Entrepreneurial Organizational Appraisal II
ENT 830
Entrepreneurship Capstone Experience Course

INSTRUCTOR INFORMATION

Name: Dr. Steven A. Gedeon
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Office Location: TRS 2-073

Consultation Hours:  Thr 1-2 and/or by appointment

COURSE INFORMATION

Pre-requisites and/or Exclusions: ENT 526, ENT 527, ENT 601, ENT 726, ENT 730.
This is the second half continuation of the final year-long capstone course for 4th year entrepreneurship majors. At this point in your business studies it is expected that you have advanced knowledge in communications, marketing, accounting, finance, teamwork, and personal time management. Through the ENT prerequisite courses you are familiar with entrepreneurs, the entrepreneurial process, business planning and opportunity recognition.

Posting of Grades and Feedback on Work: The professor will provide detailed feedback and suggestions for improvement during each presentation and will assign a grade to each presentation. These grades are available upon request. All written assignments will be clearly graded and marked on each assignment and will be handed back in class. Students who wish to be informed of their grades by an alternative method must obtain the agreement of the instructor by the start of Class 3.

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 Ryerson Matrix 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 Pol# 157 found at www.ryerson.ca/senate/policies/ for further information on this issue.
CALENDAR COURSE DESCRIPTION

ENT 730 and ENT 830 are the capstones for the entrepreneurship major. ENT 830 will help you develop the skills necessary for a successful career as an entrepreneur, to start up your own company, and to appraise a venture organization. It is an experiential learning course that will provide insights into yourself, your team and an entrepreneurial organization. Students will develop an understanding of what drives an entrepreneurial organization, and how such an organization is built and managed. Students will review and evaluate the products, markets, strategies, technologies, processes, capabilities, competencies, functions, and financial and market performance of an entrepreneurial organization.

COURSE OVERVIEW

This course is the second half of a two-semester program that forms the culmination of your studies in entrepreneurship. It is intended to help you acquire and practice the key competencies required to be an entrepreneur. Through working 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.

Through the Dobson Micro-Financing Challenge portion of the course, you will have the opportunity to start up an actual company and gain hands-on experience in all aspects of the start up process.

In addition, the assignments in this course will help you to refine and strengthen your skills in managing yourself, people and projects. The course will help you hone your thinking skills, ability to communicate in written and oral forms, problem solving, personal organization and time management skills.

This course will also help you to build bridges to the external business community and expand your professional network. If nurtured, these relationships can be leveraged to enhance your reputation, obtain resources needed to support your future entrepreneurial ventures, and expand your business opportunities.

COURSE OBJECTIVES:
Upon completion of the pair of courses, students will be able to:
• Develop and communicate practical insight into an entrepreneurial organization.
• Integrate and communicate the functional knowledge and skills acquired in earlier semesters.
• Manage a complex project.
• Start up a new venture.
• Work effectively in a team environment.
• Set goals and develop milestones to achieve them.
• Apply key entrepreneurship skills in all functional areas of an entrepreneurial organization.
EVALUATION

The grade for this course is composed of the mark received for each of the following components:

<table>
<thead>
<tr>
<th>Method</th>
<th>Percent/Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Analysis Presentations and Class Participation</td>
<td>10%</td>
</tr>
<tr>
<td>Final Assessment Report</td>
<td>25%</td>
</tr>
<tr>
<td>Final Assessment Report Presentation</td>
<td>10%</td>
</tr>
<tr>
<td>Dobson Micro-Financing Challenge Assignments</td>
<td>30%</td>
</tr>
<tr>
<td>Project Management and Communications</td>
<td>15%</td>
</tr>
<tr>
<td>Entrepreneurship Brand Contributions</td>
<td>10%</td>
</tr>
<tr>
<td><strong>Bonus Grade – Extra-Curricular SIFE Contribution</strong></td>
<td>5%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Presentations and Class Participation – 10%
Throughout the semester, your groups will be called upon to present their plans, accomplishments, and update progress toward the successful attainment of results. Your presence and contribution to in-class learning is vital. This means being well prepared, contributing, listening and building on others’ ideas and being ready to disagree with others and to develop your own position. Participation is evaluated based on the quality and quantity of your contribution to discussions as well as your in-class presentations.

