

Entrepreneurial Organizational Appraisal I

ENT 730

Entrepreneurship Capstone Course

INSTRUCTOR INFORMATION

Name: Dr. Steven A. Gedeon

Office Telephone Number: x7925 or cell phone 416-873-8725

E-mail Address: sgedeon@ryerson.ca

Office Location: TRS 2-073

Consultation Hours: Thr 1-2 and/or by appointment

COURSE INFORMATION

Pre-requisites and/or Exclusions: ENT 526, ENT 527, ENT 601, ENT 726.

This is the final year-long capstone course for 4th year entrepreneurship majors. At this point in your business studies it is expected that you have advanced knowledge in communications, marketing, accounting, finance, teamwork, and personal time management. Through the ENT prerequisite courses you are familiar with entrepreneurs, the entrepreneurial process, business planning and opportunity recognition.

Posting of Grades and Feedback on Work: The professor will provide detailed feedback and suggestions for improvement during each presentation and will assign a grade to each presentation. These grades are available upon request. All written assignments will be clearly graded and marked on each assignment and will be handed back in class. Students who wish to be informed of their grades by an alternative method must obtain the agreement of the instructor by the start of Class 3.

E-mail Communication: Students must use the e-mail address listed above to communicate with the instructor. Students are required to activate and maintain a Ryerson Matrix e-mail account. This shall be the official means by which you will receive university communications. Faculty will not respond to student enquiries from any other e-mail address. See Pol# 157 found at www.ryerson.ca/senate/policies/ for further information on this issue.

CALENDAR COURSE DESCRIPTION

ENT 730 and ENT 830 are the capstones for the entrepreneurship major. ENT 730 will help you develop the skills necessary for a successful career as an entrepreneur, to start up your own company, and to appraise a venture organization. It is an experiential learning course that will provide insights into yourself, your team and an entrepreneurial organization. Students will develop an understanding of what drives an entrepreneurial organization, and how such an organization is built and managed. Students will review and evaluate the products, markets, strategies, technologies, processes, capabilities, competencies, functions, and financial and market performance of an entrepreneurial organization.

COURSE OVERVIEW

This course is the first of a two-semester program that forms the culmination of your studies in entrepreneurship. It is intended to help you acquire and practice the key competencies required to be an entrepreneur and to build your intellectual capital, entrepreneurial capital, social capital, human capital and psychological capital.

Through working with a real world “site company”, you will apply these skills and develop insight into an entrepreneurial organization and the methods by which entrepreneurship theory can be applied to practical managerial decision-making and leadership.

Through the Dobson Micro-Financing Challenge portion of the course, you will have the opportunity to start up an actual company and gain hands-on experience in all aspects of the start up process.

Both the Dobson Challenge and Site Company projects run concurrently from the first day of class and may entail working with two different teams. You will be expected to regularly report your progress on both projects.

In addition, the assignments in this course will help you to refine and strengthen your skills in managing yourself, people and projects. The course will help you hone your thinking skills, ability to communicate in written and oral forms, problem solving, personal organization and time management skills. You will flex and build your entrepreneurial muscles and learning to exceed your current capacity is fundamental to building stronger muscles.

This course will also help you to build bridges to the external business community and expand your professional network. If nurtured, these relationships can be leveraged to enhance your reputation, obtain resources needed to support your future entrepreneurial ventures, and expand your business opportunities.

COURSE OBJECTIVES:

Upon completion of the pair of courses, students will be able to:

- Develop and communicate practical insight into an entrepreneurial organization.
- Integrate and communicate the functional knowledge and skills acquired in earlier semesters.
- Manage a complex project.
- Start up a new venture.
- Work effectively in a team environment.

- Set goals and develop milestones to achieve them.
- Apply key entrepreneurship skills in all functional areas of an entrepreneurial organization.

