UNIVERSITY OF NEVADA LAS VEGAS

Management Department

MGT 710 New Venture Creation Syllabus

Course Description and Objectives

The course walks you through the process of starting a new entrepreneurial venture – from ideation to execution. Through mini lectures, guest speeches, class pitches, and business plan presentations, you will acquire skills in developing and managing a successful new venture, apply these skills to new venture creation, and gain hands-on experience in starting new ventures. *The course is designed for Master's or PhD students with any academic background, such as business, engineering, hospitality, arts, sciences, health sciences, and law.* You are encouraged to team up with students of diverse academic backgrounds in this course.

The course will be particularly useful if you have a desire to found a new venture at some stage of your career or anticipate working in an entrepreneurial or innovative environment.

Through this course, you are expected to understand the process of starting a new venture, and understand aspects of new venture creation such as market and customers, value proposition and product development, competition, marketing and sales, monetization, financial projections, organization, operations, financing and law.

It is possible that the project might result in an actual new business — there are instances of substantial firms that were conceived in new venture creation courses like this one. However, even if the plan does not give birth to a new venture, the learning that is gained will equip you with the necessary skills to start a venture in the future and deal with entrepreneurship and innovation as an investor, banker, lawyer, customer, vendor, or employee.

Course Prerequisite

MGT 709, admission to the MBA program, or NVM Certificate Program.

Course Materials

Textbook (optional):

[Technology Ventures: From Idea to Enterprise](), 2021. Thomas H. Byers, Richard C. Dorf, Andrew Nelson, McGraw Hill, 5th Edition. ISBN10: 1259875997. Rent or buy on [Amazon.com]()

Articles:

George Day. *Is it real? Can we win? Is it worth doing? Managing risk and reward in an innovation portfolio*. Harvard Business Review. December 2007. (*Library online*) William

Sahlman. *How to write a great business plan?* Harvard Business Review. July-August 1997. (*Library online*) and the short Q&A "Updating a Classic" http://hbswk.hbs.edu/item/5993.html
How to read a financial report (*WebCampus*)

Additional references will be posted on *WebCampus* during the semester.

Library Resources:

Patrick Griffis Email: patrick.griffis@unlv.edu Phone: 895-2231

Course Content and Learning Outcomes

The course has two main components. The first component focuses on understanding and synthesizing concepts and techniques from the areas of strategy, finance, accounting, economics, marketing, operations, law and organizational theory in the context of new venture creation. The second component—which constitutes the core of the class—is a project that focuses on the identification, evaluation and implementation of an entrepreneurial opportunity. The project will provide hands-on experience to apply the acquired concepts and techniques in a real world setting. The project is treated as a real start-up, so the course requires that you process a great deal of material and be prepared for intensive writing and presentation.

You will develop skills to:

- Identify and evaluate entrepreneurial opportunities,
- Formulate strategies and design plans to execute,
- Write and present business plans,
- Participate in business plan competitions and i-Corps programs

Course Expectations

Preparation: I will assume that you have read everything assigned. It is especially valuable and appreciated when you come to class with questions about the readings and guest speeches. Poor preparation is a disservice to your classmates and will negatively impact your participation grade.

Class Professionalism: You will be individually evaluated based on your level of professionalism in class and in class-related activities outside of class. Professionalism includes, but is not limited to, arriving to class on time, paying attention during course lectures and guest presentations, not leaving early without telling the instructor beforehand, notifying the professor in advance when you will be absent from class, etc.

Late Assignments: Assignments are due at the start of the class (unless otherwise noted). Late assignments will be allowed only in cases of unavoidable personal or family emergencies and you must notify me as soon as possible. In all other cases, there will be no credit provided for late assignments.

Academic Misconduct – Academic integrity is a legitimate concern for every member of the University community. We all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy, and are encouraged to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the source(s). See the Student Conduct Code, https://www.unlv.edu/studentconduct/student-conduct.

