1hr asynchronous and 2hrs synchronous)

## 1. COURSE DESCRIPTION

The calendar description of this course is: Business development, growth and expansion through financing activities and new customer acquisition.

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 and intrapreneurship.
- Establish a non-profit organisation

## 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 Brightspace, Carleton's learning management system. To access your courses on Brightspace go to <http://carleton.ca/Brightspace>. 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 Brightspace. **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 Brightspace Course Page. In case of class cancellation due to inclement weather or other unforeseen circumstances, an announcement will be posted on Brightspace 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 review this book, and to do so early, preferably before the beginning of each class. 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 Brightspace.

### 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)
- Rackham, N (1988) SPIN Selling, McGraw-Hill, Inc (ISBN: 0-07-051113-6)

- 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
<b>Individual assignments</b>	
1. Sales funnel and playbook	20
2. Fund growth and plan	20
3. Network required to grow (10 weekly posts)	20
Sub-total individual assignments	60
<b>Group assignments</b>	
4. Business model (Interim)	10
5. Business model (Final)	20
6. Presentation of final Business model and playbook	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. As plenty of time is provided for assignments, **no credit is given for posting a late assignment**. A missed assignment supported by medical documentation will result in those marks shifted to the remaining assignments. Further instructions will be posted on the course Brightspace site

Given the experiential nature of the course, attendance is mandatory. Missing more than 3 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: 4 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. At the completion of the course, the instructor may adjust group assignment marks awarded to individuals based on peer feedback.

Further instructions regarding evaluation elements will be posted on the course site. **All written assignments will be submitted on Brightspace. Late assignments are not accepted.**

## **Individual assignments**

### **Sales 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: A Sales Playbook for your customer segments and their specific needs

### **Fund growth and plan**

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
- Plan for your first year in business

### **Network required to grow (Weeks 2 to 11)**

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. Participation at Carleton’s Hatch and Lead To Win events with other community entrepreneurial events will simplify this assignment.

### Group assignments

#### Business model

Each group is to apply the Business Model Canvas to a business opportunity. Two reports (interim and final) and a final presentation of your business models and Sales Playbook are required.

#### Final presentations

Each group is to present the business model, Sales Playbook and validation. The objective of this presentation 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 10	<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 17	<ul style="list-style-type: none"> <li>• Customer Development Process Overview</li> <li>• Business Model Overview: Building blocks and Canvas</li> </ul>	
3	Sep 24	<ul style="list-style-type: none"> <li>• Customer discovery</li> <li>• Business model design</li> <li>• Business model environment</li> </ul>	
4	Oct 1	<ul style="list-style-type: none"> <li>• Business model evaluation</li> </ul>	Interim Business model report
5	Oct 8	<ul style="list-style-type: none"> <li>• Customer discovery - Pivot or proceed</li> </ul>	
6	Oct 15	<ul style="list-style-type: none"> <li>• Sales Playbook</li> <li>• Customer validation</li> </ul>	
7	Oct 22	<ul style="list-style-type: none"> <li>• Customer validation</li> <li>•</li> </ul>	Sales funnel and Playbook
	Oct 29	<ul style="list-style-type: none"> <li>• Break – No class</li> </ul>	
8	Nov 5	<ul style="list-style-type: none"> <li>• Networking: Building customer and stakeholder relationships</li> <li>• Entrepreneurship ecosystem</li> </ul>	
9	Nov 12	<ul style="list-style-type: none"> <li>• Entrepreneurial financing strategies: <ul style="list-style-type: none"> <li>○ Early-stage and growth financial requirements</li> </ul> </li> </ul>	

Week	Date	Date and Topics	Assignments Due Date
		<ul style="list-style-type: none"> <li>○ Types &amp; sources of financing</li> </ul>	
10	Nov 19	<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 and plan
11	Nov 26	<ul style="list-style-type: none"> <li>● Business Model Final Presentations</li> <li>● Including Sales Playbook</li> </ul>	Final business model presentation
12	Dec 3	<ul style="list-style-type: none"> <li>● Business Model 2 Presentations</li> <li>● Including Sales Playbook</li> <li>● Course wrap up</li> </ul>	Final business model presentation (Continued) & 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 Brightspace.

