



Entrepreneurial Management
MAN 337.20 Sec 04560
Fall 2012

McCOMBS SCHOOL OF MANAGEMENT

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Office Hours:
Mondays 12:00-1:00 p.m.
Thursdays 2:00- 3:00 p.m and by appointment

Class Time: Tues Thurs 3:30 -5:00 PM
Location: GSB 5.153

TA: TBD

COURSE DESCRIPTION

This course is intended for anyone interested in starting a business, working for an entrepreneurial company, or working with entrepreneurial firms as an investor or advisor. The course is designed as a broad overview of technology enterprise design and implementation. The class also invites you to consider how your entrepreneurial initiative can make a difference to society.

This course answers such questions as:

- What are the steps involved in establishing a business enterprise?
- How do you operate and grow a new venture?

Entrepreneurship is an interdisciplinary pursuit. Entrepreneurial opportunities may arise from many fields, including engineering, natural sciences, communications and media, architecture, education, and music. Pursuing these opportunities requires building a team with a diverse knowledge base, including but not limited to management, technology, law, and finance. Accordingly, while Entrepreneurial Management is primarily designed as a course for graduate students in business, it is open to graduate students from all schools at the university. The class format is designed to integrate these varied backgrounds.

COURSE OBJECTIVES

After completing this course you will be able to:

- Explain how the different business disciplines interrelate in the commercialization of new technologies and high tech products.
- Apply business principles at all stages in the technology commercialization process in a simulation exercise.
- Design an operating plan for the launch of a high tech product or service that is realistic and sustainable.

REQUIRED COURSE MATERIALS

Text: Entrepreneurship Hisrich,Peters and Shepherd 8th Ed
Hardcover: ISBN 978-0-07-353032-1
Loose leaf ISBN 978-1121533950

Either one is fine

COURSE STRUCTURE

The course will be a mixture of lecture, class case discussions and group presentations

BLACKBOARD

Please Note: You are expected to check blackboard daily and to participate in any assigned activities throughout the semester.

Syllabus

This area has the syllabus for the course as well as grading guidelines for contribution.

Assignments

This area has instructions for assignments

Course Documents

This area contains folders with course materials, specifically lecture charts and readings

GRADING AND COURSE REQUIREMENTS

File Name Convention

All major assignments are submitted electronically through Blackboard unless otherwise instructed.

Font Size and Margins on Assignments

All assignments in this course have page limits. Keeping with that spirit, there are also font size and margin requirements. For all documents, please use 1-1½ inch margins and Times New-Roman 12 point font. Line spacing is to be 1.5 or double-spaced.

Grading

Grade Assignments

| | |
|---------------------------|-------------|
| Midterm | 200 |
| Group Case | 200 |
| Class Participation-Mid | 100 |
| Quizzes/Exercises | 100 |
| Final Exam Case | 250 |
| Class Participation Final | 150 |
| Total Possible | 1000 |

A total numeric grade will translate to a letter grade based upon the overall performance of the class. Therefore 900 may not ensure you of an "A" depending upon the achievement of the group, using a curve.

I will be looking for the following elements when grading:

- a global perspective!!*
- incorporation of other course materials*
- demonstration of outside research*
- use of specifics in analyses*

Honor Code

Each member of the class is expected to conduct him/herself in accordance with the policies of the University of Texas at Austin. All work turned in for a grade should be your work alone, unless specifically instructed otherwise. Penalties for unauthorized collaboration or research are severe.

Individual Class Contribution (30%)

Graduate

Evaluation Criteria

- ✧ Showed evidence of thorough preparation for exercises, cases, discussions
- ✧ Able to respond adequately when “cold-called.” All students should be prepared to answer any assigned study questions for each class session.
- ✧ Comments are constructive and conducive to a positive class environment (e.g., did not interrupt others or repeat points already made)
- ✧ Comments added value to discussions (e.g., integrated material, provided relevant examples, played devil’s advocate, gave constructive feedback).
- ✧ Note that class contribution is **not** evaluated on whether comments are “right,” but whether they reflect preparation. Thoughtful “wrong” answers can raise important issues and are often valuable for class discussions.
- ✧ Completion of assigned homework. Homework assignments are counted as an additional discussion session and assessed in a similar fashion.

