

**Spring 2023**

<b>Meeting days:</b> Tuesday	<b>Instructor:</b> Dr. Randal P. Schober
<b>Meeting times:</b> 5.30 – 8.15pm	<b>Phone:</b> Office: 619-849-2697 - Cell: 858-336-2728
<b>Meeting location:</b> Mission Valley Campus	<b>E-mail:</b> RandalSchober@pointloma.edu
<b>Additional info:</b> Suite 315	<b>Office location:</b> Fermanian School of Business. Rm. 134
<b>Final Exam:</b> May 2 <sup>nd</sup> at 5.30pm	<b>Additional info:</b>

### **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 breakthrough 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. 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
2. (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.
3. Nuts and Bolts of Great Business Plans (posted on CANVAS)

## ASSESSMENT AND GRADING

---

<b>Point Distribution:</b>		<b><u>Grade scale:</u></b>	
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](mailto:mvchaplain@pointloma.edu) or [gordonwong@pointloma.edu](mailto: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**

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center ([EAC@pointloma.edu](mailto:EAC@pointloma.edu) or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course and/or if they do not wish to utilize some or all of the elements of their AP in that course.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC.

## **PLNU ATTENDANCE AND PARTICIPATION POLICY**

---

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 your course, 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, microphone, or webcams compatible with their computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) to complete exams online.

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 10	Light Week		Opening Assignment (50)	
Jan 17	<b>Welcome / Introduction / Syllabus</b> What does it take to start a start up?			
Jan 24	What makes for a great product / service? Forms of Validation: The Lean Start Up	Section I (20)		Intro & 1
Jan 31	What makes up a great team?		Problem Validation (50)	2
Feb 7	Start-Up Models The Economics	Section II (20)	Solution Validation (50)	3
Feb 14	Markets Analysis Competition	Section III (20)	Business Model Canvas (50)	4
Feb 21	Financials		Competitive Comparison Chart (50)	5
Feb 28	Proof of Concept and/or MVP	Section IV & V (20)	Financials Spreadsheet (50)	6
	<b>SPRING BREAK</b>			
Mar 14	Markets Start-Up Operations	Section VI & VII (20)		7
Mar 21	Marketing First draft: MVP Presentations	Section VIII & IX		8
Mar 28	<b>Intra-Corp Presentations</b>		Intra-Corp Presentations (100) Paper (100)	9
	<b>EASTER</b>			
Apr 11	Managing Growth & Harvest			10 & 11 (200)
Apr 18	Launch Strategies Risk Management		MVP Demonstration (100)	
Apr 25	Funding Pitch			
May 2	<b>Pitch Day</b>		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.

### **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