



Entrepreneurial Management

COURSE SYLLABUS

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Course Overview

3 Credits

Entrepreneurship is an exciting discipline that fuels our economy and offers personal financial rewards. Some think of entrepreneurs as risk seekers. In reality, the most successful entrepreneurs manage risk while aggressively pursuing opportunity.

In this course you will develop the power to innovate with scarce resources as we study the skills of the Entrepreneurial Manager.

BUS 410 Entrepreneurial Management is patterned after the Harvard Business School course required during the first year of the HBS MBA program

Course Outcomes

Students who successfully complete this course will:

1. Make decisions that lead to action.
2. Develop critical thinking, analytical and reasoning skills that will help in all aspects of business management.
3. Apply the essentials of entrepreneurial management: how to evaluate opportunity, and how to simultaneously manage risk and scarce resources through lean experimentation, staged investing, and other tactics.¹
4. Build practical skills in the following areas:²
 - a. *Lean experimentation*. Lean experimentation is a powerful tool for entrepreneurs, who must resolve uncertainty while coping with resource constraints.
 - b. *Entrepreneurial Finance*. In funding startups, venture capitalists and entrepreneurs have devised clever arrangements for allocating governance rights and economic value. For example, entrepreneurs, who tend to be overconfident in their venture's prospects, are often willing to cede downside protection to investors—who more typically assess success odds neutrally, using portfolio logic—in exchange for a greater share of value created in an upside scenario. In EM, we will analyze deal structures that should be applicable in any business setting that has: 1) low odds of a big payoff and a high probability of a total loss; and 2) investors who are actively involved in management, especially when performance is poor.
 - c. *Cash flow modeling*. Entrepreneurs have an acute need to manage cash, and face some distinctive challenges in doing so. However, the modeling methods we will practice should prove useful in any business context where uncertainty about factors driving revenue, costs, and capital expenditures is high, and where rapid growth requires big cash outlays.
 - d. *Negotiation*. Entrepreneurs must negotiate constantly with customers, partners, investors, and employees. Furthermore, for early-stage startups, bargaining dynamics are often asymmetric, with the other side “holding all the cards.” EM will give you a

¹ The Entrepreneurial Manager: Course Overview, 2013 Winter Term HBS Note 9-813-155, p. 4

² *ibid*

rudimentary toolkit for assessing your bargaining position and formulating negotiating strategies for creating and claiming value.

Entrepreneurial Management. Note that these skills represent a *way of managing, not a type of company*. Thus, entrepreneurial management can be applied in a variety of settings. These skills work whether the venture occurs in a new start-up, a large and established business, or a non-profit enterprise. You should recognize the application of these skills across different types of organizations.

Course Materials

Required Materials

Computer and Internet Connection

Technology

[Mozilla Firefox](#) is the recommended Internet browser for any I-Learn course. Videos, readings, and course functionality will work best when you use Firefox.

It is assumed that you either have your own computer or you have consistent access to a computer. You need to have the appropriate permissions on your computer to download lesson content, access websites, and update and/or download software as needed along with consistent, reliable access to an Internet connection. Visit the Orientation to Online Learning page in the first lesson of your course to verify that you have your computer set up properly

You will use Microsoft Office products in this course. If you do not yet have the Microsoft Office Suite (Word, Excel, PowerPoint, etc.) on your computer, you may use this [free download](#) to obtain the software. *Note: The free download is only for BYU-I students with a current login.*

Keys to Success

BYU-Idaho Learning Model

All courses, including online courses, at BYU-Idaho follow a pattern of learning that enables students to take more responsibility for their own learning and for helping to teach one another. This pattern is called the Learning Model. Here are two pages to help you better understand the Learning Model.

[Take Charge of your education by applying the Learning Model](#) | [Learning Model interactive tutorial](#)

Tips for Success in this Course

- As a **3 credit** course, you should expect to spend around 9-12 hours per week (3-4 hours per credit-hour) completing course activities and assessments. Plan your weekly schedule wisely to set aside adequate study time and allow you to work at a healthy, steady pace throughout the course.
- Read the Questions and Conversations page each week before beginning the lesson. Your instructor will provide timely information about changes, expectations and other important things to notes as you begin the lesson.
- Know your case facts.
- *Apply* those facts analytically.
- Listen during group discussions on Google Hangouts.
- Always be prepared to join the conversation.
- Respect the opinions of others (no matter how wrong you think they may be).
- Speak up when you are confused, don't understand or disagree with something you heard in the discussion or read in the case (even if I am the one who said it).
- Controversy is encouraged. Controversy is when viewpoints differ and discussion ensues. This is not the same as the spirit of contention. Contention does not lead to learning nor does it leave one feeling uplifted. It is ok and encouraged to have your own opinions and share them. As you do always be respectful and seek to understand other viewpoints as they are shared with you.

