

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET

See Course and Program Development Policy and Procedures for Instructions

SCHOOL: LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>	Contact Name: Jim Kucher	Phone: 410-837-5060
DEPARTMENT / DIVISION: <i>Marketing and Entrepreneurship</i>		
SHORT DESCRIPTION OF PROPOSAL (State Document N action item from Box 3 below and program name OR course name, code, & number as applicable):		
7, 20 Revise course description and add lab fee: ENTR 320 Opportunity Assessment and Development BSBA		
PROPOSED SEMESTER OF IMPLEMENTATION: Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010		

Box 1: TYPE OF ACTION	ADD(NEW) <input type="checkbox"/>	DEACTIVATE <input type="checkbox"/>	MODIFY <input checked="" type="checkbox"/>	OTHER <input type="checkbox"/>
Box 2: LEVEL OF ACTION	Non-Credit <input type="checkbox"/>	Undergraduate <input checked="" type="checkbox"/>	Graduate <input type="checkbox"/>	OTHER <input type="checkbox"/>

Box 3: ACTION ITEM (check appropriate boxes)		DOCUMENTS REQUIRED (see box 4 below)	IMPACT REVIEWS (see box 5 on back)	APPROVAL SEQUENCE (see box 6 on back)
	1. Experimental Course ¹	N, O, P	a, c, e	AC
	2. Course Title	N, O		ACD
	3. Course Credits	N, O, (P)		ACD
	4. Course Number	N, O		ACD
	5. Course Level	N, O		ACD
	6. Pre & Co-Requisite	N, O		ACD
<input checked="" type="checkbox"/>	7. Course Description	N, O, P		ABCDEF
	8. New Course	N, O, P		ABCDEF
	9. Deactivate a Course	N, O		ACDEF
	10. Program Requirements	N, O	(b, c, d, e)	ACDEF
	11a. UG Specialization (24 credits or less)	N, O	a, b, c, d, e	ACDEF
	11b. Masters Specialization (12 credits or less)	N, O	a, b, c, d, e	ACDEF
	11c. Doctoral Specialization (18 credits or less)	N, O	a, b, e	ACDEF
	12. Minor (add or delete)	N, O	a, b, c, d, e	ACDEF
	13. Closed Site Program	N, O	e	ACDEIL
	14. Program Suspension	N, O, S	a, e	ACDEFGIJL
	15. Program Reactivation	N, O		
	16a. Certificate Program (ug/g) exclusively within existing degree program	N, O	a, c, e	ACDEFJIM
	16b. Certificate Program (ug/g) where degree programs do not exist or where courses are selected across degree programs (12 or more credits)	N, O, Q, R, S	a, c, e	ACDEFIKM
	17. Off-Campus Delivery of Existing Program	N, O, S	a, b, c, e	ACDEJM
	18a. UG Concentration (exceeds 24 credit hrs)	N, O, S	a, c, d, e	ACDEFGIKM
	18b. Masters Concentration (exceeds 12 credit hrs)	N, O, S	a, c, d, e	ACDEFGIKM
	18c. Doctoral Concentration (exceeds 18 credit hrs)	N, O, S	a, c, d, e	ACDEFGIKM
	19. Program Title Change	N, O, S	a, c, d, e	ACDEFGIKM
	20. Program Termination ²	N, O, S	d, e	ACDEFGIKM
	21. New Degree Program ³ ,	N, O, Q, R, S	a, c, d, e	ACDEFGIKM
<input checked="" type="checkbox"/>	22. Other	Varies	Varies	Varies


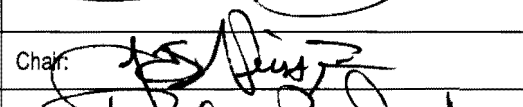
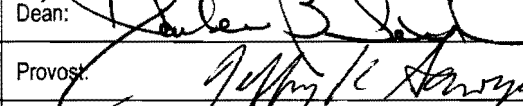
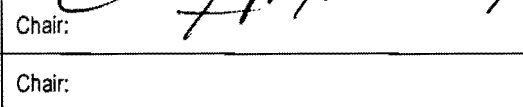
Box 4: DOCUMENTATION (check boxes of documents included)					
<input checked="" type="checkbox"/>	N. This Cover Sheet	<input type="checkbox"/>	Q. Full 5-page MHEC Proposal	<input type="checkbox"/>	T. Other
<input checked="" type="checkbox"/>	O. Summary Proposal	<input type="checkbox"/>	R. Financial Tables (MHEC)	<input type="checkbox"/>	
<input checked="" type="checkbox"/>	P. Course Definition Document	<input type="checkbox"/>	S. Other documents as may be required by MHEC/ USM. See http://www.ubalt.edu/downloads/program approval Grid 8-3-09.docx	<input type="checkbox"/>	

