

**EEE 5113**  
**Entrepreneurship & Venture Management (online)**  
**Spring 2018**  
**CRN 26832**

**School of Entrepreneurship**  
**Spears School of Business**  
**Oklahoma State University**

### **I. Instructor**

Mr. Kyle Eastham  
School of Entrepreneurship

### **II. Contact Information**

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Skype: kyle.eastham Cell phone: (405) 201-1350  
Website: <http://entrepreneurship.okstate.edu>  
Office hours: by appointment

Course Site: Brightspace (by D2L). Log in to <http://online.okstate.edu> or <http://my.okstate.edu> (choose Online Classroom after logging in)

Online Learning Support: [spearsonline@okstate.edu](mailto:spearsonline@okstate.edu)

Phone: 405-744-4048

Facebook: Follow Spears School Online Learning on Facebook! <https://www.facebook.com/SpearsOnline/>

### **Computer Requirements:**

- Broadband Internet connection.
- Windows 7 or Mac OS Mavericks or newer operating system are preferred;
- [Google Chrome](#) or [Mozilla Firefox](#) web browser (click on links to download)  
**Note:** lecture videos are **not** compatible with Internet Explorer.
- [VLC Viewer](#) video player (click on link to download)

**Questions:** 2-step process if you have questions. 1) Read over the syllabus. 2) If you still have a question, feel free to contact me. Email is usually the best way to reach me. I'm glad to answer questions or provide clarification. Include the words "EEE 5113" in the subject line for faster response.

**Instructor Response:** I will normally respond to student inquiries within 24 hours during Monday-Friday. Students can expect grades for assignments to be posted to the Gradebook in BRIGHTSPACE within 10 days of turning in the assignment.

**Attendance Policy:** Students who have not participated in at least one assignment in Brightspace (discussion board, specific assignment, etc.) within the first two weeks of the course, will be reported as not having attended class. The instructor will then recommend the student drop the course.

### **III. Course Prerequisites**

Graduate standing at Oklahoma State University

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#### IV. Course Overview

The business world has changed. In this new **age of entrepreneurship**, competitive advantage is defined in terms of speed, innovativeness, adaptability, flexibility, and aggressiveness. In short, advantage comes from being more entrepreneurial than the competitor. Our focus in this course is entrepreneurial management and the nature of the entrepreneurial process.

We will explore how something is created from nothing, examining the cross-pollination between entrepreneurship and marketing, economics, technology, financing, logistics and operations, human resource management, ethics, and other key areas.

Further, this course explores ways of thinking and ways of acting. Accordingly, we shall approach entrepreneurship as a **mindset**, an attitude, a way of managerial thinking whether someone starts a business or works for someone else in the public, private, or non-profit sector.

Students can expect to spend 6-10 hours per week on reading, viewing lectures, discussion board, and preparing assignments for this class.

#### V. Course Objectives

This course provides an overview on the principles of entrepreneurship for graduate students. It is designed to introduce students to some of the core concepts and tools used to increase the likelihood of organizational success in launching and running new ventures both in the for-profit and non-profit sectors. Specifically, the course will focus on several learning objectives. Upon completion of the course, you should be able to:

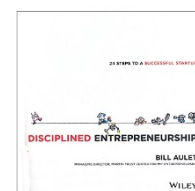
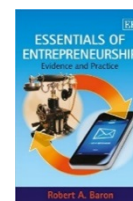
Course Objectives	Program Learning Goals
Recognize entrepreneurial opportunities and a variety of business models	Opportunity Recognition
Research and write a full business plan	Business Planning
Work within a team to develop and present ideas and complete projects in a professional, timely manner	Interpersonal skills, teamwork, and leadership

To help you achieve the above objectives, and hone your entrepreneurial judgment, we will use a combination of approaches: **(1)** class lecture through online videos and PowerPoint slides on key theoretical concepts, tools, and management approaches to entrepreneurship and their application in organizations; **(2)** class discussion through online discussion boards; and **(3)** writing an entrepreneurial business plan. The more you put into this course, the more you get out of it. Through the discussions and business plan development you will be exposed to a variety of strategic situations, and these situations will allow you to use your knowledge, talents, judgment, and skills.

