

# Business Strategy and Intrapreneurship

## Course: [APS1061H](#), Summer 2022

**Instructor:** Professor [Steve Treiber](#)

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See his Bio at the end of this document.

Course taught in Dual Mode: In-person and simultaneously on-line, and Asynchronous  
Dual classes: May 9-16, May 24-27, June 6, 2022, 6pm-9pm.

Meetings with Professor Treiber to be scheduled on request.

### COURSE DESCRIPTION

#### Overview:

[APS1061H](#) is designed for engineering students interested in discovering if they have the aptitude and appetite to lead a large business. Every successful business executive and entrepreneur will encounter complex business problems they urgently must solve. The short course format simulates the speed with which such real-world problems can arise and the speed with which they must be solved. Covid19, the 2008 financial crash, and 9/11 are examples of extreme events that can destroy a business quickly. Leveraging some of the problem-solving skills, you have learned during your engineering education, this course teaches how to define, solve, communicate, and sell the solution to a complex business problem using an engineering approach.

#### Challenge Business Problem:

Students will work in groups of 2 to 3 and all groups will develop a solution to the challenge business problem. The groups will be given a package of materials that identifies the problem in the first session and all groups will come up with their own definition and solution during the course. This year the challenge business problem will be: [Facebook](#) is transforming itself to META Platforms a new venture to expand the internet to a three dimensional space. After failing to launch [Calibra/DIEM and the Libra/DIEM blockchain](#), Facebook is pushing forward. Facebook is facing a number of challenges including skittish partners, regulatory and Congressional resistance who BIG tech's power and they seem to have picked Facebook as the weakest link. Covid19 could be a threat or an opportunity. Our objective is to develop a business strategy and plan that will make this business successful.

The core tool that we will use for expressing the business problem, solution and plan is the [Business Model Canvas](#) of Alex Osterwalder with a focus on how this methodology aligns with existing engineering problem solving skills. The tool kit, including the [Value Proposition Canvas](#), and [The Pitch Canvas](#) are, defined in the course notes developed by entrepreneurial engineers during their careers developing their own successful technology start-ups.

The Business Model Canvas tool will be supplemented by a student developed cash flow projection to complete the course project report as a summary business plan.

### GUEST SPEAKERS

Invited industry speakers are experts in their field who are currently working to solve elements of the

challenge problem for their companies. They will speak from the point of view of the disruptors and the disrupted.

### **Taking Notes:**

All of the lecture notes used in live-sessions are available to you on your Quercus course website. We provide the entire lecture series' notes and handouts used so that you will not need to take detailed notes. Lectures and guest speaker sessions will be recorded and available to students enrolled in the course after they are given live. Live sessions give students the opportunity to collaborate with the Professor, guest speakers and each other on the subject at hand.

### **Recommended Reading:**

[Facebook's Metaverse](#)

[The DIEM Blockchain](#)

*Hurdle: The Book of Business Planning*

Tim Berry, Palo Alto Software, ISBN 0-9712185-0-1

### **Details**

The course is on Quercus, so you should sign in as soon as possible and read the handouts. We will post on Quercus all handouts as the course unfolds on the dates shown in this document so visit often.

## **Individual Student Assignment**

### **Business Press Review**

As part of your live-sessions participation mark each student is expected to read an appropriate article from a reliable business publication (Globe and Mail ROB, National Post – Financial Section, Financial Times, Canadian Business, etc.) and submit a written *half page* report. A number of relevant articles are posted in Quercus under the page titles Market Research.

Submit your report by midnight of the day *before the morning live-sessions on which it is due*. Submit on Quercus and do not forget to reference the article you are reporting on.

Your report should be about economic, political or personal issues *affecting our subject businesses*. These may be: a drop (or rise) in interest rates; recently released trade figures; import/export news; currency issues; government actions; approvals of financing; bankruptcies; tax matters, entrepreneurs, success stories, etc., etc. We expect you to write a thoughtful report on what you learned from reading the article, not a précis of the article.

*These reports are the start of your **Market Research Assignment**.*

## **Student Team Assignments**

All work associated with developing the business plan will be done in teams. Students will be organized into teams of two or three students during the first, organizing class. All team assignments will be marked as a team mark.

### **Value Proposition Canvas Assignment**

The Value proposition tool will help yo focus your attention on two key parts of your market research of any successful business, the customer segment being served and the value proposition that you offer to them. This assignment is step toward the completion of the market research assignment and the Business Model Canvas assignment.

### **Market Research Assignment**

Market Research is the essential ingredient required to understand whether or not your business solution is likely to be successful. This assignment was designed to help you get started on the Market Research portion of your Business Plan.

During the session at which this assignment is due each team will make a brief( up to five minute) presentation about their market research. The objective of market research at this stage is to determine if there is a feasible business solution to the identified problem.

### **The Business Model Canvas**

The business canvas is a tool that will help you define your business problem and its business model. We want to define a business model and how your business solution creates value for the customers and for the business. During this course you will have the unique opportunity to develop the different sections of the canvas and use them as the building blocks to create your final Business Plan. The term project is a Business Plan and it is intended to give you "hands on" experience in developing a document that is absolutely essential if you ever get into business for yourself.

### **Final Business Plan**

The creation of your business plan will be an organic process once you have completed all the elements of your business model canvas. The comments you receive on your Progress Reports will guide you to validate your hypothesis and value proposition. There is also a lot of help available on the Internet, so please feel free to use any/all such assistance – but make sure you give credit by citing your sources. In addition to the canvas a financial cash flow projection for the business plan is required.