A hard copy and electronic copy of the power point presentation are due at the start of each class. Each member in the group will receive an individual grade for this assignment. (Please note that the professor reserves the right to spend more time on certain groups, skip groups, or ask groups to shorten their presentation without prior notice – as often happens in the real world!)

Final Assessment Report – 25%
(Mode I: Implementation)
Your group will write a final report assessing its implementation of recommended changes at its site company: how effective you were, mistakes made and lessons learned. Clear thinking and a solid grasp of the situation at your site company leads to concise writing. So your report should be no more than 25 pages long in total. *Each member in the group will receive an individual grade for this assignment that will be based on the overall group grade for the report and 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, but this will have no impact on your grade. Indeed, you may want to wait for the instructor’s evaluation and commentary, and then provide your site company with a revised/improved version.

In addition, you are required to deliver a one-page marketing document to promote your accomplishments during the year. This document should include at least one high quality photo of all your team members, ideally doing something with your company. This document may be used in a class yearbook, the website, and/or other entrepreneurship promotional materials. Additional testimonials from your team and/or site company are encouraged.
(Mode II: Case Study)
Your group will write a case study describing the facts at the site company, your analysis of the reasons your recommendations were not implemented (including your supporting evidence), and suggested alternatives the company can consider so that such recommendations might be more successful in the future. Clear thinking and a solid grasp of the situation at your site company leads to concise writing. So your report should be no more than 25 pages long in total. Each member in the group will receive an individual grade for this assignment that will be based on the overall group grade for the report and modified based on the group’s evaluation of your individual contribution to the overall effort.

In addition, you are required to deliver a one-page marketing document to promote your accomplishments during the year. This document should include at least one high quality photo of all your team members, ideally doing something with your company. This document may be used in a class yearbook, the website, and/or other entrepreneurship promotional materials. Additional testimonials from your team and/or site company are encouraged.

Final Assessment Report Presentation – 10%
You are required to make a formal presentation of your assessment findings to the rest of the class as well as potential presentations to 2nd and 3rd year ENT classes. At this point in your professional career, you are expected to have mastered presentation skills and be competent in providing clear and effective communications, so the evaluation standard will be high. Companies, students and other faculty members may be invited to attend these presentations. Each member in the group will receive an individual grade for this assignment that will be based on the overall group grade for the report and modified based on the group’s evaluation of your individual contribution to the overall effort. Your group may choose to present to your site company or to provide a copy of your presentation materials for their information and comment. You may want to wait for the instructor’s evaluation and commentary, and then provide your site company with a revised/improved version.

Project Management and Communications – 15%
Your Site Company and Dobson groups will create and submit regular project management updates to ensure that your projects, your site company, and all team members are on track toward attaining the anticipated results in a timely manner. Marks for this evaluation component will be partly based on the group’s overall project management submissions, and partly based on each team member’s ability to deliver on the tasks they have taken on. As part of these reports, you must realistically rate each person’s contribution as well as your own (please note that any student who receives a failing group assessment mark from a majority (50% +1) of their fellow group members will receive a grade of zero (0%) for that portion of the course and an F in this course for unprofessional behavior). Each group member will receive their own individual grade for this component.

Dobson Micro-Financing Challenge Assignments – 30%
The details of the Challenge are provided as an addendum to this Outline. Your grade will be based on a combination of your company’s performance as well as your completion of various deliverables as documented in the addendum. Each member in the group will receive an individual grade for this assignment that will be based on the overall group grade for the report and modified based on the group’s evaluation of your individual contribution to the overall effort.
Entrepreneurship Brand Contributions – 10%
The class, as a whole, is responsible for enhancing the value of the Ryerson Entrepreneurship Brand and thus the value of your own degrees. Grades for this portion of the course will be based on your level of initiative, leadership, and/or contribution as judged by the professor. To assist in your efforts, SIFE maintains public websites that promote the Ryerson entrepreneurship program and entrepreneurship in general at www.SIFERyerson.com and www.StartMeUpRyerson.com. These websites will build the value and brand recognition of your degree as well as help you connect with other students, alumni and the business community. Each student is responsible for submitting a short report on what they did during the semester and what they think a fair grade would be for their contribution.

