



USC Marshall

School of Business
*Lloyd Greif Center for
Entrepreneurial Studies*

BAEP 423 – Management of Small Businesses

Syllabus – Fall 2017 – M/W – 12 - 1:50 PM – 4
units

Course ID: 14373R

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I am happy to schedule an individual meeting with you at any point during the semester. Please contact me by email to schedule.

COURSE DESCRIPTION

The title of this course, “Management of Small Businesses” is only partially descriptive of its scope. While we will indeed examine the particular challenges of start-up companies and small businesses, we will also delve into the topic of entrepreneurship more generally. To that end, the course has two main objectives. The first is to give students an introduction to and overview of the most important concepts of entrepreneurship theory and practice and the second is to give students a solid grounding in the case study method of instruction. The class will be taught entirely in the case study method, and students will be asked to prepare each case thoroughly before class. In keeping with the tradition of the case method, class participation is central to this course (more on this below).

CORE COMPETENCIES EMPHASIZED

This course is meant to give students a holistic look at what it means to be an entrepreneur. We will look mostly at start-up companies and organizations but we will also look at a few cases of entrepreneurial managers within established firms.

The issues facing an entrepreneur are typically multi-faceted and integrative. Therefore, this course will hopefully provide students a way to integrate what they have learned about some of the other functional disciplines such as marketing, finance, accounting, etc, which they will study in the first year of the program. In other words, they will use techniques and skills from these disciplines on an as needed basis throughout the case to help solve the problems faced by case protagonists.

There are three general themes that will run through this course; themes around the issues and challenges facing the entrepreneur. These are: uncertainty, rapidly changing environments and

limited resources. Given these three overarching themes, the course has the following broad objectives.

- 1) *The course will get you thinking about the broad, multi-faceted challenges that entrepreneurs face:* As opposed to managers in established firms who operate under relatively well-defined “rules of engagement,” entrepreneurs face constant uncertainty and are routinely asked to make decisions with no clearly defined boundaries, parameters or obvious “right answers.” The cases we will look at have been chosen with an eye to exposing students to the broad range of decisions and challenges entrepreneurs face in an environment of relentless uncertainty.
- 2) *The course will help you to better understand the broad range of settings, organizations and environments in which entrepreneurs operate:* Entrepreneurs are often thought of as “small businessmen” or “get-rich-quick tycoons” (particularly in popular media portrayals). This course is meant to expose students to the practice of entrepreneurship in various settings, organizations and environments. We will look at start-ups and established organizations, non-profits and public companies, small businesses and large ones.
- 3) *The course will help you think about how entrepreneurs marshal resources, financial and other, to start and grow their businesses:* Since entrepreneurship is driven by opportunity (and not by resources currently controlled; Stevenson 1983), we will look at how entrepreneurs *do* acquire and channel resources to create and grow their businesses. With only an idea written on a napkin, or perhaps only in their own heads, how do entrepreneurs actually bring their creations to fruition? Where do they get money? How do they create a team? How do they convince others of the merit of their unique ideas? How do they manage regulatory obstacles to business establishment and growth and other external challenges (such as inadequate infrastructure, restrictive banking and lending rules, etc.)?
- 4) *The course will help you think about how you might want to integrate entrepreneurship into your own career:* What kind of work have you been doing? What do you want to do in the future? How might you apply entrepreneurial principles in your own life? Are you interested in starting a business? Will you apply some of these principles in the organization where you currently work or during future internships or jobs? Hopefully the materials in the course, our class discussions and the research and writing of your own case study/entrepreneur interview will get you thinking about how you might integrate the main themes of this course into your future career.

