

### **1.0 INSTRUCTOR AND TIMING**

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#### *Lecture:*

<u>Section</u>	<u>Instructor</u>	<u>Time</u>	<u>Room</u>
A	Gilles Poirier	Monday 8:35 - 11:25	CB 3101

### **2.0 PREREQUISITES**

Third year standing; BUSI 2101 and BUSI3810 (with a grade of C- or better in each)

#### **The Sprott 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 DESCRIPTION**

Students will apply entrepreneurial concepts and engage in designing an entrepreneurial project. Students will prepare a business plan, including in-depth analysis and recommendations.

#### 4.0 COURSE OBJECTIVES

The course is a practicum which covers business model and business plan.

Specific objectives are:

1. Develop a business model
2. Examine the feasibility of a business project
3. Prepare a business plan
4. Present and defend a project with a business plan
5. Develop critical thinking skills to solve real life entrepreneurship and SME problems
6. Develop critical thinking skills in evaluating a business project

#### 5.0 METHOD OF INSTRUCTION

The format of the course consists of one 170-minute class meeting per week. Due to time constraints not all chapter material will be covered in class. Students are responsible for the entire content of each chapter of the textbooks as well as all additional topics discussed in class, except for those areas specifically excluded by the instructor.

Students will learn key business model and business plan concepts through lecture, case studies, videos, problem analysis, guest speakers and class discussion. 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 be prepared for each class by completing the assigned problems and readings. You are encouraged to ask questions and to stimulate discussion on topics that you have difficulty understanding.

Note that the School requires that correspondence with professors be carried out through your Carleton email account only.

#### 6.0 GRADING SCHEME

Your grade for the course will depend on both individual work and group work outside of the class, and classroom contributions, as outlined below:

Participation	10	(see section 6.1)
Assignments	40	(see section 6.2)
Report A – Business Model Canvas	10	(see section 6.3)
Report B – Feasibility Study	15	(see section 6.4)
Report C – Business Plan	25	(see section 6.5)
Total	<u>100</u> *	

##### \* Satisfactory In-term Performance

- 1) The requirement for Satisfactory In-term Performance is set at 50% of all pre-final term work (i.e. participation, reports and assignments)
- 2) Unsatisfactory In-term Performance in this course will lead to Failure in this course FND (Failure, no deferral grade in this course).

Assignments and Reports may be completed individually or in groups of two or three students. If completed in groups, only one assignment/report per group should be submitted. The work done will serve as a base for the BUSI4810 course.

***Hand-in Assignment and Reports at the beginning of each class to the instructor. If it is not handed-in before class begins, it will be considered late and subject to a 100% PENALTY.*** Be sure to keep a copy for yourself of all your assignments and reports submitted.

#### 6.1 Individual Class Participation:

Class participation is highly encouraged. The intent is to have a very interactive class. Students are expected to contribute to class discussions on a constructive and regular basis. Much of your learning will occur during class and case discussions. Points will be awarded for contributions to the class which include asking thoughtful questions, helping to understand complicated ideas, suggesting reasonable alternatives, and being willing to try out new ideas.

Participation may also include occasional announced and unannounced quizzes. Comments on other student projects will be required at different occasions.

#### 6.2 Assignments:

Eight (8) assignments will be assigned throughout the course. Each assignment will be worth 5% of the total marks. The cover page must include a statement signed by each student, indicating that each group member has contributed to the assignment and has respected plagiarism rules. More explanations on each assignment will be posted on the course website, if needed.

Assignment 1 - First Screen

(Part 1.1 = description of your business (1 page)

Part 1.2 = completion of Barringer (2009), Appendix 2.1 p.44-47)

Assignment 2 - Industry and Market Assessment

(completion of Barringer (2009, p.71-74) in Appendix 3.1 (Part 2 only)).

Assignment 3 - Financial Assessment

(completion of Barringer (2009, p.76-78) in Appendix 3.1 (Part 4 only)).

Assignment 4 - Marketing Plan

Assignment 5 - Human Resources and Management

Assignment 6 - Products / Services and Operations

Assignment 7 - Financial information and Financing

Assignment 8 - First Draft of Business Plan

(focus on revision of Business Model Canvas)

Graded assignments involve both technical aspects and judgment aspects. Consequently, their grading has both objective and subjective components. The course instructor is committed to providing you with adequate feedback on subjective components of your grades. Additional feedback from your instructor is always available through consultations during scheduled office hours or by arrangement.

### 6.3 Report A - Business Model:

The written Report A – Business Model must follow the Business Model Canvas format suggested by Osterwalder and Pigneur (2010, p.44) with sufficient details to explain the different building blocks.

An oral presentation will be required.

### 6.4 Report B – Feasibility Study:

The written Report B – Feasibility Study must follow the Feasibility Analysis format suggested by Barringer (2009, p.70-79) in Appendix 3.1 (except Part 4 – Financial Feasibility).

An oral presentation will be required.

### 6.5 Report C - Business Plan:

The Report B – written Business plan must be handed in on April 8, 2013 8h30, including Powerpoint slides used for presentation, and must follow the format suggested in François Brouard (2010) *Note on Business Plan* (available on cuLearn) plus the Osterwalder Business Model Canvas. (No need for Harvest Strategy section.)

