

**Cover/Signature Page - Abbreviated Template/Abbreviated Template with Curriculum**

Institution Submitting Request: *David Eccles School of Business*  
 Proposed Title: *Department of Entrepreneurship and Strategic Management*  
 Currently Approved Title: *Department of Management*  
 School or Division or Location: *David Eccles School of Business*  
 Department(s) or Area(s) Location: *Department of Management*  
 Recommended Classification of Instructional Programs (CIP) Code<sup>1</sup> (for new programs): 52.0201  
 Current Classification of Instructional Programs (CIP) Code (for existing programs): 52.0201  
 Proposed Beginning Date (for new programs): *07/01/2014*  
 Institutional Board of Trustees' Approval Date: TBD

Proposal Type (check all that apply):

Regents' General Consent Calendar Items		
<i>R401-5 OCHE Review and Recommendation; Approval on General Consent Calendar</i>		
SECTION NO.		ITEM
5.1.1	<input type="checkbox"/>	Minor*
5.1.2	<input type="checkbox"/>	Emphasis*
5.2.1	<input type="checkbox"/>	Certificate of Proficiency*
5.2.3	<input type="checkbox"/>	Graduate Certificate*
5.4.1	<input checked="" type="checkbox"/>	New Administrative Unit
	<input type="checkbox"/>	Administrative Unit Transfer
	<input type="checkbox"/>	Administrative Unit Restructure
	<input type="checkbox"/>	Administrative Unit Consolidation
5.4.2	<input type="checkbox"/>	New Center
	<input type="checkbox"/>	New Institute
	<input type="checkbox"/>	New Bureau
5.5.1	<input type="checkbox"/>	Out-of-Service Area Delivery of Programs
5.5.2	<input type="checkbox"/>	Program Transfer
	<input type="checkbox"/>	Program Restructure
	<input type="checkbox"/>	Program Consolidation
5.5.3	<input type="checkbox"/>	Name Change of Existing Programs
5.5.4	<input type="checkbox"/>	Program Discontinuation
	<input type="checkbox"/>	Program Suspension
5.5.5	<input type="checkbox"/>	Reinstatement of Previously Suspended Program
	<input type="checkbox"/>	Reinstatement of Previously Suspended Administrative Unit

\*Requires "Section V: Program Curriculum" of Abbreviated Template

**Chief Academic Officer (or Designee) Signature:**

I certify that all required institutional approvals have been obtained prior to submitting this request to the Office of the Commissioner.

\_\_\_\_\_  
Signature

Date: *MM/DD/YEAR*

Printed Name: *Name of CAO or Designee*

<sup>1</sup> CIP codes must be recommended by the submitting institution. For CIP code classifications, please see <http://nces.ed.gov/ipeds/cipcode/Default.aspx?y=55>.

**Program Request - Abbreviated Template**  
**Formation of the Department of Entrepreneurship and Strategy**  
**David Eccles School of Business**  
*January 23, 2014*

**Section I: Request**

Members of the Department of Management request the following actions: The formation of a new department, Entrepreneurship and Strategy; The transfer of tenure of Professors Jay B. Barney, Lyda Bigelow, Karin Fladmoe-Lindquist, William S Hesterly, William S Schulze, and Todd R. Zenger from the Department of Management to the newly formed Department of Entrepreneurship and Strategy, the transfer of non-tenured faculty appointments to Robert Wuebker (tenure-track), Bonita Austin (career-line), Abe Bahksheshy (career-line), Barclay Burns (career-line) and Jeffery Nielsen (career-line), and the transfer of supervision over existing Entrepreneurship Major and Entrepreneurship Minor programs from the Department of Management to the Department of Entrepreneurship and Strategy. This request is made following a period of careful deliberation and is supported by the existing tenure and tenure-track faculty of the Department of Management. We believe the creation of the new Department will allow for better development of existing and emerging programs in Entrepreneurship (e.g. Entrepreneurship Major and Minor, Interdisciplinary Certificate in Entrepreneurship, Entrepreneurship & Society BLOCK U program). The new department will also promote effective hiring and development

**Section II: Need**

Recognized as one of the best states for entrepreneurs, Utah regularly tops the list as the best state in which to do business by *Forbes* magazine. This is particularly noteworthy given a broader national trend where entrepreneurship has become much more important to economic growth and job creation. This growing importance is reflected in a 2011 survey of 476 prospective MBA's in 79 countries where, for the first time, entrepreneurship placed in the top five in a list of sought-after curriculum content. Demand for instruction in entrepreneurship, whether as majors, minors, certificates, and other short programs have increased dramatically in the last few years.

