



# BUS 827

## Entrepreneurship in Business

S2 Evening 2014

*Dept of Marketing and Management*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Unit Convenor

David Gray

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Contact via [david.gray@mq.edu.au](mailto:david.gray@mq.edu.au)

Building E4A, Room 628

Monday 12-1pm

Lecturer

Brenton Price

[brenton.price@mq.edu.au](mailto:brenton.price@mq.edu.au)

appointment by email

Credit points

4

Prerequisites

BUS651 or MKTG696 or admission to the MLabQAMgt or admission to MActPrac or MCom or MEc or MIntBus prior to 2011 or admission to MLabQAMgt or MIntRelMIntTrdeComLaw or MIntTrdeComLaw or PGDipIntTrdeComLaw or PGCertIntTrdeComLaw or MBiotech

Corequisites

Co-badged status

Unit description

The purpose of this unit is to provide students with an understanding of the process that an entrepreneur employs to develop an idea into an opportunity and then into a thriving, valuable business. We will see how the application of sound principles of business strategy underpins the entrepreneurial process and is critical in achieving a successful outcome. Successful completion of this unit will provide students with knowledge and tools that will support them in their own entrepreneurial endeavours or equip them to contribute as part of an entrepreneurial team. The learning outcomes of this unit focus on applying the entrepreneurial process model to analyse entrepreneurs' venture creation; understanding and practising idea generation and screening including opportunity analysis of trends, feasibility and competitive analysis; understanding the process of how to write up a feasibility analysis and business plan to launch the new venture successfully; and finally understanding the basics of entrepreneurial finance including the raising funds, financing for growth, financial evaluation of opportunities, and acquisition financing.

## Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

## Learning Outcomes

On successful completion of this unit, you will be able to:

Gain an understanding of the economic, technological, societal, and global dimensions of entrepreneurship.

Understand the relationships between personal goals, competencies, and experience to assess what they bring to all types of venture creation through entrepreneurship.

Understand the audiences, purposes, components and the processes of developing and evaluating business plans for new ventures.

Understand and appreciate the leadership skills necessary to successfully plan and launch a new venture in an established organization.

Consider how to monitor venture performance, manage growth, and sustain organisations.

## Assessment Tasks

Name	Weighting	Due
<a href="#">A1: Business Plan Report</a>	30%	W5, W10, W11-13
<a href="#">A2: Case Study</a>	30%	W7 (15/09/2014)
<a href="#">A3: Final Exam</a>	40%	See exam timetable

### A1: Business Plan Report

Due: **W5, W10, W11-13**

Weighting: **30%**

### Submission

There are three components to the Group project as follows:

1. **Preliminary Feasibility Report** A1 (6-10 pages). Worth (5%). Due Week 5 (Friday 5 September)
2. **Final Feasibility Group** Report A1 (25-30pages) Worth (15%). Due in Week 10
3. **Group Presentation** A1 Worth (10%). Due between Weeks 11 and 13

## Extension

No extensions will be granted unless supported by a medical certificate

## Penalties

No extensions will be granted. Late tasks will be accepted up to 72\* hours after the submission deadline. There will be a deduction of 20%\* of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 40% penalty). This penalty does not apply for cases in which an application for special consideration is made and approved.

On successful completion you will be able to:

- Gain an understanding of the economic, technological, societal, and global dimensions of entrepreneurship.
- Understand the relationships between personal goals, competencies, and experience to assess what they bring to all types of venture creation through entrepreneurship.
- Understand the audiences, purposes, components and the processes of developing and evaluating business plans for new ventures.
- Understand and appreciate the leadership skills necessary to successfully plan and launch a new venture in an established organization.
- Consider how to monitor venture performance, manage growth, and sustain organisations.

## A2: Case Study

Due: **W7 (15/09/2014)**

Weighting: **30%**

### Submission

Each student to individually complete one (1) case study during the semester. The case study is worth a maximum of 20%.

Due 15 September by 11.59pm via Turnitin

The case is Astor Lodge & Suites, Inc (30%) – Kerin & Peterson page 338

### Criteria

As per the assessment guidelines on iLearn website

### Penalty

No extensions will be granted. Late tasks will be accepted up to 72\* hours after the submission deadline. There will be a deduction of 20%\* of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission – 40% penalty). This penalty does not apply for cases in which an

application for special consideration is made and approved.

## Extension

No extensions will be granted unless supported by a medical certificate

On successful completion you will be able to:

- Gain an understanding of the economic, technological, societal, and global dimensions of entrepreneurship.
- Understand the audiences, purposes, components and the processes of developing and evaluating business plans for new ventures.
- Consider how to monitor venture performance, manage growth, and sustain organisations.

