

B733

**Biomedical Entrepreneurship
Fall 2024 Course Outline
DeGroote School of Business
McMaster University**

COURSE OBJECTIVE

This course examines entrepreneurial ventures from a wide range of contexts, using experiential learning to develop practical understanding of the key challenges facing entrepreneurs. The course addresses challenges such as identifying opportunities, decision-making under conditions of uncertainty, raising capital, innovation and creativity, social innovation, and managing venture growth. The course provides an opportunity for students to develop networks and collaborative entrepreneurial ventures in their field of study of pharmaceutical, biotechnology and related industries. This course examines entrepreneurial ventures from a wide range of contexts, using experiential learning to develop practical understanding of the key challenges facing entrepreneurs. By the end of this course, you should be well positioned to identify and evaluate business opportunities and develop business plans to help make a new venture successful!

INSTRUCTOR AND CONTACT INFORMATION

Peter Sibold (Instructor)

Email: siboldp@mcmaster.ca

Office Hours: By Appointment only.

XXXXXXXXXXXXXXXXXXXXX (TA)

Email: xxxxxxxx@mcmaster.ca

Office Hours: By Appointment only.

COURSE ELEMENTS

Credit Value: 3	Experiential:Yes	Final Exam: No	Guest Speaker(s):Yes
Avenue:Yes	Leadership:Yes	IT skills: No	Global view:Yes
Participation:Yes	Ethics:Yes	Numeracy:Yes	Written skills:Yes
Evidence-based:Yes	Innovation:Yes	Group work:Yes	Oral skills:Yes

COURSE DESCRIPTION

This course is taught primarily through the case-method but also includes readings, and lectures. This course examines entrepreneurial ventures from a wide range of contexts, using experiential learning to develop practical understanding of the key challenges facing entrepreneurs. The course addresses challenges such as identifying opportunities, decision-making under conditions of uncertainty, raising capital, innovation and creativity, social innovation, and managing venture growth.

LEARNING OUTCOMES

Upon completion of this course, students will be able to complete the following key tasks:

- Understand the various complexities, challenges and issues related to entrepreneurs/intrapreneurs and business formation, including environmental characteristics of the entrepreneurial firm.
 - Acquire the skills and knowledge to write a Business Plan to facilitate the launch of a new business.
 - Develop diagnostic skills and a conceptual framework for new business management problems through readings, discussions and case analyses.
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REQUIRED COURSE MATERIALS AND READINGS

Canadian Entrepreneurship & Small Business Management, 12e

Edition: 12e Author: D. Balderson

Print + Connect – ISBN:9781265020712

Connect – ISBN: 9781264904495

BL733 Course Case Package (Readings & Case)

Course Website: <http://avenue.mcmaster.ca>. Please check this website regularly.

Students are **required** to use their **McMaster University Email** credentials when registering for the McGraw-Hill Connect product. Once registered, students can simply click on the links to the McGraw-Hill Connect online readings and exercises directly from the content area in Avenue.

OPTIONAL COURSE MATERIALS AND READINGS

1. Shimasaki, C. (2020). *Biotechnology Entrepreneurship: Leading, Managing and Commercializing Innovative Technologies*. Second Edition. London: Academic Press, Elsevier. This text is considered one of the best academic and practical resource in biomedical entrepreneurship, edited by Dr. Craig Shimasaki, a scientist, serial entrepreneur, and CEO of Moleculera Labs and BioSource Consulting. E-Location: <https://www.sciencedirect.com/science/book/9780128155851> DOI: <https://doi.org/10.1016/C2017-0-02971-3>

NOTE: Book chapters are available for free from our library

2. Navigate through the following brief overview of drug development from the US Food and Drug Administration and the drugs and health products from the Health Canada: 1) <https://www.fda.gov/drugs/development-approval-process-drugs> 2) <https://www.canada.ca/en/health-canada/services/drugs-health-products.html>
3. Familiarize yourself with some of Canada's biomedical startup hubs and sites to support those looking for careers in the field: (1) www.biotech.ca; (2) www.biotalent.ca ; (3) www.marsdd.com; (4) <https://tracxn.com>
4. Alex Iskold blog - Startup Hacks by Alex Iskold, the author of Startup Hacks, founder and managing partner of 2048 Ventures: <https://www.startuphacks.vc/>

