ENTR 1201. The Entrepreneurial Universe. 4 Hours.
Introduces students to the world of entrepreneurship. Covers the importance of entrepreneurship, the characteristics of entrepreneurs, and the entrepreneurship process. Describes entrepreneurship in its various forms, including startup growth ventures, entrepreneurship in small and medium enterprises, and microbusinesses.

ENTR 1990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

ENTR 2206. Global Social Enterprise. 4 Hours.
Designed to provide students with an in-depth exposure to entrepreneurship in the social sector, a rapidly growing segment of the global economy. Uses the case method to expose students to leading entrepreneurs who have developed and implemented business models to solve social problems such as extreme poverty, disease, illiteracy, and economic and social dislocation. Focuses on uniquely creative and driven people who have dedicated their lives to making a difference in the lives of others through values-based entrepreneurship.

ENTR 2215. Understanding Family Enterprise. 4 Hours.
Covers business, personal, and family issues found in family owned and managed companies, including management of the business, succession planning, entitlement, hiring, nonfamily employees, boards of advisors and directors, compensation, managing conflict, and communications. Designed for individuals who plan to enter into the management of a family business. Focuses on small and midsize firms with annual revenue of $5 million to $500 million.

ENTR 2301. Innovation!. 4 Hours.
Designed for students across the entire University who wish to learn about innovation—the creative process, the different types of innovation, how innovations are created, and how innovations can be transformed into commercial reality either as new products or new services and either in startups, existing corporations, and nonprofit entities. Offers students an opportunity to obtain the fundamental insight needed to understand the innovation process and to become a player in it.

ENTR 2303. Entrepreneurial Marketing and Selling. 4 Hours.
Designed to help aspiring and serious entrepreneur students to generate and evaluate robust marketing opportunities that may serve as the foundation for a new venture. Once a new opportunity has been vetted, students then have an opportunity to work on developing an entrepreneurial marketing plan. Covers methods for recognizing, discovering, or creating opportunities and validating those opportunities. One of the biggest challenges entrepreneurs face is coming up with the right opportunity for a new venture. This is an applied and experiential course involving field research. Two key deliverables are the opportunity assessment project and the entrepreneurial marketing plan.

ENTR 2414. Social Responsibility of Business in an Age of Inequality. 4 Hours.
Studies how businesses can be agents for social good, both locally and around the world. In an era of growing social and economic inequality both in the United States and globally, many “enlightened” businesses are reconsidering their roles in creating opportunity for disadvantaged or marginalized people and communities. Focuses on businesses that have the resources to invest in innovative social responsibility programs that address the impact of rising social and economic inequality. Considers the tension between the single-minded notion of maximizing profit for investors and serving a broader stakeholder community. The role of entrepreneurship and entrepreneurial thinking plays a key role in student learning. This is an integrative course that includes areas such as business policy, governance, strategy, and decision making.

ENTR 3210. Social Impact Investing: Connecting Compassion and Capital. 4 Hours.
Studies the investors, entrepreneurs, and enterprises comprising the global impact investing universe. Social impact investing is a rapidly emerging sector within the global investment community in which investors fund innovative enterprises dedicated to creatively solving the world’s most difficult social problems, such as extreme poverty, access to clean water, sanitation, agricultural productivity, and literacy. Historically, these initiatives were organized as nonprofits or charities and received funding from donations and grants from foundations and government agencies. Today, many social entrepreneurs are instead using for-profit and hybrid business models to attract investment capital in the form of equity investments, loans, and other forms of so-called patient capital. Offers students an opportunity to develop a practical, real-world, and sustainable impact investing portfolio.

