
START UP: NEW BUSINESS FEASIBILITY in Spring 2019 (BA3021)

Course Code	BA3021	Professor(s)	Albert Cath
Prerequisites	None	Office Number	G-2A03
Class Schedule	TF: 10:35-11:55 in PL-1	Office Hours	By appointment
Credits	4	Email	acath@aup.edu
Semester	Spring 2019	Office Tel. Ext.	Please use e-mail.

Course Description

This course takes students step by step through the practical core of entrepreneurship. Students learn what entrepreneurs and investors should do before launching a lean start-up. The course examines and discusses seven crucial domains that offer an integrated framework that is very helpful to underpin the jump in the deep end that entrepreneurship entails. By creating a customer-driven funded feasibility study students acquire the knowledge necessary to analyze a business idea. Students will develop research skills to evaluate customer and business needs. Students gain a practical tool set that will allow them to look at their next entrepreneurial endeavour step back and give the opportunity with which they are infatuated a road test (Mullins 2018).

We will consider how entrepreneurs and investors and firms process information to make decisions. Albeit that the venture capital community plays an important role the course will also bring to the fore that the majority of fast growing companies never take any venture capital but are customer-funded. We will analyze entrepreneurship through the lenses of five customer-funded models in addition to the [seven domains framework of attractive opportunities](#) mentioned above. Through lectures, discussions, group case studies, and written analyses the course examines entrepreneurship from a *critical*, *strategic* and *functional* point of view.

Students will also be given extensive exposure to the core issues entrepreneurs face when moving into (international) markets. Case studies and readings will explore challenges that entrepreneurs and investors have to face before they can start making their dreams come true.

A key component of the course is to develop a thoughtful and critical understanding of entrepreneurial concepts and practices in different contexts – globalization, sustainability and business ethics - and for students to gain the ability to relate entrepreneurship to other aspects of business administration and communications, as well as to their own decisions as consumers.

Course Learning Outcomes

Understand the seven domains framework of attractive opportunities for entrepreneurship.
Understand the five customer funded models for entrepreneurship.
Understand the role of entrepreneurship in the development of (business) strategies.
Understand entrepreneurship in a variety of (societal) contexts.
Critically evaluate specific entrepreneurial activities according to ethical, sustainability and socially responsible criteria.
Demonstrate an ability to research, produce and execute a professional presentation on a specific entrepreneurship topic.

General Education

[PLEASE EDIT OR REMOVE THE FOLLOWING TEXT AS APPLICABLE]

The general education program at AUP consists of four requirements: Speaking the World, Modeling the World, Mapping the World, and Comparing Worlds Past and Present.

This course can be used to fulfill the [INDICATE THE REQUIREMENT(S) FULFILLED BY THE COURSE] requirement and as such has the following learning outcomes:

[INDICATE THE GENERAL EDUCATION LEARNING OUTCOMES]

Course Outline

ASSIGNMENTS:

Various essays and presentations are assigned throughout the course. Presentations are to be completed in student groups, while the essays are to be completed on an individual basis.

Essay Assignments

To ensure that you have a strong understanding of key marketing concepts, essays will be assigned at regular intervals from the course reader, handouts or films that we watch during the course and should meet the following criteria:

- Your essay must be completed on an individual basis and represent your own work.
- Cite any sources that you use and quote text if using another text directly.
- Please do not even think about submitting a prior student's essay as your own work or

plagiarizing another text. Such cases will result in a zero for the assignment and may be referred to academic affairs for further disciplinary action. (For those of you thinking you can throw money at the problem, I have a database of papers for purchase online, so spend it on something else and do your own work, please.)

- Please adhere to the minimum required response length and use a 10-12 point font with double spacing. Assignments
- **Assignments must be submitted via the Safe Assign system at least thirty minutes before the course meeting on the deadline day commences.**
- Include your full name on and course section your all of your assignments, in the file name and at the top of the essay itself.

A number of students in the past who had done fairly well in other course areas were shocked to discover the impact that missing assignments can have on the final grade. To avoid this unpleasant surprise, please make sure you complete and turn in all of the assignments when they are due. It is the responsibility of the student check to ensure their assignments have been received and graded.

The onus is on you, the student, to ensure that your assignments have properly received. I will not chase down your missing assignments. If your paper is not properly emailed to the instructor by the deadline in which the paper is due, for whatever reason, the assignment will be marked as late. Please plan your assignment submissions accordingly.

