

LDRS 231

Syllabus

Last revised: December 20, 2011

LDRS 231: Entrepreneurial Leadership in For-Profit and Not-for-Profit Businesses. *Boldly asserting that God is the ultimate entrepreneur, LDRS 231 engages students in the nine building blocks of business in the context of faithful leadership, encouraging student to create and test their ideas with potential customers and partners. Visits with seasoned inventors, innovators and other malcontents, trips to entrepreneurial ventures, and challenging hands-on activities will give students a taste of how to create positive change. Open to students of all majors. (If you are a Management major and wish to take this course and apply it as an elective in the Management major, or a Leadership minor who wishes to take this course as a substitute in the LDRS minor, please contact the CFL director.)*

LDRS 231 is the prerequisite course for the HEI Summer Fellowship Program.

NOTE: AMERICANS WITH DISABILITIES ACT: Any student whose disability falls within ADA guidelines should inform the instructor at the beginning of the semester of any special accommodations or equipment needs necessary to complete the requirements for this course. Students must register documentation with the Office of Disability Services and/or Academic Support Center. If you have questions, call Student Development at extension 7800.

NOTE: Hope College expects all students to assess each course in an effort to continuously improve student learning. At the end of the semester, you will be asked to assess how well this course met its stated goals. Your responses will be kept anonymous, but I will take the collective results seriously in thinking about how to provide Hope students the best possible education. Your responses matter. You are urged to participate in this important process

Objectives

- **Understand the meaning of leadership, entrepreneurship, and the basis dimensions of business**
- **Become familiar with the nine building blocks of a for-profit or not-for-profit business startup.**
- **Develop greater skill in working on a team and developing and communicating ideas**

Texts

- *Business Model Generation*
- *The Art of the Start*
- *The Lean Startup*

Instructor

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Grading

- Individual-based assignments 60%
- Team assignments 20%
- Final Pitch 20%

NOTES:

- **Students must complete all assignments to pass this course.**
- **Attendance is mandatory.**
- Please write in single-spaced, 12 point font format.
- Memos are written in short sentences and short paragraphs; memos utilize headings, making it easy for the reader to find information. Memos for this FYS should have the following headings:
 - Overview (to explain what the memo is about)
 - Context (to give relevant background information)
 - Problem/Question
 - Solution/Answer
 - Critical Analysis
 - Conclusion
- **Writing assignments are graded on a sense of concise thoroughness.**
- **Students have the option of rewriting memos if they are re-written within a day of their return.**

Grading Scale

- “Check Plus” (A-) = BOTH high quality in writing AND significant depth in thinking
- “Check” (B) = EITHER high quality in writing OR significant depth of thinking
- “Check Minus (C+) = NEITHER high quality in writing NOR significant depth of thinking

Schedule

Monday, May 7:

Entrepreneurs are Leaders

READ: Intro and Ch.1 of *Visioneering*; Preface and Chs. 1 & 2 of *Building the Bridge*; READ: Ch. 4 of *The Servant*; READ: Preface and Ch.1 of *Change the World*; READ Introduction and Ch. 1 of *Lift*; WRITE and E-MAIL me a 3-page memo answering the question: What does it mean to be a leader?

Tuesday, May 8:

Leaders are Entrepreneurial

READ: "Systematic Entrepreneurship" and READ Ex. Summary and Chs. 1-2 of *Creativity at Work*; WRITE and E-MAIL me a 2-page memo answering the question: What does it mean to be entrepreneurial?

In class, PITCH your idea. The class will vote on the top ideas and then we'll form teams around those ideas, and assign a mentor.

Wednesday, May 9:

Fundamental Business and Personal Questions

READ: Ch.1, Ch. 3, and Ch. 5 of *Business Model Generation*; and READ the Sweetwater case. PLOT the proposed Sweetwater business on a business model canvas. DO the same for your team's business idea.

In class, we'll discuss and practice how to create a functioning team.

Thursday, May 10:

Alternatives

READ Ch. 2 of *Business Model Generation*; DESIGN different "patterns" for the Sweetwater business, and WRITE and E-MAIL me a 2-page memo describing those patterns. DO the same for your team's business idea.

Friday, May 11:

Ideation

CONDUCT web-based research related to your team's idea; learn about the "relevant industry:" its customers, competitors, suppliers, trends, etc. WRITE and E-MAIL me a 3-page memo on your findings. In class, we'll try to further develop your ideas.

- Monday, May 14: **Customer Segments and Value Propositions**
- READ "Segmentation and Targeting" and "Brand Positioning" and WRITE and E-MAIL me a 2-page memo describing your organization's (team's) customer profile and "formal positioning statement."
- Tuesday, May 15: **Customer Relationships, Channels, and Revenue Streams**
- READ two case studies and determine the differences in customer relationships, channels, and revenue streams. WRITE and E-MAIL me a 2-page memo describing your organization's (team's) customer relationship, channel, and revenue stream strategies.
- Wednesday, May 16: **Key Activities, Key Partners, Key Resources, Cost Structures**
- WRITE and E-MAIL me a 2-page memo describing what you consider to be your teams "key activities," "key partners," "key resources," "cost structure," and add cash flow needs for the foreseeable future. We'll synthesize in class.
- Thursday, May 17: **Pitching the Business Idea**
- READ Chs. 1-4 of *The Art of the Start*. WRITE and E-MAIL me a 5-second, 30-second, and 90-second pitch for your organization's (team's) business idea. In class, we'll synthesize pitches.
- Friday, May 18: **Legal Considerations**
- READ Honigman documents, and READ *The Art of the Start*, Chs. 5-11.
- Monday, May 21: **Articulation**
- As a team, CREATE a something tangible to represent your team's idea. Also, as a team, REVISE your 90-second pitch.
- Tuesday, May 22: **Activation**
- READ *The Lean Startup*, Chs. 1-4. WRITE and E-MAIL me a memo defining "entrepreneur," "startup," the "lean startup method," "product," "innovation," "sustaining" vs. "disruptive"

innovation, "validated learning," "the pertinent question," "value hypothesis," "growth hypothesis," "early adopters," and "the four questions." In class, we'll synthesize ideas.

Wednesday, May 23:

Proliferation

READ *The Lean Startup*, Chs. 5-8. WRITE and E-MAIL me a memo defining your organization's (team's) "leap of faith assumptions," explaining how your organization will test those assumptions, describing your "customer archetype," how you will utilize the technique of "the concierge minimum viable product," what quality is for your business, how you will establish a "baseline," and how you will apply the "three A's" of metrics. In class, we'll synthesize ideas.

Thursday, May 24:

Obligation

As a team, test your assumptions!

Friday, May 25:

Painting the Canvas

As a team, complete the business model canvas questions.

As a team, WRITE and E-MAIL me a 3-page Executive Summary of your organization's business plan.

Monday, May 28:

Memorial Day

Tuesday, May 29:

Feedback

READ "How to Play to Your Strengths," COLLECT FEEDBACK from your peers and acquaintances, and COMPLETE the "personal profile."

Wednesday, May 30:

Preparing to Present

WRITE and E-MAIL me a 2-page memo on your strengths.

In class, as a team, turn your 3-page executive summary and canvas and prototype into a 5-minute pitch with 5-10 Powerpoint slides.

Thursday, May 31:

Pitching the For-Profit or Not-for-Profit Business Idea