

University of San Diego  
School of Business Administration

**GSBA 537**  
**Entrepreneurship**

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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 by Appointment

**Course Description:**

This course examines the process of identifying and evaluating opportunities, and the creation of new ventures to exploit those opportunities. Students will learn to evaluate the attractiveness of new venture opportunities and the skills required to successfully exploit those opportunities. Prerequisites: GSBA 505 and GSBA 511.

**Course Objectives:**

The course is intended for students who have a serious interest in launching or working for a new venture. As a result there is an emphasis on the development of original business opportunities to be exploited via the creation of a new venture, and an assessment of the market and economic feasibility of those opportunities / ventures.

***Students are encouraged to further develop / assess their opportunities / ventures by participating in the MBA Business Plan Competition in Spring 2010. Students must enroll for independent study credit in order to compete. Please see instructor for additional details.***

Key Learning Objectives

- Experience the process of creating/identifying and evaluating opportunities
- Develop skills in evaluating opportunities through the generation and assessment of an original business opportunity
- Understand the keys to successfully exploiting an opportunity via a new venture
- Identify and assess the skills needed to successfully launch and grow a new venture
- Develop skills that can be applied to assist entrepreneurs in launching or growing their venture
- Explore business opportunities relevant to your interests/capabilities

Major Topics/Concepts Covered

- Generating ideas and converting them into business opportunities, and translating opportunities into business models and ventures
- Evaluating the market, operations, and financial feasibility / attractiveness of opportunities
- Creating blue oceans and driving markets
- Developing financing, growth, and harvest strategies for a venture and understanding how they are interrelated
- Developing and making effective presentations
- Understanding the unique challenges of launching and managing new ventures in both established and emerging markets

## Course Materials:

### Required Texts

*New Venture Creation: Entrepreneurship for the 21<sup>st</sup> Century*; Timmons and Spinelli, McGraw-Hill Irwin, 8/e

*80/20 Guide to Business Writing*; Kunkel, 2009

### CE6 (aka WebCT)

Additional readings (e.g. articles, cases) will be posted on CE6. This will be the primary source for course information, assignments, and any supplemental readings. Check the site (at least) weekly for updates or additions. The current **course syllabus** will always be posted on the home page.

## Course Requirements and Student Evaluation:

### Assignments

	<u>Points</u>	<u>Due by NOON (12:00pm) on</u>
Class Attendance	50	
Class Participation	100	
Cases/Exercises		
C/E 1	25	<b>September 10</b>
C/E 2	25	<b>September 17</b>
C/E 3	25	<b>October 1</b>
C/E 4	25	<b>October 8</b>
C/E 5	25	<b>October 22</b>
Exam (Take-Home)	150	<b>October 29</b>
Opportunity Assessment Project:		
Drafts		
Opportunity Description	25	<b>September 24</b>
Market Assessment	50	<b>October 15</b>
Operations	50	<b>November 5</b>
Financial Assessment	50	<b>November 19</b>
Final Written Opportunity Assessment	200	<b>December 3</b>
Opportunity Assessment Presentation	100	<b>December 3 and 10 (PPT)</b>
Review of Classmate Opportunity Assessment	<u>100</u>	<b>December 17</b>
	1,000	

All written assignments must be submitted as a Word document (double-spaced, 12 pt font) attachment via e-mail to [hsebastiao@sandiego.edu](mailto:hsebastiao@sandiego.edu) by **Noon (12:00pm)** on the due date. Please include your last name and a brief description of the assignment in the filename of the document.

It is important that documents be submitted by the due date to ensure that you receive prompt feedback. **Assignments received after but within 48 hours of Noon (12:00pm) on the due date will receive an automatic deduction of 20% of the maximum possible points for the assignment (i.e. a deduction of 20 points on a 100 point assignment). Assignments received 48 hours after Noon (12:00pm) on the due date will receive a score of zero (0) points. No make-up or extra credit assignments are offered.**

Class Attendance (50 points)

You are expected to attend each scheduled class session and be ready to contribute to discussions and exercises. Late arrivals or early departures from class will be counted as missing either one quarter (1/4) or one half (1/2) of a class session. There are no “excused” absences or other exceptions to this policy (except for a medical emergency). Points for attendance will be assigned as follows:

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

Class Participation (100 points)

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. I also schedule between 4 to 6 guest speakers, and there will be opportunities to engage the speakers and share your impressions of their presentations. You are expected to consistently demonstrate preparation for lectures, speakers, discussions, exercises, and project progress updates. Lack of preparation will limit your ability to contribute and will detract from the learning experience for you and your classmates.

