

ENT 6008 Entrepreneurial Opportunities
Hough Graduate School
Warrington College of Business Administration
University of Florida
Dr. Linda D. Clarke

GENERAL INFORMATION

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Please read this syllabus in its entirety. It is a part of the course content. Further, it is important that you understand what is required in this course and the timeframes for completing its assignments and activities.

COURSE DESCRIPTION

This course provides non-business graduate students with an introduction to entrepreneurship and the entrepreneurial process. The entrepreneurial approach is defined as pursuit of opportunity without regard to initial resources. This view of management requires planning, risk control, leadership and team building. Students interested in learning more about the fundamentals of starting and funding an entrepreneurial venture should be/consider taking additional courses dealing with topics such as *Entrepreneurial Finance*, *Entrepreneurial Planning*, and *Entrepreneurial Strategy*.

Issues to be covered include:

- What is entrepreneurship (and the entrepreneurial movement)?
 - Why is this concept important to your career?
 - What is an entrepreneurial opportunity? How does this differ from a great idea?
 - What are the big issues an entrepreneur must face in executing on an opportunity?
 - Who are entrepreneurs? What makes an entrepreneurial leader?
 - What are the major components of a business plan?
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COURSE OBJECTIVES

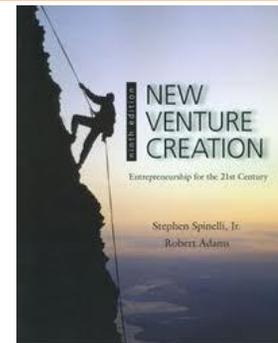
1. To examine the entrepreneurial process: from the generation of ideas, to the exploration of their feasibility, through the creation of an organization, and finally, the implementation of the idea.
2. To explore the entrepreneurial mindset developing in virtually every company and every economy in the world.
3. To provide students with the background necessary to participate in the entrepreneurial process within their respective professional disciplines.

MAJOR & CURRICULUM OBJECTIVES TARGETED

This is a general business course in the sense that the case analyses, skill building exercises, and classroom discussions draw upon globalization context for business; critical thinking; analytic skills; and ethical reasoning abilities. Thus, in addition to the course objectives detailed above, this course will address general business education learning objectives, including communications ability and the use of information technology.

TEXTBOOKS

- 1.) Spinelli, Jr., Stephen and Adams, Robert: New Venture Creation, 9th Edition, 2012, McGraw-Hill/Irwin Press. ISBN: 0-07-802910-4 / 978-0-07-802910-3. (Be sure to get the 9th edition, it is entirely different from previous editions).
- 2.) Komisar, Randy: The Monk and the Riddle: The Art of Creating a Life While Making a Living, 2001. Harvard Business School Press, ISBN: 978-1-57851-644-5.
- 3.) Kawasaki, Guy: The Art of the Start 2.0, 2015. Portfolio/Penguin Group, ISBN: 978-0-241-18726-5.



4.) Marketplace Live Venture Strategy Simulation – Students will pay for and download this simulation directly online. See sign-up instructions at the end of this syllabus, after the course calendar. Note: Please make sure you have formed your teams first!! You will then be assigned a game ID number and a team number and will only then be able sign up for the simulation and join the assigned team!! **Do not jump ahead on this or you will end up in the wrong place. Again, WAIT for the game ID number and team number from your instructor!**

TEACHING METHODOLOGY

The course will be delivered in a fully online format. We will be using the Warrington College of Business Administration’s electronic platform, the E-Learning System. The weekly lectures and additional course content will be available through the E-Learning System course site.

Due to the nature of this type of course, however, much of the responsibility will go to you as graduate students to read the material and prepare the assignments which will be submitted electronically through the “Assignments” section of the E-Learning System course site. If at any time you encounter difficulties using E-Learning System, please go to: https://lss.at.ufl.edu/services/els/stu_intro.shtml or email: helpdesk@ufl.edu.

COURSE PREREQUISITES

Please make sure that you have completed all prerequisites, if, any, as required by your program of study before taking this course. If you are unsure, please consult with your academic advisor.

COMMUNICATING WITH THE INSTRUCTOR

For fastest response, please contact the professor directly via phone, or email at clarkel@ufl.edu
Please do NOT use the Canvas site email function to contact the professor!

