USC Iovine and Young Academy
Arts, Technology and the Business of Innovation

PRIN 530: Business Essentials for Product Innovators

Units:	4.0
Spring 2023	Mondays + Wednesdays
	5:30 - 7:20 PM
Location:	<mark>via Zoom</mark>
Instructor:	Scott Armanini
Office:	Virtual (Silicon Valley)
Office Hours:	By appointment
	https://calendly.com/armanini/15min
Contact Info:	sarmanin@usc.edu
	415.999.4700
	I will try to respond the same day
IT Help:	https://iovine-young.usc.edu/ait/index.html
Hours:	8:30 AM - 5:00 PM
Contact Info:	iyhelp@usc.edu
	213.821.6917

Course Description

Foundational concepts, methodologies and techniques applicable for conceiving and launching startups and new products, as well as managing and improving existing enterprises.

We'll explore Lean Startup, Design Thinking / Human-Centered Design, and Business Model Innovation; Market Entry and Scaling; Fundraising; Brand and Market Strategy; Strategic Planning; and Project and Supply Chain Management.

Learning Objectives & Outcomes:

Before you can disrupt business, you must build a competent vocabulary and key insights for what business is, and can be. The first of three courses that build the groundwork for students to develop a unique business mindset, Business Essentials provides an overview of general concepts and techniques leading to theoretical and practical fluency, and the skills necessary to thrive across the digital and/or physical product landscape and organization.

After the course, students will be able to showcase demonstrated understanding of business essentials and methodologies including:

- Launching and Running a Startup, from Idea to Scale, including: Customer Discovery, Understanding the Jobs to be Done, Creating and Validating Value Propositions, Lean Startup and Design Thinking methodologies, Fundraising and Blitzscaling,
- Product roadmapping, supply chain management, market research and trends analysis, brand strategy and marketing strategy, project management, and strategic planning.
- Students will also walk away with an introductory understanding of the language of finance, accounting, and statistics.

USC Technology Rental Program
The university realizes that attending classes online and completing coursework remotely requires access to technology that not all students possess. If you need resources to successfully participate in your classes, such as a laptop or internet hotspot, you may be eligible for the university's equipment rental program. To apply, please submit an USC Technology Rental Program Application .

HOW TO PURCHASE SOFTWARE AT THE DISCOUNTED ACADEMY RATE

For classes that require them, the following software are available for purchase **online** through the USC Iovine and Young software catalog at the Academy discounted rate:

Software	IYA Short-Term License at USC Bookstore
Adobe Creative Cloud	$70 2022–2023 annual license
Apple Logic Pro	$35 semester licenses
Solidworks	$35 semester license
Apple Final Cut Pro	$35 semester license

To purchase:
- Visit: https://commerce.cashnet.com/IOVINE
- Select the software license(s) you would like to purchase by clicking "View Details" or the software title, and make your purchase
- You will receive an order confirmation receipt at the email address you provided
- You will be notified by email when the software license has been activated

If you have any questions about this process, please do not hesitate to contact Academy IT Support at iyahelp@usc.edu.

Required Readings and Supplementary Materials

Required Textbooks:

1) PRIN 530 Business Essentials (Summer 2022)
Harvard Business Publishing (HBP) CoursePack ($TBD)
https://hbsp.harvard.edu/coursepacks/ #To Be Determined
A Simpler Way to Modernize Your Supply Chain
Mt. Everest v3 (Leadership and Team Simulation)
Tony Hsieh at Zappos: Structure, Culture and Radical Change
Zappos's CEO on Going to Extremes for Customers

To purchase you will have to register and log in. If you need assistance, contact Harvard Business Publishing Help directly (1-800-545-7685 or custserv@hbsp.harvard.edu).

