1. **Course Syllabus**

2. **FA221 - Entrepreneurship - From Start-up to Success, Spring, 2015-16**

3. **Instructor:** Michael Shapiro, mshapir8@depaul.edu, 847 691-9536

4. **Course Dates:** Monday March 28th – Monday June 6th  
   **Day / time of class sessions:** Monday – 5:45

5. **Course Location:** Loop

6. **Course Description**  
   *Are you an entrepreneur?* That’s the question many individuals are asking in this age of corporate downsizing, follow-your-dream philosophy, post dot-com age of the entrepreneurial start-up. This course is designed for those who plan to start, or who have already started their own business. Individuals who hold leadership or management positions within a business, who are part of an existing family-business, or who want to know what it takes to be successful as an entrepreneur will find real-world applications and solutions to the every-day challenges of owning and running a business here.

   In this course, students learn the essential attributes of an entrepreneur and the stages one goes through in taking the seed of an idea and growing it into a successful business. But it also takes more than a good business plan and money to succeed - entrepreneurs must understand that all too often, the strengths that helped them be successful as a start-up become liabilities to overcome in order to take it to the next level. This course provides practical insights into the differences between effective leadership and management by exploring the concepts of Emotional Intelligence in the workplace and determining how to identify and develop human capital – the lifeblood of every business.

7. **Learning Outcomes, Competences, and/or Objectives**  
   **Outcomes**
   Upon successful completion of this class, students will:
   1. Understand the characteristics of a successful entrepreneur  
   2. Identify the distinctions between leadership and management  
   3. Experience the process of developing a functional team  
   4. Understand the components of an entrepreneurial business plan  
   5. Apply the concepts of Emotional Intelligence in workplace roles  
   6. Understand the stages of the hiring and interview process  
   7. Recognize impediments to effective communication  
   8. Develop a vocabulary of business competencies essential to providing feedback  
   9. Understand the challenges of family businesses

   This course has been designed for students to learn about the characteristics of an entrepreneur and the various elements essential to developing and leading a successful entrepreneurial enterprise. Students will learn the attributes a successful entrepreneur
must have beginning with how to develop a business plan. The many aspects of leadership, management, and teamwork will be covered through readings, case studies, classroom discussion, and the final project. The impact Emotional Intelligence has in the workplace will be addressed through assigned readings, case studies, classroom discussions, and individual assessments. Students will also learn how to assess and develop human capital in the workplace from interviewing and hiring methods to development and performance evaluations systems through readings, case studies, classroom discussion, and in-class team exercises.

**Competencies**

L-7: Can learn collaboratively and examine the skills, knowledge, and values that contribute to such learning. *Students will learn the characteristics of an effective team, both as leaders and followers through team projects and in-class presentations.*

H-2-C: Can identify an organizational problem and design a plan for change based on an understanding of social science theories or models. *Students will learn how to identify organizational and cultural problems within a business system and develop a strategy for change through case studies and individual projects.*

H-3-D: Can employ the skills of negotiation, mediation, or interpersonal communication in the resolution of a problem. *Students will learn the characteristics of leadership and management styles, using effective communication and feedback techniques by developing their approach to case studies and real-world examples.*

F-X: Can apply the principles of entrepreneurship in workplace environments. *Students will negotiate individual projects.*

8. **Learning Strategies & Resources**

Learning Strategies will include: discussion, lecture, role-playing, collaborative learning, individual and team research projects. Extensive use of D2L requires that students have an active account and access to the site.

**Required reading for the course:**


Articles listed below will be posted for download on D2L.

Note – Readings are to be completed before the designated week in order to facilitate an informed classroom dialogue.

**For Week 1 - Entrepreneurial Attributes And Characteristics**

1. Natural-Born Entrepreneur by Dan Bricklin

2. The Reluctant Entrepreneur by Ken Veit
3. The Top Ten Lies of Entrepreneurs by Guy Kawasaki
   Soundview Book Summary – 9/2006

For Week 2 – The Business Plan
1. How to Write a Great Business Plan by William A. Sahlman
2. The Art of the Executive Summary by Bill Reichert
   www.garage.com/resources/writingexecsum.shtml
3. Write a Business Plan – Essential Elements of a Good Business Plan
   www.sba.gov/smallbusinessplanner/plan/writeabusinessplan/SERV_ESSENTIAL.html
4. My Own Business: A Course on How to Start Your Own Business – Sec. 1, 2, & 8
   www.myownbusiness.org/course_list.html

For Week 3 - Leadership & Management in an Entrepreneurial Business
1. What Great Managers Do by Marcus Buckingham
2. The Real Leadership Lessons of Steve Jobs by Walter Isaacson
3. Make Your Values Mean Something by Patrick Lencioni
4. What’s Your Culture Worth by Bo Burlingham
   Forbes.com – 9/30/2002
5. One Page BP assignment – The Vision
   Case study option - How Low Will You Go – Due the following week

