

A class for people
who are going places

Learn

PRACTICAL FACTS AROUND

- superior leadership
- sales effectiveness
- operational excellence
- financial management
- customer loyalty

MAJOR POST-START UP BUSINESS ISSUES:

Be aware of

CRITICAL INTANGIBLES NECESSARY FOR SUCCESS:

- networks
 - execution and planning
 - entrepreneur drama
 - and many others
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MGT 195*

Management of a Growing Entrepreneurial Venture

* MGT 192 or instructor approval required

brought to you by:

The George Washington University
Center for Entrepreneurial Excellence (CFEE)

CFEE

instructor

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MANAGEMENT OF A GROWING ENTREPRENEURIAL VENTURE
MGT 195, CRN 95826
R 11:10-1:00 pm, 00/00/09 to 00/00/09
DUQUES 362, Prof. Frey

DATE	TOPIC/SPEAKERS	READINGS TO COMPLETE	ASSIGNMENT DUE
	INTRO/IDEAS/ NETWORKS	**** Reading & Assmt draft...see Blackboard for final ****	
SESSION 1:	SESSION 1: MIND MAPPING/IMPORTANCE OF NETWORKS		*FIND ENTREPRENEUR to interview by class 3
	INTRO: MODELS /PLANNING		
SESSION 2:	SESSION 2: BUSINESS MODELS PLANNING	Vision Forward Case: Ted & Filmanthropy Vision Forward Case: Warren & Myers Internet	-Business model grid -Report on your selected entrepreneur - Blog -5 minute team present
	MODULE 1a: SUPERIOR LEADERSHIP CASE ISSUE OUTLINE		
SESSION 3:	SESSION 3: DISCUSSION OF READINGS	-Kiss Theory Goodbye (3-48) -Vision Forward Case: Jason & Rising Medical Solutions -Hot Mommas® Project Case: Kimberly & Tranquil Space -From Good to Great sum. -Jack Welch on Leadership -What Leaders Really Do – purchase from HBS	-Entrepreneur Mentor confirmed -Blog
	MODULE 1b: SUPERIOR LEADERSHIP LIVE CASE PRESENTATIONS		
SESSION 4:	SESSION 4: PRESENTATIONS/ENTREPREP REACTION SUMMARY		-Case presentation
	MODULE 2a: SALES EFFECTIVENESS CASE ISSUE OUTLINE		
SESSION 5:	SESSION 5: DISCUSSION OF READINGS	-Hot Mommas® Project Case: Laura Lee -Cool Daddies Case: Josh & On Sale Promos -See blackboard for additional readings	-Blog -EM Round 1
	MODULE 2b: SALES EFFECTIVENESS LIVE CASE PRESENTATIONS		
SESSION 6:	SESSION 6: SALES -PRESENTATIONS/ENTREPREP REACTION -SUMMARY		-Case presentation -EM Round 2
	MODULE 3a: OPERATIONAL EXCELLENCE - CASE ISSUE OUTLINE		
SESSION 7:	SESSION 7: OPERATIONAL EXCELLENCE	<ul style="list-style-type: none"> • Kiss Theory Goodbye (pgs 67-86) • Vision Forward Case: Kathryn & Bravado! • Vision Forward Case: Brian & 1-800-GotJunk • Summary of The Goal 	Blog
	MODULE 3b: OPERATIONAL EXCELLENCE- LIVE CASE PRESENTATIONS		
SESSION 8:	SESSION 8: -PRESENTATIONS/ENTREPREP REACTION -SUMMARY		Case presentation