## A3: Final Exam

Due: **See exam timetable**

Weighting: **40%**

The **final exam** will consist of:

Choose and answer 3 Short-answer questions out of 5

One case study

On successful completion you will be able to:

- Gain an understanding of the economic, technological, societal, and global dimensions of entrepreneurship.
- Understand the audiences, purposes, components and the processes of developing and evaluating business plans for new ventures.

## Delivery and Resources

### Classes

- BUS827 incorporates the lecture and tutorial in one 3-hour session, classes may move between lecture and tutorial elements (including student presentations) in order to break-up the class and ensure an optimal learning environment.
- The timetable for classes can be found on the University web site at: <http://www.timetable.s.mq.edu.au/>
- Attendance will be taken in the weekly classes. Medical certificates must be provided if you are not able to attend a class without incurring a penalty.
- Class Attendance: You must attend at least 11 of the 13 weekly classes – failure to do so may affect your learning outcomes and performance in this Unit. Students are expected

to arrive on time, and not to leave until the class ends. If you have a recurring problem that makes you late, or forces you to leave early, have the courtesy to discuss this with your lecturer/tutor.

- Students are encouraged to actively ask questions of the lecturer in class, to seek clarification of issues covered. Students who disturb or disrupt in lectures and tutorial class will be asked to leave.
- Mobile phones must be turned OFF. No recordings of the seminars can be made without permission of the lecturer

## **REQUIRED AND RECOMMENDED TEXTS AND/OR MATERIALS**

1. Prescribed text: **Norman Scarborough**

**Title Essentials of Entrepreneurship and Small Business Management , Global Edition; ISBN 9780273787129; Published 09/01/2013 Published by Pearson Higher Ed USA, Pages 720, Format Paperback**

This text is available for purchase at the Macquarie University Co-Op Bookshop. Additional readings and other materials, including PowerPoint slides for each lecture, will be placed on the unit webpage. **Recommended supplementary texts:**

[Essentials of Entrepreneurship and Small Business Management Global Edition PDF eText \(7e\)](#)  
**By Scarborough, Published 09/01/2013, ISBN 9780273787433**

2. Kim, W. and Mauborgne, R. 2005, *Blue Ocean Strategy*, McGraw Hill

## **TECHNOLOGY USED AND REQUIRED**

- Students are required to learn how to use power point, word processing & iLearn course website. No recording devices are to be used by students to record lecture notes without the permission of the lecturer.
- Technology used and required (e.g., access to a personal computer is required in order to complete tasks on iLearn)

### **Unit webpage**

The web page for this unit can be found at: <http://ilearn.mq.edu.au>

### **Teaching and Learning Strategy**

- The unit is taught by lectures and tutorial activities with group discussions.
- Normally, there will be a lecture at the beginning of each class that will be used to present new concepts and tools that will contribute to students' understanding of the subject area and assist you to complete assessment tasks. These lectures will be interactive and will use real life examples where possible. In order to prepare for these lectures, students are required to complete the chapter reading in the textbook in

advance. These readings are set out in the week-by-week timetable that can be found in this section.

A link to the Timetables portal: <http://timetables.mq.edu.au>

## What is required to pass this unit satisfactorily

In order to pass this Course, students must attain an overall composite pass mark of at least 50%.

## Changes to the Unit

Taking student feedback from the last semester we have modified the case study assessment component into the course by reducing the number of cases required for assessment focusing more on performance outcomes of the entrepreneurial process.

## Unit Schedule

### Weekly Schedule

Week	Date	Lecture Topic	Tutorial / Assessment
1	5 August	<b>Introduction</b> to Entrepreneurship Scarborough - Ch 1-2	Unit Overview Team Formation - Intro. Feasibility Analysis Template
2	12 August	<b>Profitability and Financial Management</b> <ul style="list-style-type: none"><li>• Productivity Measures</li><li>• Balanced Scorecard</li><li>• Financial Management</li></ul> Kerin & Peterson Ch. 2 Scarborough Ch 11 & 12	Kerin & Peterson Ch. 2 Exercises: 1, 7 and 8
3	19 August	<b>Business models</b> and Feasibility Analysis Scarborough Ch 3	<b>Practice Case 1</b> Dr Pepper Snapple Group, Inc: Energy Beverages- Kerin & Peterson page 105
4	26 August	<b>Writing a Business Plan</b> Scarborough Ch 4	<b>Group Feedback session to discuss draft feasibility report</b>