For Week 4 - Leadership & Management in an Entrepreneurial Business (cont.)
1. The Hidden Traps in Decision Making by John S. Hammond, Ralph L. Keeney, and Howard Raiffa
2. The Trouble with Teamwork by Patrick Lencioni
   Patrick M. Lencioni – Leader to Leader Institute
3. Giving It Away - The Art of Delegation by Paul Lemberg
   www.talkbiz.com/digest/emt17.html
4. Delegating Strategically by Dr. Scott Williams
   www.wright.edu/~scott.williams/LeaderLetter/delegating.htm
5. One Page BP assignment – The Mission
   Case study option - The Micromanager – Due the following week

For Week 5 - Communication
1. Barriers and Gateways to Communication by Carl R. Rogers and F.J. Roethlisberger
2. Lost in Translation by Alison Stein Wellner
   Inc.com, Inc. Magazine, September 2005
3. A Crash Course in Communication by Sarah Fenson  
   Inc.com, Inc. Magazine, August 2000
4. Listening to People by Ralph G. Nichols and Leonard A. Stevens  
   Harvard Business Review – 9/1957
5. The Power of Talk: Who Gets Heard and Why by Deborah Tannen  
6. One Page BP assignment – The Objectives  
   Case study option - *The CEO Who Couldn’t Keep His Foot out of His Mouth* – Due the following week

**For Week 6 - Emotional Intelligence in the Workplace**
1. Leadership That Gets Results by Daniel Goleman  
2. One Page BP assignment – The Strategies  
   Case study option - *The Very Model of a Modern Senior Manager* – Due the following week

**For Week 7 - Human Relations – Developing Human Capital – Pre-hire**
1. Zero Defect Hiring by Dr. Pierre Mornell  
2. No Room for Compromise by Dr. Pierre Mornell  
3. Making the Case for Behavioral Interviewing by Catherine F. Neiner  
4. One Page BP assignment – The Plans  
   Case study option - *We Googled You* – Due the following week

**For Week 8 - Human Relations – Developing Human Capital – Post-hire**
1. 31 Core Competencies Explained by Edward J. Cripe and Richard S. Mansfield  
2. Fundamental Attribution Error  
3. Crucial Confrontations-Summary by Kerry Patterson, Joseph Grenny, Ron McMillan, and Al Switzler  
   Soundview Book Summary – 11/2004
4. Taking the Stress Out of Stressful Conversations by Holly Weeks  
5. How to Fire With Compassion and Class by Susan M. Heathfield  
   [http://humanresources.about.com/od/discipline/a/firecompassion.htm](http://humanresources.about.com/od/discipline/a/firecompassion.htm)
   Case study option - *The Reign of Zero Tolerance* – Due the following week

**For Week 9 – Entrepreneurial Challenges**
1. Succession Planning - Passing On The Mantle  
   Small Business Administration (No longer posted on the SBA.gov site)
2. Splitting Heirs by Stephanie Clifford  
3. The Founder’s Dilemma by Noam Wasserman  
   **Case study option - The Outstanding Outsider and the Fumbling Family – Due the following week**

The reading list above represents all of the required readings. No other textbook is required.

9. **Learning Deliverables**  
   Evidence of learning will include a written analysis and recommendation from three case studies provided, in-class team presentations, and a final project presentation.

   **Case-Study Assignment**  
   Each week, (7 of the 10 weeks) there will be a case-study reflecting an aspect of the material presented and discussed. Following each case, there will be a specific question or path of action to be taken and an analysis and recommendations from four different experts.

   The assignment is to write your own “expert” opinion. If you agree with one of the expert opinions given, state why and explain how and why you have reached the same or similar opinion. Alternatively, you may choose to add a fresh or different perspective – but you must explain why. It would be appropriate to draw on material from the assigned readings, as well as your own experience.

   **You’re required to choose three of the seven cases available to write on. Each case will count as 10% of your final grade.**

   Cases are due the week following their listing in the course reading-schedule.

**Final Project**  
Each student or team of students will create a comprehensive business plan for an Entrepreneurial Enterprise. All aspects of a business plan should be addressed. The final project presentation will take place the 10th week of the term.

