

**Entrepreneurship**  
**Course Number: 33:382:342**  
**Course Title: Urban Entrepreneurship and Economic Development**

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## **COURSE MATERIALS**

Articles and case studies provided by Professor and posted on Canvas website.

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## **LEARNING GOALS AND OBJECTIVES**

This course is designed to help students develop skills and knowledge in the following area(s):

**Business knowledge.** Students will explore dimensions of urban entrepreneurship and economic development by examining business, real estate and policy issues, using action research methods and completing consulting projects. The location of the course in Newark provides a unique opportunity to have the city become a laboratory for student education in the areas of urban entrepreneurship and economic development. Students in this course will be directly involved in the economic development initiatives of Rutgers-Newark and The Center for Urban Entrepreneurship and Economic Development.

Students who complete this course will demonstrate:

- a) Mastery of fundamental business concepts and an ability to integrate and apply these concepts to resolve practical business problems.
- b) Proficiency at analyzing and interpreting quantitative and qualitative data to identify business opportunities

**Global perspective.** Students will have the breadth of perspective necessary to lead and effectively function in a global and diverse business environment.

Students who complete this course will demonstrate:

- a) An understanding of inclusive urban innovation, entrepreneurship, or economic development.
- b) An ability to critically evaluate business decision-making scenarios and develop innovative, entrepreneurial and ethical solutions.

**Persuasive communication.** Students will be effective communicators.

Students who complete this course will demonstrate:

- a) Ability to construct clear, concise and convincing written business communication.
- b) Ability to work individually and in teams on projects, reports, and research at the intersection of business, community revitalization, new venture creation, urban policy and economic development.

Students develop these skills and knowledge through the following course topics, activities and assignments:

### **Course Topics**

- Urban Entrepreneurship and Economic Development
- Entrepreneurship in American Cities
- Income Inequality and Social Determinants of Health
- Community Reinvestment Act and Capital Access
- Urban Innovation
- Smart Growth and Sustainability
- Business Model Canvas and Entrepreneurship Simulation
- Research Project and Presentations

### **Course Format**

- Course meets once per week for 3 hours in seminar format.
- Students work in teams of up to 4 people on an economic development and entrepreneurship projects.
- Early in the semester there is more reading and group discussion to provide foundation for addressing both policy and business issues. Later in the semester there is less reading and more involvement in tasks related to group research projects and business simulations.

## **PREREQUISITES**

There are no formal prerequisites for this course. However, this course is for students who exhibit high degrees of self-direction, research capability, and significant interest in urban issues, entrepreneurship and/or economic development.

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### **ACADEMIC INTEGRITY**

*I do NOT tolerate cheating.* Students are responsible for understanding the RU Academic Integrity Policy (<http://academicintegrity.rutgers.edu/>)

I will strongly enforce this Policy and pursue *all* violations. On all examinations and assignments, students must sign the RU Honor Pledge, which states, “On my honor, I have neither received nor given any unauthorized assistance on this examination or assignment.” I will screen all written assignments through *SafeAssign* or *Turnitin*, plagiarism detection services that compare the work against a large database of past work. Don’t let cheating destroy your hard-earned opportunity to learn. See [business.rutgers.edu/ai](http://business.rutgers.edu/ai) for more details.

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### **ATTENDANCE AND PREPARATION POLICY**

Expect Professor to attend all class sessions. I expect the same of you. 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. Your attendance significantly affects the evaluation of your class participation.

If Professor is to be absent, the department chair or Professor will send you notice via email and Canvas as far in advance as possible. If you are to be absent, report your absence in advance at <https://sims.rutgers.edu/ssra/>. If your absence is due to religious observance, a Rutgers-approved activity, illness, or family emergency/death and you seek makeup work, also send Professor an email with full details and supporting documentation within 3 days of your first absence.

For weather emergencies, consult the campus home page. If the campus is open, class will be held.

Expect Professor to arrive on time for each class session. The same is expected of you. Expect Professor to remain for the entirety of each class session. The same is expected of you. Expect Professor to prepare properly for each class session. The same is expected of you. Please complete all background reading and assignments. You cannot learn if you are not prepared. The minimum expectation is that for each 3-hour class session, you have prepared by studying for at least twice as many hours.

