Instructors:
Alice Layton Email: alice.layton@missioncenterl3c.com
Chris Miller Email address: chris.miller@missioncenterl3c.com

Virtual Office Hours: On request. Emails get prompt replies.
In-Person Office Hours: By appointment.

Course Overview:
Designed and taught by practicing entrepreneurs, this course builds on the skills, perspectives and theories introduced in Introduction to Entrepreneurship (BUS AD 1001) by facilitating the development and testing of an actionable product idea via a team-based, step by step process towards and including a functional, if minimal, prototype that addresses a customer problem or need. Commitment to fulfilling a team role, participation in discussion and debate, passion for the challenge, a bias for action and a willingness to fail are all expected and engaged.

Required Texts:
Bill Aulet, Disciplined Entrepreneurship

Time Requirements:
This is a hands-on course and attendance at the weekly Wednesday evening classes is imperative.
Weekly team meetings conducted virtually between class sessions are also required.

Goals / Learning Objectives
Upon the completion of this course students will achieve basic competence in:
• how to identify a market opportunity
• how to segment the market
• how to quantify the value proposition
• how to test key assumptions
• how to identify and acquire a customer
• how to design a business model
• how to design, build and test a prototype

Instructional Strategies and Technology:
This course utilizes a range of teaching modalities including lecture, hands-on activities, YouTube videos and other multimedia, and guest lectures. Canvas, PowerPoint, and various social media platforms and software will be used.
BRING A LAPTOP TO EVERY CLASS.

Assignments and Grading:
Your grade will be determined on the following:

Class & Team Participation 30%
Fieldwork & MVBP 30%
Peer Evaluations of Teamwork 15%
Presentations & Assignments 25%

Class Participation:
Attending and participating in team activities and discussions are critical for learning in this course and are required. Students who miss more than a combined total of 3 class and team sessions for any reason will not be eligible to pass the course.
**Late Assignments:** All assignments are to be handed in (hard copy, not e-mailed) at the beginning of class on the day due unless you are directed to do otherwise. Assignments that are turned in after the beginning of class will be docked one letter grade.

