

**Entrepreneurial Strategy (MGMT 3100)**

CIMBA - Paderno del Grappa, Italy

**Summer 2016**

Your Instructor: Prof. Michele Chiariello  
Contacts: michele.chiariello@gmail.com mob. +39 388 9207771  
Profile: it.linkedin.com/in/michelechiariello/  
Office hours: by appointment in CIMBA office.

**Course Description**

Entrepreneurship is not just about business. It is about creativity, ideas, innovation, and new (organizational and individual) ventures of all sorts. Entrepreneurs are most prevalent in the business world, but they are also visible in all types of professional endeavors. Social entrepreneurs, for example, bring new ideas to non-profits related to social causes, education, the arts, and to governmental entities. Furthermore, entrepreneurship is ubiquitous: it is evident in every country and in every culture.

The purpose of this class is to present the subject of entrepreneurship in both theoretical and practical terms. The theoretical aspects will allow you to examine entrepreneurship by focusing on what it takes to bring new ideas and ventures to fruition (i.e., how opportunities are discovered, the conditions of markets and industries that must be weighed in choosing to enter them, and the resources and characteristics needed by an entrepreneur to establish a new venture and build it into a successful enterprise). The practical part of the course is a close interaction with the managerial and entrepreneurial experience that will be brought to class and the application of theory to specific cases and projects. You will need to understand the tools and ideas that have proven to be most useful for those who have successfully started new ventures.

**Prerequisites:**

There are no formal prerequisites for this course, although it is recommended that students have previously taken at least one course in business administration.

**Pre-assignments: (mandatory before travel to Italy – to be sent to professor’s email before May 16<sup>th</sup> 2016)**

You all are required to read/study the following article:

**The five competitive forces that shape Strategy** by Michael Porter

- 1) submit a written synthesis of at least two pages (font 11 with 1,5 spacing)
- 2) submit a “scheme” with the key concepts that you’ll present in class the first week of the course. (An example of scheme, on another subject, is available on ICON)

Articles will be available for download on the Course Web site on ICON or, in case you do not have access to ICON yet, via mail on request form your instructor (michele.chiariello@gmail.com)

**Statement of Teaching Philosophy**

My objective in teaching this course is to introduce you to the fundamentals of Entrepreneurship and make it as interesting and applicable as possible, through my extensive 20+ years of hands-on, corporate Marketing and Entrepreneur experience, I plan to incorporate many of the things that I learned into our discussions. My first and foremost expectation is that you will study and understand the reading assignments and **come to class prepared** to discuss the material covered in each chapter.

Time limitations make it impossible for me to cover every point in the chapter. The parts of the text that are not mandatory for the tests will be clearly stated in class. All the rest of the text material, even if not covered in class, and topics covered In Class Simulations and Activities (I.C.S. and I.C.A.) will be potentially part of tests. Ask questions if you would like clarification on a specific point.

During this course you will be able to apply what you learn in developing a **Feasibility Analysis and a Business Canvas** for a fictitious firm. The class will be divided into teams of four/ five and you will work together to choose a specific project, write a Feasibility document based on what you learn and present the key elements of your plan to the class. Development and application of presentation skills are one of the by-products of this course. We’ll also do business games and simulations in class.

## Course Materials & Resources

Entrepreneurship: Successfully Launching New Ventures, 3/e by Bruce R. Barringer and R. Duane Ireland. Your reading will be supplemented with additional articles, cases, and web-based materials.

## Class Schedule

We will cover lecture topics in the following sequence. I reserve the right to modify this schedule according to class progress. Students will be notified of any changes in class. In addition to the text chapters, a number of Class Activities and Simulations will be a part of your course pack (I.C.A. & I.C.S.).

TOPICS – CHAPTERS	ACTIVITIES
-Introduction to entrepreneurship- Chapter 01 -Recognizing opportunities and generating ideas- Chapter 02 -Feasibility analysis- Chapter 03	I.C.A. on Feasibility Analysis I.C.S. on Feasibility Analysis
-Writing a business plan- Chapter 04 -Industry and competitor analysis- Chapter 05 -Developing an effective business model- Chapter 06 -Business and Value generation Canvasses	Company tour I.C.A. on Business Model I.C.S. on Business Model
-Assessing a venture financial strength/viability- Chapter 08	Guest Speaker
-Building a new venture team- Chapter 09 -Getting financing or funding- Chapter 10	I.C.S. Business game I.C.A. Projects presentations

I.C.A. = In Class Activity (in Groups or Individual) I.C.S. = In Class Simulation (in Groups or Individual)

## Grading

Quizzes	100	points
Exam 1	250	points
Exam 2 (Final)	250	points
Pre-Assignment	75	points
Games & Simulations	50	points
Group assignment	100	points
Individual presentation	100	points
Class participation, I.C.S. and I.C.A. activities	<u>75</u>	<u>points</u>
	1000	possible total points

Course grades will be approximately distributed according to the recommended guidelines of the Marketing Department at the University of Iowa, which is 30% A's, 40% B's, 25% C's and 5% D's.