GRADING

Course Requirements

Weights

ACTIVE participation in team discussions, case presentations and other group work, along with peer evaluations of team performance.	5%
Venture Strategy Simulation	25%
Six Individual Weekly Homework Assignments @ 25 pts. each	15%
Team Case Project (PowerPoint presentation and written case analysis)	15%
Team “Born Global” Business Concept Paper	25%
Final Exam (to be administered online - students may NOT consult other classmates!)	15%

Grade Scale:

Letter Grade	Range	Letter Grade	Range	Letter Grade	Range
A	95-100%	B-	80 - 83%	D+	67 - 69%
A-	90 - 94%	C+	77 - 79%	D	64 - 66%
B+	87 - 89%	C	74 - 76%	D-	60 - 63%
B	84 - 86%	C-	70 - 73%	F	< 60%

POLICIES AND PROCEDURES

As a college, we care about and enforce the university’s policies and procedures as they are important to the quality of the education we are providing to you. Details on UF policies can be found at the university website:

www.ufl.edu

UF LIBRARY SUPPORT

The UF library provides a number of services to on-campus and distance learning students. For example, students can request detailed instructions on how to access library resources by seeking assistance from

the librarians online at
www.uflib.ufl.edu/ask

You can visit the UF Library at: www.ufl.edu/libraries

TESTS

Each student will take an individual comprehensive final exam at the end of the term. This test will be taken online during the last week of the term. The exam will cover assigned readings of chapters from the text, as well other assigned books, and materials from online lectures and cases in the text.

Please note that this final exam will be administered online through the E-Learning System. You do not have to come to campus to take the exam. You can take the exam from home or from any location where you can login to the E-Learning System and the course site. During the exam, students may consult their notes, the course site on the E-Learning System, and their textbooks, but NO help from other students or any form of student collaboration on the exam is permitted. You will have 2 hours to answer the questions. The exams will vary from student to student, but will each consist of equally weighted questions of comparable levels of difficulty.

USE OF THE CLASS E-LEARNING SITE

Please contact the professor directly if you have any questions or concerns regarding the use of the class E-learning site.

DISCUSSION

Students are encouraged to use the general discussion forum at the course E-learning site to communicate with each other outside of class. The professor will post general information on the “Announcements” section of the course site, as well as the main discussion forum from time to time. If you want to communicate with the professor, or have a question, please ONLY use the professor’s direct email address clarkel@ufl.edu, or call her at 202-421-5568. Please do not post questions for the professor on the general discussion forums. This policy is in order to provide the fastest turnaround possible in answering your questions individually and specifically.

ASSIGNMENTS

In this course, there are both individual and team-based assignments: Due dates for all assignments are listed in the course calendar below.

Team Case Assignments: There are cases located near the end of each chapter in the Spinelli and Adams textbook. If there are insufficient cases in the text due to class size, additional cases will be assigned from either the Harvard or Ivey Business School case collections (available for download online). Once your team has been formed (see instruction under “Week One” of the course calendar below), the team should appoint one member to post the team roster to the specially designated section of the discussion forum on the E-learning site, along with the name of your team that the group’s members have come up with. Along with a roster of team member names, the team should also come up with a list of its top two or three case preferences for the team case project. Again, each team should designate one person to then upload this list.

The team case project will consist of a PowerPoint presentation and a written case analysis. Both of these documents will be posted to the “Assignments” section of the course site. A document will be posted under the “Files” section of the class E-learning site that details the particulars of this assignment and provides you with an outline for writing the paper and producing the PowerPoint presentation.

Outline for the Team “Born Global” Business Concept Paper

For this team project, your team will be writing a preliminary business concept paper. It is designed to be a forerunner of a full-blown business plan, but not the actual business plan itself. Thus, this paper will concentrate more on the development of the initial idea for the “born global” business, its top management team, and its potential market, rather than the financial aspects of going forward with the actual business start-up.

The concept paper should contain a description of the proposed venture and its industry, the entrepreneur(s), the structure of its board of advisors, top management team, the market potential and the business model to be employed. Students may want to refer to the detailed business plan sample given at the back of the course’s textbook for examples of specific sections that are common to both the concept paper and a business plan.

Paper Outline:

Title Page

Table of Contents

- I. Executive Summary (students should write this section last as a brief summation of the contents of the paper as a whole).
 - II. Description of the Proposed Venture (address the problem or need the proposed venture will address, how it will address this need, and what the critical success factors are, along with the venture’s mission statement – be sure to include the international scope/dimensions of your proposed venture).
 - III. The Business Model (In this section you will discuss how your firm plans to become profitable in the highly competitive global marketplace.)
 - IV. The Industry Analysis (include use of Porter’s Five Forces Model, SWOT analysis at industry level).
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- V. Market Potential (include the estimated overall market size, a description of the industry customer base, as well as that of the target customers of your proposed venture. In particular, you will want to address the international dimension of your proposed target market: What is different or unique about their needs and why is your venture best suited to fill those needs).
- VI. Venture Organization (include a detailed description of the principals/entrepreneur(s), the board of advisors, and the top management team, along with the form of ownership the proposed business will take. You may also include organization charts and structural diagrams as needed).
- VII. Conclusion (discuss the need for your firm on an international basis, how it is unique, and why it will be best suited to meet the identified unmet needs in the market place, along with its potential for global growth.)

