



BUSI 3600A *Entrepreneurial Strategies* Fall 2012

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Office hours:	1 hour prior to lecture or other times by prior appointment
Class times:	Thursday 18:00 - 21:00
Lecture location:	TBD
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1.0 COURSE DESCRIPTION

Within the changing environment, an examination of entrepreneurial strategies related to different functional areas for new ventures and small businesses.

2.0 PREREQUISITES

BUSI 2800 with a grade of C- or higher and second year standing.

The School of Business enforces all prerequisites. It is your responsibility to ensure that you meet the prerequisite requirements for this course. Lack of prerequisite knowledge may lead to failure in the course. Only the Undergraduate Program Advisor of the School can waive prerequisite requirements.

3.0 COURSE OBJECTIVES

With a focus on management, students will gain an understanding from a broad strategic perspective of the key elements required to set up and operate an entrepreneurial organization. Specific objectives of BUSI3600 are:

- Gain knowledge on SME context and competition
- Gain knowledge on entrepreneurial process
- Gain knowledge on business approach (strategy, marketing)
- Gain knowledge on management challenges (financial, human resources, product/service development, operations) in managing an emerging business or SME
- Gain knowledge on management concepts and theories in a SME context
- Gain knowledge on management tools and techniques used in a SME context
- Develop critical thinking skills to solve real life Entrepreneurship and SME problems
- Develop critical thinking skills regarding management issues of SME

4.0 METHOD OF INSTRUCTION

Students will learn key entrepreneurial concepts through experiential learning, lectures, simulations, videos and interactions with entrepreneurs. The format of the course consists generally of one 170-minute class meeting per week. The primary role of the course instructor is to lead discussion and experiential learning in practical applications of course concepts. Class sessions entail a mixture of lecture, case study, videos, problem analysis, guest speakers and class discussion. The content of any lecture presumes and expects that you have carefully studied the assigned reading. Lectures emphasize major topics and readings, yet you are responsible for all assigned materials. It requires active learning, which means that the student must take responsibility for the learning that takes place. You must do the readings and homework assigned in order to be prepared for each class. You are encouraged to ask questions and to stimulate discussion on topics that you are of interest to the class.

Students will be required to form and work in groups to do a project with an external organization (local start-up company). More details on group work can be found in "**important additional information**" section of this document.

5.0 EVALUATION

Reflecting the real world of entrepreneurship, your grade performance will depend upon both individual and group contributions as outlined below:

Assignment 1 – individual	15%
Assignment 2 – individual	15%
Assignment 3 – individual	15%
Group Project	30%
Final Exam *	25%
	<hr/>
	100%

* To pass the course, individual capability must be demonstrated. Students must achieve a minimum grade in the final exam of 45% of the total possible, in addition to other requirements.

Further instructions regarding evaluation elements will be posted on the course site.

No late submission of assignments and group projects will be accepted.

Assignment 1

Assignment 1 focuses on understanding the business environment, market entry strategy and competitive advantage. Using various tools, students will critically examine existing organizations.

Assignment 2

Assignment 2 will require students to critically examine the marketing approach, communications strategy and public relations of existing organizations.

Assignment 3

Assignment 3 will require students to critically examine the internal financial and human resources management of organizations.

Group Project

The primary objective of the group project is to examine management challenges. It will also provide experiential learning in the skills necessary for high productivity teamwork. Students will be placed into teams by the course instructor and then teamed together with a local entrepreneurial organization. Group formation will reflect the same best practices of diversity used in successful entrepreneurial endeavours. At the completion of the course, the instructor may adjust group project marks awarded to individuals based on peer feedback. The group project will require the teams to submit a written report and to present their findings to the class, the instructor and the company founders. Further instructions will be posted on the course site.

Final Exam

There will be a final exam covering the complete contents of the course material. A maximum of three hours will be permitted. Details will be announced before the end of the term.

6.0 READINGS

Required Text. There is no required text for this course. On-line reference sources will be shared during the delivery of the course

Supplemental Reading Links. Extra reading material links will be posted on WebCT; while students will not be tested on them, these papers will provide added depth and may be helpful in preparing the group project.

Supplemental References. The following books may provide additional information.