**As a courtesy to me, guest speakers, and your classmates, please turn all cell phones and ALL other portable electronic devices completely off for the entire class period and limit the use of your laptop to the retrieval and viewing of information directly related to the class. Your laptop is to remain closed during guest speaker presentations. I reserve the right to suspend or revoke laptop privileges due to any violation of this policy.**

Cases/Exercises (125 points total)

C/E 1 25 pts	<b>September 10</b>	C/E 4 25	<b>October 8</b>
C/E 2 25	<b>September 17</b>	C/E 5 25	<b>October 22</b>
C/E 3 25	<b>October 1</b>		

Five cases / exercises are assigned during the first half of the term to assist you with learning key concepts, prepare you for classroom discussion, and provide insights that can be applied to your Opportunity Assessment Project. Details of the requirements for each case / exercise will be provided in class and posted to the course site on CE6 (under the Assignments folder).

### Exam (Take-Home) (150 points)

The Exam will be comprehensive and take-home and consist of between 3-5 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, projects, and presentations by our guest speakers. **The exam will be sent via e-mail after class on October 22, and will be due via e-mail (as a Word document file) by Noon (12:00pm) on October 29.** Additional details will be provided in class and posted to the course site on CE6 (under the Assignments folder).

### Opportunity Assessment Project

Drafts (175 points total)

Opportunity Description	25 pts	<b>September 24</b>
Market Assessment	50	<b>October 15</b>
Operations	50	<b>November 5</b>
Financial Assessment	50	<b>November 19</b>

Each student, either individually or in a team of two (2), will identify a business opportunity, and assess the viability and attractiveness of exploiting the opportunity via the creation of a new venture. Key project elements include: an assessment of the opportunity's market and financial potential, identification of the operations required to exploit the opportunity, an estimation of the resources required to pursue the opportunity, and an overall assessment of the attractiveness of the opportunity and the prospects for successful exploitation.

To ensure students/teams are making satisfactory progress on the project, each student/team must submit drafts of four essential elements: a description of the business opportunity, an assessment of market potential / attractiveness, identification of the basic requirements for exploiting the opportunity, and an assessment of the opportunity's financial viability and requirements. Students/teams will receive points (see above) for each draft submitted (on time). 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.

Students/teams will also present (on the same date as the written draft due date) a brief in-class summary of their key findings from each draft and field questions and receive feedback from classmates and the instructor. Additional details on the requirements for each draft and presentation will be provided in class and posted to the course site on CE6 (see Opportunity Project Guidelines under the Assignments folder).

### Final Written Opportunity Assessment (200 points)

You 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 3.** Additional details will be provided in class and posted to the course site on CE6 (see Opportunity Project Guidelines and Opportunity Project Scoring under the Assignments folder).

### Opportunity Assessment Presentation (In Class) (100 points)

Each student/team will make a fifteen (15) minute presentation of their project to the class. Your score will be based on a combination of classmate and instructor evaluations of the clarity and strength of your assessment of the attractiveness and viability of your opportunity. **Student/team presentations will be scheduled for December 3 and December 10. All students are required to attend and evaluate all presentations.**

Additional details will be provided in class and posted to the course site on CE6 (see Opportunity Project Guidelines, Presentation Guidelines, Evaluation Form, and Scoring under the Assignments folder).

### Review of Classmate Opportunity Assessment (100 points)

Each student will be assigned one project (other than their own) and asked to prepare an evaluation of both the opportunity as well as the assessment. Assignments will be made in class on December 10, and the assessments will be due by **Noon (12:00pm) on December 17**. Additional details will be provided in class and posted to the course site on CE6 (under the Assignments folder).

### Final Letter Grades

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

A+	991 – 1,000 points	B+	891 – 910	C+	791 – 810
A	941 – 990	B	841 – 890	C	741 – 790
A-	911 – 940	B-	811 – 840		

You must bring up any questions or concerns about scores or feedback on assignments within one week of receipt. Please note that asking for an incomplete is not an option for students with an overall failing grade in the course.

### **Statement on Academic Integrity:**

The University of San Diego policy on the Integrity of Scholarship contained in the *Graduate Bulletin* is a part of this course. Please read this policy. Violations of academic integrity include the following: (1) unauthorized assistance on a quiz; (2) falsification or invention of data; (3) unauthorized collaboration on an academic exercise; (4) plagiarism; (5) misappropriation of research materials; and (6) any unauthorized access of an instructor's files or computer account.

