

MOS 3250B
Starting a Business or Social Enterprise
School of Behavioural and Social Science

Contact	Office Hours In Person*	Office Hours By Zoom	Class
Colleen Sharen csharen@uwo.ca	Thursdays 11:30-12:30 Room: UH 333	Tuesdays 3pm – 4pm Or by appointment	Tuesdays 11:30 am – 2:30 pm Room: MRW-152

*Office hours in person will be offered via Zoom until in-person classes resume.

COURSE DESCRIPTION

This course introduces students to the process of starting a business or social enterprise. Topics include identifying a value proposition; creating a business model and plan; financing, management, growth and exit strategies; and differences between for-profit business and social enterprises.

COURSE PREREQUISITES AND ANTIREQUISITES

Business Administration 2257 or permission of the instructor.

COURSE STRUCTURE, CONTENT, AND LEARNING OUTCOMES

Learning Outcomes

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

1. Use the business model canvas (BMC) to develop a new business or social enterprise concept.
2. Develop and test assumptions about their business model.
3. Determine the feasibility, desirability, and viability of a BMC using the customer discovery process.
4. Reflect on their knowledge of entrepreneurship, their values, their ability to work with others.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies and complete all learning activities in good faith and on time, demonstrate comprehension of and ability to apply the course content, and meet all other course expectations of you as a student.

Course Structure and Brescia Competencies

This course consists of three modules:

Week	Module	Topics	Brescia Competencies Level 3
1-4	Team & Idea Generation	<ul style="list-style-type: none"> • Intro to BMC, VPC, & Empathy Map • Team Selection • Development of Initial Concept • Intro to Customer Discovery Process: Testing & Validation 	Communication Inquiry & Analysis Critical Thinking Problem Solving Communication Self-Awareness & Development Valuing
5- 9	Customer Discovery	<ul style="list-style-type: none"> • Experiments and Interviews to Validate BMC, Value Proposition, Customer Segments, Customer Relationships, Channels, Revenue Model • Weekly Presentations 	
10-12	Putting it All Together	<ul style="list-style-type: none"> • Workshop: Evaluating Strategy • Workshop: Pitch Camp • Final Presentations 	

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

Weekly Learning Commitment

A weekly learning plan is available on OWL. Following the schedule is your responsibility. On average, you might spend approximately 8 hours per week on this course:

- 3.0 to 5.0 hours preparing for class (e.g., meeting with the group, doing customer discovery, preparing field notes, or presentations, or writing final report).
- 3.0 hours in class

These times will vary by individual and by the work assigned each week.

COVID-19 Statement

In the event of a COVID-19 resurgence during the course that necessitates the course moving away from in-person delivery, course content may be delivered online either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). There may also be changes to any remaining assessments at the discretion of the course instructor. In the event of a COVID-19 resurgence, detailed information about the impact on this course will be communicated by the Office of the Dean and by the course instructor.

Students are expected to observe all health and safety requirements set by Brescia and Western.

COURSE MATERIALS

Recommended Books

Baehr, E., & Loomis, E. (2015). *Get backed: Craft your story, build the perfect pitch deck, launch the venture of your dreams*. Harvard Business Review Press.

Bland, D. J., & Osterwalder, A. (2020). *Testing business ideas: Strategyzer.com/test*. John Wiley & Sons, Inc.

Lewrick, M., Link, P., & Leifer, L. (2020). *The design thinking toolbox: A guide to mastering the most popular and valuable innovation methods*. John Wiley & Sons.

Osterwalder, A. (2010). *Business model generation: A handbook for visionaries, game changers, and challengers*. Wiley.

Osterwalder, A. (2014). *Value proposition design: How to create products and services customers want*. John Wiley & Sons.

All these books are available on reserve at the Beryl Ivey Library at Brescia, and most are available electronically through the Western Library website at no cost. If you wish to purchase a hard copy of the books, they are available on Amazon.ca.

Additional Videos and Readings

Any additional readings or videos are posted on OWL on the relevant weekly lesson page.

