



University of  
New Haven

## *Entrepreneurship: The Art of Creative Business*

### SECTION I: Course Overview

**Course Code:** BUS332MAD

**Subject Area(s):** Business

**Prerequisites:** See Below

**Language of Instruction:** English

**Total Contact Hours:** 45

**Recommended Credits:** 3

### COURSE DESCRIPTION

More than just small business management, entrepreneurship means identifying market opportunities and capitalizing on those opportunities by marshalling resources and designing a strategy. Students will analyze different mindsets and behaviors of effective entrepreneurs and develop abilities for brainstorming and creating new business ideas. By the conclusion of this course, students will be able to put their entrepreneurial ideas into action by structuring a formal business plan.

Through group exercises and team projects, students will apply theoretical models and case studies to create a concrete business plan at the end of the term. Students will complement in-classroom learning with out-of-class site visits and discussions with local entrepreneurs.

### LEARNING OBJECTIVES

Upon successful completion of this course, you will be able to:

- Analyze the economic, historical, technological, societal, and global implication of entrepreneurship.
- Apply skills related to screening, including: opportunity, trend, feasibility, and competitive analysis.
- Develop a comprehensive business plan.
- Recognize the differences between management in traditional organizations and entrepreneurship.
- Critically evaluate and apply the issues and tasks involved in setting up a venture, marketing and financing the venture, and evaluating a venture.

- Assess how mindset, personal goals, characteristics, competencies, and experience all influence entrepreneurial ventures.

## PREREQUISITES

Prior to enrolling, this course requires you to have completed at least one course in any of the following subject areas: Business, Economics, or Management.

## SECTION II: Instructor & Course Details

### INSTRUCTOR DETAILS

<b>Name:</b>	TBA
<b>Contact Information:</b>	TBA
<b>Term:</b>	SEMESTER

### ATTENDANCE POLICY

This course will meet twice weekly for 85 minutes each time for a total of 27 class sessions. All students are expected to arrive on time and prepared for the day's class session.

CEA enforces a mandatory attendance policy. You are therefore expected to attend all regularly scheduled class sessions, including any field trips, site visits, guest lectures, etc. that are assigned by the instructor. The table below shows the number of class sessions you may miss before receiving a grade penalty.

ALLOWED ABSENCES – SPRING & FALL SEMESTERS		
Courses Meeting X day(s) Per Week	Allowed Absence(s)	Automatic Failing Grade at X <sup>th</sup> Absence
Courses meeting 2 day(s) per week	2 Absences	8 <sup>th</sup> Absence

For every additional absence beyond the allowed number, your final course grade will drop down to the subsequent letter grade (ex: A+ to A). As a student, you should understand that the grade penalties will apply if you are marked absent due to tardiness or leaving class early. In the table below, you will find the grade penalty associated with each excessive absence up to and including automatic course failure.

ATTENDANCE DOCKING PENALTIES								
Absence	1 <sup>st</sup>	2 <sup>nd</sup>	3 <sup>rd</sup>	4 <sup>th</sup>	5 <sup>th</sup>	6 <sup>th</sup>	7 <sup>th</sup>	8 <sup>th</sup>
Penalty	No Penalty	No Penalty	0.5 Grade Docked	1 Grade Docked	1.5 Grades Docked	2 Grades Docked	2.5 Grades Docked	Automatic Failure
HIGHEST POSSIBLE GRADE AFTER ATTENDANCE PENALTIES								
Grade	A+	A+	A	A-	B+	B	B-	F

CEA does not distinguish between excused and unexcused absences. As such, no documentation is required for missing class. Similarly, excessive absences, and the grade penalty associated with each, will not be excused.

even if you are able to provide documentation that shows the absence was beyond your control. You should therefore only miss class when truly needed as illness or other unavoidable factors may force you to miss a class session later on in the term.

## GRADING & ASSESSMENT

The instructor will assess your progress towards the above-listed learning objectives by using the forms of assessment below. Each of these assessments is weighted and will count towards your final grade. The following section (Assessment Overview) will provide further details for each.

