



**BAEP 451: The Management of New Enterprises**  
**@ Hoffman Hall (HOH 1)**

**Tuesday & Thursday 2:00 TO 3:50**

**Fall 2014 Syllabus (ver. 10-19-14)**

**Michael Napoliello**

213-740-0641

Coaching Hours: Tues @ 4pm and Thurs @ 1pm

Office: Bridge Hall 1 (basement level)

I am very happy to schedule an individual meeting with you. Please contact me by email ([Napoliel@marshall.usc.edu](mailto:Napoliel@marshall.usc.edu)) to schedule.

## OVERVIEW

### **INTRODUCTION & COURSE OBJECTIVE**

Becoming the CEO of Me, Inc. - Entrepreneurship is an attitude and mindset in addition to a set of skills. Whether you start your own business or bring an entrepreneurial approach to your work for an organization, you will ensure your success by always assuming the role as the CEO of Me, Inc. At its heart is your ability to look creatively at business opportunities and to create value. We will explore a set of tools and techniques for identifying opportunities by learning about new ventures in depth.

Entrepreneurship is about finding your passions and talents and putting them to work in an ever changing marketplace. It's also about challenge, persistence and generating market impact by creating new strategies for doing old things in new ways! It is not for the faint of heart, the timid, those who hate ambiguity or want everything in black and white. It is for the self-motivated, independent, persistent individual, who has a sense of humor, can learn and bounces back from failure. The Entrepreneur is willing to deal with risk and adjust to market reactions. BAEP 451 is a "think about it" course in which you will learn the 'mindset' of an entrepreneur and will prepare you for further studies in our program.

This is an exciting course that will start you on an entrepreneurial journey. Lot's of fun. Lot's of work. Lot's of exploration. Most of all, 451 is not a "**spectator**" sport. Be prepared to get out into the real world. You will be actively researching, testing and putting to work your ideas and concepts. Consequently, you are required to undertake a significant amount of work outside of class. By taking this course, you agree and understand that you will spend time in the marketplace investigating your ideas and concepts and you promise to complete all of your work in a timely fashion.

***Start Something Great!***

## LEARNING OBJECTIVES

In this course, you will **explore** and come to understand new venture creation and management as well as develop your **personal success skills**. Specifically, you will:

1. **Develop** an understanding of the fundamental concepts, theories, and practices employed in the field of entrepreneurship and of the role that entrepreneurship plays in the global economy and society.
2. **Gain** an understanding of the startup process—the activities, challenges, and opportunities involved, including ethical and global issues.
3. **Improve** your critical thinking, idea generation, and decision-making abilities by analyzing situations and formulating strategies for complex entrepreneurial cases and by developing your own concepts.
4. **Mature** your leadership skills, particularly in the areas of team leadership and entrepreneurial leadership as well as developing abilities to work effectively as part of a team.
5. **Sharpen** your oral and written communication skills by, e.g., learning to craft an effective concept statement, develop an in-depth industry analysis, and deliver a persuasive business pitch.

To achieve these objectives, a combination of methods will be used in the course, including lectures, problem-solving exercises, case studies, projects, and Living Cases...

**Living Cases** bring amazing GUEST SPEAKERS to the class. You will have the opportunity to meet and learn from real world pros!

## REQUIRED MATERIALS

There are only two short texts assigned, but they are great ones – real game changers!

Everyone is expected to come prepared to discuss and apply the assigned readings – this is part of your participation grade.

### **Textbooks:**

- **Effectual Entrepreneurship:** Read, Sarasvathy, Dew, Wiltbank & Ohlsson Routledge Press – available through USC Bookstore, Amazon  
<http://www.amazon.com/Effectual-Entrepreneurship-Stuart-Read/dp/0415586445>  
(*Effectual Entrepreneurship* is a concise, powerful, and cutting edge guide to entrepreneurship.)  
A USC exclusive: You will get a chance to meet and query the author!
- **Just Start:** Schlesinger, Keifer & Brown Harvard Business Review Press –  
[http://books.google.com/books/about/Just\\_Start.html?id=H3g\\_4TpRWw8C](http://books.google.com/books/about/Just_Start.html?id=H3g_4TpRWw8C)  
(A quick read to spark your entrepreneurial success!)

