

LSC Use Only No:	LSC Action-Date:	UWUCC USE Only No.	UWUCC Action-Date:	Senate Action Date:
		04-63a	05-4a	Appr. 3-21-06 App-4/22/08

Curriculum Proposal Cover Sheet - University-Wide Undergraduate Curriculum Committee

Contact Person Dr. Joette Wisnieski	Email Address wisnie@iup.edu
Proposing Department/Unit Management	Phone

Check all appropriate lines and complete information as requested. Use a separate cover sheet for each course proposal and for each program proposal.

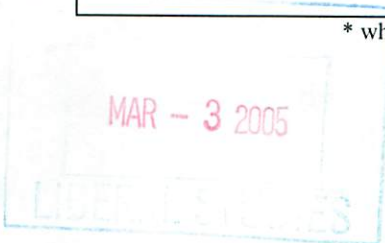
1. Course Proposals (check all that apply) <input checked="" type="checkbox"/> New Course <input type="checkbox"/> Course Prefix Change <input type="checkbox"/> Course Deletion <input type="checkbox"/> Course Revision <input type="checkbox"/> Course Number and/or Title Change <input type="checkbox"/> Catalog Description Change	
MGMT 471 Organizational Launch and New Venture Development	
<i>Current Course prefix, number and full title</i>	<i>Proposed course prefix, number and full title, if changing</i>
2. Additional Course Designations: check if appropriate <input type="checkbox"/> This course is also proposed as a Liberal Studies Course. <input type="checkbox"/> Other: (e.g., Women's Studies, Pan-African) <input type="checkbox"/> This course is also proposed as an Honors College Course.	
3. Program Proposals <input type="checkbox"/> New Degree Program <input type="checkbox"/> Program Title Change <input type="checkbox"/> Program Revision <input type="checkbox"/> New Minor Program <input type="checkbox"/> New Track <input type="checkbox"/> Other	
<i>Current program name</i>	<i>Proposed program name, if changing</i>
4. Approvals	
Department Curriculum Committee Chair(s)	<i>Joette Wisnieski</i> <i>2-28-05</i>
Department Chair(s)	<i>Pranku B. V.</i> <i>2-28-05</i>
College Curriculum Committee Chair	<i>[Signature]</i> <i>2 MAR 05</i>
College Dean	<i>R. Conz</i> <i>3-2-05</i>
Director of Liberal Studies *	
Director of Honors College *	
Provost *	
Additional signatures as appropriate: (include title)	
UWUCC Co-Chairs	<i>Gail S. Schmitt</i> <i>3-21-06</i>

* where applicable

Received

FEB 17 2006

Liberal Studies



APPENDIX D

GRADUATE CURRICULUM AUTHORIZATION FORM

Check As Appropriate:

- Level I => New Program O or Program Revision O
Level II => Degree Program Revision O or New/Revised COR O
Level III Minor Program Revision
Application for COR Renewal
Deletion Course O or Track O or Minor O or Program O
Variability in Program Delivery
Program Reactivation
New Course => Enter CIP Code (Contact Registrar's Office):
Major Course Revision
Minor Course Revision
[X] Dual-Level or Cross Listing
Distance Education

Description of Proposal: MGMT 471 Organizational Launch and New Venture Development

Department: Management

Author or Contact Person: Dr. Joette Wisniewski (wisnie)

SIGNATURES OF APPROVAL

Table with 3 columns: Academic Integrity, Resource Implications, Date. Rows include Department Curriculum Committee Chair, Department Chair, TECC Chair, College Curriculum Committee Chair, College Dean, Graduate Dean, Provost, and Graduate Committee Chair.