Individual Assignments: There are six individual homework assignments. Each assignment is detailed in the course calendar portion of the syllabus below. All homework assignments are due on the Sunday at the END of the week in which they are assigned by 11:00 pm, Eastern Standard Time, and should be posted to the “Assignments” section of the course E-Learning site.

RESEARCH PAPER

The six weekly individual homework assignments and team “born global” research projects will serve in lieu of a traditional research paper in this course.

EXPECTATIONS OF THIS COURSE

This is a web-assisted format course. Thus, all of the materials, peer discussions, and review materials will be posted or conducted online, through the class E-learning site, and through interactions online generally with your classmates, and especially, your team members.

Expectations for performance and collegial behavior online are the same as for the traditional format course; indeed, courses with substantial online components require a degree of self-motivation, self-discipline, and technology skills that can make them more demanding for some students.

You will be expected to interact online with the professor and your fellow students, to do assignments, and to meet deadlines. If you are unsure about any of the above, please ask the professor directly at clarkel@ufl.edu or by phone at 202-421-5568.

COURSE CALENDAR – Mod 1, Fall 2016

Module Format	Topic
Aug 22 Week 1:	<p><u>Introduction:</u></p> <p>Students choose teams for group case assignments. Teams should consist of no more than five students per team. If you'd like to start organizing yourself into teams before the first class, you may use the class E-learning site general discussion forum to start the process, and then come up with a name for your team, and include it in the posting. Please make sure these team rosters are complete and accurate before you post them. NOTE: some students may not have access to the class site until the official start date of the MOD 1 term, and further, that some students may add the course late. Please accommodate requests from late-adding students to join existing teams, as space permits.</p> <p>Teams will then come up with their case preference as the one they would like to work on for the team case project. Once you have the case preference agreed upon, please have the team leader post this list to its specially designated section of the E-learning class site discussion forum.</p> <p>This Week's Topic: The Entrepreneurial Mindset</p> <p><u>Reading assignment for THIS week: Spinelli, Chapters 1-3:</u> Chapter 1 The Global Entrepreneurial Revolution for a Flatter World Chapter 2 The Entrepreneurial Mind: Crafting a Personal Entrepreneurial Strategy Chapter 3: The Entrepreneurial Process</p> <p>Note: ALL students should read each of the cases selected by the various teams prior to the final case project deadline. (See list of cases to be posted to the specially designated section of the Discussion Forum section of the class E-Learning site after first week of class).</p> <p><u>Weekly Assignments Week #1:</u> View Lecture #1A online: Welcome and Introduction View Lecture # 1B online The Globalization of Entrepreneurship View Lecture # 1C online The Entrepreneurial Mindset View Lecture #1D online The Entrepreneurial Process</p> <p><u>Homework Assignment #1:</u> Create a brief document of one page designed to formally introduce you to the class. Describe your background, your field of study, your interest in entrepreneurship, and your future aspirations.</p>

Note that all weekly homework assignments are due by the Sunday at the END of that week by 11:00 pm, Eastern Standard Time. Please post ALL individual assignments to the “Assignments” section of the course E-Learning site.

Other homework assignments: Students may begin work with their teams on the case project assignment once they’ve joined a team and made their team case preference selection.

Reading Assignment for Next Week: Read: The Art of The Start 2.0 by Guy Kawasaki

This Week’s topic: The Art of the Start 2.0, by Guy Kawasaki

Weekly Assignment # 2:

View Lecture #2 online: Overview Discussion of The Art of the Start

Simulation Decision #1 due by 11 pm on Sunday Sept. 4.

Homework Assignment #2: Create a list of 25 ideas for a new venture: include a brief description of each. Then selection your top five ideas and write a brief paragraph about the potential of each, explaining why you think it’s a good idea. At least one of those top five should be an idea from your current field of study.

Reading Assignment for Next Week: Read Spinelli Chapters 4-6:

Chapter 4: Clean Commerce is an Opportunity Sea Change

Chapter 5: The Opportunity: Creating, Shaping, Recognizing, Seizing

Chapter 6: Screening Venture Opportunities

Aug. 29
Week 2:

Note: Monday Sept. 5 is the Labor Day holiday, the university is closed.