### Contribution to Learning Goals of the Program (BCom, BIB):

Program Learning Goal	Competencies Not Covered	Competencies Introduced (only)	Competencies Taught But Not Assessed	Competencies Taught and Assessed
<b>CHECK (X) ONE PER ROW</b>				
<b>BC1 Knowledge</b> <i>Graduates will be skilled in applying foundational business knowledge to appropriate business contexts.</i>				<b>X</b>
<b>BC2 Collaboration</b> <i>Graduates will be collaborative and effective contributors in team environments that respect the experience, expertise and interest of all members.</i>				<b>X</b>
<b>BC3 Critical Thinking</b> <i>Graduates will be discerning critical thinkers, able to discuss different viewpoints, challenge biases and assumptions, and draw</i>				<b>X</b>

<i>conclusions based on analysis and evaluation.</i>				
<b>BC4 Communication</b> <i>Graduates will be effective and persuasive in their communications.</i>				<b>X</b>
<b>BI5 Global Awareness (BIB ONLY)</b> <i>Graduates will be globally-minded.</i>	<b>X</b>			

## **ADDITIONAL INFORMATION**

### **Special Information for Pandemic Measures**

All members of the Carleton community are required to follow COVID-19 prevention measures and all mandatory public health requirements (e.g. wearing a mask, physical distancing, hand hygiene, respiratory and cough etiquette) and mandatory self-screening prior to coming to campus daily.

If you feel ill or exhibit COVID-19 symptoms while on campus or in class, please leave campus immediately, self-isolate, and complete the mandatory symptom reporting tool. For purposes of contact tracing, attendance will be taken in all classes and labs. Participants can check in using posted QR codes through the cuScreen platform where provided. Students who do not have a smartphone will be required to complete a paper process as indicated on the COVID-19 website.

All members of the Carleton community are required to follow guidelines regarding safe movement and seating on campus (e.g. directional arrows, designated entrances and exits, designated seats that maintain physical distancing). In order to avoid congestion, allow all previous occupants to fully vacate a classroom before entering. No food or drinks are permitted in any classrooms or labs.

For the most recent information about Carleton's COVID-19 response and required measures, please see the University's COVID-19 webpage and review the Frequently Asked Questions (FAQs). Should you have additional questions after reviewing, please contact [covidinfo@carleton.ca](mailto:covidinfo@carleton.ca)

Please note that failure to comply with University policies and mandatory public health requirements, and endangering the safety of others are considered misconduct under the Student Rights and Responsibilities Policy. Failure to comply with Carleton's COVID-19 procedures may lead to supplementary action involving Campus Safety and/or Student Affairs.

### **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**

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 obligation**

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: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

#### **Religious obligation**

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: [carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf](http://carleton.ca/equity/wp-content/uploads/Student-Guide-to-Academic-Accommodation.pdf)

### **Academic Accommodations for 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](mailto: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. [carleton.ca/pmc](http://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: [carleton.ca/sexual-violence-support](https://carleton.ca/sexual-violence-support)

### **Accommodation for Student Activities**

Carleton University recognizes the substantial benefits, both to the individual student and for the university, that result from a student participating in activities beyond the classroom experience. Reasonable accommodation must 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: [students.carleton.ca/course-outline](https://students.carleton.ca/course-outline)

### **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.

Process: If an alleged violation occurs, all relevant documentation will be forwarded to the Dean. If the allegation proves true, the 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. **For a first offence, at a minimum, the penalty assigned will normally be a zero on the submitted work and at least a minimum full grade reduction of the final course grade. For a second offence, at a minimum, the penalty assigned will normally lead to a suspension from studies.**

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/>.

### **Sprott Student Services**

The Sprott Undergraduate Student Services Office offers program advising and overall student success support. Our team is available to discuss your academic goals and your program progression plans. We can also work with you to develop strategies for success, including study skills for Business. If you experience any difficulty this term or if you would like to access support, please contact our team at [bcom@sprott.carleton.ca](mailto:bcom@sprott.carleton.ca) or at [bib@sprott.carleton.ca](mailto:bib@sprott.carleton.ca).

### **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](http://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 <https://carleton.ca/its/get-started/new-students-2/>
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