ENTI 381 Lectures 2 & 3
Principles of Entrepreneurship

Course Outline – Winter 2016

Instructor	Mohammad Keyhani
Telephone	403.220.3908
Office	SH 436
Email	mohammad.keyhani@haskayne.ucalgary.ca
Office hours	By appointment only
Website	http://d2l.ucalgary.ca
Lecture location	SH 117 (Active Learning Classroom in Scurfield Hall)
Lecture times	LEC 2: Tuesdays and Thursdays 17:00 – 18:15
	LEC 3: Tuesdays and Thursdays 18:30 – 19:45
Tutorial	This course does not have tutorial classes
Teaching assistants	Carla Velazquez, csvelazq@ucalgary.ca
	Parsa Samavati, parsa.samavati@gmail.com

Course Description This course provides students with an opportunity to experience the process of entrepreneurship first-hand with a practical focus, engaging students in the new venture development endeavour. We espouse a "lean start-up" approach to entrepreneurship, which holds that through systematic testing and feedback, a lot of the guess-work can be eliminated from an otherwise uncertain process. A major component of this course is an experiential learning exercise in which student groups actually develop an offering, test it, refine it or pivot to a different offering, and possibly start selling before the end of the term. Team projects will be judged by a panel in Dragon's Den / Shark Tank style at the end of the term.

Students are encouraged to use free or cheaply available software tools to work on apps or interactive websites as their main offering, but this is not mandatory.

This is not a course that can easily be passed by only reading course material on your own time. This is a very hands-on course, and a lot of intense group work inside and outside of the class is needed, and thus students are expected to attend every class in order to contribute to their group project.

Course Objectives   Upon completion of the course, students should be able to:
- Apply creative methods to generate novel business ideas
- Evaluate the quality and feasibility of new business ideas and opportunities
- Identify the major challenges in starting and running a new venture
- Apply a systematic testing and feedback elicitation approach to new product development for new ventures
- Formulate strategies for entry, competition, and operation of new ventures
- Identify and describe the main sources of financing for new ventures

Required Textbook   **Aulet, B. (2013). Disciplined entrepreneurship : 24 steps to a successful startup. Hoboken, New Jersey: Wiley.**

Other than the course slides, all required reading is from this textbook. The textbook and course slides constitute the only material that may come on the final exam.

Other recommended readings (optional, not required):
- Ries, E. (2011). The lean startup : how today's entrepreneurs use continuous innovation to create radically successful businesses (1st ed.). New York: Crown Business.
- Cowan, A. (2012). Starting a tech business : a practical guide for anyone creating or designing applications or software. Hoboken, New Jersey: Wiley.
- Guillebeau, C. (2012). The $100 Startup (1st ed.). New York: Crown Business.
- Kaplan, J. M., & Warren, A. C. (2013). Patterns of entrepreneurship management (4th ed.). Hoboken, NJ: John Wiley & Sons.

Class Preparation & Desire2Learn (D2L)   Lectures in this class may serve to cover some of the material in the textbook, but their main goal is to add to this material from sources outside of the textbook and to help learn and gain further insight on the material with videos, examples and exercises. Students are expected to read the assigned readings before class, and be prepared for class discussion. Important information, class slides, assignments and additional readings may be posted on D2L. **Students must regularly check D2L for ongoing notices**.

Your instructor may not necessarily cover all of the materials in the readings, but the uncovered material may still come on the exam. *It is the responsibility of the student to understand the concepts presented in the readings and lectures. If you are unsure of any of the concepts, please take the initiative to ask the instructor during clas*s.

Contacting Your Instructor   Students requiring assistance are encouraged to speak to their instructor during class, through email, or by appointment requested by email. Students should get into the habit of making and keeping business appointments.

Proper Business Use of Email

Email is commonly used by students to communicate with their instructor. However, it does limit the effectiveness of the communications and may not be the best way for instructors to answer student questions, especially those requiring an explanation of concepts covered in this course or some personal concerns. Therefore the instructor may request a telephone call or personal meeting. *Your instructor will inform you as to his/her expectations about emails.* Please **specify the course and lecture number in the subject line** of your email.

Internet & Electronic Communication Devices

Any surfing of the Internet during lectures that is not directly related to the class discussion is distracting and strictly forbidden. Additionally, the use of any electronic devices (e.g., cellular phones/smartphones) for e-mailing, text-messaging, etc. is strictly prohibited. However, **it is best to always have a laptop with you in class in order to participate in exercises and work on your team project**.

Grade Distribution

Start a Business (Team Project)	40%
Final Exam	30%
Class Participation	20%
Peer Evaluation	10%
Total:	100%

Class Participation

The class participation grade will be made up of various components including professionalism in working & communicating with your classmates and the instructor, as well as contribution to the classroom discussions, activities and exercises. Evaluation of the quantity and quality of student participation is in the sole discretion of the instructor. You are encouraged to bring name tags to every session of class so the instructor can better give you participation marks when you deserve them. Make sure your name tags are readable, and include both your first and last name.

