

Spring 2021

Meeting days: Tuesday	Instructor: Dr. Randal P. Schober
Meeting times: 5.30 – 8.15pm	Phone: Office: 619-849-2697 - Cell: 858-336-2728
Meeting location: Mission Valley Campus	E-mail: RandalSchober@pointloma.edu
Additional info: Suite 315	Office location: Fermanian School of Business. Rm. 134
Final Exam: April 27 th	Additional info:

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

New discoveries, new technology, competition, and globalization compel both entrepreneurs and existing firms to foster innovation and agility. This course focuses on validating a business model hypothesis by testing it through product-market fit and the development of a minimum viable project (MVP) concept. It explores successful frameworks, strategies, funding techniques, business models, risks, and barriers to introducing break-through products and services. Topics include business model innovation, design-driven innovation, leadership, information technology, legal aspects, performance measurement, and change management.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to:

1. Exhibit an understanding of the entrepreneurial process, skill-sets and behaviors and how they apply to successful new venture creations (PLO 1 & B1).
2. Implement an intrapreneurial project at an existing organization (PLO 2, 3 & B1).
3. Formulate a new venture idea and effectively present the idea via a business plan and pitch (PLO 2, 3, 6 & B1).
4. Apply ideas and insights from a variety of business disciplines to the process of creating innovative concepts (PLO 3).
5. Critique innovative concepts and the external underlying opportunities and obstacles that give rise to those ideas (PLO 2, 3 & B1).
6. Collaborate effectively in teams in the application of entrepreneurial concepts and techniques (PLO 7).

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 16 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES

1. Nuts and Bolts of Great Business Plans (posted on CANVAS)
2. Ries, Eric. *The Startup Way: How Modern Companies Use Entrepreneurial Management to Transform Culture and Drive Long-Term Growth* (2017): ISBN 978-1-101-90321-6
3. (from BUS6072) Ries, Eric. *The Lean Startup: How Today's Entrepreneur's Use Continuous Innovation to Create Radically Successful Businesses* (2011); Crown Business ISBN 978-0-307-33789-4.

ASSESSMENT AND GRADING

Point Distribution:		Grade scale:	
Opening Challenge (Discussion)	50	A=93-100	C=73-76
Intra-Corp Project		A-=92-90	C-=70-72
• Steps	100	B+=87-89	D+=67-69
• Presentation	100	B=83-86	D=63-66
• Paper	100	B-=80-82	D-=60-62
Start-Up Business		C+=77-79	F=0-59
• Problem Validation.	50		
• Solutions Validation	50		
• Business Model Canvas	50		
• Competitive Comparison Chart	50		
• Financial Spreadsheet.	50		
• Prototype (MVP)	100		
• Funding Pitch	100		
The Start Way Review.	200		
	1000		

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned under extremely unusual circumstances.

SPIRITUAL CARE

PLNU strives to be a place where you grow as a whole person. To this end, we provide resources for our graduate students to encounter God and grow in their Christian faith. At the Mission Valley (MV) campus we have an onsite chaplain, Rev. Gordon Wong, who is available during class break times across the week. If you have questions for, desire to meet or share a prayer request with Rev. Wong you can contact him directly at mvchaplain@pointloma.edu or gordonwong@pointloma.edu. Rev. Wong's cell number is 808-429-1129 if you need a more immediate response.

In addition, on the MV campus there is a prayer chapel on the third floor which is open for use as a space set apart for quiet reflection and prayer.

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene

University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map using the below link to view which states allow online (distance education) outside of California.

<https://www.pointloma.edu/offices/office-institutional-effectiveness-research/disclosures>

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. Faculty should follow and students may appeal using the procedure in the university Catalog. See Academic Policies in the Graduate and Professional Studies Catalog for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See Academic Policies in the Graduate and Professional Studies Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

Regular and punctual attendance at all classes is considered essential to optimum academic achievement. If the student is absent from more than 10 percent of class meetings, the faculty member can file a written report which may result in de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive the appropriate grade for their work and participation. See Academic Policies in the Graduate and Professional Studies Catalog for additional detail.