### Course Schedule

<table>
<thead>
<tr>
<th>Session</th>
<th>Topic</th>
<th>Class Activities</th>
<th>Assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 8/23</td>
<td>Getting the Idea &amp; Finding the Problem</td>
<td>Introductions Overview of Syllabus &amp; How we’ll work “TEDxVictoria - Dave Morris: The Way of Improvisation” <a href="https://www.youtube.com/watch?v=MUOpWJ0riQ">https://www.youtube.com/watch?v=MUOpWJ0riQ</a> Activity 1: Who’s in the room? What do we care about? Coat of Arms exercise Activity 2: Let’s agree to be disagreeable Activity 3: Selecting the tentative product idea</td>
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<tr>
<td>2 8/30</td>
<td>Segmenting the Market, Primary Market Research 1</td>
<td>Secondary Research/Market Segmentation Presentations Persevere or pivot? Preparing Primary Market Research</td>
<td><strong>BRING A LAPTOP TO EVERY CLASS</strong> Secondary Market Research/Market Segmentation of Tentative Idea Meeting, Worksheets &amp; Presentation <strong>READING</strong> Aulet, pp.23-40</td>
</tr>
<tr>
<td>3 9/6</td>
<td>Primary Market Research 2 The Beachhead Market</td>
<td>Primary Market Research Presentations Persevere or pivot? The Beachhead Market</td>
<td>Primary Market Research Meeting, Worksheets &amp; Presentation <strong>READING</strong> Aulet, pp.41-47</td>
</tr>
<tr>
<td>4 9/13</td>
<td>End-Users TAM, SAM &amp; SOM</td>
<td>End User Profile &amp; Persona Presentations TAM, SAM &amp; SOM</td>
<td>Primary Market Research continues End User Profile &amp; Persona Meeting, Worksheets &amp; Presentation <strong>READING</strong> Aulet, pp.49-81</td>
</tr>
<tr>
<td>6 9/27</td>
<td>The core value; Identify customers</td>
<td>Value Proposition Presentations Identifying customers</td>
<td>Quantifying the Value Proposition Meeting, Worksheets &amp; Presentation <strong>READING</strong> Aulet, pp.103-129</td>
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<tr>
<td>7 10/4</td>
<td>Competition; Customer Acquisition 1</td>
<td>Competitive Position Presentations Customer Acquisition 1: Decision-making</td>
<td>Competitive Position Meeting, Worksheets &amp; Presentation <strong>READING</strong> Aulet, pp.131-162</td>
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<tr>
<td>Date</td>
<td>Topic</td>
<td>Schedule Details</td>
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| 8/10/11 | Business Model; Pricing | Customer Acquisition 1 Presentations
|       |       | Business Model & Pricing |
|       |       | Customer Acquisition 1: Decision-making Meeting, Worksheets & Presentation
|       |       | READING
|       |       | Aulet, pp.163-179 |
| 9/10/18 | Customer Acquisition 2 | Customer Acquisition 2 Presentations
|       |       | Mapping the Sales Process |
|       |       | Customer Acquisition 2: LTV & COCA Meeting, Worksheets & Presentation
|       |       | READING
|       |       | Aulet, pp.181-217 |
| 10/25/10 | Key Assumptions | Identify Key Assumptions Presentations
|       |       | Testing Key Assumptions |
|       |       | Identify Key Assumptions Meeting, Worksheets & Presentation
|       |       | READING
|       |       | Aulet, pp.219-234 |
| 11/1/11 | The MVBP | MVBP Design Presentations
|       |       | Prototype planning |
|       |       | Define & Design the MVBP Meeting, Worksheets & Presentation
|       |       | READING
|       |       | Aulet, pp.235-259 |
| 11/8/12 | MVBP | MVBP Reports & lessons learned
|       |       | Iterate or pivot? |
|       |       | MVBP Prototype 1 |
| 11/15/13 | MVBP | MVBP Reports & lessons learned
|       |       | Iterate or pivot? |
|       |       | MVBP Prototype 2 |
| 11/22/11 | NO CLASS | THANKSGIVING |
| 11/29/14 | MVBP | MVBP Reports & lessons learned
|       |       | Iterate or pivot? |
|       |       | MVBP Prototype 3 |
| 12/6/15 | Summative Presentations | Summative Presentations
|       |       | Next steps: from product to venture
|       |       | Debrief, reflections & recommendations for the course |

**Grading Scale:** The grade value for each letter grade is as follows:

- 92.00 or above: A
- 90.00 to 91.99: A-
- 88.00 to 89.99: B+
- 82.00 to 87.99: B
- 80.00 to 81.99: B-
- 78.00 to 79.99: C+
- 72.00 to 77.99: C
- 70.00 to 71.99: C-
- 68.00 to 69.99: D+
- 62.00 to 67.99: D
- 60.00 to 61.99: D-
- Below 60.00: F

**Class Policies:**

**Academic Integrity/Plagiarism:**
- You are responsible for being attentive to and observant of University policies about academic honesty as stated in the University’s Student Conduct Code.
- Academic dishonesty is a serious offense that may lead to probation, suspension, or dismissal from the University. One form of academic dishonesty is plagiarism – the use of an author’s ideas, statements, or approaches without crediting the source. Academic dishonesty also includes such acts as cheating by copying information from another student. Plagiarism and cheating will not be tolerated.
- Academic dishonesty must be reported to the Office of Academic Affairs for possible action. The instructor shall make an academic judgment about the student’s grade on that work and in that course.
The campus process regarding academic dishonesty is described in the “Policies” section of the Academic Affairs website: http://www.umsl.edu/services/academic/policy/academic-dishonesty.html

Access, Disability and Communication:
- Students who have a health condition or disability, which may require accommodations in order to participate effectively in this course, should contact the Disability Access Services Office. Information about your disability is confidential.
  - 144 Millennium Student Center
  - Phone: (314) 516-6554
  - Website: http://www.umsl.edu/services/disabled/
- If you have difficulty communicating in English with the instructor of this course, contact the Office of International Students and Scholar Services:
  - Phone: (314) 516-5229
  - Email: iss@umsl.edu
  - Website: http://www.umsl.edu/~intelstu/contact.html

