



Course program and reading list

Semester 2 Year 2019

School: Tiomkin School of Economics B.A

From a technological idea to a business venture

Lecturer:

Prof. Dafna Schwartz dafna.schwartz@runi.ac.il

Teaching Assistant:

Mr. Uri Mestechkin mestechkin.uri@post.runi.ac.il

Course No.:	Course Type :	Weekly Hours :	Credit:
9668	Workshop	3	3

Course Requirements :	Group Code :	Language:
Final Paper	192966801	Hebrew

Prerequisites

Prerequisite:

9666 - Innovation as a tool for maintaining competitiveness

 Course Description

A good technological idea is not a sufficient condition to become a successful venture. The reasons for this are in many cases lack of knowledge, information and skills in the field of business management. The goal of the course is to provide students with the knowledge, information and tools needed to identify an innovative idea, to examine its business feasibility and to formulate a plan of action to turn the "right" idea into a successful venture. Special emphasis will be given to the interaction of the venture with

the ecosystem in which it operates, mainly with financing entities as well as large and global companies.



Course Goals

- To provide students with in-depth understanding and knowledge of the various aspects of startup creation.
 - To provide students with knowledge and tools to identify business ideas, and how to transfer an idea into a venture.
 - To practice teamwork that is able to face real life challenges.
 - To provide guidance to the business model canvas and lean startup canvas. The main principles of a business plan and presentations.
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Grading

Requirements

- Reading the course material
- Minimum grade: 60
- Participation and presence in lectures. Minimum presence 80%
- Attendance is required. Class attendance is very important, learning occurs through interaction and actual work.
- You may miss up to 2 classes.
- Missing 3 classes will result in grade deduction of 10%.
- Missing 4 classes or more - will not be able to complete the course.
- All absences should be notified in writing to class TA in advance. Please include documents (e.g. a formal letter from the army/doctor).
- Participation in guest lecture – Obligatory.

Grading

- Individual assignment - 60%,
- Team assignment - 40%

Team Assignment

The group assignment is to create a lean start up model canvas according to class guidelines for a specific idea, and prepare guidelines for executions.

Prepare a presentation.

The market analysis will include, among others, market trends and the information gathered by the team through the individual assignment.

Grading will be based on the level of depth and thought put into each section and the

degree to which you applied class concepts to the analysis.

Individual assignment

Choose an established startup, operating for more than 3 years, which raised money based on the principals learned in class. Analyze the company based on the criteria presented in class.



Learning Outcomes

	Lecture Subject
1	Intro to the course and the program The main component of transferring an idea into a startup The business plan vs. the business model Canvas The Business Model Canvas - introduction Glossary in Entrepreneurship
2	Ideation process and tools Where good ideas come from Brainstorming Introduction to lean & business model canvas-cont.
3	Value proposition The "right" idea The business environment- Competition Customer segmentation
4	Channels & customer relationship The main principle market plan Assemble a team Top 10 legal mistakes made by entrepreneurs
5	The business model Revenue streams Key: resources, activities and partners

	<p>The lean startup principles</p> <p>Networking in startup along life cycle</p> <p>Open innovation - new opportunities for startups</p>
6	<p>Cost structure</p> <p>Financial analysis</p> <p>Breakeven analysis</p> <p>Funding requirements</p> <p>Using the Cash Curve to Discuss and Discipline SWOT analysis</p>
7	<p>The supply side: financial resources</p> <p>For Pre seed & seed stage</p> <p>Advanced stages</p> <p>New types of financing</p>
8.	<p>Investors-founders relationships</p> <p>The investors perspective</p> <p>The location and its implications</p> <p>Equity compensation for startup employees</p> <p>Equity Dilution</p>
9	<p>Risk management</p> <ul style="list-style-type: none"> • Beating the odds • Technological and marketing risk
10	<p>Supporting services for startups</p> <p>Accelerators, Incubators</p> <p>The governmental role in start ups</p>
11	<p>Intellectual property rights</p> <p>Startups and failures</p>
12	<p>Take your startup public - the IPO process</p> <p>Investment pitch-deck</p>

	Team presentations assignment
13	Team presentations assignment (Cont.) Summary



Reading List

Andrew Zacharakis, A., Quintana, G., and Ripke, T. (2016). "Crowdfunding: A tale of two campaigns." case study, Babson College. BAB288/October 2016.

<https://hbr.org/product/crowdfunding-a-tale-of-two-campaigns/BAB282-PDF-ENG>

Birkinshaw, J. and Haas, M. (2016). "Increase your return on failure." *Harvard Business Review*. Reprint R1605G. pp: 1-7.

Blank, S. (2013). Why the lean start-up change everything. Spot light on entrepreneurship. *Harvard Business Review*. R1305C, pp:1-9.

Butler, T. (2017). "Hiring an Entrepreneurial Leader: What to look for." *Harvard Business Review*. R1702E, pp:1-11.

Clark, G., Gilbert, C., G. and Eyring, M. J. (2010). "Beating the odds when you launch a new venture." *Harvard Business Review*. pp: 1-7.