General Instructions on Group Project and Assignments

Students are expected to participate in class activities and the group project through communication with all team members, attendance at team meetings and execution of the assignment in a collegial manner. All students must be present at group presentations. Students who fail to meet these requirements may have their grade reduced or be required to complete an alternative assignment, at the instructor's sole discretion. The class participation grade component may also be reduced, at the instructors' discretion, after evaluating information and feedback regarding a student's collegiality.

The passing grade for this course is based on the sum of all components, and no individual component determines passing or failing.

The details of the group project are attached to this course outline. Students are allowed to form their own teams, however the Instructor reserves the right to vary the team composition at her discretion. All deliverables must be submitted as

per the Assignment instructions. No exceptions or extensions will be granted unless alternative arrangements have been confirmed by the instructor, at his/her sole discretion, prior to the due date. It is the student's responsibility to insure that the assignment has been delivered to the instructor whether it is submitted electronically or in hard copy in strict compliance with the assignment instructions. Carefully read the course syllabus and assignments for assignment due dates. **Late assignments will result in a penalty of 20% per day late**, including weekends and holidays, unless a valid exception has been made by the Instructor prior to the due date. Exceptions will only be granted, at the instructors' discretion, upon the presentation of suitable documentation. Assignments less than one day late are subject to smaller penalties at the discretion of the instructor.

Unless indicated otherwise, **all assignments should be handed both as hard copy to the instructor on the date indicated in the course timetable, and as an electronic file uploaded to the relevant dropbox section in D2L.** Unless explicitly requested by the instructor or TA, DO NOT send your assignments by email. All written deliverables except for presentation slides must be single spaced, in Times New Roman size 12 font, with 1 inch margins on all sides, written on white letter-sized paper. Failure to comply with these formatting requirements may result in reduced marks.

Peer Evaluation

After your group project is over and the final report has been handed in, group members may submit a numerical evaluation of the contribution of their fellow team members on a scale of 0 to 10 to the instructor (10 being the best). Your average evaluation out of 10 will be the percentage out of 10 you get on this grade item. Submitting peer evaluations is optional. Anyone who does not submit an evaluation is assumed to be giving a 10 out of 10 evaluation for all of their fellow team members. The deadline to submit peer evaluations (by email to the instructor) is indicated in the course timetable.

In order to send your peer evaluation, simply email the course instructor with the subject line "ENTI 381 Peer Evaluation" and in the body of your email use the following template:

Overall evaluation of FIRST TEAM MEMBER FIRST NAME LAST NAME: X/10
Overall evaluation of SECOND TEAM MEMBER FIRST NAME LAST NAME: X/10
…
Overall evaluation of LAST TEAM MEMBER FIRST NAME LAST NAME: X/10

Comments: _____

Midterm Exam	**This course does not have a midterm exam**

Final Exam

The final exams are scheduled by the Office of the Registrar. **Students are advised to defer making any travel or other personal plans until they have reviewed the Office of the Registrar's Final Exam Schedule.**

The final exam will be cumulative, covering the entire course. Material from case studies, guest lectures, and any readings the instructor indicates as being "optional" will not be on the exam. Only the required textbook and lecture slides are considered material for the exam. The exam is closed-book and no supporting material or electronic devices (including cell phones) will be permitted in the exam room.

The final exam will be a series of multiple choice and short answer questions from the required readings and course slides. The instructor will post sample questions online for you to get a better idea of the type of questions that could come on the exam. The questions posted online may or may not come on the actual exam. In addition, the class may spend one session on exam preparation.

Grade Scale

The Haskayne School of Business endeavours to ensure consistency of final grades across courses and sections. Variations in distribution will always be considered by the instructor where called for by the performance in each individual class. The student does not have any 'right' to a certain grade, but is responsible for earning grades. The instructor has unfettered discretion to evaluate student performance and assign all grades.

A+	≥ 95	B+	$80 \geq \& < 85$	C+	$67 \geq \& < 70$	D+	$55 \geq \& < 60$
A	$90 \geq \& < 95$	B	$75 \geq \& < 80$	C	$64 \geq \& < 67$	D	$50 \geq \& < 55$
A-	$85 \geq \& < 90$	B-	$70 \geq \& < 75$	C-	$60 \geq \& < 64$	F	< 50

Deferred Exams

Writing of a deferred final examination after the normal scheduled date may be allowed only in accordance with the procedure and rules set out in the University of Calgary Calendar in cases of illness, domestic affliction, or religious conviction. Travel will not qualify a student for a deferred exam. If you are requesting a deferred final exam you must submit the proper documentation to the Haskayne School of Business Undergraduate Programs Office. Please refer to the current University of Calgary Calendar for more information.

