

FOUNDATIONS OF ENTREPRENEURSHIP AND LEADERSHIP

(ENT 5216)

FALL SEMESTER 2021 JIM MORAN INSTITUTE - Online Section

Teaching Faculty: Horacio E. Rousseau, Ph.D. (bio [here](#))
Office: RBB 362
Office Hours: Via Zoom: Tuesdays 2:30 PM to 3:30 PM with previous appointment (link [here](#))
E-Mail Address: hrousseau@business.fsu.edu
E-Mail Policy: Please always let me know your course number when you communicate. This fall I'll be teaching different courses so that helps me. Also, please consider that I do not reply to emails on weekends.

Course Description and Objectives:

The objective of this course is to develop an understanding of the foundations of entrepreneurial action, by providing a broad survey of entrepreneurship and leadership topics. Students will be exposed to different types of entrepreneurship as well as to key topics that span from idea generation through venture formation, financing, scaling, and leading the entrepreneurial venture.

At the same time, the instructor will assist students to build the required knowledge and skills to be a successful entrepreneur.

Learning Goals: At the end of the course, you should be able to:

- o Explain the meaning of entrepreneurship and what it entails.
- o Identify and critically assess opportunities.
- o Conduct a feasibility analysis on potential new ventures.
- o Analyze the effect of internal and external environments on new ventures.
- o Evaluate different approaches to marketing.
- o Select and implement a form of governance to be used to launch new ventures.
- o Evaluate new ventures' financial projections and sources of external finance.

Course Web Site:

<https://canvas.fsu.edu/courses/180544>

Packback: You will need to participate 8 times in Packback Discussions (each time posting 1 question and 2 responses to other students' posts). This will represent **25% of your grade** so participation here is fundamental.

Office Hours: Via Zoom: Tuesdays 2:30 PM to 3:30 PM with previous appointment (link [here](#))

Canvas and E-Mail: Please complete your personal profile on Canvas to include your FSU e-mail account. When contacting me via email, please use your FSU webmail account only.

COURSE REQUIREMENTS

Required Readings:

*Textbook: **Entrepreneurship: The Art, Science, and Process for Success**, 3rd Edition, Bamford and Bruton.*

Note: there is a newer edition of the book, but the 3rd one will do perfectly. You can get it used for a reasonable price in Amazon.

Recommended Readings:

1. Bhidé A. 1996. The Questions Every Entrepreneur Must Answer. *Harvard Business Review*.
2. Brown T. 2008. Design Thinking. *Harvard Business Review*.
3. Lingo EL, McGinn KL. 2001. Power and Influence: Achieving Your Objectives in Organizations. *Harvard Business School Cases: 1*.
4. Martin R. 2007. How Successful Leaders Think. *Harvard Business Review*.
5. Mullins J. 2014. Use Customer Cash to Finance Your Start-Up. *Harvard Business Review*.
6. Onyemah V, Rivera Pesquera M, Ali A, Daigle P. 2013. What Entrepreneurs Get Wrong. *Harvard Business Review*.
7. Pfeffer J. 2010. Power Play. *Harvard Business Review*.
8. Pfeffer J. 2013. You're Still the Same: Why Theories of Power Hold over Time and Across Contexts. *Academy of Management Perspectives*.
9. Porter ME. 1996. What is strategy? *Harvard Business Review*.
10. Porter ME. 2007. Understanding Industry Structure. *Harvard Business Review*.

First Day Attendance Verification Assignment: Please make sure you complete it in Canvas. Those who don't complete it will be removed from the roster.

Student Evaluation & Final Grades:

A student's final grade will come from the combination of 3 Exams + 8 Packback postings. These will add to 400 points, as explained below.

Grade Calculation Method

Grading Policy:

First Exam (Multiple Choice).....	100
Second Exam (Multiple Choice).....	100
Final Exam (Multiple Choice).....	100
Packback Postings (8 in total).....	100
Total*	400

*Total possible points will be 400. **To be fair to everyone, I can't offer rounding up on grades or any extra point-awarding assignments.**

Grading Scale (grading is based on percentage of points possible):

360 - 400	A	280 - 299	C
340 - 359	B+	260 - 279	D+
320 - 339	B	240 - 259	D
300 - 319	C+	Below 239	F

DELIVERY DATES (PLEASE SYNC WITH YOUR CALENDAR)

