



Course Title: Enterprise, Leadership and Markets	Course Number: BMGT 198C
Term: Summer 2021	TERP Young Scholars Program
Co-Instructor: Rajshree Agarwal Email: Co-Instructor: Joe Bailey Email:	Snider Enterprise and Leadership Fellows Coordinator: Caitlin Stiffler Email: cstiffler@umd.edu TA: TBD Email: TA: TBD Email:

Course Description

Welcome to Maryland-Smith where you will find endless opportunities to engage, learn, and have fun! As a student in this course you are also part of a cohort of Snider Enterprise and Leadership Fellows and will spend three weeks connecting to the University of Maryland while learning from top faculty at the Smith School of Business. This is the time to discover things about yourself and define the “why” of your life. What problems in the world do you want to solve? Why are these important to you?

As Fellows you will be introduced to a life philosophy rooted in self-reliance and self-discovery and learn to use frameworks and tools you can use to help guide the choices that lie ahead. You will learn the value of business in society as you develop enterprise and leadership skills that enable personal happiness and upward mobility.

This is an intensive 3-week course where each Fellow will go through the process of creating a new venture. Work will be done in a highly collaborative group setting and will include evaluating opportunities, conducting customer discovery, developing a business model, and presenting a venture pitch. You will proactively apply what you learn to real-world problems while gaining a better understanding of the entrepreneurial mindset. Additionally, you will be exposed to marketing, strategy, market-based economics and personal finance.

Course Objectives

Students who successfully complete this course should be able to:

- Identify your values, skills and capabilities and describe how you could use your skills to create value for yourself and others.
- Identify your mission and strategy - define your abilities and aspirations, identify your value proposition and develop a personal leadership plan.
- Understand the value of trade and explore the basics of market-based economics.
- Discover how to work with others to accomplish mutual goals.
- Collaborate with others on developing a new business model by incorporating different viewpoints and experiences.
- Use the gift of feedback as the basis for iteration and learn from failed approaches.
- Describe how the “voice of the customer” has shaped the business idea.
- Understand targeted marketing and examine how marketing and media interact to reach a customer.
- Identify costs and sources of revenue and understand how you will make money in a venture.
- Understand the key components of a business pitch

This course will also provide introductions and applications of:

- SWOT and TWOS matrices to gain a better understanding of strategic choices
- Lean Business Model Canvas
- Customer Discovery
- Basics of budgeting
- Pitching to investors

Course Materials & Software

Required readings will be from the following three books. Due to the 3-week format of the summer course books will not be read in their entirety, but will be useful resources for future reference.

- [The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses](#) by Eric Ries, Crown Business Publishing, 2011.
- [Running Lean: Iterate from Plan A to a Plan That Works](#) by Ash Maurya, O'Reilly 2012.
- [Talking to Humans: Success starts with understanding your customers](#), Giff Constable, Frank Rimalovski, and Tom Fishburne, 2014. [PDF online here.](#)
- Creative Confidence: Unleashing the Creative Potential Within Us All. Tom Kelley, David Kelley (p.149-173).

Any required software will be provided through the ELMS Canvas site for this course.

Additional suggested readings:

- Designing Your Life: How to Build a Well-Lived, Joyful Life. Bill Burnett, Dave Evans
- Mindset: The New Psychology of Success. Carol Dweck (p. 215-222).
- Act Like a Leader, Think Like a Leader. Herminia Ibarra (p. 185-190).
- Good Profit: How Creating Value for Others Built One of the World's Most Successful Companies. Charles G. Koch (p. 117-142).

Class meeting times and course outline:

The course will generally meet from 10am to 1pm each day. Please refer to the end of this syllabus for a detailed sample schedule.

There will be daily ZOOM office hours sessions where the Teaching Assistant or Course Coordinator will be available to assist students with problems. In addition, there will be Instructor office hours by appointment on the weekend and at various times during the week. Students are highly encouraged to attend these office hours for guidance especially as the course progresses through the venture creation process.

Course webpage:

The course syllabus, assignments, and course materials will be available in ELMS Canvas. In addition to ELMS, we will also use ZOOM for our live class sessions, office hours and team meeting hours.