Appealing an Exam Grade

As the grading of any exam is open to human error, please feel free to question your results. Students have *fifteen calendar days* (15) from the posting of the exam results to appeal an exam grade. Students are encouraged to consult the current University of Calgary Calendar for more information.

Emergency Evacuation Plan

In the event of an emergency, the building must be evacuated and all individuals are to meet at a predetermined location. Additional information on the emergency procedures and the list of rendezvous points can be found here http://www.ucalgary.ca/emergencyplan/assemblypoints.

University Regulations

Academic Accommodation:
The **Student Accessibility Services (SAS)** offers services to students with documented disabilities ranging from learning deficit, learning disabilities, chronic health issues, hearing and visual impairment, disabilities and temporary impairment due to accident, illness or injury. It is the student's responsibility to request academic accommodations. If you are a student with a documented disability who may require academic accommodation and have not registered with the Student Accessibility Services, please contact their office at 403.220.8237. Students who have not registered with the Student Accessibility Services are not eligible for formal academic accommodation. You are also required to discuss your needs with your instructor no later than fourteen (14) days after the start of this course.

Academic Honesty:
Academic honesty is the cornerstone in the development of knowledge. A single offence of cheating, plagiarism or other academic misconduct on term work, tests or final examinations or assignments can lead to disciplinary probation, suspension or expulsion from the Faculty by the Dean. If a student allows his/her name to stand on group work when in fact there is essentially no contribution made, then that student is guilty of academic misconduct. Please refer to the current University Calendar for further details.

Plagiarism:
Plagiarism involves submitting or presenting work as if it were the student's own work when it is not. Any ideas or materials taken from another source written, electronic, or oral must be fully and formally acknowledged. Plagiarism includes but is not limited to:

(a) The work submitted or presented was done, in whole or in part, by an individual other than the one submitting or presenting the work (this includes having another impersonate the student or otherwise substituting the work of another for one's own in an examination or test),
(b) Parts of the work are taken from another source without reference to the original author,
(c) The whole work (e.g., an essay) is copied from another source, and/or,
(d) A student submits or presents work in one course which has also been submitted in another course (although it may be completely original with that student) without the knowledge of or prior agreement of the instructor involved.

While it is recognized that scholarly work often involves reference to the ideas, data and conclusions of other scholars, intellectual honesty requires that such references be explicitly and clearly noted. Plagiarism is an extremely serious academic offence.

It is recognized that clause (d) does not prevent a graduate student incorporating work previously done by him or her in a thesis or dissertation.

Software Policy:
Faculty, students and staff of the University of Calgary are expected to use software in a lawful manner in accordance with the Canadian law of copyright and the software's specific license conditions.

Copyright and Photocopying:
All material used in this course is for the sole use of the individual and should not be recopied either in print or digital format. For copyright guidelines and University of Calgary policies please visit: http://library.ucalgary.ca/copyright. All copyright related questions can be directed to the Copyright Office: copyright@ucalgary.ca.

Recording Lectures:
Recording of lectures and labs is permitted for individual private study, only at the discretion of the instructor. Any other use of recording constitutes Academic Misconduct and may result in suspension or expulsion. Both the student and the instructor must sign the appropriate Release Form to facilitate recording lectures or labs.

Other Information

Counselling and Student Development Centre:
The Counselling Centre focuses on three major areas: personal counselling, career development and academic success. Should you require assistance, please phone 220-5893 or review the website at: http://www.ucalgary.ca/counselling/

Student Accessibility Services (SAS)

Student Accessibility Services exists to create an accessible and inclusive educational environment for those students with permanent disabilities or temporary impairments. http://www.ucalgary.ca/access

Students' Union Representative:
   Email: haskayne1@su.ucalgary.ca
                    haskayne2@su.ucalgary.ca

Freedom of Information and Protection of Privacy Act:
For information on the Freedom of Information and Protection of Privacy Act please visit http://www.ucalgary.ca/secretariat/privacy

Safe Walk:
http://www.ucalgary.ca/security/safewalk

Office of the Ombudsperson:
http://www.ucalgary.ca/provost/students/ombuds

Haskayne Undergraduate Statement of Student Responsibility

RESPONSIBILITY is:
Respect for **E**veryone I care about, impact and represent, **S**o I make a **P**ositive impact **O**n my **N**eighbors, peers, colleagues, and family. **S**taying responsible **I**s what keeps me grounded **B**y reminding me the way **I L**ive is **I**nfluenced by **T**he actions of others; my actions impact **Y**ou – today and in the future.