### **Readings:**

Additional readings may be assigned.

# CLASS SUMMARY

## ASSIGNMENTS & GRADING

Below find the list of key assignments. Feel free to ask for clarification on any point.

| <b>Assigned</b>              | <b>DUE</b>     | <b>ASSIGNMENT</b>                                     | <b>POINTS</b> |
|------------------------------|----------------|---|---------------|
| →                            | Sept 2         | Chapters 1, 2 & 3 "Effectual Entrepreneurship"        | 25            |
| →                            | Sept 11        | Chapters 4 & 5 "Effectual Entrepreneurship"           | 25            |
| <b>Sept 2</b>                | <b>Sept 16</b> | <b>Opportunity Recognition Project*</b>               | <b>300</b>    |
| <i>Aug 28</i>                | Sept 23        | Class Branding  | 100           |
| <i>Sept 4</i>                | Sept 25        | Case Study: Home Safely                               | 100           |
| <b>Sept 9</b>                | <b>Oct 2</b>   | <b>Fast Pitch Presentation*</b>                       | <b>300</b>    |
| →                            | Oct 9          | Chapters 7, 11 & 12 "Effectual Entrepreneurship"      | 25            |
| <i>Sept 4</i>                | Oct 21         | Case Study: Graduation Dilemma                        | 100           |
| <i>Oct 23</i>                | Oct 23         | Pop Quiz (pass/fail)                                  | 25            |
| <i>Sept 25</i>               | Oct 30         | Entrepreneur Interview                                | 300           |
| <i>Sept 11</i>               | Nov 4          | Trade Association of Your Chosen Industry             | 150           |
| <i>Sept 2</i>                | Nov 25         | NEW CONTACT LOG                                       | 300           |
| <i>Aug 28</i>                | Nov 25         | Thank You Emails and LinkedIns (10 pts. each; max. 5) | 50            |
| <b>Sept 30</b>               | <b>Dec 2</b>   | <b>Mini-Challenge*</b>                                | <b>600</b>    |
| <i>Aug 26</i>                | Dec 4          | Maverick Rules Journal (pass/fail)                    | 50            |
| →                            | Ongoing        | Participation Grade                                   | 125           |
|                              |                | <b>TOTAL FOR CLASS</b>                                | <b>2575</b>   |
| <b>POSSIBLE BONUS POINTS</b> |                |   |               |
| <i>Aug 28</i>                | TBD            | GOTO Presentations                                    | 50            |
| <i>Aug 28</i>                | Oct 9          | Class Branding Finalists / Champion                   | 50 / 150      |
| <i>Sept 23</i>               | Oct 16         | Devise a Lesson 1: Fit for Success                    | 100           |
| →                            | Oct 23         | Chapters 1 & 2 "Just Start"                           | 25            |
| <i>Sept 23</i>               | Nov 18         | Devise a Lesson 2: Dress for Success                  | 100           |

\* Grader must be included with assignment


## **PLAN & SPEAKERS**

Subject to change via posting and in-class announcements (another reason why not to miss class!)

### **Week 1**

|   |   |
|---|---|
| <b><u>August 26</u></b><br><b>Agenda</b> <ul style="list-style-type: none"><li>➤ Famous (since today) “Pie” Lecture: Why entrepreneurship matters</li><li>➤ Why Napoliello?</li><li>➤ How to thrive in this class (best practices)</li><li>➤ Looking ahead &amp; Maverick Rules</li></ul> <b>Be prepared to discuss:</b> <ul style="list-style-type: none"><li>➤ The value of liberty and free enterprise to prosperity.</li><li>➤ What are your 451 aspirations?!</li></ul> <b>New Assignment(s)</b> <ul style="list-style-type: none"><li>➤ Start your “Maverick Rules” Journal</li></ul> <b>Guest speaker</b> <ul style="list-style-type: none"><li>➤ Top Secret (but it will be sweet)!</li></ul> | <b><u>August 28</u></b><br><b>Agenda</b> <ul style="list-style-type: none"><li>➤ The keys to 451 success</li><li>➤ Introduce texts</li></ul> <b>Be prepared to discuss:</b> <ul style="list-style-type: none"><li>➤ Any key questions from last class</li></ul> <b>New Assignment(s)</b> <ul style="list-style-type: none"><li>➤ GOTOs</li><li>➤ “Thank You” Emails &amp; LinkedIn</li><li>➤ Class Branding</li></ul> |
|---|---|