EVALUATION

Learning in this course results from attending lectures, viewing online material, participating in course discussions and exercises, using project management software, and working in small project teams. There is a blend of individual and group work. Evaluation will be made for work done in groups where all team members share the same grade. **If problems arise in team activities, it is the responsibility of the students involved to inform the instructor sufficiently ahead of time before date the of the team’s course deliverables.** The instructor will help resolve team conflicts, which may entail disbandment of the group itself or an assignment of the particular course deliverable in question. Your final grade will be calculated as follows:

Components and Weights

Entrepreneurship Self-Assessment Paper	Individual Assignment	10%
Case Study	Group Assignment	20%
Online Assignments	McGraw-Hill Connect – Individual Assignments	10%
Attendance & Class Participation	Individual Contributions	20%
Business Plan/Term Project	Term Project Planning Assignment (group) <ul style="list-style-type: none"> • Presentation (25%) • Report (75%) 	40%
See the assignment details below for information on the submission/completion requirements.		
Total		100%

Note: All assignments must be handed in electronically through the course website by the deadline date and time specified for each component unless otherwise noted.

NOTE: The use of a McMaster standard calculator is allowed during examinations in this course. See McMaster calculator policy at the following URL:

www.mcmaster.ca/policy/Students-AcademicStudies/UndergraduateExaminationsPolicy.pdf

Grade Conversion

At the end of the course, your overall percentage grade will be converted to your letter grade in accordance with the following conversion scheme:

Letter Grade	Percent	Points
A+	90-100	12
A	85-89	11
A-	80-84	10
B+	75-79	9
B	70-74	8
B-	60-69	7
F	00-59	0

COMPONENT DESCRIPTIONS

Entrepreneurship Self-Assessment Paper

Value: 10% of a student's final grade.

On an individual basis, each participant in the course will develop and prepare a self-assessment paper on their own strengths, abilities and shortcomings as a potential entrepreneur, based on the characteristics of the entrepreneurial mindset (maximum 2 pages). Due: No later than 11:59 PM Monday, Sept. 16th.

Online Assignments (Completed in McGraw-Hill Connect)

Value: 10% of a student's final grade.

For the weeks of the course where the content is delivered online, students are asked to complete a series of online assignments for specific topics/content using the McGraw-Hill Connect platform. The online assignments will pertain to specific assigned chapter for that week.

Each series of online readings for an assigned chapter is worth 1.25% of a student's final grade. There will be 8 assigned series of online assignments throughout the course. Each series of online assignments will pertain to one assigned chapter. Online assignments will be available on Friday at noon of the week **before** when the assignment is due (see the course schedule below).

Business Plan/Term Project

Value: 40% of a student's final grade.

Students will be required to develop a business plan for a new business enterprise/start up. You will develop a full business plan along with marketing plan, funding model and other relevant information within your report. This report is due by 11:59 PM on Monday, November 18th. Your report should be between maximum 40 pages (including exhibits) 1.5 space, 12 font, time new roman. Presentations will be made during the last two classes of the term. Group selection to be completed by 11:59 PM on Friday, September 13th. Each group is required to submit a one-page Executive Summary outlining their new business enterprise concept for approval by 11:59 PM on Friday, September 20th.

Case Study

Value: 20% of a student's final grade.

In this group assignment, students will review a case study provided by the instructor. Students will then provide a written document in Microsoft Word format answering a few questions about the case study. Students can use course content covered to date to guide answering the case questions. Further instructions will be provided in class and on Avenue. Case is due by 11 AM on Monday, October 21st.

Attendance & Class Participation

Value: 20% of a student's final grade.

You will be required to attend class. Name cards are used to help give credit for your participation. You must have a name card with your full first and last name clearly written and displayed in front of you for every class.

PARTICIPATION

Students are required to engage actively in discussions related to the material being presented by the instructor, TAs, or other students. The instructor and TAs will feel free to cold call anyone at any time. Hence, you must prepare for every class and case discussion as appropriate. Debate and challenge are important activities that help in the learning process and the willingness of individuals to engage in such activities with their classmates is appreciated. Opportunities for participation include taking part in discussions during the lecture and case discussions in a class by asking questions; responding to questions posed by the instructors or other students; and making relevant comments on the material covered.

You must have a name card with your full first and last name displayed in front of you for every class.



COMMUNICATION AND FEEDBACK

Students who are uncomfortable indirectly approaching an instructor regarding a course concern may send a confidential email to the Program Director. Students who wish to correspond with instructors or TAs directly via email must send messages that originate from their official McMaster University email account. This protects the confidentiality and sensitivity of information as well as confirms the identity of the student. Marks for all evaluation activities will be posted on Avenue. Your final grade will come through Mosaic and will not be posted on Avenue.

