Instructor:
Chris Miller
Office: 314.272.2553
Twitter: @MissionCenter
Email address: chris.miller@missioncenterl3c.com
Campus Office: NA
Classroom: TBD

Co-Instructor:
Christy Maxfield MBA
Cell: 314.703.1790
Email: maxfieldc@umsl.edu
Campus Office: NA

Virtual Office Hours:
Office hours on request. Email or text.

In-Person Office Hours:
By appointment

Course Overview:
This course is intended to distinguish between entrepreneurship and small business management. Emphasis will be placed on the integration of key management principles from prerequisite courses. A real-world case study will be used as the lens through which students will develop an operational business plan. Readings, videos and other reference materials from practitioners, academics and business leaders will be used to make the class reflective of and relevant to the current business environment.

Play my YouTube Video for a welcome announcement.

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: Christy started her career in nonprofit management and transitioned to social entrepreneurship when she co-founded the Mission Center, L3C. After a brief engagement with Visiting Nurse Association to lead its public offering, Christy joined CET in June 2015. Today, she is a Program Consultant for CET where she works with entrepreneurs across a wide spectrum of advanced technology industries to promote the development of advanced technology companies in Missouri.

In addition to running CET’s flagship training program for entrepreneurs, Square One, Christy is the co-creator and co-host of the Entrepreneurially Thinking podcast #Ethinkingstl. She is also Innovation Advisor for Atomic Revenue where she helps clients developed revenue operations systems that increases both sales and profitability.

Christy is a member of the Forward Through Ferguson Board of Directors and an advisor to Mavuno, MEDLaunch and We Stories. She an adjunct at Washington University in St Louis and earned her Masters in Business Administration from Webster University and her Bachelors in political science from Montclair State University.

Required Texts:
For this course there is no required text. All readings are public access and available free of charge on the internet. One simulation may be used at a cost of $14.95 per student.

Time Requirements:
This is a hands-on course and attendance at the weekly Wednesday evening classes is absolutely imperative.

Goals / Learning Objectives
Upon the completion of this course students will achieve basic competence in:

- understanding the concepts of entrepreneurship, innovation, intrapreneurship and small business management
- how to use the business model canvas
- how to identify and test a value proposition
- how to evaluate growth opportunities
- how to do write a business plan

Instructional Strategies:
This course utilizes a range of teaching modalities including lecture, hands-on activities, traditional journal articles, YouTube videos and other multimedia, and guest lectures.

Instructional Technology:
For this course the instructor will utilize Blackboard, Powerpoint, Youtube videos, Discussion Threads, and other various social media platforms and software.
Assignments and Grading:
Your grade will be determined on the following:
- Class Participation (includes Discussion Board postings) ... 20%
- Peer Evaluations ... 10%
- Assignments ... 25%
- Final Presentation ... 15%
- Final Assignment ... 30%

Class Participation:
Attending each class is critical for learning in this course and is required. Students who miss more than 3 classes for any reason will not be eligible to pass the course. Participating in class will benefit your learning, as well as your classmates’.

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.

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

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
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<tbody>
<tr>
<td>A</td>
<td>92.00 or above</td>
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<tr>
<td>B+</td>
<td>88.00 to 89.99</td>
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<tr>
<td>B</td>
<td>80.00 to 81.99</td>
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<tr>
<td>C</td>
<td>72.00 to 77.99</td>
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<tr>
<td>D+</td>
<td>68.00 to 69.99</td>
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<tr>
<td>D</td>
<td>60.00 to 61.99</td>
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<tr>
<td>A-</td>
<td>90.00 or 91.99</td>
</tr>
<tr>
<td>B</td>
<td>82.00 to 87.99</td>
</tr>
<tr>
<td>C+</td>
<td>78.00 to 79.99</td>
</tr>
<tr>
<td>C</td>
<td>70.00 to 71.99</td>
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<tr>
<td>D</td>
<td>62.00 to 67.99</td>
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<tr>
<td>B</td>
<td>60.00 or 61.99</td>
</tr>
<tr>
<td>C</td>
<td>Below 60.00</td>
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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
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

Technical Support:
- Canvas: 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/

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: umsirs@umsl.edu

See next page
Course Schedule

UMSL academic Calendar for the Fall 2017 semester can be found at: http://www.umsl.edu/committees/senate/files/pdfs/acad-calendar-amended-2017-18-proposed-2.23.16.pdf

Week One 8/24

- Introductions & ice breaker
- Personal goals for the class
- Syllabus Review
- What is creativity, innovation, entrepreneurship and small business management?
- Entrepreneurship ecosystems: what makes a country entrepreneurial and overview of the STL ecosystem
- **Assignment:**
  1. Reflection Questions – Watch videos and answer questions
     - Art of Innovation - Guy K [https://www.youtube.com/watch?v=Mtjatz9r-Vc](https://www.youtube.com/watch?v=Mtjatz9r-Vc)
     - Adam Grant [https://www.youtube.com/watch?v=fxbCHn6gE3U](https://www.youtube.com/watch?v=fxbCHn6gE3U)
     - Simon Sinek [https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)