Class Participation

This course is the equivalent of a full semester course that meets 3 hours each week. Condensed into a three-week course that meets daily for three hours, the total workload of the course is designed to match that of a regular 3-credit hour course. This means that in addition to your ZOOM class time each day you should be prepared to put in 4-6 additional hours per day on readings, pre-work, post-work assignments, and collaborative work on your group projects.

Please come to class each day prepared with questions related to points of confusion from pre-work, readings, or previous lectures. Ask for help if needed.

Login regularly to the ELMS-Canvas site to view announcements, discussion posts and stay on top of any adjustments to the schedule.

Due to the highly interactive nature of this course, we request that all students keep their video and audio on in ZOOM to participate in class sessions and break out groups.

Class participation will be determined by faculty, based on the following factors:

- **Attendance:** Consistently attending class
- **Preparation:** Showing evidence of thorough preparation of readings and other assignments; offering ideas that expand the scope of class discussions and build on other’s contributions
- **Contributions:** Volunteering unique insights during class sessions either written or verbally; participating enthusiastically in class activities
- **Learning from others:** Not dominating class discussions; Exhibiting strong listening skills when others are speaking.

Communication

Our class, because it is full of individuals, will be a place of varied perspectives and experience. We all must agree to conduct ourselves professionally and communicate respectfully. As an instructional team we will strive to foster an environment where everyone feels safe to discuss and debate. Any behavior that threatens a safe and collegial environment will not be tolerated. If you feel threatened or silenced by any instructor, TA, or student, please reach out to the program coordinator or another instructor.

If you need to communicate with any instructor or TA, the best way to do so is via email. Please check Canvas/ELMS on a daily basis, but do not use the messaging function in ELMS to communicate with the instructors. Important class communications will be made via ELMS. Students must ensure that their email and announcement notifications are enabled in ELMS so that they do not miss anything.

Pre-Class Work

Any pre-class work assigned is designed to prepare you for the live sessions. By completing the pre-class work you will have an opportunity to engage with the material and come to the class session armed with knowledge and ready to engage with the facilitator.

Post-Class Assignments

Post class assignments must be completed according to the Assignment page in the ELMS-Canvas Course site. These assignments must be completed independently, except when indicated otherwise.

Grading Structure

Course Assignments	Percentage %
Individual Assignments	50
Class Participation	20
Group Project – includes multiple deliverables	30
Total	100%

*Please note due dates for Assignments as well as assignment details are posted in ELMS-Canvas



Course Policies

Attendance and Participation

Expectations are for each student to make substantive contributions to the learning experience, and attendance is expected for every session. Students with a legitimate reason to miss a session should make every effort to communicate in advance with the course coordinator, except in the case of an extreme emergency. Absences with such prior notice will be considered excused, but all deliverables should still be turned in by scheduled due dates (see Late Policy). Absences will be considered unexcused if not communicated to the course coordinator. Two or more unexcused absences will result in a failing grade in this course.

Technology Policy

Be a good citizen – refrain from cell phone usage, surfing the internet, and texting during live sessions.

Netiquette Policy

Netiquette is the social code of online classes. Students share a responsibility for the course's learning environment. Creating a cohesive online learning community requires learners to support and assist each other. To craft an open and interactive online learning environment, communication has to be conducted in a professional and courteous manner at all times, guided by common sense, collegiality and basic rules of etiquette.

Late Policy

Due to the format of the class, late group assignments will not be accepted.

All late individual assignments will have a full letter grade (10%) deducted for every 24 hours the assignment is late, unless a previous arrangement has been worked out between the course coordinator and the student as a result of an excused absence. Students should understand that due to the format of the class and the nature of many assignments, late submissions on individual assignments may affect the student's ability to keep up-to-date and may affect the grade earned on subsequent assignments.

Grading Policy

Final course grades will be assigned as follows:

97-100% A+, 96%-93% A, 92%-90% A-

89-87% B+, 86%-83% B, 82%-80% B-

79%-77% C+, 76%-73% C, 72%-70% C-

69%-67% D+, 66%-63% D, 62%-60% D-

59% and below F

*Final grades will be rounded up to the next percentage point at the 0.5% threshold. Grades will not be negotiated at the end of the course.