## ASSIGNMENT DUE DATES

	<b>Report or Assignment</b>	<b>Due</b>
1.	Value Proposition Canvas Assignment	Day 7
2.	Market Research Assignment+Presentation	Day 14
3.	Business Model Canvas Assignment	Day 21
4.	Final Business Plan + Presentation	Day 27

Please respect the fact that we will enforce these dates. Do not make any excuses because we will not be sympathetic! If you encounter any problems we will always try to help you just set up an appointment and we will make time for you. There will be a 40% discount on the mark if an assignment is handed in late, but we will not accept assignments handed in after we have returned that marked assignment to the session and you will get ZERO for that assignment.

## MARKING SCHEME

Virtual Class Participation (includes Business Press reviews) - 25  
Value Proposition Canvas Assignment – 15  
Market Research Assignment/Presentation - 20

## WHY TAKE THIS COURSE

APS1061H is designed to let engineering students learn the necessary skills for success in business and discover if they have the appetite to become successful business leader. This [video will](#) explain the core of the problem we will tackle in this course.

In today's economy the most successful people are those who have entrepreneurial skills. In fact today organizations actively search for intrapreneurs (an entrepreneurial individual who prefers to work within a larger firm rather than start their own). In order to succeed in entrepreneurial/intrapreneurial endeavor it is important to understand what differentiates entrepreneurs from all others.

All but two key entrepreneurial skills for success can be learned and we teach those here. The two skills that cannot be learned are accepting unavoidable RISK and PASSION for what you do. The difference between successful entrepreneurs and intrapreneurs is that entrepreneurs have more willingness to accept RISK than intrapreneurs. This course will help students assess their own aptitude for these skills.

Our approach to teaching this course is based on real-life business experiences and years of successful practice of "what we preach." The course contains very little theoretical material or academic approaches. It is designed to familiarize you with the kinds of opportunities (problems) likely to be encountered in an entrepreneurial career.

## 2021 SUMMER SCHEDULE

### APS1061H

<u>Week</u>	<u>Date</u>	<u>Text-Chapter</u>	<u>Topics</u> <u>Milestones</u>	<u>Assignments &amp; Project</u>
0	July 31, AM		Organizational session, group formation	
1	Aug 4, AM	<b>1 + 2</b> handouts	<b>Business Planning and the Business Canvas</b>  - Introduction - The Business Canvas – its role and value	
	Aug 4, PM		<b>Guest Speaker</b>	
2	Aug 5, AM	<b>5</b>	<b>Business Plan and the Challenge Business Problem</b> - Business Canvas/Plan - Business Idea Brainstorming - Business Challenge Idea	
	Aug 5, PM		<b>Guest Speaker</b>	
3	Aug 6, AM	<b>6 +notes</b>	<b>Market Research</b> - How to define a business problem <i>Market Research Assignment handed out</i>	
	Aug 6, PM		<b>Guest Speaker</b>	
4	Aug 7, AM		<b>Business Problem Definition Workshop</b> Defining the Challenge problem opportunity Value Proposition Canvas	
	<b>ONE WEEK</b>	<b>BREAK</b>		
5	Aug 17, AM	<b>7 and 8</b>	<b>Sales &amp; Marketing Strategies</b> <i>Market Research</i> - Value Proposition & the Value Chain <b>Market Research Presentations</b>	
	Aug 17, PM		<b>Guest Speaker</b>	
6	Aug 18, AM	<b>7 and 8</b>	<b>Financial Analysis</b> - What you need for a business plan	
	Aug 18, PM		<b>Guest Speaker</b>	
7	Aug 19, AM	<b>A13, 14</b>	<b>Business Canvas Workshop</b> - <b>Team Business Canvas #1 presentations</b>	
	Aug 19, PM		<b>Guest Speaker</b>	
8	Aug 20, AM Aug 20, PM		<b>Legal Issues</b> <b>Guest Speaker</b>	
9	Aug 21, AM <b>ONE WK BRK</b>		<b>Team Final Business Canvas Presentations</b>	
10	Aug 28		<b>Business Plan Presentation/Business Canvas Financial Plan</b>	

## Resumé

### Steven Treiber, Ph.D., P.Eng

Steve Treiber was born in a refugee camp in post-world war II Europe and emmigrated to Canada as a child with his parents. His background gave him a perspective on success that is common to recent immigrants to Canada and provided a unique advantage in entrepreneurial endeavour. He brings that experience and point of view to teaching.

Steve has always had an interest in business. He spent most of his under-graduate years at McGill Engineering working in his fathers corner grocery store after class. Although he started out working for others, he always had an eye on "doing his own thing" – and he did that after just 7 years in the corporate world. So, in 1984, after an engineering career in the pulp and paper and oil industries with Scott Paper and Shell Oil, respectively, he started his own software and engineering firm in Toronto and later Houston, TX. Treiber Controls Inc. developed process control and real-time optimisation software and applications for the oil, petrochemical, pulp and paper and other process industries. In 1998 he sold his company to a NASDAQ listed competitor, Aspen Technologies, and served in various senior management roles.

He left Aspen in 2002 to launch a new business start-up – the entrepreneurial drive was still there. He continues to work with technology start-up companies to apply his knowledge and experience in engineering and business. He is now President of [Manufacturing Technology Network, Inc.](#)

After receiving a Bachelor of Engineering from McGill University he volunteered to work as a high school teacher in Uganda from 1969-1971. He also holds a Master of Applied Science from the University of Toronto, and a PhD from McGill University, all in Chemical Engineering. He has published over 40 papers in the fields of process control and optimisation, and is an author of 6 patents in the same field. See his profile on [linkedin](#).