ENTR 3212. Innovation for Social Change. 4 Hours.
Examines three fundamental principles of social innovation—user-centered design, integrated systems thinking, and impact measurement—and applies them to corporate, nonprofit, government, and philanthropic contexts. Through case teaching, multidisciplinary project-based learning, guest speakers, and design research, exposes students to leading ideas and policy perspectives from various sectors and regions. Seeks to embolden student commitment to creative problem-solving approaches that transcend silos and sectors. A final team project is formulated and designed with local partners, including an implementation strategy with investors that addresses the toughest problems confronting human society involving water, food, energy, education, housing, and security for marginalized and vulnerable populations.
ENTR 3217. Global Family Business Leadership. 4 Hours.
Offers students an opportunity to develop an understanding of the nuanced challenges facing entrepreneurial leaders in different cultural settings. While family businesses have been found to be both numerically and economically significant in most countries, these enterprises worldwide share many common issues. However, there are differences that emanate from specific institutional and cultural contexts. Understanding these differences and how they can affect leadership of a family business is increasingly important for stewards of family businesses in a global marketplace. Understanding the nature of international differences and appreciating the opportunities they offer for growth-oriented family business leaders is especially important as family businesses face unique barriers to international expansion. Required participation in spring break international field project.

ENTR 3219. Microfinance: Fostering Entrepreneurship in the Developing World. 4 Hours.
Investigates, analyzes, and addresses one of the core questions surrounding microfinance: Can business, through microlending programs, truly address the needs of the desperately poor (3 billion people living on two dollars or less per day) in a meaningful, scalable, and sustainable way? Engages students in a theoretical analysis and practical examination of the field of microfinance. Examines the impact of microcredit and microenterprise development on alleviating extreme poverty in developing countries.

ENTR 3220. International Entrepreneurship and Innovation Consulting. 4 Hours.
Offers students an opportunity to learn the principles and methods of consulting to growing companies and social enterprises abroad. This is done through a set of frameworks that focus on customer segmentation, product or service requirements, product-line and service strategy, business model design, and internationalization strategy. Working in teams, students apply these frameworks to local companies in different business sectors and then prepare to apply them to client companies in their follow-on designated destination country. The final part of the course is preparation for the international field studies. This includes an introduction to effective methods for management consulting, including goal setting, team organization, and client management.

ENTR 3305. Entrepreneurial Strategy and Business Model Design. 4 Hours.
Considers dynamic entrepreneurial startup strategy from three perspectives: positioning of the venture within a dynamic, evolving industrial ecosystem that includes major companies, startups, and universities at various parts of the value-chain; different sources of innovation, including open innovation and industry-wide technology platforms; and business model design and implementation. Explores startup strategy from these perspectives using case studies and web-based company research projects and then asks students to develop their own strategy for a startup using the frameworks studied in class.

ENTR 3306. Global Entrepreneurship. 4 Hours.
Offers an opportunity to learn how entrepreneurs start, finance, and manage small businesses. Includes a field experience in South Africa, which involves identifying startups and small business for assistance in developing a business plan and seeking debt and/or equity financing. Students have an opportunity to consider the unique challenges encountered by entrepreneurs in economically disadvantaged communities and the additional challenges presented by South Africa’s history of racism and its current struggles with HIV/AIDS. Teaches students the basic concepts and tools associated with small business management, such as preparing financial models and a written business plan and investment presentation, with the goal that they can provide meaningful consulting assistance to township entrepreneurs.

ENTR 3307. Global Entrepreneurship Consulting. 4 Hours.
Covers the economic history of modern South Africa through lectures from faculty at the partner university in South Africa and also from the Northeastern professor. Includes the country’s transition from apartheid to its present economic and political situation. Offers an opportunity to learn how South Africa has managed to overcome the struggles of its recent past and become one of the leading emerging economies of the world with a flourishing business community. Includes readings in and study of modern South African economics, law, history, politics, and culture.

ENTR 3308. Business Economic History of South Africa. 4 Hours.
Covers the economic history of modern South Africa through lectures from faculty at the partner university in South Africa and also from the Northeastern professor. Includes the country’s transition from apartheid to its present economic and political situation. Offers an opportunity to learn how South Africa has managed to overcome the struggles of its recent past and become one of the leading emerging economies of the world with a flourishing business community. Includes readings in and study of modern South African economics, law, history, politics, and culture.

ENTR 3310. Entrepreneurship and Social Ventures. 4 Hours.
Offers students an opportunity to design the “business model” for a solution to a social problem, emphasizing how the enterprise can become self-supporting without government grants or charitable contributions. Social entrepreneurs combine the knowledge and skills used in traditional business, with a passionate commitment to having a meaningful and sustainable social impact. The most successful social enterprises solve important social problems through disruptive innovation and business models, and their greatest challenge is to not just solve social problems but to create an economic engine within the business to insure long-lasting sustainability. Through discussion, debate, and critical thinking, students identify core concepts of entrepreneurship in the social context and create a unique opportunity to apply classroom concepts to real-world problems through group projects.