Students should be aware that when they access the electronic components of this course, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ACADEMIC DISHONESTY

You are expected to exhibit honesty and use ethical behavior in all aspects of the learning process. The academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.**

Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behavior can result in serious consequences, e.g. a grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.

For information on the various types of academic dishonesty please refer to the [Academic Integrity Policy](https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/), located at <https://secretariat.mcmaster.ca/university-policies-procedures-guidelines/>

The following illustrates only three forms of academic dishonesty:

- plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
- improper collaboration in group work.
- copying or using unauthorized aids in tests and examinations.

AUTHENTICITY/PLAGIARISM DETECTION

Some courses may use a web-based service (Turnitin.com) to reveal the authenticity and ownership of student-submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty.

Students who do not wish their work to be submitted through the plagiarism detection software must inform the instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software.

All submitted work is subject to normal verification that standards of academic integrity have been upheld (e.g., online search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity.

COURSES WITH AN ON-LINE ELEMENT

This course may use online elements (e.g. e-mail, Avenue to Learn (A2L), Learn Link, web pages, capa, Moodle, Thinking Cap, etc.). Students should be aware that, when they access the electronic components of a course using these elements, private information such as first and last names, usernames for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course.

The available information is dependent on the technology used. Continuation in a course that uses online elements will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure, please discuss this with the course instructor.

ONLINE PROCTORING

This course may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

CONDUCT EXPECTATIONS

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the [Code of Student Rights & Responsibilities](#) (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online**.

It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviors that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

ACADEMIC ACCOMMODATION OF STUDENTS WITH DISABILITIES

Students with disabilities who require academic accommodation must contact [Student Accessibility Services](#) (SAS) at 905-525-9140 ext. 28652 or sas@mcmaster.ca to make arrangements with a Program Coordinator. For further information, consult McMaster University's [Academic Accommodation of Students with Disabilities](#) policy.

ACADEMIC ACCOMMODATION FOR RELIGIOUS, INDIGENOUS OR SPIRITUAL OBSERVANCES (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the [RISO](#) policy. Students should submit their request to their Faculty Office **normally within 10 working days** of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

COPYRIGHT AND RECORDING

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright-protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of distribution or by students for study purposes. Students should be aware that their voices image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

POTENTIAL MODIFICATION TO THE COURSE

The instructor and university reserve the right to modify elements of the course during the term. The university may change the dates and deadlines for any or all courses in extreme circumstances. If either type of modification becomes necessary, reasonable notice and communication with the students will be given with an explanation and the opportunity to comment on changes. It is the responsibility of the student to check their McMaster email and course websites weekly during the term and to note any changes.

ACKNOWLEDGMENT POLICIES

Your registration and continuous participation (e.g. on Avenue, in the classroom, etc.) in the learning activities will be considered to be an implicit acknowledgment course policies outlined above, or of any other, that may be announced during classes and/or on Avenue. It is your responsibility to read this course outline, familiarize yourself with the course policies, and accordingly. Lack of awareness of the course policies cannot be invoked at any point during this course for failure to meet them. It is your responsibility to ask for clarification on any policies that you do not understand.

Petition for Relief from Missed Academic Work

Where students miss a scheduled deliverable, assessment, or class participation for legitimate reasons (e.g., religious holiday, medical issue) as determined by the Program Office, the weight for that component will be distributed at the discretion of the instructor. Proper documentation explaining such an absence must be provided to the Program Office within five (5) working days after the deadline. All deadlines **MUST** be adhered to in this course.

