



Course Title: Enterprise, Leadership and Markets	Course Number: BMGT 198C
Term: Summer 2021	TERP Young Scholars Program
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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

Upon completion of this course, students should be able to achieve the following learning objectives:

- Identify your values, skills, and capabilities through defining and developing the following:
 - Your mission and strategy.
 - Your abilities and aspirations.
 - Your value proposition.
 - Your personal leadership plan.
- Describe how you could use your skills to create value for yourself and others.
- Explore 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.
- Utilize 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.
- Analyze how targeted marketing and media interact to reach a customer.
- Identify costs and sources of revenue and understand how you will make money in a venture.
- Design and deliver a business pitch with key components.

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 books/articles. 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.

- [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 2013. (Chapter 6 is required reading- PDF of required Chapter 6 provided in Canvas).
- Forbes Articles CEO of Me: A five Part Series. (PDF provided in Canvas)

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

Additional suggested readings:

- [The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses](#) by Eric Ries, Crown Business Publishing, 2011.
- 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 schedule.

There will be daily ZOOM office hours sessions where the Teaching Assistants or Course Coordinator will be available to assist students with problems. In addition, there will be Instructor office hours by appointment on the second 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 place of varied perspectives and experience. We all must agree to conduct ourselves professionally and communicate respectfully. As instructors 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 other 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

Grading will be based on a combination of your individual and group assignments, as well as class participation, according to the table below. Half of your grade will be derived from individual assignments and the other half of your grade will be derived from group assignments and class participation. Due dates can be found in the class schedule at the end of this syllabus as well as on the course website.

Course Assignment Breakdown	
<i>Individual Assignments</i>	<i>Points</i>
Fostering Enterprise Assignment 1	15
Design Activity	15
Individual Pitch	15



Fostering Enterprise Assignment 1 Follow Up	25
Fostering Enterprise Assignment 2	20
Trial Pitch Feedback	15
Personal Finance Budget	15
Personal Leadership Plan	30
Story of ME Writing Prompts Week 1	2.5
Story of ME Writing Prompts Week 2	2.5
Story of ME Elevator Pitch Video	10
Total Individual Assignment Points:	165
<i>Group Assignments</i>	<i>Points</i>
Team Charter	10
Empathy Questions	5
Lean Canvas- Draft	10
Customer Feedback Assignment	5
Trial Pitch	10
Lean Canvas- Final	15
Practice Group Pitch	10
Final Group Pitch	30
Total Group Assignment Points:	95
Class Participation Points:	70
Total Course Points:	330

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. Absences will be considered unexcused if not communicated to the course coordinator. Three 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. 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 WeChat). 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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BMGT198C Enterprise, Leadership and Markets
2021 Course Schedule

Sun. July 11 th	Mon. July 12 th	Tues. July 13 th	Wed. July 14 th	Thurs. July 15 th	Fri. July 16 th
<p>Pre-Course Work: CEO of ME, Inc and Four Questions, due Mon. 7/12 at 8AM Pre-Program Evaluation due Mon. 7/12 at 10AM</p>	<p>10AM – 1PM Enterprising You <i>Rajshree Agarwal and Christine Masterson Schaaf</i></p> <p><i>Pre-work for this session: Watch “The Art of the Elevator Pitch” by Chris Westfall video and complete the Fostering Enterprise Assignment 1</i></p> <p><i>Deliverables assigned in this session:</i> Fostering Enterprise Assignment Follow Up- due Fri. 7/16 at 8AM; Story of ME writing prompt #1- due Mon. 7/19 at 8AM; and Story of ME Elevator Pitch- due Wed. 7/28 at 8AM</p>	<p>10AM – 12:30PM Ethics & Business <i>Rob Sheehan</i></p> <p>12:30PM – 1PM Design Activity <i>Caitlin Stiffler</i></p> <p><i>Pre-work for this session: Read Creative Confidence: Unleashing the Creative Potential Within Us All- Tom Kelley, David Kelley (Chapter 6)</i></p> <p><i>Deliverable assigned in this session: Design Activity- due Wed. 7/14 at 8AM</i></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> <p><i>Deliverable assigned in this session: Individual Pitch- due Thurs. 7/15 at 8AM</i></p> <p>3PM-4PM Optional TA Office Hours</p>	<p>10AM – 1PM Ideas, Pitching, Team Formation <i>Joe Bailey</i></p> <p>2PM-3PM Optional TA Office Hours</p>	<p>10AM – 12:30PM Lean Start Up Canvas Part I <i>Joe Bailey</i></p> <p><i>Pre-work for this session: Read Running Lean: Iterate from Plan A to a Plan That Works by Ash Maurya</i></p> <p><i>Deliverable assigned in this session: Lean Canvas- due Wed. 7/21 at 8AM</i></p> <p>12:30PM – 1PM Project Management, and Develop Empathy Questions</p> <p><i>Deliverables assigned in this session: Team Charter and Empathy Questions- due Mon. 7/19 at 8AM and Group Member Participation Evaluation- due Thurs. 7/29 at 8AM</i></p> <p>3PM-4PM Optional TA Office Hours</p>