USE OF TECHNOLOGY

In order to be successful in the online environment, you'll need to meet the minimum technology and system requirements; please refer to the Technology and System Requirements information. Additionally, students are required to have headphone speakers compatible with their computer available to use. If a student is in need of technological resources please contact student-tech-request@pointloma.edu.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

DATE	CLASS CONTENT & ASSIGNMENT	Intra-Corp Steps	Start-Up Assignments Due	Start-Up Way: Chapters
Jan 12	Welcome / Introduction / Syllabus What does it take to start a start up?		Opening Assignment (50)	
Jan 19	What makes for a great product / service? Forms of Validation: The Lean Start Up	Section I (20)		Intro & 1
Jan 26	What makes up a great team?		Problem Validation (50)	2
Feb 2	Start-Up Models The Economics	Section II (20)	Solution Validation (50)	3
Feb 9	Markets Analysis Competition	Section III (20)	Business Model Canvas (50)	4
Feb 16	Financials		Competitive Comparison Chart (50)	5
Feb 23	Proof of Concept and/or MVP	Section IV & V (20)	Financials Spreadsheet (50)	6
Mar 2	Marketing MVP Build	Section VI & VII (20)		7
Mar 16	Start-Up Operations	Section VIII & IX		8
Mar 23	Intra-Corp Presentations		Intra-Corp Presentations (100) Paper (100)	9
Apr 6	Launch Strategies Execution and Scale			10 & 11 (200)
Apr 13	Managing Growth & Harvest Risk Management		MVP Demonstration (100)	
Apr 20	Funding Pitch			
Apr 27	Pitch Day		Funding Pitch (100)	

FAITH INTEGRATION IN THE CLASSROOM

I am a Christian who believes that successful businesses can be run with integrity, compassion, and ethics, as well as with sound business principles, and that in fact, they go hand in hand. Your business life can and should be used as a platform to bring others to Christ by your actions. I will teach the course from the point of view that one can lead a life of faith that is founded in the WORD. Often, this path is a more difficult one to follow, but in the end, is the far more rewarding one. With all of the recent corporate scandals, the world is in great need of forward-thinking, ethical Christian business leaders.

ABOUT PROFESSOR SCHOBER

Dr. Randal Schober graduated from the University of South Australia and obtained my Doctorate in Education specializing in Exercise Physiology in 1996 from West Virginia University. As an addicted 'entrepreneur', Schober has spent his professional career seeking innovation, avoiding corporate ceilings and developing business solutions. In that journey, he has worked in both the for-profit and not-for-profit sector in the pursuit of taking a business idea to a sustainable reality. Schober is committed to Gandhi's quote 'be the change you want to see in the world' and has attempted to live that out in both his personal and professional life. Prior to joining the Fermanian School of Business as a full-time Associate Professor of Management, he taught Entrepreneurship and Non-profit Management as an adjunct professor at PLNU while serving as Executive Director of a non-profit humanitarian organization, SurfAid (www.surfaid.org).

Appendix A

INTRA-CORP PROJECT

I. Introduction

- Name of organization
- Contacts (direct report who you would be presenting to)
- List of colleagues (peer support & research)

II. The Current Situation

- a. The Industry
 - Definition
 - Size and growth rate
 - Stage in life cycle
 - Structure
 - Value-added chain
 - Key sources of differentiation
 - key trends & success factors

- b. The Company

History
Organizational structure
Goals & strategies
Key resources and competencies

- managerial
- financial
- marketing
- R&D
- product development
- human resources
- production

c. The Business Concept and Product/Service
Concept key product attributes
Core/tangible/augmented
product Depth and breadth of
line
Portfolio analysis
Product positioning

d. The Economics of the Business
Breakeven analysis/contribution
Analysis operating leverage

e. The Market (customer)
Definition
Size and untapped demand
Buyer descriptors and behavior
Market segmentation
Key factors affecting market

f. The Competition
Direct and indirect
Strengths and weaknesses
Apparent strategies

III. SWOT Analysis

Strengths
Weaknesses
Opportunities
Threats

IV. The Central Issue in the Case (*should be obvious how this is derived from the SWOT*)

V. The Key Strategic Alternatives Open to the Firm (*4 or 5 different directions they could go*)

VI. Pros and Cons of Strategic Alternatives

VII. Recommended Strategy

VIII. Implementation of Action Plan

- Detailed action plan covering all major decision areas necessary to resolve the central issue and move forward
- Implementation schedule
- Budget

IX. Tracking and Control

- Performance benchmarks
- Schedule for tracking benchmarks

Potential Issues

Marketing

Price strategy and structure
Communications mix
 Personal selling / Advertising
 Sales promotion / Publicity
Distribution strategy
Channels
Customer service

Production/Operations

Facility and equipment Production/operating cycle
Technology issues
Quality control issues

Financing Issues

What is needed (revenue)
Critique of available sources
Payback to investors

Human Resource

Management evaluation of the team
Boards and advisors
Compensation and evaluation
Training issues

Significant Factors

Macro-environment economic
Legal/regulatory
Overall Culture