

## **BUAD 301: Technology Entrepreneurship**

**Syllabus, Fall 2013**

**Mondays 6:00–8:50pm, Room ZHS 252**

Professor: Dr. Kathleen Allen  
Office: Bridge Hall One, basement level  
Phone: 213-740-0659  
Office Hours: Mondays 2:00 – 5:00 p.m. and Tuesdays  
2:00 – 5:00 p.m. Please email to book a  
timeslot for office and for phone or SKYPE for  
which additional days and times are available.  
E-mail: kallen@marshall.usc.edu

---

### **I. COURSE OVERVIEW AND LEARNING OBJECTIVES**

#### **Course Description**

This course provides an introduction to the fundamentals of technology entrepreneurship and the process of starting a new venture. It helps students majoring in science, engineering, or other non-business disciplines to understand key principles of entrepreneurship and the unique challenges of technology company formation from the entrepreneur's perspective.

Major class topics include learning to identify and evaluate innovation opportunities, assessing an industry, validating a market, intellectual property strategies, the founding team, business models, entrepreneurial economics, and funding a new venture.

Understanding the process of starting and growing a company is essential for pursuing an entrepreneurial path. But there is more to entrepreneurship than that. It is also a mindset, a way of looking at things that is opportunity-focused and creative. It is about passion—doing what you love. It is about creating wealth and gaining independence. And it is about challenge, risk, persistence, and the ability to innovate—to improve on the old or invent the new. It is my hope that this course will not only introduce you to technology entrepreneurship, but will also foster this entrepreneurial mindset in you.

#### **Learning Objectives**

- Understand the fundamental concepts, theories, principles, and practices employed in the field of entrepreneurship and the role that technology entrepreneurship plays in the global economy and in society.
- Develop an in-depth understanding of the entrepreneurial process, the activities inherent in the process, and the related challenges and opportunities, including ethical and international issues.
- Develop your critical thinking, idea generation, and decision-making abilities by analyzing situations and formulating strategies for complex entrepreneurial cases, and by conducting a semester-long startup opportunity project.
- Develop your leadership skills, particularly in the areas of team leadership and entrepreneurial leadership.
- Develop your oral and written communication skills by learning to craft an effective concept statement, develop an in-depth industry analysis, and deliver a persuasive business pitch.

To achieve these objectives, the course will be assignment centered rather than lecture centered. A variety of learning techniques including problem-solving class exercises, case studies, discussions, individual and group activities, panel discussions, engagement technologies, and guest lectures will be employed. Your evaluation will emphasize the use and application of knowledge rather than the simple acquisition of content.

## II. COURSE MATERIALS AND COMMUNICATION

Required materials include a textbook, a set of articles and cases, and two online tools.

- ***Entrepreneurship for Scientists and Engineers, K. Allen (2010). Pearson/Prentice-Hall.*** Available through USC bookstore, Amazon, and the publisher. The eBook version is available through the publisher (currently priced at \$24.99): <http://www.mypearsonstore.com/bookstore/product.asp?isbn=0132357275>
- **Course Reader:** You will be able to acquire the required cases and articles at a discount from the Harvard Business School site. Any additional readings and cases on issues related to the course topics are provided free of charge in Blackboard. A due date for the completion of those readings is given in the Course Plan. The link to access the course reader on the Harvard site is <https://cb.hbsp.harvard.edu/cbmp/access/20351431>
- **LectureTools.com**  
Lecture Tools is a system that provides live interaction and feedback during class. Using any device (laptop, smartphone, tablet), you will have access to lecture slides, be able to take notes on them, answer questions from the professor, and submit questions for which you don't want to raise your hand. It is available at no charge through our Marshall license. You will receive an email invitation to register the first week of class. Please do so immediately. **Be sure that you use a USC email, either (name)@usc.edu or (name)@marshall.usc.edu. Do NOT register with a gmail or other email account.** This is for security purposes since information transferred through this tool is not public. Also, keep in mind that this tool is excellent for evaluating participation and will be used to gauge the frequency and effectiveness of your participation. See Appendix for additional information. You will find a video describing LectureTools posted in BB.
- **YouSeeU.com**  
YouSeeU is a cloud-based video recording, storage and distribution system that facilitates assignments like speeches, presentations, and oral exams. Video are recorded and stored on the system, then made available to students and the instructor for feedback and critique. This is a free service to you as part of the Marshall license. You will receive information in class on how to register for this tool without payment.

