

MBAX 6100
Entrepreneurial
Environments

Course Syllabus
Spring 2009

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COURSE OVERVIEW:

This course provides students with an understanding of the entrepreneurial process. It exposes you to the concepts, practices and tools of the entrepreneurial world. This will be accomplished through a combination of field projects, readings, cases, and speakers designed to convey the unique environment of entrepreneurship and new ventures.

The most effective way to understand entrepreneurship is to talk to a lot of entrepreneurs. This course takes a very experiential approach and students are expected to interact with the business community, participate in class discussion and be active participants in the teaching/learning process.

COURSE OBJETIVES:

Upon completion of this course, you will know how to recognize and evaluate new venture opportunities; will understand the issues faced by entrepreneurs when starting a venture; and will have the fundamental skills are tools required for starting and growing a new business. In addition, you will know and understand the difference between an opportunity and an idea; the value proposition and how it applies to a new venture; the need for sustainable competitive advantage; and the methods to estimate profitability of a new venture. Finally, you will be able to better assess your own potential and interest in becoming an entrepreneur.

COURSE MATERIALS:

Required Materials:

- Bygrave & Zacharakis, 2004. The Portable MBA in Entrepreneurship, 3rd edition, Wiley
- Mullins, 2006. The New Business Road Test, FT Prentice Hall
- Guy Kawasaki, 20004 The Art of the Start, Portfolio (Penguin Group)
- Packet: cases and articles
- Hand-outs: reading materials

Optional Readings:

- Wayne McVicker, Starting Something, 2004, Ravel Media
- Randy Komisar, The Monk and the Riddle, 2001, Harvard Business School Press

- Ray Smilor, Daring Visionaries (How Entrepreneurs Build Companies, Inspire Allegiance and Create Wealth), 2001, Adams Media Corporation
- Brown and Eisenhardt, Competing on the Edge, Strategy as Structured Chaos, 1998, Harvard Business School Press
- Steingold, The Legal Guide for Starting Running a Small Business, 7th edition, 2003, Nolo Press
- *Inc*, Magazine, *Entrepreneur Magazine*

COURSE DELIVERABLES:

There are eight deliverables in this course:

Deliverable Weight

1.	Personal Biography (individual)	5%
2.	Team Concept write-up (team)	5%
3.	Entrepreneur Interview (individual)	10%
4.	Feasibility Study Update (team)	15%
5.	Business Model Analysis (Individual)	10%
6.	In the Fire presentation (team)	10%
7.	Feasibility Report (team)	25%
8.	<u>Participation (individual)</u>	20%
	<i>(Individual = 45% & Team = 55%)</i>	100%

The first seven deliverables are described in separate assignment documents (Assignments 1 through 7). Expectations for the eighth deliverable is describe below:

CLASS PARTICIPATION:

Participation. Entrepreneurship is an inherently social, collaborative process. Discussion and interaction are the primary ways for students to learn about entrepreneurship – entrepreneurship is sometimes described as a “contact sport.” Entrepreneurs find opportunities, adapt, change, and improve themselves by continuously listening, thinking, and learning from others. The ability to “think on your feet” and articulate a point of view is critical to entrepreneurs and, indeed, to any business manager. Consequently your participation and involvement in the course is critical both for you and for your classmates. Participation in the course will be evaluated using the following criteria:

- a. *Come to Class:* Regular attendance is required, and students will forfeit participation points when absent. If you must be absent, please let me know ahead of time if possible.

- b. *Arrive on Time:* Arriving on time is a form of respect towards other students and to the instructor. Late arrivals may result in the forfeit of participation points
- c. *Be Prepared:* Evaluating preparedness to discuss course materials during the class is a challenge. Please note that the quality of your contribution to the class discussion (whether a thoughtful question or insightful analysis) will count far more than the quantity of your remarks. More “noise” does not necessarily equal a higher score on this element.
- d. *Online Discussion:* We live in an age where communication and connections stretch far beyond the classroom. This class and your ability to participate incorporate this perspective. I have set up a discussion board on my website for the members of this class to submit assignments, ask questions about the assignments and material, and to facilitate and participate in discussions with other members of the class. Having an online space to carry out conversations removes the geospatial restrictions of a once a week class. I hope, therefore, this virtual classroom can enhance our discussions and aid in the learning process.

EVALUATION CRITERIA

Grades will be assigned according to the following scale:

A+	97-100%	C+	77-80%
A	93-97%	C	73-77%
A-	90-93%	C-	70-73%
B+	87-90%	D+	67-70%
B	83-87%	D	63-67%
B-	80-83%	D-	60-63%

GENERAL COURESE POLICIES:

1. Written assignments are due before the start of class for which they have been assigned, unless otherwise specified by the instructor. They can be submitted through the course website I have set up. Written assignments not received will receive a grade of zero.

