Entrepreneurship and Strategy Implementation Capstone
22-ENTR-5098-001
Cal H. Lindner College of Business
University of Cincinnati

Spring Semester 2017 (2171/17SS)
See Tentative Schedule pages 4-5

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Course Objectives:

♦ Explore, analyze, and discuss the concept of individual, corporate, and social entrepreneurship/venturing.

♦ Explore, analyze, and discuss the creation, growth and management of small, entrepreneurial, and family-owned businesses

♦ Better understand and apply the concept of venture philanthropy in non-profit settings.

♦ Demonstrate an understanding of the consulting process by developing a logical and systematic process for identifying the problems and opportunities confronting small and closely held businesses.

♦ Analyze and critique the operations of a specific business using functional and strategic management tools in order to improve the efficiency, effectiveness, sustainability and growth potential of this enterprise.

♦ Sharpen their problem solving, planning, forecasting, strategy formulation and communication abilities by writing a comprehensive business report or business plan for an on-going venture

♦ Sharpen abilities needed to formulate a business plan for an existing business venture and/or non-profit.

♦ Write a comprehensive business report or business plan for an on-going individual, corporate, and/or social entrepreneurial venture.

♦ Integrate knowledge and skills from previous coursework and business experience.

♦ Think like an entrepreneur!
Brief Overview:

“Capstone in Entrepreneurship” (22-ENTR-5098) focuses on the total enterprise strategic management process in the context of small and/or closely held ventures including all the functions, activities, and actions associated with the identification, development and pursuit of strategic objectives. This course offers students the chance to provide direct consulting assistance to a small, medium, large, or non-profit enterprise and deliver solutions to real-world business problems. Consequently, this is an applied course and is primarily concerned with “hands on” thinking rather than memorization of theoretical principles. It builds upon all prior business coursework as well as other disciplines. Students may encounter aspects of strategic management, accounting, finance, marketing, operations, human resources, and information technology in their consulting engagements. The course format includes some lectures, case discussions, and a service learning consultation project.

PACE

This course supports every aspect of the PACE initiative.

Professionalism: Students are trained and given management consulting opportunities to demonstrate they are emerging from UC as game-ready professionals.
Academic Excellence: Students engage in a rigorous curriculum and skillfully apply it to their client’s situation.
Character: Students enact high ethical standards in the treatment of sensitive and confidential client information.
Engagement: Students engage in serving a real-world client and helping them to meet their objectives for improvement and success.

Academic Integrity

As with all Lindner College of Business efforts, this course will uphold the highest ethical standards, critical to building character (the C in PACE). Ensuring your integrity is vital and your responsibility. LCB instructors are required to report ANY incident of academic misconduct (e.g., cheating, plagiarism) to the college review process, which could result in severe consequences, including potential dismissal from the college. For further information on Academic Misconduct or related university policies and procedures, please see the UC Code of Conduct (http://www.uc.edu/ucinfo/conduct.html).

Course Prerequisites:

LCB Entrepreneurship Majors: This is a required course in your senior year of study. You should have completed:
Lower Core: ACCT 2081, ACCT2082, BANA2081, BANA2082, BLAW2080, IS2080C, MKTG2080, ENGL2089,
Upper Core: BA3080, FIN-3080C, INTB-3080, MGMT-3080, OM-3080 (continued on next page)
Major: BLAW-4035, FIN-4008, ENTR5070 (ideally)

Electives: Minimum 1 of the following completed or taken concurrently: ACCT6076 (Non-profits acct), ENTR-4001 (Innovation), -4010 (Family Business), -4060 (Financial Mgmt), -5001 (Corporate Entrepreneurship), -5093 (Special Topics), -5099 (Independent Study), or MKTG-4029 (Direct Marketing)

(Or Faculty Permission)

LCB Entrepreneurship Minors: This is a required course in your senior year of study.

You should have completed:
Lower Core: ACCT 2081, ACCT2082, BANA2081, BANA2082, BLAW2080, IS2080C, MKTG2080, ENGL2089,
Upper Core: BA3080, FIN-3080C, INTB-3080, MGMT-3080, OM-3080
Minor: FIN-4008, ENTR5070 (ideally)
(Or Faculty Permission)

Other LCB + Non-Business Students: Faculty Permission Required

Every student must have senior standing and have completed all LCB core courses or be enrolled in them concurrently.

Required Texts and Materials:

Handouts and material as assigned.

