

## **ECON 325**

### **Entrepreneurship: Principles, Concepts and Fluency**

Tuesday and Thursday, 9:30am - 10:45am

FedEx Global Center Room 1015

Nelson Mandela Auditorium

Small Session Meetings (see Schedule below)

1789 Venture Lab

Blue Innovation Space (Carmichael dorm)

Beam Maker Spaces (Murray and Hanes)

Fall 2017

## **Instructors**

### **Bernard Bell (Consumer/Customer Module)**

Professor of the Practice and Entrepreneur in Residence, Shuford Program

Department of Economics, Office: 104 Gardner Hall Email: [bernard\\_bell@unc.edu](mailto:bernard_bell@unc.edu) Phone: (240) 535-5918

Office Hours: 3:30p - 5:00p Tuesdays or by appointment in Shuford eMinor Suite

### **Jan Davis (Entrepreneurial Finance & Capital Formation Module)**

Professor of the Practice and Entrepreneur in Residence, Shuford Program

Department of Economics, Office: 104 Gardner Hall Email: [jandavis@email.unc.edu](mailto:jandavis@email.unc.edu) Phone: (312) 961-2203

Office Hours: 11:00 - 12:30pm Tuesday and Thursday or by appointment in the Shuford eMinor Suite

### **Dana McMahan (Design Thinking Module)**

Professor of the Practice

UNC School of Media and Journalism, Office: 330 Carroll Hall Email: [dmcghan@email.unc.edu](mailto:dmcghan@email.unc.edu) Phone: 919-434-1229

Office Hours: 1:00pm - 3:00pm Tuesday and Thursday or by appointment

### **Jed Simmons (Lead Instructor)**

Professor of the Practice and Entrepreneur in Residence, Shuford Program

Department of Economics, Office: 104 Gardner Hall Email: [jedsimmons@unc.edu](mailto:jedsimmons@unc.edu) Phone: (917) 940-7703

Office Hours: Tuesday and Thursday TBD and by appointment in the Shuford eMinor Suite

### **Module Co-Professors:**

#### **Jeff Kilman (Consumer / Customer)**

CEO, Crisp Agency Email: [jeff.kilman@crisp.agency](mailto:jeff.kilman@crisp.agency)

#### **Venkat Kuppuswamy (Strategy)**

Assistant Professor of Strategy and Entrepreneurship, Kenan-Flagler Email: [Venkat\\_Kuppuswamy@kenan-flagler.unc.edu](mailto:Venkat_Kuppuswamy@kenan-flagler.unc.edu)

#### **Xinxin Wang (Entrepreneurial Finance)**

Instructor of Finance, Kenan-Flagler Email: [Xinxin\\_Wang@kenan-flagler.unc.edu](mailto:Xinxin_Wang@kenan-flagler.unc.edu)

**TAs:**

- Kayla Aves, Undergraduate TA (Group A) Email: [kayla96@live.unc.edu](mailto:kayla96@live.unc.edu) Mobile 919-434-7560
- Scott Diekema, Undergraduate TA (Group B) Email: [sdiekema@live.unc.edu](mailto:sdiekema@live.unc.edu) Mobile 319-400-5828
- Jennifer Rhee, PhD Student, Department of Economics, Office: Phillips Annex Email: [rheej@live.unc.edu](mailto:rheej@live.unc.edu)

**Class Description**

ECON 325 is designed to provide you a foundation in several key Principles and Concepts in Entrepreneurship. We want you to be comfortable with important *literacy* around launching and building a business and organization and designing and launching a product. Econ 125 introduced you to fundamental Entrepreneurship concepts such as the Business Model Canvas, talking to Customers, Pivoting, the MVP, Customer Empathy Map and the thinking of Peter Drucker and Michael Porter. In 325, we will embrace your 125 learning while we take you deeper into four key areas we rank as critical: Design Thinking, Understanding and Talking to Consumers and Customers, Management Strategy, and Entrepreneurial Finance and Capital Formation.