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### **POLICY/PROJECT PROPOSAL MEMORANDUM**

Prepare a 2-page memorandum (double spaced font size 12) that describes a change in policy or business strategy that would have an impact on inclusive urban innovation, entrepreneurship, or economic development. Write this memo as if you were writing it to me as Executive Director of CUEED. In this memo, consider the readings from the present week and write a memo about how you would address the urban issue or problem in an innovate or entrepreneurial way. Be sure to suggest two actionable and reality-

based solutions. Keep in mind, this is your way of demonstrating that you learned something from the readings and discussions in this class.

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## **CLASSROOM CONDUCT**

You are responsible for your own learning. You are responsible for all assignments and class discussions even if you are absent. You can expect Professor to be prepared and ready to work each class. Professor 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.

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. Many of the questions that will be posed in class will be based upon the readings, the cases and the pre-work. Professor will make best efforts to facilitate learning but needs you to do the reading work in advance of the class. Be prepared to comment on things you have read and upon your completed written work.

Please agree to listen to each other, not necessarily agree, but listen. Try not to interrupt.

Professor's role is somewhat different than yours. He will listen, but he will also take responsibility for moving the discussion, learning process and the class along. Therefore, he might interrupt a discussion in order to move the class forward.

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## **RESEARCH PROJECT AND PRESENTATION**

Each student will work on a research project with a team of colleagues. The project will be presented at the end of the term. Projects topics will come from a variety of Center for Urban Entrepreneurship and Economic Development sources. Each team of student's research and consult with Professor or a local entrepreneur for the last six weeks of the semester. Student teams are required to complete four assignments to fulfill the consulting requirement.

**Project Scope Document** - One week after the projects have been assigned, teams will be required to produce a 2-page project scope document that defines their research approach to the project and presents an outline and summarizes what each team member will do. Teams must submit their Project Scope Documents for grading and comment by Professor . Each team will also be required to schedule a team conference call or meeting to discuss the project with Professor. All project team members are required to be on the call or attend the meeting.

**Progress Report and Team Call/Meeting** - After initially working on the consulting projects, each team member will provide a draft power point presentation and a 2-page progress report to Professor. Professor will review and grade this presentation and progress report. Each team will also be required to schedule a team conference call or meeting to discuss the project with Professor. All project team members are required to be on the call or attend the meeting. The team's submitted progress reports will guide the discussion. Professor will serve as the team's external consultant, answer specific questions and give

advice. Scheduling this meeting and responding to issues and recommendation made are important milestones for the final project grade.

**Final Research Report** - Each team of students will develop a 5-page written report and a 10 page PowerPoint that presents recommendations and action steps. This report is based upon the Project Scope Document and progress report completed earlier in the semester. Team members will have to work together to create a concise and logical report and presentation. Professor will review and grade the report.

**Team Presentation** - Each team of students will be required to present their research report to the entire class at end of the semester. Professor will grade the presentation.

**Team Guidelines** - Teams will be composed of three or four students, *which may be modified depending on the number enrolled in the course.* Teams will be stronger if they have functional diversity as to experience and interest.

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## GRADING POLICY

Course grades are determined as follows:

### INDIVIDUAL ASSIGNMENTS

|                                      |             |
|--------------------------------------|-------------|
| Policy or Business Strategy Memo (1) | (10 Points) |
| Policy or Business Strategy Memo (2) | (10 Points) |
| Policy or Business Strategy Memo (3) | (10 Points) |
| Policy or Business Strategy Memo (4) | (10 Points) |

### CLASS ATTENDANCE & PARTICIPATION

(10 Points)

### TEAM ASSIGNMENTS PROJECT

|                                      |             |
|--------------------------------------|-------------|
| Research Project Progress Report (1) | (10 Points) |
| Research Project Progress Report (2) | (10 Points) |
| Final Report                         | (15 Points) |
| Final Presentation                   | (15 Points) |

### **TOTAL**

**100 POINTS**

**Grading scale will be as follows:**

|    |              |
|----|--------------|
| A  | = 93 - 100   |
| B+ | = 88 - 92.99 |
| B  | = 83 - 87.99 |
| C+ | = 78 - 82.99 |
| C  | = 72 - 77.99 |