Assignment	Due Dates for Packback / Window Dates for Exams
Packback Assignments (8 in total) Note: The Packback assignment is to post: 1 question and 2 replies (to other students' posts) each time. Deadlines are bi-weekly (every 14 days) on Sundays.	1. 09/05 (11:59 PM) 2. 09/19 (11:59 PM) 3. 10/03 (11:59 PM) 4. 10/17 (11:59 PM) 5. 10/31 (11:59 PM) 6. 11/14 (11:59 PM) 7. 11/28 (11:59 PM) 8. 12/10 (11:59 PM)
First Exam (#1)	From 09/27 to 10/01 (11:59 PM)
Midterm Exam (#2)	From 11/01 to 11/05 (11:59 PM)
Final Exam (#3)	From 12/06 to 12/10 (11:59 PM)

GRADED ASSIGNMENTS

In the following section, I detail each of the **two** graded assignments:

1) EXAMS (100 Points Each - 300 Points in Total). Honorlock is required for exams.

The exams consist of multiple-choice questions, ***based on the material worked in class and the textbook.*** **The main source of exam questions is the book. Power point slides will not be enough to approve the exam.** Questions will also include examples of firms studied in class.

Content for Each Exam:

- o First Exam: Chapters 1, 2, 3, 4, and 5
- o Second Exam: Chapters 6, 7, 9, 10, 11, and 12
- o Final Exam: Instructor Slides (questions will be based on slide content) + Chapter 13

As noted, Honorlock will proctor your exams this semester. Honorlock is an online proctoring service that allows you to take your exam from the comfort of your home. You DO NOT need to create an account, download software, pay a fee, or schedule an appointment in advance. Honorlock is available 24/7 and all that is needed **is a computer, a working webcam, and a stable Internet connection.**

Please remember: Even in these difficult times, the Academic Honor Policy still applies. Honorlock is recording your exam session and FSU Assessment & Testing proctors are investigating and reporting all potential violations to the instructor and to Academic Affairs for further action. Don't jeopardize your academic standing!

To get started, **you will need Google Chrome** and to download the Honorlock Chrome Extension. You can download the extension at <http://www.honorlock.com/extension/install>. You should also review the information provided in FSU's Honorlock Resources for Students guide. It's very important to check your system compatibility and Internet connection speed in advance as described in the guide.

When you are ready to take your test, log into Canvas, go to your course, and click on your exam. Clicking Launch Proctoring will begin the Honorlock authentication process, where you will take a picture of yourself, show your ID with a clear photo, and perform a complete scan of your room. Be sure to follow all instructions provided for the exam. Honorlock will be

recording your exam session by webcam as well as recording your screen. Honorlock also has an integrity algorithm that can detect search-engine use, so please do not attempt to search for answers, even if it's on a secondary device.

Good luck! Honorlock support is available 24/7/365. If you encounter any issues, you are strongly urged to contact them by live chat within the Honorlock session.

If you encounter issues with Canvas, visit ODL Technical Support or email canvas@fsu.edu.

2) PACKBACK PARTICIPATION (100 Points)

Packback Questions

Participation is a requirement for this course, and the Packback Questions platform will be used for online discussion about class topics. Packback Questions is an online community where you can be fearlessly curious and ask open-ended questions to build on top of what we are covering in class and relate topics to real-world applications.

Packback Requirements:

Your participation on Packback will count toward **25%** of your overall course grade.

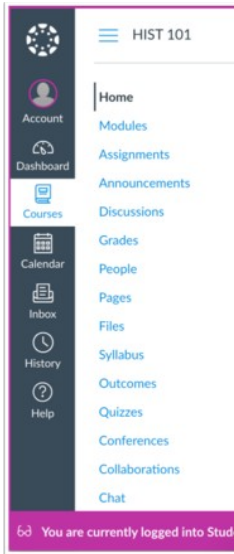
There will be a **bi-weekly deadline Sundays at 11:59PM EST** deadline for submissions. In order to receive your points per week, you should submit the following per each deadline period:

- 1 open-ended Question every two weeks with a minimum Curiosity Score of 70, worth 4.5pts of each assignment grade
- 2 Responses every two weeks with a minimum Curiosity Score of 70, worth 8pts of each assignment grade