EVALUATION

The grade for this course is composed of the mark received for each of the following components:

Method	Percent/Weight
Site Company Project (worth 45%)	
Presentations and Class Participation	10%
Final Report	25%
Group Development Assignments	10%
Dobson Micro-Financing Challenge Project (worth 25%)	
Presentations	5%
Final Report	15%
Group Development Assignment	5%
Personal Development Assignments (worth 20%)	
Personal Pitch	4%
Personal Goals	4%
Resume	4%
Self-Reflective Report	8%
Entrepreneurship Brand Contributions (worth 15%)	15%
TOTAL	105%

Site Company Analysis Presentations and Class Participation – 10%

The textbook provides detailed methodologies and action steps for analyzing your site company. Each week, as shown in the course schedule, each team will make a short presentation based on the chapters and analysis methodologies assigned for that week. The entire class will discuss each team's analysis in order to contribute to a shared understanding for how to apply the analysis tool and synthesize into strategic entrepreneurial action for the company. A hard copy and electronic copy of the power point presentation are due at the start of each class. Each member in the group will receive an individual grade for this assignment. (Please note that the professor reserves the right to spend more time on certain groups, skip groups, or ask groups to shorten their presentation without prior notice – as often happens in the real world!)

Site Company Final Assessment Report – 25%

Each group will write a final report of its site company assessment, evaluation and selection of the opportunity to implement in ENT 830. Your report should be no more than 25 pages long in total (excluding appendices summarizing the various analysis tool results). *Each member in the group will receive an individual grade for this assignment that will be based on the overall group grade for the report and modified based on the group's evaluation of your individual contribution to the overall effort.* Your group may choose to provide a copy of this report to your site company for their information and comment. You may want to wait for the instructor's evaluation and commentary, and then provide your site company with a revised/improved version.

Site Company Group Development Assignments – 10%

It is important that you understand your personal strengths and weaknesses as well as those of your team members and your team's processes. If you accept sub-par or average performance, then you and your ventures will never achieve greatness. If you cannot adequately articulate how to improve, then improvement becomes impossible. In this report you are to analyze your team's performance – what you can do to improve, how others can improve, how the team overall can improve and the steps you plan to take to ensure this improvement. As part of this report, you must realistically rate each person's contribution as well as your own. This rating will be used to adjust each individual's grade in the Final Report so please be very clear about how you think each person's grade should be adjusted (*please note that any student who receives a failing group assessment mark from a majority (50% +1) of their fellow group members will receive a grade of zero (0%) for that portion of the course and an F in this course for unprofessional behavior*). Each group member will receive their own individual grade for this component.

Dobson Micro-Financing Challenge Assignments – 25%

The full details of the Dobson Micro-Financing Challenge are provided separately and available on Blackboard. The assignments due during ENT 730 include: 1) mantra and business model hand in; 2) brief new venture business plan proposal and presentation; 3) Final Plan including project management Gantt chart with tasks, milestones, metrics and deliverables and pro-forma financial projections; 4) Group Development Assignment using the same format as the Site Company Group Development Assignment.

Personal Development Assignments – 20%

This stream of assignments is designed to help you improve your personal intellectual capital, entrepreneurial capital, human capital and psychological capital. There are several assignments due for this portion of the course as noted in the course schedule: 1) your unique selling proposition or "Pitch"; 2) Personal Goals; 3) your Resume; and 4) Self Reflective Report (found on Blackboard). I will provide you with feedback on your Pitch, Goals and Resume during the semester. If you wish, you may improve your grades on these 3 assignments at the end of the semester by combining them into an optional Personal Development Plan (worth 12%) that incorporates all your improvements on these three assignments.

Entrepreneurship Brand Contributions – 15%

Each member of the class is responsible for enhancing the value of the Ryerson Entrepreneurship Brand and thus the value of your own degrees. You may work on a project or contribute individually or in teams. Contributions could include running events, serving as Class President, sitting on department committees, marketing activities or being an active member of SIFE.

Grades for this portion of the course will be based on your level of initiative, leadership, and/or contribution as judged by the professor. To assist in your efforts, SIFE maintains public websites that promote the Ryerson entrepreneurship program and entrepreneurship in general at www.SIFERyerson.com and www.StartMeUpRyerson.com. These websites will build the value and brand recognition of your degree as well as help you connect with other students, alumni and the business community.

Each student is responsible for submitting a short report on what they *accomplished* during the semester (not what they *plan* to accomplish) and what they think a fair grade would be for their contribution. This report should include copies of any marketing documents, web articles, blog

postings or other relevant documents created. As shown in the schedule, I will give you feedback on your preliminary proposals early in the semester to help align expectations.