LEARNING OBJECTIVES

In this course, you will develop your conceptual and practical knowledge of the role of entrepreneurs and entrepreneurship in our society. After successful completion of the course, students will be able to:

- Describe all the financial aspects of the new venture:
 - financial ratios,
 - break-even analysis,
 - balance sheets,
 - financing,
 - cash flow challenges.
- Explain important concepts in entrepreneurship, such as:
 - opportunity recognition,
 - entrepreneurial passion,
 - failure,
 - entrepreneurial process of creation,
 - value chain integration.
- Describe the options for structuring a new business:
 - legal structure (LLC's, Sole Prop's, etc.),
 - business models,
 - franchising
- Create:
 - competitive strategy, taking into account product development cycles,
 - business plans,
 - a start-up team,
 - internet strategy.
- Manage:
 - licensing and intellectual property,
 - licenses and permits for the new business.
- Discuss and apply important theories and ideas such as:
 - effectuation
 - Maslow's hierarchy
 - creative destruction
 - entrepreneurial contingency
 - serendipity

REQUIRED COURSE MATERIALS

- Case Packet: ordered through Harvard Business School:
<http://cb.hbsp.harvard.edu/cbmp/access/65933112>
- Additional materials to be distributed throughout the course on Blackboard—see section on Blackboard below.

COURSE NOTES

My responsibilities, your responsibilities, participation and class assignments

I take my responsibility to my students very seriously and do everything in my power to get to know each of you well. I am happy to meet with you during office hours, to discuss any issues, class-related or other, that I can help you with, and to support you in your journey through USC and through life. One of the greatest joys of my life has been the privilege to spend time with so many beautiful, intelligent, thoughtful young people who have their whole lives in front of them. On that note, we do not have very much time with each other over the course of the semester, so I am determined to use it well.

Everything about the class—from the Harvard Business School case method (see below) to the name cards for each student to my effort to get to know each of you as unique individuals, can best be described as a Buddhist approach to learning that is influenced by the Vietnamese monk Thich Nhat Han who said, "Life is available only in the present. That is why we should walk in such a way that every step can bring us to the here and the now" and "We have to continue to learn. We have to be open. And we have to be ready to release our knowledge in order to come to a higher understanding of reality." It is in that spirit that I detail both my and your responsibilities here.

My responsibilities in this course are to:

- 1) Show up to every class, on time, and ready to give it my all
- 2) Teach you about some of the most important concepts and practices in entrepreneurship
- 3) Help you to understand a little more about how to best use the one life you have
- 4) Introduce you to (or further your participation in) the case method of instruction which is meant a) to impart interesting, relevant and useful *content* on the topic of entrepreneurship and perhaps more importantly, b) to improve your critical thinking skills through the Socratic *process* (I will explain more about this during our first class)

Your responsibilities for all classes are to:

- 1) Be engaged and concentrate on what is going on: no distractions, no cell phones, no laptops allowed unless I give further notice
- 2) Complete all assignments and projects and submit them on time
- 3) Participate actively in class discussions and group presentations

Participation

In-class participation will count for 15% of your total grade and is evaluated based on a combination of quality and quantity of your input in class. In addition, each submission of study questions or summaries for the case studies counts for an additional 1% of your grade, meaning the combined percentage of your grade for written and oral analysis of case studies comes to 30%.

With regard to actual in-class contributions, effective participation consists of analyzing, commenting, questioning, discussing and building on others' contributions, *not* repeating others' comments or monopolizing class time. **The reason why I place such a heavy emphasis on class participation is that success in business—and in life for that matter—rests largely on the ability to present one's ideas concisely and persuasively and to effectively and constructively respond to the ideas of others. One of the main goals of this course is to help you develop your skills in this area.**

Classes will begin at 12:00 p.m. sharp and again, you are expected to show up on time. As mentioned above, class participation is a critical component of the course and of your learning in general, as we will discuss material and ideas not found in the cases or other readings; in addition, we will undertake numerous in-class exercises and discussions. As a part of the emphasis on successful teamwork, you will be evaluated on your ability to listen to and learn from others. (Please notify me *in advance*, via email, if you will not be able to attend.) You will each have a namecard to be used in every class (see *Additional Policies* section below)

