

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.

Student Learning Outcomes

1. Describe orally and in writing the major elements of small business management (2,3,5)
2. Analyze and present results of complex business cases (1,5)
3. Prepare and give effective oral presentations about small businesses (2,5)
4. Conduct research and write a 1,000-word paper on an aspect of small business management (3,5)

*Aligns with Program Learning Goals for: 1) Critical thinking, 2) Oral communication, 3) Written Communication, 4) Conduct (Ethics), 5) Competencies in discipline, 6) Collaboration

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
3/25~3/31	<ul style="list-style-type: none"> • Entrepreneurship • Entrepreneurs and Entrepreneurial Mindsets 	V1:Lesson 1 & 2 R1
4/1	<i>Cesar Chavez Day (No Class)</i>	
4/2~4/5	<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 • Group Project: Form Project Teams 	R2 V1:Lesson 3
4/6~4/11	<ul style="list-style-type: none"> • Creativity • Design Thinking • Case Study: Shopping Cart Design 	
4/12~4/14	<ul style="list-style-type: none"> • Value Proposition Design • BMC: Value Proposition • Team: Pitching Value Proposition 	R3 V1:Lesson 5
4/15~4/18	<ul style="list-style-type: none"> • Customer Development Model • Case Study: WebVan 	R4 V1:Lesson 4
4/19	Midterm Exam. You have 75 minutes to complete the exam once you start. You may start according to the following schedules between 19:00 pm to 20:00 pm.	
4/20~4/23	<ul style="list-style-type: none"> • Lean Startup • Case Study: Rent-The-Runway for Lean Startup 	
4/24~4/27	• Prototyping and <i>Product Management</i>	
4/28~4/30	<ul style="list-style-type: none"> • Market Types and Market Sizing • Persona & Customer Journey • BMC: Customer Segments & Channels 	V1.Lesson 6 & 7
5/1~5/5	<ul style="list-style-type: none"> • Growth Hacking • BMC: Customer Relationships • Startup Business Strategy • Case Study: Sula Wine 	V1.Lesson 8
5/6~5/10	<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 	
5/11~5/14	<ul style="list-style-type: none"> • Innovation: Adoption & Diffusion; Reverse & Open Innovation • Social Innovation & Disruptive Innovation • Case Study: McDonald (Movie: The Founders) • Group Project Final Preparation 	
5/14~5/17	<ul style="list-style-type: none"> • Final Group Project Presentation (Pitch) 	
5/18	Final Exam (online via Canvas) <ul style="list-style-type: none"> • You have 80 minutes to complete the exam once you start. You may start between: 19:00 pm ~ 20:00 pm 	

Grading Information

1. Individual Assignments: 20%
2. Group Project: 30%
3. Midterm Exam: 25%
4. 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 followed 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=CBYhVcO4Wgl&list=PL5q_ief6zVkaTY_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)