



ENTREPRENEURIAL STRATEGY

MGMT:3100 (3 credits)

Spring Semester 2023

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Course Description

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.

Course 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.

Course Materials & Resources

- **Textbook:** “Entrepreneurship: Successfully launching New Ventures”, 5th/e (or newer) by Bruce R. Barringer and Duane Ireland, Pearson Global Edition
- **Course Packet:** Lecture slides. Its purpose is to guide students in the lecture and facilitate taking notes. Most slides in the packet merely highlight the topics. **You have to take notes in class and read the book to obtain the details.** Always come to the lecture with your course packet.

Grading

Course grades will be approximately distributed according to the recommended guidelines of the Management Sciences Department at the University of Iowa, which is 30% A’s, 40% B’s, 20% C’s and 10% D’s. These are only guidelines.

Minimum Points Needed for Each Grade* (1000 points maximum possible):

Excellent	A	931 – 1000
	A minus	901 – 930
Good	B plus	871 – 900
	B	831 – 870
	B minus	801 – 830
Satisfactory	C plus	771 – 800
	C	731 – 770
	C minus	701 – 730
Passing	D	601 - 700
Failing	F	Below 600

*plus or minus grading will be used in the final course grade.

Points Allocation:

Midterm Exam	220 points
2 Quizzes (in class)	140 points (70 points per Quiz)
Entrepreneurship Simulation	100 points
Class Participation	100 points
Personal Papers:	
- Bug's Life	20 points
- First Screen Paper	20 points
Group Project	
- Feasibility Analysis:	
o Product/Services	30 points
o Industry/Market	30 points
o Organizational	30 points
o Financial	30 points
- Pitch Presentation 10 slides	50 points
Final Exam	230 points

Everybody will start having assigned 100 points for Class participation. The success of this course heavily depends on class discussions particularly related to the readings and the articles. I will keep track of each student's attempts to contribute constructively to class discussions. Class behavior will be evaluated using the same criteria adopted every day 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. Points may be deducted as explained during the first day of class.

Tentative Class Schedule

Day (Indicative)	Lecture		Reading Assignments (TO BE DONE before attending class) and reminders
	Topic	Chapter	
01 – 02 18-1/23-1	Syllabus Presentation	-	<i>For D2 – Paper due: What is entrepreneurship to you!</i> <i>Kahoot! Session CH1 (EC)</i>
	Fundamental Definitions & Concepts	-	
	Introduction to Entrepreneurship	01	
03 27/1	Recognizing Opportunities and Generating Ideas	02	Podcast: "How to find your big idea" (in the course pack) - Kahoot! Session
04 30/1	Feasibility Analysis	03	Article: "Why technology-based startups fail An IT management approach" (in the course pack) - Kahoot! Session <i>On D4 - Paper due: BUGS LIFE</i> <i>With your team : Choose 2 IDEAs each!</i>
05 1/2	Industry and Competitors Analysis	05	<i>On D5 - Paper due: First Screen on Both Ideas, and pick the best!</i> Group Activities: On Porter's 5 Forces
06 6/2	Developing an effective Business Model	06	Article: "AIRBNB Business model development and future challenges" (in the course pack) - Kahoot! Session
07 8/2	In-Class 1st Quiz (Day 01 - 06) Writing a Business Plan	04	<i>Kahoot! On CH4 / Slides (EC)</i>
08 13/2	Preparing the proper Ethical and legal foundation	07	Please see slides in the course pack and material provided in class.
09 15/2	Assessing a new venture's financial Strength and viability	08	<i>Kahoot! On CH8 / Slides (EC)</i>
10 17/2	In-Class 2st Quiz (Day 06 - 09) Entrepreneurship Simulation P1	-	<i>Kahoot! Session on the notes in the course pack</i>
11 22/2	Entrepreneurship Simulation P2	-	