	MID PT		
MAR 13	?SESSION 9: MID POINT PRESENTATIONS – Entrepreneur Mentor Takeaways		Mid point presentation
BREAK		Spring Break	
	MODULE 4a: FINANCIAL MGT CASE ISSUE OUTLINE		
SESSION 10:	SESSION 10: FINANCIAL MANAGEMENT	-Kiss Theory Goodbye (pgs 87-100) -Hot Mommas™ Project Case: Susan & News Generation -Blackboard readings	-Blog
	MODULE 4b FINANCIAL MGT: LIVE CASE PRESENTATIONS		
SESSION 11:	SESSION 11: FINANCIAL MANAGEMENT -PRESENTATIONS/ENTREPREP REACTION -SUMMARY		Case presentation
	MODULE 5a: CUSTOMER LOYALTY CASE ISSUE OUTLINE		
SESSION 12:	SESSION 12: CUSTOMER SERVICE	-Kiss Theory Goodbye (pgs 101-118/119-162/163-202) -Blackboard readings	-EM Round 1 -Blog
	MODULE 5b: CUSTOMER LOYALTY LIVE CASE PRESENTATIONS		
SESSION 13:	SESSION 13: EXECUTION, SCALABILITY & EXIT - PRESENTATIONS/ENTREPREP REACTION -SUMMARY		-EM Round 2 -Blog
	FINAL PRESENTATIONS		
SESSION 14:	SESSION 14: FINAL PRESENTATIONS ?ENTREPRENEUR MENTOR TAKEAWAYS	-Optional beyond class follow on readings on Blackboard	• Final presentations - load by 12 pm Weds

SPRING SEMESTER 2008	
CLASSES BEGIN	(M) January 14
Martin Luther King Jr. Day	(M) January 21
Presidents' Day	(M) February 18
Spring Break	(M-S) March 17-22
Make-up Classes	(T) April 29
Last Day of Spring semester classes	(W) April 30
Reading Days	(R-F) May 1-2
FINAL EXAMINATIONS	(M-T) May 5-13
Commencement	(Sun) May 18

COURSE DESCRIPTION:	<p>This course uses a five-module structure integrating theory and reality. We use a combination of cases, articles, and real entrepreneurs to examine the data, dilemmas and decisions confronting leaders of post startup entrepreneurial ventures as they address the following challenges:</p> <ol style="list-style-type: none"> 1. Leadership - Building effective management team & the evolving role of the leader; 2. Sales - Creating a "sales machine"; 3. Operations – Systems and processes and how to inculcate them into an organization; 4. Financial Management – Key financial metrics, funding decisions, and financial control; 5. Customers – Thinking strategically about customers, and parlaying that into action. <p><i>Approach: Each ONE of these topics could be a class. The class approach is to INTRODUCE and provide an OVERVIEW to students of between 1 and 3 sample challenges in each module. The DEPTH of the course is in allowing each student to "try on" a problem solving role by analyzing real-time issues for business owners.</i></p> <p>Throughout the course, the following issues are also examined in a LESS INTENSIVE manner:</p> <ul style="list-style-type: none"> • idea generation • business models • networks (mentors, peers, advisory boards) • planning and execution • balancing multiple priorities / the Life Business Model • scalability • exit strategy • being comfortable with 'the blank slate' <p>Students must be prepared to <u>expand</u> their critical thinking skills and have the ability to <u>extract</u> learnings and develop their own opinions and hypotheses. Students use actual speaker/company data and information to analyze venture dynamics, namely our:</p> <ul style="list-style-type: none"> - LIVE CASE STUDY companies (part of each module)in guest entrepreneurs from diverse industries will share their unique experiences dealing with these common challenges of post start-up/growth-oriented companies. - ENTREPRENEUR MENTORS (selected by students) – Students will find and conduct interviews with an entrepreneur of their choosing and reflect on their own personal learnings. - CASE STUDIES – Case studies on entrepreneurs - ARTICLES – A select suite of articles are chosen, additional follow-on readings are encouraged beyond class. - BOOK – An entrepreneur favorite, Bob Prosen's "Kiss Theory Goodbye"
PREREQUISITES:	<p>Undergraduate: Mgt. 192 <u>OR</u> Instructor approval. <i>NOT recommended for those with no business background.</i></p>
PROFESSOR:	<p>Katherine Korman Frey, Fungler 312 T&TR(M, W, F = Prof Tarabishy) (202) 237-8000, Fax: (202) 237-2858 Frey@gwu.edu Office Hours: by appointment on Tuesday and Thursday</p>

REQUIRED TEXTS:	Kiss Theory Goodbye by Bob Prosen (purchase online) - Selected articles & cases (purchased online and hand outs)
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GRADING & ATTENDANCE

POINT DISTRIBUTION - OF 1000 POINTS FOR COURSE:

CLASS PARTICIPATION		
	PARTICIPATION IN CLASS (INCLUDING ATTENDANCE)	250
CASE ASSIGNMENTS		
	ENTREPRENEUR MENTOR	500
MID POINT AND FINAL ASSIGNMENT		
	MID POINT	50
	FINAL	200
	TOTAL	1000