University Policies

Academic Integrity

The student-administered [Honor Code and Honor Pledge](#) prohibits students from cheating on exams, plagiarizing papers, submitting the same paper for credit in two courses without authorization, buying

papers, submitting fraudulent documents and forging signatures. On every examination, paper or other academic exercise not specifically exempted by the instructor, students must acknowledge the following pledge:

I pledge on my honor that I have not given or received any unauthorized assistance on this examination (or assignment).

Course assistance websites, such as CourseHero, are not permitted sources for Smith School courses, unless the professor explicitly gives permission for you to use one of these sites. Material pulled from these sites can be deemed unauthorized material and a violation of academic integrity. These sites offer information that might not be accurate and more generally shortcuts the learning process. In addition, it is understandable that students may use one of a variety of online or virtual forums for course-wide discussion (e.g., GroupME or WhatsApp). Collaboration in this way regarding concepts discussed in this course is permissible and encouraged to promote learning. However, collaboration on graded individual assignments is strictly prohibited.

Accommodations

The University of Maryland is committed to creating and maintaining a welcoming and inclusive educational, working, and living environment for people of all abilities. The University of Maryland is also committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs, or activities of the University, or be subjected to discrimination. The University of Maryland provides reasonable accommodations to qualified individuals. Reasonable accommodations shall be made in a timely manner and on an individualized and flexible basis. More information is available at the [Counseling Center](#) website. Accessibility & Disability Service (ADS) facilitates reasonable accommodations to qualified individuals. For assistance in obtaining an accommodation, contact Accessibility and Disability Service at [301.314.7682](tel:301.314.7682), or adsfrontdesk@umd.edu. More information is available from the [Counseling Center](#).

Statement of Diversity

Discrimination against individuals on the grounds of disability is prohibited. The University also strictly prohibits retaliation against persons arising in connection with the assertion of rights under this Policy.

The University of Maryland recognizes the importance of a diverse student body, and we are committed to fostering equitable classroom environments. I invite you, if you wish, to tell us how you want to be referred to both in terms of your name and your pronouns (he/him, she/her, they/them, etc.). The pronouns someone indicates are not necessarily indicative of their gender identity. Visit trans.umd.edu to learn more. Additionally, how you identify in terms of your gender, race, class, sexuality, religion, and dis/ability, among all aspects of your identity, is your choice whether to disclose (e.g., should it come up in classroom conversation about our experiences and perspectives) and should be self-identified, not presumed or imposed. I will do my best to address and refer to all students accordingly, and I ask you to do the same for all of your fellow Terps.

Course Evaluation

Please submit a course evaluation through CourseEvalUM in order to help faculty and administrators improve teaching and learning at Maryland. All information submitted to CourseEvalUM is confidential. Campus will notify you when CourseEvalUM is open for you to complete your evaluations for fall semester courses. Please go directly to the website (www.courseevalum.umd.edu) to complete your evaluations. By completing all of your evaluations each semester, you will have the privilege of accessing online, at Testudo, the evaluation reports for the thousands of courses for which 70% or more students submitted their evaluations.