Students are expected to engage actively in classroom conversations – not just with each other, but also with the instructor. Students are also expected to read all assigned materials carefully and thoughtfully, submit thorough answers to study questions for readings be prepared to discuss those materials. **YOU ARE EXPECTED TO REFER TO THE DATA IN THE CASE TO HELP SUPPORT YOUR ARGUMENTS DURING CLASS, AND THEREFORE YOU ARE EXPECTED TO BRING A HARD COPY OF EACH CASE TO THE CLASS DURING WHICH WE WILL BE DISCUSSING IT.**

Class participation tends to fall into the following categories:

- **Outstanding:** Student is highly engaged in and prepared for each class session, contributing insightful questions and thoughts.
- **Excellent:** Student is moderately engaged in class, on a periodic basis, and occasionally contributes insightful questions and thoughts.
- **Average:** Student is somewhat engaged in class, contributing periodic questions and thoughts that might repeat content already in play.
- **Below Average:** Student rarely contributes in class.
- **Non-Contributing:** Student does not contribute in class.

GRADING DETAIL (also see Assignment Schedule below)

Assignment	Points	% of Final Grade
In-Class Participation	45	15%
Pre-class submissions: case summaries and study questions, individual selfies	45	15%
Summary of Individual Business Ideas	12	4%
Individual paper on Happiness, Purpose and Meaning	45 (this includes a group discussion on paper topics)	15%
Case Study on an Entrepreneur	45	15%
Midterm Exam	45	15%
Team Selfie Videos	6	2%
Group Presentations	15	5%
Group Projects	45	15%
TOTAL	100	102%

Peer Evaluation

Peer evaluation will be used in this class for group presentations and projects. While peer evaluation can be a formative part of the grading process, in itself it will not be part of the final grade. Final grades must be given by the instructor, not the students.

Grading Scale

Course final grades will be determined using the following scale:

A	95-100
A-	90-94
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	73-76
C-	70-72
D+	67-69
D	63-66
D-	60-62
F	59 and below

Assignment Submission Policy

Papers, case questions and all other written assignments are to be submitted on Blackboard unless you are otherwise notified. **Assignments are to be submitted by 9:00 a.m. Pacific time on the due date listed in the course schedule unless you are otherwise notified or a different submission time is listed.** Any assignment turned in late, even if by only a few minutes, will receive a grade deduction (see below for deduction schedule).

- Upload only one file per assignment.
- Deliverables that exceed maximum page or time length requirements by more than 10% will only be assessed up to (and not beyond) that limit.
- Read and heed supplementary assignment details carefully when they are distributed.
- **For longer assignments such as papers and case studies, I want a hard copy submitted to me on the due date.** For study questions and other assignments, you can submit via Blackboard. If your internet breaks down on the due date of a particular assignment, you must deliver a hard copy of said assignment by one minute prior to the start of class that day.

ALL ASSIGNMENTS NO MATTER HOW LATE, MUST BE COMPLETED IN ORDER TO PASS THIS CLASS.

Grading Rubric for Written Assignments

Papers, Case Studies and Projects: I will be distributing a more detailed set of expectations for each of these submissions well in advance of their due date. In general, I am expecting you to read the assignment carefully and complete it according to the guidelines and instructions therein. I am looking for effort, intellectual rigor, evidence of personal engagement—the opposite of “mailing it in.” I will also choose random assignments to check on Turnitin and other programs to check for plagiarism. I want original work and have gotten pretty good at distinguishing my students’ own work from the words of others.

Pre-class submissions such as study questions and selfies: I will review study questions on a random basis to check for adequate completion with regard to the quality and thoroughness of your answers. Specifically, I will be looking for whether you are answering the actual questions being asked, and how comprehensive your answers are. I would expect the answers to study questions to take 2-3 pages to cover, in some cases perhaps fewer pages, and in some cases, more.

I will evaluate selfie videos with regard to effort and originality. More on this in class.

