

The University of Iowa
John Pappajohn Entrepreneurial Center
Henry B. Tippie College of Business
CIMBA Four Week Summer Session
May 20 through June 13

COURSE NUMBER: 06J:125:EX6

COURSE TITLE: Entrepreneurial Strategy

CLASS MEETS: Week 1 – Tuesday through Friday
Weeks 2, and 3- Monday through Thursday
Week 4 – Monday through Friday
Labs May 21, 26; June 3, 11

INSTRUCTOR: Kevin W. Krause
kevin-krause@uiowa.edu

OFFICE HOURS: By appointment

COURSE MATERIALS: “Entrepreneurship Strategy,” by Gundry and Kickul, Sage Publications, 2007.
Available at Iowa Book or through online book sellers.

COURSE DESCRIPTION AND OBJECTIVES:

It has been said that the difference between managers and entrepreneurial leaders is that managers are “resource driven” while entrepreneurial leaders are “opportunity driven.” Within the broadest definition, entrepreneurial leaders are found throughout the world; since any organization, if it is to survive and prosper, must have its share of entrepreneurial spirit. In this class, we will study the entrepreneurial process as it applies to the creation of a new venture and growing an existing organization; the concepts and skills developed in the course are applicable to both traditional corporate ventures and new and emerging companies.

The course attempts to encourage an integrated, cross-functional perspective of how organizations identify and evaluate opportunities and develop strategies to compete in a global marketplace. It concentrates on innovation and creativity, opportunity recognition, venture screening, identification of resources, and strategic business planning. Through lectures, case discussions, readings, and evaluation of venture opportunities, students will experience what entrepreneurial leaders undergo throughout the entrepreneurial process of launching and growing ventures.

The primary course objectives are:

1. To develop a comprehensive definition of entrepreneurship and recognize its importance to long-run economic growth.
2. To identify and understand the most commonly cited characteristics found in successful entrepreneurial leaders.
3. To explore the role of entrepreneurship, innovation and creativity in the formation of new ventures and growth of existing organizations.
4. To study the models and criteria used by entrepreneurs, senior business executives, and the investment community to evaluate and pursue entrepreneurial opportunities.
5. To learn the components of a strategic business plan and understand the importance and benefits of the strategic business planning process.

ASSIGNMENTS:

I. Feasibility Study Due May 20 (Semester-long Project)

A major project in this course is a Feasibility Study. Student teams will be expected to investigate a business opportunity for a new product-based business. This product must solve a significant business or consumer problem that you've identified and researched.

The new product created must appeal to a national (or even international) audience and must have a realistic probability of generating at least \$3mm in annual revenues by the third year. This means you need to think beyond your own hometown for your customers and think outside of bars/franchises.

The primary focus of this project will be to identify the business or consumer problem your product solves, determine how your product will be marketed, sold, and produced and determine the business model including the financial returns associated with the product. Details of the phases of this project are below.

In order to select projects for the Feasibility Study, each student will complete a Product Proposal and present it to the instructor and class. A percentage of the Proposals will be selected as topics for the full Feasibility Study and students will be assigned to teams to conduct this Feasibility Study.

Project Proposal – Individual Assignment

The first part of the assignment is a **1 Page Project Proposal** and a **2 minute** maximum oral presentation with **1 PowerPoint Slide**. The best proposals will be selected as the topics for the Feasibility Analysis.

In the **1 PAGE** Project Proposal:

- Identify the problem.
- Describe your new product opportunity (not just your “idea”).
- List the major features and benefits.
- Cover what is unique about your product or business model. This could be just about anything. For example, it could be a competitive advantage your product will have, a unique way of delivering it to your customer, or a new way of marketing an existing product.

You must bring a HARD COPY of BOTH the 1 Page Project Proposal and the PPT Slide to class.

Team Assignments

An appropriate percentage of Project Proposal projects will be selected to move on to the Feasibility Study phase. The teams will be selected by the instructor using the criteria below to assign teams

In order to form teams, we'll need to get to know each other's skills and interests, which is the purpose of the Personal Brand Assignment that follows.

II. Personal Brand / Resume (Individual Assignment Due May 15)

In today's short attention span society, a clearly defined brand is essential. This applies to companies and individuals. This paper builds the framework for your personal brand by establishing who you are (or who you want to be). The paper also uses the power of visualization to move you towards your life goals.

This paper is strictly limited to a 2 Page Personal Brand:

Personal Brand:

Dream Career

- Describe your dream professional/working scenario
 - career/job
 - location
 - skills and skills needed
 - anything else you think relevant

Your Personal Brand

- What do you stand for?
- What are you fiercely passionate about?
- What characteristics do you need to further cultivate your brand? Put another way, how do you need to grow / what skills do you need to develop to achieve your Dream Scenario?
- Hometown – did it impact you?