ADDITIONAL COMMENTS:

- Professional communication is strictly enforced; poorly written emails or assignments may be discarded and/or receive a grade of zero.
- Professional behaviour during class is strictly enforced; you are not allowed to use notebooks or mobile devices during class (unless you require this due to a disability and have a letter from the Access Centre). You are expected to arrive on time for class (10:10am) and attend all classes. Missing three (3) or more classes during a semester, without permission, will result in failure of the course.
- We expect to be piloting the ePresence technology. We will thus be videotaping all classes and all presentations which will be made available on-line along with collaboration, annotation, and chaptering technology. Students agree to be videotaped and will sign any additional agreements required upon request. Any students who do not want to be videotaped must make a formal written request before the end of the 3rd class.
- All discussions in this class are considered to be confidential and students agree to sign bilateral non-disclosure agreements.
- Be sure to keep an extra copy of all assignments that you hand in.
- It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.
- Assignments are due at 10:10 AM on the dates specified, without exception; if you are unable to submit on the due date, arrange for an early submission. Any absence from class does not excuse you from assignment deadlines.

TEACHING METHODS

Students will work in groups of up to six to analyze and assess their site company, and prepare their assignments based on this analysis. Students are expected to form their own groups and notify the instructor of their membership by the end of Class 3. You may not change the membership of your group during the semester or during ENT 830.

All students in the class are expected to seek out and propose site companies for their team. Teams must form and select a site company by the end of Class 3. Site companies should meet the following criteria:

- Willing to provide data, including limited access to financial and strategic data
- Willing to provide timely access to senior management and staff and willing to fund and/or implement suggested action plans
- Located in the Greater Toronto Area, or willing to underwrite travel costs for the group
- Preferably not a public company, to avoid potential issues related to insider information
- Preferably not a start-up, to ensure the opportunity to assess a full range of organizational dimensions. Ideally, revenues should be greater than \$1 million per year

You are required to comply with all University policies and guidance regarding the professional and ethical treatment of your site company, including but not limited to:

- Informed consent of human subjects, and
- Confidentiality of information and intellectual property.

Failure to uphold relevant policies in this regard will result in very serious academic consequences.

TEXTS AND READING LISTS

Required: “EM” = McGrath, R.G. and MacMillan, I. (2000) “**The Entrepreneurial Mindset** (Strategies for Continuously Creating Opportunity in an Age of Uncertainty)”, Harvard Business School Press.

Required: “AotS” = Kawasaki, G. (2004) “**Art of the Start** (The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything)” Portfolio.

TOPICS – TENTATIVE SEQUENCE AND SCHEDULE

	Date	Personal Development Assignment	Site Company Assignment	Dobson Challenge Assignment
1	Sep 10	Watch Dr. Gedeon “Success Secrets” Podcast and “Niche Thyself” Convocation Address	Read EM 1-2 Present Proposal	Think about what company you want to start and with whom
2	Sep 17	Hand In Pitch Present Pitch in Class	Hand In Proposal Teams Picked	Read AotS 1-3
3	Sep 24		Final Proposals for Site Companies and Teams Approved	Hand In Mantra and Business Model
4	Oct 1	Hand In Goals	Present EM 1-2	
5	Oct 8		Present EM 3-4	
6	Oct 15	Hand In Resume		Present Proposal and Consultation
7	Oct 22		Present EM 5-6	Read AotS 4-5
8	Oct 29	Hand In planned Brand Contributions		Hand In and Present Final Proposals and receive Approval
9	Nov 5		Present EM 7-8 Hand In Group Development Reports	Read AotS 6-7
10	Nov 12			Read AotS 8-11
11	Nov 19		Final Presentations including EM 9	
12	Nov 26		Final Presentations including EM 9	
	Noon Dec 7	Hand In Self Reflective Report, optional Personal Plan, Brand Contribution Report	Hand In Final Report and Group Evaluation Report	Hand In Final Report and Group Evaluation Report

POLICIES AND COURSE PRACTICES

Course Management

Every effort will be made to manage the course as stated. However, adjustments may be necessary during the term at the discretion of the instructor. If so, students will be advised, and alterations will be discussed prior to implementation in class and through an announcement on Blackboard.