The David Eccles School of Business is developing a unique campus environment to enhance and expand the student experience in entrepreneurship. A number of student experiences available through the

recently approved Lassonde Institute provide University of Utah students a set of experiential opportunities that is, arguably, unmatched at other universities. In the planning stage is the creation of the Lassonde Living and Learning Center which will combine 400 units of student housing with 20,000 square feet of entrepreneurial and innovation space we are calling the "Student Garage." The combination of residential space with a dedicated facility for students to tinker, invent, and launch companies will create valuable learning experiences that cannot be found anywhere else. At the same time that the University of Utah has been establishing a national reputation in its student programs, it has collected a group of internationally recognized scholars at the intersection of entrepreneurship and strategic management. The desire by researchers and students to have a hands-on, dynamic learning experience has resulted in an environment where students, scholars, and entrepreneurs come together in the classroom and other venues to cultivate a unique entrepreneurial community. The effectiveness of these efforts is attested to by David Eccles School of Business programs that ranked in *The Princeton Review* and *Entrepreneur* magazine's Top 25 entrepreneurial programs. Our goal is to increase the University of Utah's international standing in research at the same time that we enhance student engagement and outcomes in entrepreneurship and strategic management.

Establishing a new department in Entrepreneurship and Strategy will serve these goals by facilitating more specialization and focus in curriculum and program development. Presently, the Management Department includes scholars from Organizational Behavior and, Entrepreneurship and Strategy, disciplines that differ dramatically in disciplinary orientation and pedagogical approach. Faculty in organizational behavior view such journals as the *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, *Psychological Science*, and *Organizational Behavior and Human Decision Processes* among others as top-tier outlets for their research. The most prestigious top-tier outlets for entrepreneurship and strategy scholars include *Strategic Management Journal*, *Strategic Entrepreneurship Journal*, *Management Science*, *Journal of Economic Behavior in Organizations*, *Journal of International Business Studies*, and *Journal of Business Venturing* as well as disciplinary journals in sociology and economics. Organizational Behavior and Strategy also focus on different levels of analysis (individual and group versus firm, market, and industry for Entrepreneurship and Strategy), and utilize different research methods, designs, techniques and traditions. These differences materially influence decision-making within the Department. Retention, promotion, and tenure decisions are a case in point. It is incumbent on every faculty to render a carefully considered decision before any vote for retention, promotion, and tenure, yet the diversity of

research represented within the Department makes it difficult for members in different disciplines to effectively evaluate candidates. Hiring decisions also require disciplinary expertise that, again, is not common across department membership.

The disciplines represented within the existing department also differ greatly with respect to pedagogical traditions. Experiential learning in organizational behavior pedagogy relies heavily on in-class exercises, in addition to case discussion, where the goal is to reveal information about individual students and strengthen their skills at individual and group decision making and group and organization management. In contrast Strategy scholars rely heavily on the case method and discussion-based learning. Finally, experiential learning in entrepreneurship consists of field-testing of business concepts and, in many cases, the sale of actual products. Diversity in pedagogical traditions thus also makes it challenging for Department members to share and leverage pedagogical expertise across the Management Department as a whole.

As a result of these issues, members of Department of Management voted in March 2013 to support the creation of a new department to focus on entrepreneurship and strategic management within the David Eccles School of Business. Members believe the new department will allow for the alignment of research interests within each unit (The Department of Management and the Department of Entrepreneurship and Strategy). This vote took place after extensive deliberations within the Department and College. Several meetings, as well as the final vote, were facilitated by Vice President Wildermuth. With the formation of the new department, scholars in organizational behavior and organization theory will be united around a common academic heritage in psychology and organizational behavior, a common set of journals and conferences, and a common set of research methods, techniques, and traditions. Pedagogical traditions will also be re-aligned. Scholars in Entrepreneurship and Strategy share a common disciplinary heritage in economics, read and review for a common set of journals, and share a common interest in organization and market-level phenomenon. Entrepreneurship and Strategy scholars also share a common interest in the emergence of new ventures and in the creation of new sources of economic wealth – questions that are not addressed in organizational behavior research. The new department will also allow for the alignment of incentives and the marshalling of the resources required to support new programs in entrepreneurship. These include the creation of an Interdisciplinary Certificate in Entrepreneurship, a new campus-wide program that was approved in Fall 2013, the “Entrepreneurship and Society” BLOCK U program that was

first offered in Fall 2013, and an interdisciplinary minor in Poverty Studies, a new program that will be offered Fall 2014.

The trend toward the separation of the Department of Management is evident at many Tier 1 Universities, including the Darden School at the University of Virginia, Purdue, Michigan, Minnesota, Stanford, UCLA, Berkeley, University of North Carolina, Washington University at St Louis, and Northwestern. Separation is also evident at other large schools, that are organized into semi-autonomous groups or divisions within a single Management Department; e.g., Wharton, NYU, and Texas.

