Managing Growth of Small Business  
MBA 714  
David J. Miller  
This draft is subject to change

Learning Objectives: This advanced course in entrepreneurship is designed as an exploration of practical issues in managing the growing entrepreneurial firm. Topics will include innovation and entrepreneurship, business model discovery and analysis, financing options, social impact, global entrepreneurship, and managing innovation. This course is for anyone considering working in an entrepreneurial organization, whether a small business, large corporation, public institution or nonprofit. Equal attention will be given to high tech firms and more traditional industries.

Our objectives include: 1) Gaining advanced understanding of concepts and processes associated with successful entrepreneurial growth and innovation; 2) Acquiring knowledge of best practices in the management of innovation and growth, and; 3) Exploring and experimenting with entrepreneurship through use and analysis of cases, entrepreneurial tools and simulation exercises.

Format: This class is a combination of lecture, student led case analyses, and seminar style discussion. There is no textbook, though there are multiple required readings and cases, some of which must be purchased. The syllabus will closely follow articles and cases that are available online. Required cases will include Harvard Business cases (available for purchase by students online).

Grading: Class participation is central element to the success of the class and will be noted throughout the course. Additionally, students will analyze and write one case individually (maximum 10 pages). Students will also prepare one short research paper (maximum body 14 pages) on a topic of their choice, using published or peer-reviewed sources. A written business model analysis case (maximum 10 pages) will be required of each student. Note that there are no team projects in this course.

Grading will be weighted:

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<tr>
<th>Component</th>
<th>Weight</th>
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<tr>
<td>Class Participation</td>
<td>20%</td>
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<tr>
<td>Written Case Analysis (one case)</td>
<td>20</td>
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<tr>
<td>Business Model Analysis (one case)</td>
<td>20</td>
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<tr>
<td>Research Paper (one topic)</td>
<td>20</td>
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<tr>
<td>Final Exam (individual)</td>
<td>20</td>
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<tr>
<td>Total</td>
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Grade Structure

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>95 – 100 A</td>
<td>90 - 94.99 A-</td>
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<tr>
<td>85 - 89.99 B+</td>
<td>75 - 84.99 B</td>
</tr>
<tr>
<td>70 - 74.99 B-</td>
<td>65 - 69.99 C</td>
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<td>Below 65 F</td>
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Grading standards: The average grade for this course is about 3.6, a “B+”. A great deal of work is required to receive an “A”. No late papers or assignments will be accepted. Students who
fail to submit an assignment or participate in discussions may automatically receive a lower course grade. *Students must use a name placard in class.*

**Class Participation:** Class participation is an important part of the success of each student and the entire course. *Every student should be prepared to discuss the assigned articles and cases at every session.* Each student will also make a brief (2-3) minute presentations during one of the sessions on a new venture or product they ‘spotted,’ – details on this assignment will be discussed in class. The Professor should be viewed as a facilitator to discussion, and not as an oracle.

**Case Analysis:** Students will prepare one written case analysis. 10 pages maximum, not including exhibits. Further details will be provided in class.

**Business Model Analysis:** Students will prepare a written analysis of the business model of one growing firm or innovative new product or service. 10 pages maximum, not including exhibits. Further details will be provided in class.

**Research Paper:** The research paper must be prepared using published materials, either in peer reviewed journals, trade industry press, or books. Choose a topic from the prepared list and write a brief paper for presentation and discussion with the class. Papers must be well written, well documented, and show research and citations (maximum body 14 pages). Further details will be provided in class.

