Course Description: This course is designed as an introduction to industrial organization with special emphasis on entrepreneurship and strategy. We will discuss various types of market structures and business methods. Students will work in groups to read and present popular press, non-fiction books on various techniques and approaches to business. Students will also read and present popular press, non-fiction books on specific current-day firms. The semester will conclude with the student groups presenting a business plan for a new start-up company.

Prerequisites: Students are expected to have completed and passed micro and macro principles (EC131 and EC132) and microeconomic theory (EC201). It is assumed that students have a working knowledge of the material from these courses and are comfortable with some basic calculus.

Teaching Assistant: Junghyun Kwon, kwonju@bc.edu. Office hours: TBD, Maloney TBD.

Canvas Learning Management System: Canvas will be used to post class announcements, gain access to grades, and to download/print course documents. Canvas can be accessed via the BC Agora Portal. Information about Canvas can be learned by watching the various tutorials and reading the FAQs. It is your responsibility to check this system periodically and to arrive to class prepared and informed. Please ensure that your preferred email is registered with this system.

Reading, Listening, and Watching List: The reading, listening, and watching list is available on Canvas, along with .pdfs of the journal articles.

Class Attendance: Class attendance is strongly encouraged as it is essential to learning the material of this course. If you will miss class due to a religious observation or civic obligation, please notify the instructor at least one week in advance and provide requested and appropriate documentation. Should an emergency arise, the student—or someone acting on his/her behalf—is required to contact the professor as soon as possible. The material is analytical, theoretical, and cumulative in nature and thus it is necessary to keep up with the subject matter. Material covered in class is not always readily available in the assigned readings. Do not allow yourself to get behind. If a student misses a lecture, it is his/her responsibility to get the lecture notes from a classmate; neither the professor nor the T.A. will make the lecture notes available. Moreover, please do not
attempt to copy a classmate’s previous notes during the lecture when the student returns.

**Classroom Conduct:** Students are expected and required to maintain a professional and pleasant environment that facilitates learning. Any disrespectful, disruptive, or otherwise unbecoming behavior will result in a verbal warning. If such behaviors continue the student will be issued a written notice. Upon the third violation the student will be administratively dropped from the course. Students are encouraged and expected to:
1. Arrive on time.
2. Do not leave early (except for a legitimate/valid reason).
3. Be courteous to the Professor and to their fellow peers.
4. Do not talk while Professor or other student is talking or during exams.
5. Silence/turn off and put away all cell phones, etc.
6. Only use laptops/tablets for taking class notes.
7. Maintain maturity and professionalism.
8. Participate in class activities and discussions.

**Grading Policy:** Each student’s course grade will be determined on the basis of the student’s overall performance on the problem sets, summaries of assigned reading, current event presentation, in-class participation, exams, and group project.

<table>
<thead>
<tr>
<th>Component</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Sets</td>
<td>10%</td>
</tr>
<tr>
<td>Summary and Analysis of Written, Audio, and Visual Media</td>
<td>10%</td>
</tr>
<tr>
<td>Book Presentation #1</td>
<td>10%</td>
</tr>
<tr>
<td>Book Presentation #2</td>
<td>10%</td>
</tr>
<tr>
<td>Business Plan</td>
<td>15%</td>
</tr>
<tr>
<td>Class attendance, participation, etc.</td>
<td>10%</td>
</tr>
<tr>
<td>Guest speakers</td>
<td>5%</td>
</tr>
<tr>
<td>Midterms and Final Exam</td>
<td>30%</td>
</tr>
</tbody>
</table>

There are two midterm exams and an optional comprehensive final exam, each weighted equally. Subject to the Professor’s approval, students have two options available in calculating the remaining 30 percent of their grade.

**Option #1**
The student is required to take both midterm exams. Each exam is worth 15 percent of the course grade. If the student is satisfied with his/her grade, the comprehensive final exam is optional. Student will notify Professor on the last day of class as to his/her decision whether or not to take the final exam. Should the student choose to take the comprehensive final exam, the lowest midterm exam score will be dropped and replaced by the score received on the final exam.

**Option #2**
Should the student miss one midterm exam, he/she is required to contact the Professor **before the scheduled day/time or immediately thereafter**, subject to feasibility. The student will provide the appropriate documentation to the
Professor, as requested, to support the excused absence (e.g., illness). The student is then required to take the comprehensive final exam that will replaced the missed midterm exam and count for 15 percent.