### **Section III: Institutional Impact**

The creation of a Department of Entrepreneurship and Strategy requires the following accommodations:

- The formation of a new department, Entrepreneurship and Strategy
- The transfer of tenure of Professors Jay B. Barney, Lyda Bigelow, Karin Fladmoe-Lindquist, William S Hesterly, William S Schulze, and Todd R. Zenger (anticipated) from the Department of Management to the newly formed Department of Entrepreneurship & Strategy
- The transfer of affiliation of the following career line faculty to the new Department: Abe Bakhsheshy, Barclay Burns, Bonita Austin, & Jeffery Nielsen,
- The transfer of supervision over the existing Entrepreneurship Major, Entrepreneurship Minor and Interdisciplinary Certificate in Entrepreneurship programs from the Department of Management to the Department of Entrepreneurship and Strategy.
- The transfer of supervision over a number of existing management classes from Management to the Department of Entrepreneurship and Strategy. Those with the designation ENTP and STR would be transferred to the new department. Those courses with the prefix MGT will remain under the supervision of the Management Department. Representatives from the two groups appointed by the Dean of the David Eccles School of Business approved the assignment of classes reported in Appendix A.
- The appointment of a Department Chair for Entrepreneurship and Strategy
- The reclassification of several courses from MGT to ENTP or STRAT (these new subject headers have already been approved and will be effective 2004-15).
- The appointment of Entrepreneurship and Strategy Department members to the following School committees: College Council, Executive Education, Graduate and Undergraduate Curriculum

Committees, Ph.D. Committee, Research Committee. This request is consistent with The David Eccles School of Business charter, which allows each department representation on the above committees.

**Department Membership:**

Members of Entrepreneurship and Strategy

Tenure (track) Faculty:

Presidential Professor Jay Barney

Professor William Hesterly

Professor William Schulze

Professor Todd R. Zenger

Associate Professor Lyda Bigelow

Assistant Professor Robert Wuebker

Also, Todd Zenger, a professor at Washington University- St. Louis has accepted an offer to join the School's faculty on July 1, 2014 (pending RPT approval, background check, etc.) at the rank of Professor.

Career-line Faculty:

Professor Lecturer Abe Bahksheshy

Assistant Professor/research Barclay Burns

Assistant Professor/lecturer Bonita Austin

Assistant Professor/lecturer Jeff Nielsen

## Members of the Department of Management

### Tenure (track) Faculty:

Presidential Professor Arthur Brief

Professor Jack Brittain

Professor Kristina Diekmann

Professor Harris Sondak

Associate Professor Brian Bonner

Associate Professor Kristin Smith-Crowe

Assistant Professor Flannery Stevens

Assistant Professor Elizabeth Tenney (new hire pending background check, Trustee approval etc.)

### Career-line Faculty:

Associate Professor/Lecturer Katherine Canas

Assistant Professor/Lecturer Georgi Rausch

Assistant Professor/Lecturer Cole Holmes

Assistant Professor/Lecturer Lee Boam

## **Pedagogy**

The proposed departments have agreed to supervision of their respective majors and electives. Please see Appendix A for a listing of the allocation of existing classes across Departments.

Please see Appendix B for description of Entrepreneurship Major & Minor, Interdisciplinary Certificate in Entrepreneurship, Business & Society Block U Program, as well as ancillary programs; e.g., The Foundry.

## **Advising**

Student advising within the David Eccles School of Business is centralized and should not be affected by the creation of the new Department. Both the Organizational Behavior and Entrepreneurship and Strategy areas have their own faculty advisors to PhD students. Thus, student advising for Ph.D students will not be affected by the change.

## **Staff**

One administrative assistant will be required to support the new Department. In the short-term, the budgetary impact will be negligible since the Management Department has been served by three administrative assistants. The Entrepreneurship and Strategy Department will require no additional funds for an administrative assistant.

## **Section IV: Finances**

Dean Taylor Randall has committed the financial resources required to support the new Department. They are as follows:

- .50 FTE for an Administrative Assistant (no net additional costs)
- Startup costs associated with the creation of new department (letterhead, new materials for Advising and classroom support, and other associated expense).
- The Management Department will incur no new costs.



## Appendices

Appendix A: Re-Alignment of Classes Across the Proposed Departments

Appendix B: Entrepreneurship Major

Appendix C: Entrepreneurship Minor

Appendix D: Interdisciplinary Certificate in Entrepreneurship

Appendix E: BlockU: Entrepreneurship & Society

Appendix F: Letters of Support

## APPENDIX A: REALIGNMENT OF COURSES

Old Prefix	New Prefix	Course	Title
Mgt	Entp	1010	Entrepreneurship And Society
Mgt	Mgt	3000	Principles Of Management
Mgt	Strat	3410	Business Law: The Commercial Environment
Mgt	Strat	3430	International Law
Mgt	Mgt	3600	Managing And Working In Groups And Teams
Mgt	Mgt	3680	Human Behavior In Organizations
Mgt	Mgt	3681	Honors Human Behavior In Organizations
Mgt	Entp	3700	Fundamentals Of Entrepreneurship
Mgt	Mgt	3800	Business Ethics
Mgt	Mgt	3810	Business And Professional Communication
Mgt	Entp	4560	Small Business Management
Mgt	Mgt	4860	Managing Organizational Conflict
Mgt	Mgt/Strat	4900	International Management (cross listed)
Mgt	Mgt	4999	Management Honors Thesis/Project
Mgt	Entp	5000	Entrepreneurship
Mgt	Mgt	5500	Leading through emotional intelligence
Mgt	Mgt	5510	Principles Of Human Resource Management
Mgt	Mgt	5520	Human Resource Development: Hr In Practice
Mgt	Mgt	5530	Competitive Advantage Through Human Resource Management
Mgt	Mgt	5590	Managing The Global Workforce
Mgt	Strat	5700	Strategic Management
Mgt	Strat	5701	Honors Strategic Management
Mgt	Mgt	5710	Managing Organizational Change
Mgt	Strat	5750	Profiles In Leadership
Mgt	Entp	5760	Management Of Innovation
Mgt	Strat	5765	Engineering And Business
Mgt	Entp	5770	Business Discovery
Mgt	Entp	5780	Managing The Growing Business
Mgt	Mgt	5810	Managing Diversity In Organizations
Mgt	Mgt	5820	Consulting For Not-For-Profit Organizations
Mgt	Mgt	5830	Leadership, Power, And Supervisory Behavior In Organizations
Mgt	Mgt	5850	Current Topics In Management
Mgt	Entp	5850	Management Of Innovation
Mgt	Entp	5860	Entrepreneur Studies
Mgt	Mgt	5880	Management Department Daniels Fund Ethics Initiatives Internship Course
Mgt	Mgt	5910	Special Study