Class Notes Policy: Notes based on a class or lecture may only be made for purposes of individual or group study, or for other non-commercial purposes that reasonably arise from your membership in the class or attendance at the university. This restriction also applies to any information distributed, disseminated or in any way displayed for use in relationship to the class, whether obtained in class, via email or otherwise on the Internet, or via any other medium. Again, it is a violation of the class code to share course materials with others without permission from the instructor.

No student may record any lecture, class discussion or meeting with the instructor without the instructor's prior express written permission.

Suggestions: If you have special inquiries or constructive suggestions concerning the progress of the class, please feel free to talk to me after class. You can also make an appointment by e-mail.

Course Structure

WebCampus. Part of this will be delivered online through WebCampus (powered by Canvas). You will use your ACE account to login to the course on WebCampus. If you have not set up an ACE account yet, please contact the OIT Help Desk. In Canvas, you will access online lessons, course materials, and other resources designed to deliver course content. Please review the Canvas Student Guide for guidance.

Classes are offered through synchronous video sessions. Please note the following:

- Find a space that is appropriate for joining a video session (quiet, well-lit)
- Open the video link on time
- Participate in the class discussion when appropriate, either via the chat function or through your video
- Mute your audio unless instructed to unmute
- Turn on your camera while in class

Netiquette, a set of rules for behaving appropriately online. The instructor and fellow students wish to promote a safe online learning environment. All opinions and experiences must be respected in the context of academic discourse. You are expected to comment, question, or critique an idea but you must not attack an individual.

Here are the netiquette guidelines:

- Be aware of possible miscommunication when face-to face interaction is absent; compose yourresponses in a positive, supportive, and constructive manner
- Do not dominate the discussion
- Give other students the opportunity to join the discussion
- Do not use offensive language
- Present ideas appropriately
- Do not capitalize all letters, doing so suggest shouting
- Avoid using slang language
- Share tips with fellow students
- Keep an open mind and be willing to express even your minority opinion. Minority opinions must berespected
- Think and edit before you push the send button
- Do not hesitate to ask for feedback

Technology Needed

You need to have acceptable technology for the course to be delivered online:

- A computer/laptop/tablet. You may request a loaner laptop at laptop@unlv.edu.
- A webcam or comparable video recording device (i.e. your camera phone)
- A web browser that is up-to-date
- Canvas requires the following browser components:
- Flash is required for media recording, streaming, viewing, and uploading.
- The Java plug-in is required for several features in Canvas.
- Adobe Acrobat Reader is required to view documents in your browser.

Grading

The final grading schedule is based on your points out of 100, as described below. You may keep track of your grades during the semester via *WebCampus*. In situations involving incomplete grades, please refer to the university policies below.

- A: 93 – 100
- A-: 85 – 92
- B+: 80 – 84
- B: 75 – 79
- B-: 70 – 74
- C+: 65 – 69
- C: 60 – 64
- C-: 55 – 59
- D:50 – 54
- F: Below 50

Class Participation and Engagement

Class discussion: Most of the learning in our class will occur through discussion. Thus, we want everyone's active participation. Discussion will be a key in providing feedback on the class project. Meaningful participation requires having carefully read and thought about the day's material, but that is not sufficient. You also need to speak and while key insights are appreciated, you can also contribute by asking questions, politely disagreeing with comments, or following up on another student's comments with further insights or evidence. *Creative and critical thinking will be rewarded.*

Attendance and punctuality: You cannot contribute to our learning if you are not in class. At the same time, it is understood that you may have other responsibilities and priorities. To balance these considerations, you are allocated one excused allowance. You can use it as you wish (e.g., job interviews, family needs, health days) with no questions asked. On these occasions, you are still responsible for turning in your assignment before the class session that you will miss. *Please note that I will not make arrangements for homework after the fact.* For each absence beyond, 3 points will be deducted from your individual participation grade. You may not use an excused absence on the day of a required meeting or presentation such as the final Feasibility Analysis pitch. In the event of illness, please bring a note from the doctor to the next class session. Please be on time. If lateness becomes an issue, I reserve the right to treat a class for which you are late as a missed class. Please do not leave and re-enter the class.

WebEx: I ask that you turn on video during the WebEx sessions so that we can better communicate with each other. If you have problems with your equipment, please contact the IT office for help.

