



Entrepreneurship

MANA 5339~PMBA~Frisco~Spring 2014
(Feb 20-Mar31)

Professor: Dr. Susanna Khavul **Phone:** 817-272-3868 UTA Office
Office: COBA Room 231 **E-Mail:** skhavul@uta.edu (Prefer)
Office Hours: After class. Arrange Appointment
Course Time: M/Th: 6:00-10:00 (Feb 20-Mar 31)

COURSE MATERIALS:

Required Cases: *Purchase from Harvard Business School Publishing*
Coursepack: <https://cb.hbsp.harvard.edu/cbmp/access/25758907>
Tech support: 1-800-545-7685
Cases: R&R; Iridium; E-Ink; Spotfire; Apple;
(Edrich Instruments and Burberrys will be distributed).

Required Readings: In the HBS coursepack and distributed in class.

The following books are not required but may be helpful.

Suggested Books: *The New Business Road Test* by John Mullins ISBN: 978-0273732792
The Lean Start-up by Eric Reis ISBN: 978-0-307-88789-4
The Four Steps to Epiphany by Steven Blank ISBN: 0-9764707-0-5
Business Model Generation by Alexander Osterwalder & Yves Pigneur
ISBN: 9780470876411

Suggested Textbook: *Effective Small Business Management: An Entrepreneurial Approach* by
Norman M. Scarborough ISBN: 978-0132157469

COURSE OBJECTIVES:

Entrepreneurship (än-tr-pr-nûr-ship) *n.* the process of organizing, managing, and assuming the risks of a business or enterprise (Webster's Dictionary, 2003). *Entrepreneurship (MANA 5339)* is designed to help you understand how to identify and assess new venture opportunities in either a start-up or a corporate environment. You will consider the attributes of entrepreneurs and the role of entrepreneurship in the economy. At the end of this course, you will understand: how to assess the market and financial feasibility of the new venture; how to use debt and equity financing; how to drive market adoption, and how to lead a growing company.

COURSE METHODS:

In this class, you will learn through multiple methods. This is a case-based discussion course. For the in-class discussion to be meaningful, case preparation requires close reading and analysis in advance of class. Class participation is an integral part of the process. You will have individual short case write-ups to complete before class. The readings and lectures introduce and/or integrate ideas and concepts. The business validation, feasibility assessment team project helps to apply and extend what you learn.

COURSE REQUIREMENTS:

You are required to actively participate in class, complete one page case write ups, take an exam, and prepare the next step in the business plan validation feasibility report. The final grade will be distributed as follows:

1. Class Participation	20%
2. Case Study Write Ups	10%
3. Live Case Study	10%
4. Exam	25%
5. Entrepreneurial Disruptions	10%
6. Final Project and Presentation	25%

Class Participation: Discussion and Cases

Active participation in class is the key to learning. Every student is expected to come to class prepared and ready to participate in class discussion. On the days that we have case studies, you are expected to do a one page write-up and hand it in before class. You may discuss the case with your class colleagues, but the write-up must be individual. On the days that we have guest speakers, you are expected to be attentive and engage in questioning of and discussion with the speaker. As a courtesy to the visitor, please do not divide your attention between the speaker and other work.

The most successful class contributions take the form of asking and answering questions that are relevant to the discussion at hand and that advance the group's understanding of the material. In addition to the assigned material, each of you comes to class with a wealth of previous experience and knowledge. Sharing your experience with the class will help others learn from you and will help you to integrate what you know with what you are learning.

I evaluate class participation and value its quality above quantity. Class participation is a substantial portion of the final grade. To get an A in this course, you have to show consistent and high value participation in the class. Merely showing up to class and sitting without any participation gets you no more than a C (i.e. 75%) for class participation. Missing class means missing the portion of the grade that is assigned to class participation on that day. That is 2% of your final grade for every class missed.

I routinely cold-call on students whose hands are not raised. Please let me know before the class starts if an emergency has made it impossible for you to prepare for the session. If specific issues that make it difficult for you to actively and consistently participate in class, please discuss these with me in private at the start of the semester.

Case Write Ups:

You are required to write up answers (350 words) for the cases that are covering. The case write-ups must be uploaded to Blackboard by 6pm on the day we discuss the case.

Here are the questions for the case-write-ups. Question for Burberrys and Apple will be handed out in class.

R&R:

Bob Reiss is a successful entrepreneur.

1. What is the secret to his long-term success?
2. How did he make R&R a successful venture?
3. How much profit did Bob Reiss make?

IRIDIUM:

This case describes the history of IRIDIUM, the world's first Mobile Satellite Service provider, which began service in 1998 and filed for bankruptcy one year later.

