

Spring 2009

COURSE No: Management 291

COURSE
TITLE: Entrepreneurship

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COURSE
DESCRIPTION: This course will explore and examine the "entrepreneur as a phenomenon." In exploring the entrepreneur, students will be exposed to the theory as well as the experiences associated with entrepreneurs, entrepreneurial leaders, entrepreneurial acts both within organizations and in developing new ventures. Entrepreneurship will be examined in all organizational settings -- large, small, public and private. Emphasis will be placed on the integration of theories and concepts with personal experiences

REQUIRED
TEXT: Entrepreneurship: Successfully Launching New Ventures. Bruce Barringer and Duane Ireland, Prentice Hall 2nd Ed 2007

RECOMMENDED
TEXT/JOURNALS E-Myth Mastery, Michael Gerber, Harper Business, 2005
Entrepreneur Magazine
Inc. Magazine
Journal of Small Business Management
Entrepreneurship Theory and Practice
Journal of Business Venturing

RECOMMENDED
BLOGS AND
WEB SITES The Entrepreneurial Mind a blog managed by Dr. Jeffery Cornwall at
<http://www.drjeffcornwall.com/>

NFIB Research Foundation's 411 Small Business Facts at
<http://www.411sbfacts.com/>

COURSE

OBJECTIVES

The objectives of the course are to:

1. Examine the entrepreneur as a phenomenon.
2. Explore how entrepreneurs think, differ, and behave.
3. Experience the process and act of being entrepreneurial.
4. Develop a working model of entrepreneurship by creating a project whether a new venture or a refinement of an existing system or product.
5. Use technology to advice, counsel and coach students and entrepreneurs to enhance their probability of a successful venture.
6. Integrate sustainability/ green concepts into all feasibility plans.

LEARNING

OBJECTIVES:

1. By sharpening your interview skills, understand the motivations and issues facing entrepreneurs and their ventures.
2. Develop and sharpen your perception of viable business opportunities.
3. Learn how to apply environmental scanning to understanding the exogenous variables affecting entrepreneurial ventures.
4. Learn how to sell your concept and develop support –personal and financial for your venture.
5. Learn how to integrate a comprehensive marketing strategy into a viable entrepreneurial venture.
6. Explore and understand the interrelationships among the various endogenous variables/ transactional activities surrounding entrepreneurial ventures such legal structure, organizational form and SWOT analysis.
7. Develop a comprehensive feasibility plan for your purpose venture.

COURSE

OUTLINE:

Although the following is arranged in major substantive blocks, there may be overlap with class activities, assignments and discussions. Students are encouraged to read the required text at their own speed, desire and interest.

SECTION 1

Thinking entrepreneurially

This section of the course will explore the process of thinking and behaving entrepreneurially. **Who** are entrepreneurs –behaviors and characteristics? **What** motivates them? **Where** do they exist in the general population and in organizations? **When** do they become entrepreneurs are exhibit entrepreneurial tendencies? **How** do they create new ideas or products?

SECTION 2

Acting entrepreneurially

This section of the course will explore the implementation of the entrepreneurial act itself, including creating the new idea or product, securing resources- human, fiscal and material. Among the topics of discussion will be the differences between a new venture start-up and an internal entrepreneurial project.

SECTION 3 Implementing entrepreneurial actions

This section will explore the entrepreneur's strategic plan for success. Attention will be given to discussing environmental scanning and the various new venture start-up and internal strategies employed by entrepreneurs.

ASSIGNMENTS

1. **"The Interview"**
Students will select an entrepreneur. The purpose of this assignment is to understand the motivation, desires and characteristics of entrepreneurs. To facilitate this process, students will use the existing structured interview guide (**See Attachment A: Interview Guide**). **Students must follow the guide especially Section A. Introduction.** Students are encouraged to discuss their selections with the instructor prior to conducting the interview. Class time will be allocated for students to share their experiences with the class. **Note: students will turn the interview back to the professor after review of the grade.**
2. **"Elevator Pitch"**
Students will prepare and present to the class a brief, three-minute overview of their idea/project for the semester. The purpose of this presentation is to stimulate ideas and suggestions from both the class and the professor on how to ensure the feasibility of each project concept. After the presentation, students will submit a two-page type written summary of their project, which will also serve as the *Executive Summary* of their business plan. (**See Attachment B: Outline of In-Class Presentation**) to the professor.
3. **"Environmental Scan"**
Students will collect data--i.e., articles from the Internet, periodicals, newspapers, journals, trade publications, reports, etc.--on current environmental factors, which could impact upon their projects. Each section of the scan must have a three to four page (3to 4 pages) summary and including an annotated bibliography of at least fifteen different references (**See Attachment C: Outline of Environmental Scan**). Scan A, Marketing, can be used as part of the feasibility plan section.
4. **"The Feasibility Plan"**
Students will submit a feasibility plan [**NOT A BUSINESS PLAN**] of their entrepreneurial idea or venture. Students may
 - (1) Offer a new project or service ready for market;
 - (2) Others may examine existing systems and construct an alternative which will be both unique and more efficient; and