D = 62 - 71.99  
 F = Below 62

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## COURSE SCHEDULE

| INTRODUCTION, CONTEXT, POLICY AND FRAMEWORK |   |   |                            |
|---|---|---|----------------------------|
| Session                                     | Topic(s)  | Case/Activity   | Readings & Assignments     |
| 1   | <i>Introduction to Course and Urban Entrepreneurship and Economic Development</i> | Overview and Survey of the Issues   | Various: Please see Canvas |
| 2   | <i>American Cities</i>  | Discuss Reading   | Various: Please see Canvas |
| 3   | <i>Income Inequality and Social Determinants of Health</i>                        | Discuss Reading and Case<br><b>Policy or Business Strategy Memo (1) Due</b> | Various: Please see Canvas |

|   |  |   |   |
|---|--|---|---|
| 4 | <i>Community Reinvestment Act and Capital Access</i> | TOUR<br><br><b>Policy or Business Strategy Memo (2) Due</b> | Various: Please see Canvas<br><br>Tour of Newark (wear comfortable shoes) |
|---|--|---|---|

|                                   |  |  |  |
|-----------------------------------|--|--|--|
| <b>URBAN BUSINESS OPPORTUNITY</b> |  |  |  |
|-----------------------------------|--|--|--|

| Session | Topic(s)                                     | Case/Activity   | Readings & Assignments     |
|---------|--|---|----------------------------|
| 5       | <i>Urban Innovation and Entrepreneurship</i> | <b>Policy or Business Strategy Memo (3) Due</b><br><br>Discuss Reading and Case | Various: Please see Canvas |
| 6       | <i>Smart Growth</i>                          | <b>Policy or Business Strategy Memo (4) Due</b><br><br>Discuss Reading and Case | Various: Please see Canvas |

|                               |  |  |  |
|-------------------------------|--|--|--|
| <b>TEAM RESEARCH PROJECTS</b> |  |  |  |
|-------------------------------|--|--|--|

| Session | Topic(s) | Case/Activity | Readings & Assignments |
|---------|----------|---------------|------------------------|
|         |          |               |                        |

|    |                              |   |   |
|----|------------------------------|---|---|
| 7  | <i>Team Project Kick Off</i> |   | Various: Please see Canvas<br><br>Group Projects assigned during class; Teams should contact client before leaving class.   |
| 8  | Team Project Work            | <b>Team Project Scope Due</b>                   | Team must meet to understand the desired outcome, make assessments and begin to determine their approach to completing the assignments.   |
| 9  | NO CLASS                     |   |   |
| 10 | Team Project Work            | <b>Research Project Progress Report (1) Due</b> | Working with the entrepreneurs/clients. Professor will arrange a call or meeting with each team of students working on projects   |
| 11 | Team Project Work            |   | Working with the entrepreneurs/clients.   |
| 12 | Team Project Work            | <b>Research Project Progress Report (2) Due</b> | Professor will arrange a call or meeting with each team of students working on projects. During this meeting, Professor will serve as consultant to students, answer specific questions and give advice. This meeting is an important milestone for your final project. |
|    |                              |   |   |
| 13 | Team Project Work            |   |   |

|    |  |  |   |
|----|--|--|---|
| 14 | Team Project Work  |  |   |
| 15 | Final Team Report and Presentations to Client (Required Attendance)<br><br>Policy/Project Proposal | <b>Final Presentation</b><br><br><b>Final Report</b> | Teams will present their recommendations to the client.<br><br>Policy/Project Proposal can be submitted via Canvas any time after session 8 and before the start of this session. |

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## SUPPORT SERVICES

If you need accommodation for a *disability*, obtain a Letter of Accommodation from the Office of Disability Services. The Office of Disability Services at Rutgers, The State University of New Jersey, provides student-centered and student-inclusive programming in compliance with the Americans with Disabilities Act of 1990, the Americans with Disabilities Act Amendments of 2008, Section 504 of the Rehabilitation Act of 1973, Section 508 of the Rehabilitation Act of 1998, and the New Jersey Law Against Discrimination. More information can be found at [ods.rutgers.edu](http://ods.rutgers.edu).