### **Week 2**

|  |  |
|--|--|
| <b><u>September 2</u></b><br><b>Be prepared to discuss:</b> <ul style="list-style-type: none"><li>➤ Thoughts on branding best practices</li><li>➤ Where “good ideas” come from (see reading)</li><li>➤ The importance of eyeballing the Competition</li><li>➤ Questions based on the reading (important)</li><li>➤ Silly Cow exercise (time permitting)</li></ul> <b>Required Reading &amp; Questions</b> <ul style="list-style-type: none"><li>➤ Chapters 1, 2 &amp; 3: “Effectual Entrepreneurship”</li></ul> <b>New Assignment(s)</b> <ul style="list-style-type: none"><li>➤ New Contact Log</li><li>➤ Opportunity Recognition Project (ORP)</li></ul> <b>Guest speaker</b> <p>Meet the AUTHOR! Of Effectual Entrepreneurship (via <b>SKYPE</b>)</p> | <b><u>September 4</u></b><br><b>Agenda</b> <ul style="list-style-type: none"><li>➤ The infamous <i>Power of Youth</i> lecture</li></ul> <b>Be prepared to discuss:</b> <ul style="list-style-type: none"><li>➤ Concerns on ORP</li></ul> <b>New Assignment(s)</b> <ul style="list-style-type: none"><li>➤ Case Study: <i>Home Safely</i></li><li>➤ Case Study: <i>Graduation Dilemma</i></li></ul> <b>Guest Speaker</b> <ul style="list-style-type: none"><li>➤ <a href="http://www.boomrat.com">www.boomrat.com</a> (Silberstein &amp; Lee)</li></ul>  |
|--|--|

### **Week 3**

|   |  |
|---|--|
| <b><u>September 9</u></b><br><b>Be prepared to discuss:</b> <ul style="list-style-type: none"><li>➤ Follow-up questions on Case Assignments</li><li>➤ How did Boomrat differentiate from all the other similar offerings</li></ul> <b>New Assignment(s)</b> <ul style="list-style-type: none"><li>➤ Fast Pitch Presentation</li></ul> | <b><u>September 11</u></b><br><b>Agenda</b> <ul style="list-style-type: none"><li>➤ Identifying your “industry” and why it matters!</li></ul> <b>Be prepared to discuss:</b> <ul style="list-style-type: none"><li>➤ Questions on Fast Pitch</li><li>➤ Your thoughts on the reading</li></ul> <b>Required Reading &amp; Questions</b> <ul style="list-style-type: none"><li>➤ Chapters 4 &amp; 5: “Effectual Entrepreneurship”</li></ul> <b>New Assignment(s)</b> <p>Trade Association/Organization of Your Chosen Industry (Definition, Selection, Orientation, Trade Publications, etc.)</p> |
|---|--|

#### Week 4

##### September 16

###### Agenda

- Business Jargon (a fun lecture on Lingo “dudes”)
- Field trip itinerary & instructions

###### Due

- Opportunity Recognition Project

###### Guest Speaker

- Scott Dudelson, Founder, Swagbucks

##### September 18

###### Agenda

- Field trip to the **incredible** DTLA Headquarters of **Nasty Gal** (one of the hottest online fashion startups in the world <http://www.nastygal.com/>)

#### Week 5

##### September 23

###### Be prepared to discuss:

- Key takeaways from previous class
- How to be a Pitch Pro

###### Due

- Class Branding Workshop

###### New Assignment(s)

- Intro: Devise a Lesson

##### September 25

###### Be prepared to discuss:

- Questions/Concerns to date

###### Due

- Case Study: Home Safely

###### New Assignment(s)

- Entrepreneur Interview

###### Guest Speaker

- Mat Gleason, Coagula Projects

#### Week 6

##### September 30

###### Agenda

- A brief lecture on Forming Great Teams

###### New Assignment(s)

- Mini Challenge (to help choose teammates, don't miss next class)

###### Guest Speaker

- Yik Yak, Founders!