ENTR 3316. Microfinance and Economic Development in Latin America. 4 Hours.
Utilizes case study methods, student presentations, discussion groups, and research to illustrate effective methods of microfinance as a poverty-alleviating tool. Offers students an opportunity to embark on extensive research on microfinance institutions. Includes a field experience component in Latin America, which involves identifying village banking sites, meeting with entrepreneurs, interviewing applicants or potential borrowers, assisting with microbusiness startups, and distributing microfinance loan capital in the creation of a village bank system. May be repeated without limit.

ENTR 3318. Business, Economics, and History of Hispaniola and Latin America. 4 Hours.
Covers the business and economic history of the field location (Caribbean, Central America, or Latin America) through lectures from faculty at the partner organization and the partner university, as well as from faculty at the partner university in South Africa and also from the Northeastern professor. Includes the country’s transition from apartheid to its present economic and political situation. Offers an opportunity to learn about the region’s flourishing business community and global development climate. Includes readings in economics, law, history, politics, and culture; extensive site visits; and guest lecturers. May be repeated without limit.

ENTR 3319. Innovation Workshop. 4 Hours.
Examines how to identify market trends and innovations that can lead to exciting new products and services. Discusses how to form and manage product development teams, brainstorm new ideas, observe and learn from target users, design new products and services, and see how these translate into financial outcomes. Explores the role of development and manufacturing partners. Offers students an opportunity to do field research and some form of prototyping for ideas of their own creation resulting in a business presentation for investors and the prototype design.
ENTR 3320. Base of Pyramid Innovation. 4 Hours.
Explores how innovations are deployed in the developing world. There are more than 4 billion people who could experience an improvement in livelihood from innovations developed to suit their needs. However, due to the design constraints of the developing world, innovators cannot simply deploy to these places without appropriate adaptations. Offers students an opportunity to help develop business models for identified technological innovations in collaboration with local deployment partners in chosen developing countries. The course consists of the following components: understanding an identified technological innovation and the local context that guided its development, developing business model concepts and prototypes, innovating business models in response to feedback, validating the business models developed, and building a deployment plan for implementation.

ENTR 3325. Sustainable Innovation. 4 Hours.
Explores the societal, regulatory, financial, engineering, and marketing dimensions of sustainable innovation. Examines fundamental frameworks for thinking about these dimensions, and then examines how companies and governments act based on case studies. Requires students to do a field project on the application of class concepts to Northeastern University across a broad range of venues, from the consumption of energy and materials to educational and community outreach programs.

ENTR 3326. Sustainability in the Latin American Business Environment. 4 Hours.
Provides a theoretical foundation of the study of business activities in the Latin American business context to ensure that externalities are valued in the economic context of the enterprises and also considered in the decision-making process. Explores different methodologies of evaluating sustainability in the entrepreneurial sector of the country of study and of assessing the social and environmental impact of their action. Offers students an opportunity to identify the impacts and directly assist in the development of decisions to control, mitigate, recuperate, and compensate for negative impacts. Requires prior completion of FINA 2720 or an environmental science course.

ENTR 3328. Field Research in Sustainable Business. 4 Hours.
Offers students an opportunity to explore, in teams with other university students in the country of study, sustainable business practices in companies ranging from agricultural enterprises to high-technology startups. Working with these companies, offers students an opportunity to create business plans and explore the trade-offs between traditional profits and environmental and social constraints. This course is designed to provide students with a firsthand experience in the dilemmas and trade-offs faced by developing countries seeking to promote economic development while protecting their resources. Requires prior completion of FINA 2720 or an environmental science course.

ENTR 3330. Lean Design and Development for Entrepreneurs. 4 Hours.
Studies how to rapidly create new products and services. Starting with an introduction to new product and service design and the innovation life cycle, the course applies the management concept of lean, agile development to concept creation, customer research, prototype development, and market validation. Offers students an opportunity to apply these skills to their own new product or service ideas and develop prototypes during the semester. In addition, the course explores cost-effective approaches for finding and managing third-party suppliers for design, engineering, and early stage production and delivery. Students are assessed not only for the quality of their ideas and project execution but also for their ability to work in teams and communicate results.