Essay Assignment Submission Guidelines:

1. Format

- Include your name (on the top of the first page) as well as page numbers. For group assignments, all group member names and the group number should be included.
Papers missing names will not be graded.
- Format the document using a 10-12 point font, double spacing is preferred but not required.
- The minimum word count is only a guideline, but if you find your work to be significantly below that, then chances are your essay is far too short to offer a much of a response to the assignment question(s) or problem(s).

2. Electronic Files

- Should be saved as an MS Word or PDF document for submission.
- The file name should start with student's last name, first initial, section, and assignment number. For example, the fourth assignment completed by John Smith in Section A in MS Word would be named as: Smith J-A-4.doc
- Unless otherwise noted, assignments will be due 30 minutes before class commences. Late assignments will be marked down 10 % (or one full grade level) for each subsequent class session where it is late. Assignments received after the second course meeting following the deadline will not be accepted and such assignments will be given a grade of zero.

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- It is your responsibility to verify whether or not your assignments have been received.
 - Illness, absences, or other personal problems are in general not excuses for late assignments. You will always have at least two weeks notice before an assignment is due. For serious illnesses or personal crises during the semester, please consult with the Academic Affairs office and with me as soon as possible.

Group Presentations

A number of group case presentations are required throughout the course. There are two types of cases: those from the Marketing Textbook by Baack et al. and those from Harvard Business Publishing (HBP). The BAACK cases are shorter and are guided by the information contained in each chapter. You can use the questions provided to give structure your presentation or include additional elements as you see fit. The HBP cases are longer and more complex. Your group will have to decide upon the best strategy to address the problems presented in these cases. The final presentation will be even more complex, require a greater amount of preparation effort, and will draw on all of the material that we cover through the entire course.

- Many of the textbook cases will be assigned to all groups. All groups are responsible to prepare the HBP cases and the final case.
- All groups should prepare each case they have been assigned as if they will be presenting. If your group is not presenting, you should be prepared with questions to ask the presenting group(s).
- All students from each group must be involved in preparing the presentation.
- A student who is visibly unprepared (i.e. clearly not familiar with the case or the group's analysis of the case) will be asked to sit out from the presentation and will not be given a score with the rest of the group.
- All groups must submit their presentations (in essay format and their PowerPoint slides) by email at least 10 minutes before the course where it is due.
- You may choose whether or not to use PowerPoint for your presentations. You are strongly encouraged to use some sort of visual materials to support your efforts.
- If your group is called to present a case and fails to do so or if no one from your group attends class, the group will not receive any credit for the presentation. The only exception will be if a majority of the group is absent for a cultural study trip.

Since you will be expected to work with groups of people with different skill sets and capabilities throughout your professional lives, it is a good practice to discuss how to organize yourselves, who will complete specific tasks for specific cases, and who will take specific roles for the case presentation. A well organized and functional group will drastically reduce the overall workload for individual students and provide a truly enhanced learning opportunity.

Group members are expected to contribute an equal amount of overall effort throughout the course, although specific contributions may be different at various intervals. **“Free-riding” (i.e. doing nothing on the group projects while expecting to get credit for work you did not do) is plainly obvious by the time we get to midterm, and I will know (as will everyone in the class) whenever there is a presentation.**

Essay Assignment Submission Guidelines:

Please send your PowerPoints, outlines, or other written materials via e-mail to acatht@aup.edu at least 10 minutes before the start of the course meeting where it is due.

- Please name your files with your group number, section and case name. Hence, if you are Group 3 and have completed the Clorox case, please name your file: Group3-Clorox
- Many student groups in the past have opted to use PREZI or other online presentation services. Please be aware that these often do not allow you to work offline from the classroom workstation. If there is a network problem, please be use your own laptop or be prepared to present without visuals.
- Make sure that your group members are prepared. Reading directly from the slides is highly unprofessional.

GENERAL COURSE POLICIES:

1. **Laptops & Mobile Phones:** Laptops should be not be used during classes unless specifically necessary for an in-class project. Exceptions may be made for students with physical and learning disabilities, with instructor permission only, for the purposes of taking notes. **Mobile phones are to be turned off and put away at all times while class is in session. Please do not send or receive text messages during class, even on silent mode.** Students caught texting underneath their desks during class will be mocked. Moreover, mobile phones are not allowed in the room during exams under any circumstances. Students found to be using a mobile phone or other electronic device during exams will be asked to leave and will automatically receive a failing grade. No exceptions.
2. **Communication:** We will use Blackboard for this course. **Students are expected to check the Blackboard site, as well as their AUP email during the course for updates.** All assignments will be posted here as well as course reader materials and other resources. You can also track your grades in the 'grading center'. My office is Grenelle 2A03. If you need to reach me outside of class, please contact me via email for an appointment.
3. **Attendance:** This is not just a matter of "being present" for during class, but also involves arriving on time and being prepared for each course session. Attendance is taken in the first 10 minutes of each class, and late students will be marked as late. Two "late arrivals" is equivalent to one absence. It is the student's responsibility to make sure that they are signed in for each class. Students that are signed in for class, but not present, will receive a failing grade. Moreover, I will not excuse any absences, for any reason, with the sole exceptions being if the student is enrolled in an official AUP Cultural Study trip or has a note from a certified physician that indicates they were unable to attend class on the specific dates of absence. Students that experience significant health or personal problems must inform the Student Affairs Office immediately so that we can begin to work out a plan to help you maintain your academic performance. Personal travel, visiting relatives and friends, and other non-emergency excuses will not be accepted. (See the section on Course Attendance above.)
4. **Food and Drinks:** Students may drink beverages in class if they are in spill-proof

containers that can be completely sealed. Please do not consume any other food or beverages in the classroom.

5. **Professional Behavior:** Students are expected to behave in a professional manner at all times during the course. Please avoid disruptive behavior, such as talking out of turn during lectures and presentations. Academic dishonesty on assignments or exams - including copying another student's work, plagiarism, or using instructor grading keys - will result in a failing grade for the course. Other disciplinary actions up to, and including, removal from the course, suspension or expulsion from the University, may also result from violating course and university policies. Likewise, harassing or threatening behavior in class will not be tolerated. Please uphold professional standards at all times while you are in the university program.
6. **Other Policies:** For all other policies and procedures, students are bound by the University's general policies and procedures. Copies of the University policies on absences and academic dishonesty were given to each student at registration. Students are responsible for adhering to these policies.
7. **Know the Syllabus:** It is your responsibility to read and understand this document as it clearly outlines the course policies, schedule of readings and assignments, as well as the course expectations. If you experience academic problems during the course because you have not been following the course policies, then telling me "you didn't know" is going to be a completely ineffective excuse. **I make no exceptions to my course policies unless explicitly stated in this document or through prior arrangement with the Office of Academic Affairs.**

Textbooks

Title	Author	Publisher	ISBN	Required
Customer Funded Businesses	Mullins, John	Wiley	9781118878859	Yes
The New Business Road Test: What Entrepreneurs and Executives Should Do Before launching a lean start-up., 5 TH Edition	Mullins, John	FT Press	9781292208398	Yes

Attendance Policy

AUP ATTENDANCE POLICY:

Students studying at The American University of Paris are expected to attend ALL scheduled classes.

A maximum of four (4) *excused* absences per semester may be requested for all 4-credit courses. Two (2) *excused* absences per semester per 1-credit course may be requested.

The French Department has its own attendance policy. Students are responsible for compliance.

Attendance at all exams is mandatory.

Student Affairs will *recommend* that a professor excuse an absence for the following reason only: Involuntary absences due to illness or personal emergencies, upon presentation of documentary proof of illness or emergency.

Religious and National Holidays:

Due to the large number of nationalities and faiths represented at the University, religious and national holidays (other than those on the academic schedule) will not be excused by Student Affairs.

Academic Affairs will excuse an absence for students' participation in study trips related to their courses.

Lateness to course meetings:

If a student arrives at course meetings more than 10 minutes late without documentation for one of the above scenarios, it will be considered an *unexcused* absence. All documentation must be submitted to the Office of Student Affairs within ONE WEEK following the first day of the absence.

IN ALL CASES OF MISSED COURSE MEETINGS, THE RESPONSIBILITY FOR COMMUNICATION WITH THE PROFESSOR AND FOR ARRANGING TO MAKE UP MISSED WORK RESTS SOLELY WITH THE STUDENT.

Whether an absence (excused or unexcused) is accepted or not is ALWAYS up to the discretion of the professor or the department. Unexcused absences can result in a low or failing participation grade. In the case of excessive excused and unexcused absences, it is up to the professor or the department to decide if the student will receive an "F" for the course. An instructor may recommend the withdrawal of a student whose absences from any course, ***excused or not***, have made it impossible to continue in the course at a satisfactory level. The professor may consult with Student Affairs for additional information.

Students must be mindful of this policy when making their travel arrangements, and **especially**

during the Drop/Add and Exam Periods.

Grading Policy

GRADING:

Student Performance will be evaluated based on the following factors:

Class Participation

Based on attendance and participation with group presentations, discussions and in-class projects, as well as group peer evaluations.

