COURSE DESCRIPTION

This course offers a framework for understanding entrepreneurial opportunities in urban contexts. As such, it exposes students to challenges, problems, and issues faced by entrepreneurs who seek to find opportunities in urban spaces. Major objectives are for students to learn how to use entrepreneurial skills as tools of urban socioeconomic renewal.

COURSE MATERIALS

THE INNER CITY: A HANDBOOK FOR RENEWAL
Paperback
Edited by Roger Kemp
McFarland & Company

Additional Articles, Chapters and Case Studies provided by Professor Osorio as needed

In addition to the ‘official’ textbook for this class, reading materials for the course will be available as an electronic reading via the class website and or email. You will also be expected to read a newspaper of your choice regularly and be prepared to discuss current events in class. Many newspapers can be accessed on-line so there is no need to subscribe to any particular paper.

CLASS OBJECTIVES

By the end of the course

1. You will have a better understand of the role of Urban Entrepreneurship in the context of Economic Development.
2. You will learn to evaluate communities as social systems and to develop entrepreneurial initiatives to influence them –i.e., you will gain a general understanding of how business environment “becomes” constituted and how you, as an entrepreneur, may influence it.
3. You will acquire basic skills to work as part of a team.

This course is for students who exhibit a high degree of self-direction and significant interest in entrepreneurship, and/or economic development. Students will be challenged to work individually and in teams on projects, reports, and research at the intersection of business, community development, urban policy, and socioeconomic development always looking at the big picture understanding urban systems as niches to extract value.

General Objectives
The purpose of this course is to explore the many dimensions of urban entrepreneurship
(Economic and non-economic) in the context of socioeconomic development through

1. an exploration of business and policy issues,
2. the use of action research methods, and
3. the development and completion of a “consulting” project

The location of the course in Newark, NJ, provides a unique opportunity to have the city become a laboratory for student education in the areas of urban entrepreneurship and socioeconomic development. Students in this course will be directed to develop urban framed entrepreneurial initiatives suited to foster social and economic renaissance in Newark, NJ.

Practical Objectives

- To become familiar with techniques and frameworks of management and economic development in an urban context to use them to evaluate and make substantiated recommendations on real life situations.
- To enable participants to identify topics and areas of interest for their future life as professionals.
- To learn to use technology (i.e. web-search, databases) to “see” the world from multiple “perspectives” in multiple ways (e.g., citizen, customer, manager, owner, vendor).

To provide an opportunity for participants to develop effective managerial skills:
- written communications skills (i.e. memos, proposals, reports).
- presentation skills (i.e. presentations, discussions, interviews).
- team work skills (i.e., team member, team leader).

CLASS ORGANIZATION & ADMINISTRATION

COURSE FORMAT

The class is writing intensive

- The class will be conducted in a laboratory format, with participants expected to play an active role in discussing the assigned readings.
- Course meets once per week for 3 hours in seminar format
- Early in the semester there is more individual reading and discussion to provide foundation for addressing both policy and entrepreneurial issues. Later in the semester there is less reading and more involvement in tasks related to team’s final project business plan or socio economic development initiative proposals
  - First part of the semester: Individual assignments and readings.
  - Second part of the semester: Teams of 4 to 5 students working in an entrepreneurship related assignment (may be modify depending on the course enrollment).

- Textbook, article, or case study required readings are to be done before arriving at the class. Required readings are essential for understanding the topic for each week

CASE STUDY

To be provided by Professor Osorio
CLASS GUIDELINES
You are responsible for your own learning.

You can expect me to be prepared and ready to work each class. I will expect you to be prepared and ready to work each class including being prepared to be called upon to discuss assignments and comment on assigned readings. You are responsible for all assignments and class discussions even if you are absent.

Quality class participation is a significant part of the class’s learning process. Asking good and thought provoking questions is one way of quality participation. You should never hesitate to comment because you are concerned that you are wrong or unsure of your opinion. We all are wrong sometimes. Many of the questions that will be posed in class will be based upon the readings, the cases and the pre-work. Be prepared to comment upon your writings.

Please agree to listen to each other, not necessarily agree, but listen. Try not to interrupt. My role is somewhat different than yours. I will listen, but I also take responsibility for moving the process and the class along. Therefore, I might interrupt a discussion in order to move the class on.

