



Syllabus

Course: Cases in Entrepreneurship Semester: Spring 2014
 Days and Times: Tuesdays mornings or afternoons EC: 6
 Room: Various, see Spring 2014 minor schedule
 Instructor's Name: dr. Chihmao Hsieh (*pronounced 'shay'*)
 Office Location: REC E2.21 until March 2014
 Office Phone: 020 525 4789
 Office Hours: By appointment (I prefer a 24-hour notice.)

Dashboard/most info: Please see <http://www.chsieh.com/spring-2014-teams.html>
 -pw: "minor"

Questions / comments? Please see <http://www.chsieh.com/contact.html>

COURSE BACKGROUND

Objectives: In this module, students learn the key aspects of entrepreneurship through the intensive study of a number of relevant, practically-oriented cases. Students are also acquainted with research in entrepreneurship, and become familiar with its multidisciplinary nature. Prerequisite knowledge: MR 1: Introduction to Scientific Research [SV] (5 EC) and MR 3: Qualitative Research [SV] (5 EC).

Extended Description: The module is given in the form of seminars mostly based on Harvard Business School cases. The readings will deal with the following themes: Creativity and organizing; Entrepreneurial marketing; the ethics of entrepreneurship; Risk and uncertainty; the Capture of value; and the emotions of entrepreneurship. The cases are discussed interactively and intensely. Homework will cover these cases as well as accompanying sets of academic readings.

Required Materials: All material (including cases, readings, and lecture material) will be available on <http://chsieh.com>.

Instructional Methods: Mostly seminar.

	<i>Course learning objectives</i>					
	Communication skills	Critical thinking	Information Technology	Teamwork and Leadership	Global and Multicultural Issues	Integration of business areas
Course objectives						
(1) To learn how to interpret scenarios and make strategic prescriptions		X				X
(2) To become familiarized with business- and entrepreneurship-oriented case studies (i.e. via discussion)	X					X
(3) To practice giving team presentations	X			X		

COURSE GRADING

The course grade is based on a possible 468 total course points, as follows:

Pre-CiE homeworks (A, B: 10 points each)	20 points total	4%
Individual homeworks -6 homework sets, with 18 SA	180 points total	38%
Short paper	160 points total	34%
Participation	108 points total	23%
-Attendance (6x)	54 points	
-Reaction, on homework (6x)	54 points	

All assignments should be written in English.

Individual homeworks. There are two individual pre-CiE homeworks. Homework A (via Qualtrics) introduces you to some introductory basics of entrepreneurship. Homework B (via blog) requires you to submit a few ideas and 3 trends to our Entrepreneurship Minor blog. These are important because one of the goals of Business Basics is to have some support resources before our Boot Camp.

After Bootcamp, all individual CiE homeworks will be collected via Qualtrics. Each homework will be based on the (upcoming) week's case readings and academic readings. Homework scores will be returned via an Excel spreadsheet on the chsieh.com Dashboard. **You are allowed to work in groups but then the homework answer must indicate your team's number or name. You are not allowed to submit homework with other people that are not on your team!**

Generally speaking, CiE homework grading is based on 3 criteria, and it's reasonable to say that these are obvious. (1) You have to answer the question that is asked. (2) You have to show that you don't misunderstand the reading material. (3) You must adequately DEFEND your answer(s). Surprisingly, it's not uncommon that people don't even answer the questions that are asked! That's the easiest way to lose points.

Homeworks are due at 12.00 noon on the Sunday before the next class period. Late homework assignments are generally not accepted. Please note that if you click on your CiE scores on the grade sheet, it will indicate the components of the score.

Short paper. Please see the last couple pages of this syllabus.

Participation. Participation is graded. Attendance is taken at each class.