- (3) Finally some others may decide to start their own enterprise and as such, formulate a complete feasibility plan, including sources of capital and an analysis of the feasibility of the venture.

Students are encouraged to use all available resources to maximize efficiency and minimize their costs, personal, as well as financial. Finally, the instructor will serve as a guide offering general guidelines but refraining from becoming the "Expert." The instructor will attempt to provide examples of previous projects for student review.

Students should use the (1) Executive Summary as part of their final projects and (2) Marketing section of the Scan as part of the feasibility plan. Students are directed to follow the table of contents at end of the syllabus (**See Attachment D: Outline of Entrepreneurial Feasibility Plan**). Note the plan should be typed in 12 pt font. Avoid smaller print because of the difficulty in reading the report.

5. Extra Credit

Students can negotiate to complete an additional assignment with the professor's approval. Students can earn a grade of 1-2 points on their grade for the course (i.e., $89+1=90$).

		GRADES	
1.	Entrepreneur Interview	15	pts.
2.	Pitch George Solomon		
	In-Class Presentation	5	pts.
	Executive Summary	10	pts
3.	Environmental Scan (Sections A and B will be submitted and graded individually during various times during course of semester)		
	Section A	15	pts
	Section B	15	pts
4.	Project Final Report/Business Plan		
	In class presentation	10	pts
	Written Plan	30	pts
TOTAL		100	pts

NOTE: All assignments are due on the date specified in the course syllabus. Students needing an extension MUST contact the professor no later than 24 hours prior to due date. Extensions will be granted, at no grade penalty.

NO EXTESNSIONS WILL BE GRANTED FOR ALREADY AGREED TO EXTENSIONS. YOU CAN ONLY ASK FOR AN EXTENSION UP TO TWO ASSIGNMENTS NO MORE.

However, all work will be submitted on the last regularly scheduled class unless an extension is granted. Extensions will be granted not to exceed a set number of days after the official end of classes for the final project. For the interview, students will be granted an extension of 14 days from the date of assignment and no extensions will be granted for the in-class presentation and

executive summary. Failure to comply with these requirements will result in a loss of a letter grade per day per assignment.

ALL EXTENSIONS WILL REQUIRE THE STUDENTS TO SUBMIT THEIR ASSIGNMENT TO MY MAILBOX IN FUNGER HALL SUITE 315 NO LATER THAN 5 PM ON THE DATE AGREED TO ME VIA EMAIL.

NOTE WELL -- students requesting an extension for the feasibility plan or other assignments that will be turned in after the last class may receive a grade of [I]. Once the final project/assignment is submitted, the professor will submit the final grade. However, the grade report will show the following I/then the new letter grade.

SCHEDULE OF CLASSES
MANAGEMENT 291: ENTREPRENEURSHIP
 Spring 2009
 Dr. George T. Solomon