New business ventures can succeed in a variety of ways and business models. Therefore, unlike some other disciplines, there may be lots of “right answers” to the questions presented. There’s not just one correct way to be a successful entrepreneur!

#### VI. Texts and Supplemental Materials

- 1) *Essentials of Entrepreneurship: Evidence and Practice* by Robert A. Baron
- 2) *Disciplined Entrepreneurship* by Bill Aulet, Wiley
- 3) *Nuts and Bolts of Great Business Plans* published by OSU Entrepreneurship Program (provided on BRIGHTSPACE)
- 4) BRIGHTSPACE Posted Readings



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## VII. Brightspace by Desire2Learn

**Note:** **Brightspace** is the name of the updated online platform used at OSU.

There is a class website available at <http://online.okstate.edu>  
 Use your okey username and password  
 Contact the IT Help Desk at (405) 744-4357 for login troubleshooting

Brightspace and email will be the primary means of communication for this class. You will find the syllabus, announcements, lectures, assignments, and other information on the Brightspace class website.

Once you find this course on Brightspace, look under the *Content* tab, then *Course Documents*, for a video that will be a tutorial guiding you through some of the features we'll be using on Brightspace.

## VIII. Evaluation of Student Performance

(a) Class Participation Online	150 points
(b) Market Research Interviews	100 pts
(c) Individual Business Opportunity Paper	100 pts
(d) High Level Product Specification	100 pts
(e) Business models assignment	50 pts
(f) Midterm Exam	200 pts
(g) Business Plan	<u>300 pts</u>
<b>Total</b>	<b>1000 pts</b>

Grading Scale: A	900-1000 points
B	800-899
C	700-799
D	600-699
F	< 600

**NOTE:** Grades are not “rounded up.” Grading is based on actual points earned, not a percentage. For example, a cumulative total of 898 points out of 1000 points for the semester is a B letter grade. It will not be considered 89.8% and rounded up.

**Bonus Assignment** – There is an optional bonus assignment for extra credit that is entrepreneurial in nature. Details are on Brightspace. It’s best to start this assignment early in the semester!

**NOTE:** Online courses such as this one which required proctored (monitored) exams require you to use a third-party testing service such as OSU’s University Testing Center or ProctorU. These services require additional fees.

**REQUIRED ACTION:** One week prior to course start date, go to the Spears School of Business Online Learning website to choose a testing center at: [spearsonline.okstate.edu](http://spearsonline.okstate.edu), and click on “Select Testing Center” at the top right of the page. Follow the instructions to identify your testing center. Up to one week before each exam start date, make your appointment directly with your testing center to take each exam while being monitored by a proctor for test security reasons. The exam and/or exam instructions will be sent to your testing center 3 days prior to the exam start date. To confirm your testing center received the exam/exam information, call at least one day prior to your appointment time. If the center does not have

your exam, contact the Spears School Online Learning office immediately at [spearsonline@okstate.edu](mailto:spearsonline@okstate.edu), or call (405) 744-4048 to request the exam to be sent. Contact that same office if you have any questions regarding the testing center sign up process. You may also visit <http://spears.okstate.edu/online/guide>.

**Alternate exam option** – Instead of the University Testing Center or the online proctoring service, there will be a live, proctored exam opportunity offered on the OSU campus for the midterm exam. The date, time, and location for that exam will be provided.

### **Make Up Policy**

Students are expected to take each exam on the date given and submit each assignment in a timely manner. If for any reason a student cannot attend an exam or submit an assignment, he or she must notify the instructor prior to the examination or due date. Points will be deducted for late submissions.

#### **(a) Class Participation**

This is an online course, which represents a different kind of learning environment. Students are expected to be involved in all weeks of the course by reading the assigned material, watching the videos each week, going through the PowerPoint slides and participating in the weekly discussion boards. Students **must** participate, although you have much more flexibility because you can literally participate *any* time in a 24 hour day. A sizeable percentage of the course grade (15%) will be tied directly to your **participation in all active threaded Discussion Boards each week**.