B733 Fall 2024 Course Schedule

WEEK	DATE	ASSIGNMENT
1	Mon. Sept 9	<p><u>Lecture, Readings, Assignments, Videos:</u></p> <ul style="list-style-type: none"> • Ch 1: The Role of Entrepreneurship & Small Business in Canada • (1) <i>A Biotechnology Entrepreneur's Legacy</i> - Henri A. Termeer's Story and his Advice to Entrepreneurs (Henri A. Termeer Pages 17-27 https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000024) • (2) <i>A Biotechnology Entrepreneur's Story: From Start-Up to International Contract Development a Manufacturing Organization</i> (Magda Marquet & François Ferré Pages 29-35) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000036 • HBS Readings: 1) <i>The Questions Every Entrepreneur Must Ask</i>; 2) <i>A Note on Corporate Entrepreneurship – Challenge or Opportunity?</i> 3) <i>Six Keys to Release Ideas for Profitable Growth – Corporate Entrepreneurship</i> • <u>Assignment #1</u> – Economics: Acing the Interview (Due on Sept 13 by 11:59 PM) • Group Selection for Business Plan/Term Project (Due by 11:59 PM on Friday, September 13th) • Watch Video: https://www.youtube.com/watch?v=3rtHUbIU568
2	Mon. Sept. 16	<p><u>Lecture, Readings, Assignments, Videos:</u></p> <ul style="list-style-type: none"> • Ch 2: The Small Business Decision • Ch 3: Evaluation of a Business Decision • <i>Understanding Biotechnology Product Services</i> (Craig Shimasaki Pages 123-149) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000103 • <i>Technology Opportunities: Evaluating the Idea</i> (Craig Shimasaki Pages 151-161) • <u>Assignment #2</u> – How to Launch a Business • <u>Assignment #3</u> – Get Outside 1: Understanding Competition in Canada (Both assignments are due Sept 16th by 11 AM) • <u>Entrepreneurship Self-Assessment Assignment</u> (Due by 11:59 PM Sept 16th) • Discuss Business Plan Term Project & Group Case Assignment • Executive Summary Group Term Project due by 11:59 PM Sept 20th

<p>3</p>	<p>Mon. Sept. 23</p>	<p><u>Lecture, Readings, Assignments, Videos:</u></p> <ul style="list-style-type: none"> • Ch 4: Organizing a Business – The Business Plan • HBS Readings: 1) <i>When Should Entrepreneurs Write their Business Plans!;</i> 2) <i>Writing a Business Plan: The Basics;</i> 3) <i>Writing a Business Plan Makes Your Start-Up More Likely to Succeed</i> • <i>Understanding Biotechnology Business Models and Managing Risk</i> (Craig Shimasaki Pages 163-176) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000127 • <i>Directing Your Technology Toward a Market Problem: What You Need to Know Before Using the Business Model Canvas?</i> (Steven M. Ferguson and Uma S. Kaundinya Pages 199-222) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000139 • Business Model Innovation https://www.youtube.com/watch?v=B4ZSGQW0UMI • <i>Company Formation, Ownership Structure, and Securities Issues</i> (Craig C. Bradley Pages 189-197) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000140 • <i>Licensing the Technology: Biotechnology Commercialization Strategies Using University and Federal Labs</i> (Steven M. Ferguson and Uma S. Kaundinya Pages 199-222) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000152 • <u>Assignment #4</u> – A Slice of Business Planning (Due by 11 AM on Sept 23)
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WEEK	DATE	ASSIGNMENT
4	Mon. Sept. 30	<p><u>Lecture, Readings, Assignments, Videos:</u></p> <ul style="list-style-type: none"> • Ch 5: Buying a Business & Franchising • HBS Reading: <i>A Note on Franchising</i> • Guest Speaker
5	Mon. Oct. 7	<p><u>Lecture, Readings, Assignments, Videos:</u></p> <ul style="list-style-type: none"> • Ch 6: Financing the Small Business • HBS Reading: <i>Chobani's Founder on Growing A Start-Up Without Outside Investors</i> • <i>Sources of Capital and Investor Motivations</i> (Craig Shimasaki Pages 247-265) https://www.sciencedirect.com/science/article/pii/B9780128155851000176 • <i>Understanding and Securing Venture Capital: An Entrepreneur's Perspective</i> (Craig Shimasaki Pages 287-298) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000206 • <u>Assignment #5</u> – Finance & Banking: Butter Stone • <u>Assignment #6</u> - Topping Off a Pizzeria with Cash Campground (Both assignments due on October 7th by 11AM)
6	Mon. Oct. 21	<p><u>Lecture, Readings, Assignments, Videos:</u></p> <ul style="list-style-type: none"> • Ch 7: Marketing Management • Ch 8: Managing the Marketing Mix • <i>Your Business Plan and Presentation: Articulating Your Journey to Commercialization</i> (Lowell W. Busenitz Pages 313-324) https://www.sciencedirect.com/science/article/abs/pii/B978012815585100022X • <i>Biotechnology Products and Their Customers: Developing a Successful Market Strategy</i> (Craig Shimasaki Pages 481-495) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000322 • <i>Artificial Intelligence: Emerging Applications in Biotechnology and Pharma</i> (David Sahner and David C. Spellmeyer Pages 399-417) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000292 • <i>3 Getting the Word Out: Public Relations Strategies to Support Biotechnology Business Goals</i> (Joan E. Kureczka Pages 513- 524) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000346

