

ENTREPRENEURSHIP
22-ENTR-570-001
College of Business
University of Cincinnati
Fall Quarter, 2009 (09-F)
Wednesday 6:00 – 9:30 p.m. (Lindner 218)

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Course Prerequisites: 22-FIN-380, 22-QA-380, 22-MKTG-280, 22-OM-380
22-INTB-380, 22-ENTR-410. (Or Faculty Permission)

Brief Overview:

“Entrepreneurship” (22-ENTR-570) focuses on the total enterprise creation process: all the functions, activities and actions associated with perceiving, clarifying, and refining opportunities, crafting a business plan, and creating organizations to pursue your entrepreneurial objectives. *This course seeks to help students develop the skills and knowledge that will enable them to be effective as entrepreneurs or members of entrepreneurial teams.* While our primary focus will be on independent ventures, the knowledge, skills, and capabilities gained here should be relevant to those involved in creating new ventures within the context of established corporations, public or private (although corporate venturing will not be our primary focus this quarter).

Selected topics include: The entrepreneurial process; identifying and cultivating ideas; the business planning process; identifying and raising capital; implementing the plan; managing growth; and harvest options. Our focus is built upon the principles of strategic management. It takes the view of the general manager, uses concepts from many of your management and other courses, and considers the total enterprise. In addition to the above, we will learn:

1. How to identify and evaluate new venture opportunities.
2. To understand what is required for a business plan.
3. How to gather the resources necessary to implement such a plan.
4. The art and science of managing and growing the business.
5. The importance of considering how to harvest the gains.

Text:

Hisrich, Robert D., Peters, Michael P., and Shepherd, Dean A. 2008. *Entrepreneurship*, 7th Edition, Boston, MA: Irwin McGraw-Hill. (ISBN 0-07-321056-0).

Handouts, videos and other electronic materials as assigned.

Preparing for Class:

Textbook materials assigned for a scheduled class period are to be carefully read and studied BEFORE coming to class on that day. Reading the text material before it is discussed in class helps students to better comprehend the in-class discussion. A subsequent reading after the in-class discussion often helps make the learning more permanent, and makes writing your business plan easier.

The PowerPoint presentations used in class will be available on Blackboard under Course Documents. Students are encouraged to download these for use in taking notes during class.

Role of Students in Class:

Your questions/comments during the class lectures are welcome!! Classes will start and end on time, so make every effort to be here at the start of class. Please do not leave early unless you become ill. If you have an appointment such that you need to leave early, please tell the instructor before class.

Academic Dishonesty:

Academic dishonesty will not be tolerated in any form. Cases of apparent academic dishonesty will be pursued to the fullest extent allowed by College of Business and University regulations.

Inclement Weather:

We will follow the **University's Inclement Weather Policy**. Listen to your radio for official University announcements. If the University is open, we will have class. Should a class be cancelled due to weather, we will reschedule it as necessary.

Late Assignments:

Late assignments will not be accepted and will receive a grade of 0. No makeup assignments will be provided.

Grading Structure:

Participation (Individual)	100 points
Ideal Business Plan Assignment (Individual)	100 points
New Venture Idea Assignment (Individual)	200 points
Written Business Plan Part A (Team)	200 points
Written Business Plan Part B (Team)	200 points
Business Plan Peer Evaluation (Individual)	100 points
Business Plan Presentation (Team)	<u>100 points</u>
	1000 points

Grade Determination:

There are 1000 possible points that can be accumulated. You are guaranteed:

- an A if you acquire 900 points (90% of 1000),
- a B if you acquire 800 points (80% of 1000),
- a C if you acquire 700 points (70% of 1000),
- a D if you acquire 600 points (60% of 1000).