Late Policy

You will receive a full grade for adequate submissions and, a half grade for partial or inadequate submissions (submitted on time) and late submissions will be graded as follows:

- Submission in the 24 hours after deadline: 10% deduction
- Submission between 24 and 48 hours after the deadline: 20% deduction
- Submission between 48 hours and 3 days after the deadline: 50% deduction
- Submission more than 3 days after the deadline: 100% deduction

Grading Timeline

I will be grading both major projects such as papers, case studies, etc and pre-class submissions in a timely manner, within two weeks from the date they are due.

Additional Policies

I will distribute a namecard to each student during the first class. I will keep the namecards in my possession and distribute them at the beginning of each class session thereafter. Please place your namecard in front of you at the beginning of class and return it to me at the end of class. Please sit in the same place every class. Namecards are central to the case method of instruction as they allow me to call on you by name during class and to get to know you better. I will talk a bit more about this during the first class session.

COURSE SCHEDULE

FROM THE VERY BEGINNING OF THE SEMESTER, I WANT EACH STUDENT TO BE THINKING OF AN ORIGINAL BUSINESS IDEA. YOU WILL BE ASKED TO SUBMIT A ONE-PAGE SUMMARY (FORMAT BELOW) ON OR BEFORE OCTOBER 11, THE DATE OF THE MIDTERM EXAM. THESE INDIVIDUAL BUSINESS IDEAS WILL THEN BE PRESENTED TO YOUR TEAM MEMBERS IN YOUR FIRST GROUP MEETING AND THE TEAM WILL VOTE ON ONE OF THE IDEAS TO USE FOR THEIR BUSINESS PITCH AND BUSINESS MODEL.

DATE	TOPICS	READINGS	ASSIGNMENTS
MODULE 1: WHAT IS ENTREPRENEURSHIP?			
WEEK 1			
Monday, August 21	Overview of the Class	<ul style="list-style-type: none"> • Introductions • Syllabus 	Read <i>The Pitchman</i> by Malcolm Gladwell and submit study questions
Wednesday, August 23	Building an Entrepreneurial Life	<ul style="list-style-type: none"> • Guest Speaker Charles Henderson: From Heroin to Harvard to Happiness 	Read <i>R&R</i> case and submit study questions
WEEK 2			
Monday, August 28	Entrepreneurial Behavior <u>Part I.</u>	<ul style="list-style-type: none"> • The Pitchman: Discussion • R&R: Discussion • Break-even Analysis 	Read <i>Crossroads</i> case and submit study questions
Wednesday, August 30	Becoming an Entrepreneur	<ul style="list-style-type: none"> • Crossroads: Discussion • The Personal Side of Entrepreneurship 	Review selected articles on happiness, meaning and purpose
WEEK 3			
Monday, September 4	LABOR DAY	HOLIDAY	ENJOY!
Wednesday, September 6	NO CLASS	TIME-OUT: MEANING, PURPOSE AND THE PURSUIT OF HAPPINESS	Paper #1: Write 8-10 page paper on two of the selected articles to be submitted on Monday, September 11 at 9:00 a.m.
WEEK 4			
Monday, September 11	Making a Difference: The Relationship between Happiness and Entrepreneurship	<ul style="list-style-type: none"> • CLASS VISITOR: Rachel Harmeling of Fidelity Investments • Discussion of Student Papers (time permitting) 	Read <i>Idea Generation: Opening the Genie's Bottle</i> and submit study questions Read Sarasvathy's HBR Article on Effectuation and submit study questions Paper #1 Due by 9:00 a.m.
Wednesday, September 13	Entrepreneurial Behavior <u>Part II.</u>	<ul style="list-style-type: none"> • Discussion of Idea Generation • Introduction to Effectuation 	Read <i>Heather Evans</i> case and submit study questions Identify Entrepreneur to Interview for Case Study: Case Study description and format to be distributed

