

TED ROGERS SCHOOL

Entrepreneurship & Strategy

ENT 601 Identifying Opportunities FALL, 2024
TUESDAY 6pm – 9pm TRS-2109

Our goal is to provide students with a deeply experiential and transformative learning experience in a vibrant urban environment. We empower students with a philosophy of entrepreneurial thinking, passion, and action-orientation that they can apply to their lives, their jobs, their communities, and/or their own new ventures.

We ignite students' passions and empower them to achieve extraordinary goals. Canada's pre-eminent and largest entrepreneurship program, we deliver innovative educational programs and support multi-disciplinary experiences across campus with local, national and global impact. We provide access to world-class support and funding for our students' new ventures and are embedded within our community.



INSTRUCTOR INFORMATION

- **Instructor Name:** Ryan Willock
- **Office Location:** Via Zoom
- **Office Hours:** (by appointment only)
- **Course Website:** D2L on my.torontomu.ca
- **Email Address:** ryan.willock@torontomu.ca

E-mail Communication: Students must use the e-mail address listed above to communicate with the instructor. Students must activate and maintain a TMU e-mail account which is the only means by which you will receive university communications. See Policy # 157 for further information on this issue.

COURSE INFORMATION

Pre-requisites and/or Exclusions: None

CALENDAR COURSE DESCRIPTION

This course examines the process of opportunity identification for both start-up and existing business environments. It is designed to cultivate the mindset and skills required for students to engage in opportunity identification activities and make them part of their daily regimen in their personal and professional lives. The entrepreneurial process begins with the pursuit of a perceived opportunity. As such, the ability to identify a valid opportunity is paramount to the field of entrepreneurship.

COURSE OVERVIEW

This course examines the creative process for opportunity identification. It is designed:

- To cultivate the creativity within each of you
- To engage you in the creative process, and collaborate with your peers
- To stimulate your mind with creativity-based exercises and games
- To apply these creativity skills to your everyday activities; make them a part of your life
- To identify unrealized sustainable opportunities

The entrepreneurial process begins with the pursuit of a perceived opportunity. As such, the ability to identify a valid opportunity is paramount to the field of entrepreneurship.

This is a practical class, a creativity laboratory; one that is in the pursuit of innovation: the theories and exercises that you will practice in class that will help get you there. This is an open forum, we will learn from each other and the world around us.

COURSE OBJECTIVES:

Learning Goals	Learning Objectives	AOL
General Learning Goals	Performance to be demonstrated in specific terms	Assessment (s) that correspond to the learning objective.
To explore theories and practice of the creative problem solving process.	Demonstrate application of creative thinking models.	Weekly exercises; Individual Assignments
To develop an understanding of how personal creativity can be enhanced through practice: exercising the brain.	Analyze the components of successful thinking models for creativity.	Weekly exercises; opportunity identification, Individual Assignments
To acquire the skills needed to enhance the creative process & entrepreneurial alertness.	Demonstrate proper application of creativity practice	Weekly exercises; Presentations; Peer evaluation.
To provide students hands-on experience in crafting a creative work environment.	Understand how the environment, people, tools, processes, technology & materials impact creativity.	Environmental Design Entrepreneurship Events
To effectively work as a member a (creativity) team for the purpose of identifying opportunities.	Produce an identified business opportunity.	Opportunity Identification presentation; Peer evaluation.

EVALUATION

Your final grade is comprised of marks received for each of the following components:

Students are not permitted to video or audio record lectures.

Assessment	Due Week of:	Weight
Individual Assignments	Week 6 & Week 13	Individual: 40%
Participation	Weekly	Individual: 10%
In Class Sprint	As Assigned in class	Group: 15%
In Class Exercises	As Assigned in class	Individual: 10%
Group “Wicked Problem” Analysis	As Assigned in class	Group/Ind: 25%

Critical information:

- Due to the nature of the course, students are expected to attend all classes, while there are multiple sections of this course; you must attend the class at your scheduled time due to the several group activities and class based discussions taking place weekly.
- Late assignments will be penalized as described. If you are unable to submit on the due date, arrange for an early submission. Any absence from class does not excuse you from assignment deadlines.
- TMU requires that any official or formal communications from students be sent from their official TMU email account; email from other accounts will be ignored. Similarly, emails from the instructor will be sent only to your TMU account.
- Emails will be responded to between 9:00am to 6:00pm on Mondays to Fridays.
- It is your responsibility to clarify any ambiguities that you may find in course materials or syllabus. When in doubt, ask.
- Over the duration of this course the focus will be on the following concepts:
 - How did the exercise **connect to your understanding of divergent and convergent thinking?**
 - **What did you learn that surprised you about yourself? The creative process? New ideas?**
 - How did this learning **relate to entrepreneurship and Opportunity Identification?**
 - How did you see yourself as an entrepreneur when you entered this class? What was your journey during the semester- what changed?
 - How will you move towards the next stage- validating your findings and creating an early stage prototype?

Individual Assignments (40%) – Over the duration of the semester there will be 2 individual assignments that you will complete. They will be focused on material from the course, and your entrepreneurial mind-set as it develops over the semester. Students are expected to perform their own field research for these two projects (they are connected to each other); and form a basis for “what comes next” when students progress to future courses.

Participation (10%) - Class attendance is mandatory.

Participation is evaluated by your contribution to group exercises and discussion. As part of being respectful to your fellow classmates and to the conduciveness of a good learning environment, we expect you to arrive on time and to be prepared. This class is an open forum and your participation is integral to it.

Absence from class or being unprepared to discuss current readings, videos and course concepts means that you cannot participate effectively. You will be marked absent if you are not present when the instructor takes attendance, request assignment submissions, runs quizzes, calls on you, or other evaluations. Participation is expected throughout the lecture.

Peer Evaluations

You will be expected to do a Peer evaluation, to be handed in at the team presentation. The peer evaluation form is available on D2L. Your individual grade on the team assignment will be determined by the team evaluation of your overall contribution to the team. This will make up a portion of your Participation grade; it will also have an impact on the final grade awarded to you in your group assignments.

In-Class Sprint (15%) Week 9

You will have the duration of the class to complete the assigned exercise. You will be supported by your Instructor during this period. **DUE TO THE NATURE OF THIS CLASS IT WILL BE CARRIED OUT VIA ZOOM**

“Wicked Problem” Analysis: Team Opportunity Identification (25%)

Teams of 7-10 students will define a “wicked problem” based in part from individual and group findings during the creative exercises. The wicked problem can be software, product, or service (profit and not-for-profit) related. Your group should be passionate about the problem. Each team prepare a creative presentation. This will be outlined during class. **Due to the nature of this assignment both a group and individual component make up the final grade of each member.**

TEXTS AND READING LISTS

The readings and course content will be provided to you via D2L and will be listed weekly directly from your instructor during the course. The reading list below is incomplete as there will be many things added to the content and announcement sections of D2L throughout the semester. The below schedule is also subject to change as the spirit of the course is for it to be student and current event driven. Think of this class as an open forum for learning driven by real-life experience. The course is subject to change and specific instruction will be provided to you on a weekly basis. The content of this course is student driven, peer learning is encouraged; this is another reason why attendance is mandatory in this class- if you are not at class, there is no adequate method to recap the lesson in it's truest form.

