

Entrepreneurship and Strategy

MNGT 4392

(Elective)

Brian Boyd

Session 2, 2006

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| Class Dates: | 24 June – 2 July 2006 |
| Individual Case Assessment: | 2 July 2006 |
| Group Interview Due: | 21 July 2006 |
| Group Project Due: | 4 August 2006 |
| Payment Due: | 4 May 2006 |

Course aims / objectives:

** This is a preliminary version, which is subject to change.

Going where no-one has gone before is an inherently risky exercise. Whether you have a new product or a new way of doing things, having a sound strategy can be the difference between success and failure. This course builds entrepreneurial skills using a customer-centric approach to starting and managing a small business. The material is also appropriate for “intrapreneurs” – people who want to start new lines of business within existing companies. The course starts with methods to identify unique customer needs and the issues associated with strategic positioning of goods and services. Business plan development, financing, and managing growth are also discussed. Cases on small firms in Asia and other regions will be used to illustrate key themes. By the end of the course you should be able to:

- Spot, evaluate, and commercialise a business opportunity;
- Develop strategy for a small, high growth business;
- Prepare and present an investor memorandum;
- Understand the basic issues associated with becoming an entrepreneur; and
- Understand special challenges associated with being an entrepreneur in Asia.

Assessment:

The final grade will be based on the following four components:

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| Group Project | 35% |
| Group Entrepreneur Interview | 20% |
| Individual Case Assessment | 25% |
| Class Participation | 20% |

1. Group Project (35%)

Students are asked to form a group of three/four and develop a business plan based on a market segment of their choice. The body of the report should be a maximum of 25 pages, with an additional maximum of 15 pages for appendices. The report should be emailed to the AGSM office by **5:00 pm on Friday, 4 August, 2006.**

To prevent the free rider problem, a voluntary and optional peer evaluation form is supplied at the end of this outline. If you think that anyone in the group has failed to contribute his/her share to the project, please fill out the form and submit it to the office. The mark for the individual will be adjusted accordingly.

2. Group Entrepreneur Interview (20%)

Students are responsible for finding and interviewing an individual who has either started a small business, or who has been an intrapreneur in a larger firm. Prepare a report of no more than 2,000 words that includes a description of the business, assessment of marketing and strategy, and recommendations. This item uses the same teams for the business plan. The report should be emailed to the AGSM office by **5:00 pm on Friday, 21 July, 2006.**

3. Individual Case Assessment (25%)

Students will be given an in-class assessment on the Black Canyon case. Students will be given an examination that includes a mix of mandatory and optional (e.g., select any two of three) questions regarding the case. The assessment will be administered **at the beginning of class on Sunday, 2 July.**

4. Class Participation (20%)

Since this course is heavily discussion-oriented, students' contribution to class discussion is important to their learning and final grade. Attendance is the bare minimum required: full attendance does not warrant a student a passing mark on participation. Rather, to earn a passing grade for class participation, students must actively participate during in-class discussion and activities. Please come prepared with analysis that at a minimum addresses the discussion questions provided.

Participation that I evaluate positively:

- Insightful, critical analysis supported by appropriate logic and evidence
- Comments demonstrating that you have done a thorough job of preparation
- Perceptive questioning
- Relating class material to first-hand personal experience or other concrete (second-hand) examples
- Distinguishing central issues and assumptions from peripheral or extraneous ones
- Synthesizing prior points into a meaningful conclusion or provocative question
- Proposing meaningful new questions

Participation that I evaluate negatively:

- Simply reiterating case facts, without analysis or insight
- Comments that are off-the-point or indicate inadequate preparation
- Superficial comments
- Interrupting someone who is speaking
- Personal attacks, or comments that are disrespectful, insulting, or unprofessional
- Distracting behavior
- Unfounded comments unsupported by logic or evidence

Failure to attend a class where instructions or work were given, or to consult the relevant sections in the course materials relating to assessment requirements, is not a valid excuse for failing to complete an assessment.

Late submission

AGSM requires students to submit their work at the designated time in order to maintain a fair and equitable system. Failure to submit assessment on time, where approval of an extension has not been granted, and where grounds for an extension do not exist, will result in a daily penalty of 5% of the total marks of the assessment item being applied.

Requests for extensions

A student who cannot meet the deadline for an assessment should discuss the situation with the lecturer in the first instance. Students should note that work-related reasons are generally not acceptable. Serious illness or misadventure, or extreme and unpredictable circumstances, on the other hand, may constitute grounds for special consideration.

Course Materials:

The Entrepreneurial Mindset, McGrath & MacMillan

Harvard Business Review on Entrepreneurship

Required reading pack, includes case studies and additional articles

Course details / modules:

The course integrates other functional areas of the MBA program, based on the principles of business strategy. The general structure of the class will include the following:

- Lecture on relevant theory
- Class discussion based on lecture and readings

- Work in groups to apply concepts
- Case studies will be used in some sessions to discuss and apply concepts

You and your group are expected to have read the relevant readings and done any assigned work prior to class. You may be called on to summarise and give your opinion on the readings, and applications to your project, in any one of the class sessions.

NOTE: Readings for individual sessions to be assigned

Day 1: Saturday, 24 June 2006 (2.00pm – 8.00pm)

- Introduction: What is Strategic Entrepreneurship?
- Case Study: Biocon: Kiran Mazumdar's Entrepreneurial Dream
- Roadmap for group business plan

Day 2: Sunday, 25 June 2006 (10.00am – 7.00pm)

- The Entrepreneurial Manager
- New Venture Strategy
- Entrepreneurship in Hong Kong
- Case Study: TBD; either Mobile One Ltd. Or Computime

Readings:

GEM Consortium 2004 report on Hong Kong

Additional readings from textbooks and coursepack TBD

Day 3: Monday, 26 June 2006 (7:00pm – 10:15pm)

- Structuring a Business Proposition

Day 4: Tuesday, 27 June 2006 (7:00pm – 10:15pm)

- Developing the Financials

Day 5: Thursday, 29 June 2006 (7:00pm – 10:15pm)

- Finance Options and Investment Structure
- Case Study: Jinwoong: Financing an Entrepreneurial Firm in the Wake of the Korean Financial Crisis

Day 6: Friday, 30 June 2006 (7:00pm – 10:15pm)

- Execution Planning

Day 7: Saturday, 1 July 2006 (2.00pm – 8.00pm)

- Regional Challenges: What Does it Take to Succeed In Asia?

Readings:

The environment for entrepreneurship in China (Stanford, E198)

Strategic planning among Chinese firms (Boyd, Young & Wang, 2006)

Facing constraints to growth? Overseas Chinese entrepreneurs and trading practices in East Asia (Ahlstrom, Young, Chan & Bruton, 2004)

Day 8: Sunday, 2 July 2006 (10.00am – 7.00pm)

- Black Canyon in-class assessment (administered at the **start of class session**)
- Black Canyon Debrief
- Preliminary presentation and review of business plan concepts

Instructor details:

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