Week Two 8/31

- Business life cycle
- Types of Entrepreneurship – social, civic, corporate
- Fixed vs. Growth Mindset
- Introduction of Entrepreneurship as a Practice
- “Cube” Passion exercise
- **Assignment:**
  1. Watch videos
     - Power of Belief [https://www.youtube.com/watch?v=pN34FNbOKXc](https://www.youtube.com/watch?v=pN34FNbOKXc)
  2. Write Impact Statement

Week Three 9/7

- Cont: Introduction of Entrepreneurship as a Practice
- Follow-up to Passion exercise – reflections, new ideas
- Discuss Impact Statement
- Frugal Innovation
- Asset Mapping exercise
- **Assignment:**
  1. Watch videos/read article


Design Thinking https://www.youtube.com/watch?v=0V5BwTrQOCs

Stages of Design Thinking (Episodes 1-6) https://www.youtube.com/playlist?list=PLWP7J8UaSO-eIJY-t3urgDOzf7x2flbLy

Lean Startup and Design Thinking https://www.youtube.com/watch?v=bvFnHzU4_W8

2. Write Failure Resume

Week Four 9/14

- Cont: Entrepreneurship as a Practice
- Discuss Failure Resume
- Failure/Strategies for Overcoming Fear
- Design Thinking and Equity Centered Design
- Marshmallow exercise
- **Assignment:**
  1. Watch videos
     - Business Model Canvas – From Idea to Business (Episodes 1-6) https://www.youtube.com/playlist?list=PLBh9h0LWoawphbpUvC1DofjagNqG1Qdf3
     - Matt Terrill, FoundersFilms https://www.youtube.com/watch?v=G1IHCP3gTQc

Week Five 9/21

- Intro to BMC and Business Plans
- Ideation Session
  1. Business idea selection
  2. Team Formation
  3. Blue Apron Exercise
- **Assignment:**
  1. Watch videos/other resources
     - Jobs To Be Done https://www.youtube.com/watch?v=sfGtw2C95Ms
     - Value Proposition Canvas
       https://www.youtube.com/watch?v=xTtvwAmjais&list=PLpb0jDac6P54wNv-ijHxfQvBHhfHljEzR
     - Customer Value Proposition
       https://www.youtube.com/watch?v=m6wTQPZV2VY&list=PLpb0jDac6P54wNv-ijHxfQvBHhfHljEzR&index=2
     - Entrepreneur’s Roadmap http://www.balsafoundation.org/entrepreneurs-roadmap/
2. Meet with your team (in-person, on the phone, via Skype...) and schedule weekly meetings
3. Draft BMC for your idea

Week Six 9/28

- Value Proposition
- Product Market Fit
- Teams – Discuss and Revise BMC

**Assignment**

1. Watch videos
   - Justin Wilcox, “How I interview customers.”
     [http://customerdevlabs.com/2013/11/05/how-i-interview-customers](http://customerdevlabs.com/2013/11/05/how-i-interview-customers)
   - Steve Blank [The Tactics of Conducting Customer Discovery](https://www.businessweek.com/articles/13-tactics-conducting-customer-discovery)
   - Kissmetrics “26 Resources to Help You Master Customer Development Interviews”
     [https://blog.kissmetrics.com/26-customer-development-resources/](https://blog.kissmetrics.com/26-customer-development-resources/)
   - Mike Fishbein “The Ultimate List of Customer Development Questions”

Week Seven 10/5

- Customer Discovery
- Hilti
- Guest Speaker – (SLPL)
- Teams
  1. Draft interview questions
  2. Identify opportunities for observations
  3. Explore other customer segment research options

**Assignment**

1. Watch videos
   - Customer Segments [https://www.youtube.com/watch?v=_OKmGVLzZcg](https://www.youtube.com/watch?v=_OKmGVLzZcg)
   - Total Available Market [https://www.youtube.com/watch?v=_N5u7i_Vgk](https://www.youtube.com/watch?v=_N5u7i_Vgk)
   - Positioning and Differentiation [https://www.youtube.com/watch?v=_0yFXLA6YW0](https://www.youtube.com/watch?v=_0yFXLA6YW0)
   - How to choose the right business structure
     [https://www.youtube.com/watch?v=_j2yM3o1Ykw](https://www.youtube.com/watch?v=_j2yM3o1Ykw)
   - Laniado, E. “Revenue Model Types: the quick guide.”