### **MBA Program Code of Professional Conduct:**

Both the instructor and students in this course are expected to conduct themselves in accordance with the MBA Program Code of Professional Conduct, adopted August, 2009. Students will receive a copy of the Code on the first day of class and will be asked to acknowledge receipt and their adherence to the Code. The Code will also be posted to the course site on CE6.

### **School of Business Administration Mission Statement:**

“Committed to developing socially responsible leaders and improving global business practice through innovative, personalized education and applied research.”

**Course Schedule:**

**Unless otherwise stated, class meets 7:00pm – 9:50pm on Thursdays in OH 229.**

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 all written assignment submission deadlines. Remember that written assignments are due by Noon (12:00pm) on the due date.**

**NVC**= *New Venture Creation*;      **80/20**= *80/20 Guide to Business Writing*;      **CE6**= In CE6 (under class date)

<b>Class</b>	<b>Topics</b>	<b>Readings/ Assignments Due</b>
Sept 3	Course Introduction  Defining Entrepreneur and Entrepreneurship	<b>NVC:</b> Chs. 1-3 <b>80/20:</b> Chs. 1-4 <b>CE6:</b> Greatest Entrepreneurs (Business Wk) So, You Want to be an Entrepreneur  <b>Student Profiles Due</b>
Sept 10	Turning Ideas into Opportunities  Market Analysis	<b>NVC:</b> Chs. 4-6 <b>80/20:</b> Chs. 7-8 <b>CE6:</b> Where Do Great Ideas Come From? Google's Idea Factory The Discipline of Innovation  <b>C/E 1 Due (Opportunity Assessment Process)</b>
Sept 17	<b>Guests:</b> Brent Gleeson, CEO Brandon Fishman, President Internet Marketing, Inc.  Developing a Business Model	<b>NVC:</b> Chs. 7-8 <b>CE6:</b> Reinventing Your Business Model OLPC Grameen Bank  <b>C/E 2 Due (Grameen vs. OLPC Business Model)</b>
Sept 24	Project: Business Opportunities	<b>80/20:</b> Ch. 9  <b>Project Draft 1 Due Draft 1 Presentations</b>
Oct 1	Creating Blue Oceans  Driving Markets	<b>CE6:</b> Blue Ocean Strategy (multiple) From Market Driven to Market Driving Birth of the Prius Have you Driven a Fjord Lately The Customer is Sometimes Wrong  <b>C/E 3 Due (Strat. Canvas/4 Actions Fwk.)</b>

Oct 8	<u>Guest:</u> Andy Laats, Nixon, Inc. Structuring the Venture and Legal Considerations; Operations	<b>NVC:</b> Chs. 9-12 <b>C/E 4 Due</b> <b>(NVC: Ch. 9, Exercise 1, pp. 330-340)</b>
Oct 15	Project: Market Analyses	<b>Project Draft 2 Due</b> <b>Draft 2 Presentations</b>
Oct 22	<u>Guest:</u> Nicholas D'Angelo, CPA Sources of Capital Financial Projections	<b>NVC:</b> Chs. 13-16 <b>C/E 5 Due</b> <b>(NVC: Ch. 11, Exercise 2, p. 392)</b>
Oct 29	<u>Guest:</u> Joon Han, Better San Diego Financial Projections (continued) Making the Pitch	<b>Exam Due</b> <b>CE6:</b> Pitching Your Idea Pitch an Idea (HBR)
Nov 5	<u>Guest:</u> Amy Rasdal, Rasdal Associates Project: Operations	<b>Project Draft 3 Due</b> <b>Draft 3 Presentations</b>
Nov 12	<u>Guest:</u> Dennis Clerke, DaggerBoard Advisors Growing & Harvesting the Venture	<b>NVC:</b> Chs: 17,19 <b>CE6:</b> Managing Growth
Nov 19	Project: Financial Assessments	<b>Project Draft 4 Due</b> <b>Draft 4 Presentations</b>
Nov 26	THANKSGIVING	<b>No Class</b>
Dec 3	Final Presentations	<b>Final Written Assessment Due</b> <b>Presenter PPT Slides Due (by 5:30pm)</b>
Dec 10	Final Presentations	<b>Presenter PPT Slides Due (by 5:30pm)</b>
Dec 17	Final Exam Week	<b>Review of Classmate Opportunity Assessment Due</b>