¹ Approval of experimental course automatically lapses after two offerings unless permanently approved as a new course.
² See USM Policy on the Review and Abolition of Academic Programs (<http://www.usmd.edu/regents/bylaws/SectionIII/III702.html>) for list of information that must be provided for this action.
³ Letter of Intent is required by USM at least 30 days before a full proposal can be submitted. Letter of Intent requires only the approval of the dean and the provost and is forwarded to USM by the Office of the Provost.

DOCUMENT N: COURSE AND PROGRAM DEVELOPMENT COVER SHEET (Page 2 of 2)

SCHOOL:	LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>	Contact Name: Jim Kucher	Phone: 410-837-5060
DEPARTMENT / DIVISION: <i>Marketing and Entrepreneurship</i>			
SHORT DESCRIPTION OF PROPOSAL (State Document N action item from Box 3 and program name OR course name, code, & number as applicable):			
7, 20 <i>Revise course description and add lab fee: ENTR 320 Opportunity Assessment and Development</i> BSBA			
PROPOSED SEMESTER OF IMPLEMENTATION: Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010			

Box 5: IMPACT REVIEW	SIGNATURES (see procedures for authorized signers)	DATE
a. Library <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
b. OTS <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	CIO or designee:	
c. University Relations <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
d. Admissions <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Director or designee:	
e. Records <input type="checkbox"/> No impact <input type="checkbox"/> Impact statement attached	Registrar or designee:	

Box 6: APPROVAL SEQUENCE	APPROVAL SIGNATURES	DATE
A. Department / Division	Chair: 	2/4/10
B. General Education (as required for #7, #8)		
C. Final faculty review body within each School	Chair: 	2/4/10
D. College Dean	Dean: 	2/4/10
E. Provost and Senior Vice President for Academic Affairs	Provost: 	3/8/10
F. Curriculum Review Committee (UFS subcommittee)	Chair:	
G. University Faculty Senate (UFS option)	Chair:	
H. University Council ⁴	Chair:	
I. President	President:	
J. Board of Regents – notification only		
K. Board of Regents – approval		
L. MHEC – notification only		
M. MHEC – approval		
N. Middle States Association notification	Required only if the mission of the University is changed by the action	

⁴ University Council *review* (for a recommendation to the President or back to the Provost) shall be limited to curricular or academic policy issues that may potentially affect the University's mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.

DOCUMENT O: SUMMARY PROPOSAL

See Course and Program Development Policy and Procedures for Instructions

SCHOOL: LAW <input type="checkbox"/> MSB <input checked="" type="checkbox"/> YGCLA <input type="checkbox"/>	Contact Name: J. Howard Kucher	Phone: 410-837-5060
DEPARTMENT / DIVISION: Department of Marketing & Entrepreneurship		
SHORT DESCRIPTION OF PROPOSAL (state action item 1-23 and course name & number or program affected):		
7, 20 <i>Revise course description and add lab fee: ENTR 320 Opportunity Assessment and Development</i> BSBA		
PROPOSED SEMESTER OF IMPLEMENTATION: Fall <input checked="" type="checkbox"/> Spring <input type="checkbox"/> Year: 2010		

O-1: Briefly describe what is being requested:

- Revise course to provide a distinct focus on the variety of success factors needed to successfully launch a new venture.
- Add \$50 lab fee to cover support of the Entrepreneurship Opportunity Center services provided for activities in the course

For new courses or changes in existing courses (needed by Registrar)

OLD Title:	Course # / HEGIS Code:	Credits:
NEW Title:	Course # / HEGIS Code:	Credits:

O-2: Set forth the rationale for the proposal:

Many factors affect the success or failure of a new venture. Market opportunity is only one of a broad range of issues that include the founder's life goals and level of risk tolerance, the state of the industry in which the venture intends to compete, and the ability to build and deliver a sound business model.