Reviewing your Grades

1. Grades are not curved during or at the end of the semester or in the computation of final grades. A student that earns 797 points will receive a C. Missing a grade by “just 3 points” is still missing a grade. The course is designed to provide you with several opportunities to demonstrate your effort and learning. The instructor will not award extra credit or extra points to boost a grade. Make-ups will not be granted.
2. Graded work may be appealed in WRITING.
3. Your individual/team grades will not be discussed in the classroom before class, after class or during class time.
4. Questions regarding your individual/team results will be answered during office hours. You will always be able to view your scores on Blackboard, once they are posted.

Teams

While the majority of your grade is based on your individual results, students should be aware that a significant portion of their grade is linked to team performance. As in business, choosing the wrong business associates can be very costly. Teams can be as large as 4 and should not be less than 2. A portion of your business plan grade will include a structured peer evaluation of your individual performance. **If your peers appraise your contributions as inferior (e.g., C or lower) you may receive only a portion of the team-based grades.**

Participation:

You are expected to attend every one of the classes. **If it will be necessary for you to miss more than two classes, I strongly advise you to take this class another quarter. Persons with significant absences may be administratively dropped from the class.** Excessive tardiness or early departures will be treated as absences.

Given the presence of the H1N1 virus, the exception to this concerns students with flu symptoms. **Students with flu symptoms should not attend class.** Make-up assignments will be mandated to substitute for your in-class participation grades. The CDC is recommending that those with the flu stay isolated 24 hours after fever subsides without the use of fever-reducing medications. Communication is mandatory if you have to miss class so that we can arrange the make-up work. You should also rely upon your team members to review/communicate what you have missed.

Participation will be graded on a daily basis /3. A score of 1 indicates the student was present, but made a limited or no contribution to the class discussion. A score of 2 is a typical score and reveals the student made a satisfactory contribution. A score of 3 is reserved for students whose contribution to the class is high in terms of both quality and quantity of comments in a given day. **Two students will be appointed each day** to score the oral contributions of the rest of the class.

These students will be graded based on the instructor's view of the reliability and accuracy of their grading. Student graders do not participate in the class discussion. **Written in-class exercises** administered by the instructor may substitute for class discussion from time to time. **The instructor reserves final say on daily participation grades for each class.** Scores /3 will be tabulated over the course and converted into a score /100 for computation of the final grade.

Ideal Business Plan Assignment:

This assignment is designed to allow students to update me on their accomplishments and entrepreneurial aspirations. It is your introduction to the course and to me. Not all students aspire to starting their own business. Don't worry about this. The majority of established enterprises need people who think and act entrepreneurially to be successful over time. Be honest about who you are and focus on what you would do if you were ever to start a business of your own. This assignment is graded /50 and converted to a score /100 for your final grade. A detailed rubric will be posted online regarding this assignment.

New Venture Idea Assignment:

This assignment is designed to help student teams decide on their new venture early in the course. This is a very important assignment as it is worth 200 points and also because it is designed to prepare students to succeed in writing/presenting their business plan. Students should **not** interpret that success on this assignment guarantees them a good grade on the written business plan/presentation. However, poor grades on this assignment can be a good indicator that your team needs to rethink its current direction. Though an individual assignment, the ideas you summarize and critique in this assignment will be a function of your team. Your role will be to capture and evaluate the potential of a given idea and present your findings in written form for all to consider. A detailed rubric will be posted online regarding this assignment.

Written Business Plan:

The business plan is the collective effort of your team. It is a document you should be able to present to potential customers, suppliers, the investment community, and others to obtain the resources you need to succeed in launching your new venture. Detailed rubrics will be posted online regarding this assignment. It will be based on those used by professional associations in evaluating new business plans. Parts A and B of this assignment are both worth 150 points. Collectively they constitute the largest component of the course (300 points).

Business Plan Presentation:

This is a significant component of the course. It is designed to demonstrate your ability to tell your story and "wow" a group of potential investors. It is key that all team members play a significant role in the presentation. One way to achieve this is to assign each team member a functional role in the new business (e.g., V.P. Finance, CEO, etc.). Presentations will last 10-15 minutes with extensive Q&A following each. Students should be prepared to respond to shortcomings in their new venture plan. Recommendations for success and a rubric will be posted on blackboard.