5	2 September	<b>Unique Marketing Issues</b> – Scarborough Ch8,	<b>Group Assessment (A1) Feasibility Report (6-10 pages)</b> <b>Due Friday 5 September before 11.59pm via Turnitin - (5%)</b>
6	9 September	<b>Pricing</b> Scarborough Ch 10	<b>Practice Case 2</b> <b>Nundies</b> – Kerin & Peterson page 593
7	16 September	<b>Legal Foundation and Building a New-Venture Team</b> – Scarborough Ch 5 & Ch 16	<b>Assessment (A2)- Case –</b> <b>Due 15 September by 11.59pm via Turnitin</b> <b>Astor Lodge &amp; Suites, Inc (30%)</b> – Kerin & Peterson page 338
<b>MID SEMESTER BREAK 20 September - 6 October 2014</b>			
8	7 October	<b>Modes of entry into business</b> Franchising Scarborough Ch 6 Buying an Existing business Scarborough Ch 7	<b>Potential Guest Speaker</b> <b>Workshop session with each group re Business Plan Progress – Situation Analysis and Business Model</b>
9	14 October	Getting Funding or Financing – Scarborough Ch 13	<b>Potential Guest Speaker</b> <b>Workshop session with each group re Business Plan Progress – Marketing Strategies and Forecasts</b>
10	21 October	The Importance of Intellectual Property	<b>A1 (Group) Full Feasibility Analysis/Business Plan Report</b> <b>Due Friday 24 October before 11.59pm (15%)</b>
11	28 October	Preparing For and Evaluating the Challenges of Growth and Strategies for Firm Growth	<b>A1 Group Presentations Start (10%) Wk11 – 13</b>
12	4 November	<b>A1 Group Oral Presentations cont. (10%) Wk11 – 13</b>	
13	11 November	Course Revision and Exam Prep	<b>A1 Group Oral Presentations cont. (10%) Wk11 – 13</b>

## Learning and Teaching Activities

### Reading

Textbooks, journal articles and on-line materials



## Lectures

Lectures from staff and guest lecturers

## Workshops

Participation in problem solving workshops

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy [http://mq.edu.au/policy/docs/academic\\_honesty/policy.html](http://mq.edu.au/policy/docs/academic_honesty/policy.html)

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy [http://mq.edu.au/policy/docs/grievance\\_management/policy.html](http://mq.edu.au/policy/docs/grievance_management/policy.html)

Disruption to Studies Policy [http://www.mq.edu.au/policy/docs/disruption\\_studies/policy.html](http://www.mq.edu.au/policy/docs/disruption_studies/policy.html) *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: [https://students.mq.edu.au/support/student\\_conduct/](https://students.mq.edu.au/support/student_conduct/)

TO PASS THIS UNIT : ASSESSMENTS: In order to pass this course students must attempt ALL assessment tasks and achieve at least a 50% mark overall.

## Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

## Learning Skills

Learning Skills ([mq.edu.au/learningskills](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)

- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

## Student Enquiries

For all student enquiries, visit Student Connect at [ask.mq.edu.au](http://ask.mq.edu.au)

## IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

## Graduate Capabilities

### PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

### Learning outcomes

- Gain an understanding of the economic, technological, societal, and global dimensions of entrepreneurship.
- Understand the relationships between personal goals, competencies, and experience to assess what they bring to all types of venture creation through entrepreneurship.
- Understand the audiences, purposes, components and the processes of developing and evaluating business plans for new ventures.
- Understand and appreciate the leadership skills necessary to successfully plan and launch a new venture in an established organization.
- Consider how to monitor venture performance, manage growth, and sustain organisations.

### Assessment tasks

- A1: Business Plan Report
- A2: Case Study

- A3: Final Exam

## Learning and teaching activities

- Textbooks, journal articles and on-line materials
- Lectures from staff and guest lecturers
- Participation in problem solving workshops

## PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

## Learning outcomes

- Gain an understanding of the economic, technological, societal, and global dimensions of entrepreneurship.
- Understand the relationships between personal goals, competencies, and experience to assess what they bring to all types of venture creation through entrepreneurship.
- Understand the audiences, purposes, components and the processes of developing and evaluating business plans for new ventures.
- Understand and appreciate the leadership skills necessary to successfully plan and launch a new venture in an established organization.
- Consider how to monitor venture performance, manage growth, and sustain organisations.