2) ***Getting to Wow! Silicon Valley Pitch Secrets for Entrepreneurs***
by Bill Reichert and Angelika Blendstrup
ISBN-13 : 979-8590166336
https://www.amazon.com/Getting-Silicon-Valley-Secrets-Entrepreneurs/dp/B08TS4RHKN

3) ***Value Proposition Design: How to Create Products and Services Customers Want,*** Alexander Osterwalder, Yves Pigneur, Gregory Bernarda, Alan Smith, Trish Papadakos (Designed by). Wiley.
ISBN: 9781118968055
First 100 pages are free:
https://assets.strategyzer.com/assets/resources/value-proposition-design-book-preview-2014.pdf

4) Jenn Lim (Beyond Happiness) ($22)

5) Reid Hoffman (Blitzscaling) ($20)

Free Resources
Alexander Osterwalder (www.alexosterwalder.com)
Strategyzer (www.strategyzer.com)

Book preview: *Business Model Generation*
https://assets.strategyzer.com/assets/resources/business-model-generation-book-preview-2010.pdf

Book preview: *Value Proposition Design*
https://assets.strategyzer.com/assets/resources/value-proposition-design-book-preview-2014.pdf

Book preview: *Testing Business Ideas*
https://cdn2.hubspot.net/hubfs/4952096/Strategyzer-Books-Testing-Business-Ideas-Teaser.pdf

Book preview: *The Invincible Company*
https://cdn2.hubspot.net/hubfs/4952096/Strategyzer_Series_Books_The_Invincible_Company_Preview.pdf

Book preview: *High Impact Tools for Teams*
https://www.strategyzer.com/hubfs/High-Impact-Tools-for-teams_%20HITT%20Book%20Preview_sample.pdf

Clayton Christiansen (Jobs to be Done)

Michael Porter (5 Forces)

Steve Blank (www.steveblank.com)
    Why the Lean Startup Changes Everything

Blue Ocean Strategy (Red and Blue Oceans)

IDEO (Design Thinking)

Stanford d.school (design resources)

Intuit (Quickbooks)

Week 8 – Climbing Mt. Everest
Leadership & Team Simulation
Learning to work effectively with strangers in teams solving problems has become an essential part of the modern workplace. In most of these situations the teams are physically dispersed sometimes across time zones and communication and coordination must be done using the electronic tools available such as Zoom. While the COVID-19 pandemic and its impact on our traditional face-to-face instruction is something new to many of you and is challenging, it is also a realistic foreshadowing of your future work life. So difficult as this online mode of instruction is, it is good practice some important job skills.

One of the dilemmas in working in these virtual stranger teams is that the people in them don't have an easy way of getting to know each other so that important group norms such as trust and psychological safety are given, reciprocated, and earned. In this class, we have that same problem as it is hard to get to know each other without first working together on a tangible problem to learn who can be counted on for what.

The purpose of the Everest simulation is to help us in this process by providing you with a tangible problem to try and solve together in your virtual team. Just as in a real-world team, you will each have a different role to play with different motivations and information to contribute. Also, just as in a real-world team, you will be competing with other teams and your performance will be evaluated and will count in your overall evaluation.

Finally, just as in team based organizations (e.g., the Jet Propulsion Lab or JPL) your individual performance will be evaluated by your peers and their willingness to work with you on future teams determines whether or not you get paid (i.e., in team-based organizations the teams have the budget lines so, if your peers don't select you to work with them on a future team, there is no budget line to pay you).

In the same way, at the Academy you are building your personal reputation in this first semester within the Academy. That reputation will follow you throughout the years in this program. Not

only may you have problems getting your peers to work with you but their willingness to work with you after graduation will help determine just how helpful they may be in your future career success.

Software Demo: Once you purchase the course pack and open the Everest simulation you can watch the "*How to Play*" video.