##### October 2

###### Agenda

- Be on time & ready to rock with your...

###### Due

- Fast Pitch Presentations

#### Week 7

##### October 7

###### Agenda (Team Building)

- Experiential Learning Class (ELC) at **JKP Hall @ 2pm** (suite 301) – Really cool event, you won't want to miss this!

*Starts right on time!*

##### October 9

###### Be prepared to discuss

- ELC debriefing

###### Agenda

- Back at Hoffman Hall, debrief ELC experience
- Class Branding (reveal top 5, vote on winner)
- Mini Challenge Best Practices

###### Required Reading & Questions

Chapters 7, 11 & 12: “Effectual Entrepreneurship”

#### Week 8

##### October 14

###### Agenda

- Customer Satisfaction (featuring the “soon to be famous” Golden Apple Round Table)
- Mini Challenge Best Practices (reprise)

###### Guest Speaker

- Liebeskind brands

**LIEBESKIND**  
Berlin

##### October 16

###### Agenda

- Lecture: *Revenue Streams* in the New World
- Great Sales Tips & the value of “The Hail Mary Pass” (a Mechanic Mike exclusive)
- “Weird Products” Exercise

###### Guest Speaker

- Rich Hack, Executive Producer, Movie & Television

## Week 9

### October 21

#### Opening remarks (Skype Call)

- Economist, Christopher Thornberg

#### Be prepared to discuss

- Your thoughts on the Graduation Dilemma

#### Due

- Case Study: Graduation Dilemma

#### Guest Speaker

Top Secret but awesome



### October 23

#### Agenda

- 1<sup>st</sup> Annual Movie Day... Followed by a Pop Quiz\* based on applied knowledge from "Effectual Entrepreneurship and "Just Start"
- Mechanic Mike's comments on the film

#### Bonus Reading

- Chapters 1 & 2: "Just Start"

*\* I understand that it's technically not a Pop Quiz if it's announced, but I'm calling it that.*

## Week 10

### October 28

#### Agenda

- Be a "Question Champion" lecture

#### Due

- Devise A Lesson (for those participating)

#### Guest Speaker

- Michael Glasser –  
Founder, 7 For all Mankind jean company



### October 30

#### Agenda

- Lecture: Presentation Zen (give good PowerPoint)
- Garr Reynolds video "Design Stage"

#### Be prepared to discuss

- Discussion: Just Start
- Discuss: Just Start applied to Michael Glasses's journey...

#### Due

- Entrepreneur Interview

#### Guest Speaker

- Peter Hamborg



## Week 11

### November 4

#### Agenda

- Team(s) Group Time
- Be a "Question Champion" lecture

#### Be prepared to discuss

- Questions & Concerns for Mini Challenge

#### Guest speaker

- Richard Koffler, Greenwings Biomedical

#### Due

- Trade Association of Your Chosen Industry



### November 6

#### Agenda

- Lecture: The Other Stuff (On Legal, Accounting, and Exit Strategies)
- "Business Consultant" Student Exercise

#### Due

- Devise A Lesson (for those participating)

## Week 12

### November 11

#### Agenda

- In-office coaching for final project (no class). You must sign-up in advance!

### November 13

#### Agenda

- In-office coaching for final project (no class). You must sign-up in advance!

