

MANAGEMENT 310: FACES OF ENTREPRENEURSHIP
6:00-8:30 pm Tuesday Guthrie 303
Fall 2008

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Office Hours:
 12:00pm -1:00pm Mon; Wed;
 1 hour prior to class on Tues. or
 by appointment

REQUIRED TEXTS:

Scott A. Shane, Finding Fertile Ground: Identifying extraordinary opportunities for new ventures, Wharton School Publishing: 2005

Jessica Livingston, Founders at Work: Stories of startup's early days, Apress: 2007

COURSE OBJECTIVES

1. Learn how to develop a successful new business by understanding and applying methods that differentiate successful and unsuccessful entrepreneurs so you can ask the right questions.
2. Develop critical analytical, writing, and presentation skills through opportunity identification, scenario planning, status reporting, and professional presentations.
3. Develop marketable career skills through planning and building a **REAL** business involving strategy, marketing, sales, production, customer service and financial accounting.
4. Develop essential communication skills through classroom discussion, team performance, and conducting a simulated board meeting and annual shareholder meeting.

GRADING			
PRODUCT	CRITERIA	POINTS	GRADING SCALE
Team Presentations: Business Model Quarterly/Annual Report	Each team shall designate areas of responsibility for each team member (equally dividing the sections of the attached business plan review matrix). Points earned by panel evaluation score: No presentation = 0 points 1 = 5 points 2 - 3 = 8 points 4 - 5 = 12 points 5 - 6 = 15 points 7 = 20 points (10 bonus points possible)	15 each for 30 total points	A = 90-100 B = 80-89 C = 70-79 D = 60-69 F = below 60 3 points on either side of boundary determines + or - (e.g., 92 is A- while 87 is B+)
Written Business Plan	Each team member shall prepare a section of the plan associated with their areas of responsibility (see Team Presentations above) summarizing: 1) initial strategy; 2) measurable assumptions; 3) actual performance; 4) scenario analysis; and 5) recommendations to entrepreneur for successful development of the business (4 points possible per section based on matrix to be provided)	20	
Mid-term and Final Exams	Non-cumulative exam on concepts and examples from the books. Short-answer questions will be responded first individually and then together as a team. Highest score counts, therefore no one scores below the team score.	10 points each for 20 total points	
Classroom Performance	Participation (10 chapters, 4 pts/class, 2 pts/contribution, thus 10 bonus points possible)	30	
TOTAL	(Points WILL BE deducted for lateness of any product listed above!)	100	

IMPORTANT POLICIES AND PROCEDURES

- KEEP COPIES OF ALL YOUR PAPERS WHICH YOU HAND IN. This is YOUR job!
- CHECK your posted grades --any questions regarding the grades should be submitted within 2 weeks of it being posted, IN WRITING.
- In-class activities and participation are important; if you miss many classes, expect to get a lower grade.
- **Participation:** Participation will be determined by classroom and team behavior. Participation will include such variables as attendance, classroom discussion, attitude, etc. Attendance is required and points are awarded for providing substantive contributions to every class discussion (more than 2 absences will be considered excessive). You are expected to participate in classroom discussion and group work activities. Excessive ABSENCES (more than 3 un-excused) or TARDINESS, SLEEPING, READING newspapers, failing to participate, WHISPERING in class, and doing ASSIGNMENTS FOR OTHER CLASSES, are just some examples of behaviors that would cause you to lose ALL your participation points for that class, or, in the case of excessive absences, for the entire term. Cheating or plagiarism will result in loss of all participation points and failure of the course. See Absences Policy below for details regarding absences.
- **ELECTRONIC DEVICES:** There are NO electronic devices permitted to be used during any class time (no cell phones, laptops, etc.) except as expressly permitted by the instructor. You may lose ALL participation points for any class in which you use electronic devices.
- **Authorized and Excused Absences:**
 - **EXCUSED ABSENCE:** For documented severe illness or death in the immediate family.
 - **Authorized absence:** It is university policy that "Students making satisfactory progress in their classes will be excused from classes when they are representing New Mexico State University on a university sponsored event (e.g., ASNMSU President represents NMSU at legislative session, student-athletes competing in NMSU scheduled athletic events or education field trips and conferences). Authorized absences do not relieve the student of class responsibilities. Prior written notice of the authorized absence will be provided to the instructor by the sponsoring department." Absences will require a 2-3 page written paper in lieu of attendance.
 - **Religious reasons:** It is the student's responsibility to review the class schedule attached to this syllabus, and to inform the instructor in writing within the first 2 weeks of the student's entering the class, if the student has a religious reason for requesting to be excused from class. As with all excused absences, the student will be required to make up the work missed, usually by writing a 2-3 page paper as make-up work.
- **Tardiness:** Participation points may be deducted for students who arrive late or leave early. Prior notification may mitigate such penalties.
- **Incompletes ("I" grades):** Given for passable work that could not be completed due to circumstances beyond the student's control (e.g., severe illness, death in the immediate family). These circumstances must have developed after the last day to withdraw from the course. Requests for "I" grades should be made to the instructor, but must be approved by the Management Department Head.
- **Withdrawals:** It is the responsibility of the student to know important dates such as University drop dates; last day to withdraw with a W is October 16. Moreover, it is the responsibility of the student to officially withdraw from any class that he or she intends to drop.
- **Cheating:** Cheating will not be tolerated. Punishment for those caught cheating will be an "F" in the course. The person will also be subject to further sanctions as indicated in the student code of conduct.
- **Plagiarism:** This is academic misconduct, and can result in a grade of F for both the assignment and the entire course. It is the student's responsibility to consult the NMSU web site describing what constitutes plagiarism. Plagiarism web site: <http://lib.nmsu.edu/instruction/plagiarismforstudents.htm>
- **Suspicion of Academic Misconduct:** Any suspicion of academic misconduct WILL BE PROSECUTED. Any evidence of misconduct (wandering eyes during an exam, written work unlike the bulk of the student's written work, etc.) may result in the student being required to repeat the work under suspicion, at the discretion of the instructor.