[Rutgers University-New Brunswick ODS phone (848)445-6800 or email [dsoffice@echo.rutgers.edu](mailto:dsoffice@echo.rutgers.edu)]

[Rutgers University-Newark ODS phone (973)353-5375 or email [ods@newark.rutgers.edu](mailto:ods@newark.rutgers.edu)]

If you are *pregnant*, the Office of Title IX and ADA Compliance is available to assist with any concerns or potential accommodations related to pregnancy.

[Rutgers University-New Brunswick Title IX Coordinator phone (848)932-8200 or email [jackie.moran@rutgers.edu](mailto:jackie.moran@rutgers.edu)]

[Rutgers University-Newark Office of Title IX and ADA Compliance phone (973)353-1906 or email [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu)]

If you seek *religious accommodations*, the Office of the Dean of Students is available to verify absences for religious observance, as needed.

[Rutgers University-New Brunswick Dean of Students phone (848)932-2300 or email [deanofstudents@echo.rutgers.edu](mailto:deanofstudents@echo.rutgers.edu)]

[Rutgers University-Newark Dean of Students phone (973)353-5063 or email [DeanofStudents@newark.rutgers.edu](mailto:DeanofStudents@newark.rutgers.edu)]

If you have experienced any form of *gender or sex-based discrimination or harassment*, including sexual assault, sexual harassment, relationship violence, or stalking, the Office for Violence Prevention and Victim Assistance provides help and support. More information can be found at <http://vpva.rutgers.edu/>.

[Rutgers University-New Brunswick incident report link: <http://studentconduct.rutgers.edu/concern/>. You may contact the Office for Violence Prevention and Victim Assistance at (848)932-1181]

[Rutgers University-Newark incident report link: [https://cm.maxient.com/reportingform.php?RutgersUniv&layout\\_id=7](https://cm.maxient.com/reportingform.php?RutgersUniv&layout_id=7) . You may also contact the Office of Title IX and ADA Compliance at (973)353-1906 or email at [TitleIX@newark.rutgers.edu](mailto:TitleIX@newark.rutgers.edu). If you wish to speak with a staff member who is confidential and does **not** have a reporting responsibility, you may contact the Office for Violence Prevention and Victim Assistance at (973)353-1918 or email [run.vpva@rutgers.edu](mailto:run.vpva@rutgers.edu)]

If students who have experienced a temporary condition or injury that is adversely affecting their ability to fully participate, you should submit a request via <https://temporaryconditions.rutgers.edu> .

If you are a military *veteran* or are on active military duty, you can obtain support through the Office of Veteran and Military Programs and Services. <http://veterans.rutgers.edu/>

If you are in need of *mental health* services, please use our readily available services.

[Rutgers University-Newark Counseling Center: <http://counseling.newark.rutgers.edu/>]

[Rutgers Counseling and Psychological Services–New Brunswick: <http://rhscaps.rutgers.edu/>]

If you are in need of *physical health* services, please use our readily available services.

[Rutgers Health Services – Newark: <http://health.newark.rutgers.edu/>]

[Rutgers Health Services – New Brunswick: <http://health.rutgers.edu/>]

If you are in need of *legal* services, please use our readily available services: <http://rusls.rutgers.edu/>

Students experiencing difficulty in courses due to *English as a second language (ESL)* should contact the Program in American Language Studies for supports.

[Rutgers–Newark: [PALS@newark.rutgers.edu](mailto:PALS@newark.rutgers.edu)]

[Rutgers–New Brunswick: [eslpals@english.rutgers.edu](mailto:eslpals@english.rutgers.edu)]

If you are in need of additional *academic assistance*, please use our readily available services.

[Rutgers University-Newark Learning Center: <http://www.ncas.rutgers.edu/rlc>

[Rutgers University-Newark Writing Center: <http://www.ncas.rutgers.edu/writingcenter>]

[Rutgers University-New Brunswick Learning Center: <https://rlc.rutgers.edu/>]

[Optional items that many faculty include:

- Students must sign, date, and return a statement declaring that they understand the RU Academic Integrity Policy.

- Students must sign, date, and return a statement declaring that they understand this syllabus.]