## Week 13

### November 18

#### Agenda

- “**War Stories:** Ours & Yours” – Mechanic Mike and a fabulous guest entrepreneur will share their notable startup challenges, invite you to share you “Mini” challenges & take questions

#### Be prepared to discuss

- Tough spots working on your Mini Challenge & Mini Challenge War Stories

#### Due

- Devise A Lesson (for those participating)

#### Guest Speaker

- A Special Guest will be joining us for “War Stories”

### November 20

#### Guest Speakers!

- Superstar Sports Agent & founder of the AVP and the World Series of Volleyball, **Leonard Armato** & his wife **Holly McPeak**, three time Olympian discuss being mavericks in the sports business and in life. This is one you won’t want to miss.

#### Due

- Devise A Lesson (for those participating)

## Week 14

### November 25

#### Agenda

- Possible late go date for Mini Challenge teams

#### Due

- Possible early date for Mini Challenge
- New Contact Log
- Thank You Emails & LinkedIns

### November 27

#### Agenda

- Happy Thanksgiving (no class).

## Week 15

### December 2

#### Due

- Mini Challenge Presentations (mandatory attendance, all Teams must pitch)

### December 4

#### Agenda

- Mini Challenge Results & Awards
- Famous “Last Words” Lecture + “10 Things I Wish I knew.”

#### Be prepared to discuss:

- Your burning questions (The Ultimate Q&A!)

#### Due

- Maverick Rules Journal

#### New Assignment

- Start something great!

#### Guest Speaker

- TBD

***Now... Start Something Great!***



## **CLASS ASSIGNMENT INSTRUCTIONS**

### **OPPORTUNITY RECOGNITION PROJECT**

1 PAGE (MAX) PAPER (STANDARD FORMAT, SEE BELOW). USE SECTION HEADS.

#### **Section 1: Statement of Desire (“I’m excited about...”)**

One sentence: “I want create my own\_\_\_\_\_ product/service venture in the \_\_\_\_\_industry.

#### **Section 2: Concept Statement (“The opportunity is...”)**

Bullet points how your product or service:

- Addresses a pain (customer problem, need, desire).
- Provides solution to the problem.
- Offers unique benefits and/or features.

#### **Section 3: Customers & Channels (“How will I make money...”)**

*[The purpose of this assignment is to consider the customers – industry, retail, end user – and distribution channels for your enterprise, whether traditional physical channels (video game consoles), services (catering or consulting) or online digital (mobile games)].*

Simply state: My customers will be \_\_\_\_\_and I will facilitate my sales by \_\_\_\_\_.

#### **Section 4: Execution & Why Me (“My qualifications & how I will I get this done...”)**

- Bullet (one or two) key qualifications and resources you have to execute.

#### **Section 5: Next steps (“I am taking these steps...”)**

- Bullet (two or three) what you are doing to move your concept forward.

#### **Section 6: Alternative Concept**

One sentence: Provide an alternate idea (an entrepreneur always has a backup!)

### **NEW CONTACTS (NEW CONTACT LOG)**

You will meet new (valuable) contacts, aka Strangers (in person) who will be givers of information and possibly become a Mentor, friend, industry reference or guide. You will use the NEW CONTACT LOG TEMPLATE (posted in BlackBoard) (make sure to scan their business card; outline your discussion – i.e. how you connected, what you learned about the industry & impact on your journey and where you meet. You must meet a **minimum** of 10 New Contacts this semester.

### **CASE STUDIES**

You will review & answer questions on 2 key Case Studies this semester. Info will be posted.



## **FAST PITCH PRESENTATION**

Each student will “fast pitch” their best concept IN FRONT OF THE CLASS FOR 60 SECONDS. The concept can be based on the one you presented in your Opportunity Recognition Project (ORP), or a new one based on ORP fundamentals. You can use props, but no PPTs. **Note** – *if you are out of town – you must come to office to reschedule. Don’t be out of town.*

**Here is the basic flow of your presentation, feel free to innovate. The key is to get your idea across!**

**(“The opportunity is...”)**

- Pain/Solution
- Customer
- Product/Service
- Benefits

**(“My qualifications & how I will I get this done...”)**

**(“How will I make money...”)**

**(“I am taking these steps...”)**

**End with your call to action: (i.e., “I’d like you to work with me, invest in me, try my service, buy my product, etc.”) Thank you!**

**Grading criteria will be discussed in class. You will be cut off at 60 seconds, so be prepared and practiced!**

**Pay close attention to other students’ presentation and note those you think are most effective. This will be IMPORTANT when we come to the Mini Challenge!**

## **TRADE ASSOCIATION OF YOUR CHOSEN INDUSTRY**

The great way to gain industry insight is to connect with the trade associations of that industry.