		<ul style="list-style-type: none"> • <u>Assignment #7</u> – The 4 P's of Marketing: Frondescene Food Truck (Due on October 21st by 11 AM) • Watch Videos: https://www.youtube.com/watch?v=-5xWee3PzFY https://www.youtube.com/watch?v=mJxZ35bLgoM https://www.youtube.com/watch?v=QH7IzQ71zBM • <u>Fibroheal Group Case Assignment</u> (Due by 11 AM on Oct. 21) • Discussion of <i>Fibroheal: The Silk Route To Wound Care</i> case
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WEEK	DATE	ASSIGNMENT
7	Mon. Oct. 28	<u>Lecture, Readings, Assignments, Videos:</u> <ul style="list-style-type: none"> • Ch 9: Finance Management • <u>Assignment #8</u> – Accounting & Financial Ratios: Expanding the Vintage Way (Due by 11 AM Oct. 28)
8	Mon. Nov. 4th	<u>Lecture, Readings, Assignments, Videos:</u> <ul style="list-style-type: none"> • Ch 10: Operations Management • Ch 11: Human Resource Management • HBS Reading: <i>A Process Model of Academic Entrepreneurship</i> • <i>Building, Managing, and Motivating Great Teams</i> (Arthur A. Boni, Gergana Todorova & Laurie R. Weingart Pages 85-98) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000073 • <i>Building Human Relationship Networks</i> (Tom D. Walker Pages 99-111) https://www.sciencedirect.com/science/article/pii/B9780128155851000085
9	Mon. Nov. 11	<u>Lecture, Readings, Assignments, Videos:</u> <ul style="list-style-type: none"> • Ch 12: Management Help: Government Requirements & Tax Information • Discussion of the Importance of Trademarking and IP for entrepreneurs • https://ised-isde.canada.ca/site/canadian-intellectual-property-office/en/trademark-learn-basic/trademarks-learn-basics-protect-your-brand-learn-why-trademarks-matter • <i>Intellectual Property Protection Strategies for Biotechnology Innovations</i> (Gerry J. Elman and Jay Z. Zhang Pages 223-244) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000164

		<ul style="list-style-type: none"> • Interview with Professor Regina Herzlinger on Balancing Entrepreneurship and Corporate Governance with a Prominent Academic Career, August 6, 2020, Mayo Clinic Innovation Exchange. https://www.hbs.edu/faculty/Pages/item.aspx?num=58978 • Brief overview of drug development from the US Food and Drug Administration and the drugs and health products from the Health Canada: https://www.fda.gov/drugs/development-approval-process-drugs https://www.canada.ca/en/health-canada/services/drugs-health-products.html
10	Mon. Nov. 18	<p><u>Lecture, Readings, Assignments, Videos:</u></p> <ul style="list-style-type: none"> • Ch 13: Managing Growth, Mentors & Board of Directors • HBS Readings: 1) <i>Managing the Dark Side of Growth</i>; 2) <i>Putting Financial Intelligence to Work – Growing Your Business: Helping Your Entrepreneurial Venture Succeed</i>; • <i>Mentorship: Why You Need a Team of Mentors to be Successful</i> (Craig Shimasaki Pages 113-120) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000097 • Group Term Project/Business Plan submitted by 11:59 PM on Monday, November 18
11	Mon. Nov. 25	<p><u>Lecture, Readings, Assignments, Videos:</u></p> <ul style="list-style-type: none"> • Ch 14: Managing the Transfer of the Business • HBS Readings: 1) <i>How to Make Selling Your Business a Fulfilling Experience</i>; 2) <i>Dealing with the Emotional Fallout of Selling Your Business</i> • <i>Common Biotechnology Entrepreneur Mistakes and How to Avoid Them</i> (Craig Shimasaki Pages 605-615) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000413 • <i>Ethical Considerations for Biotechnology Leaders</i> (Gladys B. White Pages 583-590) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000395 • <i>Company Growth Stages and the Value of Corporate Culture</i> (Craig Shimasaki Pages 527-540) https://www.sciencedirect.com/science/article/abs/pii/B9780128155851000358

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WEEK	DATE	ASSIGNMENT
12	Mon. Dec. 2	<u>Lecture, Readings, Assignments, Videos:</u> <ul style="list-style-type: none">• Term Project Presentations• Course Conclusion