DATE	SESSION#	SESSION TOPIC (S)	Barringer & Ireland
01-12-09	1	Course Overview, Who Are Entrepreneurs and What is Entrepreneurship?	Chapter 1
01-19-09		MARTIN LUTHER KING DAY	
01-26-09	2	Characteristics of Entrepreneurs, Creativity and Innovation Building Blocks to Entrepreneurial Success, Social Entrepreneurship	Chapter 2
2-02-09	3	Opportunity Recognition and Is Your Idea a Business? ** INTERVIEWS ARE DUE **	Chapter 3
2-09-09	4	Mind Mapping and Library Research for Completing a Feasibility Plan (Mr. Ben Giad)	Chapter 4
2-16-09		PRESIDENT'S DAY	
2-23-09	5	"Elevator Pitch"	
3-02-09	6	The Role of Marketing in Stimulating New Venture and Product Development	Chapter 11
		EXECUTIVE SUMMARIES ARE DUE	
3-09-09	7	Guerilla Marketing and Promotional Strategies	Chapter 6
		** ENVIRONMENTAL SCAN A IS DUE **	
3-16-09		SPRING BREAK	
3-23-09	8	Legal, Intellectual Property, Technology and Other Issues Affecting Entrepreneurs	Chapters 8, 12
3-30-09	9	Getting Financing and Funding Start-Up Costs	Chapter 10
		** ENVIRONMENTAL SCAN B IS DUE **	
4-06-09	10	Financial Management Issues Confronting Entrepreneurs	
4-13-09	11	Entrepreneurial Leadership and Growth Strategies for an Entrepreneurial venture. [Domestic and Global	
4-20-09	12	Final Projects in Class Presentations	
4-27-09	13	Final Projects in Class Presentations	
4-29-09	14	Final Projects in Class Presentations (Make-Up Day) ** SEMESTER PROJECTS ARE ALL DUE**	

**ATTACHMENT A:
Survey of Entrepreneurs
The George Washington University**

Prior to describing the data collected from the interview, please provide some background data to set the stage. Also, where possible, get the entrepreneur's business card.

1. Where did the interview take place?

At the Entrepreneur's home

At the Entrepreneur's business

At a Restaurant

At a _____ [Fill in the blank]

2. What was your perception of the interviewee? [Check one]

I found this person inspiring _____

I liked this person _____

I formed No opinion _____

I disliked this person _____

3. Do you believe this person's business will succeed?

YES _____ NO _____

Briefly, explain why:

4. Why did you choose this person to interview?

5. What characteristics does the interviewee possess that makes him/her an entrepreneur? Draw analysis from the readings and the literature

6. What did you learn from this person, this interview that you didn't know before?

7. What kind of business is this person in? Give a brief -- no more than one paragraph -- description of the business.

Entrepreneur Interview Schedule

I. Introduction

Explain who you are and why you are doing this interview. Give enough of your own background that the interviewee can feel that he or she knows something about you and is comfortable with you. Be sure to tell the interviewee that everything he or she says will be held in strict confidence and that no one but you will ever have access to your notes so that you are the only person who will ever know that he or she made a particular comment.

II. Questions about entrepreneurship

1. What's your definition of an entrepreneur?
2. Do you consider yourself an entrepreneur?
3. What is the best thing about being an entrepreneur?
4. What is the worst thing about being an entrepreneur?
5. Do you encourage entrepreneurship within your organization?
6. How do you encourage entrepreneurship in your organization?
7. What would be your advice to a potential entrepreneur?

III. Questions about your own experience as an entrepreneur

1. What event do you consider as a major milestone in your life?
2. How did this event affect your decision to become an entrepreneur?
3. Why did you decide to go into your own business instead of someone else's?
4. How has your education helped you in launching and growing your venture?

5. How has your lifestyle and personal life changed since you started your venture?
6. Are you enjoying what you're doing, that is, how are you having fun in your entrepreneurial activities?
7. What sort of management style do you practice?
8. How do you approach the competition?
9. How do you define success?
10. What led to the success of your business?
11. To what degree do you think luck contributed to your success?
12. What do you see as the future of your business?
13. If you had to do it again, what would you change?
14. If you had to do it again, what would you keep the same?
15. Do you have any plans for future businesses?

IV. Questions about how others relate to you as an entrepreneur

1. What sort of emotional support did you get from your family in your decision and your start-up?
2. Did you or do you now have a "mentor?"
3. If there is someone you think of as your mentor, what type of relationship do you have with this mentor?
4. What is your perception of how others see you personally and professionally?
5. How would you like others to see you?
6. Do you believe that people envy your freedom as your own boss in control of your own success?
7. With what kind of people do you like to work?
8. With what sort of people do you like to socialize?