Coaching/mentoring: You will talk with coaches during the semester. In the coaching sessions, you will pitch to the coach, learn his/her feedback, and make adjustments to your new venture project where appropriate.

Peer feedback: In order to ensure that final grades reflect your individual contribution to the team project, I reserve the right to conduct a peer evaluation. You will be asked to rate the contribution of each of the team members by assigning a percentage score to each member. Therefore, individual grades may vary within teams.

Your level of in-class participation will be evaluated based on both the quality (relevance and insightfulness) and quantity (frequency) of your participation. The evaluation of in-class participation quality is based on the following:

- Relevance – Does the comment or question meaningfully bear on the subject at hand? Irrelevant orinappropriate comments can detract from the learning experience.
- Responsiveness – Does the comment or question connect to what someone else has said?
- Analysis – Is the reasoning employed consistent and logical? Have data from course materials, personalexperience, or general knowledge been employed to support the assertions/findings?

- Value – Does the contribution further the understanding of the issues at hand?
- Clarity – Is the comment concise and understandable?

Class participation tends to fall into the following categories:

- Outstanding: You are highly engaged in and prepared for each class session, contributing insightfulquestions and thoughts (as measured against the criteria above).
- Excellent: You are moderately engaged in class, on a periodic basis, and occasionally contributeinsightful questions and thoughts (as measured against the criteria above).
- Average: You are somewhat engaged in class, contributing periodic questions and thoughts that mightrepeat content already in play.
- Below Average: You rarely contribute in class.
- Non-Contributing: You do not contribute in class.

UNLV Policies

Public Health Directives

Face coverings are mandatory for all faculty and students in the classroom. Students must follow all active UNLV public health directives while enrolled in this class. UNLV public health directives are found at Health Requirements for Returning to Campus, https://www.unlv.edu/coronavirus/health-requirements. Students who do not comply with these directives may be asked to leave the classroom. Refusal to follow the guidelines may result in further disciplinary action according to the UNLV Student Conduct Code, https://www.unlv.edu/sites/default/files/page_files/27/StudentConduct-Code.pdf, including being administratively withdrawn from the course.

Academic Misconduct

Academic integrity is a legitimate concern for every member of the University community. We all share in upholding the fundamental values of honesty, trust, respect, fairness, responsibility, and professionalism. By choosing to join the UNLV community, students accept the expectations of the Student Academic Misconduct Policy, and are encouraged to always take the ethical path whenever faced with choices. Students enrolling at UNLV assume the obligation to conduct themselves in a manner compatible with UNLV's educational mission. An example of academic misconduct is plagiarism. Plagiarism is using the words or ideas of another person, from the Internet or any other source without proper citation of the source(s). See the Student Conduct Code, https://www.unlv.edu/studentconduct/student-conduct.

Auditing a Course

Auditing a course allows a student to continue attending the lectures and/or laboratories and discussion sessions associated with the course, but the student will not earn a grade for any component of the course. Students who audit a course receive the same educational experience as students taking the course for a grade, but will be excused from exams, assessments, and other evaluative measures that serve the primary purpose of assigning a grade.

Classroom Conduct

Students have a responsibility to conduct themselves in class and in the libraries in ways that do not interfere with the rights of other students to learn, or of instructors to teach. Use of devices such as cellular phones and pagers, or other potentially disruptive activities are only permitted with the prior explicit consent of the instructor. Students are specifically prohibited to record classes without instructor authorization, including online/remote classes (either audio only, or video and audio). The instructor may rescind permission at any time during the class. If a student does not comply with established requirements or obstructs the functioning of the class, the instructor may initiate an administrative withdrawal of the student from the course.