Discussions will center around the reading material and your respective ideas for a new business venture. The issue is the quality of your contribution as well as the quantity. Participation/contribution includes asking questions, answering questions, agreeing or disagreeing with points made by the instructor or your peers, insights from your own life experiences that relate to issues we are discussing, and so forth.

In a face-to-face class, you would be expected to participate as we discuss the concepts during class time. The online discussion board is a method to try to replicate that exchange of ideas.

#### **(b) Market Research Interviews**

Each individual student will conduct at least 4 interviews with potential customers for your team's business idea. This will help validate your idea or provide ideas you hadn't thought of. While this is an individual assignment, the team's collection of interviews should offer some good insight as to whether your team's business idea has merit (potential customers) or needs some revision. E.g., if there are three students on a team, that team should have at least 12 market research interviews (3 students x 4 interviews each) to help develop their business idea. See BRIGHTSPACE for more details and a sample of this assignment.

#### **(c) Individual Business Opportunity Paper**

Each student, **individually**, will identify a business opportunity (different from your team's business concept) that could potentially be developed into a new venture, and describe it in a written report of 600 to 900 words. That report should include:

- The basic idea behind the opportunity
- What changes or factors have created this opportunity (e.g., social trends, change in technology)
- Why there is a market for this product/service (and who that market is specifically)

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- The basic economic model (how it makes money or sustains itself)
- Your suggested approach to developing this opportunity that would make it successful

#### **(d) High Level Product Specification**

Each **team** will submit a document based on Aulet's concept of a High Level Product Specification. That document is a visual representation that explains your team's business idea. It may be in the format of a brochure, process map, webpage mockup, diagram, or other graphic.

#### **(e) Business models assignment**

Each individual student will list five different business models based on actual businesses the student uses or is familiar with. Each student should examine the products and services they use, and/or look at different business within their local community and identify: 1) the name of the business; 2) what product or service it provides; 3) how that company makes money; 4) what category of business model it would be considered. For example, Netflix provides DVD's or online streaming of movies and charges a monthly fee. That would be a subscription type of business model. (Now, please don't use Netflix as one of your five examples!)

#### **(f) Midterm Exam**

The midterm exam will cover the material discussed in class up until the exam date. Since you will have started the business plan, questions from the business plan process are also possible. The exam will most likely be essay, although we reserve the right to change the exam format. This will be a proctored exam. See pages 3-4 for exam proctor information.

#### **(g) The Business Plan**

Each student will be assigned (by the instructor) to a group of approximately three people. Each group/team is required to write a full business plan for an original business idea of your choosing. Lecture material, business plan outlines, and other tools will be provided to you throughout the semester for you to successfully develop your business plan. Your business plan will be written with the quality and detail one would expect as if it were to be submitted to potential investors. The format for the plan will follow the Business Plan Template found on BRIGHTSPACE. Your plan must be original, logical, integrated, comprehensive, supported by evidence, readable, and defensible. Business plans will be **not more than 30 pages**, including appendices.

Your business plans will be due toward the end of the semester; however, draft sections will be submitted to me throughout the semester. (See schedule for due dates.) I will provide feedback for incorporation into your business plan.

Each team will present their concept to the rest of the class in an online discussion for feedback during the semester.

Each team should submit 5 to 7 ideas or concepts (identifying your #1 choice) to the instructor, during Week 2, before selecting your final business concept, which will then become the basis for your business plan. **No bars, restaurants, apps, or businesses targeted to students are acceptable.** (You can be more creative than that.) Each week, the assigned team(s) will submit a summary of their business concept (in the dropbox on BRIGHTSPACE) **by 8 PM Monday evening** (the first day of "your" week) and I will post it to the discussion thread. It will be posted for one week. During that time, **all students** in the class must provide their critique or feedback on each business idea. This input must be thoughtful, identifying

what is good or bad about the idea, or asking insightful questions. The goal is not to criticize, but to help improve the idea. ***The presenting team must respond to the posts of other students***, thereby facilitating the online conversation for that time period.

### (i) Internet Netiquette Guidelines

A melding of the words "network" and "etiquette", **netiquette** refers to the manner in which communication is conveyed in an electronic environment.