Studies the economic history of Iceland in order to explore sustainable development and its implications. Emphasizes renewable energy and commercial fishing, land use, and tourism from the twentieth century onward. Settled in the ninth century, over the course of a few hundred years of human activity the long-term equilibrium of the island was disrupted, causing severe environmental degradation. By the turn of the twentieth century, Iceland was one of the poorest countries in Europe. Over the last hundred years, Iceland transformed itself, making it a leader in the sustainable use of natural resources. Studies the process that brought about this transformation and focus on renewable energy and sustainable resource management.

ENTR 3338. Field Research in Sustainable Energy in Iceland. 4 Hours.
Explores the use of sustainable sources of energy, as well as sustainable resource management, in Iceland. Through study and field trips to power plants and businesses, offers students an opportunity to investigate the role played by hydropower and geothermal energy in providing a sustainable source of energy in a developed economy and to learn how governments and businesses work together to develop and manage renewable energy and natural resources to create a sustainable environment.

ENTR 3346. Family Business in Italy. 4 Hours.
Seeks to provide students with a comprehensive contemporary overview of Italian family business dynamics, politics, history, culture, and society, with an intentional focus on the comparisons between northern Italy vs. southern Italy. Uses formal and informal activities (lectures, company and historical site visits, dialogues) to offer students an opportunity to engage with Northeastern professors, guest lecturers, and Italian family business leaders in dialogue and discussion of contemporary challenges sustaining business across generations as well as related topics concerning the impact of current events, culture, history, and global issues.

ENTR 3348. Family Business: A Global Perspective. 4 Hours.
Studies family multinationals and the role of the family in internationalization. Many family companies are competing successfully and thriving in an increasingly globalized business environment despite assessments that they lack sufficient resources and capabilities to go global. Neither the literature on multinationals nor the growing field of family business studies has systematically investigated family multinationals yet. This course situates itself at the crossroads of internationalization studies on the one hand and family business research on the other. Offers students an opportunity to develop an understanding of the differences and the long-term transgenerational learnings that emerge from the longevity of global family businesses in different cultural settings. Explores the opportunities for family business growth by identifying pathways relevant to family business leaders. Taught abroad. May be repeated without limit.

ENTR 3401. Management of Operations and Growth in Small- and Medium-Sized Enterprises. 4 Hours.
Offers teams of students an opportunity to consult with owners of small- and medium-sized enterprises (SMEs) to develop project proposals and perform field casework specific to the needs of their SME clients. A highlight of this course is the SME consulting project. Through the project and course material, covers how to manage an SME from the day-to-day operations to strategic planning for growth. Exposes students to a variety of ways that an SME can achieve profitability and growth by generating lasting customer relationships, offering exemplary service, managing cash flow, implementing marketing strategies, and developing new and retooled products/services to reach new markets.
ENTR 3403. Managing Operations in a Technology-Based Startup Firm. 4 Hours.
Offers students an opportunity to acquire a skill set that allows them to develop a project management plan for transforming an idea or concept into a viable working product. Emphasizes the need for cross-functional collaboration throughout every phase of the effort. Explores concurrent technology practices, prototyping methods, and the approaches required for achieving the integration of business and technology interests. Utilizes case studies as part of the new-product-development process.

ENTR 3410. Entrepreneurship and Intrapreneurship in Innovation-Driven Markets. 4 Hours.
Seeks to provide students with frameworks and analytical methods for developing successful growth strategies for startups and established corporations operating in hyper-competitive, technology-intensive global industries. Reviews the key theories and tools needed to understand how technological change creates new market opportunities and allows the emergence of new business models; how firms can use technology and innovation to outcompete rivals in existing markets or to create new, fast-growing markets. Spells out how the evolution of technology and market forces in an industry affects the type of firm capabilities needed to succeed over time. Examines the business models and growth strategies of some of the most dynamic companies around the world and then elaborates on what this might mean for the student’s own career as an entrepreneur in a start-up, as an intrapreneur in a large company, or as a change agent in a family business. Combines conceptual rigor with practical relevance and personal application.