There is no set format for the composition of the pages, although headings & sub-heading may be helpful. Feel free to include in your PPT (or not) photos, graphic elements, or anything else. It's your brand. Communicate it.

You must bring a HARD COPY of your 1 PAGE PAPER & 1 PPT to class.

III. Entrepreneurial Venture Strategy Paper – Due May 23

Each student will be responsible for evaluating the entrepreneurial strategies employed by an existing organization—corporation, non-profit, or governmental body. **Each student must submit their organization being evaluated via Dropbox by May 12 in order to eliminate duplication in the class.** The paper may not exceed four pages (excluding bibliography). Specific requirements and grading criteria is shown below:

- Overview of the organization (10%)
- Environmental/industry/competitive analysis (30%)
- Entrepreneurial resources evaluations (30%)
- Organizational strategies/opportunities analysis (30%)

Paper Requirements

The final paper must be submitted in the following format:

- The paper must include a cover page with the following information: name of students, name and course number, assignment title, and date of submission.
- The paper should be stapled in the upper left-hand corner; do NOT submit the paper in a three-ring binder or any other type of binder or folder.
- The paper should be written in no smaller than 12 font text, with one inch margins for the top, bottom, left and right, be single spaced, and have numbered pages (excluding the cover).

The paper should include a bibliography that identifies a minimum of four different sources of information (i.e. web site, news article, interview, etc.)

IV. Entrepreneurial Opportunity Paper (Team Assignment) – Due June 5

Each team is required to complete a feasibility analysis on a new product or service. The final feasibility analysis should **not exceed eight pages**, excluding the appendix. Specific requirements and evaluation criteria are provided below:

Executive Summary – 10%

Key components to include are:

- Description of the business opportunity – i.e. problem you are solving, unmet need, etc.
- Key unique/innovative features of opportunity--what will create the sustainable competitive advantage(s)
- Overview of the market potential
- Profit potential

Product Feasibility– 30%

Key components to include are:

- Detailed description of the proposed product or service
- Identification/discussion of the unique features & benefits of proposed product or service—i.e. what is the perceived need
- Overview of intellectual property protection—i.e. is new product or service based on proprietary knowledge

- Stage of development, time to market, and production strategies

Market Feasibility – 30%

Key components to include are:

- Industry overview—i.e. size, scope, and industry growth potential
- Customer identification—i.e. dominant characteristics such as age, income level, purchasing habits, etc., criteria for purchasing, and ease of finding and selling to customers
- Competitive analysis—i.e. size and number (current and future potential), strengths and weaknesses, and competitive advantages
- Distribution method—i.e. is there an established channel or will you need to create a new one
- Pricing—i.e. pricing strategy you will employ

Financial Feasibility – 20%

Key components to include are:

- Start-up costs
- Revenue and profitability projections (three years annualized)
- Complete list of assumptions supporting projections
- Break-even analysis

Decision on Feasibility – 10%

Key components to include are:

- Overall statement of feasibility
 - a) If feasible, state why (be specific) and discuss what the next steps would be to move towards launch
 - b) If not feasible, why not—be specific

**** The final paper must be submitted through ICON by uploading it to the class Dropbox by 11:59 p.m. CST on Weds, June 4th.**

The final summary paper should be handed in on one piece of paper (double-sided printing) and include the following: name of student(s), name and course number, assignment title, and date of submission. The paper should be written in no smaller than 12 font text, with a minimum of one-half inch margins for the top, bottom, left and right, and be single spaced. The paper should include a bibliography that identifies sources of data, etc.

Each team will also be required to present the results of their analysis to the class. Presentations are limited to ten minutes followed by three-to-five minutes of questions from the instructor and class. The format of the presentation should be similar to that of the paper.

V. Examinations

Students will be required to complete two exams during the course. The exams will be based on the readings, lectures, guest speakers, and class discussions. The exams are scheduled for the following dates:

- Midterm Exam: **Thursday, May 29 during class**
- Comprehensive Final Exam: **Friday, June 13**

VI. Discussions/Participation/Attendance

This is a highly interactive course, so students are expected to be prepared to discuss the assigned course material and cases as part of the regular class sessions. Due to the nature of the class, attendance is mandatory. A student who cannot attend a class should contact the instructor before the beginning of the session that will be missed. An excused absence will be granted for illness (with documentation), mandatory religious obligations, and university field trips. **All unexcused absences, I will deduct five percentage points from your final total percentage points for each class missed.**

Students should turn off all cell phones prior to the beginning of class. Students using their computers for ANY reason besides taking notes or producing classwork will be considered absent for that class.

GRADING:

The final grade will be based on the following percentage scale: 100-90 A, 89-80 B, 79-70 C, 69-60 D, and 59 and below F. Pluses and minuses are assigned based upon 1.5% from the upper and lower ranges. If I determine the final grading scale should be curved, I will then follow the Tippie College of Business grading curve and adjust the scale based on the following distribution: 30% A, 40% B, 25% C, and 5% D/F.

