

# ENT 78A/B

## Advanced Entrepreneurship

### Fall 2024 - Winter 2025

## COURSE OUTLINE

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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 their own ventures.

We ignite student passions and empower students to achieve extraordinary goals. As 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 deeply embedded within our community.

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## Instructor Information

Classes meet Tuesdays at 10:00am. Unless otherwise announced, each section meets in the classroom reserved for your assigned instructor:

	<b>Dr. Dave Valliere</b>	<b>Prof. Brad Poulos</b>
Class Location:	TRS 2-164	TRS 3-147
E-mail Address:	valliere@torontomu.ca	bpoulos@torontomu.ca
Office Location:	TRS 1-087	TRS 3-039
Office Hours:	Mondays at 1:30pm	By appointment, arranged by email.

## Course Description:

ENT 78A/B is the two-semester experiential-learning capstone course for the entrepreneurship major. Students will develop advanced skills in entrepreneurship, intrapreneurship and personal growth. Students gain real-world experience in starting their own companies (entrepreneurship), creating value implementing innovative projects within an existing company (intrapreneurship), and completing a stream of skills-development assignments.

## Course Overview:

This is a contiguous two-semester course that forms the culmination of your studies in entrepreneurship. It is intended to help you acquire and practice the key skills and competencies required to be an entrepreneur, changemaker and/or intrapreneur. It is an intensive experiential learning course where you will be expected to work approximately 10 hours per week gaining hands-on experience outside of class (similar to what an internship experience might provide).

Through working in a consulting capacity with a real world “site company”, you will apply these skills and develop insight into an entrepreneurial organization and the methods by which entrepreneurship theory can be applied to practical managerial decision-making and leadership. In the first semester, the focus is on thoroughly understanding and analyzing your site company’s customers, markets, products, services, value propositions, finances and operations using a wide variety of tools from strategy, design thinking, lean startup, effectuation, business models and disciplined entrepreneurship. The goal is to identify a range of opportunities to create value for your site company. In the second semester, the focus is on hands-on experiential learning within the company to implement these opportunities and

create value for your site company and yourselves. Across both semesters, you will also develop and implement an individual plan to develop and demonstrate your entrepreneurial skills.

## Course Objectives:

Upon completion of this course, students will have achieved the following formal learning outcomes:

- ENT Goal 1: Opportunity Identification: Students will learn to become proactive and alert to information and technology trends affecting their site company and the global economy. You will practice identifying and analyzing opportunities using a variety of tools and techniques.
- ENT Goal 2: Resource Acquisition: Students will validate opportunities and bootstrap to obtain resources. Students will be able to recruit and manage multi-disciplinary teams to deliver impactful results.
- ENT Goal 3: Persuading and Selling: Students specializing in ENT will develop skills for persuading and selling in a wide variety of contexts.
- ENT Goal 4: Information Literacy: identifying, selecting, storing and processing information from a variety of sources and media; developing successful information seeking and retrieval strategies; and, presenting and communicating information clearly, logically, concisely and accurately.
- ENT Goal 5: Adaptability: Learning from iteration, experimentation, dealing with ambiguity and uncertainty, etc.
- ENT Goal 6: Self-management: Time management, goal-setting, self-leadership, self-directed life-long learning, habit formation, and self-reflection.
- ENT Goal 7: Self and Peer-Based Assessment: Students will evaluate and track their own perceived entrepreneurial skills and attitudes during the course and compare these to peer-based assessments to receive feedback.
- TRSM Goal 1: Communication: Students will be able to express ideas and information effectively and accurately using a range of media commonly used in business environments. Communication Skills including professional behavior, executive presentation techniques, reporting and meaningful email correspondence.
- TRSM Goal 4: Group and Individual Dynamics: Students will be able to effectively self-manage and perform effectively within heterogeneous teams. Teamwork Skills including managing a complex project, task and goal management, running meetings, and ensuring accountability.

## Prerequisite(s):

- ENT 527
- ENT 528 or ENT 56A/B or (both ENT570 and ENT580)
- ENT 577

## Teaching Methods:

The first half of this year-long field study course will provide the skills necessary to appraise an entrepreneurial organization. Students will develop an understanding of what drives an entrepreneurial venture, and how such an organization is built and managed. Students will review and evaluate the technologies, processes, capabilities, competencies, functions, and financial and market

performance of an entrepreneurial organization.

The second half of the course builds on the appraisal of the first half. Students will have an opportunity to implement the projects identified in the first half to create significant new sources of entrepreneurial value based on a rigorous organizational appraisal, to persuade the entrepreneurial organization to adopt their conclusions, and to help create change within the organization. Students will develop an understanding of the decision-making process that is involved in producing change in an entrepreneurial organization, and have an opportunity to work on the implementation process.

Students will work in groups of six to find a site company, identify innovative opportunities and implement new sources of entrepreneurial value for their site company. Students are expected to form their own groups, find their own site company, and notify the instructor of their membership by the end of Class 3. You may not change the membership of your group during the remainder of both semesters without the express permission of the instructors.