Concept	Student Readings, Slide and Video viewing to be done prior to class	What's Happening	Evaluation
Week1 Introduction	Icebreaker	Introduction and Class Discussion	NONE
Week 2 Creativity in Practice	Readings: How to Kill Creativity, A Creativity Crisis - Newsweek Creativity: Linking Theory and Practice for Entrepreneurs Value Proposition Design (VPD): Intro (during the semester additional readings will be assigned accordingly and indicated as VPD in bold w/ assigned pages)	Class Discussion, Individual Assignment Introduced	NONE
Week 3	The Bird-In-Hand, Intro to The Double Diamond & Entrepreneurial Alertness. Articles: Effectuation 3 pagers, A Brief Guide To Effectuation, Principles of Effectuation, Affordable Loss, New Venture Performance, How To Think Like an Entrepreneur, VPD (p. 26 – 73)	Class Discussion, Individual Assignment	Individual Assignment due date to be posted on D2L with final assignment guidelines.
Week 4 A Problem We Share	Creativethinking – Think, Pair, Share (Webb) Reading: Think, Pair, Share Reading ENTREPRENEURIAL PEDAGOGIES IN THE ARTS @ AARHUS UNIVERSITY,	Class Discussion Groups formed, in class activity to take place.	In-Class Assignment
Week 5 The 6 Hats	Reading: Six Thinking Hats Reading An Implementation of Innovative Thinking in The Entrepreneurship Curriculum for Engineers, VIDEOS POSTED ON D2L	Class Discussion In class activity to take place.	In-Class Assignment
Reading Week Exercise	Interaction and Design Thinking Reading: The Design Of Everyday Things- Don Norman Assignment to be provided during class week 5	Interaction Assignment, This reading week activity will assist in developing your entrepreneurial alertness.	
Week 6 DESIGN THINKING	Introduction to Design Thinking: A Group exercise will be introduced, and groups will focus on this exercise for the following 3 weeks READINGS: Design Thinking and Business, The Double Diamond, British Design Council- The Double Diamond, Divergent vs. Convergent Thinking Explained, VPD (p. 142 - 157).	Class Discussion In class activity to take place. Individual Assignment #1 Due	In-Class Assignment

Week 7 Customer Journey	How To Create and When to Use Customer Journeys. Customer Discovery and Market Research. READINGS: VPD (p. 104 - 141) Reading/Material: Affinity Diagram/Empathy Map/Persona Customer Journey/Interview Questions, Customer Journey Mapping, VPD (p. 104 – 141), VIDEOS IN CONTENT SECTION OF D2L	Class Discussion In class activity to take place.	In-Class Assignment
Week 8 MIXTAPES	Reading: Understanding Mixtape (VIRTUAL)	Understanding Mixtape, Ideate Mixtape discussed IN CLASS DESIGN THINKING CHALLENGE	In-Class Assignment
Week 9 THE BIG PROBLEM	Introduction of Final Assignment & Field Research Readings: Understanding Mixtape, Ideate Mixtape, VPD (p. 74 – 103) & VPD (p. 188 - 213)	Group Discussion Q&A with professor	Group Assignment
Week 10 Meetings	Team Meetings with Professor (VIRTUAL) / WORK PERIOD	ALL teams will meet with the professor to discuss their progress to date in defining their “Wicked Problem”.	Team meetings with the professor.
Week 11 Meetings	Team Meetings with Professor (VIRTUAL) / WORK PERIOD	Booked teams will meet with the professor to discuss their progress to date in defining their “Wicked Problem”.	Team meetings with the professor.
Week 12	WORK PERIOD / FINAL ASSIGNMENTS DUE THIS WEEK- (NO CLASS)	Individual group assignments, Individual Assignment #2 due dates will be available in D2L	Final Assignment Due w/ Peer Evaluation, Individual Assignment

TEACHING METHODS

This course is meant to provide the student with experiential based learning that will foster the creative process within each of you. Students are expected to check their email prior to the scheduled class for any additional information regarding preparation for class.

In compliance with the objectives, various teaching techniques will be used. These may include lectures, case studies, research papers, guest speakers, classroom discussions, creative exercises and handouts. In order to derive the maximum benefit from weekly lectures students are expected to attend class having read the required material prior to class as per the detailed course content. **If absent, students are still accountable for all material, changes and announcements covered in class.**

It is advisable to make a friend or two in class to find out what was missed in case of absence. ZOOM office hours will not be used in order to repeat course material. Every effort will be made to manage the course as stated. However, adjustments may be necessary at the discretion of the professor. If so, such alterations will be announced prior to implementation. Most handouts will be made available on D2L after class. Some selected lecture notes will also be made available on D2L but students are still strongly encouraged to take notes.

Our weekly lecture will follow a flipped classroom format, select weeks will be virtual and carried out using ZOOM. On virtual weeks the classroom will be available for your usage.

