



greenMBA™

Strategic Enterprise Planning

Syllabus for Spring Semester, 2008

Department Name: School of Business and Leadership

Course Number: SE 5340 (MBA 5380)

Course Title: Strategic Enterprise Planning

Units: 3

Semester Offered: Spring, 2007

Course Meeting Days: Fridays 1/11, 2/8, 3/7, 4/11

Sundays 1/27, 2/24, 3/30, 4/27

Course Meeting Time: Fridays, 2:00 – 5:00pm / Sundays, 9:00am – 12:00pm, 2:00 – 5:00pm

Course Meeting Place: Guzman Hall, room

Additional meetings: Business plan presentation practice: 4/19, 1:00 – 4:00pm, location TBA

Final presentations: 4/26, 6:30 – 9:00pm, Guzman Lecture Hall

Prerequisites: Entrepreneurial Finance, Marketing Research

Instructor Information:

Name: John Stayton

Office Phone: (707) 484-1124

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Office Location: Angelico Hall, room 324

Office Hours: Wednesdays, 3:00pm – 5:00pm

Instructor Information:

Name: Marie Kerpan

Office Phone: (415) 389-9803

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Instructor Information:

Name: Gary Abreim

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1. Course Description: This is a capstone course that will integrate many aspects of the education and personal development that you have experienced thus far in the Green MBA program. The final deliverables will be a completed business plan and a public presentation of that plan. En route, you will:

- deepen your understanding of business strategy and venture creation;
- practice the skills necessary to convert strategy into action and successful decision-making in the enterprise;
- reflect on and discuss key personal qualities important for those who are advancing initiatives: accountability, relationship building, and critical/systemic thinking;
- refine your career trajectory and learn tools to help in the job market;
- synthesize and implement many of the tools learned in your first three semesters;
- solidify your knowledge and experience of financial modeling with Excel; and
- practice and hone presentation and business writing skills.

The mission of the Green MBA program is to create a dynamic learning environment where people with strong environmental and social values develop effective entrepreneurial and intrapreneurial capacities to advance their initiatives, thereby promoting a more just, peaceful, and sustainable world. The purpose of this course is to further build, integrate and demonstrate your entrepreneurial (and intrapreneurial) capacities to advance your initiatives.

This is fundamentally an entrepreneurial course. But the philosophy we adopt is that all businesses need to be entrepreneurial in order to survive and thrive in these times. Entrepreneurial thinking and action applied to established businesses is “intrapreneurial”. So the activities and deliverables for this course are as relevant for those who want to be change agents within companies as for those who will be starting new enterprises.

This course is also designed as a launch pad for new careers. While the course will help to launch new enterprises, green career development expert Marie Kerpan will facilitate forums to help launch students into the job market, as well.

If you have a laptop/notebook computer, please bring it to class.

2. General Education or Prerequisite Requirements: GE: N/A

This is a capstone course. At a minimum, students should have completed SE5320 Entrepreneurial Finance and SE5120 Marketing Research.

3. Course Student Learning Outcomes

1. Deepen understanding of business strategy and venture creation.
2. Synthesize and implement learning from first three semesters through the business planning process.
3. Gain clarity and focus in career path.
4. Develop confidence and professional skills in presenting to groups.
5. Learn to optimize financial, environmental and social capital in the business development process.
6. Develop facility in using Excel for creating financial models without templates.
7. Learn strategies and tactics for the successful job search.

4. Texts and Resources:

New Venture Creation: Entrepreneurship for the 21st Century, by Jeffrey Timmons and Stephen Spinelli (2006: McGraw Hill Irwin, ISBN 0073285919)

Ripples from the Zambezi: Passion, Entrepreneurship and the Rebirth of Local Economies, by Ernesto Sirolli (1999: New Society Publishers, ISBN 0865713979)

How to Change the World: Social Entrepreneurs and the Power of New Ideas, by David Bornstein (2004: Oxford University Press, ISBN 0195138058)

Collaborative Entrepreneurship: How Communities of Networked Firms Use Continuous Innovation to Create Economic Wealth, by Raymond Miles, Grant Miles and Charles Snow (2005: Stanford Business Books, ISBN 0804748012)

5. Online Components of the Course:

All written assignments will be submitted via email to john@greenmba.com. Students will provide both an electronic copy and a hard copy of the final business plan.

