

Syllabus

MGT 325: Entrepreneurial Management

Section #	Time	Location
01	T & Th 10:30AM - 11:45AM	Bell Tower 2704
02	T & Th 4:00PM - 5:15PM	Online (Zoom Meeting ID: 840 7261 3403) https://csuci.zoom.us/j/84072613403

Instructor: Dr. Minder Chen, Professor of MIS Email: Minder.Chen@csuci.edu
Phone number: 805-437-2683 Office Location: Martin V. Smith Hall 1177
Course site: CI Learn (Canvas)
Office Hours*: **Sec. 1: T. & TH. 9:20 am to 10:20 a.m.**
Sec. 2: T. & TH. 5:15 pm to 6:15 p.m. (right after the class via Zoom)

* Students need to email me to request an “office hour” appointment 24 hours in advance.
Alternative Zoom office hours may be arranged. Send me an email to provide me with several possible time slots and your phone number.

Course Description

The course explores the creation and management of start-up businesses. It concentrates on initial strategy, location, financing, staffing, daily activities, controls, and taxes. Students develop a business plan for a start-up business. This course evaluates the necessary qualities and characteristics of a successful entrepreneurial profile. It helps students recognize and determine the steps necessary to design and develop a startup business and to open and operate a small business enterprise. It describes the basic forms of small business ownership and identifies the necessary financial competencies needed by the entrepreneur. It further utilizes information, financial estimates and projections, logic and critical thinking needed to recognize opportunities and to address small business problems in a multicultural, ethical, legal and competitive environment.

We will follow the Business Model Canvas and Value Proposition Canvas to describe your business, its value position and customer profile as described in the book *Business Model Generation* and *Value Proposition Design*. During the semester, your startup team will create, and validate the information for a proposed startup based on the business model canvas, value proposition canvas, and other techniques introduced in this class. In addition to the business model canvas, we will use the **Customer Development Model** and **Lean Startup** methodology. There are many online resources supporting the learning of various subjects in this course, they will be posted on Canvas for this course.

Justification and Requirements for the Course:

This is an elective upper division course in the Bachelor of Science in Business Program and a required course for the Management Option. Most businesses are small businesses – less than

100 employees. Students should understand the basic concepts of starting and managing small businesses. Most students will work for small businesses after graduation, and many will start their own businesses.

Textbook(s): None.

Reference Book(s):

1. [What is Effectuation? Effectuation 101 & Effectuation Toolkit for Entrepreneurs](https://effectuation.org/) at <https://effectuation.org/>
2. Alexander Osterwalder & Yves Pigneur, *Business Model Generation*, Wiley, 2010. (preview edition <https://assets.strategyzer.com/assets/resources/business-model-generation-book-preview-2010.pdf>)
3. Alexander Osterwalder, etc., *Value Proposition Design*, Wiley, 2014. (preview edition <https://assets.strategyzer.com/assets/resources/value-proposition-design-book-preview-2014.pdf>)
4. Steve Blank, *The Four Steps to the Epiphany*, Fifth Edition K & S Ranch Inc. Publisher, 2013. (For the first three chapters of the 2nd edition: http://web.stanford.edu/group/e145/cgi-bin/winter/drupal/upload/handouts/Four_Steps.pdf)
5. <https://theleanstartup.com/> Principles, Process, and Case Studies
6. David J. Bland and Alexander Osterwalder, *Testing Business Ideas: A Field Guide for Rapid Experimentation*, Wiley, November 12, 2019
7. Alexander Osterwalde, etc., *The Invisible Company: How to Constantly Reinvent Your Organization with Inspiration From the World's Best Business*, Wiley; April 14, 2020, https://www.strategyzer.com/hubfs/The_Invincible_Company-Sample-0226.pdf

Supplementary Materials will be posted on CI Learn (Canvas) course website.

Learning Objectives:

Students who successfully complete this course will be able to:

- Identify entrepreneurial activity and its application. (1,6)*
- Communicate orally and in writing the overall topic of entrepreneurship (2,3)*
- Define the strategic, tactical, and operational roles and functions of management of the entrepreneurial venture. (1)*
- Prepare a successful business plan and a feasibility analysis (1)*
- Prepare the proper ethical and legal foundation as applied to entrepreneurship and new business ventures. (5)*
- Use critical thinking to formulate and execute managerial entrepreneurial strategies, plans, and procedures. (1)*
- Provide a detailed analysis of competitors and the industry. (1)*
- Individually and in teams identify, conceptualize, and develop solutions for successful entrepreneurial management. (1,4)*
- Entrepreneurial financing and assessing the financial strengths of the new venture (1,6)*
- Present individually and as a group the group project (2,3,4,5,6)*

* Aligns with Program Learning Goals (1) Critical Thinking, (2) Oral Communication (3) Written Communication, (4) Collaboration, (5) Conduct (Ethics), (6) Competency in Discipline