GRADING SCALE:

A	=	940	-	1,000	C	=	730	-	769
A-	=	900	-	939	C-	=	700	-	729
B+	=	870	-	899	D+	=	670	-	699
B	=	830	-	869	D	=	630	-	669
B-	=	800	-	829	D-	=	600	-	629
C+	=	770	-	799	F	=	below 600		

CRITERIA FOR GRADING WRITTEN AND ORAL ASSIGNMENTS:

- On-time submission.
 - Late assignments will be down graded one level. All assignments are due at 12 pm the Weds before class.
- Follow assignment instructions.
 - Students are expected to follow the instructions given, and take responsibility for clarifying any questions.
 - If you are absent, follow up with classmates about assignments and make up work. Do standing extra credit on Blackboard.
- Effective writing.
 - Proper English, correct punctuation, no ambiguous or vague words or phrases, well organized.
 - If English is not your first language, you are responsible for having your paper edited before turning in. Alert the instructor if this is a problem.
 - Guidelines for writing standards can be found by using A Manual for Writers by Kate L. Turbian. When formats/outlines for projects are provided by instructor they should be followed for full grade credit.
- USE YOUR BRAIN. Use of problem-solving techniques. Don't phone it in.
 - Clear investment of self, experiences, learning from class, readings, and speakers should be reflected in assignments.
 - You will wear more of an executive hat, and less of a student hat, in this class.
- Other:
 - Logical oral presentation, getting class involved, and sound defense of position taken.

- o Meets time limits for oral presentations and page limits for written reports.

ATTENDANCE:

- Should you need to miss any class due to a religious holiday, please notify the instructor during the first week of the semester.
- No grade of A will be given if you miss more than one class (not including an excused absence approved ahead of time by instructor).
- Therefore, regular and consistent attendance is expected. Attendance will be recorded.
- **NOTIFY THE INSTRUCTOR IN ADVANCE IF YOU ARE GOING TO BE ABSENT. DO AN EXTRA CREDIT ASSIGNMENT IF YOU MISS CLASS. Any absence must be approved by instructor prior to class session and should only be due to serious illness/injury or a major event. Any such excused absence can be made up by requesting an additional assignment.**
- You are responsible for updating yourself on what was covered in class during an absence. There will be a standing make-up assignment on blackboard which you should complete and turn in for any absence. Get contact information for someone else in class so you are able to see what was covered.

STUDENT RESPONSIBILITIES

PARTICIPATION (250 POINTS):

It is important to attend each class session, be on time, and actively participate because: (1) overall learning will be enhanced, (2) you are responsible for what is covered during each class session, (3) it is fair to others who attend regularly, (4) interactive class exercises will not be jeopardized. Students will be graded on preparation and thoughtful contribution including the degree to which it furthers class conversation (instead of, for example, "recycling" someone else's point in different words).

ENTREPRENEUR MENTOR (250 POINTS):

In this assignment, students conduct 2 interviews with an entrepreneur of their choosing (NOT a relative and NO email interviews). Through this exercise, students will begin to practice making personal connections in the business community, as well as identifying linkages between real businesses, and information learned in class. Assignments must follow the EM templates placed on blackboard. See "Entrepreneur Mentor" handout (on blackboard) for more detail.

CASE ASSIGNMENTS (500 POINTS):

For each module, students will be applying their learnings from class lectures, readings, guest speakers, and their entrepreneur mentor assignment toward a real business issue presented in class. The owner of the business will attend and provide feedback on each team's presentation. Students may be required to sign non disclosure and non compete agreements due to the proprietary nature of information shared

*****CODE OF ACADEMIC INTEGRITY*****

- You should become familiar with GWU's Code of Academic Integrity. Commitment to academic honesty is very important; therefore, cheating, fabrications, and plagiarism are strictly forbidden.
- Any team projects or cases should be collaborative within the team, and submitted as a team report.
- If you have any questions about the Code's applicability to any part of this course, let's discuss them early in the course.

Any suspected acts of academic dishonesty should be reported by the individual(s) thought to be involved through your encouragement, or to me, and/or to the Academic Integrity Council.