✧

| Assessment of class contribution | Contribution Evaluation |
|--|-------------------------|
| Outstanding contributor. In-class contributions reflect exceptional preparation. Ideas offered are always substantive, and provide one or more major insights as well as direction for the class. Arguments are well supported, persuasively presented, and reveal that this person is an excellent listener. Comments invariably help others to move their thinking to a higher plane. If this person were not a member of the class, the quality of our discussions would be greatly diminished. Typically 5% of the class earns this evaluation. | 10 |
| Good contributor. In-class contributions reflect thorough preparation. Ideas offered are usually substantive, and provide good insights and sometimes direction for the class. Arguments are generally well supported and often persuasive, and reveal that this person is a good listener. Comments usually help others to improve their thinking. If this person were not a member of the class, the quality of our discussions would be diminished considerably. | 9 |
| Adequate contributor. Contributions reflect satisfactory preparation. Ideas offered sometimes provide useful insights, but seldom offer a major new direction for discussion. Supporting arguments are moderately persuasive. Comments occasionally enhance the learning of others, and indicate that this person is a passable listener. If this person were not a member of the class, the quality of our discussions would be diminished somewhat. | 8 |
| Unsatisfactory contributor. Contributions in class reflect inadequate preparation. Ideas offered are seldom important, often irrelevant, and do not provide insights or a constructive direction for the class. Integrative comments and higher-order thinking are absent. This person does very little to further the thinking and potential contributions of others. | 7 |
| Non-participant. The person has said little or nothing in this class to date and | 6 |

| | |
|---|--|
| so has not contributed anything. Such persons are free-riders because they have benefited from the thinking and courage of their peers but have offered little in return. If this person were not a member of the class, the quality of the discussion would be unchanged or possibly improved. | |
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POLICIES

1. **Changes to course syllabus.** The course schedule is subject to change at the discretion of the instructor. Among other reasons, scheduling changes may occasionally be required to accommodate changes in the availability of guest speakers. Schedule changes will be announced in class as well as on Blackboard.

2. **Standards of professionalism.** All students are expected to fulfill basic standards of professional behavior. Failure to adhere to these standards may be reflected in your course grade. Professionalism includes:
 - a. On-time arrival to class.
 - b. Appropriate preparation for class. “Cold calling” may occur.
 - c. Not having side conversations during class.
 - d. Turning cell phones off.
 - e. Showing courtesy to guest speakers.
3. **Name cards.** Students are expected to display name cards in every class.
4. **NO Laptops.** Laptops are not allowed during class sessions. Any exceptions will be announced prior to class
5. **Late policy:** There is a **10%** per day penalty for late assignments. **Anything delivered after the start of class is considered late.** If some probable event may delay the timely submission of your assignments, plan now to turn them in early.

Academic Dishonesty

I have no tolerance for acts of academic dishonesty. Such acts damage the reputation of the school and the degree and demean the honest efforts of the majority of students. The minimum penalty for an act of academic dishonesty will be a zero for that assignment or exam.

The responsibilities for both students and faculty with regard to the Honor System are described on <http://mba.mcombs.utexas.edu/students/academics/honor/index.asp> and on the final pages of this syllabus. As the instructor for this course, I agree to observe all the faculty responsibilities described therein. During Orientation, you signed the Honor Code Pledge. In doing so, you agreed to observe all of the student responsibilities of the Honor Code. If the application of the Honor System to this class and its assignments is unclear in any way, it is your responsibility to ask me for clarification.

As specific guidance for this course, you should consider the *writing* of all examinations to be an individual effort. Group *preparation* for examinations is acceptable and encouraged. Homework assignments are to be turned in individually but I encourage you to work together in answering the questions. You should, however, develop your own answer (point of view) and not cut and paste the work of others.