As a Haskayne School of Business Student:
- When faced with tough choices, I have a responsibility to ensure that alternatives are explored, their consequences understood, and priorities are set based on ethical values so that "win-win" solutions are possible.
- I am accountable for my actions and responsible for their consequences – both in the short and long term.
- I will be consistent in my actions, words, and intentions so they reflect commitment to my ethical and responsible core values.
- I can play a role in respectfully raising awareness among others and encouraging my peers and colleagues to find positive solutions to ethical challenges.
- I will develop and sustain lasting relationships through open and honest communication, and demonstrating personal integrity.
- I have the responsibility to strive for a career and life that embody my passions and reflect my sound values while living to an ethical standard.
- It is my responsibility as a student to develop to my full potential and in turn make a positive contribution to the world around me. It is my social responsibility to help my fellow students, coworkers, and members of the community at large to fully realize their potential as well.
- I am responsible for shaping a positive world for future generations, including the management of my own ecological footprint and respect for the environment in my decisions and actions.
- I have a responsibility to embrace, encourage, and sincerely accept diversity. Diversity of opinion, background, and belief is a competitive advantage and helps build a positive future.

My ethics become "real" when I choose to live my life in a way that is true to my core values. It is my responsibility to live ethically – no one can do it for me.

This statement was created with the input of over 400 Haskayne undergraduate students in the 2008 – 2009 academic year. It was officially unveiled March 20, 2009 at the Corporate Social Responsibility and Sustainable Development Program conference on Corporate Tools. This statement applies to add undergraduate students at the Haskayne School of Business, University of Calgary.

Class Schedule & Topics

Important dates (e.g. Block Week, Lecture start dates, Reading Week, etc.) can be found at the following web site: http://ucalgary.ca/pubs/calendar/current/academic-schedule.html

ENTI 381 – Principles of Entrepreneurship COURSE SCHEDULE		
DATE	**TOPIC & AGENDA**	**MATERIAL & NOTES**
Session 1: **2016-01-12**	Course Introduction What is Entrepreneurship? Is it Good?	Course Outline – Bring to Class "Disciplined Entrepreneurship" Textbook (always bring to class) Laptop (always bring to class)
Session 2: **2016-01-14**	Characteristics of Entrepreneurs and Venture Teams	
Session 3: **2016-01-19**	Opportunity Identification, Creativity and Ideation	Teams should be almost finalized, and start thinking of their proposal ideas.
Session 4: **2016-01-21**	Tools Tutorial 1	
2016-01-22	University Drop Date	
2016-01-25	University Add/Swap Date	
Session 5: **2016-01-26**	Tools Tutorial 2	**Finalized list of team members due (all members of a team must sit at the same table in class)**
Session 6: **2016-01-28**	Tools Tutorial 3	**Rough sketch of initial idea for team project due in class (no document needed)** Textbook Steps 1, 2, 3, 4
Session 7: **2016-02-02**	Stakeholder Mapping and End User Profiling	Textbook Steps 3, 5, 12
Session 8: **2016-02-04**	Product Design and App Development	
Session 9: **2016-02-09**	Value Proposition Design	Textbook Steps 6, 7, 8
Session 10: **2016-02-11**	Business Model / Revenue Model	Textbook Step 15 *Team Project Proposals Due in Class (Also upload to d2l)*
2016-02-16	Reading Week (No Class)	
2016-02-18	Reading Week (No Class)	
Session 11: **2016-02-23**	The Lean Start-up Approach: Identifying and Testing Assumptions	Textbook Steps 6, 7, 20, 21, 22
Session 12: **2016-02-25**	Pricing & Marketing / Growth Hacking	Textbook Steps 13, 16
Session 13: **2016-03-01**	Managing Money	Steps 4, 14, 17, 18, 19
Session 14: **2016-03-03**	Competitive Strategy	Textbook Steps 9, 10, 11
Session 15: **2016-03-08**	Guest Lecturer / Case Study / Research	Textbook Steps 23, 24 **Bring your latest products / plans / prototypes to showcase**

2016-03-09	*Team Project Operating Period Begins* Tables around campus will be available as of 8:00 am	All necessary approvals must be obtained for projects with special issues regarding risk, insurance, etc.
Session 16: **2016-03-10**	**Team Project Operating Period – no class**	Collect evidence on your operations, product testing, customer feedback, or sales
Session 17: **2016-03-15**	**Team Project Operating Period – no class**	Collect evidence on your operations, product testing, customer feedback, or sales
Session 18: **2016-03-17**	**Team Project Operating Period – no class**	Collect evidence on your operations, product testing, customer feedback, or sales
2016-03-20	*Team Project Operating Period Ends*	Tables will not be available as of next day
Session 19: **2016-03-22**	Financing	
Session 20: **2016-03-24**	***Team Project Presentations***	Upload slides on d2l
Session 21: **2016-03-29**	***Team Project Presentations***	Upload slides on d2l
Session 22: **2016-03-31**	***Team Project Presentations***	Upload slides on d2l
Session 23: **2016-04-05**	Pitching and Communicating the Opportunity	**Team Project Written Reports Due in Class (Also upload on d2l)**
Session 24: **2016-04-07**	**Dragon's Den / Shark Tank: Final Offering Showcase & Grading**	**Bring to class the final version of your offering to showcase for grading, and be ready to pitch it to judges**
Session 25: **2016-04-12**	Exam Preparation	**11:59pm: Deadline to submit optional peer evaluations by email to the instructor**
Registrar Scheduled	***Final Exam*** *Final exams are scheduled by the Office of the Registrar* **please do not make travel arrangements** *prior to the release of the schedule.*	Be sure to bring black pencils to fill out the scantron sheets for the final exam