Professionalism:

Your participation in the external practicum components of this course reflect on the professionalism and reputation of you, your group members, this course and program, and Ryerson University. Accordingly, you are expected to conduct yourself in a professional and courteous manner at all times. Unprofessional behaviour will result in a grade of F in this course, your individual component grades notwithstanding. For the purposes of this course, unprofessional behaviour includes, but is not limited to, any of:

- Missing client meetings without giving reasonable notice and reason.
- Missing instructor meetings without giving reasonable notice and reason.
- Not participating in group efforts, as evidenced by a failing Group Development Report mark from a supermajority (50%+1) of your fellow group members.

Academic Consideration

- Students must submit assignments on time. **Failure to do so will result in a penalty of 25% per day including weekend.** There will be no penalty for work missed for a JUSTIFIABLE REASON.
- Students need to inform the instructor of any situation that arises during the semester that may have an adverse affect on their academic performance and request any necessary considerations according to the policies and well in advance. Failure to do so will jeopardize any academic appeals.
 - **Medical certificates** –If a student is going to miss a deadline for an assignment, a test or an examination because of illness, he/she must submit a medical certificate (see www.ryerson.ca/senate/forms/medical.pdf for the certificate) to the instructor within 3 working days of the missed assignment deadline, test or examination.
 - **Religious observance** – If a student needs accommodation because of religious observance, he/she must submit a formal request to the instructor within the first two weeks of the class or for a final examination within 5 working days of the posting of the examination schedule.
 - **Students with disabilities** - In order to facilitate the academic success and access of students with disabilities, these students should register with the Access Centre www.ryerson.ca/accesscentre/. Before the first graded work is due, students should also inform their instructor through an “Accommodation Form for Professors” that they are registered with the Access Centre and what accommodations are required.
 - **Regrading or recalculation** – These requests must be made to the instructor within 10 working days of the return of the graded assignment to the class. These are not grounds for appeal, but are matters for discussion between the student and the instructor.

- Other valid reasons must be approved by the instructor in advance. If you do not have a justifiable reason for an absence, you will not be given credit or marks for the work missed during that absence.
- For more detailed information on these issues, please refer to Pol#134 at www.ryerson.ca/senate/policies/ (Undergraduate Academic Consideration and Appeals) and Pol#150 www.ryerson.ca/senate/policies/ (Accommodation of Student Religious Observance Obligations).

Academic Integrity

- Plagiarism is a serious academic offence and penalties range from zero in an assignment all the way to expulsion from the university. In any academic exercise, plagiarism occurs when one offers as one's own work the words, data, ideas, arguments, calculations, designs or productions of another without appropriate attribution or when one allows one's work to be copied. (See the Ryerson Library for APA style guide references: www.ryerson.ca/library/ref/style.html).
- It is assumed that all examinations and work submitted for evaluation and course credit will be the product of individual effort, except in the case of team projects arranged for and approved by the course instructor. Submitting the same work to more than one course, without instructors' approval, is also considered plagiarism.
- For more detailed information on these issues, please refer to the Student Code of Academic Conduct (see Pol#60 at www.ryerson.ca/senate/policies/ and the Academic Integrity Website (www.ryerson.ca/academicintegrity)).

Standard for Written Work

- Students are expected to use an acceptable standard of business communication for all assignments, in-class discussions, and communication with the site companies and professors. This includes all email communication. ***Poor grammar, unprofessional and/or unacceptable standard of business communication may result in a grade of zero for that assignment!***
- You are encouraged to obtain assistance from the Writing Centre (<http://www.ryerson.ca/writing-centre>) for help with your written communications as needed. (See the Ryerson Library for APA style guide references: <http://www.ryerson.ca/library/ref/style.html>). ***Sloppy, poorly written, or unprofessional documents or communication may be returned with a grade of zero, no grade or unread!***

Academic Grading Policy

- Evaluation of student performance will follow established academic grading policy outlined in the Ryerson GPA Policy (See Pol#46 at www.ryerson.ca/senate/policies/). The grading system is summarized below:

<i>Definition</i>	<i>Letter Grade</i>	<i>Grade Point</i>	<i>Conversion Range</i>
Excellent	A+	4.33	90-100
	A	4.00	85-89
	A-	3.67	80-84

Good	B+	3.33	77-79
	B	3.00	73-76
	B-	2.67	70-72
Satisfactory	C+	2.33	67-69
	C	2.00	63-66
	C-	1.67	60-62
Marginal	D+	1.33	57-59
	D	1.00	53-56
	D-	0.67	50-52
Unsatisfactory	F	0.00	0-49