Mgt	Entp	5910	Foundry
Mgt	Mgt	6050	Laying The Foundations Of Teamwork
Mgt	Mgt	6051	Managing And Leading Organizations
Mgt	Mgt	6052	Business Communication
Mgt	Mgt	6053	Advanced Writing For Business
Mgt	Mgt	6054	Advanced Public Speaking For Business
Mgt	Strat	6070	Competitive Strategy
Mgt	Strat	6071	Competitive Strategy
Mgt	Mgt	6150	Leadership & Management In High Performance Organizations
Mgt	Mgt	6151	Team Effectiveness
Mgt	Mgt	6153	Negotiations And Conflict Management
Mgt	Mgt/Strat	6154	Competitive Advantage Through Human Resources (cross listed)
Mgt	Mgt	6155	Communications And Interpersonal Effectiveness
Mgt	Strat	6156	Advanced Leadership: Problem Solving In Business Organizations
Mgt	Strat	6170	Strategy
Mgt	Strat	6171	Managing In The Global Economy
Mgt	Strat	6175	Leading Innovation
Mgt	Mgt	6253	Negotiations And Conflict Management Ii
Mgt	Strat	6310	Business Law
Mgt	Mgt	6500	Managerial Negotiation
Mgt	Mgt	6510	Problem Solving
Mgt	Mgt	6520	Enhancing Creativity In Business Organizations
Mgt	Mgt/Strat	6530	Competitive Advantage Through People (cross listed)
Mgt	Mgt	6540	Business Ethics
Mgt	Mgt	6545	Leading Responsibly
Mgt	Mgt	6570	Power And Politics Within Organizations
Mgt	Mgt	6580	Managing Groups And Teams: Advanced Topics
Mgt	Mgt	6590	Managing The Global Workforce
Mgt	Strat	6710	Strategy And Technology
Mgt	Strat	6720	Applications Of Business Strategy
Mgt	Strat	6730	Mergers, Acquisitions, And Alliance Strategies
Mgt	Strat	6740	Strategic Leadership
Mgt	Strat	6750	Business Turnarounds
Mgt	Strat	6765	Engineering And Business
Mgt	Mgt	6780	Consulting To Not-For-Profit Organizations
Mgt	Mgt	6790	International Management
Mgt	Strat	6791	Global Strategic Management
Mgt	Strat	6792	Applied International Management & Regional Contexts
Mgt	Entp	6810	Venture Foundations

Mgt	Entp	6820	Venture Trends
Mgt	Entp	6830	Applied Venture Skills
Mgt	Entp	6840	Venture Planning
Mgt	Mgt	6850	Current Topics In Management
Mgt	Entp	6860	Lassonde Venture
Mgt	Entp	6890	Entrepreneurship Field Studies
Mgt	Entp	6910	Special Study For Master's Students
Mgt	Entp	6970	Thesis Research
Mgt	Entp	6980	Faculty Consultation
Mgt	Mgt	7100	Research Design: Validity & Methodological Issues
Mgt	Mgt	7200	Cross-Discipline Seminar
Mgt	Mgt	7300	Effective Teaching Practices And Theories
Mgt	Mgt	7310	Writing For Publication
Mgt	Strat	7600	Seminar: Strategic Management Theory
Mgt	Strat	7610	Seminar: Strategic Management Theory Ii
Mgt	Strat	7620	Special Topics In Strategic Management
Mgt	Mgt	7800	Seminar: Research Foundations Of Organizational Behavior
Mgt	Mgt	7810	Seminar: Topics In Ob
Mgt	Mgt	7820	Seminar: Organization Theory
Mgt	Mgt	7910	Special Study
Mgt	Mgt	7920	Directed Summer Phd Research
Mgt	Mgt	7970	Thesis Research
Mgt	Mgt	7980	Faculty Consultation
Mgt	Mgt	7990	Continuing Registration

## **APPENDIX B: Entrepreneurship Major**

### **Overview**

The undergraduate entrepreneurship major prepares students to follow trends, identify emerging opportunities, and pursue those possibilities through the creation of new products and services and/or with the creation of one's own company. Students with an interest in entrepreneurship have the opportunity to hone their skills in business plan competitions and programs offered by the Pierre Lassonde Entrepreneur Center, or to immerse themselves in the Foundry – our pre-seed business incubator program.