6. Academic Honesty Honor Code

Students are expected to adhere to the Academic Honesty Honor Code stated in the Catalog (see <http://www.dominican.edu/academics/catalog>).

7. Diversity

The class will discuss the growth of entrepreneurship among women and minorities in the US, and in nations worldwide. We will also discuss diversity as a source of strength for organizations, and how seeking diverse viewpoints leads to better decisions.

8. Assessment

The course grade and evaluation will be determined by preparation for and participation in classes, and by the final business or strategic plan and the presentation of that plan. Many specific assignments are outlined in the Course Schedule. These assignments are benchmarks for how far students should be in developing their final plans. Feedback on those assignments will lead to much better final plans. So while the specific interim assignments will not be graded, their timely completion is important for better final grades and evaluations.

Sometimes students become very concerned that the business plan they are producing isn't the right or best business to be developing. However, in this course learning how to create a business plan is more important than the actual business plan produced. You can change your business plan idea during the semester, but this requires completing all previous homework assignments for the new business idea. In general, it is better to stick with a business model and use it as a learning tool, even if it isn't the perfect idea.

All of the homework assignments for this course are about developing components of your final business plan due at the end of the semester. Bring laptops to class, if possible. All assignments are to be brought to class on the date due. Often, you will receive feedback in class on your homework. You can revise homework based on feedback, and email to john@greenmba.com and gabreim@earthlink.net within five days of class. The only assignment that requires a paper copy is the final business plan, which should also be in electronic form.

This semester, you will take off your training wheels. As much as we sometimes like certainty and clarity, business in real life is messy, creative and often ambiguous. Your task is to try to create functional order out of the messy reality. Two areas that you will be creating functional order in are the business plan format and financial modeling. There are many formats for business plans, the most comprehensive of which is in NVC. Ultimately, the business plan format should be adapted to and formed around the particular enterprise you are creating. Similarly, there are many templates for financial models. This semester you will be creating your pro forma financial statements from scratch on Excel.

The length of the final business plan should be about 30-40 pages, with a 1-2 page executive summary. Your presentation of your final business plan will be 10 minutes long, before an audience of students, faculty and invited guests.

9. Grading

Possible grades include:

A Outstanding final plan and full preparation for and participation in all classes.

A- Same as above with minor flaws in final plan or occasional unpreparedness.

B+ Very good final plan, and full preparation for classes

B Very good final plan, and occasionally unprepared.

B- Very good final plan, and frequently unprepared for class.

C+ Good final plan, and occasionally unprepared for class.

C Good final plan, and frequently unprepared for class.

P Equivalent of B- or better.

N/C Performance in course is below a "C" level.

Assessment components:

Students will receive significant feedback on all homework assignments prior to the final plan, including the draft business plan. You will not be graded on assignments prior to the final plan, because the instructors want to encourage creativity and risk taking, and the submission of assignments in a timely fashion even if they still need work.

Class participation and preparation: 30% of grade

Final business/strategic plan: 50% of grade

Final business plan presentation: 20% of grade

10. Expectations of Students

- You are expected to fully prepare for and participate in all classes.
- You are expected to turn in all assignments in a timely fashion, or communicate ahead of time if any assignments are going to be late.
- If you are going to miss a class or arrive more than 15 minutes late, you are expected to communicate with John ahead of time.
- You are viewed by instructors as competent professionals. You are expected to behave accordingly and treat fellow students and faculty in a respectful manner.
- If you are going to be unable to complete the course by the end of semester, you are expected to abide by the University incomplete policy.
- If you have documented special needs, you are expected to consult Disability Services (415-257-0187).