COMMENTS:

To sign off on resource implications, confirm that detailed justification of resource sufficiency has been made and approved

MGMT 471 Organizational Launch and New Venture Development
Prerequisite: MGMT 310

3c-0l-3cr

MGMT 571 Organizational Launch and New Venture Development
Prerequisite: MGMT 310

3c-0l-3cr

I. Catalog Description

Student teams write and present business plans for new ventures. The emphasis of this intensively interactive and uniquely structured course is on applying concepts and techniques studied in various functional areas to the new venture development environment. In preparing the business plan, students learn to screen for effective venture ideas, identify and define the fundamental issues relevant to the new venture, identify the venture's market niche and define its business strategy, and determine what type of financing should be raised--how, when, by whom and how much. A solid understanding of business basics is required. Actual business plans are used to address these issues.

II. Course Objectives

After successful completion of this introductory course, students will be able to:

1. Examine the definitions of entrepreneurship and develop their own definition.
2. Understand the important concepts and theories related to entrepreneurship.
3. Evaluate new business ideas from a financial and strategic perspective.
4. Develop a business plan.

Additional objective for graduate students

5. Prepare a case study on a local startup firm.

III. Detailed Course Outline

Topics	# of hours
Introduction: The entrepreneurial revolution	6
Entrepreneurial Process and Case Study	3
The Opportunity: Creating, Shaping, Recognizing, Seizing	3
Screening Venture Opportunities	3
Entrepreneurs and the expanding frontier (internet)	3
Franchising	3
Entrepreneurial Mind	3
Entrepreneurial Manager	3
The New Venture Team	3
Collaboration Strategies	3
Personal Ethics and the Entrepreneur	3
The Business Plan	3
Project presentations + tests	2+3

IV. Evaluation Methods

Grading Method	Description	Under grad. Weight	Grad. Weight
2 Exams--Mid-term and Final	Exams will comprise of one or more of the following: objective type questions, short answers, problems, essays, case analysis, etc.	60%	40%
Journal Article	Each <i>undergraduate</i> student will discuss <u>one</u> assigned journal article in class and distribute a 1-page summary to the entire class for discussion.	5%	15%

	<i>Graduate students</i> will be assigned <u>three</u> articles and will be expected to conduct more thorough review and analysis.		
Business Plan and Case Study	Students will be required to develop a business plan for a real company (about 10-15 double-spaced typed pages) based on interviews with the business person and outside readings. Students will make a class presentation. The expectation pertaining to literature review, synthesis and original contribution of <i>graduate students</i> will be higher than that for undergraduate students	15%	25%
Quizzes/ Assignments	Will include quizzes, assignments, etc.	10%	10%
Class Participation	Attendance and active class participation	10%	10%

V. Sample Grading Scale

Grade Distribution: $\geq 90\%$ --A; 80-89.99%--B; 70-79.99%--C; 60-69.99%--D; $< 60\%$ --F

Only undergraduate students can earn "D" grade. For graduate students, $<70\%$ results in F.

VI. Attendance Policy

As proscribed by the professor.

VII. Required Textbook

Timmons, Jeffery, New Venture Creation, 6th edition, McGrawHill

VIII. Special Resource Requirements

None

IX. Bibliography

Catlin, K. and J. Matthews, Leading at the Speed of Growth: Journey from Entrepreneur to CEO, 2001.

Drucker, Peter, Innovation and Entrepreneurship, 1985

Entrepreneurship Theory and Practice, (all issues)

Goldenberg, Jacob; Horowitz, Roni; Levav, Amnon; and David Mazursky, Finding Your Innovations Sweet Spot, *Harvard Business Review*, 2003

Hopkins, J., Big Businesses Can't Swallow These Little Fish, USA Today, March 27, 2002.

<http://www.entreworld.com> Kauffman Center for Entrepreneurial Leadership

Journal of Small Business Strategies, (all issues)

Journal of Business Venturing, (all issues)

Pratt, J., E:Biz strategies for small business success, 2002

SmartStart Your Pennsylvania Business, PsiResearch/Oasis Press, 1998.