<b>Class Participation</b>	<b>10%</b>
<b>Homework Assignments</b>	<b>20%</b>
<b>Midterm Exam</b>	<b>20%</b>
<b>Final Project</b>	<b>20%</b>
<b>Final Exam</b>	<b>30%</b>

The instructor will calculate your course grades using the CEA Grading Scale shown below. As a CEA student, you should understand that credit transfer decisions—including earned grades for courses taken abroad—are ultimately made by your home institution.

CEA GRADING SCALE			
Letter Grade	Numerical Grade	Percentage Range	Quality Points
A+	9.70 – 10.0	97.0 – 100%	4.00
A	9.40 – 9.69	94.0 – 96.9%	4.00
A-	9.00 – 9.39	90.0 – 93.9%	3.70
B+	8.70 – 8.99	87.0 – 89.9%	3.30
B	8.40 – 8.69	84.0 – 86.9%	3.00
B-	8.00 – 8.39	80.0 – 83.9%	2.70
C+	7.70 – 7.99	77.0 – 79.9%	2.30
C	7.40 – 7.69	74.0 – 76.9%	2.00
C-	7.00 – 7.39	70.0 – 73.9%	1.70
D	6.00 – 6.99	60.0 – 69.9%	1.00
F	0.00 – 5.99	0.00 – 59.9%	0.00
W	Withdrawal	N/A	0.00
INC	Incomplete	N/A	0.00

## ASSESSMENT OVERVIEW

This section provides a brief description of each form of assessment listed above. Your course instructor will provide further details and instructions during class time.

**Class Participation (10%):** Student participation is mandatory for all courses taken at a CEA Study Center. The instructor will use the rubric below when determining your participation grade. All students should understand that attendance and punctuality are expected and will not count positively toward the participation grade.

CLASS PARTICIPATION GRADING RUBRIC	
Student Participation Level	Grade
You make major & original contributions that spark discussion, offering critical comments clearly based on readings, research, & theoretical course topics.	<b>A+</b> (10.0 – 9.70)
You make significant contributions that demonstrate insight as well as knowledge of required readings & independent research.	<b>A/A-</b> (9.69 – 9.00)
You participate voluntarily and make useful contributions that are usually based upon some reflection and familiarity with required readings.	<b>B+/B</b> (8.99 – 8.40)
You make voluntary but infrequent comments that generally reiterate the basic points of the required readings.	<b>B-/C+</b> (8.39 – 7.70)
You make limited comments only when prompted and do not initiate debate or show a clear awareness of the importance of the readings.	<b>C/C-</b> (7.69 – 7.00)
You very rarely make comments and resist engagement with the subject. You are not prepared for class and/or discussion of course readings.	<b>D</b> (6.99 – 6.00)
You make irrelevant and tangential comments disruptive to class discussion. You are consistently unprepared for class and/or discussion of the course readings.	<b>F</b> (5.99 – 0.00)

**Homework Assignments (20%):** You will be given two homework assignments to complete throughout the term, each worth 10% of the total course grade. The course instructor will provide further details in class regarding these assignments.

**Midterm Exam (20%):** The midterm exam is designed to establish and communicate to you the progress you are making towards meeting the course's learning objectives. The exam will include definition-based questions, short-answer questions, and essay-response questions.

**Final Project (20%):** In team groups, will select a new venture idea and create a 10-15 page business plan. You will then present your business plan as a group at the end of the semester. During your presentation, the class audience will act as venture capitalists, and your objective will be to sell the class on the financial viability of your new business. The plan will be judged on its completeness, consistency, and support of the idea.

**Final Exam (30%):** The final exam is designed to establish and communicate to you the progress you are making towards meeting the course's learning objectives. The exam will include definition-based questions, short-answer questions, and essay-response questions.

## REQUIRED READINGS

Reading assignments for this course will come from the required text(s) listed below. All required readings must be completed according to the due date assigned by the course instructor.

- I. **REQUIRED TEXT(S):** You may purchase the required text(s) prior to departure or upon program arrival. The required text(s) are listed below:

Blank, Steve, *The Four Steps to the Epiphany*, K&S Ranch Press, 2013.