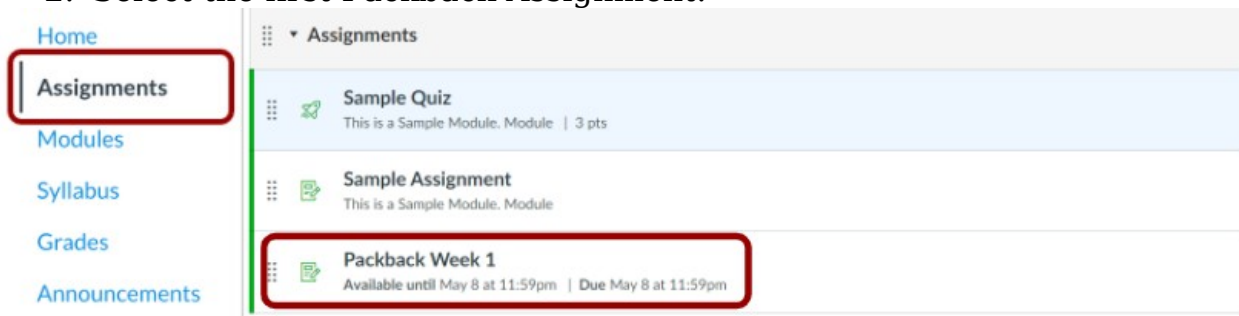
Half credit will be provided for questions and responses that do not meet the minimum curiosity score.

How to Register for Packback on Canvas:

1. Go to your course on Canvas.



2. Select the first Packback Assignment.



3. Follow the instructions on your screen to finish your registration.

1. Create Account 2. Review Terms 3. Add Details 4. Customize Avatar

Sign up for: 🇺🇸 Packback USA

Create a new account

Be sure to enter your real school email address if your class is using Packback for credit. Your professor will identify you using your school email for grading.

School Email Address*

Confirm School Email Address*

Enter a Password*

Passwords must:

- Contain at least 8 characters
- Contain a number
- Contain a special character
- NOT Contain more than 6 consecutive characters from your email address

Confirm Password*

Sign up and continue

Already have an account? [Log In](#)

Packback may require a paid subscription. Refer to www.packback.co/product/pricing for more information.

How to Get Help from the Packback Team:

If you have any questions or concerns about Packback throughout the semester, please read their FAQ at help.packback.co. If you need more help, contact their customer support team directly at help@packback.co.

For a brief introduction to Packback Questions and why we are using it in class, watch this video: vimeo.com/packback/Welcome-to-Packback-Questions

More important info on Packback: <https://www.youtube.com/watch?v=OV7QmikrD68>

Packback Limited Scholarships:

The cost of Packback is \$29 US dollars. If you're experiencing financial hardship, please email me and I'll work to get a scholarship from Packback.

COURSE POLICIES

UNIVERSITY ATTENDANCE POLICY:

Excused absences include documented illness, deaths in the family and other documented crises, call to active military duty or jury duty, religious holy days, and official University activities. These absences will be accommodated in a way that does not arbitrarily penalize students who have a valid excuse. Consideration will also be given to students whose dependent children experience serious illness.

ACADEMIC HONOR POLICY:

The Florida State University Academic Honor Policy outlines the University's expectations for the integrity of students' academic work, the procedures for resolving alleged violations of those expectations, and the rights and responsibilities of students and faculty members throughout the process. Students are responsible for reading the Academic Honor Policy and for living up to their pledge to "...be honest and truthful and...[to] strive for personal and institutional integrity at Florida State University." (Florida State University Academic Honor Policy, found at <http://fda.fsu.edu/Academics/Academic-Honor-Policy>)

AMERICANS WITH DISABILITIES ACT:

Florida State University (FSU) values diversity and inclusion; we are committed to a climate of mutual respect and full participation. Our goal is to create learning environments that are usable, equitable, inclusive, and welcoming. FSU is committed to providing reasonable accommodations for all persons with disabilities in a manner that is consistent with academic standards of the course while empowering the student to meet integral requirements of the course.

To receive academic accommodations, a student:

- (1) must register with and provide documentation to the Office of Accessibility Services (OAS);
- (2) must provide a letter from OAS to the instructor indicating the need for accommodation and what type; and,
- (3) should communicate with the instructor, as needed, to discuss recommended accommodations. A request for a meeting may be initiated by the student or the instructor.

Please note that instructors are not allowed to provide classroom accommodations to a student until appropriate verification from the Office of Accessibility Services has been provided.

This syllabus and other class materials are available in alternative format upon request.

For more information about services available to FSU students with disabilities, contact the

Office of Accessibility Services

874 Traditions Way

108 Student Services Building

Florida State University

Tallahassee, FL 32306-4167

(850) 644-9566 (voice)

(850) 644-8504 (TDD)

oas@fsu.edu

<https://dsst.fsu.edu/oas>

FREE TUTORING FROM FSU:

On-campus tutoring and writing assistance is available for many courses at Florida State University. For more information, visit the Academic Center for Excellence (ACE) Tutoring Services' comprehensive list of on-campus tutoring options - see <http://ace.fsu.edu/tutoring> or contact tutor@fsu.edu. High-quality tutoring is available by appointment and on a walk-in basis. These services are offered by tutors trained to encourage the highest level of individual academic success while upholding personal academic integrity.