MODULE 2: THEMES OF ENTREPRENEURSHIP			
WEEK 5			
Monday, September 18	Starting up: Operational Decisions	<ul style="list-style-type: none"> • Discussion of Heather Evans case • Primer on Business Plans 	Read <i>Gatewood and Daugherty</i> case and submit study questions Work on Case Studies
Wednesday September 20	Building a Balanced Team	<ul style="list-style-type: none"> • Discussion of Gatewood and Daugherty case • The Balanced Team 	Read <i>What a Great Idea</i> case and submit study questions Forbes article on one-person businesses Work on Case Studies
WEEK 6			
Monday, September 25	The Individual as Entrepreneur	<ul style="list-style-type: none"> • Discussion of What a Great Idea case • The Smallest of Small Businesses 	Read <i>Howard Head and Prince Manufacturing</i> case and submit study questions Work on Case Studies
Wednesday, September 27	Intellectual Property	<ul style="list-style-type: none"> • Discussion of Howard Head and Prince Manufacturing case • Primer on Intellectual Property 	Work on Case Studies Volunteer sign-ups for case study presentations: I will choose 5-6 presenters for each of the next classes if not enough volunteers
WEEK 7			
Monday, October 2	Case Study Presentations Part I	<ul style="list-style-type: none"> • Case Study Presentations 	ALL CASE STUDIES DUE AT THE BEGINNING OF CLASS
Wednesday, October 4	Case Study Presentations Part II	<ul style="list-style-type: none"> • Case Study Presentations • <u>Assignment of all students to teams for Business Projects</u> 	Read <i>Salinas and Salinas</i> case and submit study questions Additional Readings on Effectuation
WEEK 8			
Monday, October 9	The Effectual Entrepreneur	<ul style="list-style-type: none"> • Discussion of Salinas and Salinas case • Advanced Effectuation • Midterm Exam review 	STUDY FOR MIDTERM
Wednesday, October 11	MIDTERM EXAM	MIDTERM EXAM	Read <i>Zoots</i> case and submit study questions Reading on Operational Models TBD Individual Business Ideas due Work on Team Business Projects: The Idea

MODULE 3: OPERATIONS, ETHICS, GROWTH & EXIT			
WEEK 9			
Monday, October 16	Brick and Mortar Operations	<ul style="list-style-type: none"> • Discussion of Zoots case • Review of Operational Models 	<p>Read <i>Airbnb</i> case and submit study questions</p> <p>Selected readings on the Sharing Economy TBD</p> <p>Work on Team Business Projects: The Pitch: Team Selfie Video</p>
Wednesday, October 18	Technology and Operations	<ul style="list-style-type: none"> • Discussion of Airbnb case • The Sharing Economy 	<p>Read <i>Full Psycle</i> case and submit study questions</p> <p>Work on Team Business Project: The Pitch: Team Selfie Videos DUE SUNDAY OCTOBER 22 BY 5:00 p.m.</p>
WEEK 10			
Monday, October 23	Growth PART I	<ul style="list-style-type: none"> • Discussion of Full Psycle case • Review of growth options • Selected Pitch Selfie Videos 	<p>Read <i>Rent the Runway</i> case and submit study questions</p> <p>Work on Team Business Project: Executive Summary and Team Profile</p>
Wednesday, October 25	Growth PART II	<ul style="list-style-type: none"> • Discussion of Rent the Runway case 	<p>Read <i>Nantucket Nectars</i> case and submit study questions</p> <p>Work on Team Business Project: Operations</p>
WEEK 11			
Monday, October 30	Exit	<ul style="list-style-type: none"> • Discussion of Nantucket Nectars case 	<p>Read <i>Apple's Core</i> case and submit study questions</p> <p>Work on Team Business Project: Marketing Plan</p>
Wednesday, November 1	Ethics	<ul style="list-style-type: none"> • Discussion of Apple's Core case 	Work on Team Business Project: Financial Projections

