

Syllabus

Green Enterprises: Business Strategies in Natural Resources

NR 5884 - CRN 17151 - 3 Credits

SPRING SEMESTER 2009

*Virginia Polytechnic Institute and State University
College of Natural Resources*

CLASS LOCATION

Virginia Tech Northern Virginia Center, 1021 Prince Street, Alexandria, Virginia

MEETING TIMES

Monday Evenings, 7:00-9:45 PM (First Class: January 26)

INSTRUCTOR

Jeannine Vail Mantz, Adjunct Professor

College of Natural Resources

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Office Hours by appointment: 703-869-0260

COURSE DESCRIPTION

This course presents theory and practice of new venture planning in Green Enterprises, with special emphasis on opportunities in Natural Resources. Focus is on development of a comprehensive business plan; analysis of the industry environment and target market; assessment of the competition; marketing and sales strategy; and financial analysis. Students start with a feasibility study and work with it through the planning, startup and funding stages.

OBJECTIVES

- Create and present a comprehensive business plan
- Develop feasible business concept
- Understand the critical factors required to transform a concept into a successful business plan
- Develop competencies in the areas of new venture concept development, creation of a value proposition, industry and competition analysis, marketing and sales strategy, organization and personnel planning, financial management, and venture funding.

REQUIRED TEXT

- The Successful Business Plan: Secrets & Strategies, Third Edition. Rhonda Abrams. Running 'R' Media, 2000.

ADDITIONAL TEXT (optional)

- The Ernst & Young Business Plan Guide, Second Edition. Eric S. Siegel, Brian R. Ford, Jay M. Bornstien. John Wiley & Sons, Inc., 1993.

- Annual Editions: Entrepreneurship, Editor Robert W. Price, Global Entrepreneurship Institute, McGraw-Hill/Dushkin, 2006.
- Cradle to Cradle, John McDonough and Michael Braungart, North Point Press, 2002.
- Biomimicry, Janine Benyus, 1997.
- The Sustainability Advantage, Bob Willard, New Society Publishers, 2002.
- Annual Editions: Environment, Editor John L. Allen, University of Wyoming, McGraw-Hill/Dushkin, 2006.
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PERIOICAL REFERENCES

Inc Magazine, Fast Company, Entrepreneur, Business Week Online, New York Times Online, Fortune

COURSE EVALUATION

Total Points: 500

1. Final Business Plan
 - A. Written Plan 100
 - B. Oral Presentations 100
2. Interim Written Drafts 100
3. Midterm exam 100
4. Class Participation 100.

DELIVERABLES AND PARTICIPATION REQUIREMENTS

1. Business Plan and Presentation

Each student or student team will develop a comprehensive business plan. The plan is due at the end of the course. A formal oral presentation is conducted for the class and a guest panel of judges.

2. Interim Written Draft Reports

Written draft reports are written in accordance the attached SCHEDULE OF ASSIGNMENTS using the sample forms and sample narratives in the Abrams text. The interim reports will cover the following areas of the business plan and be incorporated into the final written business plan:

Business Concept, Unique Value Proposition, Revenue Model, Legal Issues, Company Description, Industry Analysis & Trends, Target Market, Competition, Strategic Position & Risk Assessment, Marketing Plan and Sales Strategy, Cash Flow Projection, Balance Sheet, Three-Year Projection, Operations, Technology Plan, Management and Organization, Social Responsibility, Long-term Development and Exit Strategy

3. Team Work

Students may work in teams of up to 4 people. Teams should be able to meet once or twice per week to discuss team assignments.

CRITERIA FOR GRADING WRITTEN AND ORAL ASSIGNMENTS

Written assignments must be submitted on time: **NO EXCEPTIONS** without of 24 hours prior approval from professor (24 hours minimum notice). Oral presentations must be thoroughly prepared, logical and meet time limitations specified by professor.

HONOR POLICY

The tenets of the Virginia Tech Graduate Honor Code will be strictly enforced in this course, and all assignments shall be shall subject to the stipulations of the Graduate Honor Code as outlined in the 2003-2004 Graduate Catalog. For more information on the Graduate Honor Code, please refer to the GHS Constitution, located online at <http://fbox.vt.edu/studentinfo/gradhonor/> Please contact the instructor immediately if you have questions.