### Course Communication

Course communication will take place through announcements in class, emails, and on Blackboard (blackboard.usc.edu). Many of the emails I send will go through Blackboard; therefore, it's imperative that you have a fully operational Blackboard account with a current and correct USC email address posted. By default, Blackboard uses your USC email address ([username@usc.edu](mailto:username@usc.edu)) for sending emails; if this is not your primary email account, please make sure to forward your USC email to the account you use. You are responsible for ensuring that messages will not bounce back due to your storage quota being full.

## III. ASSIGNMENTS AND GRADING

To achieve an A or A- in this class, you will need to go well beyond the minimum requirements as stated in the syllabus in terms of the quality of your work and your involvement in and contribution to the class. An A is a sign of superior work and, much like the efforts of entrepreneurs, reflects the fact that you stood out from the crowd. All

assignments will have complete instructions available in BB and be discussed in class before they are due.

Final grades represent how you perform in the class relative to other students. Your grade will not be based on a mandated target, but on your performance. Historically, the average grade for undergraduate elective classes at the Marshall School has been 3.3 (B+). Your final grade will be assigned based on your total points from the various assignments and other course evaluation components (listed in the table on page 3), the overall average points within the class, and your ranking among all students in the class.

If you have any questions about your grade during the semester, please make an appointment to see me to discuss your concerns. Do not wait until the end of the semester to do so!

Your final grade is based on an evaluation of the following activities:

Individual Assignments	Points
Participation	250
Case Briefs (3 @ 50 pts each, graded pass/fail)	150
Peer Assessment (your teammates' evaluation of your contribution)	100
Reflection Paper	300
Team Assignments	
Technology Scavenger Hunt	200
Business Concept Worksheet	100
Field Work Report Worksheet	100
Opportunity Paper Draft, Meeting & Video	200
Opportunity Presentation Pitch Deck	400
Opportunity Paper	800
Total	2600

**Note: If you do not inform me of missing or incorrect grades within two weeks of the grades being posted, the grades will be assumed correct. Do NOT wait until the end of the semester to check your grades or appeal a grade on any assignment.**

### **Evaluation of Classroom Participation**

Attendance at all class sessions is critical to the participation component of the course and to learning in general as we will discuss material not found in the textbook; in addition, we will undertake a number of in-class exercises and strategy-building sessions that require your regular attendance. Entrepreneurship is inherently collaborative—a social process. Entrepreneurs find opportunities, adapt, change, and improve themselves by listening and learning from others. Please come to class prepared to participate in the day's activities, which means having read the chapter(s) or assigned readings for that day and prepared to discuss the progress on your opportunities. Please plan to arrive on time so as not to disturb the class, a guest speaker, or interrupt the professor.

The attendance, participation, and in-class exercises portion of the grade is 250 points and is evaluated in a number of ways. Obviously, participation is correlated with attendance. It is impossible to earn an excellent participation grade if you are not in class. A record of your participation will be maintained on the LectureTools platform. In addition, I will keep notes where Lecture Tools is not used. In general, students fall into four

participation categories that essentially correlate with grades of A, B, C, D. They are:

**Outstanding Contribution:** Your contributions reflect considerable preparation; they are substantive and supported by the readings. You are also able to relate your own experience to the topic. The class, in general, listens when you speak because they learn something. If you were not a member of class, the discussions would suffer.

**Excellent Contribution.** You come prepared with substantiated comments. You demonstrate good insight and clear thinking. The class notices when you're not part of the discussion.

**Average Contribution.** Your preparation is satisfactory and achieves the minimum requirements. You rarely offer interesting insights into the discussion, but sometimes you present a compelling idea or take the discussion in a new direction. Alternatively your comments are often off-point and do not provide any constructive direction to the discussion.

**No Contribution.** You say little or nothing in class. If you were not in the class, the discussion would not suffer.

In the rare case where a student is unable to participate for language or other reasons, please consult me early in the semester. You will have an opportunity to evaluate your own participation at the end of the semester. It is your responsibility to make sure I know who you are by name.

#### **Guidelines for all Course Assignments (Please read carefully!)**

---

The following guidelines apply to ALL assignments without exception.

**All assignments must be posted to the Blackboard assignment page by the date and time due as posted in the Course Plan. No exceptions.** If you will not be in class on the due date, your assignment must still arrive by the time and date it is due. You are certainly encouraged to submit files before the deadline. Please keep copies of all your files and emails until the end of the semester.

