



# TELFER

EN AFFAIRES POUR UN MEILLEUR CANADA

## ADM3313P | WINTER 2022

Professor	Sandra Schillo
Office	Home, because Covid
E-mail/Phone	<a href="mailto:schillo@telfer.uottawa.ca">schillo@telfer.uottawa.ca</a>
Office Hours	Thursdays 12:30-1:30pm; or email me for an appointment; or see if I am available on msteams
Class Location	Online <b>synchronous (!)</b> on msteams
Class Hours	Wed 2:30PM - 5:20PM
Prerequisite(s)	NA
Program of study	Mandatory course of Entrepreneurship option
	Optional course for all other programs

## COURSE DESCRIPTION

Course Deliverable	Due Date	Weight on Final Grade
<b>Midterm exam</b>	<i>February 9 (2:30-5:30pm)</i>	<b>30%</b>
<b>Customer Validation Report</b>	<i>March 2 (2:30pm)(Presentation and Report)</i>	<b>30%</b>
<b>Final Report</b>	<i>April 26 (8pm)</i>	<b>30%</b>
<b>Class Participation</b>	<i>ongoing</i>	<b>10%</b>

## **COURSE OVERVIEW**

The learning objective of this course is for students to gain knowledge and practice the skills required to conceive an idea for a social enterprise and begin the exploration and planning process to start a new venture. The course covers basic issues relating to the start-up phase of entrepreneurial ventures, such as ideation, opportunities and their evaluation; the business modeling process; customer validation; considering a business' social impacts; and constructing a business plan. The course will use a combination of experiential methods (development of a business model and customer discovery through engagement with potential clients) and more traditional methods (classroom lectures, reading, and exercises) to help students acquire the tools for rigorous analysis of opportunities, as well as the attitudes and decision-making skills required for successful start-ups. The style and practical nature of this course will give students the skills and processes of developing new business ventures, including social enterprises.

## **COURSE CONTRIBUTION TO PROGRAM LEARNING GOALS**

- LG1 Understand, Apply and Integrate Core Management Disciplines - Analysis of new business ideas, techniques, and strategies for opportunity assessment will enable students to understand, evaluate and apply learning about the feasibility of a business venture, and identify social impacts of business.
- LG2 Demonstrate Critical Thinking and Decision-making Skills - Students will study the various elements of the social business modeling and planning process including: market evaluation and marketing plan, human and physical resource planning, and financial planning. Critical thinking and decision making is required in the development of a real social business plan.
- LG3 Demonstrate Leadership, Interpersonal and Communications Skills - Students will work in teams on the preparation and presentation of their business models and validation plans.
- LG4 Apply high standards of Integrity, Ethics, and Social Responsibility - Students will gain deeper understanding of social concerns and means to address them through business actions.

## **COURSE LEARNING OBJECTIVES**

Through active participation in this course, students will be able to:

- Understand and apply a process of ideation for ideas for social businesses;
- Understand and be able to explain the business modelling process including the process of validating a business idea through customer discovery and positioning it within a social context;
- Apply the concepts of the business modelling process and customer validation to an experiential-based group project;
- Learn and put to use the concepts of entrepreneurial marketing, operations and finance;
- Learn and apply the steps in business planning, through use of their group projects; and,
- Practice the communication of the business model through presentations and providing and receiving feedback

## TEXTBOOK/COURSE PACKAGE

There is no textbook.

Students are expected to complete research on their projects using library and internet resources.

COURSE MATERIALS	WHERE TO GET IT
Links to reading and videos Power Point slides	On Brightspace under each week's session
Assignment guidelines and rubrics	On Brightspace under assignments

## COURSE SCHEDULE

(Week) Class Date	Subject, Module or Unit	Required Readings / Preparation & Deliverables	Activities / Assessment
(1) Jan 12	Introduction	Preparation: Consider social issues you are interested in. Read syllabus carefully. Be ready to engage in group work (attendance is mandatory and important).	Live online Group activities
(2) Jan 19	Idea Generation Universal Design	Preparation: Reading see Brightspace	Live online Group activities
(3) Jan 26	Business Models	Preparation: Prepare Business Idea Slide; read Business Model Kit Material on Brightspace	Live online Group activities
(4) Feb 2	Value Proposition	Preparation: Finalize groups before class; decide on a project; be prepared to draw value proposition canvas.	Live online Team activities
(5) Feb 9	Mid Term	Exam	Online
(6) Feb 16	Customer Validation	Reading: See Brightspace	Live online Team activities
Feb 23	READING WEEK		