SPECIAL ACCOMMODATIONS

Students with special needs or circumstances are encouraged to meet with the instructor after the first class. If you need adaptations or accommodations because of a disability (learning disability, attention deficit disorder, psychological, physical, etc), if you have emergency medical information to share with the instructor, or if you need special arrangements in case the building must be evacuated, please make an appointment with the instructor as soon as possible (See contact information above). If you need captioning for videos, please let me know no later than two weeks in advance of date for viewing.

COURSE EVALUATIONS

In the spirit of continuous improvement, the instructor seeks ways to improve this course and values your input. To that end, you will be asked to complete an evaluation on TBD. At any point during the course, your suggestions and comments are most welcome.

INCLEMENT WEATHER

Decisions about canceling classes during periods of inclement weather are made by the Northern Virginia Center Director in consultation with others. Students should listen to local media for information, but weather-related advisories affecting classes are posted at www.ncr.vt.edu and announced on the Weather Alert Line 703-538-8325.

NOTE: The course syllabus is a work in progress. Changes and updates will be made to accommodate the needs and interests of the students.

COURSE SCHEDULE

Date	Class Topic	Reading	Assignments Due
January 26	Introductions Networking Exercise Syllabus Q&A	Abrams xxi-xxiv Abrams Ch 1	Speculative Vision/Mission Statements Form Teams of 2-4 people
February 2	Business Concept Developing a Unique Value Proposition and Revenue Model	Abrams Ch 2-4	Finalize Teaming Decisions
February 9	<ul style="list-style-type: none"> • Executive Summaries • Vision and Mission Statements • Legal Issues 	Abrams Ch 5	Bus Concept Paper p. 3 Unique Value Proposition and Revenue Model Statement Company Description
February 16	<ul style="list-style-type: none"> • Library Research • Target Market • Demographics • Psychographics • Social Trends 	Abrams Ch 7	Form: Legal Issues p. 65, 66 Paper: Company Description p. 71, 72 Vision/Mission Statements
February 23	<ul style="list-style-type: none"> • Feasibility Plan • Industry Analysis 	Abrams Ch 6: Industry Analysis & Trends	All Forms from Chapter 7 p. 90-98 Paper: p. 99, 100
March 2	<ul style="list-style-type: none"> • Guest Speaker • Competition • Strategic Position • Risk Assessment 	Abrams Ch 8: Competition Abrams Ch 9: Strategic Position & Risk Assessment	Forms: p. 74, 75, 78, 79 Paper: p. 85, 86
March 9	Spring Break		
March 16	Guest Speaker Marketing Plan Sales Strategy	Abrams Ch 10: Marketing Plan and Sales Strategy	Revised Paper: p. 85, 86 Revised Paper: p. 99, 100 Competition Plan Paper 115-118

			Forms: Strategic Position SWOT p. 130, Paper: p.131, 132
March 23	Team Meetings	Prepare for Feasibility Presentations	
March 30	Feasibility Review The Business Plan Model	Abrams Ch 11: Operations Abrams Ch 12: Technology Plan Abrams Ch 23: Considerations for E-Business	Marketing and Sales Strategy Forms: 136, 138 Paper: 152-154 (Use p. 147 as guide)
April 6	Feasibility Presentation Review		Draft Feasibility Presentations
April 13	Feasibility Presentations: Business Concept Value Proposition Revenue Model Industry Analysis Competition Analysis Strategic Position & Risk Analysis- SWOT Marketing Plan and Sales Strategy Payoff		
April 20	• Financials Start up costs Cash flow projections Balance Sheet Guest Speaker	Abrams Ch 15: Development, Milestones and Exit Plan Abrams Ch 16: The Financials	Mgt. & Org Plan p. 207 Social Responsibility Plan Paper: p. 219,220
April 27	• Financials Workshop • Milestones and Exit Strategy Guest Speaker	Prepare for Oral Presentations	Financials: Annual by Month: p. 256-257 Financials: Annual for 5 Yrs. p. 259
May 4	• Long Term Development • Sources of Funding Formal Oral Presentations	Prepare for Oral Presentations	Financial Revisions Chap. 16 Milestone Chart p. 223 Exit Strategy p. 233
May 11	Formal Oral Presentations		Final Written Business Plans Due