Dashti, Y., and Schwartz, D. (2017). "Should start-ups embrace a strategic approach toward integrating foreign stakeholders into their network?" *Innovation: Organization & Management*, Pp: 1-28. <http://www.tandfonline.com/eprint/Vme96GYtxMnJViyA9mgu/full>

Joshua Gans, J. et al. (2018). "Do entrepreneurs need a strategy?", *Harvard Business Review* (July 2018), R1803B-PDF-ENG

Mollick, E. (2016). "The unique value of crowdfunding is not money - It's community." APRIL 21, 2016, *Harvard Business Review*

<https://hbr.org/2016/04/the-unique-value-of-crowdfunding-is-not-money-its-community>

Picken, J., C. (2017). "From founder to CEO: An entrepreneur's roadmap." *Business Horizons*. pp: 60, 7-14

Gans, J. et al (2018). "Do Entrepreneurs Need a Strategy?" *Harvard Business Review*, pg. 1-15, **R1803B-PDF-ENG**

World Economic Forum (2108). *Collaboration between Start-ups and Corporates A Practical Guide for Mutual Understanding*. REF 170118 - case 00038358

Other Reading (optional):

Andrew, J. P. and Sirkin, H. L. (2008). "Using the cash curve to discuss and discipline innovation investments." *Strategy & Leadership*. 35 (4), pp: 11-17.

Blank, S. (2014) [How to Build Your Startup](https://www.udacity.com/course/ep245) - MOOCs Course (Massive Open Online Courseware) <https://www.udacity.com/course/ep245>

Bussgang, J., J. (2014). "Raising Startup Capital." *Harvard Business School Background Note* 814-089. H02V33 .pp: 1-27.

Byers, H., T., Dorf, C., R. and Nelson, J., A. (2008) (2015-new edition). *Technology Ventures. From idea to enterprise*. McGraw-Hill Education, NY. <https://www.amazon.com/Technology-Ventures-Thomas-Byers-Professor/dp/0073523429>

Marion, T. J. (2016) *4 Factors that Predict Startup Success, and One that Doesn't*, Harvard Business Review. <http://dx.doi.org/10.1787/9789264262324-en>

Matt Ehrlichman, M. (2014). "4 Ways to Raise "Smart Money"
<https://www.inc.com/matt-ehrichman/not-all-funding-is-created-equal-4-ways-to-raise-smart-money.html>

Nobel, C. (2011). "Why Companies Fail-and How Their Founders Can Bounce Back." Working knowledge, Business Research for Business Leaders, *Harvard Business School*. 7/ 2011. <http://hbswk.hbs.edu/item/why-companies-failand-how-their-founders-can-bounce-back>

Patel, N. (2015) Forbes. "90% Of Startups Fail: Here's What You Need To Know About The 10%." *Forbes*. Jan 16, 2015. <https://www.forbes.com/sites/neilpatel/2015/01/16/90-of-startups-will-fail-heres-what-you-need-to-know-about-the-10/#ed98f9466792>

Ruback, R., S., and Royce Yudkoff, R. (2017). "Managing Yourself, Buying Your Way into Entrepreneurship." *Harvard Business Review*. Reprint R1701M, pp:1-6.

The economists (January 10, 2016) "Dare to fail - how entrepreneurs succeed by learning from- failure, Lessons from Jack Ma, founder of Alibaba."

<http://gelookahead.economist.com/jack-ma-alibaba-dare-to-fail/>

Watching (Optional):

Success -Failure

- Three Pitfalls Startup Founders Must Avoid. Noam Wasserman.

<https://hbr.org/video/2226827548001/three-pitfalls-startup-founders-must-avoid>

- The single biggest reason why startups succeed. Bill Gross:

<https://www.ted.com/talks/>

[bill_gross_the_single_biggest_reason_why_startups_succeed?language=en](https://www.ted.com/talks/bill_gross_the_single_biggest_reason_why_startups_succeed?language=en)

- Case Studies of Failure. Jeff Hawkins, Numenta

<http://ecorner.stanford.edu/videos/2252/Case-Studies-of-Failure>

- Steve Jobs's top 10 rules for success

<https://www.youtube.com/watch?v=eHzAtxW3TzY>

Business Model Canvas Explained

- <https://www.youtube.com/watch?v=QoAOzMTLP5s>
- <https://www.youtube.com/watch?v=IP0cUBWTgpY>
- <https://hbr.org/video/2363593484001/sketch-out-your-hypothesis>
- <https://hbr.org/video/2363593484001/sketch-out-your-hypothesis>

Networking

The secret to great opportunity. The person you haven't met yet.

<https://www.ted.com/talks/>

[tanya_menon_the_secret_to_great_opportunities_the_person_you_haven_t_met_yet/up-next](https://www.ted.com/talks/tanya_menon_the_secret_to_great_opportunities_the_person_you_haven_t_met_yet/up-next)

Serendipity

What is the term of the word Serendipity
<http://youtube.com/watch?v=HX0bRIBSq4w>

The Israeli experience

- https://en.wikipedia.org/wiki/List_of_Israeli_inventions_and_discoveries#Robotics
- <http://foundedinIsrael.com/>

Series of videos:

How to Start a Startup is a series of video lectures, initially given at Stanford University in the Fall of 2014.

<http://startupclass.samaltman.com/>

Stanford e-corner

<https://www.youtube.com/user/ecorner>

"Stanford University's Entrepreneurship Corner (eCorner) offers videos featuring entrepreneurship and innovation thought leaders. eCorner, produced by the Stanford Technology Ventures Program, also offers hundreds of podcasts and articles to help you develop an entrepreneurial mindset at <http://ecorner.stanford.edu>."

Tools for Entrepreneurs Video Series - Google for Entrepreneurs

<https://www.youtube.com/playlist?list=PL9KVIdEJ2K8MEMoZH5wzrHa4prGvrhHJA>

Google for Entrepreneurs + General Assembly have partnered to provide weekly lessons for entrepreneurs of all kinds. Take your skills to the next level with business, marketing, and technical classes taught by leading entrepreneurs, academics, and... more

Entrepreneurship Videos - Wall Street Journal

<http://www.wsj.com/video/browse/business/entrepreneurship>

Entrepreneurship videos from the Wall Street Journal, MarketWatch, and Barron's