Bonus Grade – Extra-Curricular SIFE Contribution – 5%
As the course union for the entrepreneurship department, a strong and vibrant Students In Free Enterprise (SIFE) team will build the value and brand recognition of your degree. Participation in extra-curricular SIFE activities will help you grow personally and professionally and their Member Development program will help you achieve your goals and gain additional experience while still in university. Bonus points will be assigned by the SIFE VP, Member Development.

ADDITIONAL COMMENTS:
- We expect to be piloting the ePresence technology. We will thus be videotaping all classes and all presentations which will be made available on-line along with collaboration, annotation, and chaptering technology. Students agree to be videotaped and will sign any additional agreements required upon request. Any students who do not want to be videotaped must make a formal written request before the end of the 3rd class.
- Be sure to keep an extra copy of all assignments that you hand in.
- It is your responsibility to clarify any ambiguities that you may find in the course materials or syllabus; when in doubt, ask.
- Assignments are due at 10:10 AM on the dates specified, without exception; 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.
- 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 on time for class (10:10am) and attend all classes. Missing three (3) or more classes during a semester, without permission, will result in failure of the course.

TEACHING METHODS
Students will work in groups of up to six to analyze and assess their site company, and prepare their assignments based on this analysis. You may not change the membership of your group during the semester or during ENT 830.

You are required to comply with all University policies and guidance regarding the professional and ethical treatment of your site company, including but not limited to:
- Informed consent of human subjects, and
- Confidentiality of information and intellectual property.
Failure to uphold relevant policies in this regard will result in very serious academic consequences.

TEXTS AND READING LISTS

There are no new texts required for ENT 830

TOPICS – TENTATIVE SEQUENCE AND SCHEDULE

<table>
<thead>
<tr>
<th>Class</th>
<th>Date</th>
<th>Topics</th>
<th>Due</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>Jan 7</td>
<td>Presentation on Key Entrepreneurial Thinking Skills</td>
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<tr>
<td>2</td>
<td>Jan 14</td>
<td>How to Work in Teams to Achieve High Performance</td>
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<tr>
<td>3</td>
<td>Jan 21</td>
<td>Team Plans and Update Presentations on Site Company Projects</td>
<td></td>
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<tr>
<td>4</td>
<td>Jan 28</td>
<td>Team Plans and Update Presentations on Dobson Projects</td>
<td></td>
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<tr>
<td>5</td>
<td>Feb 4</td>
<td>Negotiation Workshop</td>
<td>Detailed Planning Documents for Both Projects</td>
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<tr>
<td>6</td>
<td>Feb 11</td>
<td>TBD</td>
<td>Draft Brand Contribution Reports</td>
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<tr>
<td></td>
<td>Feb 18</td>
<td>STUDY WEEK</td>
<td></td>
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<tr>
<td>7</td>
<td>Feb 25</td>
<td>Team Update Presentations on Site Company Projects</td>
<td></td>
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<tr>
<td>8</td>
<td>Mar 4</td>
<td>Legal Issues Workshop</td>
<td></td>
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<tr>
<td>9</td>
<td>Mar 11</td>
<td>TBD</td>
<td></td>
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<tr>
<td>10</td>
<td>Mar 18</td>
<td>Final Dobson Challenge Presentations</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Mar 25</td>
<td>Final Dobson Challenge Presentations</td>
<td></td>
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<tr>
<td>12</td>
<td>Apr 1</td>
<td>Final Site Company Presentations</td>
<td></td>
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<tr>
<td>13</td>
<td>Apr 8</td>
<td>Final Site Company Presentations</td>
<td></td>
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<tr>
<td></td>
<td>Noon</td>
<td><strong>Hand In</strong> Final Site Company Reports, Final Dobson Challenge Reports, and Brand Contribution Report,</td>
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Noon April 15
POLICIES AND COURSE PRACTICES

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 Blackboard.