Deliverable	Due Date	Points	Percentage
Individual Assignment 01 – Business Model Canvas	Jan 18	*50*	*5%*
Individual Assignment 02 – Value Proposition Canvas	Jan 25	*50*	*5%*
Individual Assignment 03 – Pitch Deck, Fundraising Ask	Feb 8	*50*	*5%*
Reflection 01 – Zappos and Company Culture	Mar 13	50	5%
Reflection 02 – Zappos and Company Culture	Mar 13	50	5%
Individual Assignment 04 – Brand + Marketing Strategy	Mar 27	*50*	*5%*
Individual Assignment 05 – P&L, Cash Flow Statement	Apr 10	*50*	*5%*
Individual Assignment 06 – Blitzscaling Strategy	Apr 26	*50*	*5%*
Simulation – Mt. Everest	Week 7	*100*	*10%*
Reflection 03 – Jenn Lim, Beyond Happiness	April 24	50	5%
Final Project	April 28	300	*30%*
Participation	All Semester	150	15%
Totals		**1000**	**100%**

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

Unless otherwise noted, all assignments are due prior to the class session in which it will be discussed or presented. Assignments may be submitted over email or Blackboard, and students will be informed of the submission platform prior to the commencement of the assignment. In the case of group assignments that have team-based deliverables, presentations will take place during the class session and all slides/deliverables are due before the end of that session.

Late Submissions

Assignments will be accepted after the deadline with the following grade penalties. Do not ask for extensions.

- Submission in the 24 hours after the 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

Keep copies of all your files and emails until the end of the semester.

Correcting a Grading Error or Disputing a Grade

If you don't inform the instructor of missing or incorrect grades within two weeks of those grades being posted, the grades will be assumed correct. Do not wait until the semester's end to check or appeal any grades. If you feel a grade merits re-evaluation, you are encouraged, within one week of the instructor providing a grade and initial feedback to send the instructor a memo in which you request reconsideration. The memo should include a thoughtful and professional explanation of your concerns. Be aware that the re-evaluation process can result in three types of grade adjustments: positive, none, or negative. (Note: Complaints on the date of a graded assignment's return to you will not be addressed; it is essential to wait one full day prior to raising a concern.)

Academy Attendance Policy

The Academy maintains rigorous academic standards for its students and on-time attendance at all class meetings is expected. Each student will be allowed two excused absences over the course of the semester for which no explanation is required. Students are admonished to not waste excused absences on non-critical issues, and to use them carefully for illness or other issues that may arise unexpectedly. Except in the case of prolonged illness or other serious issue (see below), no additional absences will be excused. Each unexcused absence will result in the lowering of the final grade by ⅓ of a grade (e.g., an A will be lowered to A-, and A- will be lowered to a B+, etc.). In addition, being tardy to class will count as one-third of an absence. Three tardies will equal a full course absence.

Students remain responsible for any missed work from excused or unexcused absences. Immediately following an absence, students should contact the instructor to obtain missed assignments or lecture

notes and to confirm new deadlines or due dates. Extensions or other accommodations are at the discretion of the instructor.

Automatically excused absences normally may not be used for quiz, exam or presentation days. Using an excused absence for a quiz, exam or presentation, such as in the case of sudden illness or other emergency, is at the discretion of the instructor.

In the case of prolonged illness, family emergencies, or other unforeseen serious issues, the student should contact the instructor to arrange for accommodation. Accommodation may also be made for essential professional or career-related events or opportunities. Additionally, students who need accommodations for religious observations should provide advanced notice to instructors and student athletes should provide Travel Request Letters. All accommodations remain at the discretion of the instructor, and appropriate documentation may be required.

Fall 2022 addendum:
- Unless students provide an accommodation letter from USC's Office of Student Accessibility Services (OSAS) or a letter from IYA Student Services detailing visa or travel restrictions, attendance and active participation is expected in the classroom. Any student with such accommodations should submit their accommodation document to the instructor as soon as possible to discuss appropriate accommodations. Either classroom recordings or live remote access to the class via Zoom will be provided.
- Students who are experiencing illness should not attend class in person. Please inform the instructor in advance of any class sessions that you can't attend for medical reasons, and accommodations will be arranged to view recorded lectures and submit alternatives to any missed class participation. Students will not be penalized for not attending class in person under these circumstances.
- In the event that you find yourself experiencing COVID-19 related symptoms, in keeping with university recommendations, you should Stay home! This is the best way to prevent spreading COVID-19 as supported by scientific evidence; Please do not come to an in-person class if you are feeling ill, particularly if you are experiencing symptoms of COVID-19.