Key Administrative Dates

First class meeting: (W) Sept 23, 2009

Holidays: Veteran's Day: (W) Nov 11 = NO CLASS; Thanksgiving: Nov 26-29 = Holidays do not interrupt our Wed evening schedule

Last class meeting: (W) Dec 2, 2009

Course Outline

Dates, topics and cases may be changed to accommodate new venture plan presentations and guest speakers.

Class	Tentative Schedule and Topics	Assignments
1. W 09/23	What is Entrepreneurship? Announce GEW Contest Course Overview & Syllabus Review Ideal Business Plan Assignment Entrepreneurs & Entrepreneurial Thinking The Individual Entrepreneur	Read Chp. 1, 2, 3 Ideal Business Plan Assignment Due Assignment Issued
2. W 09/30	The Individual Entrepreneur Continued Creativity & Business Ideas Review New Venture Assignment + Recommendations for Success New Venture Idea Generation Exercises	Read Chp. 5 New Venture Assignment Issued
3. W 10/07	Legal Issues Respond to Questions re. New Venture Assignment Beyond the Idea - Entrepreneurial Strategy - Case: Monroe Lock & Security Systems (pp.109-12) - Case: Gourmet To Go (pp.320-27)	Read Chp. 6, 13 Team Roster Due Prepare Cases
4. W 10/14	Teams Review NV Assignments – Finalize Idea Present Concepts Developing the New Venture Business Plan -Benefits of New Venture Planning -Elements of the Business Plan -Evaluating Business Plans -Business Plan Part A (Marketing Plan) -Establish Plan Writing Agenda	New Venture Assignment Due Read Chp. 7 Marketing Plan Assigned
5. W 10/21	Business Plan Critiques	Bring B-plan to Critique

	Marketing Planning - Case: The Beach Carrier (317-20) Marketing Tools	Read Chp. 8 Prepare Case
6. W 10/28	Guest Speaker Organizational Planning New Venture Planning	Read Chp. 9 Business Plan Part B Assigned
7. W 11/04	Financial Planning Financing the New Venture - Case: The Winslow Clock Company (416-425) Intro to Elevator Pitching	Read Chps. 10, 11 & 12 Marketing Plan Due Prepare for Case Discussion
8. W 11/11	VETERAN'S DAY – NO CLASS	
9. W 11/18	New Venture Planning	
10. W 11/25	Elevator Pitches	
11. W 12/02	New Venture Business Plan Presentations	ALL BUSINESS PLANS DUE

The instructor reserves the right to change this syllabus. Any changes to this syllabus, due dates, course requirements or grading requirements will be made as far in advance as possible. All students will be held responsible for completion of all course components. Check the course web site on blackboard periodically for updates and information.

SUGGESTED READING/REFERENCE

Daily/Weekly/Monthly

The Wall Street Journal
Business Week

Periodicals

Entrepreneurship: Theory & Practice
(Formerly American Journal of Small Business [HD 2346.U5A75])

Journal of Business Venturing

Journal of Small Business Management (HD 69.S6S67)

Inc (HD 2346.U5I55)

References (Ask at reference desk for most recent issue or if you can't find an item you want.)

Almanac of Business & Industrial Financial Ratios
Troy, Leo (HF 5681.R25)

Annual Statement Studies
Robert Morris Associates (HF 5681.B2R6)

Barometer of Small Business
Accounting Corporation of America

Financial Studies of the Small Business (HD 2346.U5F55)

Industry Norms & Key Business Ratios
Dun & Bradstreet, Inc. (HF 5681.R25I5)

Simmons 1987 Study of Media & Markets (HF54I5.3.S54 1987)
Simmons Market Research Bureau

Small Business Bibliography
U.S. Small Business Administration (Z7164.C81U718)

Small Business Resource Center List of Business Databases

Includes business plan handbooks, small business encyclopedias and sourcebooks, electronic books covering many aspects of small business management, and journal articles from small business periodicals.