ENTR 3520. Impact Investing and Social Finance. 4 Hours.
Explores impact investing, a transformative way to work with money to achieve a more inclusive and sustainable economy. Large investors are entering the world of impact investing, a rapidly emerging space where social and ecological effects of finance are championed over maximizing shareholder value. New investment vehicles such as social impact bonds and Web exchanges are changing the role of financing institutions to better serve the needs of low-income populations around the world. Applies interdisciplinary frameworks, tools, and cases, with hands-on teamwork and guest speakers, to critically examine the field. Offers students an opportunity to learn to develop and test concepts that integrate social responsibility, sustainability, and mutual accountability into current financial and economic systems while expanding social capital markets.

ENTR 3990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

ENTR 4225. Corporate Entrepreneurship through Global Growth, Acquisitions, and Alliances. 4 Hours.
Analyzes whether, why, and how multibusiness corporations expand their operations into new business areas by questioning decisions to grow organically or through mechanisms such as acquisitions or alliances. Uses rigorous case-based discussions, expert readings, and major current events to discuss issues related to the choice of make, buy, or partner. Evaluates how these different corporate entrepreneurial strategies are used to help firms be more competitive and innovative.

ENTR 4501. Business Planning for Technology Ventures. 4 Hours.
Designed as a senior course for entrepreneurship majors. Covers the issues raised when creating a technology venture that goes through multiple rounds of financing in order to become a successful large company. Topics include managing growth, writing business plans, raising money, and formulating exit strategies. Focuses on projects to obtain venture financing from venture capitalists, angels, and corporate investors.

ENTR 4503. Business Planning for Small and Medium Enterprises. 4 Hours.
Designed for seniors interested in launching a new venture or growing an existing business venture. Includes developing a business plan, strategy development for small- to medium-sized enterprises, sales forecasting, pro-forma development, debt financing, and service developments. Sponsored by the Center for Family Business, the focus of projects is to obtain a bank loan to start a business or grow an existing small- to medium-sized venture.

ENTR 4505. Entrepreneurial Growth Strategy for Technology Ventures. 4 Hours.
Focuses on helping technology ventures define and improve their strategies and tactics to achieve external funding. Studies frameworks for developing a growth-focused product and service strategy; techniques to grow and evolve a startup team, creating scalable business models; and early stage, successive-round venture finance. Working in teams, students must apply these methods to improve the business plans for early stage technology ventures and to create new financial projections and investor packages for early stage ventures, with specific assessments of customer focus and needs, intellectual property, new product-line and technology strategy, and business model design. Company projects include the fields of web services, IT, healthcare, and life sciences. The course is a practicum on how to get new venture concepts funded and scaled from the perspective of entrepreneur and investor.

ENTR 4506. Advanced Studies in Social Enterprise. 4 Hours.
Focuses on a single developing region. Offers an opportunity to analyze the role of socially-driven entrepreneurship or “social impact enterprises” (SIEs) in alleviating poverty and its symptoms (for example, disease, illiteracy and chronic unemployment) in that country. To prepare for an intensive field experience working with local SIEs on one or more hands-on projects, students have an opportunity to study the history, politics, and development of the country, with an emphasis on the role that private-sector initiatives have played and hope to play in addressing widespread poverty and with a focus on the failures and successes in economic and business development, economic growth, and poverty alleviation. Offers students an opportunity to develop a plan for a micro-investment strategy focused on these and/or similar businesses and organizations having a significant social impact in a developing country. Includes an optional nine-day field component in a developing country during spring break; students who do not participate in the field component are given an alternative research assignment. ENTR 3210 and ENTR 3219 recommended.

ENTR 4510. Management Consulting Abroad. 4 Hours.
Offers an intensive field consulting program with local ventures in different countries. Designed to have students experience firsthand the challenges that entrepreneurs confront internationalizing products and services as well as core product management issues. Offers students an opportunity to work in cross-culture consulting teams with local students from partner universities. Projects vary widely but typically involve assessment of current product line and services strategy, marketing approaches, and how these must be adapted for foreign markets, including the United States. This is a field consulting course with heavy client engagement, requiring detailed written and oral communications for the client.
ENTR 4512. Social Entrepreneurship and Sustainable Development in India. 4 Hours.
Offers a Dialogue of Civilizations course in India focusing on a social entrepreneurial journey of researching and designing sustainable economic solutions to social problems. The overriding premise of the course is that the inception and implementation of a social innovation begins by understanding a social problem within a particular context and developing a systems-based approach to imagining solutions to reduce or solve the social problem. Through a learning-by-doing approach, offers students an opportunity to delve into critical social problems in the country—gender inequality, financial exclusion, climate vulnerability, environmental degradation, water access, disease, illiteracy, human trafficking, food insecurity, etc.—and work alongside local counterparts.