**Final Exam:** The exam will be an individual take-home written exam/analysis using concepts from the course. Student learning from the individual case and business model write-ups, the readings, and class discussions will form the base of knowledge from

**Required Materials:** There is no textbook. BlackBoard materials are available under MBA714. HBS articles and cases are required readings, and must be purchased online from the Harvard Business School, available at the website. We will make use of Osterwalder’s Business Model Generation and the Business Model Canvas.
Recommended Materials: Helpful for those who have not had any previous study of entrepreneurship:

- The Art of the Start, Guy Kawasaki (2004)
- Entrepreneurship and Innovation, Peter Drucker (1985)
- The Lean Startup, Eric Ries (2011)
- The Startup Owner’s Manual, Steve Blank and Bob Dorf (2012)

Students should read various media on the topics of entrepreneurship and innovation. From time to time we will have additional readings from media outlets. Sources to consider include:


Office hours: TBD

Contact information: David J. Miller, email: dmillerg@gmu.edu, telephone: 703-993-1768. Email is best. Please use your GMU email account; others tend to get caught by spam filters.

Missed Discussions, Exams or Late Work: Missed class participation, exams or late work will not be accepted and will count against your grade. Class discussion is an integral part of this course; please note that missed class discussion cannot be made up. Don’t worry if you must miss one or two sessions for work or health. Quality is more important than quantity.
COURSE OUTLINE:

Class 1
Introduction & Course Logistics
Syllabus Discussion – Entrepreneurial Leadership – Definitions – Myths & Realities – Role in Society – Opportunities
*The Discipline of Innovation*, Drucker (HBR Article, Blackboard)
*Why the Lean Startup Changes Everything* (HBR Article, Blackboard)
*What is a Startup*, Blank (Blackboard)

Class 2:
Overview of Managing Growth & Business Models
The Challenge of Growth – Management vs. Entrepreneurship – Business Models cont. – Opportunities cont. – Introduction to the Business Model Canvas – Syllabus Co-Creation
*Creating the Lean Startup*, Inc Magazine, Eric Ries (Blackboard)
*Business Model Generation Preview*, Osterwalder & Pigneur (Blackboard)
Case 1: *Nantucket Nectars* (HBS Case) – cannot use for case analysis

Class 3
Building on Opportunity
*Note on Business Model Analysis*, Hamermesh *et al.* (HBS Article)
Business Model Canvas & Lean Startup Exercise in Class

Class 4
The Role of Creativity
Creativity & Innovation – Supporting Creativity
Harvard Business Review (Blackboard or GMU E-Journal Finder)
Case: *elBulli* (Harvard)

Class 5
Managing the Process of Innovation
Building a Process – Developing a Mission Statement – Goal Setting – Rewards
http://www.mitpressjournals.org/doi/pdfplus/10.1162/itgg.2007.2.4.59

Class 6
Competitive Positioning and Strategy
Understanding Strategic Positioning – Competitive Advantage – Porter’s Forces – Value Proposition
*Blue Ocean Strategy*, Kim & Maubourgne. (HBS Article)
Case: *Method* (Blackboard)
RESEARCH PAPER DUE IN CLASS

Class 7
Financing the Growing Firm
Valuation Basics – The Funding Process – Private Equity & VC – Debt – Crowdfunding – Beyond
Venture Funding Report 2013, Price Moneytree Venture Survey (Blackboard)
Case: Harmonic (Harvard)

Class 8
Technology and Entrepreneurship
In Class Case discussions

Class 9
Global Entrepreneurship & Social Entrepreneurship
Models for Global Entrepreneurship – The Rise of Social Entrepreneurship and Impact
The Global Entrepreneur, Isenberg (HBS Article)
The Rise of the Hybrid Ideal (Stanford Social Innovation Review/Blackboard)
The Meaning of Social Entrepreneurship, Dees (Blackboard)

BUSINESS MODEL CASE ANALYSIS DUE IN CLASS

Class 10: October 22
Conclusions and Continuing on Your Entrepreneurial Path
Wrap Up Lecture/Discussion
Case: TBD

CASE WRITE UP DUE IN CLASS

FINAL EXAM DISTRIBUTED

ACADEMIC HONESTY: Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work. See the Honor Code at: http://academicintegrity.gmu.edu/honorcode/