Iovine and Young Hall Cleanout

The Academy is unable to store student projects and materials beyond the end of the semester. Students must remove all projects and personal materials from the Creators Studio, lockers/locker room, and other classrooms by the end of each semester. **All projects and materials left in Iovine and Young Hall will be discarded two days after final exams end. No exceptions.**

Additional Policies

Class notes policy: Notes or recordings made by students based on a university class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from the student's membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated, or in any way displayed for use in relationship to the class, whether obtained in class, via e-mail or otherwise on the Internet, or via any other medium. Actions in violation of this policy constitute a violation of the Student Conduct Code, and may subject an individual or entity to university discipline and/or legal proceedings. Again, it is a violation of USC's Academic Integrity Policies to share course materials with others without permission from the instructor.

No recording and copyright notice: No student may record any lecture, class discussion or meeting with the instructor without his/her prior express written permission. The word "record" or the act of recording includes, but is not limited to, any and all means by which sound or visual images can be stored, duplicated, or retransmitted whether by an electro-mechanical, analog, digital, wire, electronic or other device or any other means of signal encoding. The instructor reserves all rights, including copyright, to his/her lectures, course syllabi and related materials, including summaries, slides (e.g., Keynote, PowerPoint), prior exams, answer keys, and all supplementary course materials available to the students enrolled in the class whether posted to the LMS or otherwise. They may not be reproduced, distributed, copied, or disseminated in any media or in any form, including but not limited to all course note-sharing websites. Exceptions are made for students who have made prior arrangements with The USC Office of Disability Services and Programs and the instructor.

Participation: Students are expected to actively participate in this course. In an online forum, participation includes:

- Careful reading and viewing of assigned materials by the date due
- Regular, substantive contributions to discussions
- Active engagement with online content
- On-time attendance and full attention in synchronous sessions
- Significant collaboration with classmates and teammates

Course grades may be affected for students who do not contribute to the course through active participation. Students should notify the instructor in advance if they are unable to attend class. Those unable to attend will be required to review the online recording for the session missed, and submit thoughtful feedback to the Instructor.

Contact Hours
This 4-unit course requires 3000 minutes of instructional time per semester, which equals 200 minutes of instructional time each week. In addition, it is expected that students will work, on average, an additional 400 minutes per week outside of class — on readings/viewings, homework assignments, field experiences, and individual or team projects.

Classroom norms
It is recommended by the university to include a section on classroom norms that describes the behaviors that are encouraged and discouraged during class. They can be a powerful tool for establishing a supportive learning environment. You can reference the CET website for resources on creating discussion and classroom norms.

Zoom etiquette
The university recommends including a "Netiquette" or "internet etiquette" section that describes the recommended communication and behavior of online communication. It is suggested that having a Zoom netiquette policy for your course can help minimize the chances of miscommunication and perceived disrespect. It is also recommended that you encourage students to contact you with questions or concerns about complying with a policy. For instance, if a student is unable to keep their camera on during the synchronous Zoom session, encourage them to contact you prior to the class session to discuss expectations and accommodations needed.

Synchronous session recording notice
If not cited elsewhere, let students know that synchronous sessions will be recorded and provided to all students asynchronously (generally through recorded Zoom sessions, integrated into Blackboard). Information for faculty on recording class sessions can be found on the Academic FAQs for Faculty on the USC COVID-19 Resource Center.]

Sharing of course materials outside of the learning environment
This is a good place to remind students that USC has a policy that prohibits sharing of any synchronous and asynchronous course content outside of the learning environment.

SCampus Section 11.12(B)
Distribution or use of notes or recordings based on university classes or lectures without the express permission of the instructor for purposes other than individual or group study is a violation of the USC Student Conduct Code. This includes, but is not limited to, providing materials for distribution by services publishing class notes. This restriction on unauthorized use also applies to all information, which had been distributed to students or in any way had been displayed for use in relationship to the class, whether obtained in class, via email, on the Internet or via any other media. (See Section C.1 Class Notes Policy).