- Adair, H. (2009). *The Art of Creative Thinking: How to Be Innovative and Develop Great Ideas*. Kogan Page (ISBN-10: 0749454830).
- Balderson, D.W. (2005). *Canadian Entrepreneurship & Small Business Management. 6th edition*, McGraw-Hill Ryerson. (ISBN: 0-07-088868-x).
- Baron, R.A., Shane, S.A., Reuber, A.R. (2008). *Entrepreneurship – a process perspective*. Thompson Nelson. (ISBN: 978-0-17-610334-7).
- Brown, T. (2009). *Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation*. Harper Business. (ISBN-10: 0061766089).
- Bygrave, W., Zacharakis, A. (2011). *Entrepreneurship. 2nd edition*, Wiley (ISBN 978-0470450376).
- Christensen, C. (2011). *The Innovator's Dilemma: The Revolutionary Book That Will Change the Way You Do Business*. Harper Business. (ISBN-10: 0062060244)
- Drucker, P. (2006). *Innovation and Entrepreneurship*. Harper Business. (ISBN-10: 0060851139).
- Gerber, M. (1995). *The E-Myth Revisited*. Harper Business. (ISBN-10: 0887307280)
- Hisrich, R.D., Peters, M.P., Shepherd, D.A., Mombourquette, P.S. (2009). *Entrepreneurship. Second Canadian Edition*. McGraw-Hill Ryerson (ISBN 978-0-07-097984-0).
- Hodgetts, R.M., Kuratko, D.F., Burlingame, M., Gulbrandsen, D. (2008). *Small Business Management – Essential tools and skills for entrepreneurial success*. Wiley (ISBN 978-0-470-11126-0).
- Kaplan, J.M., Warren, A.C. (2010). *Patterns of Entrepreneurship Management. 3rd edition*, Wiley (ISBN 978-0-470-169698).
- Kawasaki, G. (2004). *The Art of the Start*. London: Penguin Group. (ISBN-10: 1591840562)

- Kelley, T., Littman, J. (2005). *Ten Faces of Innovation*. Crown Business. (ISBN-10: 0385512074).
- Knowles, R., Castillo, C. (2010), *Small Business: An Entrepreneur's Plan*. 6th Canadian edition. Toronto: Nelson Education. (ISBN-10: 0176501800)
- Kuratko, D.F., Hodgetts, R.M. (2007). *Entrepreneurship – theory, process, practice*. 7th edition, Thompson South-Western (ISBN 0-324-3241-7).
- Lee, J. (2011). *Right-Brain Business Plan: A Creative, Visual Map for Success*. New World Library. (ISBN-10: 1577319443)
- Longenecker, Donlevy, Champion, Petty, Palich, Moore (2012), *Small Business Management, Launching and Growing New Ventures*. Fifth Canadian Edition. Nelson. (ISBN 978-0-17-650390-1)
- Nickels, McHugh *et al.*, (2010), *Understanding Canadian Business*. Seventh Edition. McGraw-Hill Ryerson (ISBN-13: 978-0-07-097027-4)
- 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)

7.0 CONDUCT

Professional conduct is built upon the idea of mutual respect. Such conduct entails (but is not necessarily limited to):

- *Attending the class*. Each class benefits from the attendance and participation of all students. Your grade for participation will be affected by absences. Regular class attendance is important and required. I expect you to attend class and contribute to a quality discussion. Class and team discussion of the materials (e.g., readings, assignments, and cases) are an important part of the learning process. If circumstances prevent attendance at a class meeting, please remember that you are responsible for all materials discussed, handouts distributed, assignments covered, and announcements made.
- *Arriving on time*. Late arrivals are disruptive to both lectures and class discussion, and show disrespect to those who are on time.
- *Minimizing disruptions*. You should not leave and re-enter the class. You should avoid engaging in side conversations after class has begun.
- *Focusing on the class*. While you may take notes on laptops, do not use laptop computers or hand-held devices for other tasks while in class. Activities such as net surfing, and answering email are very impolite and disruptive both to neighbors and the class.
- *Being prepared for class*. You should be ready to discuss any assigned readings and to answer any assigned questions for each day's class, including being ready to open a case assigned for that day.
- *Respect*. You should act respectfully toward all class participants. Class participation grading reflects student adherence to these principles; students gain credit for contributing valuable insights and students lose credit if they fail to adhere to any of the above guidelines.
- *Cellular phones*. The use of cellular phones IS NOT PERMITTED in this class. It is disruptive to the instructor and class members. If you carry a phone to class, please make sure it is turned off. If an emergency situation requires you to keep your cell phone turned on you may wish to keep the silent mode on, please discuss this with the instructor prior to the class starting.

8.0 OFFICE HOURS

The course instructor is available for consultation by email daily, and office hours are generally by appointment. Teaching assistants may be available for consultation depending on budget allocation. Days, times and location will be announced in class by the instructor and posted to the course website, if any.