In addition, most new venture go through a number of iterations before they stabilize on a model and method that work consistently. Therefore, the ability to adjust and reform plans and processes as they venture moves forward is a critical skill which will be developed and practiced in this course.

A \$50 lab fee is being added to fund the student's participation in EOC workshops and programs.

University of Baltimore

DOCUMENT P: Required Format for Course Definition Document

See Course and Program Development Policy and Procedures for Instructions

Include items one through 17 or 18 in your course definition using as much space as needed.

1. Date Prepared: February 1, 2010
2. Prepared by: J. Howard Kucher
3. Department/Division: Marketing and Entrepreneurship
4. Course Number(s), including HEGIS code(s): ENTR 320
5. Course Title: Opportunity Assessment and Development
6. Credit Hours: 3
7. Catalog Description: This course is about developing the analytical and conceptual skills required to test the feasibility of a concept for a new venture. A venture feasibility study involves undertaking activities that may help determine whether one should go forward with an opportunity. The process of feasibility analysis involves identifying, evaluating and determining whether to exploit an opportunity. Students will learn a number of practical skills and techniques that are applied to opportunities that students will explore. The creation of a feasibility study is the primary activity of the class. The course involves a significant amount of outside work that is time consuming, ambiguous, complex, and multi-functional, in nature. Feasibility analysis forces students to: undertake a significant amount of field research; develop and think critically about business concepts; answer fundamental questions about strategic, marketing, financial, operational, and human resource issues about business concepts; and then reach a decision about going forward to start the venture that is proposed.
8. Prerequisites: ENTR 300 and MKTG 301
9. Course Purpose: Required for Entrepreneurship Specialization BSBA, Elective others
10. General Education area: NA
11. Course Type / Component: Lecture
12. Faculty qualified to teach the course: Jim Kucher, Marketing faculty
13. Content Outline: (Syllabus Attached)
14. Learning Objectives

After completing this course, students will be able to:

- Better understand their personal interests in particular types of ventures and ascertain whether their goals, values and skills are well suited for pursuing a particular type of opportunity.

- Develop and practice skills in opportunity recognition and assessment, including the scanning, monitoring, and assessing of industries, markets, competitors, and customers.
- Produce and defend venture concept statements
- Create a value proposition that articulates a unique set of benefits to a specific set of customers.
- Design and defend a specific business model including the “value chain,” distribution channels and pricing strategies
- Develop skills in the estimation of the resource requirements (human, financial and physical) that may be necessary to develop the venture and explore and select the appropriate means and methods to acquire these resources.
- Develop and strengthen skills in market testing through either a direct sales effort or the presentation of their feasibility studies to a group of entrepreneurs, “angels” – investors in new businesses, and venture capitalists.

15. Assessment Strategies: (Syllabus Attached)
16. Suggested Text(s) and Materials: (Syllabus Attached)
17. Suggested class size: 20-25
18. Lab Fees (when applicable): \$50

Effective Date: September 11, 2006, Revised 2/4/09
Reviewed by: University Faculty Senate

ENTR 320 – DRAFT SYLLABUS

ENTR 320 – OPPORTUNITY ASSESMENT AND DEVELOPMENT

COURSE DESCRIPTION

This course is about developing the analytical and conceptual skills required to test the feasibility of a concept for a new venture.

A venture feasibility study involves undertaking activities that may help determine whether one should go forward with an opportunity. The process of feasibility analysis involves identifying, evaluating and determining whether to exploit an opportunity. Students will learn a number of practical skills and techniques that are applied to opportunities that students will explore. The creation of a feasibility study is the primary activity of the class. The course involves a significant amount of outside work that is time consuming, ambiguous, complex, and multi-functional, in nature. Feasibility analysis forces students to: undertake a significant amount of field research; develop and think critically about business concepts; answer fundamental questions about strategic, marketing, financial, operational, and human resource issues about business concepts; and then reach a decision about going forward to start the venture that is proposed.