Here are some guidelines for communication within this course:

- REFRAIN FROM USING ALL CAPS. It is considered SHOUTING when communicating online.
- Do not post or forward offensive or racially insensitive jokes or comments.
- Be careful with humor and sarcasm.
- Don't respond to personal attacks: Contact the instructor for action and referral.
- Always add in the subject line a concise statement describing the email or discussion post.
- Respect others' opinions. If you disagree with what another has said, post your thoughts in an objective, respectful manner. Do not make remarks that can be taken personally.
- Reflect upon the text you have entered before posting.
- Keep the discussion within the scope of the course material.
- Communication should be grammatically correct. Adhere to correct sentence structure, grammar, and spelling conventions. Proofread for errors before posting a message.
- Before you respond to a threaded message, read all the messages related to that message that have been previously posted.
- Send out an email to a group using the blind carbon copy field – BCC does not allow your recipients to view who was sent the email.

### IX. Team assignments & grading

Assignments in this course involve working within a team. Virtually no one creates a successful venture by themselves. They rely on co-founders, investors, advisors, vendors, and employees. So, part of this course provides practice in working with people and managing projects (which involves communication, delegation, motivation, deadlines, etc. Employers also tell us these are critical skills.)

Your team will get a grade on team projects. Team participation will be measured by using a peer-ranking tool in which you will rank your teammates' contributions (and they will rank yours). This ranking could very well affect your grade (up or down). If a teammate chooses not to participate in the team projects, other members of the team must notify me so we can determine how to move forward. If, after I communicate with the non-participating student, he/she still fails to contribute to the team, that student will receive no higher than a grade of "D" on that project or assignment.

### X. Teaching/Learning Style

The course will involve a discussion format with extensive electronic interaction between students and the instructor. The teaching style will mix core content with practical applications. Students will be challenged to grasp a concept or idea, relate it to other concepts, and then apply it in real-world entrepreneurial contexts.

## University Policies

### Drop Policy

Information about the University drop policy and dates are listed at this Website: <http://registrar.okstate.edu/>. Click on “class schedules” and “short, internet, and outreach courses.” To drop this course, contact the Registrar’s office, 405.744.6876, or drop through Banner Student Self Service.

### Academic Integrity

The University has a strict policy on academic honesty. You are expected to abide by the procedures set forth in the document in all matters pertaining to this course. For more information, please go to: <http://academicintegrity.okstate.edu/>

### Special Accommodations for Students

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunity. For more information about OSU Student Disability Services, please go to: <http://sds.okstate.edu/>

### University Syllabus Attachment

Oklahoma State provides many helpful resources for students. You can learn more by reading the **Spring 2018 syllabus attachment** in *Course Documents* on BRIGHTSPACE.

## XII. Other Interesting/Helpful Resources

(see also the EEE Program website at <http://entrepreneurship.okstate.edu/>):

### a. Journals and Websites

Inc. Magazine	Entrepreneur Magazine
Fast Company Magazine	Journal of Developmental Entrepreneurship
<a href="http://www.entrepreneurmag.com">www.entrepreneurmag.com</a>	Entrepreneurship Theory and Practice
<a href="http://startup.wsj.com">http://startup.wsj.com</a>	Journal of Small Business Management
<a href="http://stvp.stanford.edu/">http://stvp.stanford.edu/</a>	

### b. Some Selected Books

<i>The Four Routes to Entrepreneurial Success</i>	<i>The Maverick Mindset</i>
<i>Successful Strategies Entrepreneurs Use...</i>	<i>Crossing the Chasm</i>
<i>Innovation that Fits</i>	<i>The Marketing Imagination</i>
<i>Only the Paranoid Survive</i>	<i>Mavericks at Work</i>
<i>Intrapreneuring</i>	<i>Entrepreneurship as Strategy</i>
<i>Maverick</i>	<i>A Whack on the Side of the Head</i>
<i>Inside Corporate Innovation</i>	<i>Cracking Creativity</i>
<i>Creativity at Work</i>	<i>The “E” Myth Revisited</i>
<i>Future Perfect</i>	<i>Imaginization</i>
<i>Entrepreneurship in Established Companies</i>	<i>The Icarus Paradox</i>
<i>Angel Investing</i>	<i>Will It Fly?</i>
<i>Good to Great</i>	<i>Attracting Capital from Angels</i>
<i>Radical Marketing</i>	<i>The Profit Zone</i>
<i>Bankable Business Plans</i>	<i>Purple Cow</i>
<i>Radical Innovation</i>	<i>Outrageous Marketing</i>
<i>The \$100 Startup</i>	<i>EntreLeadership</i>
<i>Structuring Venture Capital, Private Equity and Entrepreneurial Transactions</i>	