Students with Disabilities

Upon request, the University of Texas at Austin provides appropriate academic accommodations for qualified students with disabilities. Services for Students with Disabilities (SSD) is housed in the Office of the Dean of Students, located on the fourth floor of the [Student Services Building](#). [Information on how to register](#), [downloadable forms](#), including [guidelines for documentation](#), accommodation request letters, and releases of information are available online at <http://deanofstudents.utexas.edu/ssd/index.php>. Please do not hesitate to contact SSD at (512) 471-6259, VP: (512) 232-2937 or via [e-mail](#) if you have any questions.

COURSE SCHEDULE
(SUBJECT TO CHANGE)

| | Date | Topic | Class Preparation | Hand In |
|----------|----------------------------|---|---------------------------------------|---|
| 1 | Thursday 30 Aug | Course Overview | Read Chapters 1-2 | |
| | Part I: | Entrepreneurial Perspective | | |
| 2 | Tues 4 Sept | The Entrepreneurial Mind-Set | #2 Jim Boothe | |
| 3 | Thursday 6 Sept | | | Student Profile (posted on Blackboard; fill out, add photo, and turn in a hard copy) |
| 4 | Tues 11 Sept | Entrepreneurial Intentions | Chapter 2 #3 A Monroe Lock | |

| | Date | Topic | Class Preparation | Turn In |
|----|---------------------|--|---|---|
| 5 | Thursday 13 Sept | Generating and Exploiting New Entries | Chapter 3 #6 Beach Carrier | Formation of Groups on BB |
| | Part II | From Idea to Opportunity | | |
| 6 | Tues 18 Sept | Creativity and the Business Idea | Chapter 4 #17 Dual Pane | Group Case Selection Due |
| 7 | Thurs 20 Sept | Creativity and the Business Idea | | |
| 8 | Tues 25 Sept | Identifying and Analyzing Domestic Opportunities | Chapter 5 | |
| 9 | Thurs 27 Sept | Identifying and Analyzing International Opportunities | Case TBD | |
| 10 | Tues 2 Oct | Protecting the Idea | Chapter 6 | |
| 11 | Thurs 4 Oct | Legal Issues | #9 Gril-Kleen | |
| | Part III | Opportunity to Business Plan | | |
| 12 | Tues 9 Oct | The Business Plan | Chapter 7 #7 Gourmet to GO | |
| 13 | Thurs 11 Oct | | | Source Of Capital Assignment Due |
| 14 | Tues 16 Oct | Marketing Plan | Chapter 8 #7 Gourmet to Go (cont) | |
| 15 | Thurs 18 Oct | | | |
| 16 | Tues 23 Oct | Organizational Plan | Chapter 9 | |
| 17 | Thurs 25 Oct | Midterm | | |

| | Date | Topic | Class Preparation | Turn In |
|-----------------|-----------------------|---|---------------------------------|---------|
| 18 | Tues 30 Oct | Financial Plan | Chapter 10 #10 Winslow Clock | |
| 19 | Thurs 1 Nov | | | |
| Part IV: | | Funding The Business Plan | | |
| 20 21 | Tues Thurs 6-8 Nov | Sources of Capital | Chapter 11 Case TBD | |
| 22 | Tues 13 Nov | Informal Risk Capital | Chapter 12 #11 NeoMed Tech | |
| 23 | Thurs 15 Nov | | | |
| Part V: | | Launching, Growing, Ending | | |
| 24 | Tues 27 Nov | Strategies for Growth | Chapter 13 | |
| 25 | Thurs 29 Nov | Group Work | | |
| 26 | Tues 4 Dec | External Sources for Growth | Chapter 14 | |
| 27 | Thurs 6 Dec | Group Work | | |
| Part VI: | | Group Presentations | | |
| 28 | Tues 11 Dec | Beijing Sammies | | |
| 29 | Thurs 13 Dec | Mama Mia | | |
| 30 | Thursday 6 May | SIM Team Report to Board Presentations | | |

