Class Hours (4 Days)

November 7 (Saturday)

Entrepreneurship: Starting with Innovation;

- Entrepreneurial Impact
- Case Studies: John Osher, Sean Parker, Chester Carlson;
  - John Osher: http://hbswk.hbs.edu/item/6674.html
  - Chester Carlson: http://www.ideafinder.com/history/inventors/carlson.htm
- The Birth of Biotechnology Industry
- Venture Impact; MIT Entrepreneurial Ecosystem
Reading: “Entrepreneurial Impact: The Role of MIT” (2009)

November 8 (Sunday)
- Entrepreneurship; Business Model
- Business Model Innovation
- How to Write a Great Business Plan
- The Nuts and Bolts of Business Plan Writing
  Case Study: “Xiameter - The Past and Future of a "Disruptive Innovation””, Kamran Kashani; Inna Francis, IMD-433 (February 21, 2011)

November 21 (Saturday)
- 2011 Global Trend in VC
- Introduction to Venture Capital
  - VC Processes
  - Fund Raising
  - Deal Flow
  - Due Diligence
  - Term Negotiation
  Case Study: “How Venture Capitalists Evaluate Potential Venture Opportunities” Michael J. Roberts and Lauren Barley, HBS 9-805-019 (December 1, 2004)

November 22 (Sunday)
Introduction to Venture Capital
- Term Sheet
- Valuation: The VC Method;
- Initial Public Offering
- Business Plan Pitching
- The Course Wrap-up

**Case Study:** “Preparing for the Google IPO: A Revolution in the Making?” Didier Cossin and Dinos Consantinou, IMD 185-PDF-ENG (November 26, 2004)

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**Objectives of the Course**

This course is about entrepreneurship and venture capital, which involves new venture start-up and its relationship to the venture capital. The course is articulated into three main parts, tightly interrelated.

**The First Part (Entrepreneurship)** is about people and the processes related to launching and building new ventures and transforming them into sustainable and valuable enterprises. In addition, this course addresses the questions of entrepreneurship as a different management style and how new ventures are formed. The objective of this part is to give insight into entrepreneurship and entrepreneurial processes in order to:

- Understand the role and challenges of an entrepreneur
- Understand the source of innovations
- Understand how to evaluate opportunities
- Entrepreneurship as a management style
- Entry strategies
- Competitive strategies of entrepreneurial firms
- Resourcing the new venture
- Entrepreneurial networking and networks

**The Second Part (Venture Capital)** has the objective to lead you to understand what venture capital (VC) is, how it works, how you can structure a capital raising with a VC and how it can help entrepreneurial initiatives. Accordingly, we will address the following issues regarding venture capital:
• Why venture financing?  
• How venture capitalists work?  
• How can venture capitalists help?  
• How is a venture financing structured?  
• What is the valuation of a company? How do venture capitalists do it?

This course will not necessarily make you a _bona fide_ venture capitalist or entrepreneur but will give you a clearer idea about the challenges you will face in launching a new start-up business and looking for financial resources and what it means to create a new business and to work for an entrepreneurial company.

**The Third Part (Business Plan and Startup Pitching)**

I will divide the class into teams. Each team will work on the business plan of an innovative idea. There will be breakout sessions for team work. I will specify the work for each breakout session. In the end, you will organize a business plan pitching competition. I attach a business plan template for your reference. You may simplify your business plan, however.

• Executive Summary  
• Company Description  
• Business Model Analysis  
• Market & Competition Analysis  
• Strategy & Company’s Position  
• Management & Organizational Structure  
• Risk Analysis  
• Valuation Analysis  
• IRR Analysis  
• Sources & Uses of Funds  
• Basic Conditions of the Term Sheet

**On November 22, Sunday, there will be the final startup pitch competition.** I will assemble a group of judges who will be angel invertors or venture capitalists. Each team will make a 18-min presentation followed by a 2-min Q&A.
Grading

Grading will be based on:

- Class Participation (20%),
- Startup Pitching Competition (40%) (Team Effort)
- Final Exam (40%).

The final exam will be a take-home exam and will be e-mailed to you at noon of November 23, Monday and due back by noon of November 30, Monday.