<b>(Week) Class Date</b>	<b>Subject, Module or Unit</b>	<b>Required Readings / Preparation &amp; Deliverables</b>	<b>Activities / Assessment</b>
<b>(7) Mar 2</b>	<b>Student Presentations Overview of remaining topics</b>	March 1: Assignment #1 Due Preparation: Presentation on Assignment Homework after class: Develop your pitch	Live online Team presentations
<b>(8) Mar 9</b>	<b>Marketing and Sales</b>	Preparation: Pitch Homework after class: Prepare marketing funnel(s) for your team project	Live online
<b>(9) Mar 16</b>	<b>Key Activities and their Impacts</b>	Homework after class: Identify your key activities and their impacts	Live online Team activities
<b>(10) Mar 23</b>	<b>Cash Flow Budgeting</b>	Homework after class: Prepare Cash Flow Statement for your team project	Live online Team activity
<b>(11) Mar 30</b>	<b>Financing a New Venture</b>	Homework after class: Identify financial resources required, and sources of funding for your project	Live online
<b>(12) Apr 6</b>	<b>Student Presentations</b>	Preparation: Complete Presentations.	Live online Team Pitches Guest Panel

## INSTRUCTIONAL METHODS

This class will be on LIVE online each week with any exceptions outlined in the schedule. We will be meeting on MSTeams unless the course outline indicates that we are meeting on Zoom. There is a lot of group participation each week so it is essential that you be here at the scheduled time and actively participating. Videos will be posted of most sessions in case you are having network connectivity issues. But it is expected that you will be present and participating in group activities each week.

## RECORDINGS OF SESSIONS

Class sessions may be recorded, and your image, voice and name may be disclosed to classmates. Note that by remaining in sessions that are being recorded, you are agreeing to the recording. If you do not wish to be recorded, please ensure your video is turned off and you can still participate by way of the chat function.

Class recordings are made available only for the purpose of studying for this class. By accessing the recordings, you are agreeing to not share the recordings in any format.

## TECHNICAL REQUIREMENTS AND SUPPORT

The course requires that you to have a laptop or desktop computer with a reliable, high-speed Internet connection that allows you to watch videos, participate in group activities, discussion forums, upload images and use your uOttawa Google Drive.

Video conferencing software (MS Teams, Zoom ) is used for meeting with the instructor-- so you will need to have a webcam and audio/voice capabilities through your computer. MS Teams and Zoom work on mobile/smart phones as well.

If you experience difficulties with Brightspace or with logins to any uOttawa systems, please **do not** contact the instructor or the course TA until you have tried to solve the problem through the IT supports in place at the University.

For all questions related to Brightspace, call the support line between 8 AM and 8 PM (Eastern) at 1-866-811-3201 OR submit an [online request using this form](#) 24 hours a day.

For any other IT related issues, please contact [IT services](#). They have a helpdesk that you can call, or you can submit a service ticket with a specific request 24 hours a day.

For problems connecting to the library services, you can also contact the [Morisset Help Desk](#).

## USE OF RESPONDUS SOFTWARE FOR ONLINE EXAMS

The University of Ottawa will be implementing the use of software provided by Respondus exam proctoring services for the purposes of ensuring the integrity of online examinations. Respondus is just one means of ensuring academic integrity when conducting assessments. Please consult the TLSS [FAQ](#) for more information.

The Respondus software is comprised of two components – 1) LockDown Browser and 2) Monitor. Please watch this [short video](#) to get a basic understanding of how the LockDown Browser and the Monitor software works.

Prior to taking an online test, you will be required to [download and install the LockDown Browser](#). Start the LockDown Browser and navigate to the exam. For additional details on using this service, please review [this Student Quick Start Guide](#).

When taking an online exam, note the following:

- Make sure to have access to a private and well-lit location with access to reliable internet.
- Turn off all mobile devices, phones, etc. and do not have them within reach.
- Clear your exam area of all external materials — books, papers, other computers, or devices.
- Know how much time is available for the exam, and that you have allotted sufficient time to complete it. LockDown Browser will prevent you from accessing other websites or applications, and you will be unable to exit the test until all questions are completed and submitted.
- Remain at your desk or workstation for the duration of the exam.