Your attendance affects my evaluation of your class participation (See Attendance & Participation Policy). Name cards for each class are mandatory. They will assist communication both with me and among your classmates. Any student may, subsequent to Week 10, request – via email – an informal review of my evaluation of their class participation.

ATTENDANCE & PARTICIPATION
Each student is expected to attend *every* class. Many of the benefits of the class will be obtained in the classroom discussions that take place. A student’s absence not only deprives them of the benefits of class discussion, but it also deprives the rest of the class of their participation. If you are not in class you are not participating. If you are in the classroom but you are texting or sleeping or alike you are not participating either. If you are in the classroom at the beginning of the session but leave earlier without letting me know about it ahead of the class you will be recorded as absent and with no participation – even if you make a point of participating before leaving the room.

I will regularly circulate an attendance sheet at the beginning of class, which you should sign. If you are more than 15 minutes late to class, you will be marked absent for the day. Signing the attendance sheet for others is considered academic dishonesty. Attendance & Participation will constitute 10% of your grade. If you are not in class, you are not participating – thus you may not “catch on” on participation by participating more if you missed classes. You are allowed 2 unexcused absences without any penalty. After that, you lose ½ point from your Attendance & Participation grade for each unexcused absence. Each 3hrs class counts as 2 sessions.

HOMEWORK POLICY
Homework is due on the appointed date as per the class schedule. Missing class is not justification to miss homework. If there is a homework assigned on a day that you will be absent the homework will still be due on that day regardless. Late submissions will be accepted but 1 point will be discounted for every day that the homework is late. If the homework is late more than 1 week the homework will no longer be graded YET must be submitted otherwise there will be negative point’s penalty.
All homework must be submitted via Blackboard BEFORE the class when it is due. Submissions after the class has been started, or after the class—even when submissions are done on the due date—will be considered as submitted 1 day late and will have 1 point deduction. It is your responsibility to ensure that homework is on time. The official submission time will be the Blackboard time stamp.

Individuals Assignments
Each student will work individually in each one of the individual assignments. All the work is expected to be done by the students him/herself. Each assignment has its own due date and will run into the late policies as described above after if submitted after the corresponding due date. If you know that you are going to miss a class where an assignment is due, you must submit the assignment ahead of the class. It is the responsibility of the student to ensure that the assignment is submitted on time, in the right format, and through the correct channel. Student MUST complete all individual assignments to fulfill the individual assignments requirement.

Team Assignments
One of the goals of the class is for you to learn to work in teams thus I will help you to do so. To aid you to achieve this objective, the class is framed around your work in a team developing plan to implement your own venture.

Each student will work on a Venture Proposal with a team of colleagues. Each team will consist of 4-5 members—this may be modified depending on the course enrollment and proposed project by each team. The project will be presented at the end of the term. Projects come from one of three sources: (1) A project provided by Professor Osorio, (2) An entrepreneurial approach proposed by a team member, (3) Concrete assistance to a local entrepreneur in a specific /project. Regardless of the nature of the project, all proposals need to be approved by Professor Osorio before the teams start working on them. Teams MUST complete all assignments to fulfill the team assignments requirement. Assignments are sequential; teams MAY NOT proceed to the next assignment unless they have completed—and get the ok—on the preceding task. Students must work diligently to be on time to ensure a successful semester.

Team assignments will be submitted only one per team via Blackboard. It is the full team responsibility to be sure that there is one submission on time. Multiple submissions by several team members indicate your lack of teamwork and as such will be penalized with 1 point for every unnecessary extra copy that it is submitted. In addition to the digital submission every team member must have in class one paper copy of the assignment so you can work. If you do not have your copy then you are not participating in class and you will have an absence for that day.

The teamwork requires you to be prepared and ready to have a constructive conversation every week with the rest of the members of your team. As this is a learning process, you will have feedback to help you improve from your team members. How you learn to use this feedback, and how you provide feedback, is part of your class evaluation. Your progress will be part of your “Attendance, Class Participation, Class Discussion, and Teamwork.” You will fill a team evaluation form at the end of the semester. This form will serve me to assess your final team performance will be used to determine your contribution to your final proposal. Nevertheless, do not let this to be your only feedback to me and your teammates about the teamwork. Talk to each other during the semester and let me know as soon as there is a problem so we can avoid a crisis.
GRADING & CLASS POLICY
Grades will be based upon the following tasks/projects.