### **Entrepreneurship Major Courses**

The entrepreneurship major consists of four defined major sequence courses, one entrepreneurship elective requirement (see options below), one Global Perspectives I course, which must be taken within the School of Business; and one Global Perspectives II course, which will also satisfy the university International Requirement (IR).

Required courses include:

**MGT 3700/5000 – Fundamentals of Entrepreneurship** The purpose of this class is to examine entrepreneurship and the various ways in which it shapes the lives of individuals. This investigation occurs on three levels. First, students take a high-level

conceptual look at entrepreneurship as a phenomenon and learn what it is, why it exists, and how it influences the fabric of everyday life. Second, instructors take a hands-on approach that is focused on teaching students to think like an entrepreneur. Lastly, since entrepreneurship is a team sport, instructor's help students develop the networking skills they need to assemble a team, and the managerial skills needed to create and launch a business.

(MGT 3700 Typically offered: Spring/Fall - subject to change) - (MGT 5000 offered every semester)

**FINAN 5300 – New Venture Finance** This course will cover topics involved with raising capital for new and growing businesses. Topics include venture capital, private placements, initial public offerings (IPOs), mezzanine debt, preferred stock, warrants, and other forms of new venture financing. (Typically offered: Spring/Fall - subject to change)

**MGT 5770 – Business Discovery** The objective of this class is to lead each student, either individually or as a member of a team, through the practical experience of creating and rigorously testing the viability of a proposed business. The course begins with a review of different business models – ways of doing business – and then challenges each student to develop a viable business concept. A hands-on, team-based approach in which proposed ideas are refined, tested, and refined over successive stages is employed. Students often go on to further refine and test their ideas in the Foundry. Students also often compete in business plan

competitions or engage in other activities sponsored by the Lasonde Center. (Typically offered Spring/Fall).

**MKTG 4700 – Entrepreneurial Marketing** The objective of this class is to prepare the student to successfully market new products and services. Students will be expected to learn the elements of the marketing plan, and to be able to craft an effective marketing plan for a variety of types of products and services. This class takes a hands-on approach, team-based approach, in which you are expected to design the studies and conduct the research needed to support a given plan. The class concludes with a presentation of your marketing plan to the class and invited professionals. (Typically offered Spring only – subject to change).

### **Upper Division Entrepreneurship Elective Options:**

Note: Elective offerings vary from year to year and are concentrated in fall and spring semesters. The semesters indicated below are subject to change. For this reason, a planning session with an advisor is recommended upon admission to the major.

ACCTG 5310 – Taxation

ACCTG 5350 – Taxes and Management Decisions

ACCTG 5610 – Financial Reporting

ACCTG 5620 – Financial Statement Analysis

FINAN 5881 – Managing the Venture Process (Honors students only)

MKTG 4720 – Personal Selling

MGT 4560 – Small Business Management (suggested)

MGT 5750 – Profiles of Leadership

MGT 5850 – Special Topics: Profiles of Entrepreneurship

MGT 5850 – Special Topics: Management of Innovation

(If MGT 5850 taken for 1.5 credits, another 1.5 credits will need to be taken to satisfy a Management major elective course)

### **Entrepreneurship Major Application**

Students interested in applying for the Entrepreneurship major will do so after being admitted to upper division and completing ECON 2010, MGT 3680, and MGT 3810 (or WRTG 3016 if taken prior to Fall 2012 (CW)). The admission committee considers the grades earned in these courses when reviewing student applications. Major applications can be found on the main School of Business website: [www.business.utah.edu](http://www.business.utah.edu) via “Undergraduate” -> “Advising” -> “Forms” -> “Application for Major Status in Entrepreneurship” (Major application details are subject to change).

### **Course Sequencing**

Below are two suggested sequences of entrepreneurship courses once a student has been admitted to the entrepreneurship program. Individual schedules may vary based on previous coursework.

### Four-semester course sequence

Semester 1	Semester 2	Semester 3	Semester 4
MGT 3700 – Entrepreneurship (Sp/Fall) OR MGT 5000 (Sp/Su/Fall)  Global Perspectives I  One from the following:  BUS 2900, ACCTG 5140, FINAN 4550, MKTG 4840, MGT 3430, MGT 4900, OIS 5620	MKTG4700- Entrepreneurial Mktg (Sp)  FINAN 5300 -  New Venture Finance (Sp/Fall)	ENTR Upper Division Elective  (from approved list on page 1)  MGT 5770 – Business Discovery (Sp/Fall)	Global Perspectives II/ University International Requirement – (any University IR) see approved list on the “Class Schedule” for the respective semester