Stutely, Richard, The Definitive Business Plan, Prentice Hall, 2002

MGMT 471/571
Course Analysis Questionnaire

Section A: Details of the Course

- A1 How does this course fit into the programs of the department? For what students is the course designed? (majors, students in other majors, liberal studies). Explain why this content cannot be incorporated into an existing course.

MGMT 471 will be an elective course for the undergraduate management majors and 571 will be a required course for the MBA Entrepreneurship concentration

- A2 Does this course require changes in the content of existing courses or requirements for a program? If catalog descriptions of other courses or department programs must be changed as a result of the adoption of this course, please submit as separate proposals all other changes in courses and/or program requirements.

No

- A3 Has this course ever been offered at IUP on a trial basis (e.g. as a special topic) If so, explain the details of the offering (semester/year and number of students).

no

- A4 Is this course to be a dual-level course? If so, please note that the graduate approval occurs after the undergraduate.

Yes, dual Level.

- A5 If this course may be taken for variable credit, what criteria will be used to relate the credits to the learning experience of each student? Who will make this determination and by what procedures?

N/A

- A6 Do other higher education institutions currently offer this course? If so, please list examples (institution, course title).

**Babson College—Entrepreneurship and New Venture
Penn State—Opportunity Creation and launch
Ball State—Entrepreneurship Contemporary Development**

- A7 Is the content, or are the skills, of the proposed course recommended or required by a professional society, accrediting authority, law or other external agency? If so, please provide documentation.

No.

Section B: Interdisciplinary Implications

B1 Will this course be taught by instructors from more than one department? If so, explain the teaching plan, its rationale, and how the team will adhere to the syllabus of record.

N/A

B2 What is the relationship between the content of this course and the content of courses offered by other departments? Summarize your discussions (with other departments) concerning the proposed changes and indicate how any conflicts have been resolved. Please attach relevant memoranda from these departments that clarify their attitudes toward the proposed change(s).

N/A

B3 Will this course be cross-listed with other departments? If so, please summarize the department representatives' discussions concerning the course and indicate how consistency will be maintained across departments.

N/A

Section C: Implementation

C1 Are faculty resources adequate? If you are not requesting or have not been authorized to hire additional faculty, demonstrate how this course will fit into the schedule(s) of current faculty. What will be taught less frequently or in fewer sections to make this possible? Please specify how preparation and equated workload will be assigned for this course.

Currently, we are offering MGMT 403 every semester. It will be offered only once a year to allow us to offer this once a year.

C2 What other resources will be needed to teach this course and how adequate are the current resources? If not adequate, what plans exist for achieving adequacy? Reply in terms of the following:

*Space--**Adequate**

*Equipment--**Adequate**

*Laboratory Supplies and other Consumable Goods—**N/A**

*Library Materials—**Adequate with dozens of books and several management journals**

*Travel Funds-**N/A**

C3 Are any of the resources for this course funded by a grant? If so, what provisions have been made to continue support for this course once the grant has expired? (Attach letters of support from Dean, Provost, etc.)

No

C4 How frequently do you expect this course to be offered? Is this course particularly designed for or restricted to certain seasonal semesters?

Once every year

C5 How many sections of this course do you anticipate offering in any single semester?

One

C6 How many students do you plan to accommodate in a section of this course? What is the justification for this planned number of students?

About 35 students

C7 Does any professional society recommend enrollment limits or parameters for a course of this nature? If they do, please quote from the appropriate documents.

No

C8 If this course is a distance education course, see the Implementation of Distance Education Agreement and the Undergraduate Distance Education Review Form in Appendix D and respond to the questions listed.

N/A

Section D: Miscellaneous

Include any additional information valuable to those reviewing this new course proposal.