Schedule

Date	Topics	Comments
8/22,8/24	<ul style="list-style-type: none"> • Entrepreneurship • Entrepreneurs and Entrepreneurial Mindsets 	V1:Lesson 1 & 2 R4
8/29,8/31	<ul style="list-style-type: none"> • Business models • Business Model Canvas (BMC) • Business Model Canvas (BMC): Patterns • Case Study and Assignment: Create BMC for RTR • Team: Form Project Teams 	R1 V1:Lesson 3
9/5,9/7	<ul style="list-style-type: none"> • Creativity • Design Thinking • Case Study: Shopping Cart Design 	
9/12, 9/14	<ul style="list-style-type: none"> • Value Proposition Design • BMC: Value Proposition • Team: Pitching Value Proposition 	R2 V1:Lesson 5
9/12, 9/21	<ul style="list-style-type: none"> • Customer Development Model • Case Study: WebVan 	R3 V1:Lesson 4
9/26 (Sec. 1 online & asyn.) 9/28	<ul style="list-style-type: none"> • Lean Startup • Case Study: Rent-The-Runway for Lean Startup • Case Study: IMVU 	
10/3	<ul style="list-style-type: none"> • Working on group projects • Group Project Activities submitting a status report 	
10/5	<p>Midterm Exam (Online for both sessions) You have 75 minutes to complete the exam once you start. You may start according to the following schedule</p> <ul style="list-style-type: none"> - Section 1: 10:30 am ~ 11:45 am - Section 2: 4:00 pm ~ 5:15 pm 	
10/10, 10/12	<ul style="list-style-type: none"> • Prototyping and Product Management 	
10/17, 10/19	<ul style="list-style-type: none"> • Market Types and Market Sizing • Persona & Customer Journey • BMC: Customer Segments & Channels 	V1.Lesson 6 & 7
10/24, 10/26	<ul style="list-style-type: none"> • Growth Hacking • Internet Marketing • BMC: Customer Relationships 	V1.Lesson 8
11/03, 11/2	<ul style="list-style-type: none"> • Startup Business Strategy • Case Study: Sula Wine 	
11/7, 11/9	<ul style="list-style-type: none"> • Startup Financing: Venture Capital & Crowdfunding • BMC: Revenue Model & Partners 	V1. Lesson 9 & 10 &11

	<ul style="list-style-type: none"> • BMC: Resources, Activities, & Costs • The Business Plan 	
11/14, 11/16	<ul style="list-style-type: none"> • Innovation: Adoption & Diffusion; Reverse & Open Innovation • Social Innovation & Disruptive Innovation • Case Study: Steve Jobs and Apple Inc. 	
11/21 (both sessions are online & asynchronous)	<ul style="list-style-type: none"> • Scaling and Growth • Case Study: McDonald (Movie: The Founders) • Group Project Final Preparation 	
11/23	Thanksgiving (No class)	
11/28, 11/30	<ul style="list-style-type: none"> • Final Group Project Presentation (Pitch) • Work breakdown structure & Peer evaluation form 	
12/7	<p>Final Exam (online for both sections) You have 80 minutes to complete the exam once you start. You may start between:</p> <ul style="list-style-type: none"> - Section 1: 8:00 am ~ 10:00 am - Section 2: 1:00 pm ~ 3:00 pm 	

Grading Information

1. Case Studies--Individual Assignments: 10%
 - o U-Haul: Effectuation (5%)
 - o Sula Wine: Business Strategies (5%)
2. Class participation and ad hoc assignments: 10%
3. Group Project: 30%
4. Midterm Exam: 25%
5. Final Exam: 25%

Grading Scale

A	93 +	C	73 - 77.99
A -	90 - 92.99	C-	70 - 72.99
B +	88 - 89.99	D+	68 - 69.99
B	83 - 87.99	D	63 - 67.99
B -	80 - 82.99	F	60 - 62.99
C +	78 - 79.99	F	60 <

Email Requirements: It is your responsibility to check your CSU email account regularly for additional announcements and communications. All email communications to the instructor should have the following subject heading: MGT 325 and then following by a summary of the question such as Group Project Question.

Readings: Additional reading materials will be assigned to enhance learning.

Attendance: Attendances are required except for excused absences and advanced notification of the instructor and attendances will be counted as part of your participation in the class.

Equipment

You are required to have access to a PC either at home or on campus. The PC should have adequate software products such as Microsoft Office and other software recommended by the instructor.

CSUCI Disability Statement: Cal State Channel Islands is committed to equal educational opportunities for qualified students with disabilities in compliance with Section 504 of the Federal Rehabilitation Act of 1973 and the Americans with Disabilities Act (ADA) of 1990. The mission of Disability Accommodation Services is to assist students with disabilities to realize their academic and personal potential. Students with physical, learning, or other disabilities are encouraged to contact the Disability Accommodation Services office at (805) 437-8510 for personal assistance and accommodations. Please refer to CSUCI's Disability Accommodations and Support Services (DASS) website;

Academic honesty: Academic honest is expected by all the students in this class. Any academic dishonesty will not be tolerated. Academic dishonesty includes such things as cheating, inventing false information or citations, plagiarism and helping someone else commit an act of academic dishonesty. It usually involves an attempt by a student to show possession of a level of knowledge or skill that he/she does not possess. Students in this course should abide by Policy on Academic Dishonesty at SP 13-06.

"Subject to Change" disclaimer: The syllabus is subject to change to reflect new materials, assignments, and background of students. Students should check the online version of the syllabus frequently.

Video Resource List

V1. Steve Blank Videos on Startup

<https://www.udacity.com/course/how-to-build-a-startup--ep245>

- Lesson 1: Before You Get Started
- Lesson 2: What We Know
- Lesson 3: Business Models and Customer Development: Business Model Canvas
- Lesson 4: Business Models and Customer Development: Customer Development
- Lesson 5: Value Propositions
- Lesson 6: Customer Segments
- Lesson 7: Channels
- Lesson 8: Customer Relationships
- Lesson 9: Revenue Models

- Lesson 10: Partners
- Lesson 11: Resources, Activities, Costs

V2. How to Start a Startup

YouTube: https://www.youtube.com/watch?v=CBYhVcO4WqI&list=PL5q_1ef6zVkaTY_cT1k7qFNF2TidHCe-1

V3. Shark Tank

- <https://www.youtube.com/c/SharkTankGlobal>

V4. Technology-enabled Blitzscaling (20 videos)

Plus <https://www.thepowermba.com/en/blog/blitzscaling>

V5. Guy Kawasaki on Entrepreneurship (on LinkedIn Learning via myCI)