**Problem Sets:** Problem sets will be posted on Canvas periodically throughout the semester. The problem sets count for 10 percent of the course grade. Each part of a question will be worth one point and can earn 0, 0.25, 0.5, 0.75, and 1. You should attempt to complete each as quickly and as thoroughly as possible. The problem sets are designed to provide additional aid in understanding the subject material covered in class and in the readings and as a review for the midterms and final. You are encouraged to form study groups and work on the problem sets collectively. However, each student must submit their own problem set to be graded. **Do not merely copy someone else’s problem set.** Problem sets are due on the date specified at the beginning of the class period. **No late problem sets will be accepted.** Problem sets are required to be in hard copy—**no email attachments are acceptable.** Please note that problem sets must be legible. Thus, if your handwriting is poor the problem set should be typed. It is not necessary, however, to type graphs and numerical solutions.

**Summary and Analysis of Written, Audio, and Visual Media:** The reading/listening list is available on Canvas; .pdfs of the journal articles are provided. The writing assignments count for 10 percent of the course grade. Students will submit a one-page, hard copy summary/analysis at the beginning of class on the designated date. The one page summary/analysis of the journal articles should have the following format and address the following points, if appropriate:

- size 12 font, Times New Roman or Arial font, single-spaced, standard margins (1” top and bottom and 1.25” left and right)
- i. What is the goal of this study?
- ii. What is the time period analyzed?
- iii. What is/are the data source(s)?
- iv. What are the main findings?
- v. What new information did you learn?
- vi. What are some suggestions/criticisms you would make to the author(s)?
- vii. Questions you have for the author(s)?

The podcasts, video clips, etc. should be summarized and then commented upon for the minimum required one page. **Any summary short of one complete page will not receive credit.** A separate title page should include your name, course number and section, reading #, and titles and authors of chosen articles. A sample writing assignment corresponding to a journal article can be found on Canvas.

Writing assignments are required to be in hard copy—**no email attachments** are acceptable. Writing assignments are due on the designated date and **no late writing assignments will be accepted.**
**Book Presentations:** The choice of books is available on Canvas. The first set corresponds to books on the philosophy and approach to business while the second set corresponds to memoirs of actual entrepreneurs. Students will work in groups of 4 persons (of their choosing, or assigned by Professor) to collectively read the chosen/assigned book and present a 15-minute presentation to their classmates and Professor. Each presentation counts for 10 percent of the course grade. A rough rule of thumb is to prepare 1 slide per minute. It is important that the slides be clear, informative, readable and uncluttered. The presentations should be well rehearsed and will be evaluated by the class thereafter. Students should be prepared to answer and address questions posed by the audience.

**Business Plan:** The purpose of the business plan is to have students apply the tools they are learning in class, along with their creativity and passion, to propose an idea for a start-up company. Students will continue to work in groups of approximately 4 persons. The written component of business plan will follow the instructions posted on Canvas. Additionally, the groups will have their extended “elevator pitch” in class with the aid of a Power Point presentation. Again, a rough rule of thumb is to prepare 1 slide per minute. It is important that the slides be clear, informative, readable and uncluttered. The presentations should be well researched, coordinated, and the passion and knowledge of the group members should be obvious. The business plan counts for 15 percent of the course grade.

**Group Work:** The grades for each group project (i.e. book presentations and business plan) will be distributed based on peer evaluations. Upon completion of the project, students will rate their group members’ participation on a scale of 1-10 where 1=no contribution and 10=perfect contribution. The student’s grade will be scaled by the average peer assessment. Students are expected to be present for all of the presentations as **attendance will be taken and points will be deducted for any unexcused absences or late arrivals.** A student’s grade will be lowered by 0.5 percentage points for any of the aforementioned reasons.

**Attendance and Participation:** All students are expected to be in attendance for the current event and group project presentations. Moreover, students are expected to contribute to and participate in class discussions and lectures. This will help comprise 10 percent of the course grade.

**Midterms and Final:** There will be two midterm exams and a comprehensive final exam. You are expected to be present for each examination, as there will be no make-up exams. **Missing an exam will result in a grade of zero.** Should the student miss one midterm exam, he/she is required to contact the Professor **before the scheduled day/time or immediately thereafter,** subject to feasibility. The student will provide the appropriate documentation to the Professor, as requested, to support the excused absence (e.g., illness) and the student will be given Option #2, as detailed above, in determining his/her course grade. Should the student miss an exam and **not contact the Professor and/or not provide an acceptable**
excuse, he/she will **be assigned a grade of zero** for the unexcused missed midterm exam and **thus not eligible** for Option #2.

You may use a basic calculator during the exam; you cannot use a graphing calculator your cell phone, your PDA, etc., however. The Professor will have calculators available during the exam for everyone to share.

**Grade Appeals:** If you believe that a mistake has been made in the grading of one of the assignments/exams, you should submit your assignment/exam to the Professor **immediately at the conclusion of the class in which the assignment/exam was returned/reviewed.** No appeals will be considered after this time. No appeals will be considered if the student was not in class on the day the assignments/exams were returned/reviewed. Appeals must be submitted in written form, listing the question number and a clear explanation for the appeal. Appeals can result in your grade being raised or lowered.