## Assessment tasks

- A1: Business Plan Report
- A2: Case Study
- A3: Final Exam

## Learning and teaching activities

- Textbooks, journal articles and on-line materials
- Lectures from staff and guest lecturers
- Participation in problem solving workshops

## PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically

supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

## Learning outcomes

- Gain an understanding of the economic, technological, societal, and global dimensions of entrepreneurship.
- Understand the relationships between personal goals, competencies, and experience to assess what they bring to all types of venture creation through entrepreneurship.
- Understand the audiences, purposes, components and the processes of developing and evaluating business plans for new ventures.
- Understand and appreciate the leadership skills necessary to successfully plan and launch a new venture in an established organization.
- Consider how to monitor venture performance, manage growth, and sustain organisations.

## Assessment tasks

- A1: Business Plan Report
- A2: Case Study
- A3: Final Exam

## Learning and teaching activities

- Participation in problem solving workshops

## Research and Practice

This unit uses research from journal articles and external sources and Macquarie University researchers as listed in the references lists on iLearn.

- Useful websites for research in this course:

**Australian Government Initiative** <http://www.business.gov.au/Pages/default.aspxbusiness.s.gov.au> offers you simple and convenient access to all the government information, forms and services you need. It's a whole-of-government service providing essential information on planning, starting and growing your business.

**Australian Industry InnovationXchange Network** <http://innovationxchange.com.au>

A collaborative website that seeks to address the important issues of innovation. It is an initiative of the Australian Industry Group.

**Business Entry Point** <http://www.business.gov.au>

A Commonwealth government initiative that makes it easy to search and deal with all levels of government including 50 Commonwealth government agencies, 100 state agencies and 125 industry associations.

**All Business Network** <http://www.all-biz.com>

An in-depth source of information for people who are already in business and for those just starting out. Navigation is easy and many links are included. Good bibliography of print publications.

**AVCAL** <http://avcal.com.au>

Australian Venture Capital Association Limited

**Baker Library, Harvard Business School** <http://www.library.hbs.edu>

The Baker Library Web site contains a wealth of information about publications on a wide range of business topics. The Bibliographies and Guides section contains an extensive, annotated bibliography of books, serial publications, and Web sites on small business and high growth companies. Other annotated bibliographies help users find company, industry, and financial services information sources.

**Bread TV** <http://www.breadtv.com.au>

Bread TV is an Australian lifestyle TV show showcasing small business using real life case studies about the trials and tribulations of running a small business. The website provides deeper content around the stories and features practical, hands-on business advice.

**Business Owners Toolkit. Riverwood, IL: CCH, Inc.** <http://www.toolkit.cch.com>

Features advice from the SOHO Guidebook, as well as a collection of business forms and selected current news of interest to small business owners. They also have a fee based premium service that allows you to search proprietary databases.

**Business Resource Center** <http://www.morebusiness>

A very thorough site that offers tips for getting started, advice, a free newsletter, weekly business tips, marketing tips, management center, financing guide, legal clinic, profitability tips, information about upcoming trade shows, tax talk, and other business links.

**Business Week Enterprise. New York: Business Week.** <http://www.businessweek.com/smallbiz>

Features news, article archives, and resources for finance, technology, market research, staff and benefits, travel, and more. Some features are unique to *Business Week*, with others the partner with other information providers such as the Business Owners Toolkit, DRI/McGraw Hill, and Standard & Poors.

**Career Leader™** <http://www.careerdiscovery.com/hbsp>

Career Leader™ is a fully integrated approach to business career self-assessment developed by Dr. James Waldroop and Timothy Butler, Directors of MBA Career Development Programs at Harvard Business School.

**CEOExpress** <http://www.ceoexpress.com>

Based on the principle that 80% of the useful information on the Internet comes from a small percentage of the Web sites, CEOExpress was designed to provide links to the best business sites for targeted business applications and research. Not just for entrepreneurs, this site contains the bookmarks for the best business information sites. Updated daily.

**Edward Lowe Foundation/Small Biz Net** <http://www.lowe.org>

Sponsored by the Edward Lowe Foundation, this Web site offers features such as current small business news, seminars, current events, digital library, Edge Online, and the small biznet exchange. Includes links to government & private sites.

**Entre World. Kansas City, MO: Ewing Marion Kauffman Foundation Center For Entrepreneurial Leadership Inc.** <http://www.entreworld.org>

This Web site gives advice on starting and running your business; includes service directories and useful links for small businesses.

**Enterprize Competition** <http://www.enterprize.uq.edu.au/index.html>

University of Queensland Business School's Enterprize Competition is open to all entrepreneurs with a business idea that is ready to launch. Enterprize provides seed capital to promising start-up companies and gives participants the opportunity to have their business plan reviewed by potential investors. Fostering networking with venture capitalists and business angels, it could be

the perfect launch-pad for your new venture.