This Week’s Topic: The Opportunity

Weekly Assignment #3:

View Lecture #3A online: Sustainable Opportunities

View Lecture #3B online: Shaping the Opportunity

View Lecture #3C online: Screening Opportunities

Simulation Decision #2 due by 11 pm on Sunday Sept. 11

Homework Assignment #3:

Write a brief paper of approx. 1-2 pages, describing what do you think are the key factors in making some countries more entrepreneurial than others. Explain whether

Sept 6
Week 3:

	<p>you really think people are that different in their entrepreneurial proclivities across national borders, or is it something else?</p> <p><u>Reading Assignment for Next Week: Read Spinelli Chapters 7& 8:</u> Chapter 7: Opportunities for Social Entrepreneurship Chapter 8: The Business Plan</p>
<p>Sept 12 Week 4:</p>	<p>This Week's Topic: Social Entrepreneurship and the Business Plan</p> <p><u>Weekly Assignment #4:</u> View Lecture #4A online: Social Entrepreneurs View Lecture #4B online: The Business Plan</p> <p><u>Simulation Decision #3 due by 11 pm on Sunday Sept. 18</u></p> <p><u>Homework Assignment #4:</u> In a paper of approx. 1- 3 pages, double-spaced, maximum length, reflect upon the readings (specifically Chapter 8 in the Spinelli text, but you might also mention "The Art of the Start" or other chapters in the text) and explain what surprised you about the evaluation of successful companies. That is, what factors used in their evaluation would you have least suspected are important, and why?</p> <p><u>Reading Assignment for next week: Read Spinelli Chapters 9 &10:</u> Chapter 9: The Entrepreneurial Leader and the Team Chapter 10: Ethical Decision Making and the Entrepreneur</p>
<p>Sept. 19 Week 5:</p>	<p>This Week's Topic: The Founder and Team</p> <p><u>Weekly Assignment #5:</u> View Lecture #5A online: The Leadership Team View Lecture #5B online: Decision Ethics</p> <p><u>Simulation Decision #4 due by 11 pm on Sunday Sept. 25</u></p> <p><u>Homework Assignment #5:</u> Think of any of the entrepreneurial television shows or popular magazines of late. (For example, shows such as "Dragon's Den," "Venture," "The Big Idea," or magazines such as "Entrepreneur," etc. From any of these sources, please identify the one great entrepreneurial idea you think is most likely to succeed: You are now in the position of the venture capitalist and you are going to invest in this project. In a page or less, explain why you think this is such a great idea, and why you think it will work. Be specific as to the unmet need this idea/product/service fulfills in the marketplace, and what sort of competition it will face, how it will overcome that challenge, etc.</p>

	<p>Note: By now, you need to be making sure you are caught up on the readings, and that you finish reading the books assigned before next week in preparation for the review and final exam.</p> <p><u>Reading Assignment for next week: Read Spinelli Chapters 11-13:</u> Chapter 11: Resource Requirements Chapter 12: Franchising Chapter 13: Entrepreneurial Finance</p>
<p>Sept. 26 Week 6:</p>	<p>ALL STUDENT TEAM CASE PROJECTS AND “BORN GLOBAL BUSINESS CONCEPT PAPERS DUE THIS WEEK: Both the written case analysis and the PowerPoint presentation for the case must be posted to the specially designated “Assignments” section. Please post these no later than Sunday Oct. 2 at 11 pm, EST. Post them as two file attachments to a message which gives your team name and case name in the subject line. Please also post a copy of the born global business concept paper to the “Assignments section of the course site no later than Sunday Oct. 2 at 11 pm.</p> <p><u>Simulation Decision # 5 due by 11 pm on Sunday Oct. 2</u></p>
<p>Oct. 3 Week 7:</p>	<p>This Week’s Topic: Creating a Life While Making an Entrepreneurial Living</p> <p><u>This week’s assignment:</u> View Lecture #7A: Overview discussion of the Komisar book View Lecture #7B: Course Review and Wrap-Up</p> <p><u>Simulation Decision #6 due by 11 pm on Sunday Oct. 9.</u></p> <p><u>Homework Assignment #6:</u> In a document of 1-3 pages, double-spaced, maximum length, articulate the main points from <i>The Monk and the Riddle</i>. What was the most important lesson offered by Komisar for you or a graduate student in your field of study? Why?</p> <p>Assignment for Next Week: Review For Final Exam</p>
<p>Oct. 10 Week 8:</p>	<p>Final Exam – The final exam covers all prior readings, cases, and lectures. Students will take the exam online during any two consecutive hours of their choosing during the examination period this week. Please consult the class E-learning site for an announcement to be posted detailing the exact dates and times of the examination</p>

period during which the exam will be available under the “Quizzes” section of the class site. Please note especially, the ending time of the examination period, and allow yourself at least two hours prior to this time, at the very latest, at which to begin the exam so that you have enough time to complete and submit it during the prescribed period.