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 01 Monday, January 9	Course Overview: What are Business Essentials? • Idea to Minimum Viable Product (MVP) • MVP to Launch • Fundraising • Market Entry • Growth • Scaling What is Lean Startup? What is a Business Model Canvas? What are Jobs to be Done? What are Red and Blue Oceans? What is Disruptive Innovation?	**Watch the videos**: Clay Christensen: *The Jobs to be Done Theory* Alexander Osterwalder: *Business Model Canvas* **Read**: Steve Blank: *Why the Lean Startup Changes Everything* https://hbr.org/2013/05/why-the-lean-start-up-changes-everything Steve Blank: *The Class That Changed the Way Entrepreneurship is Taught* https://steveblank.com/2021/07/13/this-class-changed-the-way-entrepreneurship-is-taught/	
Week 01 Wednesday, Jan 11	Business Models	**Training**: *Introduction to the Business Model Canvas* https://platform.strategyzer.com/training/crash-courses/business-model-basics *Building Blocks of the Business Model Canvas* https://www.strategyzer.com/business-model-canvas/building-blocks *Business Model Examples* https://www.strategyzer.com/business-model-examples **Book preview**: *Business Model Generation* https://assets.strategyzer.com/assets/resources/business-model-generation-book-preview-2010.pdf	Individual Assignment #1 Create a Business Model Canvas for _____, Due before next class (Wednesday, January 18)
<mark>Week 02</mark> <mark>Monday, January 16</mark>	<mark>Martin Luther King Day holiday</mark>		

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 02 Wednesday, Jan 18	Value Propositions	Read: *Value Proposition Canvas* https://www.strategyzer.com/canvas/value-proposition-canvas https://assets.strategyzer.com/assets/resources/the-value-proposition-canvas.pdf **Book preview**: *Value Proposition Design* https://assets.strategyzer.com/assets/resources/value-proposition-design-book-preview-2014.pdf	
Week 03 Monday, January 23	Value Propositions	**Training**: *Introduction to the Value Proposition Canvas* https://platform.strategyzer.com/training/crash-courses/value-proposition-canvas	Individual Assignment 02: Create a Value Proposition Canvas for _____. Due before next class (Wednesday, January 25)
Week 03 Wednesday, Jan 25	Customer Discovery	Steve Blank: *How to Find a Market?* https://steveblank.com/2021/11/04/market-definition-its-the-front-end-of-customer-discovery/	
Week 04 Monday, January 30	Customer Discovery	*Jobs to be Done* https://strategyn.com/jobs-to-be-done/ Customer Needs https://strategyn.com/outcome-driven-innovation-process/understanding-customer-needs/	

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 04 Wednesday, Feb 1	Fundraising	Read: Bill Reichert (*Getting to Wow! Silicon Valley Pitch Secrets for Entrepreneurs*)	
Week 05 Monday, February 6	Fundraising	Read: Bill Reichert (*Getting to Wow! Silicon Valley Pitch Secrets for Entrepreneurs*)	Individual Assignment 03: Create a Pitch Deck and Fundraising "Ask" for _____. Due before next class (Monday, February 13)
Week 05 Wednesday, Feb 8	Design Thinking	Watch the video: *IDEO on 60 Minutes* https://www.ideo.com/post/ideo-on-60-minutes-and-cbs-this-morning Read: IDEO: *Design Thinking* https://designthinking.ideo.com/ IDEO: *Field Guide to Human-Centered Design* https://d1r3w4d5z5a88i.cloudfront.net/assets/guide/Field%20Guide%20to%20Human-Centered%20Design_IDEOorg_English-0f60d33bce6b870e7d80f9cc1642c8e7.pdf	