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**XIII. Course Schedule and Assignments** (Note: We may move at a faster or slower pace depending on student comprehension and interest levels in particular topics).

**KEY:** Baron = *Essentials of Entrepreneurship* textbook  
Aulet = *Disciplined Entrepreneurship* book

*Nuts and Bolts of Great Business Plans* will be provided on BRIGHTSPACE

<p><b>Week 1</b> <b>Jan 16</b></p>	<p><b><u>Topics:</u> Introduction; Defining Entrepreneurship; What is Entrepreneurial Thinking?</b></p> <hr/> <p><b><u>Reading Material:</u></b> ⇒ Baron, Chap 1</p> <hr/> <p><b><u>Assignments:</u></b> ⇒ Personal introduction on BRIGHTSPACE. ⇒ Brainstorm ideas for business concept.</p>
<p><b>Week 2</b> <b>Jan 22</b></p>	<p><b><u>Topics:</u> Who is the Entrepreneur?; The Different Types of Entrepreneurs; Nature versus Nurture</b></p> <hr/> <p><b><u>Reading Material:</u></b> ⇒ Baron, Chap 3 ⇒ Aulet, Steps 0-2</p> <hr/> <p><b><u>Assignments:</u></b> ⇒ <b>Team submits list of 5-7 possible business ideas, due Thur. Jan 25, 8:00 pm</b></p>
<p><b>Week 3</b> <b>Jan 29</b></p>	<p><b><u>Topics:</u> How Opportunity Differs from Business Concept; Discovery vs. Search; Opportunity Assessment; Factors Undermining an Opportunity; The Business Concept;</b></p> <hr/> <p><b><u>Reading Material:</u></b> ⇒ Baron Chap 4 ⇒ Aulet, Steps 3-4</p> <hr/> <p><b><u>Assignments:</u></b> ⇒ <b>Business concept, company name, due Thur. Feb 1, 8:00 pm</b></p>
<p><b>Week 4</b> <b>Feb 5</b></p>	<p><b><u>Topics:</u> Understanding More about the Market; Market Definition; Segmenting and Targeting;</b></p> <hr/> <p><b><u>Reading Material:</u></b> ⇒ Aulet, Steps 5-7 ⇒ <i>IceDelights</i> case (provided)</p> <hr/> <p><b><u>Assignments:</u></b> ⇒ <b>Read IceDelights case &amp; discuss on BRIGHTSPACE</b></p>

