

University of San Diego
School of Business Administration

MGMT 304
Entrepreneurship and New Ventures
Section 1

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Office Hours
Tuesdays 2:15-3:45pm; 5:30-6:45pm
Thursdays 2:15-3:45pm; 5:30-6:45pm
Also available by appointment

Course Description:

An examination of the problems and processes for launching and/or purchasing business ventures. Topics include the nature and role of the entrepreneur, identifying and assessing potential opportunities for new ventures, structuring and staffing the new venture, preparing a business plan, attracting capital, and dealing with key legal issues. Prerequisites: FINA 300, MGMT 300, and MKTG 300.

PLEASE NOTE: MGMT 304 is NOT listed as and does NOT qualify as a “W” course.

Course Objectives:

The course examines the identification and assessment of business opportunities and the creation of new ventures to exploit those opportunities. Assignments are focused on learning how to develop, assess, and present an opportunity as part of a new venture team. Students will also gain insights on the characteristics of successful entrepreneurs and ventures. Students successfully completing this course will:

- Develop skills in generating, evaluating, and presenting new venture opportunities
- Develop skills necessary for preparing a business plan
- Know the keys to successfully launching, building, growing, and harvesting a venture
- Be able to develop practical / realistic strategies for funding a new venture
- Know the most significant potential rewards and demands of being an entrepreneur, and as a result be better able to determine whether it is an attractive career path

Course Materials:

Required Texts: *Launching New Ventures*, Allen, Houghton Mifflin, 5th edition;
 80/20 Guide to Business Writing, Kunkel, 2009

Additional Readings on CE6 (WebCT)

Additional required readings (e.g. articles, web sites), assignments, and other course materials will be posted on the home page of the MGMT 304 course site in CE6. The current course syllabus will always be posted on the home page. Check the site **at least once a week** for updates or additions.

Course Requirements and Student Evaluation:

Assignment	Value (points)	Due by Noon (12:00pm PST)
Exercises (8)		
Ex 1	25	September 8
Ex 2	25	September 10
Ex 3	25	September 15
Ex 4	25	September 22
Ex 5	25	September 24
Ex 6	25	September 29
Ex 7	25	October 13
Ex 8	25	October 20
Entrepreneur Interview	100	November 3
Exam (in class; November 17)	150	
<u>Team Opportunity Assessment Project:</u>		
Drafts (4)		
1. Opportunity Description	20	October 6
2. Market Assessment	30	October 27
3. Operations Assessment	20	November 10
4. Financial Assessment	30	November 24
Final Written Assessment	200	December 8
Final Team Presentation	100	December 8 and 10 (<i>In-class</i>)
Class Participation	100	
Class Attendance	<u>50</u>	

1,000 Points Total

Pay close attention to assignment due dates. Unless otherwise noted, all assignments must be submitted by **Noon (12:00pm PST)** on the due date. All written assignments are to be submitted via e-mail as a Word document attachment sent to hsebastiao@sandiego.edu. **Be sure to include your last name at the beginning of the filename of your document.** Further direction on file naming conventions will be provided in class.

Assignments (with the exception of Exercises; see separate item on following page) received after the submission deadline will be deducted by 20% of the maximum point value (i.e. 20 points deducted from a 100 point assignment). Assignments received more than 48 hours after the submission deadline will receive a score of zero (0). No extra credit assignments will be offered or accepted. You must bring up any questions about scores or feedback on an assignment within one week of receipt.

A summary of each assignment follows. Additional details on the requirements of each assignment will be provided in class and on the MGMT 304 site in CE6 (under the Assignments folder).

Exercises (8 Exercises; 200 points total)

Eight (8) exercises are assigned during the term to assist you with learning key concepts, to prepare you for class discussions, and to generate insights that can be applied to your Opportunity Assessment Project. Details of the requirements for each exercise will be provided in class and posted to the course site on CE6 (under the Assignments folder). Please see page 2 and the Course Schedule on pages 6-9 for due dates.

Exercises received after the (Noon) submission deadline but before class (4:00pm) will be deducted by 20% of the maximum point value (5 points). Assignments received after 4:00pm will receive a score of zero (0).

Entrepreneur Interview (100 points)

Current entrepreneurs can be a source of great insight on what it takes to be successful – and what traps to avoid. During the term we'll have 3-6 guest speakers sharing their experiences with the class. Interviewing an entrepreneur you know or would like to know is another opportunity to learn from the experiences of others. After interviewing the entrepreneur, write a profile which highlights the keys to their success and most significant challenges, and state three to five (3-5) specific lessons you learned from them that you can apply to your own venture. The submission should not exceed **six (6) double-spaced pages** in length. See the **Entrepreneur Interview Guidelines** posted to CE6 (under the Assignments folder) for additional information.