PREPARE A HALF PAGE SUMMARY...

In 3 or 4 sentences identify and state \* your interest in a particular area: technology, real estate, entertainment, distribution, etc., \* why you are interested in this area, \* what aspect you see yourself in (sales, invention, finance, etc.) and \* what experience, if any, you have in this area.

THEN, BULLET POINT:

- A minimum of two important trade associations in your industry
- A local or national event in your industry you attended. (**Note:** this needs to be a trade association event not a “consumer expo”). You **MUST** attach one ‘proof of attendance’ – badge, receipt, cover of event directory, etc.
- Minimum of 2 important ‘take-aways’ from the trade show you attended that are action-oriented, i.e. how you will apply it to your journey.
- Name of 2 highly influential **trade publications** in that industry.
- A link to a relevant & interesting article in one of those publications.

## ENTREPRENEUR INTERVIEW

2 PAGE (MAX) PAPER (STANDARD FORMAT, SEE BELOW). USE SECTION HEADS.

*For this fun and crucial assignment you will interview and summarize a successful entrepreneur of your choosing.*

**Selection & Conduct:** Conduct an in-person interview with an entrepreneur in your industry of interest whom you do not know, This must be the founder of the venture that is ENTREPRENEURIAL, i.e. it is innovative, growth oriented and creates value. You may not interview family members or close friends, USC faculty, students, class speakers, Greif Center Advisory Board, etc. The ideal is a 'serial entrepreneur' who has built multiple & successful ventures. If this is her first venture, it must be fully established as a significant, profitable, player in the industry – avoid "entrepreneurs in training", i.e. a first venture in the launch phase.

One of the goals of this assignment is to make this person part of your journey as mentor and you should set next or follow up steps with the interviewee. The following are guidelines for the project – *we do not want a transcript of your interview*, rather the story of the entrepreneurial journey and most important what you learned and how it will impact your entrepreneurial journey. Please use headings, short sentences/paragraphs & bullets to help the reader (me) to read and understand your paper. There is a positive correlation with ease of reading and grading.

**On the first-page** write up - the name of the Entrepreneur, Company, Contact info, Date of interview, how you connected to entrepreneur, and why you choose him/her.

**On the rest of the first page** summarize the most valuable lessons you learned from the entrepreneur and how you will apply this learning to your journey. You should weave the following three ideas into your essay:

- (1) What advice did the entrepreneur give to you about starting a business?
- (2) Summarize what you learned from this experience.
- (3) How will this information and the connection shape your journey?

**The second page** should explore the and help you learn from the Entrepreneurs' journey and the implications to you. Use the following questions as a guide, not mandate, and deal with the issues most relevant to you.

1. Describe the background of the entrepreneur, education, family, interests, and persona as they influenced his/her journey.
2. Describe the business and how it competes in its industry.
3. When and how did the business start? Where did the opportunity come from?
4. How did the entrepreneur deal with any perceived risk prior to start-up?
5. What did the entrepreneur do to prepare to start the business?
6. What major problems did the entrepreneur encounter during start-up? How were these problems solved?

## MINI-CHALLENGE

This is a team exercise. Each team will create a business and generate the greatest revenues their entrepreneurial brains can conceive. Details of the project will be handed out and discussed in class on September 16<sup>th</sup>. You DON'T WANT TO MISS this class.