The course will be team taught by the instructors and guest lecturers in a series of four modules, each with approximately six class sections. You will also gain valuable insights from outside guests and panels. The course will allow you to

- design and make a product,
- provide key concepts and practices for identifying, understanding and talking to customers,
- understand key financial concepts around managing your company's money, raising capital and understanding ownership and valuation,
- learning key strategies for starting, growing, and expanding your business,

## Goals and Learning Objectives

ECON 325 is about helping you become fluent in key concepts, principles and words important to Entrepreneurship. While we will go beyond the surface on much in the class, we want to give you a broad understanding of the four modules. If you want to go deeper on any of these, there are other classes and resources available after 325. 325 will allow you to be comfortable around Design Thinking, Consumer/Customer Discovery and Building, early Company Strategy, and Entrepreneurial Finance and Capital Formation. This class is a slow sprint through each:

- Design Thinking: Creativity, Ideation, and Product (Instructor: Dana McMahan)
  - Understand and apply key design thinking tools to identify unmet customer needs
  - Understand what a customer is and how to develop insights leading to innovative new models
  - Learn how to design and make something in the BEAM Makerspaces
- Consumer/Customer: Discovery and Development(Instructor: Bernard Bell and Jeff Kilman CEO of The Crisp Agency)
  - Have a basic understanding of process required for discovering and developing your customers
  - Develop a basic framework to determine what it is that your customers want and WHY they want it
  - Understand how to build a continuous feedback loop with customers during product development cycles
- Strategy: Building and Growing your Company (Instructors: Jed Simmons and Venkat Kupiswammy)
  - Look at Company strategy(s) through the lens of
    - Disruptive Innovation
    - Drivers and barriers to sustainable competitive advantage
    - Funding and M&A decisions and Vertical integration
    - Corporate Culture
- Entrepreneurial Finance & Capital Formation: Fluency (Instructor: Jan Davis and Xinxin Wang)
  - Develop a basic understanding and fluency of the elements, form and meaning of Entrepreneurial Finance including income statement, balance sheet and cash flow statement
  - Understand forms of capital available to companies at different stages in their life cycles with a focus on what forms are available for for-profit and nonprofit startups and key concepts in Capital Formation. You will get a better understanding and become more fluent in important areas in capital formation such as Venture Capital, Exit, Burn Rate, Uses of Cash, and Valuation (and others). The goal is to help you be comfortable around investors.

## Resources

There is no text book for this class. You will be assigned

- Cases (available in the Course Packet)
- Readings (via the Course Packet or online links)
- Podcasts and videos we make available via online links

There will be a Course Packet available at the Student Stores containing cases and articles required for the course. We will let you know when the coursepack is available via Sakai and in class. You will not need it for the first few class sessions. Some of the readings will be available Sakai or online.

We will use Sakai to facilitate communication and post various resources needed for class. Please read any emails/messages that originate for ECON 325 from Sakai as that is the only platform we have to reach all of you effectively. Paying attention to your UNC email for messages related to 325 is critical! **Pay attention to emails as they will include details on readings, assignments and other important class information.** "I missed the email" is not an acceptable excuse for missed work, readings, assignments, etc. There will be links to resources available via the UNC library website posted on Sakai as well.

### Optional:

- *The Design of Everyday Things*, by Don Norman. Available on [Amazon](#) in book or Kindle format. We have a link to the required chapter but the text quality is not great. The book is very interesting and we recommend it but not required.
- *The Startup Owner's Manual*, by Steve Blank and Bob Dorf. Available on [Amazon](#) in book or Kindle format.

Blogs we like:

- [bothsidesofthetable.com](http://bothsidesofthetable.com)
- [paulgraham.com](http://paulgraham.com)
- [avc.com](http://avc.com)
- [abovethecrowd.com](http://abovethecrowd.com)

- [foundersgrid.com/vc-blogs/](https://foundersgrid.com/vc-blogs/)
- <http://thisweekinstartups.com/>
- <https://gimletmedia.com/startup/> (Season 1 - first 14 episodes)
- <http://fortune.com/tag/term-sheet/>
- <https://www.crunchbase.com/#/home/index>

## Syllabus Changes

This syllabus sets the schedule, but students must recognize that things can, and likely will, change as we have a number of guest speakers and lecturers. We will respond to changes as necessary, and ***we reserve the right to amend the syllabus and assignments as needed.*** We are finalizing dates for guest speakers and will revise the syllabus as things change. Any changes to assignments or class expectations will be made with advance notice to you.