Exam (150 points)

An in-class exam is scheduled for November 17. The exam will be comprehensive and consist of 4-8 essay-type questions intended to assess your understanding of and ability to synthesize and apply the concepts covered in the readings, lectures, class discussions, group exercises, team projects, and presentations by our guest speakers. I will provide an exam overview / class review on November 12.

Team Opportunity Assessment Project

While learning from the experiences of current entrepreneurs is valuable, there is no substitute for hands-on experience. Also, while entrepreneurs are often romanticized as a “lone wolf” striking out on their own, the truth is that most start-ups involve a team. Therefore the objective of this project is to help students experience a key part of the entrepreneurship process by having you form a team of two (2) to four (4) students* who will work together for the remainder of the term on the formal development, assessment, and presentation of a new venture opportunity.

Students should expect to spend a significant amount of time outside of class working as a team on various elements of the project.

*** Please Note: The number of teams will be limited to a maximum of eight (8).**

Each team must designate a leader, and that person must submit a **team roster and team name** via e-mail to hsebastiao@sandiego.edu by **Noon (12:00pm PST) on September 29.**

In addition, all teams must schedule a 30 minute “consulting session” with me between September 29 and October 8. All team members must be in attendance.

Drafts (4 Drafts; 100 points total)

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|----------------------------|-----------------|
| 1. Opportunity Description | Due October 6 |
| 2. Market Assessment | Due October 27 |
| 3. Operations Assessment | Due November 10 |
| 4. Financial Assessment | Due November 24 |

To assist you in making steady progress on the Opportunity Assessment Project, you will submit drafts (as a Word document via e-mail) of four essential elements: a description of the business opportunity, an assessment of market potential, an identification of the basic requirements for exploiting the opportunity, and an assessment of the opportunity’s financial viability and requirements.

Teams will receive points (see page 2) for each draft submitted (by the deadline). The drafts will not be graded; I will provide feedback to assist you in refining / enhancing your assessment. However, I reserve the right to reduce points awarded by up to 50% for drafts which are incomplete, unprofessional in appearance, poorly organized, or contain errors in spelling and grammar. Each draft should follow the business writing, basic formatting, citation, and reference page guidelines provided in the *80/20 Guide to Business Writing*.

Each team will also present (on the same date as the written draft due date) a brief in-class summary of key findings and field questions and receive feedback from classmates and the instructor.

See the Team Opportunity Assessment Project Guidelines and Team Project Rubric posted to CE6 (under the Assignments folder) for additional information.

Final Written Assessment (200 points)

Each team will synthesize the four drafts into a final assessment and submission. Your write-up should follow the business writing, basic formatting, citation, and reference page guidelines provided in the *80/20 Guide to Business Writing*. The final submission is due by **Noon (12:00pm) on December 8**.

See the Team Opportunity Assessment Project Guidelines and Team Project Rubric posted to CE6 (under the Assignments folder) for additional information.

Final Team Presentation (100 points)

Team presentations will be scheduled for **December 8 and 10**. Each team will make a fifteen (15) minute presentation of their opportunity, assessment, and conclusions. Presentation scores will be based on a combination of instructor and classmate evaluations. All teams must attend all presentations. Absences will result in an automatic deduction of 50 points (per individual absent, per occurrence) from your project score.

See the Team Opportunity Assessment Project Guidelines, Team Project Rubric, Team Project Presentation Guidelines, and Team Presentation Evaluation Form posted to CE6 (under the Assignments folder) for additional information.

Class Participation (100 points)

Your class participation score is based on the combination of teammate evaluations and my evaluation of your contributions to the class. There are several ways to contribute to the class, as class sessions will incorporate a mixture of lecture, discussion, group exercises, and providing feedback and input to classmates on their projects. There will be opportunities to engage with guest speakers and share your impressions of their presentations. You are expected to consistently demonstrate preparation for lectures, speakers, discussions, exercises, and project-related work. Lack of preparation will limit your ability to contribute and will detract from the learning experience of your classmates. Please review the Class Participation Rubric and Team Member Evaluation Form (both posted under the Assignments folder in CE6) for additional information on class participation expectations.

As a courtesy to me, guest speakers, and your classmates, please turn OFF all cell phones and other portable electronic devices for the ENTIRE class period and limit the use of your laptop to the retrieval and viewing of information directly related to the class. Laptops are to be closed during guest speaker presentations. I reserve the right to ban the use of laptops at any time.

Class Attendance (50 points)

You are expected to attend each class session, be on time, and be ready to contribute. Late arrivals or early departures from class are counted as an absence of either one fourth (1/4) or one half (1/2) of a class session (depending on when you arrive/depart). There are no “excused” absences or exceptions to this policy (excluding a major medical emergency). Points for attendance will be assigned as follows:

<i>Number of Absences</i>	<i>Points</i>
No more than 1	50
No more than 2	40
No more than 3	25
More than 3	0

Final Letter Grades:

Letter grades are assigned as follows, based on total points earned on the assignments summarized on page 2.