## **MAVERICK RULES JOURNAL**

### 1 TO 2 PAGES.

In each class session we will summarize one concept we believe to be key to entrepreneurial success: the Maverick Rules. You will keep a Journal of the Maverick Rules that:

- Lists the one noted at the end of each class.
- Adds a min. of 5 (or more!) of your own (this is TOTAL PER SEMESTER).
- Standard Paper Style (see below)

## **THANK YOU EMAILS AND/OR LINKEDINS**

We expect to have several guest entrepreneurs. They will tell of their venture and journey; we may have the opportunity of having them to lunch with a few volunteer students. Among them may be mentors, industry contacts, someone who would hire you as intern, etc. You should try to connect with them ALL (a specified number of your Emails and/or LinkedIns can count for class credit.) You will be instructed as to proper form and best practices in class. Print a copy of the “sent” email or response and/or a screen shot of the LinkedIn connection. As noted, 5 count for grade points.

## **GOTOs (You’re a “go to” kind of person)**

Students are urged to make a presentation in class of special entrepreneurial “extras” encountered. This may be an article, an event you attended, a special New Contact meeting, etc. Your GOTO presentation will be approx. 2 minutes, PPT optional (bring on memory stick if using). There are a limited number of GOTO slots available. Email [Napoliello@marshall.usc.edu](mailto:Napoliello@marshall.usc.edu) for clearance & schedule. Your Bonus Points will be based by the quality of the learning and the discussion it engenders.

## **CLASS BRANDING WORKSHOP**

Must get assignment in class!

## **DEVISE A LESSON**

This can be an individual or team (**up to 4 persons**) exercise. Sign-up right away because space and Bonus Points are **limited**. You will present a mini-lecture to the class on a given subject. Assignment details will be provided in class.

## QUESTIONS TO PREPARE FOR READINGS

One or two sentences per question (Answer honestly, state your rationale.) Give it to me straight – say what you think, not what you think the “right answer is.” Please write the question first, then provide your answer.

### “EFFECTUAL ENTREPRENEURSHIP”

#### Chapters 1, 2 & 3

DUE: 9/2

- Are opportunities made or found? Explain.
- Do you need a good idea? Explain.
- Ventures often exhibit Radical Business Model Change (see chart, pg. 18). Briefly trace the roots (Where they started? What they do now) of a company you admire.

#### Chapters 4 & 5

Due: 9/11

- Are entrepreneurs risk takers? Explain.
- What do you think is the most important benefit of bootstrapping? Why?
- Explain Vidal Herrera’s unlikely keys to success?
- Do entrepreneurs predict or control the future? Share an example.

#### Chapters 7, 11, 12

Due: 10/9

- What does the author mean (pg. 58) “The key to the process is not selection between alternatives but the transformation of existing realities into new alternatives”?
- Explain why Affordable Loss should be used in planning a new venture?
- Provide your own example (not given in text) of “Bootstrapping.”

### “JUST START”

#### Part 1 & 2

Due: 11/18

- What is a smart step?
- How can you plan to deal with surprise?
- Bullet point three benefits of “Act quickly with the means at hand.”
- *Bonus:* Devise a better portmanteau than “Creaction.”

## **STANDARD PAPER FORMAT**

All papers, cases will follow the format:

- Your name and page numbers on each page
- One inch margins all around – 1½ line space
- 12 point font size (sans serif font; Arial preferred)
- Stapled if more than 2 pages (not stapled -10%)
- Turned in Electronically to Blackboard (Safety Net) by due date
- Hard Copy turned in before the beginning of class, Grader attached if applicable (no Grader -10%)

## **ON TIME PAPER DELIVERY**

*If you can't make deadlines, you can't be a successful entrepreneur. As a young entrepreneur, I asked a major client I was pitching if I had any chance of winning their business. They said, "If you show up on time and make your pitch, you have a chance. If you don't, you don't."*

Deadline for papers is in class before the beginning of the class starting time (1:59PM). Students and teams **MUST ALSO UPLOAD** assignments to Blackboard prior to in-class deadline. **The following deductions apply for late submission of the course work:**

|  |                   |
|--|-------------------|
| Submission between 10:05AM & end of class:               | 10% loss of score |
| Submission between next day and beginning of next class: | 25% loss of score |
| After that:  | <b>NO SCORE</b>   |

**If you are excused or must be absent for a class meeting, deliver your hard copy of your work to the office at Bridge Hall #1 before the class time in order to be considered on time.** Assignments will only be accepted in class on the due date. All late submissions need to be turned in to the office to be date and time stamped.