### Three-semester course sequence

Semester 1	Semester 2	Semester 3	Semester 4
MGT 3700 – Entrepreneurship (Sp/Fall) OR MGT 5000 (Sp/Su/Fall)  Global Perspectives I  One from the following:  BUS 2900, ACCTG 5140, FINAN 4550, MKTG 4840, MGT 3430, MGT 4900, OIS 5620	MKTG4700- Entrepreneurial Mktg (Sp)  FINAN 5300 -  New Venture Finance (Sp/Fall)	ENTR Upper Division Elective  (from approved list on page 1)  MGT 5770 – Business Discovery (Sp/Fall)	Global Perspectives II/ University International Requirement – (any University IR) see approved list on the “Class Schedule” for the respective semester

### Student Organizations and Opportunities

Case Competition Club is open to both undergraduate and graduate students. The club fields teams for prestigious case competitions all over the US, and hosts competitions on campus. In case competitions, DESB students have the opportunity put themselves into real world business situations, compete with students from other universities, and network with business professionals. The case competition is a great learning experience that hones students’ analytical and presentation skills, and lets DESB students apply a wide variety of business concepts. Student teams prep for competitions with the help of dedicated faculty members from all the DESB departments as well as students from previous years’ competitions. Faculty Adviser – Asst. Professor Bonita Austin

David Eccles School of Business Daniels Ethics Case Competition is a case competition solely for DESB undergraduate students. The competition encourages students to consider how businesses can act ethically despite having to operate with scarce resources. In the DESB Daniels Ethics competition, student teams face challenging ethical dilemmas and determine how managers can address these dilemmas while upholding their personal and company values. Student teams are encouraged to take advantage of faculty and peer coaching on ethical

frameworks, ethical decision-making, and case analysis. The competition judges are business professionals. Faculty Adviser – Asst. Professor Bonita Austin

Society for Human Resource Managers (SHRM) University of Utah Chapter is part of the world's largest association devoted to human resource management. SHRM has more than 250,000 members in over 140 countries and 450 student chapters on university campuses. SHRM gives students an opportunity to meet regularly with local human resource professionals, learn about current industry issues and best practices, and network within the HR community. In addition to hosting guest speakers, chapters organize company tours, student conferences, workshops, and social events. Faculty Adviser – Dr. Darrell Coleman

**Lassonde Entrepreneur Institute** provides real world business experience to help young entrepreneurs understand and assume the risks of business ownership and management. Through this educational process, the Lassonde Institute hopes to inspire entrepreneurs to continue their education not only today but continually so they may be better prepared for tomorrow's market. Student competitions run by the Lassonde Center include: Utah Entrepreneur Challenge, which inspires competitors from across Utah to write a full business plan for a chance to win \$40,000; Opportunity Quest, a business summary competition for students across the state in which winners advance to the Utah Entrepreneur Challenge; and TechTitans, an idea competition for students from all disciplines. More information on the Lassonde Institute is available at: <http://www.lassonde.utah.edu> Director – Troy D'Ambrosio

The Foundry is a community of like-minded students who want to launch a business and learn leadership skills that will last a lifetime. The Foundry offers an entrepreneurial practicum, providing hands-on business training by bringing entrepreneurs' creative business ideas to reality, as well as providing a peer-reviewed forum for students, who give one another feedback and assistance through the trials of a start-up company. More information about The Foundry is available at: <http://www.business.utah.edu/the-foundry> Faculty Adviser - Dr. Rob Wuebker

University Venture Fund is the largest student-run private equity fund in the United States. It is an independent venture capital firm committed to improving the quality of entrepreneurial education for a diverse group of students at its participating universities. The fund is a collaborative effort among students, universities, and the professional investment community. Students raise capital, perform due diligence on venture capital opportunities, and make investments. Each year UVF hosts the University Private Equity Summit where business students from around North America gather to share best practices and learn from investment industry professionals. More information can be found online at: [www.uventurefund.com](http://www.uventurefund.com) Executive Director – Tom Stringham

## **Career Services**

Success on the job market requires early preparation; therefore students should begin investing in career skills as early as the freshman year. Campus Career Services (801-581-6186) and the Business Career Management Center (801-581-3061) assist students in understanding vocational options, finding internships, and preparing for a successful career. Dana Sowby in Campus Career Services works closely with management majors.



## **Internships for Major Credit**

The management internship allows declared management students the opportunity to learn new skills and gain career experience. Before students apply to the internship, they must complete MGT 3680 and confirm a GPA  $\geq 3.3$ . Students who meet these requirements and are interested in completing an internship for course credit should contact Dana Sowby, dsowby@sa.utah.edu, at Career Services.

## **Expected Learning Outcomes**

Expanded knowledge – A thorough understanding and critical analysis of the functional areas of business combined with an appreciation of the wisdom gained by studying a broad range of academic disciplines and by interacting with a diverse student body and faculty.

1. Effective communication – An ability to write and speak clearly and to work within group settings in order to effectively accomplish personal and professional goals
2. Professional integrity – Guidance on the importance of values and ethics in business, which, in turn, helps students develop their own sense of professional integrity.
3. Global perspective – An understanding of the economic and social implications of doing business globally.
4. E-business savvy – A foundation in the business of technology and an ability to use technology for knowledge and analysis.
5. Entrepreneurial spirit – A provision of the right mix of traditional classroom experience and new venture idealism applied to small and large corporate settings.