#### *Notice of Collection of Personal Information - Respondus*

In accordance with the Ontario Freedom of Information and Protection of Privacy Act (“FIPPA”) and with the University of Ottawa (the “University”) Policy 90, your personal information is collected under the authority of the University of Ottawa Act, 1965.

Your personal information collected for remote proctoring will be used by the University for the purposes of and those consistent with the fulfillment of the course learning activities, administering online exams and maintaining the academic integrity of the exam process. After each evaluation, the personal information collected during the remote proctoring session will be reviewed by your instructor (or their designate) for the purposes stated above. The personal information collected may be used where academic fraud is alleged as described in Academic regulation I-14 - Academic fraud.

The remote proctoring is supported by Respondus, an online proctoring tool integrated with and accessed through Brightspace. LockDown Browser is a customized browser that locks the testing environment and Respondus Monitor is a companion service for LockDown Browser that uses webcam technology to maintain the integrity of online evaluations. Consult the Respondus Privacy Policy and Terms of Use - LockDown Browser or Terms of Use - Respondus Monitor for information on how Respondus collects, uses and discloses information and its security measures for safeguarding the information maintained by it. The personal information may be stored outside Canada and subject to the laws of the jurisdiction where it is stored. The information collected in accordance with this notice will be retained for one year from the end of the semester.

If you have questions about the collection, use and disclosure of your personal information in this notice, please contact your instructor. Questions of a general nature regarding the collection, use and disclosure of information should be addressed to the Chief Privacy Officer of the University.

## EXPECTATIONS FOR COMMUNICATIONS

Students are asked to monitor their uOttawa.ca e-mail accounts regularly and carefully (**not** your personal email accounts such as Yahoo, Gmail or Hotmail) as this is the conduit through which the professor will communicate matters that concern the **entire** class. Due to the high amount of illegitimate emails, professors at Telfer are asked to only respond to email message from registered students using their uOttawa.ca email account.

Please ensure that you have set up your Brightspace account to receive notification of announcements to your uOttawa.ca email address and have downloaded MS Teams as well as signing up for ZOOM (you can use the free version or the uOttawa account for students).

Please note that the University of Ottawa email system regularly experiences delays, and occasionally drops emails altogether. If you have emailed a professor and not received a response within 24 hours during the working week, it is likely that there was a glitch in the system. Please resend your email to ensure it was received.

**You are welcome to contact either professor by email, or Prof. Schillo by msTeams text (Note: I am in meetings much of most days, and will respond with quick responses as soon as I possibly can.)**

## METHODS USED TO EVALUATE STUDENT PERFORMANCE

### Individual Evaluation:

**Midterm:** 3h, short essay, to be discussed in class.

**Participation:** Feedback provided on each of the student presentations

### Team Evaluations:

#### Assignment 1: Customer Validation

Teams will prepare a document following guidelines posted on Brightspace documenting the Business Opportunity, Customer Validation, a graphic of the proposed Business Model. This document will be accompanied by a slide deck to be presented in class (choose 1-2 speakers for the presentation; all team

members should be able to answer questions). Documents and slide decks need to be uploaded to Brightspace before the deadline and will be graded following the rubric posted there.

**Note:** Final presentations will not be graded, but the feedback you provide on other's presentations will count towards your participation grade.

### **Final Business Plan Written Report**

The written business plan should follow the content framework followed throughout the course. It should be as realistic and practical as feasible. The written plan must follow the guidelines posted on Brightspace.

The emphasis in grading will be on the evidence and analyses supporting your business idea, as indicated in the grading rubric available on Brightspace.

**Please note that it is not possible to submit extra course work to improve your mark.**

**Peer Evaluation:** Individual grades for the group assignments may vary within a group depending on individual contribution to the project. Where necessary, students will be asked to either: 1) indicate the specific contribution for the assignment in question with grades assigned according to that individual contribution; or, 2) students may also be asked to "weight" their peers' contributions and a deduction will be imposed based on the feedback received on an individuals' contribution. In either case, this will only be done where group issues are identified in advance of the assignment being submitted.