ENTR 4514. Development Practice and Global Citizenship in India. 4 Hours.
Offers a Dialogue of Civilizations course in India focusing on the personal, reflective journey of the individual and the collective journey of becoming an active global citizen. Offers students an opportunity to enter the personal journey by exploring development practice—what it means to have a life and career as a development practitioner—and by engaging in reflective practice, a set of techniques for synthesizing and analyzing our lived experience, both personal and professional. Also offers students an opportunity to engage in the global citizen journey by learning to facilitate dialogues between their class and their new colleagues and friends in India to better understand their hopes and fears about the globalized context in which we all live.

ENTR 4970. Junior/Senior Honors Project 1. 4 Hours.
Focuses on in-depth project in which a student conducts research or produces a product related to the student’s major field. Combined with Junior/Senior Project 2 or college-defined equivalent for 8 credit honors project. May be repeated without limit.

ENTR 4971. Junior/Senior Honors Project 2. 4 Hours.
Focuses on second semester of in-depth project in which a student conducts research or produces a product related to the student’s major field. May be repeated without limit.

ENTR 4990. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

ENTR 4991. Research. 4 Hours.
Offers an opportunity to conduct research under faculty supervision.

ENTR 4992. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on a chosen topic. Course content depends on instructor. May be repeated without limit.

ENTR 4993. Independent Study. 1-4 Hours.
Allows students who have received approval to undertake independent study in lieu of any course required in the various concentrations. Students present proposals to an Independent Studies Committee for evaluation and approval. Every proposal requires a detailed outline of the objectives and plan of study and must be accompanied by a supporting statement from the supervising faculty member under whose direction the study takes place. A copy of the final report prepared by the student is presented to the appropriate Independent Studies Committee. Further information about the Independent Studies Program can be obtained from concentration coordinators. May be repeated without limit.

ENTR 5976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.

ENTR 5978. Independent Study. 1-4 Hours.
Allows students who have received approval to undertake independent study in lieu of any course required in the various concentrations. Students present proposals to an Independent Studies Committee for evaluation and approval. Every proposal requires a detailed outline of the objectives and plan of study and must be accompanied by a supporting statement from the supervising faculty member under whose direction the study takes place. A copy of the final report prepared by the student is presented to the appropriate Independent Studies Committee. Further information about the Independent Studies Program can be obtained from concentration coordinators. May be repeated without limit.

ENTR 6200. Enterprise Growth and Innovation. 3 Hours.
Explores the challenges and processes for harnessing technological innovation for new-business development. Integrates technology strategy, innovation in marketing, product development, and organization design for the purpose of enterprise growth. Through readings, cases, and exercises, studies how firms from different industries gain competitive advantage through distinctive products and services, and leverage their technologies and skills into new emerging markets. Also focuses on processes for conceiving, financing, and organizing new ventures.

ENTR 6208. Innovation and Enterprise Growth. 2,3 Hours.
Explores the challenges and processes for harnessing technological innovation for corporate growth. Integrates innovation in four key dimensions: markets and users, technology (for both products and services), organization, and business models. Uses readings, cases, and exercises to teach students how firms from different industries accelerate corporate growth by internally generating new products and services and how to do this fast and efficiently by leveraging their skills, product technologies, and production processes into growth opportunities. Features a team-based applied project in corporate entrepreneurship. Offers students an opportunity to develop fully featured business plans using business planning tools from BUSN 6202. Focuses on growth through internal development, as opposed to mergers and acquisitions.