All time tabling and scheduling may be subject to minor revision at the discretion of the instructor.
Students are responsible for checking D2L for any schedule changes.

Please note: At the University of Calgary, feedback provided by students through the Universal Student Ratings of Instruction (USRI) survey provides valuable information to help with evaluating instruction, enhancing learning and teaching, and selecting courses. Typically these surveys are done either in class or online during the last two weeks of classes. Your responses make a difference – please participate in the USRI surveys. For more information, please visit http://ucalgary.ca/usri.

Possible Research Participation: Pending ethics approval for a research project, students enrolled in ENTI 381 may be able act as research participants in an academic research project during the semester. All research projects must be approved by the Conjoint Faculties Research Ethics Board. Research participation is completely voluntary, and offers an opportunity for students to experience first-hand the types of behavioural research typically conducted in the business world. Research participation is typically scheduled at various times throughout the day, as well as online (in the case of some survey research), allowing students to select a time that is most convenient for them. Participation in a study normally does not take longer than 1 hour. Details will be provided in class about the potential to participate in a research study. Students can raise any questions or concerns about research participation with the Instructor. Following participation in a research study, if students have any further concerns about their rights or treatment as a research participant, they may contact Bonnie Scherrer, Research Services Office, at 220-3782 or bonnie.scherrer@ucalgary.ca.

Team Project Description

In this project you will form a team and with that team you will have a chance to work on developing a product or service offering. It is an experiential exercise aimed at recreating the experience of entrepreneurship in the early stages of a new venture's life. You are expected to work on this project both in and outside of class. Class will not be held during a period of time designated as the "Operating Period" in the course timetable, so that teams have a chance to dedicate more of their time to the team project. During the operating period you may:

- Work intensely on developing your offering
- Take your idea in the form of a prototype to potential customers and get their feedback
- If you have an offering that is ready to sell you may use the operating period to start selling and actually make money

Spending the operating period working on your offering without getting any feedback from potential customers is not an acceptable use of this time. Your presentation and report must show how you revised or plan to revise your offering based on feedback. If the feedback takes your offering in a very different direction compared to your initial proposal, that is OK. Also, the quality of your final offering will be judged partly by how much user / customer feedback has been incorporated.

Note that in this project you are expected to build / develop a product or service offering, no matter how incomplete. It is not enough to develop a business plan or design of a hypothetical product or service offering.

During the operating period, tables around campus will be reserved for your use in order to either sell a product / service or showcase an offering for feedback. These tables will be available in a limited number to teams on a first come, first served basis should you choose to use them (you don't have to).

It is highly encouraged that you work on a product offering that is in the form of a mobile app, interactive website, or is augmented by an app or website, so that you can take advantage of all the newly available tools at your disposal.

It is recommended that you invest a minimal amount of money in your team project in order to practice bootstrapping and frugal management of resources. The Haskayne School of Business and the Hunter Centre for Entrepreneurship and Innovation can reimburse your team for up to a $100 CAD should you want to take advantage of this resource. Beyond that, any amount of money spent by the student team on this project is the sole responsibility of the students. Students are advised to keep their total investment below the $100 mark. Although the amount of investment, and the amount of sales or profit made during this project does not in itself influence the grade, the quality of your offering will be judged based on the amount of investment that has gone into it.

The project is worth 40% of your final grade. The detailed grade breakdown is as follows:

- Proposal 10%
- Presentation 10%
- Written Report 10%
- Overall Evaluation of Venture 10%

Ethical behaviour and honesty are expected in the conduct of the team project and in the presentation. Inappropriate or unethical behaviour may be penalized at the Instructor's discretion.

Proposal
The proposal is a 5-6 page document that describes your business idea as you have it currently formulated. You may decide that you may need to change some aspects after you hand in the proposal. You can go beyond the page limit only if you need more space to address safety issues or other possible reasons your proposal may potentially not be approved due to potential legal issues, risks or hazards.

