

ENTREPRENEURIAL STRATEGY

MKTG: MGMT 3100 - SPRING 2022



TEACHER & COURSE

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Office Location & Office Hours: CIMBA faculty office (office hours will be announced on the first day of class).

ENTREPRENEURIAL STRATEGY (MGMT 3100)

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.

REQUIRED READINGS:

TEXT:

The text for this course is Entrepreneurship: Successfully launching New Ventures, 5th/e (or newer) by Bruce R. Barringer and Duane Ireland, Pearson Global Edition.

COURSE PACK:

Lecture PowerPoints are made available to you through the Course Pack. If necessary, updates, additions to the PowerPoints will be made available throughout the course.

Remember that not EVERYTHING we'll discuss in class can be found on the course pack. I encourage you to take notes as key ideas, perspectives, and examples are discussed in class.

Cases and Articles: cases and articles will be made available to students during the course. All students are expected to read these articles and come prepared to discuss them in class.

COURSE DESCRIPTION AND OBJECTIVES:

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 creativity and innovation, opportunity recognition, venture screening, identification of resources and strategic business planning.

Entrepreneurship is not just about business. It is about ideas regarding new products or services or new approaches to manage processes. So the course will encourage you to improve your creativity skills which is the basis for innovation.

The primary learning objectives are:

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

CLASS ELEMENTS:

Lectures and class discussions

Case analyses, presentations, and class discussions

Article presentation and discussion

GRADING & GRADING POLICY:

Since CIMBA is a study abroad program based at the University of Iowa, the grading policy of the University of Iowa will be followed as a guideline for assigning final grades. Each grading component will be graded with a score ranging from 1 to 100 using the following grading scale:

Total Percentage Score		Letter Grade	
From	To		
97	100	A+	
93	96.99	A	A
90	92.99	A-	
87	89.99	B+	
83	86.99	B	B
80	82.99	B-	
77	79.99	C+	
73	76.99	C	C
70	72.99	C-	
67	69.99	D+	
63	66.99	D	D
60	62.99	D-	
0	59.99	F	F

As a general overview, the policy implies that grades will be assigned so they are reflective of relative student performance on each assignment in class and on each of the 5 grading components. Thus it would be unrealistic to expect that all or most students will receive an "A" grade on any particular assignment, any particular grading component or as final grade.

GRADE COMPONENTS:

The finale grade will be built upon 5 (five) main grading components with a relative importance (weight) distributed as listed below:

Grading Component	Weight	Min # of Contributed Points	Max # of Points Contributed Points	Range
End of Class/Week Tests	25%	0	25	1-25
Group Assignments	10%	0	10	1-10
Class Participation	25%	0	25	1-25
Final Test	40%	0	40	1-40
Total	100%	0	100	1-100

At the end of the course, in order to ensure the correct weighting of each component, the grades of each of the five grading components will be re-scaled from the 1-100 range to their respective point ranges (shown above) and the final grade will be obtained by summing the five rescaled scores.

EXPECTED STATISTICAL DISTRIBUTION OF GRADING

It is expected that final grade distribution will approximate the recommended guidelines of the Tippie School of Business for Required Courses, which is: 25% A's, 35% B's, 30% C's, and 10% D's, however, such guidelines are only recommendations. The distribution of grading for each test, assignment and of each student total is of course assessed in relation to the performances of the entire class.

ATTENDANCE 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 (full) letter grade in class
- b. 2nd (cumulative) absence will result in a loss of an entire letter grade in 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.

EXAMINATIONS:

Regular End of Day/Week Tests are multiple-choice questions based on readings, lectures, class discussions, as well as applications of the concepts covered in class.

Final Test will comprise of a combination of multiple-choice and short answer questions based on readings, lectures, class discussions, as well as applications of the concepts covered in class.

CLASS PARTICIPATION:

The success of this course heavily depends on class discussions particularly related to the cases and the articles. I will keep track of each student's attempts to contribute constructively to class discussions and utilize this to assign points to his grading framework.

Please remember that just saying something in class (quantity of comments) does not constitute valuable participation, but the thought-provoking nature of comments (quality) is what is important.

It is also important to conduct discussions in a non-antagonistic, civil way so ideas and perspectives can be freely exchanged with others in a positive learning environment.

Please recall that this is an Entrepreneurial Strategy class, not a yoga class: your voice, your constructive contribution must be audible and visible. **Student's class participation alone impacts 25% of your final grade. Class behavior will be evaluated using the same criteria adopted everyday in any mature international business organizations, with little mercy for individual sleeping in meetings, yawning while attending a presentation, playing with the phone, lack of serious personal involvement and lack of actual preparation on the discussed topics.**

ACADEMIC MISCONDUCT:

It is my sincere hope that no student in this class submits 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(s) whose identification number(s) appears on the project, the student will receive a zero (0) for the project and may receive an "F" for the class.