1. Who is to blame for IRIDIUM's failure?
2. At what point could you have known that IRIDIUM would fail?
3. What impact did the choices that were made have on subsequent evolution of the venture.
4. Compare and contrast what made R&R successful versus the failure that was IRIDIUM.

E-INK:

Please read the case E-Ink 2005 and answer these questions in 350 words.

1. What did E-Ink do right? What did it do wrong? What might they have done differently?
2. As a investor, would you invest in E-Ink today? Under what terms?
3. Assuming the company gets the money it needs to stay alive, what do you do as a CEO? Which markets do you attack? Which business model do you adopt?

SPOTFIRE:

Please answer the following questions about Spotfire. 350 words.

1. What do you think about Spotfire's management team? If there are holes, how would you fill them?

2. What do you think of Spotfire's international strategy?
3. How much would you pay for Spotfire if you were going to buy it at the time of the case?

RUBBISH BOYS

Please read the case, Rubbish Boys, and answer the following questions. 350 words

1. Should Brian continue to pursue franchising?
2. Give one word to describe Brian as a leader/founder? Why did you choose that word?
3. Is Paul a good first franchisee? What are the attributes that will make a successful franchisee?
4. What are the core areas of disagreement between Brian and Paul regarding the franchise agreement? What is at stake in their negotiations?

BURBERRYS and APPLE (TBA)

EDRICH

1. You are McCabe. What is your assessment of Edrich Instruments to date? Are you impressed with their accomplishments? Would you have expected to see more?
2. Should you, McCabe, take the job? On what terms? Outline the list of requirements that you would present to management.
3. Is Edrich's dash for scale achievable?

Live Case Study:

What's your story? Most of you know someone who has either started or owns a business now or has in the past. Even if you do not, there are business owners all around you. All you have to do is look and ask.

As part of this assignment, you are to identify and secure an interview with a business owner and write up their story and your impressions in a 3 page paper (Times Roman 12 pnt, 1 inch margins, double spaced).

Here is what your case write up should cover:

1. What is the nature of the business? How long has it been around? Who founded it? Who runs it? How successful is it?
2. Who is the person that you are interviewing? What is their education and experience? Where are they from? What brought them into business ownership?
3. Why did they start this business? Is this the first business they have started? How long did it take them to get started? How long did it take them to begin to make profits?
4. What do they do on a day to day basis? What decisions do they make? How many hours do they work? How much time do they have to spend with their families in leisure?
5. What are the most challenging parts of running the business? What keeps them up at night?

6. What are the most rewarding parts of running the business?
7. What are their plans for the future? Do they plan to run the business for a long time? How big do they want to grow it? How soon?
8. What advice would they give to students about starting, owning, and running a business?
9. You must conclude the report with a one page assessment of what you learned in the interview. What was surprising? What was challenging? What did you take away?

Exam:

There will be an exam which contains a combination of multiple choice, short answer questions, and case analysis.

The exam will serve as a milestone to assess your interim knowledge in the class. I will review the material with you before the exam in order to make clear what I think is important.

Under normal circumstances, there is *no* make-up exam and *no* late acceptances of homework. if there are exceptional circumstances, contact me *before* the exam and the due dates and *not after*.

All grades will be calculated as follows: 100-90 A; 80-89 B; 70-79 C; 60-69 D; 0-59 F. If you want to discuss your grade with me, please make an appointment to see me in person. I do not discuss grades over e-mail or telephone.

Entrepreneurial Disruptions Paper:

We are living in a time of major technological, demographic, market, and social disruptions. Some people find this exciting, others do not. Irrespective, such disruptions provide opportunities for entrepreneurs.

Your task in this paper is to identify THREE significant disruptions and present to us answers to the following questions.

1. What is the source of the disruption? Where did it originate from?
2. Why is it potentially important? What could be the consequences from it and when?
3. What are THREE entrepreneurial opportunities that have come or could come as a result?

Final Project

Final project is a feasibility assessment. You have two choices. Either you can evaluate the feasibility of one of the three entrepreneurial opportunities you identified as a result of doing the Entrepreneurial Disruptions Paper (above) or you can decide that you have a business opportunity of your own that you have been meaning to assess. Irrespective of which option you select, you will need to use one of the frameworks for opportunity assessment that we cover in class and you will have to collect primary data (i.e. this is not a desk research project). In the end, you will have to take a definitive position: yes or no and back it up with evidence.

