



LINCOLN UNIVERSITY

BA 386 – MBA Special Topics in Business Administration

New Business Development

COURSE SYLLABUS

Spring 2011

INSTRUCTOR: Victor C. Walling, PhD

Credit: 3 units

CLASSROOM: 404
OFFICE HOURS: One hour before and after class
OFFICE PHONE: 650 270 6320 (please leave a message and please speak loud enough and clearly)
E-MAIL ADDRESS: vwalling@lincolnuca.edu
CLASS HOURS: 9:00 – 11:45AM on Wednesdays

1. DESCRIPTION

This course offers topics of special interest, including case studies and independent research. Topics vary so students may include this in a customized concentration. This course may substitute a concentration only once and with the permission of the Dean.

This course involves a careful examination of the challenge of developing a new business either in a startup or as the extension of an existing firm. The course focus is on identifying and developing the customer base because, by their nature, markets for new products and services are poorly understood.

2. ORGANIZATION

This is a lecture-student presentation course in which topics are presented by the instructor and explained. You will create a Customer Development Plan for a product or service of our choice. As the product manager you will also learn how to use your customer development plan to win the support you need from other functions in your company including finance, product

development, and marketing. You will learn how to sell your product through both industrial and commercial channels. Students in this class are expected to have some familiarity with marketing and sales principles and practices. There will be a midterm and final exam plus a student project.

3. COURSE OBJECTIVES

1. To introduce students to the challenges of making a new product or service succeed in the market place.
2. Develop student proficiency in doing marketing and sales research.
3. Develop student skills in market segmentation especially for innovative or novel products and services
4. Explore the relationship between the marketing and sales operations of a new business and the other functions of the business especially manufacturing and finance.
5. Introduce students to the construction of a business presentation deck for rallying support within the business or from funders such as venture capital firms.

4. COURSE TOPICS

The course will cover the following topics – one each week

1. Overview of the new business challenge. Introduction to developing a new business presentation deck. Theory of change management. List the basis for starting a new business or line of business
2. Elements of a new business “business plan.”
3. Dissatisfaction – What we know about the wrong way to start a business – product focused
4. Vision – What we know about the right way to start a business – customer focused
5. Research Design – the elements of valid and reliable market and sales research
6. What is “Customer Development”
7. Validating your hypotheses about your customers
8. Intellectual Property rights: Patents, Trademarks and Copyrights
9. Midterm (first hour) Innovativeness theory and market segmentation
10. Selecting the business team – Who needs a board

- of directors?
11. Adding to the customer base
 12. Selecting the marketing and sales organization style and structure (in-house? MLM? Wholesale? Etc)
 13. Communicating customer requirements to the production side of your company
 14. Reengineering the production system of a new business
 15. Financial implications of customer base analysis
 16. Final presentations and Final exam

5. TEXT

1. Required text: The Four Steps to the Epiphany by Steven Gary Bank 2006
2. Recommended Readings (Each week two students will each present a 5 minute synopsis from one of the items in the recommended reading list)

6. GRADING PLAN

Coursework will be weighted as follows:

1. Presentations	45%			
2. Midterm exam	20%			
3. Final exam	25%			
4. Attendance	_____	_____	<u>10%</u>	
	$45\% + 45\% + 10\% = 100\%$			

Presentations:

Each class session will involve advancing student business presentation decks.

Mid term and final exams will be short answer essay exams

ATTENDANCE:

Attendance will be graded as follows:

No absences	10%
One absence	8%
Two absences	6%
Three absences	4%
Four or more absences	0%

You will be required to meet the instructor privately or with team partners at least one time outside of class time during the first half of this course to discuss your power point presentation.

You are encouraged to take advantage of instructor office hours for help with coursework or anything else connected with the course and your progress.

7. SUGGESTIONS FOR SUCCESS

For most students this will not be a "difficult" course. However, you will be expected to make a number of short presentations in class. The objective is to strengthen your ability to communicate your ideas to colleagues and to more senior managers when you are in your future jobs. Therefore you are encouraged to practice your presentations with your class partner and with others before you arrive in class.

Instructor

Victor C Walling Jr. Ph.D.

Dr. Walling is an American who got his PhD from Stanford in the communication of innovation. For 10 years he worked as a strategy and policy consultant to businesses and government for SRI International. For 6 years he served as global head of IT application strategy for the Royal Dutch Shell group based in the Hague. He followed this with 10 years as an internal consultant for Unilever to its global operating companies.

Dr. Walling is an expert in guiding management teams to identify, design and implement business process reengineering projects made possible by innovative use of IT inventions such as the UPC code and the internet.

Currently Dr. Walling is a founding director of Kix Holdings Ltd, a London based international soccer equipment company. He is COO of two Kix subsidiaries; Kixsports America LLC and KixFriction LLC.

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