INSTRUCTIONS FOR ALL ZOOM CLASSES WILL BE AVAILABLE PRIOR TO THE RESPECTIVE CLASS. IT IS YOUR RESPONSIBILITY TO HAVE A WORKING CAMERA, MICROPHONE, AND PARTICIPATE WITH YOUR TEAM MEMBERS.

1. Students will be assigned (asynchronous) the course readings, exercises and videos. Where appropriate other relevant online resources will be added to the weekly lecture.

2. All classes are mandatory, 99% of the work will be completed during class time- if you have read this far there should be ZERO surprises in this class.

During class time the professor will deliver the course content, provide personal stories as well as references to assigned readings and videos. This will provide a student-centered synchronous approach. Students will have the opportunity to raise questions that will enhance their individualized learning. The lecture will not be taped as each class will have its own "organic" focus- students will be encouraged to drive content, the experience of each section is unique as it is driven by the students. This is your class!

3. All students are expected to join the class at the start of hour 1 (8:00AM).

4. Students return to the main lecture "hall" until breakout groups/rooms are created.

5. Summary (5-10 minutes).

6. Discussion Board activity will be assigned if needed.

7. I prefer to be addressed by my first name; I do not like to be addressed as "Sir" at any time. There will be a bonus mark available to those who have read the course description this far and raise their hand to ask why at our first class when the question is posed: "Are there any further questions?"

Technology Usage & Limits:

The University has issued a minimum technology requirement for remote learning. Details can be found at: <https://www.TMU.ca/covid-19/students/minimum-technology-requirements-remote-learning/>

Lectures will take place in person and using in person and on ZOOM. Please ensure that you are prepared to use either.

Students may not make recordings of the lecture or use the materials posted on D2L for any purpose unrelated to this course without written permission of the instructor.

E-MAIL USAGE & LIMITS:

E-mail Communication: Students must use the e-mail address listed above to communicate with the instructor. Students are required to activate and maintain a TMU e-mail account. This shall be the official means by which you will receive university communications. **Faculty will not respond to student enquiries from any other e-mail address. See Senate Policy# 157 for further information on this issue.**

Student emails will be responded to within 24 hours. Emails sent on weekdays after 6:00PM will be responded to the next day. However emails that are sent after 6:00PM on Friday, as well as any emails sent on Saturday or Sunday, will only be responded to on Monday.

Please avoid sending emails regarding material that had been explained in the course outline or during the scheduled lectures.

ADDITIONAL COMMENTS:

- Professional communication is strictly enforced; poorly written emails or assignments may be discarded and/or receive a grade of zero.
- **Professional behaviour during class is strictly enforced. You are expected to arrive online on time for class and to attend all classes.**
- It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.
- Assignments submitted for grading will be handed back within two weeks unless otherwise stated.

POLICIES AND COURSE PRACTICES

Standards for In-Class Zoom Meetings and Other Virtual Activities

- Students must first log into the D2L course shell using their TMU Matrix email ID and then join the Zoom meeting by clicking on the correct link on D2L (this should prevent Zoom Bombing by outsiders).
- Display a professional head shot of yourself as well as your name if you are not going to keep your video on (these features are accessible from within the Zoom settings).
- Your instructor may record parts of some sessions. You will be notified on Zoom if the session is

recorded.

- Mute your microphone until it is your turn to speak.
- When you are speaking, please turn your video on when possible and appropriate.

- For any side conversations please use the Chat feature. Don't assume that the professor is able to track these conversations so be prepared to raise your hand using the correct button within Zoom.
- If you need to gain the attention of the professor beyond raising your hand, please unmute your microphone and say "Question Please".
- Do not annotate others unless requested to do so.
- Follow professional conduct and be polite.
- Do not share the Zoom link with others.
- Students are not permitted to record any part of a Zoom or other virtual activity session with their professor, whether as part of a lecture or an informal meeting.