MODULE 4: THE HOPE OF ENTREPRENEURSHIP			
WEEK 12			
Monday, November 6	NO CLASS	TEAM MEETINGS: INDIVIDUAL SKYPE CALLS WITH PROFESSOR	<p>Work on Team Business Project: Putting it All Together</p> <p>Read 4 Narratives on Entrepreneurship and submit one-page summary of one of them</p>
Wednesday, November 8	Contingency as a Resource	<ul style="list-style-type: none"> • Discussion of 4 Narratives • Entrepreneurial Contingency 	<p>Reading on Baumol and Gerschenkorn TBD</p> <p>Work on Team Business Project: Preparation of Presentations</p>

WEEK 13			
Monday, November 13	Entrepreneurial Solutions to the World's Worst Problems	<ul style="list-style-type: none"> Selected TED Talks Baumol vs. Gerschenkron: Rules of the Game vs. Entrepreneurship Against all Odds 	<i>Work on Team Business Project: Preparation of Presentations</i>
Wednesday, November 15	The Role of Goal Setting in the Entrepreneurial Life	<ul style="list-style-type: none"> Goal Setting 	<i>2-Minute Individual Selfie Videos on a Personal Goal</i>
WEEK 14			
Monday, November 20	The Integrated Life	<ul style="list-style-type: none"> Selected Selfies The Authentic Life Public vs. Private Lives 	
Wednesday, November 22	NO CLASS	THANKSGIVING HOLIDAY	
WEEK 15			
Monday, November 27	Group Presentations	Group Presentations	
Wednesday, November 29	FINAL CLASS: Wrap-up, Awards, Lessons for Life		
FINAL EXAM			
FINALS WEEK	FINAL PROJECTS DUE: EXACT DATE TBA		

Assignment Due Dates and Detailed Grading Breakdown*

Due	Assignment(s) or Exam	Points	Percentage
August 23	Study Questions for The Pitchman and Stevenson/Jarillo article	3	1%
August 28	Study Questions for R&R case	3	1%
August 30	Study Questions for Crossroad case	3	1%
September 11	6-8 page paper on Purpose, Meaning and the Pursuit of Happiness	45	15%

September 13	Study Questions on Idea Generation Article	3	1%
	Study Questions for HBR article on Effectuation	3	1%
September 18	Study questions on Heather Evans case	3	1%
September 20	Study questions on Gatewood and Daugherty case	3	1%
September 25	Study questions on What a Great Idea case	3	1%
September 27	Study questions on Howard Head and Prince Manufacturing case	3	1%
October 2	Case Studies due: hard copies in class and electronic copy on Blackboard	45	15%
October 9	Study questions on Salinas and Salinas case	3	1%
October 11	MIDTERM EXAM	45	15%
October 16	Study questions on Zoots case	3	1%
October 18	Study Questions on Airbnb case	3	1%
SUNDAY OCTOBER 22	TEAM SELFIE VIDEOS: by 5:00 p.m.	12	4%
October 23	Study Questions on Full Psycle case	3	1%
October 25	Study Questions on Rent the Runway case	3	1%
October 30	Study Questions on Nantucket Nectars case	3	1%
November 6	SKYPE CALLS WITH TEAMS ON CASE STUDY PRESENTATIONS	12	4%
November 8	Study questions on 4 Narratives	3	1%
November 15	Selfie Video on Personal Goal	9	3%

November 27	GROUP PRESENTATIONS	15	5%
FINALS WEEK TBA	GROUP PROJECTS DUE	30	10%

*Note that the written assignments and exams total 85%; the final 15% of your grade is in-class participation

ADDITIONAL INFORMATION

Add/Drop Process

Most Marshall classes are open enrollment (R-clearance) through the Add deadline. If there is an open seat, students can add the class using Web Registration. If the class is full, students will need to continue checking the *Schedule of Classes* (classes.usc.edu) to see if a space becomes available. Students who do not attend the first two class sessions (for classes that meet twice per week) or the first class meeting (for classes that meet once per week) may be dropped from the course if they do not notify the instructor prior to their absence.