- Attendance: this is not simply a matter of being present, but also involves arriving on time and being prepared for each course session. Please bring the textbook to each class as well as any other materials that you may need.
- Course Presentations: Student groups will be selected at random to present their analysis of a short case assignment each week during class. These presentations should be no longer than 10 minutes, although the specific duration will change based on the presentation assignment. There will be no student presentations during the first week of class. Please refer to the course calendar for due dates.
- Course Discussions: Various activities, full class and small group discussions are an essential part of the learning experience in this course. Students are expected to actively participate by providing input and feedback to other students and by listening when other students are speaking.

Individual Assignments

Four individual essay assignments are due throughout the course. These must be submitted before the course commences on the due date *through email (acath@aup.edu)*.

Group Presentations

After the first course week, students will be assigned to groups of four to five students. The group presentations are based on case studies provided in the textbook and through purchase from Harvard Business Publishing. Group presentation grades are allocated equally to each member of the group. If a student is absent without an authorization, that student will not receive a score for their group's presentation on the day the presentation is due, whether or not the group is chosen to present the case. *Missing presentations can lead to undesirable outcomes when midterm and final grades are issued so please be sure to follow the attendance*

policy.

Midterm Exam

The midterm exam will cover readings, lectures and class discussions through the seventh course and fourteenth course sessions. The Midterms will be in a short essay, and short case format. Textbook and notes are allowed for these exams.

Final Exam

The final exam will cover all readings, lectures and class discussions in a short personal essay and group case study format. Your participation with your groups in analyzing and preparing the case studies will play a big role in your success on the final.

Grade Allocation

Final grades will be weighted based on performance within the various criteria as follows. These calculations may be adjusted slightly as we progress through the semester:

Class Participation, Group Work	10%
Group Assignments & papers	40%
Midterm Exam	15%
Final Exam	35%

Grading Scale

Excellent	Good	Satisfactory	Unsatisfactory
100-95 A (4.0)	89-87 B+ (3.4)	79-77 C+ (2.4)	69-67 D+ (1.3)
90-94 A- (3.7)	86-84 B (3.0)	76-74 C (2.0)	66-64 D (1.0)
	83-80 B- (2.7)	73-70 C- (1.7)	60-63 D- (0.7)
			Under 60 F (0)

To give you a better understanding of what the grading scale means, let's take a quick look at the typical student profile for each category:

Excellent: Reserved for students that display superior quality and outstanding performance throughout the course, including the extensive use resources other than the textbook and assigned readings to complete assignments and presentations. It also means that the student participates fully in course discussions and group activities, maintains excellent attendance, and performs extremely well on course exams. An 'A' student is highly motivated to learn the material and completes the course readings in advance of the lecture, showing strong skills in critical thinking, global learning, and exceptional informational literacy on all of the assignments,

projects and exams. The student also takes a leadership role in the group projects and consistently responds to the presentations of other student groups. My goal is to see every student perform this well.

Good: The student provides work that is above average in quality. Maintains good performance on exams and in class discussions, including the effective use of assigned readings and above average course participation. Assignments are turned in on time and to a good level of quality. There is some evidence of additional research and critical thinking on core topics. Attendance, while not perfect, is still good. The student shows evidence of critical thinking, global learning and information literacy through their engagement in the course.

Satisfactory: Adequate and acceptable work in meeting course requirements and average performance in assignments, exams and projects. There is little use of external resources beyond the required texts. The student shows some engagement with the course, but participates at a minimal level. Meets the minimum attendance requirements. Displays some critical thinking, global learning and/or information literacy in assignments and group projects.

Unsatisfactory: Failed to meet basic course requirements, below average performance and attendance. The typical profile of such students are that they often show up late to class, are often unprepared for class, and/or are frequently absent. The student is rarely prepared for group presentations or discussions. Assignments are missing, late, or copied or paraphrased directly from Wikipedia. The student probably spends an inordinate amount of time in class on their smartphone (which makes it a 'dumb-phone' in this case). Such students are encouraged to withdraw and try again when they have improved their academic skills or they decide to put more effort into their studies.

A significant amount of studying outside of the course meetings is expected from all students who expect a 'B' grade or higher in the course. This means AT LEAST two hours of reading, group work and research outside of class for every hour you spend in class - much more if the expected grade is an 'A'. I expect students to use resources other than the required materials to complete assignments. Outstanding and good performance will be awarded to those students who go beyond the required and suggested readings in their final projects, assignments and presentations.

Students with unsatisfactory performance will be notified at the midterm point so that we may mutually assess the likelihood of successful course completion. If I contact you for a meeting at the midterm point, please do not ignore my request. Often times, we can work out an academic study plan to get you back on track.

Other