ENTREPRENEURSHIP

FRISCO COHORT 2: SPRING 2014

Week	Date	Topic	Cases and Readings	Due
1 TH	Feb 20	Opportunity Knocking	Case: R&R Reading: The New Business Road Test	
2 M	Feb 24	When the Rubber Meets the Road	Case #1: R&R Case #2: IRIDIUM Reading #1: Eager Sellers and Stony Buyers Reading #2: Hypothesis Driven Entrepreneurship	Case Write-up Questions Live Case Study Due
3 TH	Feb 27	Plan A or Plan B or Plan Z	Case #1: E-Ink Reading #1: Customer Discovery Model for Entrepreneurs Reading #2: Business Model Generation Summary	Case Write Up Questions
4 M	Mar 3	Show me the money	Case #1: Spotfire Reading: An Entrepreneur's Guide to the VC Galaxy Readings on Crowdfunding and Customer Finance.	Case Write Up Questions Entrepreneurial Disruption Due
5 TH	Mar 6	Franchising and Growth	Case #1: Rubbish Boys Reading #1: Why Entrepreneurs Don't Scale Reading #2, #3: Examples of Franchise Disclosure Documents Exam Review.	Case Write Up Questions
	Mar 10 Mar 13	Spring Break	Enjoy (but study for exam and work on projects)	Final Project Opportunity Document Due Any time this week
6 M	Mar 17	Exam in Class		Exam
7 TH	Mar 20	Research Session	Moving forward on final project.	
8 M	Mar 24	Corporate Venturing	Case #1: Design Thinking and Innovation at Apple Case #2: Burberrys (handed out) Reading#1: Designing Corporate Ventures Reading#2: Managing Internal Corporate Venturing Cycles	Final Project Briefing
9 TH	Mar 27	Harvesting and Exiting a Business Social Entrepreneurship	Case #1: Edrich Instruments Handout	
10 M	Mar 31	Project Presentations Project Reports	Presentations: 5 slides total; 7 minutes each presentation Report: 15 pages excluding figures, tables, and references.	Presentations and Reports Due in Class

University Administrative:

Academic Dishonesty Policy It is the philosophy of The University of Texas at Arlington that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Discipline may include suspension or expulsion from the University. If I encounter evidence of academic dishonesty, I will report it to the University Student Conduct Office.

Students on Academic Probation If you are currently on academic probation or in danger of slipping into probation, it is your responsibility to do well in the class. I will not entertain any requests at any point in the semester or after the semester for extra credit, grade adjustments, or other reconsiderations. The final grade given will stand.

Disability Policy If a student requires an accommodation based on disability, the student should meet with me during the first week of the semester and provide the relevant documentation from the University disability office.

Expectations for Out-of-Class Study The university uses the following rule of thumb for expectations of out-of-class study. For every credit hour earned, a student should spend 3 hours per week working outside of class. Hence, a 3-credit course might have a minimum expectation of 9 hours of reading, study, etc. Thus, beyond the time required to attend each class meeting, students enrolled in this course should expect to spend at least an additional 9 hours per week of their own time in course-related activities, including reading required materials, completing assignments, preparing for exams, etc.

Drop Policies It is the student's responsibility to complete the course or withdraw from the course in accordance with University Regulations. Students are strongly encouraged to verify their grade status before dropping a course after the first withdrawal date. A student who drops a course after the first withdrawal date may receive an "F" in the course if the student is failing at the time the course is dropped.

Census Date If a student is not on my class role by the University census date, the student is not in the class and cannot attend class.

Bomb Threat Policy: Effective April 8, 1996, the College of Business Administration has adopted a policy to deal with the classroom disruption caused by bomb threats in the building. Section 22.07 of the Texas Criminal Law Statutes governs terrorist threats and classifies bomb threats as Class A misdemeanors. Section 12.21 of the Texas Criminal Law Statutes states that a Class A misdemeanor is punishable by a fine not to exceed \$4,000, a jail term of not more than one year, OR, both such a fine and confinement. If anyone is tempted to call in a bomb threat, be aware that UTA will soon have technology to trace phone calls. Every effort will be made to avoid cancellation of presentation/tests caused by bomb threats to the Business Building. Unannounced alternate sites will be available for these classes. If a student who has a class with a scheduled test or presentation arrives and the building has been closed due to a bomb threat, the student should immediately check for the alternate class site notice which will be posted on/near the main doors on the south side of the Business Building. If the bomb threat is received while class is in session, your instructor will ask you to leave the building and reconvene at another location. Students who provide information leading to the successful prosecution of anyone making a bomb threat will receive one semester's free parking in the Maverick Garage across from the Business Building. UTA's Crimestoppers will provide a reward to anyone providing information leading to an arrest. To make an anonymous report, call 1-817-272-3381.