COURSE EVALUATION

Learning Task	Type	Timing	Weight	Competency
LT1: Contribution to Learning	Individual	Weekly	15%	Communication, Critical Thinking, Problem Solving
LT2: Field Notes & Presentation	Team	Weeks 5 - 9	30%	Communication, Inquiry & Analysis, Problem Solving
LT3: Final Presentation	Team	Week 12	10%	Communication
LT4: Final Report	Team	Week 12	25%	Communication, Inquiry & Analysis, Critical Thinking, Problem Solving
LT5: Reflection	Individual	Week 12	20%	Communication, Self-Awareness & Development, Valuing

Evaluation Policies

You must complete all evaluation components to pass the course. I will not re-weight course components unless you have received an academic accommodation. I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available, and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments without an academic accommodation will receive a “0.” All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be included as source documents in the reference database to detect plagiarism of assignments subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Learning Tasks: Evaluation Component Descriptions

Learning Tasks are the graded assignments you complete to demonstrate that you have achieved the learning outcomes and Brescia Competencies required to successfully complete this course. Detailed instructions, templates, examples, and grading rubrics for all learning tasks are available on OWL.

Learning Task 1: Contribution to Learning (Individual 15%)

Contribution to learning assesses your communication, critical thinking, complex problem solving, and inquiry and analysis skills. Contribution may also be used to determine whether you have mastered the content of the course. Please read LT1 instructions and a detailed rubric available on OWL.

This is an in person active learning course that involves significant student engagement and discussion. Each week students will be participating in workshops or in presentations to refine their business model concept. Your team will be relying on you to actively participate in the in-class activities and contribute the group effort. As such, students must participate during class hours.

Your task during class is to give feedback, build on the ideas presented, add additional evidence, challenge the ideas presented, provide contradictory evidence, or provide insight into the problem. Your engagement in the learning activity, reflection on that activity, and interaction with other students will be considered in the LT1 grade.

LT1 will be graded weekly. Each week counts equally toward your contribution grade. You may miss one class without an accommodation or academic penalty. The lowest weekly grade will be dropped (including the first missed class). Any further missed classes will result in a “0” for the week unless the student has received an academic accommodation/Self-reported absence (SRA). At the discretion of the instructor, any student who misses more than 3 classes without an accommodation/SRA will receive a “0” on LT1 for the term.

Learning Task 2: Weekly Field Notes and Presentation (Team 30%)

Each week of the customer discovery process, teams will submit field notes summarizing their research for the BMC element that week. In addition, the teams will present their lessons learned from their research of customers, competitors, or partners. Each presentation will be 10 - 15 minutes, followed by a 15-minute Q&A session. Both the students and instructor will ask questions. The most important aspect of the presentation will be to highlight what the team learned and their resulting decision to proceed, pivot/iterate, or punt the idea.

Please read the weekly learning plan for presentation topics and the LT2 instructions and rubric posted on OWL for more information.

Learning Task 3: Final Presentation (Team 10%)

Students will pitch their business models. The pitches will be 15 minutes and the Q&A will be 15 minutes.

Each team is expected to attend a “pitch camp” during week 11 of the course. Each team should have a first run-through of their presentation ready including slides, product prototype, or demo. This class counts as part of your class contribution grade.

A strong pitch would include a mock-up of your product or service. Detailed LT instructions and a rubric will be posted on OWL. Please note that the deadline for submitting your final presentation slides to OWL is **8 am Tuesday April 5th**. The final presentation will occur during the Week 12 class.

Learning Task 4: Final Report (Team 25%)

Each team will summarize their key learnings about their business model, the customer discovery process, and team interactions/management. The LT will be a maximum of 10 pages plus appendices. Appendices include the BMC Canvasses developed through the semester, a cash flow analysis, and final diagrams of the customer archetype, pain/gain features diagram, channel diagram, get/keep/grow diagram. Detailed LT instructions and rubric can be found on OWL. The final report is due prior to the Week 12 class.

Learning Task 5: Final Reflection (Individual 20%)

Each student will complete a final reflection (3 to 5 pages long) that identifies their insights regarding entrepreneurship, working in teams, and what they learned about themselves during the learning process. They should reflect on their own contribution to the team effort and on how well the team functioned, including workload balance, time management, active listening, and trust. The final reflection should include on piece of advice to future MOS 3250A/B students that will enhance their learning experience. Detailed LT instructions and rubric can be found on OWL. The final report is due prior to the Week 12 class.