Assignments
There are two kinds of assignments during the semester; individual and team assignments. Individual assignments are designed to assess your individual learning while team assignments are set your teamwork and your ability to do collaborative learning.

FINAL GRADE ASSIGNMENT
There are two kinds of assignments during the semester; individual and team assignments. Individual assignments are designed to assess your individual learning while team assignments are set your teamwork and your ability to do collaborative learning.

INDIVIDUALS ASSIGNMENTS
- Hw-1: Class expectations & Communications (5 Points)
- Hw-2 Urban Issues Essay/Memo (10 Points)
- Hw-3 Policy/Project Proposal Memo (15 Points)
- Hw-4: Urban System to fix (Pass/Fail)
- Hw-5: Case Analysis (15 Points)

TEAM ASSIGNMENTS PROJECT
- T-1: Venture Proposal (5 Points)
- T-2: Target Constituency (Pass/Fail)
- T-3: Legal issues & legal Strategies (Pass/Fail)
- T-4”Proposal Index (Pass/Fail)
- T-5: Entrepreneurial Venture Draft (20 Points)
- T-6: Team Presentation (10 Points)
- T-7: Entrepreneurial Venture Recommendation (10 Points)

CLASS PARTICIPATION & ATTENDANCE (10 Points)
TOTAL 100 POINTS
EXTRA CREDIT (0-5 Points)

Pass/Fail assignments will be re-submitted until passed. You may not move forward until you pass that assignment. Assignments with points will only be submitted once for grading. See Schedule for details and dates on the assignments.

All assignments are due as marked on the assignment description and instructions. If there is confusion on dates the earliest date will prevail.
Quizzes
At this time there are no quizzes schedule for this class. Yet if a substantial number of students is not doing the readings and/or participating in class I reserve the right to have quizzes. If so, I will notify the class that there will be at least one pop-quiz at some point –and the point value of it. If you miss a quiz the grade on that quiz will automatically be 0-points. These quizzes refer to the material that is assigned for reading. This quiz will be conducted either in class or on-line via Blackboard. **There is no advance warning for quizzes.** Your careful reading of the assigned cases or articles should be ample preparation for each quiz.

Revision of Grades
I do understand that there is a chance that I may not have graded you properly. If you need me to review your work I will re-grade the whole assignment. Thus your grade may go down, (if I over graded you), stay the same (if in overall I grade you properly) or may go up (if I under-grade you). Please take this into account if asking for a revision as I cannot guarantee that grades will go up or stay the same as a result of the re-grading. Arguments such as “So-and-so wrote the same and got more points” will require showing the other person’s original work as evidence. If I made a mistake and under-grade you I will correct your points. Likewise if I over-graded the other person I will use that opportunity to correct that work to its proper grade also.

Extra Credit Assignment(s)
At my discretion I, will give ONE or more assignment for extra points during semester. The assignment(s) will be announced in class without warning. **You will need to be in class the day of the announcement to be eligible to do it.** The assignment(s) needs to be submitted on due time to be accepted. I will NOT accept any late submissions for extra credit assignments nor will I accept substitutions if the extra credit assignment is missed. Missing the assignment deadlines may result on missing the whole extra credit assignment

There is no curve in this class. Grading for the term is as follows:

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Urban Entrepreneurship (29:382:342)

COURSE SCHEDULE

Introduction to Entrepreneuring

Introduction to Urban Social and Economic Development

Entrepreneurship & Economic Development: Leveraging Capital, Opportunities,

Innovation and Networks (COIN)

Forms of Capital and Entrepreneurship

Opportunity Identification and Evaluation

Innovation, Entrepreneurship, and Economic Development

Entrepreneurial Networks and Organizations

Entrepreneurial Finance: Creating Social and Economic Value and Valuation Final Project Work and Presentations

Academic Integrity

All students are expected to know, understand and live up to the standards of academic integrity explained at http://academicintegrity.rutgers.edu/academic-integrity-at-rutgers

At Rutgers Business School, we must ensure that our students have a solid foundation that is grounded in integrity and respect for basic ethical principles. Rutgers University, in conjunction with RBS, has established an Honor Code that includes this pledge:

“I pledge, on my honor, that I have neither received nor given any unauthorized assistance on this examination (assignment).”