Venture Strategy Game - Student Sign-in Instructions:

Dear Student,

The sign up procedure has been designed to be as straight forward as possible, including all of the necessary instructions on screen for students to follow. We have included the following sign up steps in greater detail, if needed. If you are a returning student, please skip to the “Returning Students” section at the bottom of this document.

If you need any assistance please feel free to contact technical support. The support team is available 7 days a week from 8am to 9pm Monday - Friday and 10am - 7pm on Saturday and Sunday, eastern time.

Thank you,
Innovative Learning Solutions, Technical Support Team

Student Sign Up:

1. Go to <https://game.ilsworld.com>
2. Click on the “Create a new account” button
NOTE: You can also sign up using Google, Yahoo, or Facebook by following one of the links at the top right of this page.
3. Click on the “Student” button
4. Fill out ALL of the text fields
5. Click on the “Create account” button
6. You will now be able to join a game, and you will be presented with the “Join a new game” screen.
7. Enter your Game ID (the game id is always presented in an “xxxx-xxxx-xxxx” numeric format.) Please be sure to enter your game ID with the hyphens (-), exactly as they appear and with no leading or trailing spaces.
8. Enter your License number, the license number is always presented in a “KX-XXXXXX-XXXX” alpha-numeric format. Please be sure to enter your license number with the hyphens (-) exactly as they appear and with no leading or trailing spaces.
NOTE: If you were not issued a license number by your school or were specifically instructed to purchase a license number online, you will need to refer to the bottom of this document for the “Purchase license number” section.
9. After filling in both the game ID and the license number, you will be able to select your team number.

NOTE: Teams that are full will not be available in this drop down menu.

10. Select your team number, pay careful attention and make sure that you are signing up for the correct team (your instructor will often assign teams, if not, make sure that the students you will be playing with know what team number they are supposed to choose).

11. After you have created your account and signed up for your game, you are finished. You are already signed into the simulation at this point in the process. Once you have signed out, to sign in again, use the “Play the game” instructions below.

Play the game:

1. Go to <https://game.ilsworld.com>
2. Enter the email address and password combination that you set up in the Student Sign Up section above.
3. You should now be logged in, and able to play your game.

Returning Students:

This is specifically for students who have played the simulation before. You will not have to create a new account with a new email address and password combination for every game that you play. Here are some instructions if you are returning to marketplace and would like to sign up using an email address that you have used with us before:

1. Go to <https://game.ilsworld.com>
2. Sign in using your old email address and password combination that you have used before.
NOTE: If you have forgotten your password, you can simply click on the "Forgot your password?" link to recover it.
3. You will be presented with the "Join a new game" screen if your old games have expired. However, if you are playing multiple games at the same time, or at least 1 of your old games has not yet expired, you will be taken directly to that game. You will need to mouse-over the "account" icon on the top menu and click the "my account" link. It is at this point that you will click on the "Join a new game" link.
4. Enter your Game ID, the game id is always presented in a "xxxx-xxxx-xxxx" numeric format. Please be sure to enter your game ID with the hyphens () exactly as they appear and with no leading or trailing spaces.
5. Enter your License number, the license number is always presented in a "KX-XXXXXX-XXXX" alpha-numeric format. Please be sure to enter your license number with the hyphens (-) exactly as they appear and with no leading or trailing spaces.
6. After filling in both the game ID and the license number, you will be able to select your team number.
7. Select your team number, pay careful attention and make sure that you are signing up for the correct team (your instructor will often assign teams, if not, make sure that the students you will be playing with know what team number they are supposed to choose).

Purchase a license number: (This may not be necessary depending on how your school/instructor wants you to obtain a license number)

1. Go to <https://web.marketplace-live.com>
2. Find the "Game ID or Virtual Game ID" field.
3. Enter your Game ID; the game id is always presented in an "xxxx-xxxx-xxxx" numeric format. Please be sure to enter your game ID with the hyphens (-) exactly as they appear and with no leading or trailing spaces.
4. Once you have entered your Game ID, click on the "Continue" button
5. Here you will enter your credit card details via the on-screen instructions. Please be sure to fill out ALL of the fields with the correct information.
6. Once you have filled out ALL of the fields with your purchasing information, click on the "Continue" button
7. You will then be given a license number. If you close out of the webpage you will also receive a copy of this license number at the email address that you specify on the credit card information page.