The relative weighting for each assignment is provided below.

Personal Brand	5%
Project Proposal	5%
Entrepreneurial Venture Strategy Paper/Presentation	15%
Midterm Exam	25%
Entrepreneurial Opportunity Paper/Presentation	25%
Comprehensive Final Exam	25%
Total	100%

ETHICS AND TIMELINESS:

Because I regard this class as I would any job responsibility, I will hold you to strict standards of timeliness and ethics. In this regard, late work is unacceptable. Any assignment that is not turned into me by the date it is due will be considered late and will receive an automatic 10% grade reduction. Each following day is another 10% off.

It is my sincere hope that no student in this class does work which is not his or her own. However, it seems prudent to clarify in advance the policy on cheating. If I determine that any assignment was not written solely by the student whose identification number appears on the project, the student will receive a zero (0) for the project and may receive an "F" for the class.

All incidents of cheating will be reported to the appropriate Deans (e.g., the Associate Dean for the Undergraduate Program in the College of Business or Liberal Arts and Sciences) and the student may be placed on disciplinary probation for the remainder of his or her undergraduate work at the University of Iowa.

In general, the decision of the Professor may be appealed to the College of Business' Judicial Board, Associate Dean for the Undergraduate Program, the Collegiate Dean, the Dean of Students, and so on in accordance with University Policy. The Honor Code for the Tippie College of Business will determine the appropriate appeal process. The Honor Code may be found at <http://www.biz.uiowa.edu/upo/advising/honorcode.html>

This course is given by the Tippie College of Business. This means that class policies on matters such as requirements, grading, and sanctions for academic dishonesty are governed by the Tippie College of Business. Students wishing to add or drop this course after the official deadline must receive the approval of the Dean of the Tippie College of Business. Details of the University policy of cross enrollments may be found at: <http://www.uiowa.edu/~provost/deos/crossenroll.doc>.

NEED ACCOMMODATION:

If you have a disability that may require some modification of seating, testing, or any other class requirement, please let me know as soon as possible so that appropriate arrangements can be made. Similarly if you have any emergency medical information about which I should know, or if you need special arrangements in the event the building must be evacuated, please let me know. Please see me after class hours or during my scheduled office hours or schedule an appointment. I would also remind you that the Office of Student Disability Services is available to assist you.

GRIEVANCE POLICY

Student concerns regarding this course should first be discussed with me, the faculty member teaching the course. If we can't resolve the issue, you may contact Jay Christensen-Szalanski, DEO of the Management and Organizations department, at 319-335-0951 or jay-christensen-szalanski@uiowa.edu. If you cannot resolve the issue by speaking with the executive director, you may contact the Associate Dean for Undergraduate Programs, Lon Moeller, lon-moeller@uiowa.edu or at 319-335-1038.

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STATEMENT ON SEXUAL HARRASSMENT:

The Tippie College of Business and the University of Iowa are committed to providing students with an environment free from sexual harassment. 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, <http://www.sexualharassment.uiowa.edu/index.php>, and to seek assistance from department chairs, the Dean's Office, the University Ombuds Office, or the Office of Equal Opportunity and Diversity.

Which College Governs this Course?

Virtually everything that concerns your class, including dropping and adding the class after the deadline and academic misconduct, will be controlled by the College that offers the course (i.e., the Tippie College of Business for classes with a 06 prefix). The Provost's Office is encouraging us to put statements in our syllabi that course policies are governed by the Tippie College of Business.

CLASS SCHEDULE and ASSIGNMENTS (subject to change during the semester):

<u>Week of</u>	<u>Topics</u>
May 20	Course Introduction, Assign Teams, and Framework for Entrepreneurship Reading Assignment: Chapter 1 Presentation Skills Innovation and Creativity Reading Assignment: Chapter 2 ** Due: Individual/Teams Present Entrepreneurial Opportunity Elevator Pitch, May 22 ** Due: Student Entrepreneurial Venture Strategy Papers on Thursday, May 23
May 26	Opportunity Assessment Models and New Venture Strategy Reading Assignment: Chapters 3 and 4 Student Presentations of Entrepreneurial Venture Strategy Papers Market Entry Reading Assignment: Chapter 5 ** Midterm: Thursday, May 29 during class
June 2	Financial Resource Capabilities Reading Assignment: Chapter 6 Management Teams, Networks and Strategic Alliances Reading Assignment: Chapters 7 and 8 ** Due: Team Entrepreneurial Opportunity Papers on Thursday, June 5
June 9	Growth Strategies Reading Assignment: Chapters 9 and 10 Student Presentations of Entrepreneurial Opportunity Papers Final Exam – Friday, June 13