(Prerequisite: ENTR 300 & MKTG 301)

LEARNING OBJECTIVES

After completing this course, students will be able to:

- Better understand their personal interests in particular types of ventures and ascertain whether their goals, values and skills are well suited for pursuing a particular type of opportunity.
- Develop and practice skills in opportunity recognition and assessment, including the scanning, monitoring, and assessing of industries, markets, competitors, and customers.
- Produce and defend venture concept statements
- Create a value proposition that articulates a unique set of benefits to a specific set of customers.
- Design and defend a specific business model including the “value chain,” distribution channels and pricing strategies
- Develop skills in the estimation of the resource requirements (human, financial and physical) that may be necessary to develop the venture and explore and select the appropriate means and methods to acquire these resources.
- Develop and strengthen skills in market testing through either a direct sales effort or the presentation of their feasibility studies to a group of entrepreneurs, “angels” – investors in new businesses, and venture capitalists.

ENTR 320 – DRAFT SYLLABUS

NOTES ON RESEARCH REQUIREMENTS

The process of undertaking a feasibility study is iterative in nature, that is, feasibility studies often involve repeating many of the aforementioned explorative and analytical steps before a particular business concept gels into something that is viable. When the feasibility analysis is “complete,” you should be able to determine whether the conditions are right for you to go forward with your business concept. If conditions are not favorable, you will need to review the areas you tested to see whether another approach might make the concept viable. Many concepts can be feasible if the right conditions are in place. Knowing how particular aspects of a business concept can be adjusted to achieve feasibility (or not) is when mastery of the course material has been achieved.

TEXTS:

Don Debelak, *Business Models Made Easy* - Entrepreneur Press (2006)

Guy Kawasaki – *The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything* - Portfolio (2004)

John Mullins (TWO BOOKS)

The new business road test: What entrepreneurs and executives should do before writing a business plan - FT Press; (2nd Edition) (2008)

Getting to Plan B: Breaking Through to a Better Business Mode - Harvard Business Press (2009)

ENTR 320 – DRAFT SYLLABUS

PROJECTS:

Each student will be required to prepare a formal feasibility analysis at the end of the class. This analysis will be assembled in five parts. Each part will include an assessment of the relevant factors in the opportunity. Each section will be delivered in both a formal written report and an brief presentation. Each section will be worth 10% of your grade, and the final report will be worth 30% of your grade. The five components are:

- Market Analysis
- Industry Analysis
- Team Talent Assessment
- Business Process Model
- Market Feedback

The market feedback will be derived in one of two ways:

1. If the venture concept involves a retail component, the student will be required to participate in the Sales Lab program sponsored by the Entrepreneurial Opportunity Center.
2. If the concept is a service or a Business to Business venture, the student will be required to conduct formal surveys of the potential customer base to determine market interest, validate price points and affirm delivery models.

The final assessment will be presented to a team of investors and entrepreneurs who will grade the analysis.

GRADING

- | | |
|--------------------------|-----|
| • Market Analysis | 10% |
| • Industry Analysis | 10% |
| • Team Talent Assessment | 10% |
| • Business Process Model | 10% |
| • Market Feedback | 10% |
| • Class Participation | 10% |
| • Clinic attendance | 10% |
| • Final report | 30% |

Note on attendance and class participation

As part of this course, students are expected to attend the entrepreneurial clinics and workshops presented throughout the year. Attendance at a minimum of three clinics or workshops per semester is expected.

ENTR 320 – DRAFT SYLLABUS

Course Outline & Schedule

Week #	Topic	Assignments
1	Intro to Market Research Basics 1	
2	Intro to Market Research Basics 2	
3	Market scan – Macro level	
4	Market scan – Micro level	
5	Industry Scan – Attractiveness	Present Market analysis
6	Industry Scan – sustainable advantage	Begin Sales Lab or Customer Survey
7	Team Dynamics – Aspirations, risk tolerance	Present Industry Analysis
8	Team Dynamics - ability to execute	
9	Team Dynamics – connection to key players & networking	
10	Business Models 1	Present Team Talent Assessment
11	Business Models 2	
12	Alternative Approaches 1	Present Business Model
13	Alternative Approaches 2	
14		Present Market feedback
15		Venture Pitch