A+	981 – 1,000 points	C+	781 – 804	F	below 600
A	931 – 980	C	751 – 780		
A-	905 – 930	C-	705 – 750		
B+	881 – 904	D+	681 – 704		
B	831 – 880	D	631 – 680		
B-	805 – 830	D-	600 – 630		

Statement on Academic Integrity:

All members of the University community share the responsibility for maintaining an environment of academic integrity since academic dishonesty is a threat to the University. Acts of academic dishonesty include: a) unauthorized assistance on an examination; b) falsification or invention of data; c) unauthorized collaboration on an academic exercise; d) plagiarism; e) misappropriation of resource materials; f) any unauthorized access of an instructor's files or computer account; or g) any other serious violation of academic integrity as established by the instructor.

School of Business Administration Mission Statement:

To develop socially responsible business leaders with a global outlook through academically rigorous, relevant, and values-based education and research.

Course Schedule:

Unless otherwise stated, class meets 4:00–5:20pm, Tuesdays & Thursdays, OH 228.

Schedule, topics, speakers, and assignment due dates are subject to revision. Any changes will be announced in class and via the course site in CE6. **See page 2 for a summary of assignment submission deadlines.**

LNV: *Launching New Ventures*;
80/20: *80/20 Guide to Bus. Writing*;
CE6: Additional required readings

Class	Topics	Assignments/Deliverables
Sept 3	Course Introduction / Overview	Purchase Texts; Review and download course information on CE6
Sept 8	Defining Entrepreneurship and Entrepreneur Generating / Sources of Ideas	LNV: Chs. 1-2 80/20: Ch.1-4 CE6: Greatest Entrepreneurs (Business Wk) Where do great ideas come from? Ideablob Student Profile Forms Due Ex 1 Due
Sept 10	Transforming Ideas into Opportunities	LNV: Chs. 3-5 80/20: Chs. 7-9 CE6: Google’s Idea Factory Ex 2 Due
Sept 15	Transforming Opportunities into Business Models Preparing an Elevator Pitch	LNV: Ch. 4 CE6: Reinventing Your Business Model OLPC Grameen Bank Elevator Pitch Examples Ex 3 Due

Sept 17	<u>Guest Speakers:</u> Brent Gleeson & Brandon Fishman, Internet Marketing, Inc.	
Sept 22	<u>“Opportunity Market”:</u> -Student Elevator Pitches / Opportunity Sharing -Team Recruitment / Formation	Ex 4 Due
Sept 24	<u>Assessing the Market:</u> -Potential Customers -Industry / Competitive Analysis -Social / Political Forces	LNV: Chs. 5-6 Ex 5 Due
Sept 29	Blue Ocean Strategy	CE6: Blue Ocean Strategy (multiple) Team Roster and Name Due Ex 6 Due
Oct 1	<u>Guest Speaker:</u> Alex Zimmerman	
Oct 6	Teams present Opportunities	Project Draft 1: Opportunity Description Due
Oct 8	Product/Process Development Marketing / Distribution Strategy	LNV: Chs. 7,15 CE6: Freeline Skates
Oct 13	Building and Motivating the Team Designing an Entrepreneurial Organization	LNV: Chs. 8,11,13-14 Ex 7 Due
Oct 15	<u>Guest Speaker:</u> Amy Rasdal, Rasdal Associates	

Oct 20	Financial Assessment: Funding Requirements and Strategy	LVN: Ch. 16 CE6: Funding Options Ex 8 Due
Oct 22	<u>Guest Speaker:</u> Nicholas D' Angelo, CPA Financial Assessment: Financial Projections	LVN: Ch. 9 CE6: Financial Projections
Oct 27	Teams present Market Assessments	Project Draft 2: Market Assessment Due
Oct 29	<u>Guest Speaker:</u> Joon Han, Better San Diego	
Nov 3	Planning for and Managing Growth When / How to Exit Your Venture Students share "lessons learned" from Entrepreneur Interviews	LVN: Chs. 17-18 CE6: Managing Growth Entrepreneur Interview Due
Nov 5	<u>Guest Speaker:</u> Nate Ritter, Perfectspace	
Nov 10	Teams present Operations Assessments	Project Draft 3: Operations Assessment Due
Nov 12	Exam Overview/Class Review	
Nov 17	Exam	
Nov 19	<u>Guest Speaker:</u> Anita Mahaffey, Funika, Inc.	

Nov 24	Teams present Financial Assessments	Project Draft 4: Financial Assessment Due
Nov 26	THANKSGIVING BREAK	
Dec 1	Ethics and Social Responsibility Making Presentations / Pitches	LNV: Ch. 12 80/20: Ch. 9 CE6: Pitching Your Idea
Dec 3	Final Thoughts / Key Takeaways	
Dec 8	Team Presentations (15 min each)	Final Written Assessment Due Presentation Slides Due (by 2:30pm)
Dec 10	Team Presentations (15 min each)	Presentation Slides Due (by 2:30pm) Team Member Evaluations Due