Osterwalder, Alexander and Pigneur, Yves, *Business Model Generation*, Wiley, 2010.

## RECOMMENDED READINGS

The recommended reading(s) and/or text(s) for this course are below. These recommended readings are not mandatory, but they will assist you with research and understanding course content.

Allen, Kathleen R., *Launching New Ventures, An Entrepreneurial Approach*, Houghton Mifflin, 1999.

Bailey Matt, *Internet Marketing, an Hour a Day*, Indianapolis: Wiley Publishing, 2011.

Blank, Steve and Dorf, Bob, *The Startup Owner's Manual*, K&S Ranch Press, 2012.

Dixit, Avinash K. and Nalebuff, Barry J, *The Art of Strategy, A Game Theorist's Guide to Success in Business and Life*, W.W. Norton & Company, 2008.

Kim, W. Chan, and Mauborgne, Renée. *Blue Ocean Strategy: How to Create Uncontested Market Space and Make Competition Irrelevant*. Boston: Harvard Business School Press, 2005.

Mintzberg, Henry et al. *Strategy Safari. The Complete Guide to the Wilds Strategic Management*. Pearson, 2001.

Neal, Bill and Strauss, Ron, *Value Creation, The Power of Brand Equity*, Mason: Cengage Learning / South-Western, 2008.

Porter, Michael. *Competitive Strategy: Techniques for Analyzing Industries and Competitors*. New York: Free Press, 1980.

## ADDITIONAL RESOURCES

In order to ensure you success abroad, CEA has provided the academic resources listed below. In addition to these resources, each CEA Study Center provides students with a physical library and study areas for group work. The Academic Affairs Office at each CEA Study Center also compiles a bank of detailed information regarding libraries, documentation centers, research institutes, and archival materials located in the host city.

- **UNH Online Library:** As a CEA student, you will be given access to the online library of CEA's School of Record, the University of New Haven (UNH). You can use this online library to access databases and additional resources while performing research abroad. You may access the UNH online library [here](#) or through your MyCEA Account. You must comply with [UNH Policies](#) regarding library usage.
- **CEAClassroom – Moodle:** CEA instructors use Moodle, an interactive virtual learning environment. This web-based platform provides you with constant and direct access to the course syllabus, daily schedule of class lectures and assignments, non-textbook required readings, and additional resources. Moodle includes the normal array of forums, up-loadable and downloadable databases, wikis, and related academic support designed for helping you achieve the learning objectives listed in this syllabus.

During the first week of class, CEA academic staff and/or faculty will help you navigate through the many functions and resources Moodle provides. While you may print a hard copy version of the syllabus, you should always check Moodle for the most up-to-date information regarding this course. The instructor will use Moodle to make announcements and updates to the course and/or syllabus. It is your responsibility to ensure that you have access to all Moodle materials and that you monitor Moodle on a daily basis in case there are any changes made to course assignments or scheduling.

To access Moodle: Please log-in to your MyCEA account using your normal username and password. Click on the "While You're Abroad Tab" and make sure you are under the "Academics" sub-menu. There you will see a link above your schedule that says "View Online Courses" select this link to be taken to your Moodle environment.