An oral presentation in front of a Panel of judges will be required. The Business plan presentation will be scheduled on April 8, 2013 (or during the exam period April 10-27, 2013). The final date, time and place are to be announced. No exceptions will be made for students with conflicting travel plans during the exam time.

## 7.0 COURSE MATERIALS

### 7.1 Required Texts:

OSTERWALDER, A. and Y.PIGNEUR. (2010). Business Model Generation, John Wiley & Sons, Inc. Hoboken (New Jersey) (ISBN: 978-0470-87641-1)

BARRINGER, Bruce R. (2009). Preparing Effective Business Plans - An Entrepreneurial Approach, Pearson Prentice-Hall, Upper Saddle River (New Jersey) (ISBN: 0-13-231832-6).

### 7.2 Course Web site

The instructor will make extensive use of the Internet to post course materials and other announcements. A cuLearn page is used for announcements and posting of course materials. You could find the course cuLearn page at:

<http://carleton.ca/cuLearn/>

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.

### 7.3 Supplemental References:

From BUSI2800

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)

From BUSI3810

Bissonette, G.J., (2012), *Business: Strategy, Development, Application*. First Edition. McGraw-Hill Ryerson (ISBN-13: 978-0-07-096746-5).

#### *Other references*

- 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*. 6<sup>th</sup> 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*. 2<sup>nd</sup> 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).
- 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*. 3<sup>rd</sup> 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*. 6<sup>th</sup> Canadian edition. Toronto: Nelson Education. (ISBN-10: 0176501800)
- Kuratko, D.F., Hodgetts, R.M. (2007). *Entrepreneurship – theory, process, practice*. 7<sup>th</sup> edition, Thompson South-Western (ISBN 0-324-3241-7).
- Leach J.C., Melicher R.W., (2012), *Entrepreneurial Finance*. Fourth Edition. South-Western Cengage Learning (ISBN-13: 978-0-538-47815-1).
- 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)
- Sorensen, H.E., (2012), *Business Development, A Market-Oriented Perspective*. Wiley. (ISBN 978-0-470-68366-8).
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- Stuleky, R, (2012), *The definitive Business Plan*, Third Edition. Pearson Education Limited (ISBN: 978-0-273-76114-3).
- Skinner, J. R. (2008). *Business Plan – Business Reality*. Second Edition. Pearson-Prentice Hall (ISBN-10:0-13-199763-7).

#### 7.4 Other Carleton University resources and services

##### Carleton University websites

Carleton University	<a href="http://www.carleton.ca/">http://www.carleton.ca/</a>
Sprott School of Business	<a href="http://www.sprott.carleton.ca/">http://www.sprott.carleton.ca/</a>
Sprott School of Business- Entrepreneurship	<a href="http://sprott.carleton.ca/entrepreneurship">http://sprott.carleton.ca/entrepreneurship</a>
Carleton University Library	<a href="http://www.carleton.ca/library">http://www.carleton.ca/library</a>
Sprott Business Students' Society (SBSS)	<a href="http://www.sbsscouncil.ca/">http://www.sbsscouncil.ca/</a>
Paper Writing Guidelines	
<a href="http://www.sprott.carleton.ca/studentsservices/resources/printable/documentation_guide.pdf">http://www.sprott.carleton.ca/studentsservices/resources/printable/documentation_guide.pdf</a>	

## 8.0 OFFICE HOURS

After class.

## 9.0 STUDENT PREPARATION

Each course module contains readings about concepts and issues. The content of any lecture presumes and expects you have carefully studied the assigned reading. A good way to proceed would be to read/scan the entire two textbooks.

## 10.0 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.
- *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.

## 11.0 ATTENDANCE POLICY

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 and assignments) 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.

## 12.0 ACADEMIC INTEGRITY

Ethics and values are very important in accounting and the world of business, non-profit and government organizations. We will consider ethical issues in accounting throughout this course. Ethics and values are also important in education. Instructors will assume, unless there is evidence to the contrary, that you are an ethical student. To help you fulfill your ethical responsibilities as a student, the ethical standards for this course are listed below.

### 12.1 Graded Group Assignments:

All work is to be performed exclusively by the members of the group and all group members must contribute their fair share to each assignment. If outside research is performed, sources are to be cited and information discovered via outside research is to be clearly labeled as such. If outside research is performed, the products of your research are not to be shared with any student who is not a member of the group.

### 12.2 Assignments and Reports:

The Assignments and Reports must be the exclusive work of the group members.

### 12.3 Plagiarism:

The University's Senate defines plagiarism in the regulations on instructional offences as to the use and passing 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 to help answer exam questions, are also subject to university policy regarding instructional offences. For more information on Carleton University's Academic Integrity Policy, consult:

[http://www.carleton.ca/studentaffairs/academic\\_integrity](http://www.carleton.ca/studentaffairs/academic_integrity)

The photocopying of substantial portions of a textbook (e.g. more than 1 chapter or 15% of the total page count) without the publisher's permission is another misuse of intellectual property, and is also a violation of Canadian copyright law. Access Canada's website provides guidelines on legitimate copying. You may also find useful information at: <http://www.library.carleton.ca/copyright/>

### 12.4 Penalty for academic integrity violations:

University recommended sanctions for academic integrity violations will be imposed. All academic integrity violations must be reported.