**Guest Speakers:** A series of guest speakers will be visiting our course. 5 percent of your course grade will be based on your on-time arrival, attention, and participation during the lecture. Additionally, students must submit **three questions for the speaker in hardcopy at the beginning of lecture; no late submissions of questions will be accepted.** Information on the guest speakers will be communicated on Canvas in advance of the speaker’s visit. The (tentative) schedule is:

<table>
<thead>
<tr>
<th>Speaker</th>
<th>Field</th>
<th>Tentative Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philip Dumontet</td>
<td>Founder and CEO, DASHED</td>
<td>Feb. 12, 2014</td>
</tr>
<tr>
<td>Ky Nguyen,</td>
<td>Restaurateur/owner, Kingston Station</td>
<td>Mar. 12, 2014</td>
</tr>
<tr>
<td></td>
<td>(Acupuncture and massage therapy)</td>
<td></td>
</tr>
<tr>
<td>Justin Dangle</td>
<td>CEO and co-founder, Consumer United</td>
<td>Mar. 19, 2014</td>
</tr>
</tbody>
</table>

**Academic Integrity:** Academic dishonesty is not tolerated in any form. Please see the university’s policies and procedures regarding academic integrity. [http://www.bc.edu/content/bc/offices/stserv/academic/integrity.html](http://www.bc.edu/content/bc/offices/stserv/academic/integrity.html)

**Dropping the Course:** Classes can be dropped/added online (UIS) until Jan. 22, 2014. The last day to drop/add or pass/fail a course in the Associate Dean’s office is Feb. 14, 2014. Official withdrawals from courses must be completed before Apr. 15, 2014.

**Suggestions for Success:** While the material presented will be analytical, theoretical, and cumulative in nature it is my hope that each student succeeds in class. Students who put forth the effort and work hard should succeed in class. Here are my suggestions for success:

1. Read the assigned chapter before arriving to class.
2. Attend class.
3. Take notes and be attentive during class.
4. Review notes and readings nightly.
5. Form study groups.
6. Do problem sets.
7. Ask questions.
8. Visit office hours.
9. Do not get behind.
10. Stay positive.

**Special Needs and Disabilities:** If you anticipate barriers related to the format or requirements of this course, please contact me as soon as possible so that we can discuss ways to ensure your full participation in the course. If you determine that disability-related accommodations are necessary, please contact Paulette Durrett, Assistant Dean for Students with Disabilities (617-552-3470, paulette.durrett@bc.edu, disabilitieservices@bc.edu, http://www.bc.edu/offices/dos/disabilityservices.html) and notify me of your eligibility for reasonable accommodations. We can then plan how best to coordinate your accommodations.

**Student Athletes:** If you are a student athlete, please provide me as soon possible with the appropriate documentation and contact information for your coaches and your travel/game schedule. I will work with the Athletic Department and your coaches to help accommodate your travel and practices.

**Laptops, Cell/Smart Phones, Tablets, and other Recording/Imaging Devices:** Students may use laptops and tablets only to take notes in class. Phones must be silenced or turned off. Absolutely no recording/imaging devices are allowed during the lectures, exams, office hours, etc. Refrain from surfing the web, texting, emailing, social networking, etc. Your cooperation is appreciated.

**Note:** Pareto Superior changes in course policies, etc. may be made at the professor’s discretion.

<table>
<thead>
<tr>
<th></th>
<th>Dates &amp; Times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Sets</td>
<td>TBD (due at the beginning of class)</td>
</tr>
<tr>
<td>Writing Assignments</td>
<td>TBD (due at the beginning of class)</td>
</tr>
<tr>
<td>Book Presentations #1</td>
<td>Feb. 17 &amp; 19, 2014</td>
</tr>
<tr>
<td>Book Presentations #2</td>
<td>Mar. 24 &amp; 26, 2014</td>
</tr>
<tr>
<td>Midterm #1</td>
<td>Mar. 17, 2014</td>
</tr>
<tr>
<td>Midterm #2</td>
<td>Apr. 16, 2014</td>
</tr>
<tr>
<td>Business Plan</td>
<td>Apr. 23 &amp; 28 &amp; 30, 2014</td>
</tr>
<tr>
<td>Final Exam</td>
<td>May 8, 2014 (12:30-3:30pm)</td>
</tr>
</tbody>
</table>

**Note:** All exams occur where we meet for lecture. The midterms occur at the regularly scheduled class meeting time but the day/time of the final exam is determined by the Office of Student Services and is determined at the University-level so that there are no conflicting final exams. **The final exam will be only offered on the date specified by the university so please plan your travel accordingly. There are no exceptions to**
this. For more information please consult:
http://www.bc.edu/offices/stserv/academic/current/exams.html.