9.0 SCHEDULE BUSI3600 Fall 2012

Week	Date	Topics	Assessment
1	6th Sept	Introduction to Course Entrepreneurs and SME characteristics	
2	13th Sept	Business Environment Entry Strategies	
3	20th Sept	Strategic Approach and Competitive Advantage	
4	4th Oct	Entrepreneurial Process Marketing Approach	
5	11th Oct	Communication Strategies and Public Relations Management of Financial Resources	Assignment 1 due
6	18th Oct	Management of Human Resources	
7	25th Oct	Management of Operations	Assignment 2 due
8	1st Nov	Management of Product / Service Development	
9	8th Nov	Risk Management	Assignment 3 due
10	15th Nov	Legal Dimensions (guest)	
11	22th Nov	Governance Issues Evaluating Business Performance	
12	29th Nov	Class presentation	Group project due (written report & presentation)
	6-19 Dec		Final Exam

Note that there will be approximately three guest speakers, dates TBC

IMPORTANT ADDITIONAL INFORMATION

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.

Medical certificate

Please note that in all occasions that call for a medical certificate you must use or furnish the information demanded in the standard university form. <http://www2.carleton.ca/registrar/forms/>

Persons with disabilities

Students with disabilities requiring academic accommodations in this course must register with the Paul Menton Centre for Students with Disabilities (PMC) for a formal evaluation of disability-related needs. Documented disabilities could include but are not limited to mobility/physical impairments, specific Learning Disabilities (LD), psychiatric/psychological disabilities, sensory disabilities, Attention Deficit Hyperactivity Disorder (ADHD), and chronic medical conditions. Registered PMC students are required to contact the PMC, 613-520-6608, every term to ensure that I receive your Letter of Accommodation, no later than two weeks before the first assignment is due or the first in-class test/midterm requiring accommodations. If you only require accommodations for your formally scheduled exam(s) in this course, please submit your request for accommodations to PMC by the deadlines published on the [PMC website](#).

Religious observance

Students requesting academic accommodation on the basis of religious observance 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 academic 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.

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.

Plagiarism

The University Senate defines plagiarism in the regulations on instructional offenses as: "to use and pass off as one's own idea or product work of another without expressly giving credit to another."

Borrowing someone else's answers, unauthorized possession of tests or answers to tests, or possession of material designed in answering exam questions, are also subject to university policy regarding instructional offences. For more information on Carleton University's Academic Integrity Policy, consult: <http://www1.carleton.ca/studentaffairs/academic-integrity/>

Important Dates & Deadlines - Fall Term 2012

September 1, 2012

- Last day for receipt of applications from potential fall (November) graduates.

September 3, 2012

- Statutory holiday, University closed.

September 4, 2012

- Fall term begins.

September 4-5, 2012

- Academic Orientation. All students are expected to be on campus. Class and laboratory preparations departmental introductions for students and other academic preparation activities will be held.

September 5, 2012

- Orientation for Teaching Assistants.

September 6, 2012

- Fall and fall/winter classes begin.

September 19, 2012

- Last day for registration.
- Last day to change courses or sections for fall/winter and fall term courses.

September 30, 2012

- Last day to withdraw from fall term and fall/winter courses with a full fee adjustment.
- Last day for receipt of applications for review of final grades in summer term courses.

September 28-29, 2012

- Summer deferred final examinations to be written.

October 5, 2012

- University Day at Carleton. Undergraduate classes suspended.
- December examination schedule (fall term final and fall/winter mid-terms) available online.

October 8, 2012

- Statutory holiday, University closed.

October 15, 2012

- Last day for receipt of applications for admission to a degree program for the 2013 winter term from applicants whose documents originate from outside Canada or the United States.

November 9, 2012

- Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for December examinations.

November 15, 2012

- Last day for receipt of applications for admission to a degree program for the winter term.

November 19, 2012

- Last day for tests or examinations in courses below the 4000-level before the final examination period (see Examination Regulations in the Academic Regulations of the University section of this Calendar).

December 1, 2012

- Last day for receipt of applications from potential winter (February) graduates.

December 3 (Monday), 2012

- Fall term ends.
- Last day of fall-term classes.
- Last day for academic withdrawal from fall term courses
- Last day for handing in term work and the last day that can be specified by a course instructor as a due date for term work for fall term courses.
- Last day for receipt of applications for degree program transfers for winter term.
- Last day for receipt of applications for admission to a degree program for the 2013 winter term.

December 4-5, 2012

- No classes take place.

December 5, 2012

- Last day for receipt of applications for degree program transfers for winter term.

December 6-19, 2012

- Final examinations in fall term courses and mid-term examinations in fall/winter courses may be held. Examinations are normally held in the day and evening during the Monday to Saturday period .In exceptional circumstances, it may be necessary to schedule an examination on a Sunday.

December 16, 2012

- Fall Co-op Work Term Reports due.

December 20, 2012

- All take home examinations are due.

December 24, 2012 to January 1, 2013

- University closed.