**FinanceHub** <http://www.financehub.com>

Finance Hub offers many options for seekers of venture capital and investors. Includes information on venture capital companies, law advice, banking information, and articles on how to obtain venture capital. Entrepreneurs can list their companies for free in the Finance Hub database.

**The Foundation for Enterprise Development** <http://www.fed.org>

The Foundation for Enterprise Development is a non-profit organization that provides equity compensation and employee ownership strategies to thousands of entrepreneurs and key executives worldwide. The site has an array of useful links and tools of interest to anyone interested in starting their own business.

**Garage.com** <http://www.garage.com>

It provides assistance and advice to entrepreneurs to help them obtain seed level financing. Identifies and pre-screens high quality investment opportunities matched to investors' identified interests.

**MIT Enterprise Forum** <http://www.mit-forum-cambridge.org>

Over the past twenty years, the MIT Enterprise Forum of Cambridge has assisted approximately 1,000 companies in a variety of ways — helping them to make their business plans more attractive to financial resources, build management teams, focus on specific markets, develop strategic alliances, and providing education programs.

**Bplans.com** <http://www.bplans.com>

Palo Alto Software publishes the market leading business plan software, and also has an excellent free information site at Bplans.com — you can find out about the software behind it all here.

**Quicken: Small Business. Intuit, Inc.**

[http://www.quicken.com/small\\_business](http://www.quicken.com/small_business)

Includes news and trends, advice, chat rooms, and questions and answers. Lets you customize the site with industry news.

**The Small Business Advisor** <http://www.isquare.com>

Site includes articles of interest to small business. Topics include: operations, marketing, selling, legal issues, and customers. Site also has books for sale, daily marketing tips, tax hints, a glossary, and a list of small business associations.

**Entrepreneur.Com** <http://entrepreneur.com>

This website contains more than 30,000 pages of small business content with 33 industry experts who will answer user questions and conduct hosted chats on a wide variety of topics. The site also includes 11 databases to help users to locate anything from banks to business opportunities, and services such as a barter network, business financing, lawyers, personnel, and Web developers.

**Small Business Administration. Washington, DC: U.S. Small Business Administration.** <http://www.sbaonline.sba.gov>

The Small Business Administration's home page provides information on starting, financing, and expanding a business, and includes an extensive list of great business hot-links and a library of business shareware.

**Small Business Centre** <http://smallbusiness.ninemsn.com.au>

From the Channel Nine stable of webpages that run complementary to current television shows, the Small Business Centre offers practical advice, tools and services for small business operators.

**Smallbusiness.gov.au** <http://www.smallbusiness.gov.au>

A useful online directory of small business information provided by various Australian government departments and agencies

LIST OF USEFUL WEB SITES IN ENTREPRENEURSHIP

## Entrepreneurship-Focused Periodicals

Periodical	Web Site Address



Entrepreneur	www.entrepreneur.com
Fast Company	www.fastcompany.com
Fortune Small Business	http://money.cnn.com/smallbusiness/
Home Business Magazine	www.homebusinessmag.com/
Inc.	www.inc.com
Industry Week	www.industryweek.com/
Minority Business Entrepreneur	www.mbemag.com
MIT Technology Review	www.technologyreview.com
San Jose Mercury News	www.mercurynews.com/
Small Business Opportunities	www.sbomag.com
The Wall Street Journal	www.wsj.com
Wired	www.wired.com

***Entrepreneurship-Focused Web Sites (general information)***

<b>Web Site</b>	<b>Web Site Address</b>
All Business	www.allbusiness.com
BizStats.com	www.bizstats.com
BusinessFinance.com	www.businessfinance.com