The proposal has to include the following elements:
- Your lecture number and a name for your team
- List of all team members and their ucalgary email addresses, and a short profile (no more than five lines) of each member outlining some of their main strengths that could contribute to this project.
- The name, phone number, and email address of your team's main contact person. This person is expected to be easily available for contact by the instructor and the TA to discuss any issues related to your team. This person must provide both a phone number and email for contact and is expected to respond quickly to emails.
- Description of anticipated product or service offering
- Description of anticipated supplies and activities required to provide your offering
- Description of expected beachhead market and how and where you expect to search for, attract and interact with customers
- Description of a representative user or customer in the beachhead market
- Calculation of potential size of beachhead market
- Description of the expected division of responsibilities among team members
- A list of reasons why you think this is a good business idea for your team in this project
- A list of ways that the viability of your business idea can be tested without heavy investment

The proposal will be graded based on:
- Including all the required elements
- Adhering to formatting requirements
- Quality of justification for the business idea
- Level of detail in descriptions
- Handing in a hardcopy on the due date in class and uploading a softcopy on D2L by the due date

Proposals that include a business concept focusing on: alcohol, sex, nudity, adult entertainment, gambling, food, or that conflict with the University of Calgary or Haskayne policies or that in the instructor's sole opinion are not appropriate will not be approved. Proposals with a non-profit or charity-only business model will also not be approved.

It is important for students to hand in the proposals on time because the projects may need to be approved by three different authorities in addition to the instructor to insure compliance. These include a City of Calgary representative, a University of Calgary Insurance and Risk Management representative, and a University of Calgary Ancillary Services representative. If a proposal fails to get approval for any reason, the students will be expected to quickly present an alternative proposal or satisfy the concerns. If you are unsure that your proposal will be accepted, you may hand in a second proposal (due by the same deadline) for consideration.

Where a project proposal is not approved, students must prepare an alternative business proposal for approval prior to commencing operations. In that case the alternative proposal will be graded & approved as expeditiously as possible.

Presentation

After the operating period and during class sessions indicated in the course timetable, each team will be allocated a time to present their project experience and what they learned during the operating period to the class. The order of presentations and time allowed will be determined by the instructor. Student can request a change of time slot only if sufficient justification is provided. Time available for each group will depend on the number of students enrolled in the class and the number of teams formed. All group members must be present and participate in their team's presentation.

Your presentation is expected to include:
- Your team name, the brand(s) or names you used for your offering(s), and the name and profile of your team members
- A summary of your business idea and why you thought it was attractive in the first place
- Description of your product(s) or service(s)
- Description of how you produced / developed your offerings and what tools and supplies you used
- Description of your target market and the customers you actually had
- Description of your sales and marketing methods if any
- Finances including a breakdown of costs and revenues and the exact number of your net profit or cost, if any
- Evidence collected of users and potential customers interacting with your offering and the feedback you got from them
- How you have incorporated or plan to incorporate feedback into future versions of your offering
- How you allocated roles and responsibilities among team members
- How you managed human resources, communication and coordination among team members
- How you managed your operations
- Your analysis of the main strengths and weaknesses of your business, and the main challenges you faced
- Plenty of pictures of your product(s) and operations (video is encouraged)

Grading of your presentation will be based on:
- Inclusion of all the required elements
- Meaningful participation of all group members
- Enthusiasm and professionalism
- Time management
- Quality of slides (not too much text or clutter in each slide, helpful visualizations, etc.)
- Taking advantage of class material (in course slides and textbook)
- Uploading a softcopy of your slides by the day of your presentation (you DO NOT need to hand in a hardcopy of the slides)

NOTE: In presentations, you are expected to respect and preserve the privacy of your customers / users / feedback providers. Do not share identifying information on your customers or other stakeholders with the class without their explicit approval.

Written Report
Your final written report is a maximum 20 page report and must include all the elements listed above for your presentation and proposal, but in more detail. In addition to the 20 pages, the report should include:
- A cover and table of contents
- A 1-page executive summary
- A 1-page list of your team's main learning and takeaways from this experience
- Appropriate citations and bibliography for any resources you may have used

Each team must include full records of financial data as part of their written report. These should be handed in to the instructor as a package along with the written report (but do not count towards the page limit of the written report):
- An Income Statement detailing sources of revenue and expenses resulting in net profit.
- Receipts for the purchase of any supplies, tools or inventory.
- Receipts issued to customers (for larger sales) or record of daily cash (for multiple, small sales).

Students should note that the financial statements and any other representations are subject to audit by the instructor or TA at the instructor's discretion and any inaccuracies or false information is considered academic misconduct.