### Evaluation:

Students will receive the results of their first assignment work by Week 9. Grades will be posted securely on D2L Brightspace. It is your responsibility to check your own grades. Students who wish to be informed of their grades by an alternative method must obtain the agreement of the instructor by the start of Week 3.

Grading is done on points scale of 100 points in each semester (the final course grade will be calculated out of 200 points). **NOTE:** In order to proceed with the Winter semester you must earn a passing grade on both the Team assignments (earning at least 25 of the 50 available points) and Individual assignments (earning at least 25 of the 50 available points) in the Fall semester. Students who do not achieve this performance will be asked to **withdraw** from the course at the start of the Winter semester.

#### ***Fall Semester***

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Evaluation Component	Points
Site Company Project	
Team Update Presentations #1 and #2 (10 points each)	20
Team Interim Report	30
Group Development Report #1	10
Billable Hours Consulting Report #1	15
Individual Entrepreneurial Skills Development Project	
ESD Proposal	10
ESD Update #1	5
ESD Interim Report	10
<b>TOTAL</b>	<b>100</b>

## **Team Update Presentations (2)**

You will make formal oral Presentations that provide an update on the project status and document the tools applied and actions taken to research, develop and implement opportunities for your Site Company.

## **Team Interim Report**

The Team Interim Report comprises the site company assessment, evaluation, and selection of the opportunity to implement. Each member in the group will receive an individualized grade for this assignment that will be based on the overall group grade for the report, modified based on the group's evaluation of your individual contribution to the overall effort. The group may choose to provide a copy of this report to your site company for their information and comment.

## **Group Development Report #1**

Each individual in the group will provide a report analyzing their team's performance – what you can individually do to improve, how others can improve, how the team overall can improve and the steps you plan to take to ensure this improvement (don't just complain about other people – what will YOU DO to help them improve?). Each group member will receive their own individual grade for this assignment. To achieve this, you must realistically rate each person's contribution to the team as well as your own. This rating will be used to adjust each individual's grade in the Final Report.

## **Billable Hours Consulting Report #1**

This report will document your individual contributions including your expected ten hours of weekly hands-on experience devoted to the site company project. This report is to be written in the form of a consulting timesheet such as might be expected if working at a professional consulting firm . You must track and "bill" your weekly hours according to account codes that will be provided in class.

## **Entrepreneurial Skills Development Proposal**

You are required to consistently build your human and social capital by applying entrepreneurial methods, theories, attitudes and competencies to some form of entrepreneurial activity throughout the duration of the course. You must submit an initial proposal that outlines the nature of your project, its current status, and the specific actions you propose to undertake during the semester.

## **Entrepreneurial Skills Development Update**

This update report should be written in memo form and clearly explain what you have accomplished (with supporting documentation provided as an attachment), whether or not you think you are on track with your plan (why/why not), where you are having difficulties, and how you are planning to address them. A revised workplan for the remainder of the semester should also be attached.

## **Entrepreneurial Skills Development Interim Report**

This report explains and documents your progress against the approved plan and any deviations from it. The report should include:

- A narrative that describes how the specific activities in each category (primary research, secondary research, and structured learning) have helped you move your entrepreneurial project forward.
- Demonstration of the entrepreneurial knowledge/skills/tools used to synthesize and draw meaningful insights from your research efforts.
- Reflection on how you have applied existing or developed new entrepreneurial skills/knowledge, the lessons learned from your specific experience, how these learnings will impact your next steps and priorities moving forward, and what you might do differently to develop the project based on what you've learned .
- A proposed workplan for the second semester. In the second semester students may have the option to continue their project from the fall semester, or begin anew with something else. For those who are starting over, your plan for the second semester should be included.

***Winter Semester***

<b>Evaluation Component</b>	<b>Points</b>
Site Company Project	
Team Update Presentation #3	10
Team Final Report	40
Group Development Report #2	10
Billable Hours Consulting Report #2	15
Individual Entrepreneurial Skills Development Project	
ESD Update #2	10
ESD Final Report	15
<b>TOTAL</b>	<b>100</b>

**Team Update Presentation #3**

Same as Fall semester.

**Team Final Report**

The Team Final Report will comprise the final deliverables for your site company's opportunity that you implemented during the year. Each member in the group will receive an individualized grade for this assignment that will be based on the overall group grade for the report, then modified based on the group's evaluation of your individual contribution to the overall effort. Your group may choose to provide a copy of this report to your site company for their information and comment.

**Group Development Report #2**

Same as Fall semester.

## Billable Hours Consulting Report #2

Same as Fall semester.

## Entrepreneurial Skills Development Update #2

This update report should be written in memo form and should include a brief introduction of the project for context and a progress update on each of the five modules/elements in your current semester plan. Through objective evidence, it should demonstrate your use of concepts and tools from ENT78A/B and other previous courses.

## Entrepreneurial Skills Development Final Report

This report will explain and document your progress against your approved plan and any deviations from it. The report should include at a minimum:

- A narrative that describes how the specific activities in each category (primary research, secondary research, and structured learning) have helped you move your entrepreneurial project forward.
- Demonstration of the entrepreneurial knowledge/skills/tools used to synthesize and draw meaningful insights from your research efforts
- Reflection on how you have applied existing or developed new entrepreneurial skills/knowledge, lessons learned from your specific experience, how the learnings will impact your next steps and priorities moving forward if any, and what you might do differently to develop the project based on what you've learned.