ENTR 6210. Managing Operations in Early Stage Ventures. 3 Hours.
Stresses the operating problems of managing small businesses. Case studies develop analytical approaches for appraising the risks and rewards of potential growth opportunities as well as operating problems. Problems range from locating, evaluating, marketing, and financing a small company to the survival and growth of more established businesses. Guest speakers and entrepreneurs provide pertinent business perspectives to in-class activities.

ENTR 6211. Entrepreneurship: Services and Retail Business Creation. 3 Hours.
Covers the issues surrounding the creation of a new business in the service and retail sectors. Emphasizes issues relating to the startup, growth, and operation of business ventures in these areas. Topics include developing a business plan for startup, market positioning, services design, operations management, sales forecasting, cash flow management, and venture financing with a heavy emphasis on debt financing. Students are asked to develop business plans for services and retail ventures of their own choosing as the class project. Requires prior completion of 9 SH of MBA core courses.
ENTR 6212. Business Planning for New Ventures. 3 Hours.
Gives students the opportunity to build a complete business plan for new high-potential ventures. Covers all aspects of the planning process, from the point of view of both the prospective entrepreneur and the potential investor. Explores the demands of the entrepreneurial career through reading, self-assessment exercises, and group projects. Guest speakers from startup companies, law firms, and venture capital firms provide a window on current experiences in the small-business world. Recommended for prospective entrepreneurs as well as others who may become involved with new ventures.

ENTR 6214. Social Enterprise. 3 Hours.
Designed to provide students with an in-depth exposure to entrepreneurship in the social sector, a rapidly growing segment of the global economy. Uses the case method to expose students to leading entrepreneurs who have developed and implemented business models to solve social problems such as extreme poverty, disease, illiteracy, and economic and social dislocation. Focuses on uniquely creative and driven people who have dedicated their lives to making a difference in the lives of others through values-based entrepreneurship.

ENTR 6215. New Venture Creation for Entrepreneurs and Corporate Innovators. 3 Hours.
Offers a methods-based course for innovators seeking to become entrepreneurs, either in their own businesses or leading a new venture within an existing corporation. Offers students an opportunity to apply methods for opportunity identification, customer segmentation, user-centered design, business modeling, and field-testing new venture concepts. From this foundation, students create detailed financial projections, written business plans, and investor presentations.

ENTR 6216. Global Social Entrepreneurship and Innovation. 3 Hours.
Explores using innovation to build and create value in the larger global context. Examines some of the latest innovation practices: (1) to build and create value within emerging economies, (2) to facilitate social entrepreneurship, (3) to promote sustainable development, and (4) to build and create value at the bottom of the pyramid. Exposes students to what successful entrepreneurs must learn to balance business demands with the larger need for innovative thinking. Stresses the application of successful practices to generate results. Topics include creating and sharing knowledge and intellectual property, exploiting systems and networks, redefining disruptive innovation, and the steps necessary to make innovation and entrepreneurship happen in a variety of global contexts. Uses real-life examples and case studies to illustrate successful practices.

ENTR 6217. Lean Innovation. 3 Hours.
Explores how corporate venturing and entrepreneurial teams can quickly and effectively bring new concepts to market. Demonstrates how small technical teams can quickly investigate opportunity spaces, develop and select concepts, and translate these into prototypes. Other topics include industrial design thinking, project teams, prototyping, and commercialization of design. Explores the challenges and solutions to managing a technology-based product within an established corporation and details frameworks on how innovative projects can be inexpensively tested and deployed within the organization.

ENTR 6218. Business Model Design and Innovation. 3 Hours.
Introduces major topics in the modern understanding of business models: their essence and role in securing competitive advantage, key components and design of business models, business model change and innovation, technology commercialization through sustaining business models, financial representation of a business model, and validation of developed business models.

ENTR 6219. Financing Ventures from Early Stage to Exit. 3 Hours.
Introduces students to the financing process for ventures from early stage to exit. Exposes students to various financing options, which may include crowdfunding, the American JOBS Act, and foreign-sourced capital, as well as different types of debt and equity financing. Offers students an opportunity to learn about analyzing financial aspects of term sheets, including valuation methodologies and other financing documents.