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 06 Monday, Feb 13	Design Thinking	Read: IDEO: *Design Thinking for Educators* https://designthinking.ideo.com/resources/design-thinking-for-educators IDEO: *Design Thinking for Educators Toolkit* https://f.hubspotusercontent30.net/hubfs/6474038/Design%20for%20Learning/IDEO_DTEdu_v2_toolkit+workbook.pdf	
Week 06 Wednesday, Feb 15	Red and Blue Oceans	Watch: *Blue Ocean* (videos) https://www.youtube.com/c/blueoceanstrategy Read: *Red Ocean vs. Blue Ocean* https://www.blueoceanstrategy.com/tools/red-ocean-vs-blue-ocean-strategy/	
Week 07 Monday, February 20	Presidents' Day holiday		
Week 07 Wednesday, Feb 22	Red and Blue Oceans	Read: *Blue Ocean Toolkit* https://blueoceanstrategy.s3.amazonaws.com/download/Blue-Ocean-Toolkit-2021.pdf	Reflection #1 Design Thinking Due before next class (Monday, Feb 27)

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 08 Monday, February 27	Company Culuture	**Simulation**: *Mt. Everest v3* (Harvard Business Press Coursepak)	
Week 08 Wednesday, March 1	Company Culture	**Simulation**: *Mt. Everest v3* (Harvard Business Press Coursepak)	
Week 09 Monday, March 6	Company Culture	Read: *Zappos's CEO on Going to Extremes for Customers* (Harvard Business Press Coursepak)	
Week 09 Wednesday, March 8	Company Culture	Read: Tony Hsieh at Zappos: Structure, Culture and Radical Change (Harvard Business Press Coursepak)	Reflection #2 Mt. Everest Simulation, and Zappos Due before next class (Monday, March 13)
Week 10 Monday, March 13	Branding	Read: *Brand Toolkit* https://www.columnfivemedia.com/wp-content/uploads/2021/02/C5-Brand-Strategy-Brand-Toolkit-Updated-February-2021.pdf *Brand Identity Toolkit* https://www.columnfivemedia.com/wp-content/uploads/2021/08/Column-Five-Brand-Identity-Toolkit.pdf	

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 10 Wednesday, March 15	Branding	Read: *Employer Brand Toolkit* https://www.columnfivemedia.com/wp-content/uploads/2020/09/C5-EmployerBrandToolkit-FINAL-UPDATE.pdf *50 Handy Employer Brand Tools, Tips, and Resources* https://www.columnfivemedia.com/resources-tools-to-build-a-strong-employer-brand/ *Content Marketer's Guide to Data Storytelling* https://www.columnfivemedia.com/resources/content-marketers-guide-to-data-storytelling/	
March 12 – 19	Spring Break holiday		

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 11 Monday, March 20	Marketing	Read: https://pdfliner.com/brand-and-rebrand-questionnaire*Content Strategy Toolkit* https://www.columnfivemedia.com/wp-content/uploads/2021/01/Content-Strategy-Toolkit-FINALfinal.pdf *How to Build a Long-Term Strategy in a Real-Time World* http://www.columnfivemedia.com/wp-content/uploads/2021/01/How-to-Build-Long-Term-Strategy.pdf	
Week 11 Wednesday, March 22	Marketing	Read: *Ultimate Guide to Content Distribution* https://www.columnfivemedia.com/wp-content/uploads/2017/10/UltimateGuidetoContentDistributionFINAL.pdf *50+ Handy Content Strategy Tips, Tools, and Resources* https://www.columnfivemedia.com/tips-tools-resources-content-strategy/	Individual Assignment 04 Create the Brand and Marketing Strategies for _____. Due before next class (Monday, March 27)

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 12 Monday, March 27	Market Entry	Read: **Book preview**: *Testing Business Ideas* https://cdn2.hubspot.net/hubfs/4952096/Strategyzer-Books-Testing-Business-Ideas-Teaser.pdf **Training**: *From Idea to Business* https://platform.strategyzer.com/training/crash-courses/from-idea-to-business	
Week 12 Wednesday, March 29	Market Entry	Read: *Porter's Five Forces Worksheet* http://designbusinessschool.com.au/wp-content/uploads/2016/02/DBS-Porters-Five-Forces-worksheet.pdf https://unleashresults.com/wp-content/uploads/2020/03/Worksheet-Competitive-Analysis-v-2014-04.pdf https://www.researchgate.net/profile/Azam_Pasha2/post/Can_any_one_suggest_competitive_strategies_for_small_business/attachment/5b60ce474cde265cb652f203/AS%3A654561031241730%401533070919505/download/Porters-five-forces_Worksheet_NEW.pdf	