Business Owner's Toolkit	<a href="http://www.toolkit.cch.com">www.toolkit.cch.com</a>
Business Resource Center	<a href="http://www.morebusiness.com">www.morebusiness.com</a>
Businessweek Small Business	<a href="http://www.businessweek.com/smallbiz">www.businessweek.com/smallbiz</a>
Center for Women's Business Research	<a href="http://www.womensbusinessresearch.org">www.womensbusinessresearch.org</a>
Edward Lowe Peerspectives	<a href="http://www.peerspectives.org">www.peerspectives.org</a>
EntreWorld	<a href="http://www.entrepreneurship.org/">www.entrepreneurship.org/</a>
Entrepreneurship Education on the Web	<a href="http://eweb.slu.edu">http://eweb.slu.edu</a>
Global Entrepreneurship Monitor	<a href="http://www.gemconsortium.org">www.gemconsortium.org</a>
Harvard Business School Entrepreneurs	<a href="http://www.hbs.edu/entrepreneurs">www.hbs.edu/entrepreneurs</a>
Idea Café	<a href="http://www.businessownersideacafe.com">www.businessownersideacafe.com</a>
Making It!	<a href="http://www.makingit.tv">www.makingit.tv</a>
National Federation of Independent Businesses	<a href="http://www.nfib.com">www.nfib.com</a>
Red Herring	<a href="http://www.redherring.com">www.redherring.com</a>
SEC Filings	<a href="http://www.sec.gov/edgar.shtml">www.sec.gov/edgar.shtml</a>
Small Business Advisor	<a href="http://www.isquare.com">www.isquare.com</a>
Small Business Resources	<a href="http://www.smallbusinessresources.com">www.smallbusinessresources.com</a>
Small Business Trends	<a href="http://www.smallbiztrends.com">www.smallbiztrends.com</a>
Startupping	<a href="http://www.startupping.com">www.startupping.com</a>
STVP Educators Corner (Stanford)	<a href="http://edcorner.stanford.edu">http://edcorner.stanford.edu</a>
The Wall Street Journal Small Business	<a href="http://www.startupjournal.com">www.startupjournal.com</a>
U.S. Small Business Administration	<a href="http://www.sba.gov">www.sba.gov</a>
Yahoo! Industry Center	<a href="http://biz.yahoo.com/ic/index.html">http://biz.yahoo.com/ic/index.html</a>

**Entrepreneurship-Focused Web Sites (specific information)**

Web Site	Web Site Address
Angel Investor News	<a href="http://www.angel-investor-news.com">www.angel-investor-news.com</a>
BizPlanIt	<a href="http://www.bizplanit.com">www.bizplanit.com</a>
BizStats	<a href="http://www.bizstats.com">www.bizstats.com</a>
Board Member	<a href="http://www.boardmember.com">www.boardmember.com</a>
BPlans	<a href="http://www.bplans.com">www.bplans.com</a>
Business Plan Help Center	<a href="http://www.growthink.com/helpcenter.html">www.growthink.com/helpcenter.html</a>
BusinessFinance.com	<a href="http://www.businessfinance.com">www.businessfinance.com</a>
Center for Business Planning	<a href="http://www.businessplans.org">www.businessplans.org</a>
Center for Rural Entrepreneurship	<a href="http://www.energizingentrepreneurs.org/">http://www.energizingentrepreneurs.org/</a>
Collegiate Entrepreneurs Organization	<a href="http://www.c-e-o.org">www.c-e-o.org</a>
E2 Environmental Entrepreneurship	<a href="http://www.e2.org">www.e2.org</a>
Coolbusinessideas	<a href="http://www.coolbusinessideas.com">www.coolbusinessideas.com</a>
Evan Carmichael	<a href="http://www.evancarmichael.com">www.evancarmichael.com</a>
Fambiz.com (family business)	<a href="http://www.fambiz.com">www.fambiz.com</a>
FindLaw	<a href="http://biz.findlaw.com">http://biz.findlaw.com</a>
Franchise.com	<a href="http://www.franchise.com">www.franchise.com</a>
Franchise Direct	<a href="http://www.franchisedirect.com">www.franchisedirect.com</a>
Franchise Opportunities	<a href="http://www.franchiseopportunities.com/">http://www.franchiseopportunities.com/</a>
Garage Technology Ventures	<a href="http://www.garage.com">www.garage.com</a>
InternetNews.com	<a href="http://www.internetnews.com/bus-news">www.internetnews.com/bus-news</a>