None

MGMT 571

B1: (Graduate Curriculum Authorization Form—Appendix D (attached as cover))

B2: Course Description and Particulars

a. Attachments

- i. Course Syllabus: Attached
- ii. Bibliography: Provided in the attached syllabus of record

b. **Rationale:** Understanding the keys to launching a new venture (or business) is critical for an entrepreneur who has a business idea/concept. This course will be a requirement for students who enroll in the optional concentration of Small Business Management in the MBA program and will serve as an elective for other MBA and EMBA students. MGMT 613 (Organizational Analysis) will be a prerequisite for this course. This course is part of the MBA core.

c. Other courses or Programs

- i. This course will not affect or overlap with any course offered by other departments.
- ii. No other department or program is planning to use this course as a requirement or as an elective.

d. **Variable credits:** This course will not be offered on a variable credit basis.

e. **Teaching Plans:** It will be mainly a lecture-based course and will be taught by one instructor.

f. **Special Topics:** This course has not been offered as a special topics course.

g. **Comparisons:** Attached

h. **Standards:** The Association to Advance Collegiate Schools of Business—International (AACSB) recommends, but does not require, this course in its accreditation standards.

B3. Implementation:

a. **Resources:** The two new dual level courses MGMT 471/571 and MGMT 472/572 along with the currently offered MGMT 275, MGMT 325 and MGMT 403 are all in the same area. These five courses will be offered in a rotation. The frequency of offering of the currently offered courses will be reduced to make room for the two new dual level courses to be offered once a year. Consequently, no additional resources are needed.

b. **Frequency:** It will be offered once a year as a dual-level course.

c. **Enrollment:** About 35 students. There are no additional constraints on class size.

B4: Catalog Description: Attached

B5: Logistics

- a. **Start term:** Fall 2005
- b. Registrar has confirmed that the course number is available
- c. CIP code is: 520201
- d. CATALOG TERM is Fall 2005

B6 Miscellaneous: None

W550 Management Consulting

Credit Hours: 1.5 hrs.

Prerequisite Courses: MBA Core or Permission of Instructor

Description: The main objective of the course is to familiarize students with the field of management consulting. Consulting represents an inviting career choice; yet, if one is to make an informed choice, it is important to understand what is involved in this profession. This course is designed to provide an overview of the 'ins' and 'outs' of consulting. This class will explore the field of management consulting. Beginning at the industry level, we will explore the different types of consulting firms and industry dynamics (i.e., past, present, and future). Next, we will turn to the firm level of analysis to examine the typical structure of consulting firms and introduce key constructs commonly used in the industry. We will also explore the 'view from the bottom' (entry level consultant) and the 'view from the top' (partner).

We will then move to the project level where we will discuss a variety of issues, including entering projects, developing proposals, managing projects, diagnosing and gathering data, interacting on-site, implementing plans, presenting analysis and recommendations, and terminating and/or continuing projects. In the fourth and last section of the course, we will address a host of other topics including lifestyle issues, ethics, and interviewing. The class will be conducted using a combination of lecture, case analysis, and guest speakers.

W565 New Venture and Business Development Practicum

Credit Hours: 1.5

Prerequisite Courses: MBA Core

Description: Provides MBAs with clinical experience in conducting field research and consulting projects for companies. Projects may include: new business startup, corporate business development, and high tech consulting assignments. The course stresses the understanding of the new venture and business development market and developing skills in assessing company needs, writing proposals, and conducting focused business research projects. Fulfills experiential requirement for new venture and business development major or minor.

X575 Strategic Management of Innovation and Technology

Credit Hours: 1.5 hrs.

Prerequisite Courses: MBA Core

Description: The course is designed for individuals interested in starting, building, or growing a high tech company. It would also be of interest to students pursuing a career in consulting to high tech industries or venture capital. The course will help students build a strategic perspective on problems related to innovation management and explore solution implementations to the challenges of innovation. This course will integrate casework and lectures with presentations by executives from high tech and related industries.