STUDENTS WITH DISABILITIES:

Disabilities/Employee Relations: Call the Director of Institutional Equity at 505.646.3635 with any questions you may have about NMSU's Non-Discrimination Policy & complaints of discrimination, including sexual harassment. Call the Coordinator of Services for Students with Disabilities at 505.646.6840 regarding student issues related to the Americans with Disabilities Act (ADA) and/or Section 504 of the Rehabilitation Act of 1973. All medical information will be treated confidentially.

Student Responsibilities

1. Within a few days of the start of the semester, register with SSD & obtain forms.
2. Within the first 2 weeks of beginning of classes (or within 1 week of the date services are to commence), deliver the completed forms to the instructor(s).
3. Within 5 days of giving the forms to faculty & at least 1 week before any scheduled exam, retrieve the signed forms from faculty & return them to SSD.
4. Contact the SSD Office if services/accommodations requested are not being provided, not meeting your needs, or additional accommodations are needed.

Faculty Responsibilities

1. Within five 5 working days after student gives you the forms, sign them, retain a copy, & return originals to the student.
2. Contact SSD immediately if there are any questions or disputes regarding accommodation(s), disruptive behavior, etc.
3. Refer the student to SSD for any additional accommodations.

TENTATIVE COURSE SCHEDULE

DATE	TOPIC	ASSIGNMENT DUE THIS DAY
8/26	Introduction; Facts and Myths about Entrepreneurship	
9/02	Selecting the Right Industry (or Market Niche)	Shane: Introduction and Chapter 1 Livingston: Chapter 14, 19
9/08, 9/15, 9/22	Las Cruces Arts Conventions, Corbett Center	Meet with creative arts entrepreneurs
9/09	Identifying Valuable Opportunities	Shane: Chapter 2 Livingston: Chapter 10, 20 Submit request for business opportunity/model for semester project
9/16	Identifying and Satisfying Real Market Needs	Shane: Chapter 4 Livingston: Chapter 8, 23
9/23	Understanding Customer Adoption	Shane: Chapter 5 Livingston: Chapter 13, 15
9/30	Managing Technological Evolution	Shane: Chapter 3 Livingston: Chapter 6, 7
10/07	BUSINESS PLAN PRESENTATIONS	
10/14	Mid-term Exam	
10/14	Exploiting Established Company Weaknesses	Shane: Chapter 6 Livingston: Chapter 11, 21
10/21	Managing Intellectual Property	Shane: Chapter 7 Livingston: Chapter 3, 5
10/28	Appropriating the Returns to Innovation	Shane: Chapter 8 Livingston: Chapter 2, 4,
11/04	QUARTERLY BOARD MEETINGS	
11/11	Choosing the Right Organizational Form	Shane: Chapter 9 Livingston: Chapter 26
11/18	Managing Risk and Uncertainty	Shane: Chapter 10 Livingston: Chapter 1
11/24-28	THANSGIVING BREAK!	
12/02	ANNUAL SHAREHOLDER MEETINGS	
Final Exam	Final Exam and Business Plan submission	