Final grades will be by percentage, following customary scales: 98.00+ = A+; 92.00 – 97.99 = A; 90.00 – 91.99 = A-; 88.00 – 89.99 = B+; 82.00 – 87.99 = B; 80.00 – 81.99 = B-; 78.00 - 79.99 points = C+; 72.00 – 77.99 = C; 71.99 - 70.00 = C-; 68.00 – 69.99 = D+; 62.00 - 67.99 = D; 60.00 – 61.99 = D-. F = below 60 points.

I may assign some extra-points to valuable students who are working hard but may be in a “low performing” group. In order to have access to extra points you need to clarify this status on your group to me before the end of week 3. We'll do our best to solve the issue and possibly enable group potentials before going into extra points evaluation.

## Class Participation

Grading in class participation is related to the level of interest that students manifest during all activities in class, it is not limited to being in class, but to participate to class discussions and be receptive during lectures. No use of smartphones tablets and computers is allowed in class unless requested for the class activities, therefore using one of those devices - even if hiding them – has a negative impact on Class participation grade that is a full range grade from 0 to 75 points. Reading or studying other topics during class is impacting negatively to this grade.

Asking smart questions, relevant to the covered topics, bringing good examples, being on time and efficient in class logistics, showing true interest and involvement are all positively impacting the class participation grade.

**Professionalism:**

Students are expected to come to class on time prepared to actively and thoughtfully discuss the day's topic. The level of participation of the students greatly affects the quality of the class, and, as such, students are expected to assume an active role in classroom learning. Early departures, personal conversations, snoozing, checking cell phones, and attention to materials not related to the class will not be tolerated, as these behaviors detract from the overall class atmosphere. No electronic devices, including laptops, tablets, or mobile phones, are allowed to be visible once class begins, unless they are permitted for use in a class exercise.

**Course Policies :**

All course policies listed below are governed by the Henry B. Tippie College of Business, the University of Iowa.

**Accommodating Students with Disabilities/Academic Accommodations**

A student seeking academic accommodations such as a modification of seating, testing, timing, etc. should first register with Student Disability Services, then contact Shannon Lizakowski ([shannon-lizakowski@uiowa.edu](mailto:shannon-lizakowski@uiowa.edu)) in the CIMBA Office to make further arrangements. See <http://sds.studentlife.uiowa.edu> for more information.

**Absence Policy**

Attendance at all classes and CIMBA sanctioned activities is MANDATORY.

All unexcused absences will have the following consequences:

- a. 1st absence will result in a loss of a 1/2 of a letter grade in that class
- b. 2nd (cumulative) absence will result in a loss of an entire letter grade in that class
- c. 3rd (cumulative) absence will result in a dismissal from the program.

Absences due to illness require a note from the CIMBA Office Staff. If a student is sick and cannot attend class, he/she must inform the CIMBA Staff immediately.

Failure to do so will result in an unexcused absence.

**Grievance Policy**

Student concerns regarding this course should first be discussed with me, the faculty member teaching this course. If we can't resolve the complaint, you may contact the CIMBA Director, Brandelle Unkrich (319-335-1041, [brandelle-unkrich@uiowa.edu](mailto:brandelle-unkrich@uiowa.edu)). The Director will review the details of the complaint and involve the Associate Dean of the Undergraduate Programs, as needed.

**Sexual Harassment**

Sexual harassment subverts the mission of the University and threatens the well-being of students, faculty, and staff. All members of the UI community have a responsibility to uphold this mission and to contribute to a safe environment that enhances learning. Incidents of sexual harassment should be reported immediately. If you feel that you are being or have been harassed or you are not sure what constitutes sexual harassment, we encourage you to visit the University website, [www.sexualharassment.uiowa.edu/index.php](http://www.sexualharassment.uiowa.edu/index.php), and to seek assistance from the CIMBA Director, Brandelle Unkrich, at 319-335-1041 or [brandelle-unkrich@uiowa.edu](mailto:brandelle-unkrich@uiowa.edu).

**Academic Misconduct**

The Tippie College of Business at the University of Iowa follows an honor code regarding academic misconduct. That code can be found at <http://tippie.uiowa.edu/honorcode.cfm> and includes cheating, plagiarism, unauthorized collaboration, obtaining an unfair advantage, forgery, facilitating academic dishonesty, and misrepresentation. Be sure you are familiar with this code. If I determine that any assignment was not written solely by the student whose name is on the project, the student will receive a zero (0) for the assignment and may receive an "F" for the class. All incidents of cheating will be reported to the Senior Associate Dean and the student may be placed on disciplinary probation for the remainder of his or her enrollment at the University of Iowa. Honor Code for the Tippie College of Business will determine the appropriate appeal process.