### **13.0 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. If you have a group assignment, you may find useful the resources at [http://sprott.carleton.ca/academic\\_programs/groupwork.html](http://sprott.carleton.ca/academic_programs/groupwork.html)

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.

### **14.0 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://www.carleton.ca/registrar/forms/Med\\_Cert\\_Carleton\\_University.pdf](http://www.carleton.ca/registrar/forms/Med_Cert_Carleton_University.pdf)

### **15.0 PERSONS WITH DISABILITIES**

Students with disabilities requiring academic accommodations in this course are encouraged to contact a coordinator at the Paul Menton Centre (PMC) for Students with Disabilities to complete the necessary letters of accommodation. After registering with the PMC, make an appointment to meet and discuss your needs with your instructor at least two weeks prior to the first in-class test or ITV midterm exam. This is necessary in order to ensure sufficient time to make the necessary arrangements. Please note the deadlines for submitting completed forms to the PMC for formally scheduled final exam accommodations: March 5, 2013 for Winter term courses. For all PMC information, please refer to <http://www.carleton.ca/pmc/>

### **16.0 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.

## **17.0 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.

## **18.0 CHANGES TO THE SYLLABUS**

A syllabus is a tool to help you plan your time. Every effort is made to make the syllabus as complete as possible, but there may be occasions when changes are required. The instructor will announce any deviations from the syllabus in class and the change will be posted on the course web page.

## **19.0 RELEVANT DATES**

- |   |                      |
|---|----------------------|
| - Classes begin   | January 7, 2013      |
| - Last day for registration   | January 18, 2013     |
| - Last day to change courses or sections  |                      |
| - Statutory holiday, University closed  | February 18, 2013    |
| - Winter Break at Carleton, Classes suspended   | February 18-22, 2013 |
| - Last day to submit, to the Paul Menton Centre for Students with Disabilities, Formal Examination Accommodation Forms for final examinations | March 8, 2013        |
| - Last day for tests or examinations in course  | March 27, 2013       |
| - Statutory holiday, University closed  | March 29, 2013       |
| - Winter term ends  | April 10, 2013       |
| - Exam period   | April 13-27, 2013    |

## BUSI 3820 - SUMMARY OF SCHEDULE - Winter 2013

	Lecture	Textbooks	Topic	Due date
<b>THE BUSINESS MODEL</b>				
L1	January, 7	Osterwalder, p.14 to 44 Barringer, Chapters 1, 2	Introduction to Course Business Model: Canvas and Process	
L2	January, 14	Osterwalder, p.14 to 44	Business Model: Design	<b>Assignment 1</b> First Screen
L3	January, 21		<b>Oral Presentation Report A - Business Model</b> (Student comments and evaluation) Revision of Business Model	<b>Report A</b> <b>Business Model</b>
<b>FEASIBILITY STUDY</b>				
L4	January, 28	Barringer, Chapter 3, 5, 6	Feasibility Study: General Issues Feasibility Study: Market Assessment Feasibility Study: Organizational Assessment Feasibility Study: Technical Assessment Feasibility Study: Financial Assessment	<b>Assignment 2</b> Industry and Market Assessment
L5	February, 4		<b>Oral Presentation Report B - Feasibility Study</b> (Student comments and evaluation) Revision of Feasibility Study	<b>Report B</b> <b>Feasibility Study</b>
<b>THE BUSINESS PLAN</b>				
L6	February, 11	Barringer, Chapter 6	Business Plan: General Issues Business Plan: Organization	<b>Assignment 3</b> Financial Assessment
	<b>February, 18-22</b>	<b>WINTER BREAK</b>		
L7	February, 25	Barringer, Chapters 5, 6 and 7	Business Plan: Industry Analysis Business Plan: Market Analysis Business Plan: Marketing Plan	<b>Assignment 4</b> Marketing Plan
L8	March, 4	Barringer, Chapter 8	Business Plan: Management Team Business Plan: Human Resources	<b>Assignment 5</b> Human Resources and Management
L9	March, 11	Barringer, Chapter 9	Business Plan: Product / Service Design Business Plan: Operations Plan Business Plan: Development Plans	<b>Assignment 6</b> Products / Services and Operations
L10	March, 18	Barringer, Chapter 10	Business Plan: Financial Information Business Plan: Financing	<b>Assignment 7</b> Financial information and Financing
L11	March, 25	Barringer, Chapter 11	Writing and Presenting the Business Plan Meetings to discuss Business Plan Draft 1	<b>Assignment 8</b> Business Model
L12	April, 1		Meetings to discuss Business Plan Draft 2	
L13	April, 8		<b>Oral Presentation Report C - Business Plan</b> (in front of a Panel of judges) (Student comments and evaluation)	<b>Report C</b> <b>Business Plan</b>