2. Teams
   - Do secondary research on customer segment and market opportunity
   - Schedule and start interviews and observations

Week Eight 10/12 (Vision Inclusion Symposium at STGCC Flo Valley Campus)

- Positioning and Differentiation (guest speaker)
- Revenue Models
- Revenue Operations

**Assignment**

1. Watch Videos
Syllabus: MGMT 4614, Fall 2017
Entrepreneurship/ Small Business Management

- Khan Academy, Porter’s Five Forces of Analysis: How to Determine the Attractiveness of an Industry [https://www.youtube.com/watch?v=uvwjp3CTMA](https://www.youtube.com/watch?v=uvwjp3CTMA)
- Harvard Business Publications, The Five Competitive Forces That Shape Strategy [https://www.youtube.com/watch?v=mYF2_FBCvXw](https://www.youtube.com/watch?v=mYF2_FBCvXw)

2. Teams
- Do secondary research on customer segment and market opportunity
- Continue interviews and observations
- Write Business Description (what problem are you solving, for whom, why, how)

Week Nine 10/19
- Business Description Due
- Competitor Analysis
- Guest speaker(s) – Entrepreneur(s)
- Assignment
  1. Watch videos/read articles
     - Pricing Strategy [https://www.youtube.com/watch?v=mmm0ccYPliU](https://www.youtube.com/watch?v=mmm0ccYPliU) and [https://www.youtube.com/watch?v=bKj1_AQpC7k](https://www.youtube.com/watch?v=bKj1_AQpC7k)
     - Khan Academy “Price Elasticity of Demand” [https://www.youtube.com/watch?v=slP8XZ6Nq40](https://www.youtube.com/watch?v=slP8XZ6Nq40)
  2. Write Target Market Description (demographics, psychographics, customer insights)

Week Ten 10/26
- Target Market Description Due
- Marketing plan
- Pricing
- Sales
- Assignment
  1. Watch videos
     - Pro Formas [https://www.coursera.org/learn/wharton-entrepreneurship-financing-profitability/lecture/xZNgA/pro-forma-financial-statements](https://www.coursera.org/learn/wharton-entrepreneurship-financing-profitability/lecture/xZNgA/pro-forma-financial-statements)
     - Jean Robeson, CET 2016 SQ1 Boot Camp KPIs [https://youtu.be/D0csyWgQzSU](https://youtu.be/D0csyWgQzSU)
Ryan Bretsch, CET’s 2016 SQ1 Boot Camp Financial Projections and Pro Formas
https://youtu.be/9Y8fPm9bEKQ

Bootstrapping https://www.entrepreneur.com/video/273101

Listen to Startup Podcast - Splitting the Pie https://gimletmedia.com/episode/3-how-to-divide-an-imaginary-pie/

Debt and Equity https://www.youtube.com/watch?v=6w8IWqNGyhU

Valuation https://www.youtube.com/watch?v=x9am6SvsT8I

Valuation Models https://startupsventurecapital.com/valuation-for-startups-9-methods-explained-53771c86590e

2. Read Articles

https://www.forbes.com/sites/ericaswallow/2012/12/27/bootstrapping-startup-venture-capital/#45ce73c478e2


3. Write Competitor Description

Week Eleven 11/2

• Competitor Description Due
• Financials/Pro Formas
• Fundraising
  1. Investors
  2. Valuation
• Assignment
  1. Watch videos/other resources
     ▪ IP Owner’s Manual https://youtu.be/AkrUfMwYLwc
     ▪ Critical Documents https://youtu.be/EsF7PPAToyk
     ▪ SBTDC https://missouribusiness.net/article/legal-structures/
  2. Write Marketing Plan

Week Twelve 11/9

• Marketing Plan Due
• Legal
  1. Formation and critical documents
  2. IP (guest speaker)
• Pitch deck
• Watch and review pitches
• Assignment
  1. Watch videos

Importance of Networking [https://www.youtube.com/watch?v=xgfN9RdkckY](https://www.youtube.com/watch?v=xgfN9RdkckY)

Networking on Twitter [https://www.youtube.com/watch?v=GzPF6FQpTS4](https://www.youtube.com/watch?v=GzPF6FQpTS4)

Learn to Love Networking [https://hbr.org/2016/05/learn-to-love-networking](https://hbr.org/2016/05/learn-to-love-networking)

2. Create financial assumptions and staffing plan

Week Thirteen 11/16
- Financials and Staffing Plan Due
- Networking
- Teambuilding
- Teams
  - Work on b-plan and pitch deck
- Assignment
  - Work on Business Plan and Presentation

THANKSGIVING 11/23 – NO CLASS

Week Fourteen 11/30
- Discussion of Financials and Staffing Plans
- In-class work session to finalize business plan and presentation
- Assignment
  - Finalize Business Plan and Presentation

Week Fifteen 12/7
- Final Presentation – Business Plan Due