

# GONZAGA-IN-FLORENCE SYLLABUS

Course: ENTR 490D New Venture Creation  
Credits: 3 Credits  
Instructor: Staff



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Required Book: [Corporate Entrepreneurship and Innovation](#) by Morris et al

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## OBJECTIVES:

- 1) To provide a strategic view of entrepreneurial firms. The course will require you to apply and integrate concepts and skills developed in previous classes so that you gain a holistic view of the entrepreneurial firm over the organizational life cycle.
  - 2) To introduce and develop the concepts of industry analysis and competitive advantage and explore how they apply in a small business/entrepreneurial setting.
  - 3) To examine the challenging dynamics of the growth phase of companies and provide concepts and tools for managing growth beyond start-up.
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## COURSE REQUIREMENTS:

**Exams:** Two essay exams will cover material from the text, readings, and lectures.

**Participation:** Participation points are designed to be a “gimme” -- everyone starts with an “A” grade on participation. There are three ways to lose a portion of your participation grade (15% of your total grade):

- 1) Be unprepared when we call on you to discuss text, readings, cases, or current events.
- 2) Miss more than three (3) of the classes.
- 3) Fail to hand in seven (7) essay exam questions by the assigned date\*.

\*Each student will hand in (or email) seven essay questions covering the chapter or other assigned reading material for each of the following dates: May 22, 27, 29, June 3, 5, 10, 17. These questions must be turned in prior to or at the beginning of the assigned class date. They may be used to stimulate class discussions. They will also form the basis of the two essay exams.

**Class Discussions:** Each class we will discuss content from the sites listed below. It is expected that each student will be prepared to discuss current events—we will randomly call on 1 – 3 people at the beginning of class to discuss something they read on one of the sites. We will also randomly call on people to discuss assigned readings from the text or other sources. If you are not prepared to discuss, see above.

<http://www.inc.com/home/>

<http://www.businessweek.com/smallbiz/>

<http://www.usatoday.com/money/smallbusiness/front.htm>

<http://www.fortune.com/fortune/smallbusiness>

<http://www.entrepreneur.com/>

<http://www.sba.gov/index.html>

**Final Project:** For your final project you will select a company from the *Inc. 500*, *FSB 100* (Fortune Fastest Growing Companies), or *Entrepreneur Hot 100*. Companies on these lists are experiencing rapid growth.

You should assume that you have been retained by a venture capital firm to analyze this company for a possible major investment. You will then prepare a strategic analysis of that company and make final recommendations. Guidelines for the final project report will be handed out in class.

Your analysis **is not to exceed 7 pages (double-spaced), not including exhibits** and must include (but is not limited to) the following concepts or tools:

- Application of industry analysis (Porter 5-force model)
- Application of generic business strategies (Porter)
- Discussion of potential for sustainable competitive advantage

Note: The best final project reports will go beyond these required elements and will include other concepts covered in this class or other ENTR courses.

**Final Project Presentation:** You will be required to give a 5-8-minute PowerPoint presentation of your final project. Your presentation should briefly cover the background of the company and focus on your analysis and recommendations.

**GRADING:**

CATEGORY	PERCENTAGE
Exam 1	25%
Exam 2	25%
Participation	15%
Final Project Presentation	10%
Final Project	25%

*ACADEMIC DISHONESTY consists of any of the following activities: **cheating, fabrication, plagiarism, and facilitating academic dishonesty.** If you are found to have engaged in any form of academic dishonesty you will be given a grade of "F" for the course, and reported to university authorities.*

## COURSE OUTLINE

1	May 20	Tuesday	<p>Introductions and course overview            Review Chap 1: The Entrepreneurial Process ... Bygrave            Review - Chap 2: Opportunity Recognition... Timmons</p>
	22	Thursday	<p>Strategy concepts (see PowerPoint slides on Black Board)</p> <ul style="list-style-type: none"> <li>• Strategy Concepts: Industry Analysis</li> <li>• Strategy Concepts: Generic Business Strategies</li> </ul> <p>Reading: Strategy Primer (HBR)            Reading: Competitive Strategy .... Porter</p> <p>Inc. Case #1 Discussion (handout)</p>
2	27	Tuesday	<p>Chap 3: Entrepreneurial Marketing... Ali and Seiders            Reading: Searching for the Legitimacy Threshold... Rutherford &amp; Buller            Reading: The Strategic Power of Saying No (HBR)</p> <p>Inc. Case #2 Discussion (handout)</p>
	29	Thursday	<p><b>Chaps. 4 and 5: Business Plans and Pro Forma Statements</b></p> <p>Reading: The Art of Pitching... Kawasaki (handout or visit <a href="http://www.guykawasaki.com/files/mp3/pitching.mp3">http://www.guykawasaki.com/files/mp3/pitching.mp3</a>)</p>
3	June 3	Tuesday	<p style="text-align: center;"><b>Exam 1</b></p> <p>Strategy in New Ventures (Review Slides on Blackboard)</p> <ul style="list-style-type: none"> <li>• Strategy in New Ventures</li> </ul> <p>Overview of Final Project  <b>***Final Project Companies Due***</b></p>
	5	Thursday	<p>Chaps. 6 and 7: VC, Debt, and Other Forms of Financing            Reading: Bootstrap Finance: The Art of Start-ups... Bhidé (HBR)</p> <p>Case #3 Discussion (handout)</p>
4	10	Tuesday	<p>Chaps 9 and 10 Legal Issues and Intellectual Property</p> <p>Case #4 Discussion (handout)</p>
	12	Thursday	<p>Chap. 13: Managing a Growing Business... Kelley and Marram            Reading: Why Entrepreneurs Don't Scale... Hamm (HBR)            Reading: Enterprise Growth (HBR)            Strategy and Performance Management (Buller slides, Blackboard)</p> <p>Inc. Case #5 Discussion (handout)</p>
5	17	Tuesday	<p>Reading: What is Strategy?... Porter            Reading: Action Plans: The Architecture of Implementation (HBR)</p> <p style="text-align: center;"><b>Exam 2</b></p>
	19	Thursday	<p>Movie: <i>E-Dreams</i></p>
6	24	Tuesday	<b>Presentations</b>
	26	Thursday	<b>Presentations</b> Course Summary and Evaluation
	27	Friday	<b>Final Project Reports Due by 5pm—no exceptions!!</b>

**Note: Unless otherwise noted, all readings are in the text or on the ENTR 490D Black Board site.**