2. Attendance Policy:

Students are required to attend every class. If you are unable to attend a class, please send to the instructor an email prior to class that includes as an attachment a write-up of what you would have prepared for the class, e.g. case notes. Absences may also affect significantly the class participation grade since the discussion of cases and written materials is an important component of class participation.

UNIVERSITY POLICIES:

The following university policies apply in this course:

Code The purpose of the honor code at the University of Colorado at Boulder is to secure for students an environment in which all individuals have responsibility for, and are appropriately recognized for, their individual academic and personal achievements. See www.colorado.edu/academics/honorcode .

Students with Disabilities Students with disabilities who qualify for academic accommodations must provide a letter from Disability Services (DS) and discuss specific needs with the professor, preferably during the first two weeks of class. See www.colorado.edu/sacs/disabilityservices.

Religious Holiday The University of Colorado at Boulder has a legal and moral obligation to accommodate all students who must be absent from classes or miss scheduled exams in order to observe religious holidays. See www.colorado.edu/policies/fac_relig.html.

Student Behavior Students and faculty each have responsibility for maintaining an appropriate learning environment. Students who fail to adhere to behavioral standards may be subject to discipline. Faculty has the professional responsibility to treat students with understanding, dignity and respect, to guide classroom discussion and to set reasonable limits on the manner in which students express opinions. See www.colorado.edu/policies/classbehavior.html.

CONTACT INFORMATION:

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Office Hours:

Tuesday 10:00am to 12:00pm

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COURSE SCHEDULE:

Week	Topic/Assignment/Activity	Hand-In
1 Jan 13/14	Topic: Nature of Entrepreneurship Role in Society, Reality and Myths Course Introduction Assig: (Personal Bio) (Team Concept)	
2 Jan 20/21	Topic: Entrepreneurial Manager Mission, Personal Aspirations & Risk Propensity of Entrepreneurs Entrepreneur Interview Assig: BZ-1 M-6 K-1 (W) Entrepreneur Interview Activt: (P) Crunch case	Personal Biography
3 Jan 27/28	Topic: Target Segment Attractiveness Assig: M-1 & 2 K-2 Activt: (P) Ruth Oswald Case	Team Concept
4 Feb 3/4	Topic: Market Attractiveness Assig: M-3 BZ-2 (W) Feasibility Plan Activt: (S) Jeff Bisberg (Albeo)	
5 Feb 10/11	Topic: Corporate Entrepreneurship & Industry Attractiveness Assig: M-4 (P) Bringing Silicon Valley Inside Activt: (P) Emerging Business Opportunities at IBM case	Entrepreneur Interview (be prepared to discuss in class)
6 Feb 17/18	Topic: Sustainable Advantage Assig: M-5 Activt: (P) Lucent Technologies case	
7 Feb 24/25	Topic: Recruiting & TMT Considerations Assig: M-7, 8 K-6 (P) Evaluating your SC & Using your SC (P) Zero Defect Hiring Activt: (P) Mark Pitts Case OR Guest Speaker	
8 Mar 2/3	Topic: Business Models Assig: (P) Mullins and Komisar's book chapter (W) Business Model Analysis Activt: (P) SilverGlide Case	
9 Mar 9/10	Topic: Funding Entrepreneurial Ventures Debt & Other Forms of Financing Deal Structure & Valuation Assig: BZ-7 Activt: (S) David Kendal	Feasibility Analysis Parts I & II (Industry Analysis & Market Analysis)
10 Mar 16/17	Topic: Funding Entrepreneurial Ventures Venture Capital & Angels Assig: BZ-6 K-3 & 7	

	Activt: VC Speaker(s) Dave Ryan from GreenSpark capital	
Mar 23-27	SPRING BREAK	No Class
11 Mar 31/1	Topic: Legal Issues: Intellectual Property Employee Agreements Assig: BZ-9 & 10 Activt: (P) Mason & Sheppard case (S) Jim Linfield, Cooley Godward	Business Model Analysis (be prepared to discuss in class)
12 Apr 7/8	Topic: Managing Growth Assig: (P) No Excuses Management BZ-13 M-9 & 10 Activt: (P) Cypress Semiconductor Case - A	
13 Apr 14/15	IN THE FIRE PRESENTATIONS	
14 Apr 21/22	IN THE FIRE PRESENTATIONS	
15 Apr 28/29	Topic: Harvest Selling Your Company, IPO's Assig: BZ-14 K-11 Activt: (P) US Labs case (S) Bob Gill	Feasibility Analysis Parts I, II, & III