



Sungkyunkwan University (SKKU) International Summer Semester (ISS) 2023

Strategic and Entrepreneurial Management

Prof. David Park, Syracuse University, USA

SHORT COURSE DESCRIPTION

This is an advanced business course that explores the intersection of management, marketing, operations, supply chain management, accounting, and finance in the context of independent for-profit emerging ventures using strategic and entrepreneurial management. As such, this course is for students who have already taken foundational courses on finance, accounting, marketing, operations, management, and supply chain management. The centerpiece of this course is the creation and development of a comprehensive business plan for a viable, sustainable, and innovative new venture. This new venture will be based on a business concept that you construct. You will position it to exploit a real opportunity to grow a real business. The business plan will be of sufficient quality as to be presented to potential investors. However, despite the dominance of the business plan project, this is neither simply a business plan writing course nor is it concerned with the mere mechanical and rudimentary process of writing that plan. The business plan project stresses adaptation, resourcefulness, and creativity based on new and changing information—thereby serving as an integrative mechanism that brings together various aspects of your business education.

READING MATERIALS

All required and optional readings will be shared online.

COURSE REQUIREMENTS AND GRADING

This course is designed to address a number of objectives. Above all else the objective of this course is to:

- Promote adaptable and reflective thinkers! The student should complete the course with a self-awareness of their own strengths (and challenges) in the context of addressing problems in an entrepreneurial environment.

Further, the student should be able to:

- Draw upon all previous disciplines of learning from their entire business education to identify, develop and write an objective, cohesive, integrated, for-profit business or organizational plan, e.g., executive summary, industry, products/services, economics, marketing, design and development, operations, timeline/schedule, critical risks, problems and assumptions, financial planning, proposed company offering, and appendices.
- Understand the interrelationship/interdependency of marketing, accounting/finance, operations/production, and human resources required to formulate a business plan for a “for-profit” business.
- Determine primary and secondary research resources used in performing due diligence in order to develop a business development plan.
- Understand the nature of the entrepreneurial process and the great many contexts and environments in which that process applies.
- Evaluate new venture ideas, and the underlying opportunities that give rise to those ideas.
- Perform an objective review of business plans for completeness and logic.
- Develop a presentation oriented towards prospective investors, lenders, or other financial backers of the proposed business.

Strategic and entrepreneurial management involves both individual and team activity. Individually, students will learn to think and take actions as entrepreneurs through class activities, discussions, and

individual assignments. Moreover, the business plan project is a semester-long endeavor that takes place in a team environment comprised of fellow students as selected by the instructor. The graded components of the business plan are team deliverables, and each student is expected to contribute equally to the realization of their team's goals.

Students and teams will be evaluated based on their contribution to in-class discussions, as well as timely completion of assigned readings and assignments. The final grades will be based on the following:

Individual grading (40%)

1. Professionalism & Participation (20%)
2. Individual homework (10%)
3. Peer Evaluation (10%)

Team grading (60%)

4. Team homework presentation (10%)
5. Business Plan (30%)
6. Business Pitch (20%)

Note that final grades are at the discretion of Professor Park and are subject to change based on class performance and peer evaluations. At the end of the course, you will receive a pass or fail on the student academic achievement evaluated by grades on a scale of 100 points (grade of 60 or above is Pass).

Attendance Policy

If you miss 3 or more sessions, regardless of excuses (including sickness, emergency and etc.), you are out; you will get 0 point for the participation & professionalism and you will fail this course. We cover an important topic each session and you won't be able to learn the topic unless you are in the class. So I have this strict policy to ensure your learning. You may miss up to 2 sessions (although missing a session will certainly affect your participation score and grade) and you do NOT have to provide me with an excuse.

Technology Policy

We will be using technology throughout the semester. However, you are NOT allowed to use any device during the class unless instructed otherwise. Studies have shown that using technology significantly reduces learning performance in class. In order for you to have the best learning experience, I will instruct you when you can and cannot use your devices. If you violate my technology instructions, your overall class performance as well as participation & professionalism score will suffer.

Academic Integrity Policy

I expect my students to adhere to high standards for academic integrity. This includes emphasizing 1) HONESTY: I will be truthful with myself and others; 2) INTEGRITY: I will be a leader of character. I will be fair in all relations with others; and 3) RESPECT: I will show consideration for others and their ideas and work. Plagiarism and academic dishonesty are serious offenses. Any acts of academic dishonesty will lead to fail for the course. Academic dishonesty includes team-based assignments where individual team members behave dishonestly or deliberately try to claim others' work or ideas as their own.

COURSE SCHEDULE

* The exact schedule may change so pay attention to the announcement.

Session Date	Topic	Read before class
– Week 1 –		
Monday June 26	Course Introduction & Ideation Exercise	
Tuesday June 27	Opportunity R&D and Blue Ocean Strategy	Knowing a winning business idea Blue Ocean Strategy
Wednesday June 28	Business Model Canvas	Business Model Generation Ch. 1
Thursday June 29	Team Workshop	Nuts and Bolts up to Section 1
– Week 2 –		
Monday July 3	Industry and Market Analyses	Nuts and Bolts Section 2 & 3 How Competitive Forces Shape Strategy Growth Outside the Core
Tuesday July 4	Economics of the Business	Nuts and Bolts Section 4 A Quick Guide to Breakeven Analysis / A Refresher on Breakeven Quantity
Wednesday July 5	Marketing and Legal Structure	Nuts and Bolts Section 5 The Customer Has Escaped
Thursday July 6	Special Guest Speaker Session and Team Workshop	
– Week 3 –		
Monday July 10	Design/Development and Operations	Nuts and Bolts Section 6 & 7 The return map: Tracking product teams
Tuesday July 11	Management, Schedule, and Risks	Nuts and Bolts Section 8, 9 & 10 The Startup Entrepreneur's Guide To Risk Management
Wednesday July 12	Financials	Nuts and Bolts Section 11 An Angel Investor with An Agenda
Thursday July 13	Team Workshop	
– Week 4 –		
Monday July 17	Offering and Executive Summary	Nuts and Bolts Section 12 & Executive Summary What's it worth? A general manager's guide to valuation
Tuesday July 18	Business Pitch and Team Workshop	
Wednesday July 19	Team Presentation & Wrap-up	