1. **Your SINGLE Word or PPT file must be labeled as follows: yourlastname\_301\_assignment name.** Teams should always use the same last name on each assignment so as to not cause confusion.
2. You should put your name and your teammates' names (if it is a team assignment) in alphabetical order at the top of the page of the actual assignment document unless it is a PPTx doc where you will use a cover slide.
3. Depending on the assignment requirements, your file will be either a Word doc or a PPT. No other types of files will be accepted

**Assignments that do not follow these rules will be returned and considered late when resubmitted correctly if it is past the time it is due. These requirements are necessary to maintain order and to find files quickly.**

Assignments will be accepted after the deadline with the following penalties:

- Assignments turned in after the required time on the due date and within 24 hours of the date due will lose 10% of the total points possible.
- Papers turned in 24 hours after the due-date will lose 20% of the total points.
- No papers will be accepted 48 hours after the date due.

#### **Description of Course Assignments**

---

The chart on the next page depicts the flow of assignments for this course. Note that the early, low-stakes

assignments help you develop and improve on the skills and experience required to successfully complete the final opportunity paper. Some of these assignments will permit you to revise and resubmit for a new grade to insure that you have every opportunity to develop critical skills. The ability to do revise an early assignment is completely at my discretion. I am posting in BB an assignment sheet that lists and describes all the assignments for the semester.

**Assignment Sequence Rationale**

*This chart provides a rationale for how the assignments in this course are designed. The intent is to build your skills in identifying, analyzing, supporting, and presenting persuasive arguments for the feasibility of the business opportunity you have chosen. Detailed assignment requirements and grading rubrics will be posted and discussed in class.*

Beginning of Semester → End of Semester

Multiple low-stakes <i>Thinking Pieces</i> on HBS cases, in-class discussions & group tasks	Skill-building researched mini papers	Draft Opportunity Paper	Opportunity Paper
Some assignments will ask you to respond to a specific question or take a particular role in dealing with an issue. These are short and designed to encourage creative thought. Examples are case briefs, in-class discussions and writings related to assigned readings, and responses via the LectureTools platform.	These assignments help you develop specific skills such as research, building a case, persuading, and presenting. Examples include in-class presentations, templates for analyzing your opportunity, and short research papers such as the field research report.	Write the first draft of your team’s opportunity paper incorporating all the research and work accomplished to this point. This will be a discussion piece with the professor to prepare for the writing of your final opportunity paper.	Write a 5-page, single-spaced, team paper presenting a researched argument for the feasibility of the business opportunity you have chosen to pursue. The introduction to your paper should pose a significant and thought-provoking question or problem in the market that your business will address and engage your reader’s interest in it. Within your paper you must present and analyze the views of others who have studied this problem. Imagine that your audience is business people, investors, and others who might be interested in supporting your new venture.

**IV. UNIVERSITY AND MARSHALL POLICIES**

Confidentiality Policy

Throughout the Entrepreneur Program's classes and events, students will be exposed to proprietary information from other students, guest lecturers, and faculty. It is the policy of the Entrepreneur Program that all such information is to be treated as confidential.

By enrolling in and taking part in the Entrepreneur Program's classes and activities, students agree not to disclose this information to any third parties without specific written permission from students, guest lecturers, or faculty, as applicable. Students further agree not to utilize any such proprietary information for their own personal commercial advantage or for the commercial advantage of any third party. In addition, students agree that any legal or consulting advice provided without direct fee and in an academic setting will not be relied upon without the enlisted opinion of an outside attorney or consultant without affiliation to the Program.

Any breach of this policy may subject a student to academic integrity proceedings as described in the University of Southern California University Governance Policies and procedures as outlined in **SCAMPUS**, and to any remedies that may be available at law. The Entrepreneur program, the Marshall School of Business, and the University of Southern California disclaim any responsibility for the protection of intellectual property of students,

guest lecturers or faculty who are involved in Entrepreneur Program classes or events. Receipt of this policy and registration in our classes is evidence that you understand this policy and will abide by it.

### Academic integrity

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own. All students are expected to understand and abide by these principles. SCampus, the Student Guidebook, contains the Student Conduct Code in Section 11.00, while the recommended sanctions are located in Appendix A.

<http://www.usc.edu/dept/publications/SCAMPUS/gov/>

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at:

<http://www.usc.edu/student-affairs/SJACS/> Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

**Please be advised that your assignments will be randomly submitted to "Turnitin" through the Blackboard system, which will generate an originality report on your paper.** Bottom line: Your original thought in addition to carefully cited sources will insure that you don't run into academic integrity issues that may affect your grade or your status at USC. Any material cited verbatim from its source should be in quotes and contain a reference to a full citation for that source. Paraphrased work should also contain a reference to the source citation.

