Course Objective

The course objectives are two-fold: (1) to develop an awareness and understanding of the range, scope, and complexity of issues involved in startups; and (2) to gain insight into how entrepreneurs conceive, adapt, and execute strategies to create new enterprises.

Course Overview

This course is about entrepreneurship and specifically about starting, growing, managing, leading, and ultimately exiting a new venture. Of all the courses you take in the TMMBA Program, this one will likely be the most hands-on. Two-thirds of your grade will be based on a pitch and business plan that you develop with your team.

The course sessions will follow the natural order of starting a new business: choosing your idea and your team, honing your initial pitch, dealing with the legal issues of starting a business, deciding among financing strategies, developing a go-to-market and operating plan, and exiting successfully. We will spend part of nearly every three-hour block giving you feedback on your actual pitch and your idea. To ensure that this course is practical, we will invite numerous guests who are currently working in the venture ecosystem: CEOs, venture capitalists, lawyers, journalists, etc. It should be a fun ride. We hope you enjoy it!

TEXT, READINGS, AND CASES

Recommended Background Reading:

David Cohen, Brad Feld, Do More Faster

Format and Grading

The course will be taught via case discussions, and lectures. Grading for the class will be as follows:

<table>
<thead>
<tr>
<th>Component</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Class Contribution</td>
<td>33%</td>
</tr>
<tr>
<td>Class Assignments (Pitch Deck, including iterations)</td>
<td>33%</td>
</tr>
<tr>
<td>Final Presentation, Pitch Deck and Business Plan (5 pages max)</td>
<td>34%</td>
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DETAILED SYLLABUS

Class #1: Monday, January 7, 2013
Introduction to Entrepreneurship

Hour 1: Course Overview (Greg Gottesman)
Intro to Entrepreneurship and Company Building (Greg Gottesman)

Some Thoughts on Business Plans (HBS Case #9-897-101)

• What are the key components of a successful venture?
• What are the key components of a business plan?
• How do the key components of a successful venture and the key components of a successful business plan differ?

Hour 2: Five Funding Tips in 15 Minutes or Less (Greg Gottesman)
Choosing Your Teams (Greg Gottesman)

Read: David Cohen, Brad Feld, Theme 3: Idea and Vision, Do More Faster, pp 3-14

Hour 3: Choosing Entrepreneurship: Real-World Case Study (Greg Gottesman)
Lecture: Decide.com Presentation (Guest: Mike Fridgen, CEO, Decide.com)

• Would you invest in this company?

Class #2: Saturday, January 12, 2013
Startup Formation

Assignment: Come to class prepared to make a two-minute pitch of a new business idea.

Read: Guy Kawasaki, The Art of Pitching, Chapter 3.

Watch: ADstruc
http://vimeo.com/14133478
pwrd: boulderdemoday2010-as
ScriptPad
http://vimeo.com/14131178
pwrd: boulderdemoday2010-sp

Hour 1: How to Make a Great Pitch (Greg Gottesman)
Hour 2: Student two-minute business pitches
Hour 3: Choosing Your Idea and Team Formation
Class #3: Tuesday, January 22, 2013
Company Building Basics: Writing a Business Plan and Building a Great Product

Assignment: Prepare a five-minute pitch of your team’s idea (one team member will present).


Hour 1: Building a Great Product (Guest: Scott Jacobson, Partner, Madrona Venture Group)
Hour 2: Writing a Great Business Plan (Guest: Tim Porter, Partner, Madrona Venture Group)

Skim: David Cohen, Brad Feld, Theme 4: Product, Do More Faster, pp 171-202
Hour 3: Student pitches (with Tim and Scott)

Class #4: Monday, January 28, 2013
Financing and Legal

Assignment: Hone your pitch. A new team member will present an updated five-minute pitch of your team’s idea.

Hour 1: Financing Your Venture (Greg Gottesman)
The Only Five Terms That Matter (Greg Gottesman)

Skim: David Cohen, Brad Feld, Theme 6: Legal and Structure, Do More Faster, pp 243-272

Hour 2: Term Sheet and Legal Documents

Read: The Legal Protection of Intellectual Property (HBS Note #9-898-230)
The Legal Forms of Organization (HBS Note #9-898-245)

Skim: David Cohen, Brad Feld, Theme 5: Fundraising, Do More Faster, pp 203-242
Annotated Term Sheet for Venture Capital Financing

Guest: Craig Sherman, Wilson, Sonsini, Goodrich & Rosati (Term Sheet discussion??)
Hour 3: Student pitches with feedback (Julie Sandler)

Class #5: Monday, February 4, 2013
Execution

Hour 1: Homegrocer.com case study (Matt Mcllwain)

Skim: David Cohen, Brad Feld, Theme 3: Execution, Do More Faster, pp 113-170

Hour 2: Making the Most of Your Cash
Lecture: Company Monetization (Guest: Mark Mader, CEO and Brent Frei, Founder and Chairman, Smartsheet)

Hour 3: Thirteen Characteristics of an Innovative Culture (Matt McIlwain)

Student Pitches with feedback

Class #6: Monday, February 11, 2013
PR & Exits

Hour 1: Dealing with the press (interview of John Cook)
Hour 2: Maximizing Exits (panel of John Siegler, Marc Brown and Matt Williams)
Hour 3: Student Pitches with feedback

Class #7: Monday, February 25, 2013
Company Pitch Day

Assignment: Complete Business Plan. Your team will have 20 minutes to present your business plan to a panel of investors (Andy Sack, TechStars and Geoff Entress, Voyager Capital)

Hour 1: Career management (Panel with some combination of Brian McAndrews, Jack Creighton, Jerry Grinstein and Bill Ruckelshaus)
Hour 2: Company Pitches
Hour 3: Company Pitches