Also, there is a "reaction" due on each homework. Your reaction each week is basically your personal response to the content of the reading. It should be between 40-80 words. During every class, I may issue a set of "reaction challenges." A reaction challenge is where I ask you to defend (or talk about) your reaction. Your reaction score can go up or down, based on your response during class. If I don't issue such a challenge, then the reaction score on your homework does not change. **If your team submitted a team homework, and somebody on the team gives a poor response when challenged, the entire team's reaction score drops. Reaction challenges can be answered only by the one person who I challenge, even if the homework was submitted as a team.**¹ The reaction score cannot become above 9 pts per homework.

¹ **It's wise that even though one person reads the homework super-carefully to do the homework, everybody in class should be at least spending 1-2 hours reading through all the readings. You will be expected to show your mastery of applying the readings to your Short Paper.**

READINGS AND HOMEWORK SCHEDULE

Homework "A" assigned (at the latest) after Business Basics Monday

Please read:

- "IDEO product development." Harvard Business Case (2000/2007).
- "Discovery of entrepreneurial opportunities." (Shane, 2003: ch 3).
- "How entrepreneurs connect the dots." Academy of Management Perspectives (2006).
- "The Innovator's DNA." Harvard Business Review (2009).

Please submit homework via Qualtrics (due the Sunday midnight before boot camp)

Homework "B" assigned after Business Basics Tuesday

Please visit [Aceminor's Wordpress blog](#) and submit all three parts of the homework into the Comments section of the three homework posts. Due Wednesday 5th Feb (midnight).

Please read for **Week #1 (February 25th)**: *Creativity, team formation issues, and organizing*

- "Teaching with case studies."
- "Lean Forward Media." Harvard Business Case (2006).
- "Creativity and the role of the leader." Harvard Business Review (2008).
- Accounting for non-accountants ch 1 (by Label)

Homework due at noon on 23rd February

Please read for **Week #2 (March 4th)**: *Storytelling & marketing*

- "United Breaks Guitars." Harvard Business Case (2011).
- "Storytelling that moves people." Harvard Business Review (2003).
- "Discover your products' hidden potential." Harvard Business Review (1996).
- "Turn customer input into innovation." Harvard Business Review (2002).
- Accounting for non-accountants ch 3 (by Label)

Homework due at noon on 2nd March

Please read for **Week #3 (March 11th)**: *Doing good or/while being ugly?*

- "Homeless World Cup." Stanford Business Case (2010).
- "Should entrepreneurs lie?" Harvard Business Review (2010).
- "Ethical considerations of the legitimacy lie." Entrepreneurship Theory & Practice (2009).
- "Drug dealing and legitimate self-employment." Journal of Labor Economics (2002). Please skip Section V (pp 547-553).
- Accounting for non-accountants ch 4 (by Label)

Homework due at noon on 9th March

Please read for **Week #4 (March 18th)**: *Risk and uncertainty*

- "Sittercity." Harvard Business Case (2009).
- "Disciplined entrepreneurship." Sloan Management Review (2004).
- "Cognitive biases, risk perception, and venture formation: How individuals decide to start companies." Journal of Business Venturing (1999). Do your best to read the whole article.
- "The No Man." Bloomberg Businessweek (2013).
- Accounting for non-accountants ch 5 (by Label)

Homework due at noon on 16th March

Please read for **Week #5 (April 1st): *The emotions of entrepreneurship***
- Reading List still under development

Homework due at noon on 30th March

Please read for **Week #6 (April 15th): *Capture of value***

- "tttools." Kellogg Business Case (2006).
- "Appropriating the returns from industrial research and development." Brookings Papers on Economic Activity (1987). *Please read only pp 783-813.*
- "The value captor's process." Harvard Business Review (2007).
- Accounting for non-accountants ch 8 (by Label)

Homework due at noon on 13th April

Short Papers are due in Week #7, via a Qualtrics link. The deadline for Short Papers is 11:59pm on Tuesday 22nd April.

INDIVIDUAL SHORT PAPER

During the semester, we will have covered a variety of topics, ranging from opportunity discovery to entrepreneurial risk to value capture.