Since the COVID-19 pandemic forced some instruction to be delivered remotely starting in Spring 2020, numerous students have asked instructors to record their synchronous classes, so

that they can access them at their convenience. Instructors who agree to record their classes (audio only, or video and audio) should inform students in advance. Recorded lectures may not be broadly released to anyone, but made available exclusively to those students enrolled in the class during the particular academic term. Recorded lectures must be stored securely, and are subject to the Nevada System of Higher Education's Records Retention Policy, meaning that the recordings can only be deleted 120 days after the end of class (i.e., after grades are posted). Once this requirement is met, the recordings should be deleted. Class recordings are protected from disclosure, as they are deemed part of an educational record under the Family Educational Rights and Privacy Act (FERPA).

Copyright

The University requires all members of the University Community to familiarize themselves with, and to follow copyright and fair use requirements. You are individually and solely responsible for violations of copyright and fair use laws. The University will neither protect nor defend you, nor assume any responsibility for student or employee violations of fair use laws. Violations of copyright laws could subject you to federal and state civil penalties and criminal liability, as well as disciplinary action under University policies. Additional copyright policy information is available at https://www.unlv.edu/provost/copyright.

Disability Resource Center (DRC)

The UNLV Disability Resource Center (Student Services Complex, SSC-A, Room 143, https://www.unlv.edu/drc, telephone 702-895-0866) provides resources for students with disabilities. Students who believe that they may need academic accommodations due to a permanent disability, temporary or permanent medical need, or academic support due to pregnancy are encouraged to contact the DRC as early as possible in the academic term. A Disabilities Specialist will discuss what options may be available to you. Students who are already registered with the DRC should request their accommodations online each semester, and make an appointment to discuss their accommodations with their instructors.

Final Examinations

The University requires that final exams given at the end of a course occur on the date and at the time specified in the Final Exam schedule. The Final Exam schedule is typically available at the start of the semester, and the classroom locations are available approximately one month before the end of the semester. See the Final Exam Schedule, https://www.unlv.edu/registrar/calendars.

Identity Verification in Online Courses

All UNLV students must use their Campus-issued ACE ID and password to log in to WebCampus-Canvas.

UNLV students enrolled in online or hybrid courses are expected to read and adhere to the Student Academic Misconduct Policy, https://www.unlv.edu/studentconduct/misconduct/policy, which states that "acting or attempting to act as a substitute for another, or using or attempting to

use a substitute, in any academic evaluation or assignment" is a form of academic misconduct. Intentionally sharing ACE login credentials with another person may be considered an attempt to use a substitute, and could result in investigation and sanctions, as outlined in the Student Academic Misconduct Policy.

UNLV students enrolled in online courses are also expected to read and adhere to the [Acceptable Use of Computing and Information Technology Resources Policy](https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy), https://www.it.unlv.edu/policies/acceptable-use-computing-and-information-technology-resources-policy, which prohibits sharing university accounts with other persons without authorization.

To the greatest extent possible, all graded assignments and assessments in UNLV online courses should be hosted in WebCampus-Canvas or another UNLV-managed platform that requires ACE login credentials for access.

Incomplete Grades

The grade of "I" (Incomplete) may be granted when a student has satisfactorily completed three-fourths of course work for that semester/session, but cannot complete the last part of the course for reason(s) beyond the student's control and acceptable to the instructor, and the instructor believes that the student can finish the course without repeating it. For undergraduate courses, the incomplete work must be made up before the end of the following regular semester. Graduate students receiving "I" grades in 500-, 600-, or 700-level courses have up to one calendar year to complete the work, at the discretion of the instructor. If course requirements are not completed within the period indicated, a grade of "F" will be recorded, and the student's GPA will be adjusted accordingly. Students who are fulfilling an Incomplete grade do not register for the course, but make individual arrangements with the instructor who assigned the "I" grade.

Library Resources

Librarians are available to consult with students on research needs, including developing research topics, finding information, and evaluating sources. To make an appointment with a subject expert for this class, please visit the [Libraries' Research Consultation](https://guides.library.unlv.edu/appointments/librarian) website, https://guides.library.unlv.edu/appointments/librarian. You can also [ask the library staff](https://ask.library.unlv.edu/) questions via chat and text message at https://ask.library.unlv.edu/.