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 13 Monday, April 3	Financials	Read: *The 6 Essentials of a Basic Cash Flow Statement* https://quickbooks.intuit.com/accounting/reporting/cash-flow/#about *Statements of Cash Flows: Three Examples*, HBS 9-193-1 (Harvard Business Press Coursepack)	
Week 13 Wednesday, April 5	Financials	Register for Intuit QuickBooks Watch these two videos that show you how to do **simple financial projections within QuickBooks** and a **simple pro-forma balance sheet within QuickBooks**. This video shows you how to **take your QuickBooks data and export it to Excel and then run your proforma financial statements** *Accounting Basics* https://www.accountingcoach.com/accounting-basics/explanation Watch *SBA business plan video (30 minutes)* or **r**ead the transcript	Individual Assignment 05: Create a Pro Forma P&L and Cash Flow Statement for _____. Due before next class (Monday, April 10)

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 14 Monday, April 10	Supply Chain	Read: *The U.S.'s Supply Chain was a Ticking Time Bomb. Here's How to Rebuild It* https://uscsupplychain.com/blog-post/ *Supply Chain Shortages Are Blocking Multiple Industries. Here's What It Means For You* https://uscsupplychain.com/blog-post/supply-chain-shortages-are-blocking-multiple-industries-heres-what-it-means-for-you/	
Week 14 Wednesday, April 12	Supply Chain	Watch: *The Future of Supply Chain Education* https://uscsupplychain.com/blog-post/watch-the-future-of-supply-chain-education/	
Week 15 Monday, April 17	Scaling	Read: Reid Hoffman (*Blitzscaling*)	
Week 15 Wednesday, April 19	Scaling	Read: Reid Hoffman (*Blitzscaling*)	Individual Assignment 06: Create a Blitzscaling plan for _____. Due before next class (Monday, April 24)

Week and Dates	Topics/Daily Activities	Readings and Homework for Today's Class	Deliverable/Due Dates
Week 16 Monday, April 24	Company Culture	Read: Jenn Lim (*Beyond Happiness*)	
Week 16 Wednesday, April 26	Company Culture	Read: Jenn Lim (*Beyond Happiness*)	Reflection #2 Jenn Lim, Beyond Happiness Due before our Final Exam (Monday, May 3)
April 29 - May 2	*STUDY DAYS:*	*STUDY DAYS:*	
Finals **Wednesday, May 3 7:00 – 9:00 PM**	Final Presentations	Final Presentations Live, or pre-recorded	

Statement 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" 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, policy.usc.edu/scientific-misconduct.

==**Support Systems**==:

Student Health Counseling Services - (213) 740-7711 – 24/7 on call
engemannshc.usc.edu/counseling
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call
suicidepreventionlifeline.org
Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP)
-213-740-9355 (WELL
https://studenthealth.usc.edu/sexual-assault/
Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Relationship and Sexual Violence Prevention and Services provides immediate therapy services for situations related to gender- and power-based harm (e.g., sexual assault, domestic violence, stalking).

Office of Equity and Diversity (OED) | Title IX - (213) 740-5086
equity.usc.edu, titleix.usc.edu
Information about how to get help or help a survivor of harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

USC Policy Reporting to Title IX (213) 740-5086
https://policy.usc.edu/reporting-to-title-ix-student-misconduct/
The university encourages individuals to report prohibited conduct to the *Title IX Office*. Individuals can report to the university *Title IX Coordinator* in the *Office of Equity and Diversity.*

Bias Assessment Response and Support - (213) 740-2421
studentaffairs.usc.edu/bias-assessment-response-support

Avenue to report incidents of bias, hate crimes, and microaggressions for appropriate investigation and response.

The Office of Disability Services and Programs - (213) 740-0776
dsp.usc.edu
Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710
studentaffairs.usc.edu/ssa
Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101
diversity.usc.edu
Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call
dps.usc.edu, emergency.usc.edu
Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call
dps.usc.edu
Non-emergency assistance or information.