The final report will be graded based on:
- Inclusion of the required elements
- Adhering to formatting requirements
- Using appropriate visual aids such as graphs and pictures
- Quality of writing, spelling and grammar, flow, logic and organization of text
- Level of detail in the analysis and descriptions
- Taking advantage of class material
- Completeness of financial records
- Handing in a hardcopy on the due date in class and uploading a softcopy on D2L by the due date

Overall Evaluation of Venture
In one of the last sessions of class, students will showcase the final version of their offering to a panel of judges chosen by the instructor (the panel may or may not include the instructor). Each team will have only about 5 minutes to pitch their business idea to the judges. The judges may ask follow up questions from the team members and will ultimately give a score of 0 to 10 with 10 being the highest, to each team. The grade for this component will be an overall evaluation <u>by the instructor</u> between 0 and 10 that takes into account the scores given by the judges. No specific scoring criteria will be forced on the judges, but they and the instructor typically consider factors such as profitability, feasibility, and scalability of the business idea as well as the level of effort, teamwork and passion they observe from the team members.

Team Project Frequently Asked Questions

Q: How many members does our group need to have?
A: Typically 5-6 members. The instructor may allow other group sizes as well, depending on the number of students enrolled in the class.

Q: Does our offering need to be an app?
A: No. In previous years, students of this course have mostly created temporary businesses selling hand-made crafts, and such businesses are still allowed. However, with all the newly available tools, much more lucrative business opportunities may be available if you consider building an app either as your main offering or as a support for your offering. A list of tools that allow anyone (even if you have no previous computer programming knowledge or experience) to build an app are as follows (some free, some not):
https://pencilcase.io/
http://appinventor.mit.edu/explore/
https://gamesalad.com/
https://www.scirra.com/construct2
http://cocos2d.org/
http://sharetribe.com/
http://www.appypie.com/
http://www.appsgeyser.com/
http://www.mobincube.com/
http://www.appyet.com/
http://www.goodbarber.com/
http://www.shoutem.com/
https://www.appmakr.com/
http://www.como.com/
http://www.appmachine.com/
http://www.mobileroadie.com/
http://appyourself.net/en/
https://appery.io/
http://buildfire.com/
http://ibuildapp.com/
http://www.mobappcreator.com/
https://www.biznessapps.com/

Q: If our product is ready to sell, who are we allowed to sell to? Only other students? People outside Calgary?
A: You are allowed to sell to anybody in the world, provided they are of legal age, and you are not breaking any laws. However, on campus you are not allowed to go door to door to staff or professor's offices to try to sell to them.

Q: Can you operate your business outside of campus?
A: Yes. Campus tables are only for teams who need them. You do not have to limit your activities to those tables or to campus.

Q: Can you operate your business outside of the operating period?
A: Yes. The operating period is meant to provide you with more focused time to work on your project. However, if your business idea involves potential risk, insurance, or legal issues that need approval, the instructor will ask you to wait for approval before you begin activities that may raise such issues. If you

think there is a possibility of such issues being raised, be in touch with the instructor early on to ensure a quick approval process.

Note that if you choose to continue to work on your business idea or to sell your offering beyond the purposes of the class, you will do so at your own risk and your full responsibility.

Q: Can we go directly to people's homes to sell our products or services?

A: Your product or service may be delivered at the customer's home, but do not negotiate contracts or try to sell at residential locations. The reason for this is, according to a City of Calgary representative: "For any business activity that involves negotiating a contract at a person's residence (house cleaning, construction/renovations for example), please remember that the Fair Trading Act has a requirement for businesses to obtain either a Direct Sellers licence or a Prepaid Contractors licence (see service Alberta website for further)…activities such as retail sales, cleaning etc. are fine but to avoid the Provincial rules it is best NOT to negotiate contracts at a residential customer's home (by fax, email or at a location other than a residential dwelling is fine)."

Q: Can we request tables in MacEwan Hall / Student Union?

A: Those locations charge an expensive amount of money for their tables which you will have to pay from your business. So normally, students do not use tables in Mac Hall / Student Union.

Q: Are you allowed to sell or advertise online?

A: Yes, but keep in mind the risks. Any leftover accounts receivable or payable, or any unmet promises, undelivered products or any other obligations will be the sole responsibility of the students.

Q: Are you allowed to crowdfund? Like on Kickstarter or Indiegogo?

A: No. You are allowed to plan for a crowdfunding campaign as part of your project, but the point of the team project is not to raise funds. Rather, the point is to develop the offering and elicit user or customer feedback.

Q: Do we have to have a website for our business?

A: It is not required but it is encouraged. It is very easy to build a free website with tools such as weebly.com or wix.com. Alternatives or complements to a dedicated website are special pages for your business on social media (Twitter, Facebook, etc.). None of these are required but you may find them helpful, given the stage of your work. An effective social media campaign can benefit many types of businesses.

Q: Can you use payment / point of sale technologies like Square or Stripe?

A: Yes, in fact it is encouraged to do so if you plan on making sales as part of your project. Teams who use these technologies will usually be much better able to collect payments.