If you are absent 3 or more times prior to September 8 (the last day to withdraw from a course with a grade of “W”), I may ask you to withdraw from the class by that date.

Retention of Graded Coursework

Final exams and all other graded work which affected the course grade will be retained for one year after the end of the course *if* the graded work has not been returned to the student. If I returned a graded paper to you, it is your responsibility to file 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. ANY e-devices (cell phones, iPads, other texting devices, laptops, I-pods) must be completely turned off during class time. Upon request, you must comply and put your device on the table in off mode and FACE DOWN. You might also be asked to deposit your devices in a designated area in the classroom. Videotaping faculty lectures is not permitted due to copyright infringement regulations. Audiotaping may be permitted if approved by the professor. Use of any recorded or distributed material is reserved exclusively for the USC students registered in this class.

USC Statements on Academic Conduct and Support Systems

Academic Conduct:

Plagiarism – presenting someone else’s ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in *SCampus* in Part B, Section 11, “Behavior Violating University Standards” <https://policy.usc.edu/scampus-part-b/>. Other forms of academic dishonesty are equally unacceptable. See additional information in *SCampus* and university policies on scientific misconduct, <http://policy.usc.edu/scientific-misconduct>.

Support Systems

Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention. <https://engemannshc.usc.edu/counseling/>
Harmeling 14373R

National Suicide Prevention Lifeline - 1-800-273-8255

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. <http://www.suicidepreventionlifeline.org>

Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender-based harm. <https://engemannshc.usc.edu/rsvp/>

Sexual Assault Resource Center

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the website: <http://sarc.usc.edu/>

Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086

Works with faculty, staff, visitors, applicants, and students around issues of protected class. <https://equity.usc.edu/>

Bias Assessment Response and Support

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. <https://studentaffairs.usc.edu/bias-assessment-response-support/>

Student Support & Advocacy – (213) 821-4710

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. <https://studentaffairs.usc.edu/ssa/>

Diversity at USC – <https://diversity.usc.edu/>

Tab for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

Students with Disabilities

USC is committed to making reasonable accommodations to assist individuals with disabilities in reaching their academic potential. If you have a disability which may impact your performance, attendance, or grades in this course and require accommodations, you must first register with the Office of Disability Services and Programs (www.usc.edu/disability). DSP provides certification for students with disabilities and helps arrange the relevant accommodations. 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 (or to your TA) as early in the semester as possible. DSP is located in GFS (Grace Ford Salvatori Hall) 120 and is open 8:30 a.m.–5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776. Email: ability@usc.edu.

In case of a declared emergency if travel to campus is not feasible, the *USC Emergency Information* web site (<http://emergency.usc.edu/>) will provide safety and other information, including electronic means by which instructors will conduct class using a combination of USC's Blackboard learning management system (blackboard.usc.edu), teleconferencing, and other technologies.

STUDY QUESTIONS FOR READINGS AND CASE STUDIES

1) The Pitchman

- Prepare a character profile of Ron Popeil—be prepared to describe this to others
- Is there such a thing as an “entrepreneurial character”?
- List the strengths and weaknesses of Ron Popeil and compare these to what you see as your own strengths and weaknesses
- According to Gartner, why is “Who is an Entrepreneur” the wrong question?

2) R&R

- What was Bob Reiss’s strategy?
- What were the roles played by the various people Reiss worked with?
- What role did experience play in the TV Guide endeavor?

3) Crossroad

- What are the main sources of conflict in this case?
- Should Akhil move forward? Why or why not?

4) Idea Generation: Opening the Genie’s Bottle

- According to this article, where do ideas come from?
- Pick two of the ways people come up with ideas that listed in the article and explain them in more depth—pick an example of each of those two ways
- Do you “buy” the article’s main premise? Why or why not?
- Is there anywhere that ideas come from NOT listed in this article?

5) HBR Article What Makes Entrepreneurs Entrepreneurial?