How to Navigate this Course

Lesson Activities

Prep Assignments: Each case has a Prep Assignment. These assignments contain a series of questions that you should answer as you read the case. They also include any additional readings that will help you understand and analyze the case.

Case Analysis: For each case you will submit a personal case analysis. This should contain the questions you answered in the prep assignment and contain all the information requested in the Case Analysis Study Guide.

Preparticipation Polls: These polls are to verify the amount of reading you did before participating in the group meeting.

Pre-Discussion Polls: These polls are to see what your opinions are before discussing the case with your group.

Case Discussion: You will discuss the case with your group using Google Hangouts. Questions will be provided for you to discuss.

Case Discussion Attendance Quiz: This quiz has a single true false question about your attendance of the group discussion.

Post-Discussion Poll: This poll is to see if your position/opinions changed during the group discussion.

End of Lesson Reflection: This reflection assignment is a series of short essay questions to reflect upon your learning during the case.

Course Outline

Lesson 01	Introduction & Dr. John's Product
Lesson 02	Dropbox & Rent the Runway
Lesson 03	Steve Carpenter & Andreseen Horowitz
Lesson 04	GenapSys & Evaluating the Business Model
Lesson 05	Homeplate & Yieldex
Lesson 06	Updown Negotiation
Lesson 07	Jim Sharp & Brentwood Associates
Lesson 08	Mumate Negotiation
Lesson 09	Right Now Technologies & Financing the Business Model
Lesson 10	Noodles and Company & Progresso Financiero
Lesson 11	Rentjuice & Cloud Flare
Lesson 12	Operating the Business Model & Skyhook Wireless
Lesson 13	Keurig-Green Mountain Negotiation & Kate Spade
Lesson 14	Conclusion & Final

Grading

Grading Policies

Late Work Policy

No late work is allowed in this course. Plan your weekly schedule wisely to set aside adequate study time and allow you to work at a healthy, steady pace throughout the course.

Grading Categories and Weights

<u>Category</u>	<u>Weight</u>
Assignments and Assessments	25%
Photo Captures and Reviews	50%
Final Series portfolio	25%

Grading Scale

A	93-100%	C	73-76%
A-	90-92%	C-	70-72%
B+	87-89%	D+	67-69%
B	83-86%	D	63-66%
B-	80-82%	D-	60-62%
C+	77-79%	F	Below 60%

University Policies

Student Honor Code

Student Honor is following the path of discipleship and learning to be more like Christ - learning to think, to feel, and to act more as He does. Following the [Honor Code](#) is of great importance as you strive to be a disciple of Christ. [Academic honesty](#) and integrity is expected of all BYU-I students.

- To copy another's work from the Internet, a book, or from any other source and claiming it to be your own work is plagiarism. Read the official definitions of [plagiarism](#) and [cheating](#) from the Academic Honesty portion of the Honor Code. Each case of plagiarism or cheating will be dealt with by the instructor. **Any academic dishonesty issue will be referred to the BYU-I Dean of Students, if necessary.** When working on a group project, you have the responsibility to assure that others in the group do not plagiarize.
- Even though you are taking this course online, BYU-Idaho's [Dress and Grooming](#) standards still apply.

By adhering to the Honor Code you will create a learning environment, "consistent with the ideals and principles of The Church of Jesus Christ of Latter-day Saints" ([Honor Code](#) webpage).

Student Policies

You are responsible for understand all university student policies. Read the [Student Policies and Procedures](#). There is also a University Policies page in your course with helpful contact information.

Disclaimer

This syllabus and the course schedule may be changed at any time prior to or during the semester as the need arises, based upon circumstances. Any changes will be available to view on the course documents.

Student Support

Tutoring and Academic Support

Tutoring options for online students are available through the [Academic Support Centers](#). There are tutors available to help you with your writing questions and there might be course-specific tutoring available. Check the [Online Tutoring](#) page for more details.

Online Support Center

The [Online Support Center](#) provides many links and contact information for services such as: technology support, registration, Academic support and other student resources.