SEXUAL HARASSMENT:

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, <https://diversity.uiowa.edu/policies/sexual-harassment>, and to seek assistance from department chairs, the Dean's Office, the University Ombuds Office, or the Office of Equal Opportunity and Diversity.

TIPPIE COLLEGE OF BUSINESS HONOR CODE

Each student enrolled in Henry B. Tippie College of Business courses accepts personal responsibility to uphold and defend academic integrity and to promote an atmosphere in which all individuals may flourish.

By agreeing to the Honor Code:

- I commit to scholastic honesty and integrity;
- I agree to maintain the spirit of the Honor Code;
- I strive to set a standard of honest and ethical behavior that reflects well on me, the Henry B. Tippie College of Business and The University of Iowa.

HONOR CODE OFFENSES

All non-academic violations are referred directly to the Office of Student Life. The following is a non-exhaustive list of punishable offenses under the Honor Code. To provide additional notice, the Judicial Board will create unidentified records of all decided cases, and will make those records publicly available.

1. CHEATING INCLUDES:

- unauthorized use of notes, texts, or other aids during a test or quiz
- copying the work of others and/or allowing others to view your answers or copy your work during a test, quiz, or homework assignment
- continuing to work on an exam after time is called
- allowing other parties to assist in the completion of your test, quiz, homework, paper, or project when not permitted

2. PLAGIARISM INCLUDES:

- presenting the work of others without proper acknowledgment
- claiming the words and ideas of another as one's own
- failure to properly cite and specifically credit the source of both text and web materials in papers, projects, or other assignments

- copying source codes, graphs, programs, and spreadsheets
- copying answer keys and solution manuals without the authorization of the course instructor

3. UNAUTHORIZED COLLABORATION INCLUDES:

- working with other students on projects or assignments without authorization from the course instructor

4. Obtaining an Unfair Advantage includes:

- stealing, reproducing, circulating, or otherwise gaining access to examination materials prior to the time authorized by an instructor
- retaining, possessing, using or circulating previous given examination materials, when those materials are to be returned to the instructor
- intentionally obstructing or interfering with another student's academic work, or otherwise undertaking activity with the purpose of creating or obtaining an unfair academic advantage over students' academic work

5. Forgery includes:

- altering a score, grade, or schedule change on an academic record
- forging the signature of an instructor, advisor, dean, or another student without proper authorization

6. Facilitating Academic Dishonesty includes:

- helping or attempting to help another individual commit an act of academic dishonesty

ENDORSEMENT OF TIPPIE COLLEGE OF BUSINESS HONOR CODE:

Each student enrolled in Henry B. Tippie College of Business or School of Management courses accepts personal responsibility to uphold and defend academic integrity and to promote an atmosphere in which all individuals may flourish.

The following statement should appear on your examinations:

After completing your exam, sign and date the Honor Pledge below. If you cannot truthfully sign the pledge, you must contact your professor or a proctor before handing in your exam.

On my honor, I pledge that during this examination I neither gave nor received any assistance.

Signature Date ID

CLASS TOPICS:

PART 0 Must-Know Session

Chapter 0 (Not in the Book, only in slides) - Fundamental Definitions & Concepts

PART 1 Decision to Become an Entrepreneur

Chapter 1 Introduction to Entrepreneurship

PART 2 Developing Successful Business Ideas

Chapter 2 Recognizing Opportunities and Generating Ideas

Chapter 3 Feasibility Analysis

Chapter 4 Developing an Effective Business Model

Chapter 5 Industry and Competitor Analysis

Chapter 6 Writing a Business Plan

PART 3 Moving from an Idea to an Entrepreneurial Firm

Chapter 7 Preparing the Proper Ethical and Legal Foundation

Chapter 8 Assessing a New Venture's Financial Strength and Viability

Chapter 9 Building a New-Venture Team

Chapter 10 Getting Financing or Funding

PART 4 Managing and Growing an Entrepreneurial Firm

Chapter 11 Unique Marketing Issues

Chapter 12 The Importance of Intellectual Property

Chapter 13 Preparing for and Evaluating the Challenges of Growth

Chapter 14 Strategies for Firm Growth

Chapter 15 Franchising

PART 5 Bio Entrepreneurship

Chapter 16 (Not in the Book, only in slides) - HealthTech vs MedTech vs Biotech

Chapter 17 (Not in the Book, only in slides) - Entrepreneurial Decision making techniques

Chapter 18 (Not in the Book, only in slides) - Intro to Entrepreneurial Problem Mapping