SYLLABUS CHANGE POLICY:

Except for changes that substantially affect implementation of the evaluation (grading) statement, this syllabus is a guide for the course and is subject to change with advance notice.

Schedule ENT 5216 Foundations of Entrepreneurship and Leadership

I. FOUNDATIONS OF ENTREPRENEURIAL ACTION				
Introduction: Course Overview (Syllabus).				
MODULES	Main Topic	Goals for the Session	Reading Assignments	Required Activity
Module 1	Starting a Business	Why start a business? How does society benefit from entrepreneurship?	- o <u>Bamford & Bruton (2019). Chapter 1: The 21st Century Entrepreneur</u> - o Bhide A. 1996. The Questions Every Entrepreneur Must Answer. <i>HBR</i>.	
Module 2	Leadership	Assessing your Entrepreneurial Orientation. Are Founders important?	o <u>Chapter 2: Individual Leadership and Entrepreneurial Start-ups</u>	Due Packback #1
Module 3	Idea Generation	Generating and evaluating new ideas. Identifying Opportunity.	- o <u>Chapter 3: Business Idea Generation and Initial Evaluation</u> - o Brown T. 2008. Design Thinking. <i>Harvard Business Review</i>.	
II. DUE DILIGENCE ON THE BUSINESS IDEA				
Module 4	External Analysis	Defining Industry, Customers, Competitors. Assessing the broad environment.	- o <u>Chapter 4: External Analysis</u> - o Porter ME. 2007. Understanding Industry Structure. <i>Harvard Business Review</i>.	Due Packback #2
Module 5	Strategy	Developing Capabilities. Evaluating Competitiveness.	- o <u>Chapter 5: Business Mission and Strategy</u> - o Porter ME. 1996. What is strategy? <i>HBR</i>.	
Exam #1 - Modules 1 to 5 Dates: from September 27 th to October 1 st				
III. BUILDING THE BUSINESS				
Module 6	Finance	Analyzing Cash Flows and Budgets. Ways to fund a Business.	- o <u>Chapter 6: Analyzing Cash Flow and Other Financial Information</u> - o <u>Chapter 7: Financing and Accounting</u> - o Mullins J. 2014. Use Customer Cash to Finance Your Start-Up. <i>Harvard Business Review</i>	Due Packback #3
Module 7	Legal	Which legal form should you adopt? Copyrights, trademarks and	o <u>Chapter 9: Legal Issues with a New Business</u>	

		Patents.		
Module 8	Human Resources	Hiring, training, retaining employees.	o <u>Chapter 10: Human Resources Management</u>	Due Packback #4
Module 9	Marketing	Developing a marketing plan. Pricing strategies.	o <u>Chapter 11: Marketing</u> o Onyemah V, Rivera Pesquera M, Ali A, Daigle P. 2013. What Entrepreneurs Get Wrong. <i>HBR</i> .	
Module 10	Operations	Running operations in the firm.	o <u>Chapter 12: Establishing Operations</u>	Due Packback #5
Midterm (Exam #2) - Modules 6 to 10 Dates: from November 1 st to November 5 th				
IV. LEADING THE BUSINESS				
Module 11	Entrepreneurial Leadership	Developing a Leading Mindset.	o Martin R. 2007. <i>How Successful Leaders Think</i> .	
Module 12	Managing Complex Situations	Learning how to deal with complex situations.	o Pfeffer J. 2013. <i>You're Still the Same</i> .	Due Packback #6
Module 13	Leading Innovation	Managing the art of innovation	o Ridley (2020). <i>How Innovation Works: And Why It Flourishes in Freedom</i>	
Module 14	Managing with Power	Using power to achieve goals.	o Pfeffer J. 2010. <i>Power Play</i> o Lingo EL, McGinn KL. 2001. <i>Power and Influence</i>	Due Packback #7
Module 15	Exiting	Learning when to leave the game.	o <u>Chapter 13: Exit/Harvest/Turnaround</u>	
FINAL EXAM - Modules 11 to 15 Dates: from December 6 th to December 10 th				Due Packback #8

Note: Except for changes that substantially affect the implementation of the evaluation (grading) statement, this syllabus (and schedule) is a guide for the course and may be subject to changes with advance notice. Modifications will be announced in class.