## Attendance and Grading

Attendance in class is required and we will take daily attendance via a roll sheet or tools such as Poll Everywhere. If we find that you have had someone else sign for you (or otherwise gamed the system) you will receive a grade of “F” for the course and the matter will be sent to the Honor Court. The only excused absences are illness, out-of-town interview, and personal or family emergency. If you are truly sick, please don’t come to class, but please notify us as far in advance as possible and provide a doctor’s note if you expect to be absent for more than one class. If you have an interview or personal or family emergency please let us know as soon as possible so we can work with you to cover material you may have missed. If you have 3 unexcused absences, you will drop a letter grade for the class. More than 3 is subject to the Professors for further penalty.

There will be a variety of assignments and graded deliverables in this course, ranging from individual assignments to group work to case write-ups and a final exam. We will inform you about the details of the final later in the semester.

**Pay attention to emails as they will include details on readings, assignments and other important class information.**

## **Module Grade Weights**

|                    |     |
|--------------------|-----|
| Design Thinking    | 20% |
| Consumer/ Customer | 20% |
| Strategy           | 20% |
| Finance            | 20% |
| Final Exam         | 20% |

Attendance, class participation and assignments will comprise your grade for each module. We will share more details in class.

## **Grade Scale**

We will use the following grade distribution throughout the semester for all grading:

- Greater than or equal to 93 = A
- Greater than or equal to 90 and less than 93 = A-
- Greater than or equal to 87 and less than 90 = B+
- Greater than or equal to 83 and less than 87 = B
- Greater than or equal to 80 and less than 83 = B-
- Greater than or equal to 77 and less than 80 = C+
- Greater than or equal to 73 and less than 77 = C
- Greater than or equal to 70 and less than 73 = C-

We will not round grades up. So an 89.9 is a B+ for example. We will seek to be as timely as possible throughout the semester on grades so you know where you are.

## **About cold calls...**

Instructors may utilize “cold calls” in class. It is a common practice in many graduate and professional school classes. On any given day, you may be randomly called to answer a short question, or speak briefly on some aspect of a reading or assignment. In short, you are always responsible for the content of any readings and, of course, any assignments. You will not be “graded” *per se* on your cold call answer but your grade may suffer 1) if you are not there when called, or 2) have clearly not done the work to prepare for class. So, come to class and be prepared. That is what we expect.

## **Computers/Laptops in the classroom**

**The class rule is simple - all mobile phones and laptops are OFF for every class.** There will be times in the class when we ask you to use your phones or laptops (such as Poll Everywhere) but once done, please put them back away.

## **Team Assignments**

Some of the work in this class is done in teams. You may be assigned to a team randomly by the instructor or asked to form a project group in class. Team assignments should be submitted by only one member of your team to Sakai or as directed by the instructor – direct email, Google form, etc. Each team member will share the same assignment grade. Needless to say, a team’s success is dependent on full and active participation of all team members. If you are having issues with a team member (absence, not contributing as expected, etc.) you need to first attempt to work it out in your group before approaching the instructors. **Pay attention to emails as they include details on readings, assignments and important class information.**

## **Honor Code:**

It is expected that you will conduct yourself within the guidelines of the University honor system (<http://honor.unc.edu>). All academic work should be done with the high levels of honesty and integrity that this University demands. If you have any questions about your responsibility or your instructor's' responsibility as faculty members under the Honor Code, please see the course instructors.

## **Seeking Help:**



If you need individual assistance, it is your responsibility to meet with an instructor during office hours or to set up an appointment for another time. If you are serious about wanting to improve your performance in the course, the time to seek help is as soon as you are aware of the problem – whether the problem is difficulty with course material, a disability or an illness.

### **Diversity:**

The University's policy on Prohibiting Harassment and Discrimination is outlined in the Undergraduate Bulletin <http://www.unc.edu/ugradbulletin/>. In summary, UNC is committed to providing an inclusive and welcoming environment for all members of our community and does not discriminate in offering access to its educational programs and activities on the basis of age, gender, race, color, national origin, religion, creed, disability, veteran's status, sexual orientation, gender identity, or gender expression or disabilities.