Guidelines and requirements for the project are as follows:

a. You may do this project individually or as a two or three-person team. If you work as a team, each member will have to provide an individual written essay on the dynamics and challenges of teamwork, leadership, authority and structure. If you work alone, you will have to provide a written essay on why you decided to work singly and what were the benefits and consequences of that decision.

b. Individuals working alone may reconsider their decision and ask another individual or an existing, two-person team to join or merge their efforts. (No team may have more than 3 members). This must be done no later than Week 4.
c. The final project will be presented by all team members – each with an individual aspect of the presentation. The presentation will include two components – The written Business Plan given to the instructor and a 10-slide PowerPoint presentation to be used in the presentation. The presentation must not be longer than 10 minutes or use a font smaller than 30 pt on the slides.

d. If you have worked as a team, each member, independently, will write a personal essay on the dynamics and challenges of teamwork, leadership, authority and structure - also discuss the personal learning or awareness that took place over the course of the project and whether you would make the same decision again. The essay should be between 2 – 3 pages. It will be due at the time of the presentation.

e. If you chose to work alone, you will write a personal essay on why you decided to work alone and what were the benefits and consequences of that decision - also discuss the personal learning or awareness that took place over the course of the project and whether you would make the same decision again. The essay should be between 2 – 3 pages. It will be due at the time of the presentation.

f. The Final Project will account for 50% of your grade. The components of the Final Project grade are:
   - 10% - 5 “One Page Business Plan” assignments
   - 15% - Quality and comprehensiveness of the Business Plan document.
   - 15% - Quality and effectiveness of the team’s presentation.
   - 10% - The individual essay

g. The milestone dates and timeline for the Project are as follows:
   - A verbal declaration of teams and business idea is due at the end of Week Two’s class
   - Each week between week 3 and week 7 one of the 5 “One Page Business Plan” assignments is due
   - Week Ten is presentation day. You and/or your team have up to ten minutes to present your plan to the class. Your PowerPoint presentation must follow the 10/10/30 rule: 10 slides, 10 minutes, no font smaller than 30pt.

10. Assessment of Student Learning
    Evidence of learning will include three written case-studies, 5 “One Page Business Plan” assignments, a comprehensive business plan, an in-class, team presentation, and a written essay reflecting the experience of teamwork.
11. Grading Criteria & Scale
The final course grade will be based on:
30%  Three case-study written recommendations of 1 – 2 pages in length chosen from seven cases provided. (10% each)
50%  Final Project
10%  Class attendance
10%  Class participation

12. Course Schedule
Week 1 - Entrepreneurial Attributes and Characteristics

Week 2 – The Business Plan

Week 3 - Leadership & Management in an Entrepreneurial Business
1. Leadership & Management – What’s the difference?
2. Creating the company Culture - What is it? - How to develop and maintain it
3. Understanding effective communication

Week 4 - Leadership & Management in an Entrepreneurial Business (cont.)
1. Decision-making - What gets in the way
2. The importance of teams
3. Goals and accountability
4. Effective delegation - How, why, and when

Week 5 - Communication
1. Effective communication in the workplace
2. Essential listening skills
3. Gender bias in workplace communication

Week 6 - Emotional Intelligence in the Workplace
1. History and background
2. EI framework
3. EI and Leadership
4. Self Assessment
5. Applications in the Workplace

Week 7 - Human Relations – Developing Human Capital – Pre-hire
1. Recruiting employees for success
2. The interview process – from resume vetting to the job offer
3. Effective interviewing skills

Week 8 - Human Relations – Developing Human capital – Post-hire
1. Core competencies – a vocabulary
2. Creating performance/evaluation systems
3. Providing feedback - How, why, and when
4. How to have a difficult conversation
5. Employee termination issues
Week 9 – Entrepreneurial Challenges
1. Succession or contingency planning
2. Separating family & business systems
3. Founder’s dilemma

Week 10 - Project presentations

All written assignments are due at the beginning of class.

13. Course Policies
This course includes and adheres to the college and university policies described in the links below:
- Academic Integrity Policy (UGRAD)
- Academic Integrity Policy (GRAD)
- Incomplete Policy
- Course Withdrawal Timelines and Grade/Fee Consequences
- Accommodations Based on the Impact of a Disability
- Protection of Human Research Participants
- APA citation format (GRAD)

14. Course Resources
- University Center for Writing-based Learning
- SNL Writing Guide
- Dean of Students Office

15. Instructor Brief Bio
Michael Shapiro is a Management Consultant and Business Coach with over 25 years of business experience. He is President of Dynamic Management Solutions, Inc.

His practice focuses on helping entrepreneurs and their companies build, manage, and grow their businesses. He provides leadership development advice, consults on organizational structure, and offers rookie-manager training. Michael also founded and facilitates The Entrepreneurs Group – a facilitated, peer-support group for individuals in a business, professional services practice, or organizational leadership role.

Michael’s academic credentials include both a Bachelors degree in Small Business Management and a Master’s degree in Technological Consulting and Management from DePaul University’s School for New Learning. His recent continuing education has included participation and leadership training in organizational dynamics and group relations programs sponsored by Northwestern University, the Institute for Management Transformation, the A.K. Rice Institute, and Chicago Center for the Study of Groups and Organizations.