Missed Classwork

Any student missing class, quizzes, examinations, or any other class or laboratory work because of observance of religious holidays will be given an opportunity during that semester to make up the missed work. The make-up opportunity will apply to the religious holiday absence only. It is the responsibility of the student to notify the instructor within the first 14 calendar days of the course for Fall and Spring courses (except for modular courses), or within the first 7 calendar days of the course for Summer and modular courses, of their intention to participate in religious holidays which do not fall on state holidays or periods of class recess. For additional information, please visit the Missed Classwork policy, under Registration Policies, on the

[Academic Policies](#) webpage,
https://catalog.unlv.edu/content.php?catoid=32&navoid=8271&hl=.

In accordance with the policy approved by the Faculty Senate regarding missed class time and assignments, students who represent UNLV in any official extracurricular activity will also have the opportunity to make up assignments, provided that the student submits official written notification to the instructor no less than one week prior to the missed class(es).

The spirit and intent of the policy for missed classwork is to offer fair and equitable assessment opportunities to all students, including those representing the University in extracurricular activities. Instructors should consider, for example, that in courses which offer a "Drop one" option for the lowest assignment, quiz, or exam, assigning the student a grade of zero for an excused absence for extracurricular activity is both contrary to the intent of the Faculty Senate's policy, and an infringement on the student's right to complete all work for the course.

This policy will not apply in the event that completing the assignment or administering the examination at an alternate time would impose an undue hardship on the instructor or the University that could be reasonably avoided. There should be a good faith effort by both the instructor and the student to agree to a reasonable resolution. When disagreements regarding this policy arise, decisions can be appealed to the Department Chair/School Director, College/School Dean, and/or the Faculty Senate Academic Standards Committee.

For purposes of definition, extracurricular activities may include, but are not limited to academic recruitment activities, competitive intercollegiate athletics, fine arts activities, liberal arts competitions, science and engineering competitions, and any other event or activity sanctioned by a College/School Dean, and/or by the Executive Vice President and Provost.

Rebelmail

Rebelmail is UNLV's official email system for students and by University policy, instructors and staff should only send emails to students' Rebelmail accounts. Rebelmail is one of the primary ways in which students receive official University communications, information about deadlines, major Campus events, and announcements. All UNLV students receive a Rebelmail account after they have been admitted to the University. Sending emails within WebCampus-Canvas is also acceptable.

Tutoring and Coaching

The Academic Success Center (ASC), at the Claude I. Howard Building, provides tutoring, academic success coaching, and other academic assistance for all UNLV undergraduate students. For information regarding tutoring subjects, tutoring times, and other ASC programs and services, please visit the [ASC website](#), https://www.unlv.edu/asc, or call 702-895-3177. The ASC is located across from the Student Services Complex (SSC). Academic success coaching is located on the second floor of SSC A, Room 254. Drop-in tutoring is located on the second floor of the Lied Library, and on the second floor of the College of Engineering building (TBE A 207).

UNLV Writing Center

One-on-one or small group assistance with writing is available free of charge to UNLV students at the Writing Center, https://writingcenter.unlv.edu/, located in the Central Desert Complex, Building 3, Room 301 (CDC 3–301). Walk-in consultations are sometimes available, but students with appointments receive priority assistance. Students may make appointments in person or by calling the Center, telephone 702-895-3908. Students are requested to bring to their appointments their Rebel ID Card, a copy of the instructions for their assignment, and two copies of any writing they have completed on their assignment.

Diversity Statement

As an institution of higher learning, UNLV represents a rich diversity of human beings among its faculty, staff, and students, and is committed to aspiring to maintain a Campus environment that values that diversity. Accordingly, the University supports understanding and appreciation of all members of its community, regardless of race, sex, age, color, national origin, ethnicity, creed, religion, disability, sexual orientation, gender, gender identity, marital status, pregnancy, genetic information, veteran status, or political affiliation. Please see University Statements and Compliance, https://www.unlv.edu/about/statements-compliance.

A successful learning experience requires mutual respect and trust between the students and the instructor. Accordingly, the instructor asks that students be willing to listen to one another's points of view, acknowledging that there may be disagreements, keep discussion and comments on topic, and use first person, positive language when expressing their perspectives.