### Add/Drop Process

In compliance with USC and Marshall's policies classes are open enrollment (R-clearance) through the first week of class. All classes are closed (switched to D-clearance) at the end of the first week. This policy minimizes the complexity of the registration process for students by standardizing across classes. I can drop you from my class if you don't attend the first two sessions. Please note: If you decide to drop, or if you choose not to attend the first two sessions and are dropped, you risk not being able to add yourself to another section this semester. You can only add a class after the first week of classes if you receive approval from the instructor.

### Technology Policy

Web-enabled devices are not permitted during academic or professional sessions unless otherwise stated by the professor. Use of other personal communication devices such as mobile phones is considered unprofessional and is not permitted during academic or professional sessions. Web-enabled devices (laptops, tablets, smartphones) are permitted during the lecture portion of the class ONLY for note taking and for using LectureTools.com. They may also be used for research during in-class team exercises. Videotaping faculty lectures is not permitted due to copyright infringement regulations. Audiotaping may be permitted ONLY if approved by the professor. Use of any recorded material is reserved exclusively for USC Marshall students.

### STUDENT/PARTICIPANT RELEASE

#### For AUDIO RECORDING And AUDIO-VISUAL RECORDINGS And Student/Participant Non-Distribution Agreement

Audio recording and/or audio-visual recording ("Recording") of your participation and/or presence for this course at the USC Marshall School of Business via the YouSeeU platform are for course purposes only. Recordings will be shared with class members and the instructor only.

By registering for this course you agree: course materials produced by course instructors are the intellectual property of the instructor and of the University of Southern California. Students shall not produce, reproduce, distribute, or make available any lectures, course materials, discussions, podcasts, or any other materials that are available to them due to their status as a USC student or guest speaker/participant. This includes video recordings

of themselves, student teams, and other course members that they have access to on YouSeeU. Failure to comply with this agreement may result in academic disciplinary action and/or criminal prosecution.

Policy on Accommodations for Students with Disabilities

Any student requesting academic accommodations based on a physical, psychological or learning disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible (by the second week of the semester). DSP is located in STU 301 and is open from 8:30 AM to 5 PM, Monday through Friday. The telephone number for DSP is (213) 740-0776.

Emergency Preparedness/Course Continuity

In case of a declared emergency if travel to campus is not feasible, USC executive leadership will announce an electronic way for instructors to teach students in their residence halls or homes using a combination of Blackboard, teleconferencing, and other technologies. Please make sure you have access to the course in Blackboard; this will be crucial in an emergency. USC's Blackboard learning management system and support information is available at [blackboard.usc.edu](http://blackboard.usc.edu)

***IMPORTANT!!!! RECEIPT OF THIS SYLLABUS AND REGISTRATION IN THIS CLASS WILL SERVE AS EVIDENCE THAT YOU UNDERSTAND AND ACCEPT THE REQUIREMENTS OF THIS COURSE.***

*The course plan follows on the next page*

## COURSE SCHEDULE

This schedule may change due to guests' schedules, and additional readings may be distributed during the semester.

**CR** = course reader (available electronically through Harvard Business Publishing). **BB** = Blackboard. **ESE** = textbook