## **Outcome Assessment**

1. Expanded knowledge: the primary measures used for assessment in this area are student scores on ETS Business Major Exam. Our goal is that 50 percent of our students score in the top 25 percent nationally and 80 percent of University of Utah Entrepreneurship students score in the top 50 percent nationally.
2. Effective Communication: this is assessed through selected writing and presentation assignments. Communication specialists assess both writing and presentation skills against rubrics established in the School. Our goal is that 80 percent of our students can meet the medium standards in the rubrics.
3. Professional integrity: this is assessed through the ethics portion of the ETS Business Major Exam. Our goal is for our students to score above the national average on this section.
4. Global perspective: this is assessed via the ETS Business Major Exam. Our goal is for our students to score above the national average on this section.
5. E-Business Savvy: all business students must pass a test on information technology before admittance into upper division classes.
6. Entrepreneurial Spirit: We measure the number of students who participate in Lassonde Institute activities such as the Foundry, Tech Titans, etc. We also track start-ups, revenue generated from student-founded startups, and jobs formed from student-founded startups. We expect all entrepreneurship majors to have hands-on involvement in one or more of the above programs.

## **APPENDIX C: Entrepreneurship Minor**

(Open to business and non-business majors)

### **Prerequisites**

- \_\_\_ ACCTG 2600: Survey of Accounting
- \_\_\_ BUS 1050: Foundations of Business
- \_\_\_ ECON 2010: Microeconomics
- \_\_\_ IS 2010: Computer Essentials
- \_\_\_ OIS 2340: Business Statistics
- \_\_\_ B or better in one of the following:
  - MATH 1050: College Algebra
  - MATH 1090: College Algebra for Business
  - MATH 1100 or higher

### **Core Courses\***

- \_\_\_ FINAN 3040: Financial Management
- \_\_\_ FINAN 5300: New Venture Finance
- \_\_\_ MGT 5000: Foundations of Entrepreneurship
- \_\_\_ MGT 5770: Business Plan Development
- \_\_\_ MKTG 4700: Entrepreneurial Marketing  
(Prerequisite MKTG 3010)

### **Expected Learning Outcomes**

1. Students gain exposure to fundamentals in the different business fundamentals.
2. Students gain fundamentals in planning, financing, marketing, and managing new ventures.

### **Outcomes Assessment**

1. **Business Fundamentals:** Students achieve passing grades on final exams in the prerequisite business classes (ACCTG, BUS, IS, OIS).
2. A) Passing grades on the final exam in the core courses listed above. B) passing grades on term projects in Business Plan Development and Foundations of Entrepreneurship.

## **APPENDIX D: Interdisciplinary Certificate in Entrepreneurship**

The David Eccles School of Business offers an undergraduate Interdisciplinary Certificate in Entrepreneurship designed for non-business majors. The Certificate's innovative and highly collaborative curriculum is intended to complement any major, and teaches students how to create, test, and launch new ventures.

The David Eccles School of Business has expertise in teaching entrepreneurship and has distilled lessons from its nationally ranked programs to create the need of the creative non-business student. The partner college will draw on faculty and alumni resources to create classes that focus on the particular challenges and opportunities faced in each field or profession. Our goal is to graduate students who are better positioned for success following graduation.

### **Required Courses**

MGT 1010 – Entrepreneurship & Society

MGT 1020 – Entrepreneurship and the Scientific Method

MGT 2010 – Entrepreneurship and Finance

MGT 2020 – Entrepreneurship and Marketing

Two courses with a business emphasis from another college.

ENTP 5770 – Venture Discovery (Capstone)

## APPENDIX E: BLOCK U: Entrepreneurship & Society

A wealth of studies from around the world document an astonishing fact: at least half of you WILL BE an entrepreneur for some period of time in your life. Many of you will be self-employed and work as artists, contractors, consultants, or in other professions. Others will start and operate a small business with three to five employees. On average, about 1/3rd of those who try will succeed in establishing an “on-going business.” If you are interested in understanding yourself and society through the lens of entrepreneurship, this BlockU is for you.

Your BlockU experience is designed to help you be successful taking 15 credit hours per semester — which will help you finish your degree sooner! In many cases, participating in two consecutive BlockU semesters will clear your General Education requirements. You will be enrolled in a small learning community course and two additional required courses. These courses are taught by exceptional faculty who will help you integrate your learning experiences. You will have access to peer mentors, a dedicated advisor, a dedicated librarian, and a student success advocate.

To learn more about BlockU or to schedule an appointment with the Entrepreneurship & Society BlockU Advisor, please contact **Lena May-Fraser** at [lena.mayfraser@utah.edu](mailto:lena.mayfraser@utah.edu).

### **Step 1:**

Sign up for the Entrepreneurship & Society **BlockU Seminar** plus the 2 other required courses.