Copyright Notice

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SAMPLE



198C Enterprise, Leadership and Markets, 2021 Program Schedule

Sun. July 11 th	Mon. July 12 th	Tues. July 13 th	Weds. July 14 th	Thurs. July 15 th	Fri. July 16 th
<p>4PM– 5PM Welcome and Ice Breakers Deliverable assigned: Pre-Program Evaluation/ mini-self-reflection - due Monday July 12 at 10AM</p>	<p>10AM – 1PM Enterprising You <i>Rajshree Agarwal</i></p> <ul style="list-style-type: none"> Trade with others for mutual benefit (Candy trading game) Identify your skills and capabilities (CEO of me) <p>Deliverable assigned: Ability and Aspirations Matrix Value prop. matrix (Assignment 1: Fostering Your Own Enterprise)- Due Tues. 7/20 at 10AM</p>	<p>10AM – 12:30PM Ethics & Business <i>Rob Sheehan</i></p> <ul style="list-style-type: none"> Identify the values that they think are most important to a society working well. Explain the importance of trust in business relationships List at least two challenges that humans face in making ethical decisions <p>12:30PM – 1PM Design Activity <i>Caitlin Stiffler</i></p> <ul style="list-style-type: none"> Students will explore their everyday lives and identify pain points, then create solutions for those problems <p>Prework: Read <i>Creative Confidence: Unleashing the Creative Potential Within Us All</i> Tom Kelley, David Kelley (p.149-173) Deliverable assigned: Design Activity- due Wednesday July 14 at 10AM</p> <p>2PM-3PM Optional TA Office Hours</p>	<p>10AM – 1PM Warm Up, Market Simulation, Design Thinking & Pitch Development <i>Joe Bailey</i></p> <ul style="list-style-type: none"> Understand the importance of customer-centric design Learn the tools of design thinking sufficient to engage with customers Apply the tools of design thinking to create a prototype Use the feedback process to improve the prototype <p>Deliverable assigned: Individual Pitch- due Thursday July 15 at 10AM</p> <p>3PM-4PM Optional TA Office Hours</p>	<p>10AM – 1PM Ideas, Pitching, Team Formation <i>Joe Bailey</i></p> <ul style="list-style-type: none"> Chose projects and announce teams Rewrite the problem statement <p>2PM-3PM Optional TA Office Hours</p>	<p>10AM – 12:30PM Lean Start Up Canvas Part I <i>Joe Bailey</i></p> <ul style="list-style-type: none"> Understand the importance of alignment of problem, solution, and customer Apply the principles of hypothesis development and testing Learn how to structure a startup to quickly get to a minimal viable product Recognize and explore pivot points to change the strategic and tactical direction of a startup <p>Deliverable assigned: Lean Canvas- due Wednesday July 21 at 10AM</p> <p>12:30PM – 1PM Project Management, and Develop Empathy Questions</p> <ul style="list-style-type: none"> Work in teams to do team charter Develop Empathy interview questions <p>Deliverables assigned: Team Charter and empathy questions- due Monday July 19 at 10AM</p> <p>3PM-4PM Optional TA Office Hours</p>



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Sat. July 17 th / Sun July 18 th	Mon. July 19 th	Tues. July 20 th	Weds. July 21 st	Thurs. July 22 nd	Fri. July 23 rd
	<p>10AM – 11:30AM Strategy of You <i>Rajshree Agarwal</i></p> <ul style="list-style-type: none"> Identify strengths, weaknesses, opportunities, and threats as it pertains to not only businesses but their individual life journeys. <p>Deliverable assigned: TWOS matrix due Monday July 26 at 10AM</p> <p>11:30AM – 12:30PM Marketing Pt. 1 <i>Judy Frels</i></p> <ul style="list-style-type: none"> Learn targeted marketing How to find demographic and psychological data to better understand your customer's preferences. Examine how marketing and media interact to reach a customer. <p>Deliverable evaluated: Pre-reading/watch videos Deliverable assigned: Post-work to relate to Lean Canvas/create Marketing? (customer segments and channels) due Tuesday July 27</p> <p>12:30PM-1PM Customer Discovery Exercise</p> <ul style="list-style-type: none"> Work in teams to contact family or friends outside of the program for feedback about the project <p>Deliverable evaluated: Pre-reading Talking to Humans: Success Starts with Understanding Your Customers Deliverable assigned: Customer feedback-due by Wednesday July 21 at 10AM</p> <p>3PM – 4PM Optional TA Office Hours</p>	<p>10:00AM – 11:30PM Marketing Pt. 2 <i>Judy Frels</i></p> <ul style="list-style-type: none"> Learn targeted marketing How to find demographic and psychological data to better understand your customer's preferences. Examine how marketing and media interact to reach a customer. <p>Deliverable evaluated: Pre-reading/watch videos Deliverable assigned: Post-work to relate to Lean Canvas/create Marketing? (customer segments and channels) due Tuesday July 27</p> <p>11:30AM – 1PM Market-Based Economics <i>Evan Starr</i></p> <ul style="list-style-type: none"> Explore the basis of market-based economics Gain an understanding of how economics impact business decision- making <p>Deliverable evaluated: Pre-work/watch videos</p> <p>2PM – 3PM Optional TA Office Hours</p>	<p>10AM – 1PM Lean Startup Canvas Pt. 2 <i>Jacqueline Manger</i></p> <ul style="list-style-type: none"> Identifying costs Identifying sources of revenue When will you make money? Presenting finances to investors Non-profits <p>Deliverable assigned: Lean Canvas- due Monday July 26 at 2PM</p> <p>3PM-4PM Optional TA Office Hours</p>	<p>10AM – 12PM Practice Presentations*</p> <ul style="list-style-type: none"> Apply concepts learned in program by pitching their group's idea and receiving feedback from peers and faculty. TAs collect feedback and create a summary for each team <p>*should focus on Lean Canvas up to this point Deliverable evaluated: First Group Practice Presentation</p> <p>12PM – 1PM Presentation Tips & Tricks <i>Tricia Homer</i></p> <ul style="list-style-type: none"> Gain information about best practices and optics for formal presentation <p>2PM-3PM Optional TA Office Hours</p>	<p>10AM – 1PM Project Remix Part I <i>Pam Armstrong</i></p> <ul style="list-style-type: none"> Use the gift of feedback as the basis for iteration Practice reframing problems to identify breakthrough solutions Develop a mindset of "Adapt to Adopt" Communicate their projects and process via storytelling