9. In your view, what is it like for those who work for you?

V. Strategic Orientation Strategy

Before you end ask the interviewee if he or she has any questions of you. Then ask whether there are any questions that the interviewee thinks you should have asked, or whether there is anything else that he or she could tell you about him or herself as an entrepreneur that would help you to better understand entrepreneurs and entrepreneurship. Be sure to reassure the interviewee that everything he or she told you will be held in confidence and that no one but you will ever be able to attribute any specific comment to him or her.

Please ask the entrepreneur to complete the surveys below to help match their leadership style with the strategic orientation of their company. The data collected will be analyzed by you as part of your write-up.

Survey One: Shows the degree of entrepreneurship orientation in the organization. The scale is divided into three parts: Risk-taking; Innovation; and, Pro-Activity.

Survey Two: Shows the organizational entrepreneurship dimension in a Yes/No view.

About Your Organization: Matches survey one and two with organizational performance.

The survey analysis will be discussed in a follow-up chat discussion.

Survey 1: Survey of Organizational Strategic Orientation

Instructions: The following questions are designed to determine what the entrepreneur believes are the business practices of their company. Please circle the number that best reflects actual conditions in your company.

1. In general, my company favors...

A strong emphasis on the marketing of tried and true products or services	1	2	3	4	5	A strong emphasis on R&D technological leadership, and innovations
---	---	---	---	---	---	--

2. How many new lines of products or services has your company marketed during the past 3 years?

No new lines of products or services	1	2	3	4	5	Very many new lines of products or services
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Changes in product or service lines have been mostly of minor nature	1	2	3	4	5	Changes in product or service have usually been quite dramatic
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3. In dealing with its competitors, my company...

Typically responds to actions which competitors initiate	1	2	3	4	5	Typically initiates actions to which competitors then respond
--	---	---	---	---	---	---

Is very seldom the first business to introduce new products or services, administrative techniques, operating technologies, etc.	1	2	3	4	5	Is very often the first business to introduce new products or services, administrative techniques, operating technologies, etc.
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Typically seeks to avoid competitive clashes, preferring a "live-and-let live" posture	1	2	3	4	5	Typically adopts a very competitive, "undo-the-competitors" posture
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4. In general, my company have...

A strong proclivity for low risk projects (with normal and certain rates of return)	1	2	3	4	5	A strong proclivity for high risk projects (with chances of very high returns)
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5. In general, I believe that...

Owing to the nature of the environment, it is best to explore it gradually via cautious, incremental behavior	1	2	3	4	5	Owing to the nature of the environment, bold, wide-ranging acts are necessary to achieve the firm's objectives
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When confronted with decision-making situations involving uncertainty, my company has....

Typically adopts a "wait and see posture" in order to minimize the probability of making a costly decision.	1	2	3	4	5	Typically adopts a bold, aggressive posture in order to maximize the probability of exploiting potential opportunities.
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Survey Two: Organizational Orientations Inventory

Instructions: Following are nine pairs of statements (1-9) that may or may not describe your organization. Put an X on the right of the statement that is most accurate. You may feel that both statements apply, but you must select the one that applies *best* for each statement. You might believe that neither one is an accurate description, but you must still select the one that is *least* inaccurate. Your responses cannot be scored unless you pick **one statement from each pair.**

Number	Statement	Select Only One for each Statement
1a.	We concentrate on marketing our "tried and true" products and services.	
1b.	We concentrate on leadership in technological innovation and development.	
2a.	We take actions that our competitors find it necessary to respond to.	
2b.	We respond effectively to our competitors' actions.	
3a.	We seek out projects that offer relatively low risk and are likely to yield normal returns.	
3b.	We seek out projects that may be risky but offer the potential of exceptionally high returns.	
4a.	We focus on developing and marketing new products and service innovations.	
4b.	We focus on strong marketing of our existing products and services.	
5a.	We wait to see the effectiveness of new administrative procedures and operating technologies before implementing them.	
5b.	We are often the first to implement new administrative procedures and operating technologies.	
6a.	Our market environment calls for bold action if we are to attain our objectives.	
6b.	Our market environment leads us to act cautiously to attain organizational objectives.	
7a.	Most changes we make in products and services are carefully tested small improvements.	
7b.	We strive for product and service changes that result in important and significant improvements.	
8a.	We take a very active stance with regard to our competitors, forcing them out of the market if possible.	
8b.	We try to avoid open conflicts and clashes with our competitors, preferring to live and let live.	
9a.	When we face uncertain situations we'll usually hold off making a major decision, to minimize the chances of major mistakes.	
9b.	When we face uncertain situations we usually take quick, bold action in order to exploit opportunities to the maximum.	