Student Support and Services:
- Technical Support:
  - My Gateway (Blackboard): If you have problems logging into your online course, or an issue within the course site, please contact the Technology Support Center
    - Phone: (314) 516-6034
    - Email: helpdesk@umsl.edu
    - Website: http://www.umsl.edu/technology/tsc/
  - Blackboard Collaborate: If you have any questions regarding Collaborate, contact the Faculty Resource Center:
    - Phone: (314) 516-6704
    - Email: frc@umsl.edu
    - Website: http://www.umsl.edu/technology/frc/
  - Outside normal office hours, you may also contact Collaborate for 24/7 assistance:
    - Phone: (877) 382-2293
    - Chat: http://support.blackboardcollaborate.com
- Academic Support:
  - The Online Writing Lab: At our My Gateway site, students can send their papers to our tutors, who will read them and send them back with suggestions. Students can also access Turnitin, which identifies quoted material in their essays.
    - Visit the online Writing Lab page on MyGateway to submit drafts online.
    - We try to respond within 48 hours, but it may take longer, so allow ample time.
  - NetTutor: Online tutoring in many subjects is now available through NetTutor. In your courses on MyGateway, click on Tools and select NetTutor® to log in.
- Student Services:
  - The Student Retention Services offers assistance tailored to specific student needs.
    - 225 Millennium Student Center
    - Phone: (314) 516-5300
    - Email: umslsrs@umsl.edu

Biographies of Instructors:

Faculty Lead: Chris Miller is the Founder and CEO of The Mission Center L3C, Founder and Managing Member of The Mission Center Nonprofit Services LLC, Founder of The Missouri Community Healthcare Co-Op Inc. and serves as the
Senior Lecturer and Chair of Social Entrepreneurship at Washington University in St. Louis.

After receiving his undergraduate degree from Truman State University and his Masters from the University of Illinois, he was a community organizer for the Illinois Coalition for Community Services (ICCS). Through this role, he assisted hundreds of low-income social entrepreneurs start, scale and sustain non-profit organizations that were organized to address issues of common concern in their communities.

In 2007, Miller joined Washington University in St. Louis’ Skandalaris Center for Entrepreneurial Studies. There, he helped develop the community based social entrepreneurship education program and oversaw the University’s Social Entrepreneurship and Innovation Competition (SEIC) which awards over $200,000 a year in social venture capital. As a direct extension of his work at the University, he began to develop the concept of The Mission Center in early 2007 with his colleague from the Brown School of Social Work, Barbara Levin.

Miller left Washington University in the summer of 2009 to join Yurbuds and worked with the rest of the management team to get through the initial product launch that resulted in the company being named Forbes Magazine’s “9th Most Promising Company in America for 2009”.

After helping to launch and scale Yurbuds, Miller went full time at The Mission Center L3C in April of 2010 and, among other innovations, continues to scale its statewide nonprofit health insurance consortium and is currently launching St. Louis’ only social enterprise incubator within the CORTEX Innovation District.

**Co-Instructor:** Alice Layton MSW MLS likes to joke that everything she knows she learned in prison. It was on Rikers Island, the maximum-security prison in New York City, where she got her first taste of social entrepreneurship, when she developed an innovative program for inmates that helped reduce recidivism. From there, she and her family moved to an indigenous village in the remote Rupununi region of Guyana, South America, where she founded the first public library built in the region alongside a sustaining revenue source, an eco-tourism business entirely owned and operated by the community, which credits the library with the rise in the school graduation rate from 0 to 75% since 2005. The empowerment of the minority, indigenous citizenry was so remarkable that the despotic central government deported her and her family at gunpoint in 2008 and so she returned to St. Louis to win the Skandalaris Center's Social Enterprise and Innovation Competition, among other awards. Today, she serves as the Director of Education for The Mission Center L3C, the region's only social enterprise accelerator and incubator, while continuing to develop enterprises in the Rupununi, under a new government.