198C Enterprise, Leadership and Markets, 2021 Program Schedule

Sat. July 24 th	Mon. July 26 th	Tues. July 27 th	Weds. July 28 th	Thurs. July 29 th	Fri. July 30 th
<p>Optional Faculty Office Hours Faculty meets with teams, create meeting times for each team.</p>	<p>10AM – 11:30AM Personal Finance Pt. 1 <i>Nick Peterson</i> <i>nicholas.peterson@ml.com</i></p> <ul style="list-style-type: none"> How to create a budget Basics of credit usage Difference between good debt and bad debt and strategies to pay Savings/Investment basics Entrepreneurial basics Types of taxes <p>Deliverable assigned: Create your own Budget- due Wednesday July 28 at 10AM</p>	<p>10AM – 1PM Strategy <i>Protiti Dastidar</i></p> <ul style="list-style-type: none"> Identify external and internal factors that support markets and enterprise Explore tools and methodologies to support strategic decision making <p>Deliverable evaluated: Pre-work/watch videos</p>	<p>10AM – 11:30AM Personal Finance Pt. 2 <i>Nick Peterson</i> <i>nicholas.peterson@ml.com</i></p> <ul style="list-style-type: none"> How to create a budget Basics of credit usage Difference between good debt and bad debt and strategies to pay Savings/Investment basics Entrepreneurial basics Types of taxes 	<p>10AM – 11AM Personal Leadership Debrief <i>Rajshree Agarwal or Neta Moyo</i></p> <ul style="list-style-type: none"> Revisit their personal strategy 	<p>10AM – 12PM Final Pitches Deliverable evaluated: Final Group Pitch</p>
<p>Sun. July 25th</p>	<p>11:30AM-1PM Personal Leadership Plans <i>Rajshree Agarwal or Neta Moyo</i></p> <ul style="list-style-type: none"> How to create a leadership plan using SWOT Develop an overview of personal strategy and vision for the next 5 years <p>Deliverable: Personal Leadership Plan due Thursday July 29 at 10AM</p>		<p>11:30AM – 1PM Exploring Opportunities at UMD <i>Dean Victor Mullins</i></p>	<p>11AM – 1PM Final Practice Pitches</p> <ul style="list-style-type: none"> Done in rotations <p>Deliverable evaluated: Final Group Practice Pitch Deliverable assigned: Post-program evaluation- due Friday, July 30 at 11AM</p>	<p>12PM – 1PM Awards Ceremony</p> <ul style="list-style-type: none"> 1-3rd place TA superlatives
<p>Optional Faculty Office Hours Faculty meets with teams, create meeting times for each team.</p>	<p>3PM-4PM Optional TA Office Hours</p>	<p>2PM – 3PM Optional TA Office Hours</p>	<p>3PM – 4PM Optional TA Office Hours</p>	<p>2PM – 3PM Optional TA Office Hours</p>	