About Your Organization

Instructions: The following questions are designed to tell us about your organization and its performance in 2006.

Organization Type (check all that apply): _____ service _____ product

CEO gender: _____ male _____ female CEO age: _____

of Employees: _____

1. Rate your organization's 2006 performance:

Please circle the number that best reflects **actual** conditions in your company.

1	2	3	4	5
very	below	adequate	above	very
poor	expectation		expectation	good

2. Give an estimate on your organization's growth in the 2006 year. If negative growth indicate by adding a "-" sign.

- A) Market share _____ (percent)
- B) Size _____ (percent)
- C) Profitability _____ (percent)
- D) Capitalization _____ (percent)
- E) New Products _____ (number)

The Results of the survey will be emailed to each student to share with their entrepreneur if they wish.

ATTACHMENT B:
EXECUTIVE SUMMARY
(2 Pages)

- A. Mission Statement of Business/Venture
- B. Brief Description of the Business' Product and/or Service
- C. Brief Overview of the Market Characteristics
- D. Brief Overview of how you will differentiation your Product and/or Service
"What's the Hook?"
- E. State the "Value Proposition." (How will it succeed and grow and in most cases, generate Sales, Profits or Success.

* Use the results of this assignment as Section "1. Executive Summary" of the feasibility plan project (See Attachment D: Outline of Business Plan).

ATTACHMENT C:
MANDATORY OUTLINE*
ENVIRONMENTAL SCANS

Title Page for each section

Section A. Social/Market Factors (2-4 page summary) *

- i. Target Market (Demographics)
- ii. Social (Values, Lifestyles)
- iii. Competition

Annotated Bibliography for each section (minimum 15 annotated bibliographies)

Title Page for each section

Section B

Part I Economic/Political Conditions (2-4 page summary)

- i. National
- ii. State
- iii. Local

Part II Technology\Industry Data (2-4 page summary)

- i. Trends

Annotated Bibliography for each section (minimum 15 annotated bibliographies)

Note: ***Failure to include all mandatory sections will result in a grade lost**

**** Each section [A, B] must have a 4 page summary of the data/scanned materials. Each section should contain, at a minimum, 15 different annotated bibliographies of the source documents.**

Use Section A for the marketing trends section of the feasibility plan. Section B is not needed for the feasibility Plan

MANDTORY OUTLINE*
ATTACHMENT D:
ENTREPRENEURIAL FEASIBILITY PLAN

- i. Table of Contents
1. Executive Summary (Use here the results from the "In-Class Presentation")
 - A. Statement of Purpose
 - B. Description of Business
 - C. Product/Service
2. Market Data (use Environmental Scan)
 - A. Target Market Demographics
 - B. Social Values of the target market
 - C. Identify Competition and Explain your Competitive Edge
3. Marketing Plan (Use class handout "Marketing Check List" as a basis to develop this section). **This section is critical to the overall success of your plan and will receive a great deal of attention by me.**
 - A. Products and Services **Focus on benefits versus features.**
 - B. Product/Service Competitive Advantage(s) **"What's the Hook?"**
 - C. Promotional Strategy **Cost Benefit Analysis**
 - D. Pricing Strategy **Cost of Goods/Services Sold and Margin**
4. Implementation Plan
 - A. Personnel/Management Team
 - i. Management Team
 - ii. Staff
 - B. Operations
 - C. Legal Issues (i.e. Sub-Chapter S Corp.)
5. Critical Risks Assessment/Barriers to Entry (SWOT Analysis)
 - A. Strengths
 - B. Weaknesses
 - C. Opportunities
 - D. Threats
6. Growth Strategy. This section is very important. You must be able to explain how the business/idea will grow and become profitable
7. Financial Plan [One year of data only]

- A. Capital Formation Plan
 - i Sources and Applications of Funding
 - ii Capital Equipment List
 - iii. Start-Up Costs

- B. Balance Sheet

- C. Income Projections
 - i One -Year Summary
 - ii Detail By Month
 - iii Notes of Explanation

- E. Cash Flow Projections
 - i Detail By Month
 - ii Notes of Explanation

- 7. Exhibits and/or Supporting Documents