Grading:

Class Participation 10%
Project Impact 10%
Midterm Report 20%
Class Presentation 20%
Final Report 40%
Fall Sem. Week/Date  Tentative Syllabus
1. T 01/10  Class meeting/Intro/Strategic Planning and Implementation/Case Assignments
   Th 01/12  Process Consultation/ Strategic Planning Cases
2. T 01/17  Class meeting/ Case Assignments Strategic Planning Case Updates
   Th 01/19  Field Case Team Assignments/No in class
3. T 01/24  Class meeting/Topic: Turning Ideas Into Action/Team Assignments updates
   Th 01/26  Field Case Work/Team Meetings
4. T 01/31  Class meeting/Case Update/Guest Speaker: Gabreille Coors, Operations,
   Th 02/02  ClarkDietrich Building Systems.
   Field Case Work/Team Meetings
5. T 02/07  Class meeting/Topic: Turning Ideas Into Action/Guest Speaker: Jason Hauer and
   Th 02/09  Field Case Work/Team Meetings
6. T 02/14  Class meeting/Foundations of Strategy/Guest Speaker: Alex Barok, Co-Founder,
   Th 02/16  Devoo
   Mid-term Progress reports due
   LETTER OF ENGAGEMENT DUE
   CLIENT CONFIDENTIALITY STATEMENT DUE
   Field Case Work/Team Meetings
7. T 02/21  Class meeting/Topic: What is Strategy? Guest Speaker: Candice Peters &
   Amanda Kranias, Co-Founders, Hello Parent
   Th 02/23  Reading Days/Team Meetings
8. T 02/28  Field Case Work/Team Meetings
   Th 03/02  Field Case Work/Team Meetings
9. T 03/07  Class meeting/Topic: Building and Sustaining Competitive Advantage
   Th 03/09  Guest Speaker: Darrin & Peggy Murriner, Co-Founders, BabySitEase; Stockpilz.
   Field Case Work/Team Meetings
10. T 03/14  Spring Break Week No Classes
    Th 03/16  Spring Break Week No Classes
11. T 03/21  Field Case Work/Team Meetings
    Th 03/23  Field Case Work/Team Meetings
12. T 03/28  Class meeting/Topic: Tailoring Strategy to Fit Specific Industry Situations
    Th 03/30  Field Case Work/Team Meetings
13. T 04/04  Class meeting/Topic: Building an Executable Strategy
    Th 04/06  Filed Case Work/Team Meetings
14. T 04/11  Class meeting/Presentations – ALL
       Th 04/13  Class meeting/Presentations – ALL

15. T 04/18  Class meetings/Presentations – ALL
       Th 04/20  ALL FINAL WRITTEN REPORTS DUE
               STUDENT LOG FORM DUE
               CLIENT ACKNOWLEDGEMENT FORM DUE
               All reports and form must be submitted electronically prior to class
Requirements of Class:

Field Case Presentation and Paper: During the first class, we will form teams of approx. three to five members (no less than two and no more than five) that will be responsible for the preparation of an oral and written field case.

The nature of this assignment requires that the student represent the LINDNER College of Business to the business community. Because of our obligations to the businesses we serve, you are asked to carefully consider the requirements of the class and to commit yourself to the completion of all course objectives.

1. Each student is expected to fully participate in all meetings.

2. You should expect to devote 1 to 1-1/2 hrs. a week to meetings with or about your case.

3. You are responsible for transportation to the case business location.

4. You are expected to maintain a high level of professionalism at all times, including appropriate dress and courteous behavior when visiting clients.

5. Two written reports and one oral presentation are required.

In general, teams will self-select and businesses will be assigned.

If a team has more than three members, it may be desirable if only two or three members of the team interview and work with the firm on-site. Other group members will work closely with the on-site team to prepare the case material, presentation and final report.

LETTER OF ENGAGEMENT

All projects must have a “Letter of Engagement” or “Statement of Agreement” between the participating business/organization and the student group indicating expectations of the project. From your Mid-term progress report (see below), please prepare a one to two page “Letter of Engagement” addressed to your contact person indicating your interest and overview of the project; the specific objectives you hope to accomplish; the general direction you see for your analysis and recommendations; and what expectations you may have from your client and contact persons(s). A sample “Letter of Engagement” is available via our Blackboard web site.

File naming rubric: Team_Number_LTRofEngagement_CompanyName_ENTR5098_17SS.doc
For example, Team_1_LTRofEngagement_ABCCompnay_ENTR5098_17SS.doc
OUTLINE FOR WRITTEN REPORTS

MIDTERM PROGRESS REPORT - Due See Schedule Above
File naming rubric: Team_Number_MidTermReport_CompanyName_ENTR5098_17SS.doc

I. Title Page

II. History of Company: Description of the company's operation, development of the present conditions, and general background and experience of the firm.