http://www.libraries.uc.edu/research/subject_resources/business/research_res/databases.php

OR

http://www.libraries.uc.edu/research/subject_resources/business/research_res/small_business.html

Statistics of Income--Sole Proprietorship Returns
U.S. Treasury

U.S. Industrial Outlook
U.S. Dept. of Commerce (HC 106.5 A265)

Industry Studies, Surveys, Reports, and Statistics:

http://www.libraries.uc.edu/research/subject_resources/business/resource_industry_data.htm#industryI

Standard & Poor's Net Advantage is also available on line and should contain key industry ratios.

Books

Desmond, G. & Marcello, J., 1987. Handbook of Small Business Valuation Formulas. Los Angeles, CA: Valuation Press.

Drucker, Peter Ferdinand, 1992. Managing for the Future: The 1990s and beyond. New York, New York: Dutton.

Foley, James F., 2000. The Global Entrepreneur: Taking Your Business International. Chicago, IL: Dearborn.

Fry, F. & Stoner, C., & Weinzimmer, L., 1999. Strategic Planning for the New and Emerging Businesses: A Consulting Approach. Chicago, IL: Dearborn Publishing.

Gorton, K., 1989. Low Cost Marketing Research: A Guide for Small Businesses, 2nd ed. New York: John Wiley & Sons.

Greenfield, W., 1989. Developing New Ventures. New York: Harper & Row, Publishers.

Hamel, G. & Prahalad, C.K., 1994. Competing for the Future. Boston, MA: Harvard

Kalakota, Ravi & Robinson, Marcia, 1999. E-Business: Roadmap for Success, Reading, MA: Addison-Wesley

Kuratko, D. & Hodgetts, R., 2001. Entrepreneurship: A Contemporary Approach, 5th Ed. Fort Worth: Harcourt College Publishers

- Lesonsky, R. & Anton-Conley, M. 2007. Ultimate Book of Franchises. 2nd edition, Canada: Entrepreneur Media Inc.
- Longenecker, J., Moore, C., & Petty, J.W., 2008. Small Business Management: An Entrepreneurial Emphasis 14th edition, Cincinnati: South-Western Publishing Co.
- Longworth, E. K., 1991. Anatomy of a Start-Up: Why Some New Businesses Succeed and Others Fail. Boston, MA: Inc. Publishing.
- Quinn, James Brian, 1992. Intelligent Enterprise. New York: The Free Press.
- Rogers, S. 2003. The Entrepreneur's Guide to Finance and Business. Boston: McGraw-Hill.
- Shane, S. A. 2008. The Illusions of Entrepreneurship : The Costly Myths that Entrepreneurs, Investors, and Policy Makers Live By. New Haven: Yale University Press.
- Timmons, J., & Spinelli, S., 2004. New Venture Creation: Entrepreneurship for the 21st Century, 6th ed. Boston, MA: McGraw-Hill/Irwin.
- Turban, Efraim, Lee, J., King, D., & Chung, H.M., 2000. Electronic Commerce: A Managerial Perspective. Upper Saddle River, NJ: Prentice Hall, Inc.
- Yip, George S., 1992. Total Global Strategy: Managing for worldwide competitive advantage. Englewood Cliffs, N.J.: Prentice Hall.

Other Books of interest:

- Built to Last : Successful Habits of Visionary Companies* (1994) by Jim Collins and Jerry I. Porras.
- Being Digital* (1996) by Nicholas Negroponte.
- The Innovator's Dilemma: When New Technologies Cause Great Companies to Fail* (1997) by Clayton M. Christensen.
- Blown to Bits: How the New Economics of Information Transforms Strategy* (2000) by Philip Evans and Thomas S. Wurster
- Rich Dad, Poor Dad: What the Rich Teach Their Kids About Money --That the Poor and Middle Class Do Not!* (2000) by Robert T. Kiyosaki and Sharon L. Lechter (Contributor).