Standard for Written Work

- Students are expected to use an acceptable standard of business communication for all assignments, in-class discussions, and communication with the site companies and professors. This includes all email communication. ***Poor grammar, unprofessional and/or unacceptable standard of business communication may result in a grade of zero for that assignment. However, any student who provides a prior draft corrected by TMU Writing Support will not be penalized.***
- You are encouraged to obtain assistance from Writing Support) for help with your written communications as needed. (See the TMU Library for APA style guide references: ***Sloppy, poorly written, or unprofessional documents or communication may be returned with a grade of zero, no grade or unread. Please be sure to use Writing Support (and/or use Grammarly) if you need it!***

Professionalism

Your participation in the external practicum components of this course reflect on the professionalism and reputation of you, your group members, this course and program, and TMU University. Accordingly, you are expected to conduct yourself in a professional and courteous manner at all times. Unprofessional behaviour will result in a grade of F in this course, your individual component grades notwithstanding. For the purposes of this course, unprofessional behaviour includes, but is not limited to, any of:

- Missing client and instructor meetings without giving reasonable notice and reason.
- Not participating in group efforts, as evidenced by a failing Group Development Report mark from a majority of your fellow group members.

Course Management

- Every effort will be made to manage the course as stated. However, adjustments may be necessary during the term at the discretion of the instructor. If so, students will be advised, and alterations will be discussed prior to implementation, in class and through an announcement on D2L.
- Students are encouraged to review the TMU Senate Course Management Policy which provides a framework of common understanding for students, faculty and staff concerning the structures, processes, objectives, and requirements that pertain to TMU undergraduate courses. For more detailed information refer to Policy #166: Course Management Policy.

- All communication about the course or material related to the course will be posted on the D2L course site. In addition, all student study resources can be accessed through D2L. Students are expected to check the site regularly for updates.

Academic Consideration

- All assignments must be submitted to turnitin.com using the Assignment Drop Box on D2L. The assignment Due Dates are identified in the course outline and as advised in D2L. A late submission (we allow a one hour grace period) will be penalized 10 percentage points per day (e.g. 77% becomes a 67% in the first 24 hours, then becomes 57% in the next 24 hours... till the mark becomes a 0%). There will be no penalty for work missed for a JUSTIFIABLE REASON approved by the instructor.
- Assignments submitted for grading will be handed back within two weeks except for the final exam.
- There will be no penalty for work missed for a justifiable reason. Students need to inform the instructor of any situation that arises during the semester that may have an adverse effect on their academic performance, and request any necessary considerations according to the policies and well in advance. Failure to do so will jeopardize any academic appeals.
- Except in cases of accommodations for disabilities, where documentation is handled directly by Academic Accommodation Support, students must fill out an Academic Consideration form and **submit it to their own program office:**

In addition, the following procedures must be followed:

- **Medical certificates** – If a student is going to miss a deadline for an assignment, a test or an examination please email your professor and speak with them directly.
- STUDENTS must submit documentation **to their program office** within 3 working days of the missed assignment deadline, test or examination. The program office will notify the instructor that the documents have been received. It is the student's responsibility to make arrangements with instructor for a make-up exam.
 - Policy 167: Academic Consideration for Fall 2020/Winter 2021/Fall 2021/Winter 2022 due to COVID-19: Students who miss an assessment due to cold or flu-like symptoms, or due to self-isolation, are currently not required to provide a health certificate. Other absences must follow Senate [Policy 167: Academic Consideration](#).
 - Also NOTE: Outside of COVID-19 symptoms, the new Policy 167: Academic Consideration does allow for a once per term academic consideration request without supporting documentation if the absence is less than 3 days in duration and is not for a final exam/final assessment. In the absence is more than 3 days in duration and/or is for a final exam/final assessment, documentation is required. For more information please see Senate [Policy 167: Academic Consideration](#).
 - [TMU COVID-19 Information and Updates for Students](#) summarizes the variety of resources available to students during the pandemic.
 - [TMU COVID-19 Vaccination Policy](#)
- **Religious Religious observance** – While it is strongly encouraged that students make requests within the first two weeks of class, requests for accommodation of specific religious or spiritual observance must be presented **to their program office** no later than two weeks prior to the conflict in question (in the case of final examinations, within two weeks of the release of the examination schedule). The student must submit a Request for Accommodation form to their program office. The office will notify the instructor when they have received the request form.