In the future, students may be required to write and sign the Honor Pledge on every major paper, examination and assignment. This Honor Pledge will not displace, modify or amend the standards and procedures set forth in the Rutgers University Code of Student Conduct, http://judicialaffairs.rutgers.edu/university-code-of-student-conduct, but simply suggest a higher set of standards to which RBS students adhere.

Plagiarism

Please cite all your sources and be sure that the presented work is your own work. The university policies on plagiarism are very strict and will be enforce in this class. See link above in academic integrity. All submitted work is expected to be your own original work –I do not tolerate plagiarisms. If you use material from other sources you must use the proper cites – fabrication of cites is a violation of academic integrity.

Also, if you deny others access to information or material it is a breach of academic integrity too.
Disabilities & Special Accommodations
If you require any kind of special accommodations you must contact your disabilities coordinator to provide documentation of your disability and to complete the appropriate paperwork (call 973353-5300 or e-mail famoso@andromeda.rutgers.edu). The Coordinator will generate a Letter of Accommodation (LOA) which documents what accommodations have been granted. It is your responsibility to promptly collect this letter and to present it to me. Without this letter there is not much that I can do to accommodate you as I am not qualified to assess your needs.

GUIDELINES FOR COMMUNICATIONS
If you need to reach me outside the classroom E-mail or a posting are a quick and efficient ways to communicate with me whether is about feedback you have received on an assignment, or to ask a question about an ongoing exercise. I also do office hours as schedule or if needed we can set a different time to meet. Just stopping by my office outside of office hours, even if I am in, it is not a guarantee of getting a chance to talk as I may have other appointments or issues to deal at that time.

Email
If you need to reach me outside the classroom email is the prefer method of communication with me. It can be used to ask clarifications, exchange files, request appointments, follow up topics from class, etc. I sent all class communications via Blackboard email system. It is your responsibility to make sure that you can access those communications. I have as a policy to answers emails within 24 hours or sooner. I take exception to this response time over the weekends and holidays. While I am often online at night working do not always expect an immediate answer as I often turn of my email to concentrate.

Clean Out Your Rutgers Inbox. If you have your Rutgers e-mail forwarded to another e-mail address, make sure to periodically clean out your Rutgers e-mail inbox. After a short while, email messages will continue to pile up in your inbox, and anyone sending you an e-mail will receive a “User Quota Exceeded” message in return.

If you do not have a Pegasus or Eden account, you should visit the website at https://netid.rutgers.edu/.

As a net-etiquette, keep in mind the following points:
Always include a subject line.

- Remember without facial expressions some comments may be taken the wrong way. Be careful in wording your emails. Use of emoticons might be helpful in some cases.
- Use standard fonts.
- Do not send large attachments without permission –10 Mb is the maximum that the system can hold. Try to do less –much less- than that. Respect the privacy of other class members

Blackboard (Bb) will be used for class announcements, written assignments and group discussions. Please follow instructions for using Blackboard on the last page this syllabus. The blackboard site is https://blackboard.newark.rutgers.edu/webapps/portal/frameset.jsp
In order to access Blackboard, you must have a NetID and be officially registered for classes. If you have not created a NetID yet, you can do so online at http://oit.rutgers.edu/accounts by selecting your campus (Pegasus-students, Andromeda-faculty and staff).

If you have forgotten your password, you will need to contact the Help Desk:

Camden: 856-225-6274 or help@camden.rutgers.edu

Newark: 973-353-5083 or help@newark.rutgers.edu

New Brunswick: 732-445-HELP or help@nbcs.rutgers.edu

Additionally an Online Students' Guide is available from within your course by first selecting Tools from the left navigation menu and then selecting Manual. Blackboard also provides additional resources at https://support.blackboard.com/s/student/as/as.htm

**NOTE:** Student access to courses in Blackboard is pulled from existing University systems such as the Registrar or Business Office. The primary Blackboard support for students is provided by Newark Computing Services (Hill Hall 109), (973) 353 – 5083 help@newark.rutgers.edu) If a recent change has been made to your account (recently paid or registered) it may take 24-48 hours for these systems to update before access will be available to you in Blackboard. If you have contacted these three offices and you are still having trouble, you should contact the RBS helpdesk for guidance helpdesk@business.rutgers.edu.