Contact Andrea Haag at [blocku@utah.edu](mailto:blocku@utah.edu) for the MGT 1015 class number.

### **Classes**

MGT	1020	Entrepreneurship & Society BlockU
ECON	2010	Principles of Microeconomics
COMM	3030	Communication & Social Responsibility

### **Step 2:**

Select 2 additional courses from the General Education options. See your advisor.

January 23, 2014

David B. Kieda  
Dean, The Graduate School  
302 Park Building  
201 South Presidents Circle  
Salt Lake City, UT 84112-9016

Dear Dean Kieda,

I am writing in support of the formation of a new department within the David Eccles School of Business. Specifically, we propose to split our current Management Department and form a new Entrepreneurship & Strategy Department. I concur with the justifications for the new department that are outlined in the proposal. An Entrepreneurship and Strategy Department is highly synergistic with the emphasis on innovation and entrepreneurship at the levels of the State, University, and School. The proposed department also aligns well with the mission and activities of the Lassonde Institute. A department dedicated to entrepreneurship and strategy will likely enhance our ability to attract and develop outstanding scholars in these areas. A second reason for the split is that the Management Department has evolved into an agglomeration of scholars that belong to somewhat disparate disciplines. They differ in disciplinary training (e.g. psychology versus economics and sociology), research methods, and pedagogical approaches. Splitting the Management Department into two more specialized departments will likely result in better hiring in both areas as well as more effective development of faculty and curricula.

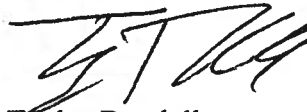
The Management Department went through a lengthy process in 2012-13 that involved reviewing their organizational structure and the structural options available to the Department. Vice President Wildermuth and I were both extensively involved in facilitating these discussions. At the end of this process, members of the Management Department overwhelmingly agreed that splitting off the Entrepreneurship and Strategy faculty into a new department was the best option. The curriculum of the two groups is already quite distinct with the requirements for our Entrepreneurship major falling completely in the courses taught by E&S faculty while those required for the Management major fall mostly within what will be the Management Department following the split.

Both of the departments should be strong departments following the split. Stellar senior faculty form the core of each. In the E&S group, particularly, we have an opportunity to form one of the best faculties in the world. Jay Barney is one of the five most cited scholars in the world, and Todd Zenger (who has accepted an offer to join us July 1 from Washington University-St. Louis) is also widely acknowledged as one of the very best scholars in his field.

The budgetary implications of the split are minimal. We will not have to add any administrative support. Some of the current administrative assistants will be reassigned from Management to E&S and will not require replacement. All departments within the School rely upon centralized admissions, advising, and career counseling. Thus, there should be little impact to our cost in these areas. We will have two department chairs where before we had one. However, we have recently focused on restructuring the chair role to focus more on faculty development and less on other administrative activities. Each faculty member will now have a chair who is more familiar with the individual faculty member's area of research and teaching. Thus, our hope is that faculty development will be enhanced by the formation of the new department.

In summary, I strongly support the formation of the Entrepreneurship & Strategy Department. I believe that the new department will strengthen what is already a world class platform of programs and curriculum in the areas of entrepreneurship and strategy.

Sincerely,

A handwritten signature in black ink, appearing to read 'TR' followed by a stylized flourish.

Taylor Randall  
Dean, David Eccles School of Business



January 23, 2014

David B. Kieda  
Dean, The Graduate School  
302 Park Building  
201 South Presidents Circle  
Salt Lake City, UT 84112-9016

Subject: Letter of Support for Formation of Entrepreneurship & Strategy Department

Dear Dean Kieda,

I am writing in support of the proposal to form a new department in Entrepreneurship and Strategy. There is a close relationship between the activities of the Lassonde Institute and the scholarly and curricular efforts of the faculty who will be part of a proposed E&S Department. Both organizations focus on business startups as well as managing innovation. I see clear synergistic advantages to having both an E&S Department and the Lassonde Institute. The Lassonde Institute provides many hands-on opportunities for faculty and students while the proposed E&S Department would focus more on the academic side of entrepreneurship and innovation. Moreover, the efforts of the Lassonde Institute provide a fertile ground for faculty members interested in entrepreneurship and innovation.

The new Department also fits well with the economic goals and climate of Utah. Given the relative absence of large corporations in Utah, starting successful new businesses is particularly crucial to our economic future. Having a department that is focused on this essential activity promises to accelerate the efforts of the Lassonde Institute in developing entrepreneurs.

The E&S faculty have impressive credentials in areas that overlap with the Institute's mission. I am confident that the mutual benefit to both the Lassonde Institute and the proposed Entrepreneurship and Strategy Department will come to fruition.

Sincerely,

A handwritten signature in black ink, appearing to read 'Troy D'Ambrosio', written over a light gray rectangular background.

Troy D'Ambrosio  
Executive Director  
Lassonde Entrepreneurship Institute  
[www.lassonde.utah.edu](http://www.lassonde.utah.edu)  
David Eccles School of Business  
105 Ft. Douglas Blvd  
Salt Lake City UT 84113