BMGT198C Enterprise, Leadership and Markets
2021 Course Schedule

Sat. July 17th/ Sun July 18th	Mon. July 19th	Tues. July 20th	Wed. July 21st	Thurs. July 22nd	Fri. July 23rd
	<p>10AM – 11:30AM Strategy of You <i>Rajshree Agarwal</i></p> <p><i>Deliverable assigned in this session: Fostering Enterprise Assignment 2 (TWOS Matrix)- due Fri. 7/23 at 8AM</i></p> <p>11:30AM – 12:30PM Marketing Pt. 1 <i>Judy Frels</i></p> <p><i>Pre-work for this session: Watch Marketing videos</i></p> <p>12:30PM-1PM Customer Discovery Exercise</p> <p><i>Pre-work for this session: Read Talking to Humans: Success Starts with Understanding Your Customers</i> <i>Deliverables assigned in this session: Customer Feedback- due by Wed. 7/21 at 8AM; and Story of ME writing prompt #2- due Mon. 7/26 at 8AM</i></p> <p>3PM – 4PM Optional TA Office Hours</p>	<p>10:00AM – 11:30PM Marketing Pt. 2 <i>Judy Frels</i></p> <p><i>Deliverable assigned in this session: Lean Canvas, Marketing related sections (Customer and Channels) due Wed. 7/21 at 8AM</i></p> <p>11:30AM – 1PM Market-Based Economics <i>Evan Starr</i></p> <p>2PM – 3PM Optional TA Office Hours</p>	<p>10AM – 1PM Lean Startup Canvas Pt. 2 <i>Jacqueline Manger</i></p> <p><i>Deliverables assigned in this session: Trial Pitch- due Thurs. 7/22 at 8AM and Lean Canvas- due Mon. 7/26 at 8AM</i></p> <p>3PM-4PM Optional TA Office Hours</p>	<p>10AM – 12PM Trial Pitches</p> <p><i>Deliverable assigned in this session: Trial Pitch Feedback- due Thurs. 7/22 at 10PM</i></p> <p>12PM – 1PM Presentation Tips & Tricks <i>Tricia Homer</i></p> <p>2PM-3PM Optional TA Office Hours</p>	<p>10AM – 1PM Project Remix <i>Pam Armstrong</i></p> <p>3PM-4PM Optional TA Office Hours</p>

BMGT198C Enterprise, Leadership and Markets 2021 Course Schedule

Sat. July 24th	Mon. July 26th	Tues. July 27th	Wed. July 28th	Thurs. July 29th	Fri. July 30th
<p>Optional Faculty Office Hours Faculty meets with teams, create meeting times for each team.</p>	<p>10AM – 11:30AM Prosperity and Personal Finance Pt. 1 <i>Sarah Wolek and Nick Peterson</i></p> <p><i>Deliverable assigned in this session: Personal Budget- due Wed. 7/28 at 8AM</i></p>	<p>10AM – 1PM Strategy <i>Protiti Dastidar</i></p> <p><i>Pre-work for this session: Watch PEST Analysis video and Porter’s 5 Forces video</i></p>	<p>10AM – 11:30AM Prosperity and Personal Finance Pt. 2 <i>Sarah Wolek and Nick Peterson</i></p>	<p>10AM – 11AM Personal Leadership Plan Debrief <i>Rajshree Agarwal</i></p>	<p>10AM – 12PM Final Pitches <i>Deliverable evaluated in this session: Final Group Pitch</i></p>
<p>Sun. July 25th</p>	<p>11:30AM-1PM Personal Leadership Plans <i>Rajshree Agarwal and Christine Masterson Schaaf</i></p> <p><i>Deliverable assigned in this session: Personal Leadership Plan due Wed. 7/28 at 8AM</i></p>		<p>11:30AM – 1PM Exploring Opportunities at UMD <i>Dean Victor Mullins</i></p>	<p>11AM – 12:30PM Final Practice Pitches</p> <ul style="list-style-type: none"> • Done in rotations. <p><i>Deliverable evaluated in this session: Final Group Practice Pitch</i></p> <p><i>Deliverable assigned in this session: Self Evaluation- due Fri. 7/30 at 8AM</i></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>12:30PM-1PM Story of ME <i>Christine Masterson Schaaf</i></p> <p>2PM – 3PM Optional TA Office Hours</p>	