**COURSE CALENDAR**  
*Entrepreneurship: The Art of Creative Business*

Session	Topic	Activity	Readings & Assignments
1	Overview of course, review of syllabus. Your expectations and reasons for taking the course. The importance of entrepreneurship through the ages.	Lecture & Discussion	<i>The Four Steps to the Epiphany</i> , Chapter 1 Homework: 1 page about an Entrepreneur to discuss next session
2	The context for entrepreneurship. The societal and economic impact of entrepreneurship	Lecture & Discussion	<i>The Four Steps to the Epiphany</i> , Chapter 1
3	Where do new venture ideas come from? What's the difference between an idea and an opportunity? Screening new venture opportunities.	Lecture, Videos and Discussion, comments about Entrepreneurs homework assignment	<i>The Four Steps to the Epiphany</i> , Chapter 2 Reading to discuss next session: Business Plan papers
4	What are some common criteria used to evaluate venture potential?	Lecture, Videos and Discussion, comments about Entrepreneurs one page homework	<i>The Four Steps to the Epiphany</i> , Chapter 2
5	Feasibility and risks analysis of new business ideas. Business Plan development.	Lecture, Commercials and Discussion, comments about Business Plan papers	<i>The Four Steps to the Epiphany</i> , Chapter 3 (phase 1) Reading to discuss next session: Segmentation, Targeting and Positioning paper
6	Market visit to an entrepreneur	Interview & Discussion	N/A
7	Analyzing the Macro and Micro business environment. How to make an effective competitor analysis.	Lecture and Discussion, Homework Assignment, comments about Segmentation, Targeting and Positioning papers	<i>The Four Steps to the Epiphany</i> , Chapter 3 Reading to discuss next session: Product Portfolio papers
8	New Product and Value Delivery Proposal analysis. Sole Proprietors and Partnerships advantages and disadvantages. Franchising.	Lecture, Commercials and Discussion, comments about Product Portfolio papers	<i>The Four Steps to the Epiphany</i> , Chapter 4 Reading to discuss next session: Facility Planning paper

9	Midterm Review	Interview & Discussion	All materials
10	<b>MIDTERM EXAM</b>		
11	Building a New Venture, founding team and Organization plan	Interview & Discussion	<i>The Four Steps to the Epiphany</i> , Chapter 6,
12	Company philosophy and concept, Management. New Venture Infrastructure, Facilities, Operations, Processes, Manufacturing and Quality Assurance.	Test, Lecture, Videos and Discussion, comments about Facility Planning paper	<i>The Four Steps to the Epiphany</i> , Chapter 6, Appendix A Reading to discuss next session: Distribution paper
13	Distribution Strategy, Distribution Channels, Business to Business and Business to Consumer Marketing.	Lecture and Discussion, Final Assignment, comments about Distribution paper	<i>The Four Steps to the Epiphany</i> , Chapter 5
14	Market Activation. Explanation of deliverables for new ventures presentation.	Lecture & Discussion	<i>The Four Steps to the Epiphany</i> , Chapter 5
15	Market visit to an Entrepreneur	Interview & Discussion	N/A
16	Market visit to an Entrepreneur	Interview & Discussion	N/A
17	Market visit to an Entrepreneur	Interview & Discussion	N/A
18	Homework 1 presentations Developing the Marketing Plan. Identifying target markets, estimating demand and designing your market position.	Presentations, Lecture and Discussion, Homework Assignment	<i>Business Model Generation</i> , Strategy Reading to discuss next session: Future Trends paper
19	Customer Relationship Management.	Lecture and Discussion	TBA

20	Developing the Financial plan. Consistency between strategy and numbers. What are reasonable estimates of demand?	Lecture and Discussion, comments about Future Trends paper	<i>Business Model Generation, Canvas</i>
21	How to remain in business	Lecture and Discussion, continued comments about Future Trends	<i>Business Model Generation</i> TBA
22	Growth Management, preparing for the Future, Market Development, Change Management.	Lecture and Discussion, comments about Future Trends paper	<i>Business Model Generation, Canvas</i>
23	Corporate Social Responsibility	Lecture and Discussion	<i>Business Model Generation</i> TBA
24	Homework & Final Project presentations I	Presentations Discussion	N/A
25	Final Project presentations II	Presentations Discussion	N/A
26	Review for Final Exam	Presentations Discussion, Exam	N/A
27	<b>FINAL EXAM</b>		



## SECTION III: CEA Academic Policies

The policies listed in this section outline general expectations for CEA students. You should carefully review these policies to ensure success in your courses and during your time abroad. Furthermore, as a participant in the CEA program, you are expected to review and understand all CEA Student Policies, including the academic policies outlined on our website. CEA reserves the right to change, update, revise, or amend existing policies and/or procedures at any time. For the most up to date policies, please review the policies on our website.

Class & Instructor Policies can be found [here](#)

General Academic Policies can be found [here](#)