Day (Indicative)	Lecture		Reading Assignments (TO BE DONE before attending class) and reminders
	Topic	Chapter	
12 24/2	MIDTERM EXAM		
13 27/2	Building a new-venture team	09	<i>Kahoot! On CH9 + Class Videos (EC)</i>
14 1/3	Getting financing or funding	10	Please see slides in the course pack and material provided in class. Reference chapter in the book for additional reading: chapter 10
15 14/3	GUEST SPEAKER on: FINANCING / FUNDING	-	Discussion on various funding systems, including crowdfunding
16 16/3	Unique Marketing Issues	11	<i>Kahoot! On CH11 / Slides</i> <i><u>On D16 - Paper due: Feasibility Analysis</u></i>
17 21/3	In-Class 2st Quiz (Day 14 - 17) The importance of Intellectual Property	12	Please see slides in the course pack and material provided in class. Reference chapter in the book for additional reading: chapter 12
18 23/3	Preparing for and evaluating the challenges of growth	13	<i>Kahoot! On CH13 / Slides</i>
19 28/3	Strategy for firm growth	14	Article: " Digital transformation at La Presse " (in the course pack) - Kahoot! Session
20-21 30/3-4/4	Group Presentation Business Plan + Review		<i><u>On D20 – Pitch Presentation Powerpoint is due and performed!</u></i> On D21 - Kahoot! On The movie “The FOUNDER”
22	FINAL EXAM		TBA

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 1/3 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, Cristina Turchet (front office for appointments or phone +39 0423 932160 or turchet@cimba.it). The Director will review the details of the complaint and involve the Associate Dean of the Undergraduate Programs, as needed.

Academic Misconduct

The Tippie College of Business has an Honor Code, and you must abide by it in completion of all assignments. Integrity is a reflection of your character and is critical for creating meaningful and lasting relationships. One part of integrity is abstaining from acts like cheating, so cheating on any assignment in this class will result in an appropriate consequence, usually a zero for the grade in question and, if that penalty does not reduce the grade, a penalty of a full letter grade reduction. In addition, all incidents of cheating will be reported to the appropriate academic offices, and the student may be placed on disciplinary probation, be suspended, or even permanently expelled, depending on the severity of the offense. If a student has been found in violation of this policy, they will first be notified directly, then I will report to the appropriate program office. Faculty and students can report Academic Misconduct via the college website. (https://cm.maxient.com/reportingform.php?UnivofIowa&layout_id=6)

Accommodating Students with Disabilities/Academic Accommodations

A student seeking academic accommodations such as a modification of seating, testing, timing, etc. should first register with their home institution's Student Disability Services, then contact Joelle Petersen (joellepetersen@uiowa.edu) in the CIMBA Office to make further arrangements. See <http://sds.studentlife.uiowa.edu> for more information.

Fairness and Freedom of Expression

Every student is entitled to the same intellectual freedom I have. I will respect that freedom, and I am obliged to protect your freedom to learn, regardless of your religion, race, sex, sexual orientation, gender identity, or political views, or on your agreement or disagreement with my positions pertaining to matters of controversy within the discipline. I will do my best to provide you with a fair and impartial evaluation of your work, consistent with articulated standards for this course.

Sexual Harassment

Sexual harassment subverts the mission of the Program and threatens the well-being of students, faculty, and staff. All members of the CIMBA 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 seek assistance from the CIMBA Director, Cristina Turchet at the front office or phone +39 0423 932160 or turchet@cimba.it.

Sustainability

The University is committed to demonstrating sustainability practices within all facets of the institution. Student support is critical to our campus wide efforts to reduce waste by consuming as few natural resources as possible and purchasing recycled materials when feasible. Recycling and reuse of all materials is encouraged. Together, let's ensure a better world for us and future generations. Learn more at the Office of Sustainability and the Environment <https://sustainability.uiowa.edu>.

Mental Health

Students are encouraged to be mindful of their mental health and seek help if they are feeling overwhelmed and/or incapable of meeting course expectations. For assistance with the class, students are encouraged to talk to the faculty member. The CIMBA travel insurance will cover online counseling services. Please reach out to the CIMBA office for more details and support. After hours, we encourage you to call the emergency phone number at CIMBA if you are having a mental health emergency.