

# Syllabus

## MGT 325: Entrepreneurial Management

Section #	Time	Location
01	M & W 1:30 PM - 2:45 PM	Smith Decision Center 1908

Instructor: Dr. Minder Chen, Professor of MIS      Email: [Minder.Chen@csuci.edu](mailto:Minder.Chen@csuci.edu)  
Phone number: 805-437-2683      Office Location: Martin V. Smith Hall 1177  
Course site: CI Learn (Canvas)  
Office Hours: **Monday & Wednesday** 1:00 PM to 1:30 PM

**Prerequisite(s):** *None.*

### 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 Resources:

1. [What is Effectuation? Effectuation 101](https://effectuation.org/) & [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 2<sup>nd</sup> edition: [http://web.stanford.edu/group/e145/cgi-bin/winter/drupal/upload/handouts/Four\\_Steps.pdf](http://web.stanford.edu/group/e145/cgi-bin/winter/drupal/upload/handouts/Four_Steps.pdf) )
5. Design Thinking <https://dschool.stanford.edu/resources/design-thinking-bootleg> & download pdf at [d.school bootleg deck](#)
6. Lean Startup at <https://theleanstartup.com/principles> & <https://dn790008.ca.archive.org/0/items/TheLeanStartupErickRies/The%20Lean%20Startup%20-%20Erick%20Ries.pdf>
7. David J. Bland and Alexander Osterwalder, *Testing Business Ideas: A Field Guide for Rapid Experimentation*, Wiley, November 12, 2019
8. 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](https://www.strategyzer.com/hubfs/The_Invincible_Company-Sample-0226.pdf)
9. Paul Cheek, *Disciplined Entrepreneurship Startup Tactics: 15 Tactics to Turn Your Business Plan into a Business*, 1st Edition, Wiley, April 2024, resource at [Startup Tactics Resource](#)
10. Bob Zider, "How Venture Capital Works," *Harvard Business Review*, November–December 1998, <https://hbr.org/1998/11/how-venture-capital-works>
11. *The Definitive Guide to Growth Hacking*, <https://markstaton.wordpress.com/wp-content/uploads/2013/11/the-definitive-guide-to-growth-hack.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
1/22	<b>1/20 No Class (Martin Luther King Day)</b> • <b>Entrepreneurship</b>	<b>V1:Lesson 1 &amp; 2 R4</b>
1/27 & 1/29	• <b>Entrepreneurs and Entrepreneurial Mindsets</b>	<b>R1</b>
2/3 & 2/5	• <b>Business Models</b> • <b>Business Model Canvas (BMC)</b> • <b>Business Model Canvas (BMC): Patterns</b> • Case Study and Assignment: Create BMC for RTR • Group Project: Form Project Teams	<b>R2 V1:Lesson 3</b>
2/10 & 2/12	• <b>Creativity</b> • <b>Design Thinking</b> • <b>Case Study: Shopping Cart Design</b>	<b>R5</b>
2/17 & 2/19	• <b>Generative AI and ChatGPT for Entrepreneurs</b>	
2/24 & 2/26	• <b>Value Proposition Design</b> • BMC: Value Proposition	<b>R3 V1:Lesson 5</b>
3/3 & 3/5	• <b>How to Pitch Your Startup</b> • <b>Customer Development Model</b> • Case Study: <b>WebVan</b>	<b>R4 V1:Lesson 4</b>
3/10	• <b>How to Use Generative AI/LLM for a Startup</b>	
3/12	<b>Midterm Exam</b>	
3/17 & 3/19	<b>Spring Break (No Class)</b>	
3/24 & 3/26	• <b>Lean Startup</b> • Case Study: Rent-The-Runway for Lean Startup	<b>R6</b>
4/2	<b>3/31 No class (César Chávez Day)</b> • <b>Case Study: McDonald (Movie: The Founders)</b> • <b>Prototyping and Product Management</b>	
4/7 & 4/9	• <b>Market Types and Market Sizing</b> • <b>Persona &amp; Customer Journey</b> • <b>BMC: Customer Segments &amp; Channels</b>	<b>V1.Lesson 6 &amp; 7</b>

4/14 & 4/16	<ul style="list-style-type: none"> <li>• <b>Growth Hacking</b></li> <li>• BMC: Customer Relationships</li> <li>• <b>Startup Business Strategy</b></li> <li>• Case Study: Sula Wine</li> </ul>	<b>R11</b> <b>V1.Lesson 8</b>
4/21 & 4/23	<ul style="list-style-type: none"> <li>• <b>Startup Financing:</b> Venture Capital &amp; Crowdfunding</li> <li>• BMC: Revenue Model &amp; Partners</li> <li>• BMC: Resources, Activities, &amp; Costs</li> <li>• <b>The Business Plan</b></li> </ul>	<b>R10</b> <b>V1. Lesson 9 &amp; 10 &amp; 11</b>
4/28 & 4/30	<ul style="list-style-type: none"> <li>• <b>Innovation:</b> Adoption &amp; Diffusion; Reverse &amp; Open Innovation</li> <li>• <b>Social Innovation &amp; Disruptive Innovation</b></li> <li>• <b>Group Project Final Preparation</b></li> </ul>	<b>R8</b>
5/5 & 5/7	• <b>Final Group Project Presentation (Pitch)</b>	
5/14	<b>Final Exam 1:00 p.m. ~ 3:00 p.m.</b>	

### Grading Information

1. Case Studies--Individual Assignments: 10%
  - U-Haul: Effectuation (5%)
  - ChatGPT Assignment (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.

## **SP 12-08 Policy for Listing of Online Course Offerings**

<https://senate.csuci.edu/policies/2012-2013/senate-policy-12-08.pdf>

**\*\* Standard course offering:** a course offering in which no more than 30% of the course sessions occur online.

## **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\\_lef6zVkaTY\\_cT1k7qFNF2TidHCe-1](https://www.youtube.com/watch?v=CBYhVcO4Wgl&list=PL5q_lef6zVkaTY_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)**

## **V6. Y Combinator, Online resources**

1. [The latest Startup School talks are now available to all | Y Combinator](#)
2. Apply to [Startup School - The Best Resource for Founders](#)
3. YC Library at [YC Startup Library | Y Combinator](#)