	Fall '04 SG, BA, DC Spring '05 CP, DCE	bargaining exchanges, principles of effective listening, and bargaining strategies and tactics) and through the opportunity to practice negotiating.
BUMO720 Prerequisite: BUSI 663.	Organizational Change	Develops the fundamental change knowledge and skills of MBA students who plan to work with organizations as change agents, internally as managerial employees or externally as outside consultants. Draws on literature from organizational behavior, human resource management and strategic management to identify models as prescriptions of change.
BUMO 722 Prerequisite: BUSI 662.	Organizational Behavior: A Multicultural Perspective	Study of organizational behavior from a multicultural perspective.
BUMO 732 Prerequisite: completion of MBA core requirements or permission of department.	New Venture Creation Summer I '04 DCW Summer II '04 DCE Spring '05 CP, BA Summer I '05 DCW Summer II '05 DCE	Creating new ventures, including evaluating the entrepreneurial team, the opportunity and financing requirements. Skills, concepts, attitudes and know-how relevant for creating and building a venture; and preparation of a business plan. These approaches are not limited to new or growing enterprises.
BUMO 751 Prerequisite: completion of the MBA core requirements or permission of department. Co-requisite: BUSI 690.	Implementing Strategy: Organizing to Compete Summer I '04 DCW Summer II '04 SG Spring '05 BA, DCE Summer I '05 DCW	Organizational dynamics of competitive advantage. Impact of alternative organizational structures, planning and control systems, human resource management practices, and executive leadership styles on the implementation of archetypically different strategies.
BUMO 752 For MBA majors only.	Strategic Growth for Emerging Companies Spring '05 CP	Explores the key elements of mastering the move from being a successful small company to achieving industry significance. Comparative method looks at divergence between failed and successful firms across various sectors and key determinants thereof. Supplemented by readings, video and guest speakers, the course highlights the challenges of planning through the continuing uncertainty of growth with particular emphasis upon matching strategic and structural goals.
	Global Strategy	The problems and policies of international

Course Selection

Course Description

B8705 - Launching new ventures

(terms offered: fall, spring)

Prerequisite: No formal prerequisite; B8713 is strongly recommended.

This course focuses on the evaluation, development and potential launch of a new business. For each business, five key issues are addressed: in-depth market analysis, product or service design, development of a marketing campaign, assessment of human resource requirements and building a realistic financial forecast. Working individually or in teams, students spend the entire term developing an effective and comprehensive presentation of a real business concept. Industry mentors and a board of directors composed of other class participants provide a reality check as students refine their business opportunity into a written and oral presentation ready to seek funding and commence operations. Projects can be based upon students' own ideas, new technologies from the Columbia Innovation Enterprise or other start-ups that have requested assistance from Columbia MBA students. Faculty members assist in identifying projects, but students are responsible for finding appropriate projects. By the second week of class, all students must have an approved venture project.

General Course Information

MGMT 8705-001-20041.MGMT Launching new ventures
5:00pm 8:15pm
URI room 141

Instructor Information:



Jean-Philippe Maheu

Adjunct Professor
Eugene M. Lang Center for Entrepreneurship

Office: 310F Uris
Phone: 646-258-3904
FAX: 212-280-4329
Email: jm2380@columbia.edu
Office Hours: By appointment only — schedule via e-mail.

Instructor Information:



Brendan Burns

Adjunct Assistant Professor
Eugene M. Lang Center for Entrepreneurship

Office: 310E Uris
Phone: 212-854-7930
FAX: 212-280-4329
Email: brendan@adone.com

Office Hours: By appointment only — schedule via e-mail.

Instructor Information:

Eugene Song
Teaching Assistant
Phone: 917-658-3502
Email: eyes2004@columbia.edu

Course Description

This course focuses on the evaluation, development and potential launch of a new business. For each business, five key issues are addressed: in-depth market analysis, product or service design, development of a marketing campaign, assessment of human resource requirements and building a realistic financial forecast. Working individually or in teams, students spend the entire term developing an effective and comprehensive presentation of a real business concept. Industry mentors and a board of directors composed of other class participants provide a reality check as students refine their business opportunity into a written and oral presentation ready to seek funding and commence operations. Projects can be based upon students' own ideas, new technologies from the Columbia Innovation Enterprise or other start-ups that have requested assistance from Columbia MBA students. Faculty members assist in identifying projects, but students are responsible for finding appropriate projects. By the second week of class, all students must have an approved venture project.