Marketwatch From Dow Jones	<a href="http://www.marketwatch.com">www.marketwatch.com</a>
MegaLaw	<a href="http://www.megalaw.com">www.megalaw.com</a>
Money Tree Report	<a href="http://www.pwcmoneytree.com">www.pwcmoneytree.com</a>
NASDAQ	<a href="http://www.nasdaq.com">www.nasdaq.com</a>
National Business Incubation Association	<a href="http://www.nbia.org">www.nbia.org</a>
National Collegiate Inventors & Innovators Alliance	<a href="http://www.nciia.org">www.nciia.org</a>
National Inventor Fraud Center	<a href="http://www.inventorfraud.com">www.inventorfraud.com</a>
National Venture Capital Association	<a href="http://www.nvca.org">www.nvca.org</a>
SEC Edgar Database	<a href="http://www.sec.gov/edgar.shtml">www.sec.gov/edgar.shtml</a>
Service Corps of Retired Executives	<a href="http://www.score.org">www.score.org</a>
Startup Review	<a href="http://www.startup-review.com">www.startup-review.com</a>
The Capital Connection	<a href="http://www.capital-connection.com">www.capital-connection.com</a>
The Center for Venture Research	<a href="http://www.unh.edu/cvr/">www.unh.edu/cvr/</a>
Tradepub	<a href="http://internet.tradepub.com">http://internet.tradepub.com</a>
U.S. Patent and Trademark Office	<a href="http://www.uspto.gov/">www.uspto.gov/</a>
Valuation Resources	<a href="http://www.valuationresources.com">www.valuationresources.com</a>
Venture Capital Journal	<a href="http://www.vcjnews.com/">www.vcjnews.com/</a>
Venture Reporter	<a href="http://venturereporter.net/">http://venturereporter.net/</a>
Yahoo! Finance	<a href="http://finance.yahoo.com">http://finance.yahoo.com</a>

## Entrepreneurship-Focused Blogs

Blog	Web Site Address
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A VC—Musings of a VC in NYC	<a href="http://avc.blogs.com">http://avc.blogs.com</a>
Be Excellent	<a href="http://www.sixdisciplines.com/_blog/The_Six_Disciplines_Blog">http://www.sixdisciplines.com/_blog/The_Six_Disciplines_Blog</a>
Bnoopy—An Entrepreneurship Blog	<a href="http://bnoopy.typepad.com">http://bnoopy.typepad.com</a>
Brian Watkins the Extreme Entrepreneur	<a href="http://www.brianwatkins.com/blogs/entrepreneurship">www.brianwatkins.com/blogs/entrepreneurship</a>
Business Opportunity Blog	<a href="http://www.businessopportunity.com">www.businessopportunity.com</a>
Business Opportunities Weblog	<a href="http://www.business-opportunities.biz">www.business-opportunities.biz</a>
Canadian Entrepreneur	<a href="http://canentrepreneur.blogspot.com/">http://canentrepreneur.blogspot.com/</a>
Duct Tape Marketing Blog	<a href="http://www.ducttapemarketing.com">http://www.ducttapemarketing.com</a>
Entrepreneur Magazine	<a href="http://www.entrepreneur.com/blog">www.entrepreneur.com/blog</a>
Entrepreneurs-Journey	<a href="http://www.entrepreneurs-journey.com">www.entrepreneurs-journey.com</a>
Guy Kawasaki's Blog	<a href="http://blog.guykawasaki.com/">http://blog.guykawasaki.com/</a>
Innovation.Net Weblog	<a href="http://venture2.typepad.com/innovationnet">http://venture2.typepad.com/innovationnet</a>
John Battelle's Searchblog	<a href="http://battellemedia.com">http://battellemedia.com</a>
Paul Allen	<a href="http://www.paulallen.net">www.paulallen.net</a>
Redeye VC	<a href="http://redeye.firstround.com">http://redeye.firstround.com</a>
Seth Godin Blog	<a href="http://www.sethgodin.com/sg/">www.sethgodin.com/sg/</a>
Social Entrepreneurship Blog	<a href="http://www.socialroi.com">www.socialroi.com</a>
Start-Up Guide	<a href="http://startupguide.typepad.com">http://startupguide.typepad.com</a>
VentureBeat	<a href="http://www.venturebeat.com">www.venturebeat.com</a>
VentureBlog—A Random Walk Down Sand Hill Road	<a href="http://www.ventureblog.com">www.ventureblog.com</a>
WayTooEarly	<a href="http://waytooeary.firstround.com">http://waytooeary.firstround.com</a>
YoungEntrepreneur	<a href="http://www.youngentrepreneur.com/blog">www.youngentrepreneur.com/blog</a>

## Entrepreneurship-Focused Podcasts

Podcast	Web Site Address
Businessweek—Behind This Week’s Cover Story	<a href="http://www.businessweek.com/mediacenter/podcasts/cover_stories/current.html">www.businessweek.com/mediacenter/podcasts/cover_stories/current.html</a>
Got Invention Radio Podcast	<a href="http://www.gotinvention.com/">www.gotinvention.com/</a>
HBR Idea Cast	<a href="http://blogs.hbr.org/ideacast/">http://blogs.hbr.org/ideacast/</a>
Mixergy	<a href="http://www.mixergy.com">www.mixergy.com</a>
PRI: Social Entrepreneurship	<a href="http://www.publicbroadcasting.net/pri/jukebox?action=viewPodcast&amp;podcastId=14484">http://www.publicbroadcasting.net/pri/jukebox?action=viewPodcast&amp;podcastId=14484</a>
Stanford Entrepreneurial Thought Leaders	<a href="http://ecorner.stanford.edu/podcasts.html">http://ecorner.stanford.edu/podcasts.html</a>
This Week in Startups	<a href="http://thisweekinstartups.com/">http://thisweekinstartups.com/</a>
This Week in Venture Capital	<a href="http://thisweekin.com/thisweekin-venture-capital/">http://thisweekin.com/thisweekin-venture-capital/</a>