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 Ryerson 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 means any of:

- Missing client meetings without giving reasonable notice and reason.
- Missing instructor meetings without giving reasonable notice and reason.
- Not participating in group efforts, as evidenced by a failing Group Development Report mark from a supermajority (50%+1) of your fellow group members.

Academic Consideration
- Students must submit assignments on time. **Failure to do so will result in a penalty of 25% per day including weekend.** 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 affect 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.
  - **Medical certificates** – If a student is going to miss a deadline for an assignment, a test or an examination because of illness, he/she must submit a medical certificate (see [www.ryerson.ca/senate/forms/medical.pdf](http://www.ryerson.ca/senate/forms/medical.pdf) for the certificate) to the instructor within 3 working days of the missed assignment deadline, test or examination.
  - **Religious observance** – If a student needs accommodation because of religious observance, he/she must submit a formal request to the instructor within the first two weeks of the class or for a final examination within 5 working days of the posting of the examination schedule.
  - **Students with disabilities** - In order to facilitate the academic success and access of students with disabilities, these students should register with the Access Centre [www.ryerson.ca/accesscentre/](http://www.ryerson.ca/accesscentre/). Before the first graded work is due, students should also inform their instructor through an “Accommodation Form for Professors” that they are registered with the Access Centre 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.
• Other valid reasons must be approved by the instructor in advance. If you do not have a justifiable reason for an absence, 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 Pol#134 at www.ryerson.ca/senate/policies/ (Undergraduate Academic Consideration and Appeals) and Pol#150 www.ryerson.ca/senate/policies/ (Accommodation of Student Religious Observance Obligations).

Academic Integrity
• Plagiarism is a serious academic offence and penalties range from zero in an assignment all the way to expulsion from the university. In any academic exercise, plagiarism occurs when one offers as one’s own work the words, data, ideas, arguments, calculations, designs or productions of another without appropriate attribution or when one allows one’s work to be copied. (See the Ryerson Library for APA style guide references: www.ryerson.ca/library/ref/style.html).
• 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.
• For more detailed information on these issues, please refer to the Student Code of Academic Conduct (see Pol#60 at www.ryerson.ca/senate/policies/ and the Academic Integrity Website www.ryerson.ca/academicintegrity).

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!
• You are encouraged to obtain assistance from the Writing Centre (http://www.ryerson.ca/writing-centre) for help with your written communications as needed. (See the Ryerson Library for APA style guide references: http://www.ryerson.ca/library/ref/style.html). Sloppy, poorly written, or unprofessional documents or communication may be returned with a grade of zero, no grade or unread!

Maintaining a Professional Learning Environment
• During class time, except in emergency situations, laptop computers, cell phones and other electronic devices may only be used for academic activities (e.g., note-taking, class presentations). In order to ensure the least amount of disruption for other students and the instructor, students who use laptops for taking notes will be expected to sit in the back two rows in all classes. Therefore, students need to 'power up' ahead of time so to ensure that they have enough battery power for the duration of the class. Students not complying with this requirement may be asked to leave the class.
Examinations
- During examinations, students must display their Ryerson photo ID cards. All electronic devices, such as cell phones and mp3 players are prohibited. Students are also not permitted to wear hats or to have food or drink (unless it is in a clear container with no label).
- For more detailed information on examination policies, please refer to Pol#135 at www.ryerson.ca/senate/policies/.

Academic Grading Policy
- Evaluation of student performance will follow established academic grading policy outlined in the Ryerson GPA Policy (See Pol#46 at www.ryerson.ca/senate/policies/). The grading system is summarized below:

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