III. Statement of Firm Objectives and Industry Overview: Concise statement of the business objectives as understood by the team. The statement should be reviewed with the owner/firm contact person. A brief overview of the industry should be included.

IV. SWOT Analysis: An initial analysis of the firm's strengths, weaknesses, opportunities, and threats. Distinctive competencies and competitive weaknesses should be identified. Each problem should be reasonably detailed.

V. Confidentiality Statement - Must be signed by owner/contact person and team. (Except for continuing cases.)

FINAL REPORT - Due See Schedule Above

File naming rubric: Team_Number_FinalReport_CompanyName_ENTR5098_17SS.doc

The final report should build on the information generated in the Midterm Progress Report. Prior to the preparation of the final report, each team should complete an analysis of the following:

1. Industry Analysis
2. Organizational Analysis
3. Market Analysis (including a location analysis)
4. Financial Analysis
5. Technology Analysis
6. Global Analysis
7. Physical Place/Virtual Space

Final reports should focus on implemental recommendations stemming from these analyses.

A suggested outline for the final report might include:

Title Page
i. Table of Contents
ii. Executive Summary (Required)
1. Mission Statement and Objectives
2. Description of Business
3. Industry Profile
4. Description of Products and/or Services Offered
5. Marketing Strategy
6. Management Team
7. Financial Planning
8. Production Planning (if applicable)
9. Summary of Recommendations
10. Appendices: Including pertinent financial statements, market survey information, and other material that were used in the analysis of the client's business. All appendices should be referenced in the text of the report.

Specific problem areas discussed with the client should be addressed in the appropriate section of the report. Order and specific sub-heading may vary depending on case specifics.

Client confidentiality form, client acknowledgement form, and team time logs should be included at the end of your final report.

Length of Report: As a general rule, the final reports will run an average of 20 to 30 double-spaced, typewritten narrative pages. Appendix is unlimited, but all items must be referred to in the discussion. Inclusion of bulky pamphlets, lengthy articles, raw data, and others are discouraged. Electronic submission of final reports via Blackboard “Groups” “File Exchange” folder is required. The length will vary depending upon the case. In the event a hard copy submission becomes necessary, NO COVER FOLDERS PLEASE.

SUGGESTED READING/REFERENCE

Periodicals

Entrepreneurship: Theory & Practice
(Formerly American Journal of Small Business [HD 2346.U5A75])

Journal of Business Venturing

Journal of Small Business Management (HD 69.S6S67)

Inc. (HD 2346.U5I55)

References (Ask at reference desk for most recent issue or if you can’t find an item you want.)

Almanac of Business & Industrial Financial Ratios
Troy, Leo (HF 5681.R25)

Annual Statement Studies

Barometer of Small Business
Accounting Corporation of America

Financial Studies of the Small Business (HD 2346.U5F55)
Industry Norms & Key Business Ratios
Dun & Bradstreet, Inc. (HF 5681.R2515)

Small Business Bibliography
U.S. Small Business Administration (Z7164.C81U718)

Statistics of Income--Sole Proprietorship Returns
U.S. Treasury

U.S. Industrial Outlook
U.S. Dept. of Commerce (HC 106.5 A265)

Computer Software


Books


Books of interest:


Bold Women, Big Ideas: Learning to Play the High Risk Entrepreneurial Game (2003) by Kay Koplovitz with Peter Israel.

Built to Last: Successful Habits of Visionary Companies (1994) by Jim Collins and Jerry I. Porras.


**Additional Recommended Reading and Books of Interest**


Entrepreneurship and Strategy Implementation
22-ENTR-5098
SBI/Net Impact Report

Title Page Format

(Centered in middle of page)

Client Venture Name
Client Contact Person Name

Students' Names

University of Cincinnati

Instructor's Name
Course Title
Course Number

Indication of Midterm or Final Report

Date
STUDENT DATA SHEET

(Please Print)

1. Name: ___________________________ M# _______ Major __________________
   (LAST) (FIRST) (M.I.)

2. Address: _____________________________________________________________
   Street __________________________________ City __________ State __________ Zip

3. Home Phone: __________ (AREA CODE) __________________ Work Phone: __________________
   (AREA CODE) __________________
   Email: ________________________ Cell Phone: __________________________
   (AREA CODE) __________________

4. Student Status:
   Today's Date ______________ Undergrad/Grad Degree(s) ____________________

5. Employer if working part time or if co-op student:
   _________________________________________________________________
   _________________________________________________________________
   Job title and brief description of duties:
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________

6. Hobbies or interests:
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________

7. Other relevant experience:
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________
   _________________________________________________________________