### **Special Accommodations:**

If you require special accommodations to attend or participate in this course, please let the instructors know as soon as possible. If you need information about disabilities visit the Department of Disability Services website at <http://disabilityservices.unc.edu/> or call (919) 962-8300.

# Schedule

## Entrepreneurship: Concepts, Principles and Fluency

ECON 325 Fall 2017

FedEx Global, Tuesdays/Thursdays 9:30-10:45a  
Small sessions - 1789 Venture Lab, Blue (Carmichael Dorm) and Beam Maker spaces

**Design Module** Lead: Dana McMahan - [dmcghan@email.unc.edu](mailto:dmcghan@email.unc.edu)

**Customer Module** Lead: Bernard Bell - [bernard\\_bell@unc.edu](mailto:bernard_bell@unc.edu)

**Finance Module** Leads: Jan Davis - [jandavis@email.unc.edu](mailto:jandavis@email.unc.edu)

Xinxin Wang - [Xinxin\\_Wang@kenan-flagler.unc.edu](mailto:Xinxin_Wang@kenan-flagler.unc.edu)

**Strategy Module** Leads: Jed Simmons - [simmons7@email.unc.edu](mailto:simmons7@email.unc.edu)

Venkat Kuppuswamy - [Venkat\\_Kuppuswamy@kenan-flagler.unc.edu](mailto:Venkat_Kuppuswamy@kenan-flagler.unc.edu)

TAs: Kayla Aves ([kayla96@live.unc.edu](mailto:kayla96@live.unc.edu)), Scott Diekema ([sdiekema@live.unc.edu](mailto:sdiekema@live.unc.edu)), Jennifer Rhee ([rheej@live.unc.edu](mailto:rheej@live.unc.edu))

Draft - Subject to revision with changes to be posted on the Sakai.

| Section | Class | Date | Class Instructors/Location | Work   |
|---------|-------|------|----------------------------|--|
| August  | 1     | 8/22 | Introduction and Overview  |  |
|         | 2     | 8/24 | Introduction and Overview  | <ul style="list-style-type: none"><li>• Y Combinator Exercise</li><li>• <a href="http://www.ycombinator.com/apply/">http://www.ycombinator.com/apply/</a><br/>Submit Application by 9a 8/24</li><li>• Masters of Scale - Episode 3 - Beauty of a Bad Idea<br/>Listen and Answer/Submit Briefs - by 9a 8/24</li></ul> |

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| 3 | 8/29 | <p><b><u>Design Thinking: Creativity, Ideas and Product</u></b><br/> <b>Instructor: Dana McMahan</b></p> <ul style="list-style-type: none"> <li>● Location: ALL meet at Fed Ex Global Auditorium</li> </ul>  | <p>In Class:</p> <ul style="list-style-type: none"> <li>● Group &amp; Team Assignments Given in Class</li> <li>● Module Notebooks given in Class</li> <li>● Chat: Defining The Design Thinking Process</li> </ul> <p>Out of Class:</p> <ul style="list-style-type: none"> <li>● Read <i>Design of Everyday Things</i>, Chapter 1, provided on Sakai Resources</li> <li>● Begin Illustrator Essential Training, Lynda.com Link in Sakai Resources.</li> </ul>   |
| 4 | 8/31 | <p><b><u>Design Thinking: Creativity, Ideas and Product</u></b></p> <ul style="list-style-type: none"> <li>● Group A1, A2, C1<br/>1789 Venture Lab (Dana with Kayla)</li> <li>● Group B1 Murray BEAM Maker Space (Scott D)</li> <li>● Group B2 Hanes BEAM Maker Space (Scott D.)</li> <li>● Group C2 Garner 104 E-Minor Suite (Jed)</li> </ul> | <p>In Class:</p> <ul style="list-style-type: none"> <li>● Group A1, A2, C1: Client Deep Dive</li> <li>● Group B1 &amp; B2: BEAM Orientation</li> <li>● Group C2: Case Deep Dive, Part 1 (<i>Uber, Airbnb, Etsy</i>)</li> </ul> <p>Out of Class:</p> <ul style="list-style-type: none"> <li>● <b>Assignment: OBSERVATION DUE at 11pm, details in Notebooks</b></li> <li>● Read <i>Wired to Care: How Companies Prosper When They Create Widespread Empathy</i>, Chapter available on Sakai Resources</li> <li>● Continue Illustrator Essential Training, Lynda.com</li> </ul> |
| 5 | 9/5  | <p><b><u>Design Thinking: Creativity, Ideas and Product</u></b></p> <ul style="list-style-type: none"> <li>● Group A1, A2, C1<br/>1789 Venture Lab (Dana with Kayla)</li> </ul>  | <p>In Class:</p> <ul style="list-style-type: none"> <li>● Group A1, A2, C1: Ideation Session</li> <li>● Group B1 &amp; B2: BEAM Machine Training (Laser Cutter)</li> <li>● Group C2: Case Deep Dive, Part 2 (<i>Uber, Airbnb, Etsy</i>)</li> </ul>   |