## **EXPECTATIONS FOR STUDENT PARTICIPATION**

**This course is designed to be interactive.** Each class contains some form of group work and/or class discussion. Students are expected to be online at the scheduled time, with microphone and camera, and focus on the class with minimal distractions, so that students can interact with each other and the professor. I would like to ask students to contribute to a fun class environment for everyone, I and expect kind and respectful interactions with peers and the professor during and outside class.

We will be using msteams to connect synchronously. As an essential aspect of academic integrity, do not share any of the details (i.e., link, sign-in information) with anyone outside this section of the course.

**If we have to terminate a session for any reason, including technical glitches, the professor will communicate next steps with you via an announcement on Brightspace.**



# COURSE POLICIES

## COURSE CONDUCT

The Telfer School of Management prides itself on a strong sense of shared values drawing upon principles of respect, integrity, professionalism and inclusion to guide interactions inside and outside the classroom. The Telfer School strives to provide a well-rounded and outstanding education enriched through experiential learning and a positive student experience. You are encouraged to familiarize yourself with our expectations related to course conduct at the Telfer School. Please refer to our [Statement of Shared Rights and Responsibilities](#).

## PREVENTION OF SEXUAL VIOLENCE

The University of Ottawa is committed to a safe and healthy campus for work, for study and for campus community life for all members of the University community. The University, as well as various employee and student groups, offer a variety of services and resources to ensure that all uOttawa community members have access to confidential support and information, and to procedures for reporting an incident or filing a complaint. For more information, please visit uOttawa [Sexual violence: support and prevention](#).

## CLASS ATTENDANCE

Class attendance is expected and is necessary to successfully complete this course.

Students are expected to write (and submit) all course deliverables as scheduled according to this Course Outline. Medical absences (with the appropriate medical certificate) are the only acceptable reasons for failure to hand-in or complete a requirement of this course at the specified time. **THERE WILL BE NO EXCEPTIONS.**

For a missed mid-term or final examination, medical certificates must be submitted along with a deferred exam application and a medicate certificate form to the Student Services Centre (DMS1100) of the Telfer School of Management.

Please visit the [following webpage to download](#) the form and carefully read the directives.

For other missed deliverables, the original medical certificates can be submitted directly to the Professor.

## LANGUAGE & WRITING

You will be judged on your writing abilities on all written deliverables. It is recommended to take the appropriate measures to avoid mistakes such as spelling, syntax, punctuation, inappropriate use of terms, etc. In the event of poor language quality, you may be penalized up to 15% to the professor's discretion. Please see the "Writing Resources".

In this class, please follow the provided guidelines carefully. They encourage you to present analyses and draw conclusions with regards to your proposed social enterprise.

## LATE SUBMISSIONS

Late submissions are not tolerated. Exceptions are made only for illness or other serious situations deemed as such by the professor.

## ABSENCES FROM EXAMS

University regulations require all absences from exams/quizzes and all late submissions due to illness to be supported by a medical certificate.

Absence for any other serious reason must be justified in writing, to the Student Services Centre (undergraduate@telfer.uottawa.ca) within five business days following the date of the exam. **Please visit the [following webpage to download](#) the deferral request form and carefully read the directives.** The Telfer School reserves the right to accept or refuse the reason.

*Religious absences:* If a religious holiday or a religious event will force you to be absent during an evaluation, it is your responsibility to inform your professor as early as possible.

## INTELLECTUAL PROPERTY

All forms (printed, digital, etc.) of course materials prepared by the instructor (including e-mailed or Brightspace content) are protected by copyright. This covers all files, assessments, solutions, cases, and other materials. Copying, scanning, photographing, posting, or sharing by any means is a violation of copyright and will be subject to appropriate penalty as prescribed by University of Ottawa regulation.

## ACADEMIC INTEGRITY

Academic Regulation 14 defines academic fraud as “*any act by a student that may result in a distorted academic evaluation for that student or another student. Academic fraud includes but is not limited to activities such as:*

- a) *Plagiarism or cheating in any way;*
- b) *Submitting work not partially or fully the student’s own, excluding properly cited quotations and references. Such work includes assignments, essays, tests, exams, research reports and theses, regardless of whether the work is written, oral or another form;*
- c) *Presenting research data that are forged, falsified or fabricated;*
- d) *Attributing a statement of fact or reference to a fabricated source;*
- e) *Submitting the same work or a large part of the same piece of work in more than one course, or a thesis or any other piece of work submitted elsewhere without the prior approval of the appropriate professors or academic units;*
- f) *Falsifying or misrepresenting an academic evaluation, using a forged or altered supporting document or facilitating the use of such a document;*
- g) *Taking any action aimed at falsifying an academic evaluation.”<sup>1</sup>*

*The Telfer School of Management does not tolerate academic fraud.* Please familiarize yourself with [this guidance](#).