Date	Topics	Preparation and Experiential Activities	Deliverables
8/26	<p><b>Introduction</b> to course requirements and the Technology Problem Scavenger Hunt</p> <p><i>What is entrepreneurship? What skills will I have when I finish this course? How can I apply them?</i></p> <p><b>Overview</b> of problem identification process</p>	<p><b>Read:</b> ESE <i>Chapters 1 and 2, Scientists and Engineers as Entrepreneurs</i>. Why might scientists and engineers make good entrepreneurs? What skills would they need to acquire to be successful?</p> <p>Class introductions Ice breaker exercise</p>	<p><b>Post bio</b> in BB forum including background and interests relative to technology entrepreneurship</p> <p><b>Team of 4 people</b> must be decided by Sept 9. You are encouraged to create a video bio in YouSeeU to help the class know you better.</p>
9/2	<b>Labor Day – no class</b>		
9/9	<p><b>Team Building</b> - what to consider, how to choose partners.</p> <p><i>Course expectations for team on customer discovery, validation, speed, and depth of insights expected.</i></p>	<p><b>Read:</b> ESE, <i>Chapter 4, Building an Effective Team</i> HBS #1 Henry Tam Case (CR) – See Assignment Sheet in BB for Instructions</p> <p>Multiple in-class activities to encourage team building</p> <ul style="list-style-type: none"> <li>- Team experience exercise</li> <li>- Hopes and fears exercise</li> <li>- Solve a problem exercise</li> </ul>	<p>Henry Tam Case Brief to BB assignment page by 5:00 p.m.</p> <p>Teams decided</p>
9/16	<p><b>The Business Concept and Understanding an Industry</b></p> <p><i>Who you are, what you do, and how you will win</i></p> <p><i>Understand how the industry serves as the environment in which the business operates. What impact does the industry have on your new venture strategy? What is the role of the value chain?</i></p> <p><i>Introduction to feasibility analysis</i></p> <p><b>Guest Speaker:</b> Jennifer Chang, Perfect Market <a href="http://www.perfectmarket.com">www.perfectmarket.com</a></p>	<p><b>Read:</b> ESE, <i>Chapter 3, Designing and Developing a Technology Startup</i></p>	<p>Finalize the team and post to BB forum with name of designated assignment submitter by 5:00 p.m.</p>



## COURSE SCHEDULE

This schedule may change due to guests' schedules, and additional readings may be distributed during the semester.

**CR** = course reader (available electronically through Harvard Business Publishing). **BB** = Blackboard. **ESE** = textbook

<b>Date</b>	<b>Topics</b>	<b>Preparation and Experiential Activities</b>	<b>Deliverables</b>
9/23	<p><b>Scavenger Hunt Presentations and Customer Discovery:</b></p> <p><i>Defining potential customers. How to engage with the customer. How can we effectively employ customer segmentation and anthropological research techniques to get into the mind of the customer? How do we design a customer test? How do we design a customer interview and initiate a cold call?</i></p>	<p><b>Read: <i>Customer Visits for Entrepreneurs</i>, (CR).</b></p> <p><b>Watch or listen to before class:</b> "Obligation to Create Value," Tim O'Reilly, founder/CEO of O'Reilly Media, publisher of the iconic "animal books" for software developers..</p> <p><a href="http://ecorner.stanford.edu/authorMaterialInfo.html?mid=3108">http://ecorner.stanford.edu/authorMaterialInfo.html?mid=3108</a></p> <p><b>If you have time, highly recommended:</b> Joe Pine on "What Consumers Want." Business coach who coined the terms "mass customization" and "experience economy."</p> <p><a href="http://www.ted.com/talks/joseph_pine_on_what_consumers_want.html">http://www.ted.com/talks/joseph_pine_on_what_consumers_want.html</a></p> <p><b>Team Presentations:</b> Problem presentations &amp; Feedback</p>	<p>Technology Scavenger Hunt Deck and presentations to BB by 5:00 p.m.</p>
9/30	<p><b>The Business Model</b></p> <p><i>How is the business model different from the concept? Developing hypotheses for each of the component. Determining the pass/fail test for a hypothesis.</i></p>	<p><b>Read:</b> ESE, Chapter 10, <i>The Business Model</i></p> <p><b>Read:</b> <i>Business Model Generation</i>, sample posted in BB Business Model Canvas available at <a href="http://www.businessmodelgeneration.com/canvas">http://www.businessmodelgeneration.com/canvas</a></p> <p><u>Team Exercise in Class</u></p> <p>Teams work through initial BMC with hypotheses &amp; tests.</p>	<p>Submit concept statement to BB forum for critique by classmates by 5:00 p.m.</p>
10/7	<p><b>Ethics and the Entrepreneur</b></p> <p><i>What are the types of ethical questions that entrepreneurs face as they create and operate their new businesses? How do you maintain your ethical values in a global environment with diverse value systems?</i></p> <p><b>Guest Speaker: TBA</b></p>	<p><b>Read:</b> "What the Bagel Man Saw" posted in BB</p> <p><u>Exercises</u></p> <p>Working through ethical situations</p>	<p>30 second concept pitch prepared to present. Any member of the team can be called on</p>
10/14	<p><b>Special Entrepreneur Event</b></p> <p>Will Ferrell and Craig Pollard</p> <p><i>Note that class will meet at Bovard Auditorium. More information to be provided.</i></p>	<p>There will be a quiz associated with this event that will be given in class</p>	

## COURSE SCHEDULE

This schedule may change due to guests' schedules, and additional readings may be distributed during the semester.