11. Course Schedule:

Friday, January 11 2:00pm – 5:00pm

Introduction, the idea, assessing the opportunity, giving/receiving feedback, feedback circles on 30 sec message, business plan formats, BOE business plan, Integral Sustainable Enterprise Model

Reading due: *New Venture Creation (NVC) 7th ed.* Ch 1, 2, including case for chapter 2

Homework due: Come to class with two ideas, either for new businesses or for new strategic initiatives for existing companies (a primary idea and a secondary idea). Imagine

that you are starting the business/initiative and are asked, "What do you do?" Write a 30 second message for each that captures the essence of the opportunity.

Sunday, January 27 9:00am – 12:00pm
Financial Modeling workshop with Gary Abreim

Homework due: develop Income and Expense categories on spreadsheet for projected income statement and bring to class (does not need to be submitted)

Sunday, January 27 2:00pm – 5:00pm
Jane's Wheel feedback, The Market, Context Bullseye,

Reading due: *NVC 7th ed.* Ch 3 (case recommended, not required) 4, 5 (including case, skip over exercises), Read *How to Write a Business Plan* article

Homework due: Wheel your idea (this should be brought to class but does not need to be turned in). Write a three page summary of your business plan. Be prepared to present. Submit via email by Feb 1.

Friday, February 8 2:00pm – 5:00pm
Mission and Vision, Alternative legal structures, Social entrepreneurship part 1

Reading due: *NVC 7th ed.* Ch 6, 9 (cases not required); *How to Change the World*, Ch. 1-10

Homework due: Generate mission and vision statements, positioning statement and SWOT analysis for your idea. Develop a marketing research plan, including both primary and secondary research that will provide the data you need for your business plan (not that you will necessarily need to complete during the semester). Develop a projected income statement on Excel, not using a template (include first three years by month, fourth and fifth years by annual total optional). Bring all of above to class, and submit via email by Wednesday, Feb 13.

Sunday, February 24 9:00am – 12:00pm
Marie Kerpan: Green Careers part 1

Sunday, February 24 2:00pm – 5:00pm
Financing the venture, Pro forma boot camp with Gary and John

Reading due: *NVC 7th ed.* Ch 10, 12 (cases not necessary) read 11 if interested
Homework due: Second section of marketing plan as described in Marketing Plan Pro. Implement marketing research plan, conducting secondary research to support MPP analysis. Develop a projected balance sheet on Excel, not using a template. Develop a projected cash flow statement on Excel, connecting the income statement and balance sheet. Bring all of above to class, and submit via email by Friday, Feb 29.

Friday, March 7 2:00pm – 5:00pm

Social entrepreneurship part 2 with guest

Reading due: *NVC 7th ed.* Ch 7 (including case), 8 (case not necessary); *How to Change the World*, chapters 11-21

Homework due: Third section of marketing plan, as described in MPP. Management plan, with resumes of start-up team. Bring to class and submit via email by Wed, March 12

Sunday, March 30 9:00am – 12:00pm

Marie Kerpan: Green Careers part 2

Homework due: TBA

Sunday, March 30 2:00pm – 5:00pm

Integration workshop, Pro forma boot camp with Gary and John

Reading due: *NVC 7th ed.* Skim Ch 13 (case if interested), 14, 15; *Collaborative Entrepreneurship* (all)

Homework due: Risks and rewards analysis. Integration of diffusion theory into marketing plan. Operations plan. Capital structure / financing plan, along with completed pro forma.

Friday, April 11 2:00pm – 5:00pm

Sustainable local economic development, local enterprises, guest local entrepreneur

Reading due: *Ripples from the Zambezi*, all.

Homework due: Draft of completed business plan due in electronic form by this day.

Saturday, April 19 1:00 – 4:00pm

Business plan presentation practice with expert panel

Homework due: 10 minute professional business plan presentation

Saturday, April 26 6:15 – 9:00pm

Business plan presentations

Homework due: 10 minute professional business plan presentation, final version

Sunday, April 27 9:00am – 12:00pm

Marie Kerpan: Green Careers part 3

Sunday, April 27 2:00pm – 5:00pm

Final integration

Reading due: *NVC 7th ed.* Ch 16, 19 (cases not required)

Homework due: Final draft of completed business plan.

12. Disclaimer

This syllabus is subject to modification. Instructors will communicate with students on any changes.