## Course Texts:

### Required

- Liedtka, J. and Ogilvie, T. (2011) *Designing for growth: a design thinking tool kit for managers*. Columbia Business School Publishing. ("D4G")

### Suggested

- Maurya, A. (2012). *Running lean: iterate from plan A to a plan that works*. O'Reilly.
- Reis, E. (2011) *The lean startup: how today's entrepreneurs use continuous innovation to create radically successful businesses*. Crown Business.
- Liedtka, J. and Ogilvie, T. (2014) *Designing for growth field book: a step-by-step project guide*. Columbia Business School Publishing.
- Osterwalder, A. and Pigneur, Y. (2010) *Business model generation*. Wiley.
- Osterwalder, A., et al. (2014) *Value proposition design*. Wiley.
- Aulet, B. (2013) *Disciplined entrepreneurship: 24 steps to a successful startup*. MIT Press or Wiley.

## Class Schedule – Fall Semester:

Week	Topics	Advance Preparations
1	Course intro Site company pitches	D4G p. 3-20.
2	Team formation Guest speaker (tbd)	D4G, p. 21-37. Watch: <i>Entrepreneurship is like learning to play the guitar</i> (5:12) Speaker prep
3	Managing groups <b>DUE:</b> site proposals, team roster, design brief (D4G p. 46), policy sign-off <b>DUE:</b> ESD Proposal	D4G p. 41-60. Watch: <i>Module 2 – Bird-in-hand principle</i> (15:58).
4	D4G process Site tools Research plan	D4G, p. 61-73. Watch: <i>Module 3 – Design thinking diamond method</i> (17:25).
5	Plan to action What is, tools <b>DUE:</b> ESD revision (if reqd)	D4G, p. 75-80. Watch: <i>Deep dive 2 of 4. How to spot opportunities?</i> (5:45). Watch: <i>Deep dive 3 of 4.</i> Watch: <i>Deep dive 4 of 4.</i>
6	Identifying opportunities for value creation in site company	D4G, p. 96-121.
7	READING WEEK	Watch: <i>Module 4 – Radical collaboration</i> (15:53).
8	Team Update Presentation #1	Watch: <i>Module 5 – User centricity</i> (29:39).
9	Team Update Presentation #1 <b>DUE:</b> ESD Update #1	Watch: <i>Module 6 – Hunting</i> (8:20). Watch: <i>Job to be Done</i> by Christensen (5:06).
10	Team Update Presentation #1	
11	Assignment feedback Guidelines	
12	Coaching sessions Team Update Presentation #2	
13	Coaching sessions Team Update Presentation #2 <b>DUE:</b> ESD Interim Report	
tbd	<b>DUE:</b> Team Interim Report <b>DUE:</b> BHC Report #1	
tbd	<b>DUE:</b> Group Devt Report #1	



## Class Schedule – Winter Semester (subject to change)

Week	Topics	Advance Preparations
1	Feedback on assignments	D4G, p. 123-150.
2	Guest speaker (tbd)	Speaker prep
3	Site company progress	
4	Site company progress	
5	Site company progress	
6	Reading Week	
7	Coaching for Group 1 <b>DUE: Team Update Presentation #3</b>	
8	Coaching for Group 2 <b>DUE: Team Update Presentation #3</b> <b>DUE: ESD Update #2</b>	D4G, p. 154-178.
9	Guest speaker (tbd)	Speaker prep
10	ESD feedback Poster introduction	Poster slot sign-ups
11	Site presentations	
12	Site presentations	
13	Site presentations - <i>MANDATORY</i> <b>DUE: ESD Final Report</b>	
tbd	<b>DUE: Team Final Report</b> <b>DUE: BHC Report #2</b>	
tbd	<b>DUE: Group Devt Report #2</b>	

### Technology Usage & Limits:

You are required to have equipment that meets TMU's minimum technology requirement for remote learning. Details can be found at [www.torontomu.ca/centre-for-excellence-in-learning-and-teaching/learning-guide/#minimum](http://www.torontomu.ca/centre-for-excellence-in-learning-and-teaching/learning-guide/#minimum)

E-mail to the instructors should be reserved for questions or issues that are unsuitable for discussion on D2L, such as private or sensitive matters. Do not email instructors with questions that are already addressed in this syllabus; you are expected to be aware of all this information. When e-mail is appropriate, you must use your official TMU account; other accounts will be ignored. You may not make recordings in the classroom nor use the materials posted on D2L for any purpose unrelated to this course without the express permission of the instructors.

### Class Rules:

TMU has many policies that govern how courses operate. As a senior student you are expected to know all of them (they are available on the Senate website). In addition, the D2L site for this course may contain a "Class Rules", "Assignments", or "Boilerplate" document with information specific to this course (which are hereby incorporated into this syllabus by reference). If you stay in this course past the first week you are **indicating that you have read and are agreeing** to abide by all of these.