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<p><b>Week 5</b> <b>Feb 12</b></p>	<p><b>Topics:</b> From Business Concept to Business Model to Business Plan; Components of a Complete Business Model; How to Put Together a Great Business Plan</p> <p><b>Reading Material:</b></p> <ul style="list-style-type: none"> <li>⇒ Aulet, Steps 8-9</li> <li>⇒ Baron, Chap 5</li> <li>⇒ <i>The Nuts and Bolts of Great Business Plans</i> (provided on BRIGHTSPACE)</li> </ul>
<p><b>Week 6</b> <b>Feb 19</b></p>	<p><b>Topics:</b> The Economics of the Business; Your Economic or Profit Model; Getting to Breakeven; Multiple Revenue Drivers; Volume and Capacity;</p> <p><b>Reading Material:</b></p> <ul style="list-style-type: none"> <li>⇒ Aulet, Steps 10-11</li> </ul> <p><b>Assignments:</b></p> <ul style="list-style-type: none"> <li>⇒ 4 Market Research Interviews (individual assignment) due Thur, Feb 22, 8:00 pm</li> <li>⇒ High Level Product Specification (team assignment) due Thur, Feb 22, 8:00 pm</li> </ul>
<p><b>Week 7</b> <b>Feb 26</b></p>	<p><b>Topics:</b> What About the Investment Model (Income, Growth, or Speculative)?; Ways of Extracting Returns from the Venture; The Concept of Risk; Risk and Return; A Look at Resources and Resource Acquisition Strategies</p> <p><b>Reading Material:</b></p> <ul style="list-style-type: none"> <li>⇒ Baron, Chap 6</li> <li>⇒ Aulet, Steps 12-14</li> </ul> <p><b>Assignments:</b></p> <ul style="list-style-type: none"> <li>⇒ Draft of business plan, Sections I – VI due Thur, Mar 1, 8:00 pm</li> </ul>
<p><b>Week 8</b> <b>Mar 5</b></p>	<p><b>Topics:</b> Putting Together Pro-Forma Financial Statements; Understanding the Basics of How Ventures Get Financed</p> <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>⇒ Template for financials, Leeds model, in BRIGHTSPACE Course Documents</li> <li>⇒ Aulet, Step 15</li> </ul> <p><b>Assignments:</b></p> <ul style="list-style-type: none"> <li>⇒ Business Models assignment (individual) due Thur, Mar 8, 8:00 pm</li> </ul>
<p><b>Week 9</b> <b>Mar 12</b></p> <p><b>Midterm exam</b></p>	<p><b>Topics:</b> More on Venture Financing; Valuation and Its Role; Structuring the Deal, IPOs; Intellectual Property</p> <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>⇒ Baron, Chap 12</li> <li>⇒ Aulet, Steps 16-17</li> </ul> <p><b>Assignments:</b></p> <ul style="list-style-type: none"> <li>⇒ <b>Midterm Exam – March 14-18</b></li> </ul>
<p><b>Mar 19-23</b></p>	<p><b>Spring Break!!</b></p>
<p><b>Week 10</b> <b>Mar 26</b></p>	<p><b>Topics:</b> The Marketing Mix; Organizing the Selling Model; Guerrilla Thinking and the Promotional Mix; How to Set Prices in New Ventures;</p> <p><b>Reading Materials:</b></p> <ul style="list-style-type: none"> <li>⇒ Aulet, Steps 18-19</li> </ul>

<b>Week 11</b> <b>Apr 2</b>	<p><b><u>Topics:</u> Operations and the New Venture; Designing Your Operating Model; Bottlenecks and How to Manage Them; Outsourcing Options;</b></p> <p><b><u>Reading Materials:</u></b>  ⇒ Baron, Chap 7  ⇒ Aulet, Steps 20-22</p> <p><b><u>Assignments:</u></b>  ⇒ Draft of business plan, sections VII – X, due Thur, Apr 5, 8:00 pm</p>
<b>Week 12</b> <b>Apr 9</b>	<p><b><u>Topics:</u> Innovation, Technology Life Cycles; Disruptive versus Sustaining Technology;</b></p> <p><b><u>Reading Materials:</u></b>  ⇒ Aulet, Steps 23-24</p> <p><b><u>Assignments:</u></b>  Calyx &amp; Corolla case discussion on BRIGHTSPACE</p>
<b>Week 13</b> <b>Apr 16</b>	<p><b><u>Topics:</u> What's Different about Family Businesses; The Challenges of Succession; Why Many Ventures Do Not Grow; Legal Issues</b></p> <p><b><u>Reading Materials:</u></b>  ⇒ Baron, Chap 9</p> <p><b><u>Assignments:</u></b>  ⇒ Individual Business Opportunity paper due Thur, Apr 19, 8:00 pm</p>
<b>Week 14</b> <b>Apr 23</b>	<p><b><u>Topics:</u> Ethics and the Entrepreneur; The Unique Ethical Challenges in Entrepreneurial Ventures; What Does Your Ethical Compass Look Like? Why the Entrepreneur's Exit Strategy Matters; Types of Exit Strategies</b></p>
<b>Week 15</b> <b>Apr 30</b>	<p>Work on Business Plan</p>
<b>Week 16</b> <b>May 7</b>	<p><b>Finals Week</b>  <b>Final Business Plan due Monday, May 7, 12:00 noon</b></p>