## Entrepreneurship-Focused Scholarly Journals

Journal	Web Site Address
Entrepreneurship & Regional Development	<a href="http://www.tandf.co.uk/journals/titles/08985626.asp">http://www.tandf.co.uk/journals/titles/08985626.asp</a>
Entrepreneurship Theory & Practice	<a href="http://www.blackwellpublishing.com/journal.asp?ref=1042-2587">www.blackwellpublishing.com/journal.asp?ref=1042-2587</a>
Frontiers of Entrepreneurship Research	<a href="http://www.babson.edu/entrep/fer/">www.babson.edu/entrep/fer/</a>
Journal of Business Venturing	<a href="http://www.sciencedirect.com/science/journal/08839026">www.sciencedirect.com/science/journal/08839026</a>
Journal of Small Business Management	<a href="http://www.icsb.org/jsbm.asp">http://www.icsb.org/jsbm.asp</a>

Journal of Small Business Strategy	<a href="http://www.smallbusinessinstitute.biz/journals/jsbs.html">http://www.smallbusinessinstitute.biz/journals/jsbs.html</a>
Small Business Economics	<a href="http://www.ingenta.com/journals/browse/klu/sbej">http://www.ingenta.com/journals/browse/klu/sbej</a>
Strategic Entrepreneurship Journal	<a href="http://sej.strategicmanagement.net/">http://sej.strategicmanagement.net/</a>
The Journal of Product Innovation Management	<a href="http://www.blackwellpublishing.com/journal.asp?ref=0737-6782">http://www.blackwellpublishing.com/journal.asp?ref=0737-6782</a>
Venture Capital	<a href="http://www.tandf.co.uk/journals/titles/13691066.asp">http://www.tandf.co.uk/journals/titles/13691066.asp</a>

*Company Information*

<b>Web Site</b>	Web Site Address
Annual Report Service	<a href="http://www.annualreportservice.com">www.annualreportservice.com</a>
CEO Express	<a href="http://www.ceoexpress.com">www.ceoexpress.com</a>
BRINT	<a href="http://www.brint.com">www.brint.com</a>
Business Wire	<a href="http://www.businesswire.com">www.businesswire.com</a>
Hoover's Online	<a href="http://www.hoovers.com">www.hoovers.com</a>
PR Newswire	<a href="http://www.prnewswire.com">www.prnewswire.com</a>
The Wall Street Journal	<a href="http://www.wsj.com">www.wsj.com</a>

***Terms, Financial Ratios, and Encyclopedia-Related Material***

Web Site	Web Site Address
About (entrepreneurship terms)	<a href="http://entrepreneurs.about.com/cs/generalresources/a/glossaryindex.htm">http://entrepreneurs.about.com/cs/generalresources/a/glossaryindex.htm</a>
BNET	<a href="http://www.findarticles.com/">http://www.findarticles.com/</a>
Federal Reserve Bank of San Francisco (economic terms)	<a href="http://www.frbsf.org/tools/glossary/glossReg.Html">www.frbsf.org/tools/glossary/glossReg.Html</a>
How Stuff Works (learn how stuff works)	<a href="http://www.howstuffworks.com/">www.howstuffworks.com/</a>
InvestorTerms (investment dictionary)	<a href="http://www.investorterms.com">www.investorterms.com</a>
InvestorWords (investment dictionary)	<a href="http://www.investorwords.com/">www.investorwords.com/</a>
Investopedia (financial ratios)	<a href="http://www.investopedia.com/dictionary/">www.investopedia.com/dictionary/</a>
Marketing Terms.com (marketing terms)	<a href="http://www.marketingterms.com/">www.marketingterms.com/</a>
Raymond James (investment terms)	<a href="http://www.raymondjames.com/gloss.htm">www.raymondjames.com/gloss.htm</a>
Wikipedia Encyclopaedia	<a href="http://www.wikipedia.com/">www.wikipedia.com/</a>

## Changes since First Published

Date	Description
04/08/2014	Changes made to delivery schedule as to % allocation of assessment item Case study