CR = course reader (available electronically through Harvard Business Publishing). BB = Blackboard. ESE = textbook

Date	Topics	Readings and Preparation	Deliverables
10/21	<b>Entrepreneurial Economics and Investment</b> <i>Understanding Adam Smith to marginal utility and discounted cash flows. How does the economy affect startups? The nature of investment capital from private investors to venture capitalists and private equity. How do entry strategies determine the type of funding needed?</i>	<b>Read:</b> ESE, Chapter 11, <i>Funding the Technology Startup</i>  <u>Team Exercise</u> What kind of funding do we need and when do we need it?	30 second concept pitch prepared to present. Any member of the team can be called on
10/28	<b>Intellectual Property</b> <i>Which assets do you need to protect and what type of protection is appropriate?</i>  <b>Technology Adoption</b> <i>How and when do customers buy? How do we journey map the customer experience?</i>	<b>Read:</b> ESE, Chapter 5, <i>The Concept of Intellectual Property</i>  <b>Read:</b> ESE, Chapter 9, <i>Technology Adoption Patterns and Marketing Strategy</i>  <b>Read:</b> HBS #2, <i>Jim Poss</i> (CR) See instruction sheet in BB.	Jim Poss Case Brief due 5:00 p.m. to BB assignment page
11/4	<b>Entrepreneurial Decision-Making Exercise</b> <b>NOTE: Class will take place in Popovich Hall (JKP), 3<sup>rd</sup> floor Experiential Learning Center (ELC) rooms.</b>		
11/11	<b>Fieldwork and Team Consultations</b> No formal class session. Teams are required to prepare a YouSeeU video of their pitch and their field work as detailed in the assignment instructions posted in BB. Your team will also be critiquing other teams. I will have extended office hours this week to accommodate in-office meetings about your opportunity paper draft.		Field Work Video Report to BB by 5:00 p.m. Be prepared to respond to questions online during the week.
11/18	<b>Global Issues</b> <i>What does it mean to be "born global"?</i>  <b>Guest Speaker:</b> TBA	<b>Read:</b> HBS #3 <i>Go Global, or Not?</i> , (CR) See assignment sheet for instructions  <b>Read:</b> <i>Entrepreneurship Goes Global</i> – posted in BB	Case Brief <i>Go Global, or Not?</i> due by 5:00 p.m. to BB assignment page
11/25	<b>The Entrepreneurial Journey</b> <i>Managing your career path like an entrepreneur. Strategies for creating your own business model</i>	<u>Exercise</u> Creating your personal business model	
12/2	<b>Opportunity Pitch Night – Last Class</b>	Class positioned as investors for team presentations	Pitch Deck and Opportunity Paper due to BB assignment page by 5:00 p.m.  Investor Decision Worksheet to LectureTools during class

## COURSE SCHEDULE

This schedule may change due to guests' schedules, and additional readings may be distributed during the semester.

**CR** = course reader (available electronically through Harvard Business Publishing). **BB** = Blackboard. **ESE** = textbook

12/9	No final exam - assignments due	<ol style="list-style-type: none"><li>1) Personal Reflection Paper,</li><li>2) Peer Evaluation, and</li><li>3) Self-Evaluation due by midnight to BB assignment page</li></ol>
------	---------------------------------	--

## APPENDIX

### LectureTools.com

As a registered student in this course, you will receive an invitation to join LectureTools, an interactive web site that we will use in this course. Please accept this invitation at your earliest convenience. Since USC currently has a site license to use LectureTools, there is no additional cost to you. To avoid system glitches and for security reasons, **you must use your USC email address or Marshall email address** (rather than the address of a third party host such as Gmail) even if you forward your USC e-mail elsewhere.

You can respond to questions raised on LectureTools using any of the following technologies:

- A browser on an Internet connected computer or tablet;
- A free iPad app; or
- Texting through a cell phone. Please note:
  - Verizon Wireless does not appear to offer coverage in all rooms on campus.
  - If you choose text messaging, you must register the phone number of your device on LectureTools.

If you do not have a device that you can bring to class, you may be able to check one out from Marshall Information Technologies Support in HOH 300.

Be aware that attempting to participate remotely or participating when only attending part of a class constitutes fraud. If you experience difficulties with LectureTools, please contact Michael Ureña of Marshall ITS in HOH 300 ([murena@marshall.usc.edu](mailto:murena@marshall.usc.edu), 213-740-3000).