- **Other requests for Academic Consideration** which are not related to medical or religious observation must be submitted in writing together with the Academic Consideration form **to the student's program office**. The letter must clearly state the reasons for the request and describe the events or circumstances that seriously impair the student's ability to meet their academic obligations, and that were beyond the student's control. When possible, supporting documentation must be attached to the letter. The office will notify the instructor when they have received the request.
 - **Students with disabilities** - TMU University acknowledges that students have diverse learning styles and a variety of academic needs. If you have a diagnosed disability that impacts your academic experience, connect with Academic Accommodation Support (AAS). Visit the [AAS website](#) for more information. Note: All communication with AAS is voluntary and confidential, and will not appear on your transcript. Before the first graded work is due, students should also inform their instructor through an "Accommodation Form for Professors" that they are registered with AAS and what accommodations are required.
 - **Regrading or recalculation** – These requests must be made to the instructor within 10 working days of the return of the graded assignment to the class. These are not grounds for appeal, but are matters for discussion between the student and the instructor.
 - Submission of the Academic Consideration form and all supporting documentation to your program office does not relieve you of the responsibility to **NOTIFY YOUR INSTRUCTOR** of the problem as soon as it arises, and to contact with the instructor again after the documents have been submitted in order to make the appropriate arrangements.
 - **If you do not have a justifiable reason for an absence and/or have not followed the procedure described above, you will not be given credit or marks for the work missed during that absence.**
- For more detailed information on these issues, please refer to Senate Policy 167 (Academic Consideration) and Senate Policy 150 (Accommodation of Student Religious Observance Obligations).
- At TMU, we recognize that things can come up throughout the term that may interfere with a student's ability to succeed in their coursework. These circumstances are outside of one's control and can have a serious impact on physical and mental well-being. Seeking help can be a challenge, especially in those times of crisis. Below are resources we encourage all TMU community members to access to ensure support is reachable.
If support is needed immediately, you can access these outside resources at anytime:
Distress Line — 24/7 line for if you are in crisis, feeling suicidal or in need of emotional support (phone: 416-408-4357)
Good2Talk- 24/7 hour line for postsecondary students (phone: 1-866-925-5454)

Academic Integrity

- Plagiarism is a serious academic offence and penalties range from zero in an assignment to expulsion from the University. Plagiarism is defined in the Student Code of Academic Conduct as claiming the words, ideas, artistry, drawings, images or data of another person as if they were your own. Also, knowingly assisting someone to commit any form of academic misconduct is itself academic misconduct.
- It is assumed that all examinations and work submitted for evaluation and course credit will be the product of individual effort, except in the case of team projects arranged for and approved by the course instructor. Submitting the same work to more than one course, without instructors' approval, is also considered plagiarism.
- Students are strongly encouraged to visit the Academic Integrity Website for more detail and to refer to Policy #60: Student Code of Academic Conduct.

Maintaining a Professional Learning Environment

- Students shall not behave in disruptive ways that obstruct the learning, teaching and work environment.
- See Policy #61: Student Code of Non-Academic Conduct

Examinations

- All students must display a valid and relevant student photo-identification card during the course of an examination. Students are expected to refrain from bringing cellular phones, personal audio equipment, and other electronic devices into the examination room unless specifically permitted by the course instructor. Students are also not permitted to wear hats or to have food during the exam unless medically required (you may bring water into the exam room provided it is in a transparent plastic bottle without labels).
- For more detailed information on examination policies, refer to Policy#135.

Academic Grading Policy

- Evaluation of student performance will follow the established academic grading policy outlined in Policy #46: Policy on Undergraduate Grading, Promotion, and Academic Standing (the “the GPA Policy”). The grading system is summarized below:

<i>Definition</i>	<i>Letter Grade</i>	<i>Grade Point</i>	<i>Percentage Range</i>
Excellent	A+	4.33	90-100
	A	4.00	85-89
	A-	3.67	80-84
Good	B+	3.33	77-79
	B	3.00	73-76
	B-	2.67	70-72
Satisfactory	C+	2.33	67-69
	C	2.00	63-66
	C-	1.67	60-62
Marginal	D+	1.33	57-59
	D	1.00	53-56
	D-	0.67	50-52
Unsatisfactory	F	0.00	0-49