Prerequisites

Prerequisite: No formal prerequisite; Introduction to Venturing (B8713) is recommended but not essential.

May be taken concurrently with Entrepreneurial Finance (B8399).

Course Objectives

This course focuses on the evaluation, development and potential launch of a new business. For each business, five key issues are addressed: in-depth market analysis, product or service design, development of a sales and marketing campaign, assessment of human resource requirements and building a realistic financial forecast.

Working individually or in teams, students spend the entire term developing an effective and comprehensive presentation of a real business concept. Industry mentors and a board of directors composed of other class participants provide a reality check as students refine their business opportunity into a written and oral presentation ready to seek funding from appropriate sources and commence operations.

Projects can be based upon students' own ideas, new technologies from Columbia Innovation Enterprise Science and Technology Ventures (C.I.E.), or other start-ups that have requested assistance from Columbia MBA students. Faculty will assist in identifying and refining business ideas, but students are responsible for finding appropriate projects. If a project is based upon a student's idea, then unless a written agreement states to the contrary, the ownership of the idea and the work done during the semester is the property of the student who had the original idea.

By the second week of class, all students must have an approved venture project.

Method of Instruction

This is a lab course where *you* are in control. The course will be structured around your projects. The professors' role is to facilitate your work, and to provide guidance and counsel. While some new material will be presented, this course is primarily an opportunity to apply the learnings from

2002-2003 MBA Course Description**MBA New Venture & Business Development
Course Description**

J501 Developing Strategic Capability**Credit Hours: 1.5 hrs.****Prerequisite Courses: MBA Core**

Description: Most of the companies around the world are facing a true revolution, calling into question the way they manage their customers in their day-to-day operations. This revolution is dramatically increased by the changes in technologies, making it possible today to communicate anytime either within the organization, or with suppliers, partners, and customers. This organizational revolution has to be managed, and so requires important strategic capabilities from managers, including a strong ability to understand reality as it is going on and a set of strategic skills easing the introduction of changes and their control as well. This course seeks to provide students with a clear understanding of the context companies are facing today, as well as with the basic tools needed to evaluate and change organizational capabilities. The course content is primarily based on Harvard Business Review and Business Week, in conjunction with some very new international business cases.

W503 Creativity and Innovation: Generating New Venture Ideas**Credit Hours: 1.5 hrs.****Prerequisite Courses: MBA Core**

Description: This course is designed to be an in-depth investigation for students who wish to know more about how the process of creativity and innovation work and how they can be harnessed for new business development and small business effectiveness. Entrepreneurship is a sub-field for the broader fields of creativity and innovation. The study of entrepreneurship begins with the study of creativity and innovation, the processes by which individuals (and therefore organizations) develop, initiate and commercialize new ideas for business, products and services. Creativity skills are also a part of the kit of tools for the entrepreneur who is already in business. The creative entrepreneur finds innovative solutions to the many problems and opportunities facing the firm.

W504 New Venture Business Planning**Credit Hours: 1.5 hrs.****Prerequisite courses: MBA Core**

Description: This course is designed to be an in-depth effort on the part of the student to develop a business plan for a new venture. The business plan is the basic document of entrepreneurship and business development. It communicates to many audiences: customers, suppliers, future employees and managers, and of course, investors and lenders. The idea for the business plan may be based in any number of organizational environments: small and family business, high tech firms, service business, new product and business development within the existing firms, not-for-profit organizations, and stand alone new ventures. The major requirements are hard work and the ability to deal with incomplete information in highly ambiguous and uncertain environments.

F509 Financial Analysis for Corporate Decisions**Credit Hours: 1.5 hrs.****Prerequisite courses: MBA Core**