ENTR 6220. Family Business Leadership and Governance. 3 Hours.
Explores the unique challenges and strengths of family firms. Uses a learning framework with particular emphasis upon the insights and lessons learned by successful family business leaders. Offers students an opportunity to heighten their awareness of themselves concerning their roles in the family firm and their future career plans, as well as to develop key leadership skills associated with strategic planning and implantation within family enterprises. Explores particular functional issues unique to family firms in the areas of marketing, finance, control and human resource management, as well as family and business governance. Restricted to business students only.

ENTR 6221. Managing Creativity for Entrepreneurs. 3 Hours.
Introduces students to design thinking, offering them an opportunity to learn to think creatively in designing new products or services in order to start companies—and not just for incremental change but for game-changing, disruptive innovation. Covers idea generation, creative design, opportunity assessment, and selling ideas to investors. The course is activity based, guiding students through the steps of generating ideas and turning them into prototypes. At the conclusion of the course, offers students an opportunity to present their business ideas to angel investors.

ENTR 6222. Competing in Dynamic, Innovation-Driven Markets. 3 Hours.
Reviews the key theories and tools needed to understand how technological change creates new markets and prompts new business models, how technology-based firms can outcompete rivals in fast-growing markets characterized by high uncertainty, and how the evolution of technology in an industry affects the type of firm capabilities needed to succeed over time.

ENTR 6223. Cross-Cultural Innovation Management. 3 Hours.
Introduces students to the meaning of innovation. Offers students an opportunity to build their knowledge and skills in enhancing innovation across cultures, to obtain tools for managing innovation and for creating an innovation culture, and to implement measures of innovation. Walks students through each one of the innovation phases, from problem identification and idea generation to manufacturing and market penetration. Consists of hands-on experiential exercises focused on the management of innovation.

ENTR 6224. Intellectual Property and Other Legal Aspects of Business and Innovation. 3 Hours.
Introduces the major areas of the legal environment for innovation and new ventures and their relationship to early stage decisions and product and business development. Analyzes the nature, practical impact, and competitive usefulness of laws in the areas of intellectual property, contracts, employment, e-commerce, regulatory compliance, and entity formation. Offers students an opportunity to integrate and apply their understanding of legal, financial, business, technology, and ethical factors; sharpen their analytic skills; and use their skills and understanding to recognize opportunities for adding value and managing risk.
ENTR 6225. Corporate Entrepreneurship through Global Growth, Acquisitions, and Alliances. 3 Hours.
Offers students an opportunity to analyze whether, why, and how multibusiness corporations expand their operations into new business areas by questioning decisions to grow globally through mechanisms such as acquisitions or alliances. Uses rigorous case-based discussions, expert readings, and major current events to discuss issues related to the choice of make, buy, or partner. Offers students an opportunity to evaluate how these different corporate entrepreneurial strategies are used to help firms be more competitive and innovative.

ENTR 6260. Advanced Topics in Entrepreneurship. 3 Hours.
Offers an in-depth examination of selected issues and problems in entrepreneurship that are of current interest to faculty and students. Specific topics alternate depending on faculty availability and interest as well as student enrollment criteria.

ENTR 6290. Developing New Ventures for Startups and Corporations. 2 Hours.
Focuses on the venturing process, specifically how innovative ideas are identified and translated into successful results. Introduces methods for assessing the attractiveness of new ideas and issues involved in the formation of successful venture teams. Offers students an opportunity to learn how to develop a business plan, including how to do research and analysis for each section and how to integrate the entire plan for the best result. Also introduces venture concept validation, business model validation, venture funding types and stages, venture financial performance projections, and the foundations of a great pitch.

ENTR 6293. Design Thinking for Market-Driven Innovation. 3 Hours.
Uses digital mashups, iterative design, and “play” to unlock creative potential in the way products and services work for customers. Based on the principle that innovation is a discipline that is capable of being learned and being practiced and that arts-based learning and design thinking can unlock creative potential and foster an environment that encourages innovation. A team-based group project applies the principles of iterative design introduced in this course.

ENTR 6960. Exam Preparation—Master’s. 0 Hours.
Offers the student the opportunity to prepare for the master’s qualifying exam under faculty supervision.

ENTR 6962. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

ENTR 6964. Co-op Work Experience. 0 Hours.
Provides eligible students with an opportunity for work experience. May be repeated without limit.

ENTR 7976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on chosen topics. May be repeated without limit.