- According to Sarasvathy, what makes entrepreneurs entrepreneurial?
- In your own words, what kinds of thinking does she contrast with entrepreneurial thinking and what is the difference? Be specific

6) Heather Evans

- Is this an attractive industry? Why or why not?
- What are the key risks to this venture?
- On a scale of 1-10, how would you rate Heather Evans as a company founder?
- Critique the steps that Heather Evans took in founding the firm. What can be learned from these steps?
- How did Heather Evans determine that there was a potential market for this product?

7) Gatewood and Daugherty

- What can you learn from the process used in this example?
- How would you think about establishing a value for the investment of each partner in this venture?
- Individually, what are each team member’s strengths and weaknesses?
- How do market conditions influence the potential success of this venture?
- Would you invest in Sean and Nat’s venture? Why or Why not?

8) What a Great Idea

- Would you invest in Chic Thompson's business? Why or why not?
- What is the main challenge that Chic faces?
- What do you think of his plans for expansion? How easy will it be for him to implement these plans?
- What other types of businesses are similar to Chic's? How are they similar

9) Howard Head and Prince Manufacturing

- What is your analysis of the situation facing Prince Manufacturing?
- How should Howard Head deal with the differences between his plans and the ideas of his key managers?
- What are Mr. Head's major options if he is unable to persuade his key managers to fully support his plans?
- What course of action do you recommend?

10) Salinas and Salinas

- What are other funding sources for a new venture besides banks?
- How do the goals of banks differ from the goals of other funding sources?
- Should Gomez recommend that WF grant the loan? Why or Why not?
- What would you recommend be included in the loan terms?

11) ZOOTS Dry Cleaners

- What is ZOOTS offering that other dry cleaners have failed to offer?
- What do you think of their plan? Their strategy for implementing it?
- What have Krasnow and Stemberg done right? What have they done wrong?
- Do you think they can meet their own plans for growth?

12) Airbnb (A)

- Is there anything Airbnb could have done to avoid the "EJ" incident? To reduce the impact of its aftermath?
- How should Airbnb further facilitate trust between renters and hosts?
- Airbnb is similar to eBay in that both companies run online marketplaces that match buyers with sellers. How should Airbnb's reputation system differ from that of eBay?

13) Full Psycle

- What are the reasons for Full Psycle's success?
- What factors prompted Paul Harmeling to open Full Psycle?
- What is Harmeling's existing approach to expansion, and what are the benefits and downsides of this approach?
- What are the expansion options available to Harmeling, and what are the pros and cons of each option?
- What are the next steps Harmeling can take in order to more fully evaluate these options?

14) Rent the Runway

- Create a timeline of actions undertaken by Rent the Runway's founders. Do you agree with the decision to pursue each action? Which actions were important in validating business model hypotheses and refining the concept? Can you suggest different actions that the cofounders should have taken?
- As the case ends in January 2010, the cofounders are considering whether to a) stick with their original plan to pursue operational improvements in 2010 before raising additional capital in early 2011 or Harmeling 14373R

b) accelerate fundraising in order to expand inventory and product range, enabling RTR to serve a broader set of customer segments and usage occasions. Which strategy would you choose and why?

15) Nantucket Nectars

- What are the pros and cons of remaining independent? Going public? Selling the company?
- If management decides to consider selling the company, how should they orchestrate the process? Should they hire an investment banker?
- How would they identify and deal with prospective buyers?
- What is Nantucket Nectars worth? To whom? Why?
- If management decides to sell the business, how should they think about their role after the sale?
- What should management do?

16) Apple's Core

- Does Apple have a good founding team? Take into account the skills, goals and values of each founder.
- What qualifies a person as a true founder? Which person—Jobs or Wozniak—is the “real” founder of Apple Computer, or are they equal founders? Could others be classified as founders?
- You are Steve Wozniak and you have just found out the truth about Break-Out. What are you going to do?

17) Four Narratives on Entrepreneurship

- What are these five short cases about? What do they have in common? Pick one and SUBMIT in class a one-page summary of the main themes and lessons of the case you have chosen.