Q: Are you allowed to accept donations?

A: You are not allowed to accept donations for supporting your business directly. Your business can't be a charity and must have a business model designed to generate profit. However, profitable social entrepreneurship counts as profitable business and so you are allowed to accept donations for charitable purposes. For example, you are allowed to give a percentage of your profits to a charity and use this plan to promote your business. More specifically, if you are selling a product, you can allocate up to %50 of your profit to charity, and can tell your customers that such a percent of your profits goes to charity. The money collected must go to the charity (records must be provided) and cannot be re-invested in your business or reported as part of your profit.

Q: Are you allowed to keep your profits?
A: Yes. You are allowed to keep all the money that you make. If you have promised your customers that a certain percentage or amount of the profits will be donated to a charity or cause, you must provide documented proof that you have fulfilled this promise. Any money you make or transactions or contracts you engage in beyond the class is at your own risk and responsibility.

Q: Can you hire anyone outside your team? Even if they are only paid commission and not salary?
A: No. The only people with the necessary permission to operate your business are your classmates who are the members of your team.

Q: Can you give contract work to people outside your team?
A: Yes, but only for minor expenses (less than $100), typically through websites like fiverr.com, upwork.com, and freelancer.com. All records of such contracts must be provided. For exceptions, talk to the instructor.

Q: Do we have to pay taxes on our income?
A: Yes. Each of you has to list the income you made personally under the "other" section of the tax forms when you are filing your annual tax report.

Q: Do we need to pay for insurance and Workers Compensation Benefits (WCB)?
A: No. WCB for your team members is covered by the University for the duration of the term, and you are not allowed to hire anyone else as an employee.

Q: Are there any auto insurance issues when using a car or automotive vehicle for our business?
A: The University does not provide auto insurance (including liability) for their private vehicles and that the drivers are required to ensure that they have adequate insurance to protect themselves. If you plan to use an automobile for business activity, it is recommended that you call that insurance company that has insured the car and let them know that you have this class project and intend to use the car for a few days for business activity. In the past, students that have done this have never been charged for this activity by the insurance companies.

Q: Do we need to sign waivers of liability?
A: Usually not. In some cases, the risk management office at the University of Calgary may require it.

Q: Are there any confidentiality agreements to protect our secrets / ideas?
A: No. If you have secrets or ideas you want to protect, consider not using those ideas for this project. This is an educational exercise and there is no framework for protecting your secrets and ideas if they are leaked. Furthermore, the "lean start-up" approach is based on getting feedback as quickly and often as possible, which often means that ideas can't be kept secret for long.

Q: Can our business be based on selling something we have been working on even before class (like a software we have been coding or a book we have been writing)?
A: Yes. This class project may be a good opportunity for you to do a pilot market test for your product or to develop it further.

Q: Can we post ads and advertisements anywhere?
A: Ads and posters etc. cannot be taped or stuck to the walls of the university buildings (same rules as for club posters).

Q: How do we know which tables we can use?
For the tables specifically set up for the team project, they will be allocated on a first come, first serve basis, with the physical presence of at least one team member. Some tables may be usable by two teams at a time, in which case teams must accommodate another team if that other team wants to share the table.

Q: Can we move our table?
A: The tables cannot be moved as they will be placed in particular spaces to meet fire codes.

Q: Can we use available physical locations on campus that are not part of the tables specifically set up for the Start a Business project?
A: Yes and no. students have used the "permanent tables" in ICT and Haskayne with no problems in the past. Some students have also had "mobile businesses" where they just sold their products out of their backpacks. But be careful not to create a possible fire or safety hazard or cause disruption for the activities of students, staff or campus businesses with your setup. For example, you cannot solicit business on campus to staff and faculty by going to their offices and trying to sell your product/service. To be safe, when in doubt ask the TA and Instructor's opinion and if needed, the Risk Management office.

Q: What happens if we need to change some of the things we are doing from what we said we would do in the proposal?
A: It is totally normal and expected that you will ultimately need to change some things along the way. However, if the changes are major and could possibly require re-approval, you must get an OK from the instructor before you proceed.

Q: Where can we get more information or guidance on how to deal with health and safety issues?
A: If your business operation involves activity that could be hazardous to your health and safety, you should consult ucsafety@ucalgary.ca for guidance on precautions and safety measures.

Q: What happens if we lose or damage equipment?
A: The University does not provide insurance for any of the items, nor the funds, if they are lost or damaged. If you are dealing with sensitive / expensive equipment that you really need to insure, inform the instructor and possible arrangements will be investigated with the University of Calgary Risk Management department.

Q: When do we hand in the financial records and receipts?
A: All financial data, receipts and records have to be handed in to the instructor in a package in hard copy on the day in which you are handing in your written report.

Do you have a question not on this list? Please ask your instructor in class or by email.