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# STUDENT SUPPORT SERVICES

## ACADEMIC ACCOMMODATIONS FOR STUDENTS WHO NEED ADAPTIVE MEASURES

Students who have a disability or functional limitation and who need adaptive measures (changes to the physical setting, arrangements for exams, learning strategies, etc.) to progress or participate fully in university life should contact [Academic Accommodations Service](#) as early as possible:

- By visiting our office on the third floor of the Desmarais Building, Room 3172
- By filling out the [online registration form](#)
- By calling us phone at 613-562-5976

The University is committed to providing students with disabilities academic accommodation to allow them an equitable opportunity to fully access and participate in the learning environment with dignity, autonomy and without impediment while preserving academic freedom, academic integrity, and academic standards.

The **Academic Accommodations service** works collaboratively with our university community and stakeholders to facilitate the academic accommodation process. To consult the policy, visit the [Academic Regulation I-16 - Academic Accommodations](#).

The academic accommodation process is a collaborative process and a shared responsibility among all parties involved. Our role in the academic accommodation process is to assess, establish, and implement appropriate academic accommodations for students who have a temporary or permanent disability.

Students who need academic accommodations are encouraged to [contact us](#) as soon as possible.

## WRITING RESOURCES

When working on any of your written assignments, please keep in mind that all written submissions are expected to be grammatically sound (see Writing Quality expectations under Appendix 3: U Ottawa Course Policies) and make appropriate use of research where applicable on how to avoid Academic Fraud. Regarding writing quality, see the information on University of Ottawa Writing/Learning resources below for further assistance:

- The [Academic Writing Help Centre](#), University of Ottawa.
- *The Elements of Style* (Strunk & White). Also available at the library.
- [APA style](#). (Also see the Quick APA guide posted on our Brightspace page)

## OTHER U OTTAWA SERVICES THAT YOU MIGHT FIND USEFUL

- Career Services:
    - [Telfer Career Centre](#)
    - [U Ottawa Career Services](#)
  - [Counselling Service](#)
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# PERSONAL ETHICS STATEMENT CONCERNING TELFER SCHOOL ASSIGNMENTS

## Group Assignment:

By signing this Statement, I am attesting to the fact that I have reviewed not only my own work, but the work of my colleagues, in its entirety.

I attest to the fact that my own work in this project meets all of the rules of quotation and referencing in use at the Telfer School of Management at the University of Ottawa, as well as adheres to the fraud policies as outlined in the Academic Regulations in the University's Undergraduate Studies Calendar [Academic Fraud Webpage](#).

To the best of my knowledge, I also believe that each of my group colleagues has also met the rules of quotation and referencing in this Statement.

I understand that if my group assignment is submitted without a signed copy of this Personal Ethics Statement from each group member, it will be interpreted by the Telfer School that the missing student(s) signature is confirmation of non-participation of the aforementioned student(s) in the required work.

_____ Signature	_____ Date
_____ Last Name (print), First Name (print)	_____ Student Number
_____ Signature	_____ Date
_____ Last Name (print), First Name (print)	_____ Student Number
_____ Signature	_____ Date
_____ Last Name (print), First Name (print)	_____ Student Number
_____ Signature	_____ Date
_____ Last Name (print), First Name (print)	_____ Student Number
_____ Signature	_____ Date
_____ Last Name (print), First Name (print)	_____ Student Number

# PERSONAL ETHICS STATEMENT

## Individual Assignment:

By signing this Statement, I am attesting to the fact that I have reviewed the entirety of my attached work and that I have applied all the appropriate rules of quotation and referencing in use at the Telfer School of Management at the University of Ottawa, as well as adhered to the fraud policies outlined in the Academic Regulations in the University's Undergraduate Studies Calendar [Academic Fraud Webpage](#).

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Signature

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Date

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Last Name (print), First Name (print)

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Student Number