## **COURSE NOTES**

Course communication will take place through announcements in class, emails, and the Blackboard system. You are responsible for having a fully functional Blackboard account with your email posted.

### **Two key points:**

- All material posted or emailed by the professor in Blackboard will be assumed communicated to students and they are responsible accordingly.
- All papers will be due in a 'hard copy' in class; bring two hard copies to each class - one to turn in prior to class and one for discussion as well as posted in Blackboard.

## **RETURNED PAPERWORK**

All of your assignments will be graded and are available for you to pick up at the Greif Center office in Bridge Hall #1. Unclaimed assignments by a student, will be discarded after four weeks and hence will not be available should a grade appeal be pursued by a student following receipt of his/her course grade.

## **EVALUATION OF YOUR WORK**

You may regard each of your submissions as an "exam" in which you apply what you've learned according to the assignment. I will do my best to make my expectations for the various assignments clear and to evaluate them as fairly and objectively as I can. If you feel that an error has occurred in the grading of any assignment, you may, within one week of the date the assignment is returned to you, write a memo (turned into Greif office & time stamped) in which you request that I re-evaluate the assignment and explain fully and carefully why you think the assignment should be re-graded. Turn in the original assignment with copy of the email memo to the Greif office. Be aware that the re-evaluation process can result in three types of grade adjustments: positive, none, or negative.

## **GRADING**

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!

## **PARTICIPATION**

1. Attendance at class sessions is critical. We may discuss material not found in the textbook or articles as well as conduct in-class exercises. You can miss one class without penalty—no questions asked, no need to let me know. Further absences will reduce your participation grade. If you miss a class, you are responsible for staying up-to-date on course content and assignments.
2. Show up on time and stay until the end — it is disruptive to your classmates' learning experience if you arrive late or leave early.
3. Complete the assigned readings for the class and complete any associated hand ins.
4. Participate actively in classroom discussions and in-class exercises. Effective class participation consists of analyzing, commenting, questioning, discussing, and building on others' contributions. The ability to present one's ideas concisely and persuasively and to respond effectively to the ideas of others is a key entrepreneurial skill.
5. Make good use of guest presenters' time. **Come prepared to class with questions for professor and especially Living Case speakers!**

Participation is evaluated based on your level of involvement in class discussions – both the quality (relevance and insightfulness) and quantity (frequency) of your participation. At the end of the semester you will be asked to complete a self-assessment of your participation (see Appendix 2).

## **ADD/DROP PROCESS**

We can drop you from our class if you don't attend the first two meetings of a class that meets twice per week. If you are dropped from the class you risk not being able to add yourself to another section this semester. Please visit [www.usc.edu/soc](http://www.usc.edu/soc) and note the final deadlines to add/drop.

# CONFIDENTIALITY & OTHER POLICIES

## **Greif Center for Entrepreneurial Studies 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 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 use 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 The 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.

## **Technology Policy**

Laptop and Internet usage **is not permitted** during academic or professional sessions unless otherwise stated by the respective professor and/or staff. Use of other personal communication devices, such as cell phones, is considered unprofessional and is not permitted during academic or professional sessions.

Videotaping or audiotaping faculty lectures **is not permitted** due to copyright infringement regulations. Use of any distributed material is reserved exclusively for the USC students registered in this class.

## **Statement for Students with Disabilities**

Any student requesting academic accommodations based on a 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. DSP is located in STU 301 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. For more information visit [www.usc.edu/disability](http://www.usc.edu/disability)

## **Statement on 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, ([www.usc.edu/scampus](http://www.usc.edu/scampus) or <http://scampus.usc.edu>) contains the University Student Conduct Code (see University Governance, Section 11.00), while the recommended sanctions are located in Appendix A.

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.

## **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).