TEACHING METHODOLOGY AND EXPECTATIONS OF STUDENTS

Students are expected to complete the preparatory work *before* they attend class where it will be discussed. Each class session may include a combination of mini-lectures, presentations, and workshops. A lot of the learning in this course is experiential, that is, students will learn concepts by applying them to their business idea. As such, regular attendance is crucial to each team’s success as they plan, test, and evaluate their business idea. Your team will rely on you, and you will rely on your team.

Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For this reason, students will be excused for one class. This absence will not negatively affect your LT1: Contribution to Learning grade. In the situation of an extended absence (see the final two pages of this outline), please discuss with your Academic Advisor. This is an in person active learning course that involves significant student engagement and discussion. Students will not be allowed to participate via zoom.

Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Academic Dean who may stop your final test/paper from being marked, thus preventing you from passing the course. At the discretion of the instructor, any student who misses more than 25% of scheduled classes will receive a LT1: Contribution to Learning grade of 0 for the course.

Student Use of Technology in Class

The nature of the classroom requires that electronic devices (laptops, tablets, and/or smart phones) be used to participate in class activities. There will be times where students will be asked to close or put devices away. Students are asked to fully cooperate with in-class instructions. Failure to cooperate and using devices for non-class activities (i.e., texting, checking email, checking social medial pages, etc.) will result in an immediate “0” in LT1: Contribution to Learning for that class. Recording devices of any kind (camera, recorders, phones, etc.) may not be operated without my consent.

Learning Task Authoring

LT5 must be written by the individual student. While you may use the internet to conduct research, your analysis, conclusions, and reflections must be your own.

Preferred Method of Contact

If you have questions about the course content or an activity or LT, please check OWL Forums to see whether your question has been answered. If you cannot find the information you need, please post your question on OWL Forums, so other students can benefit from your question.

If you would like to discuss something personal, please contact me by email. You can also visit me during my office hours. If those times do not work for you, we can set up another meeting at a mutually convenient time. I check email and OWL daily Monday through Friday between the hours of 7:00 am and 3:00 pm. I generally do not check OWL or email in the evenings or during the weekend, so plan accordingly.

Finally, if you wish to discuss a grade, or how you might improve a grade, please read my feedback and the LT instructions and rubric carefully before contacting me for an appointment. These documents may provide you with the information that you need.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. I will discuss your grades only with you. Please do not share or compare your grades. I cannot share information about another student's grades, so discussions comparing grades between students will not be entertained.

Academic Accommodation

If, on medical or compassionate grounds, a student is unable to complete a course component worth greater than 10 per cent of the final course grade, it is the responsibility of the student to consult with an Academic Advisor and follow the procedures documented in the "Policy regarding makeup exams and extensions of deadlines" on the final pages of this outline.

For academic accommodation to be considered for any course component worth less than 10 per cent of the final course grade, it is the responsibility of the student to approach me in a timely fashion (within two business days of the missed deadline). Documentation may be required to be submitted to the academic advisor. If documentation is required, the request for accommodation will be decided by the academic advisor in consultation with me. If documentation is not required, I will make the final decision.

Dropping a Course

To drop a course without academic penalty, you must drop the course by the following dates:

Winter Term Half Credit Course

March 7, 2022

For further details, check the online academic calendar in the registrar's website. To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. If you are registered at another college or main campus, please make an appointment to see your academic advisor at your home campus.

2021-22 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be found at https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12.

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services (https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_10).

Personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed a **maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48 hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;
7. Students **must** communicate with their instructors **no later than 24 hours after the end of the period covered by the Self-Reported Absence form** to clarify how they will fulfil the academic expectations they may have missed during the absence.

Request for Academic Consideration for a Medical Absence

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation.

Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. An SMC can be downloaded from http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf ;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;
4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

The [full policy on requesting accommodation due to illness](#) can be viewed at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor (https://www.brescia.uwo.ca/enrolment_services/academic_advising/index.php). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to <http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Please note that for asynchronous online courses, attendance or participation requirements maybe different than for synchronous or in-person courses.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work, and arrange academic accommodations if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68).

4. SCHOLASTIC OFFENCES

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at: http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls

within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written Special Permission from the Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>).

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through **Health & Wellness at Brescia** (https://brescia.uwo.ca/student_life/health_and_wellness/index.php) and **Health and Wellness at Western**, http://uwo.ca/health/mental_wellbeing/index.html.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at https://brescia.uwo.ca/safe_campus/sexual_violence/index.php.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy, and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.