Please write a 2500-3000 word paper that (a) describes and (b) assesses your team's venture, and then (c) makes prescriptions specifically for your venture by using concepts or lessons learned from the cases and/or academic readings. I expect that your paper's introductory paragraphs should correspond to some kind of abstract or basic message. In other words, in the introduction, we want to know what does your paper attempt to show and prove to your reader? Please assume that your reader already knows some background about your venture. (Do not merely cut-and-paste large sections of your business plan into your short paper – too much of this will hurt your score!)*

This is an individual assignment, and you cannot submit the same paper as your teammates. But you are welcomed to discuss your paper with teammates!!!

Some possible topics: What could your team do to discover opportunities specifically related to your current venture? What kinds of policies can your team specifically adopt to become more creative, with your specific venture and team in mind? What kinds of experiments should your team use to help handle risk and uncertainty, and why? What appropriation mechanisms should your team use to capture value, and why? What emotions did you feel while on your team, and working on your venture? What emotions did you observe that the others felt, and why?

In addition to using the class readings associated with your topic of choice, please also include additional references. Exploring the Business Source Premier Database is highly recommended. At least two of your additional references must be within the last 5 years. To access Business Source Premier, please visit <http://goo.gl/ymH69> → “Business Source Premier”.

Please use 2.54cm margins all around, 11 or 12-pt Times New Roman. The grading system for the short paper can be found on the next page.

* Cover page, appendices, and bibliography do not count towards the word count.

GRADING SYSTEM FOR SHORT PAPER

	Exceeds Standard (100%)	Meets Standard (85%)	Nearly Meets Standard (70%)	Does Not Meet Standard (40%)	No evidence (0%)	Score
Introduction (29 pts)	The introduction is engaging, states the main idea and previews the structure of the paper.	The introduction states the main topic and previews the structure of the paper.	The introduction states the main topic but does not adequately preview the structure of the paper.	There is no clear introduction or main topic and the structure of the paper is missing.	Absent, no evidence	
Reflect application of learning (65 pts)	Shows great depth of knowledge and learning, reveals feelings and thoughts, abstract ideas reflected through use of specific details.	Relates learning with research and project, personal and general reflections included, uses concrete language.	Does not go deeply into the reflection of learning, generalizations and limited insight, uses some detail.	Little or no explanation or reflection on learning, no or few details to support reflection.	Shows no evidence of learning or reflection.	
Organization-Structural Development of the Idea (25 pts)	Writer demonstrates logical and subtle sequencing of ideas through well-developed paragraphs; transitions are used to enhance organization.	Paragraph development present but not perfected.	Logical organization; organization of ideas not fully developed.	Obviously illogical organization; organization of ideas not developed.	No evidence of structure or organization.	
Conclusion (15 pts)	The conclusion is engaging and restates personal learning.	The conclusion restates the learning.	The conclusion does not adequately restate the learning.	Incomplete and/or unfocused.	Absent	
Mechanics (7 pts)	No errors in punctuation, capitalization and spelling.	Almost no errors in punctuation, capitalization and spelling.	Many errors in punctuation, capitalization and spelling.	Numerous and distracting errors in punctuation, capitalization and spelling.		
Usage (7 pts)	No errors in sentence structure and word usage.	Almost no errors in sentence structure and word usage.	Many errors in sentence structure and word usage.	Numerous and distracting errors in sentence structure and word usage.		
Citation (5 pts)	All cited works, both text and visual, are done in a correct format with no errors.	Some cited works, both text and visual, are done in a correct format. Inconsistencies evident.	Few cited works, both text and visual, are done in a correct format. (55%)		Absent	
Bibliography (7 pts)	Done in a reasonably correct format with no errors. Includes more than 5 major references (e.g. journal articles, books, but no more than two internet sites). Includes at least 2 additional major references not discussed during class (and published in last 5 years).	Done in a reasonably correct format with few errors. Includes 5 major references (e.g. science journal articles, books, but no more than two internet sites).	Done in a reasonably correct format with some errors. Includes 4 major references (e.g. science journal articles, books, but no more than two internet sites).	Done in a reasonably correct format with many errors. Includes 3 major references (e.g. science journal articles, books, but no more than two internet sites).	Absent	