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|   |      |  | <ul style="list-style-type: none"> <li>● Group B1 Murray BEAM Maker Space (Scott D)</li> <li>● Group B2 Hanes BEAM Maker Space (Scott D)</li> <li>● Group C2 Gardner 104 E-Minor Suite (Jed)</li> </ul>  | <p>Out of Class:</p> <ul style="list-style-type: none"> <li>● Meet with Team to discuss TEAM CONCEPT Project</li> <li>● Read: <i>Inside the Box</i>, Chapter 7, <i>Contradiction</i> Chapter available on Sakai Resources</li> <li>● Continue Illustrator Essential Training Lynda.com</li> </ul> |
| 6 | 9/7  | <p><b><u>Design Thinking: Creativity, Ideas and Products</u></b></p> <ul style="list-style-type: none"> <li>● Group B1, B2, C2 1789 Venture Lab (Dana with Scott D)</li> <li>● Group A1 Murray BEAM Maker Space (Kayla)</li> <li>● Group A2 Hanes BEAM Maker Space (Kayla)</li> <li>● Group C1 Garner 104 E-Minor Suite (Jed)</li> </ul> | <p>In Class:</p> <ul style="list-style-type: none"> <li>● Group B1, B2, C2: Client Deep Dive</li> <li>● Group A1 &amp; A2: BEAM Orientation</li> <li>● Group C1: Case Deep Dive, Part 1 (<i>Uber, Airbnb, Etsy</i>)</li> </ul> <p>Out of Class:</p> <ul style="list-style-type: none"> <li>● Read <i>Enchanted Objects</i>, Chapter provided on Sakai Resources</li> <li>● Meet with Team to develop TEAM CONCEPT Assignment</li> <li>● Continue Illustrator Essential Training Lynda.com</li> </ul> |   |
| 7 | 9/12 | <p><b><u>Design Thinking: Creativity, Ideas and Products</u></b></p> <ul style="list-style-type: none"> <li>● Group B1, B2, C2 1789 Venture Lab (Dana with Scott D)</li> </ul>   | <p>In Class:</p> <ul style="list-style-type: none"> <li>● Group B1, B2, C2: Ideation Session</li> <li>● Group A1 &amp; A2: BEAM Machine Training (Laser Cutter)</li> <li>● Group C1: Case Deep Dive, Part 2 (<i>Uber, Airbnb, Etsy</i>)</li> </ul>   |   |

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|   |      | <ul style="list-style-type: none"> <li>● Group A1 Murray BEAM Maker Space (Kayla)</li> <li>● Group A2 Hanes BEAM Maker Space (Kayla)</li> <li>● Group C1 Garner 104 E-Minor Suite (Jed)</li> </ul> | <p>Out of Class:</p> <ul style="list-style-type: none"> <li>● Meet with Team to finish TEAM CONCEPT Assignment</li> <li>● Continue Illustrator Essential Training Lynda.com</li> </ul>  |
| 8 | 9/14 | <p><b><u>Design Thinking: Creativity, Ideas and Product - Panel</u></b></p> <ul style="list-style-type: none"> <li>● All Meet Together Fed Ex Global Auditorium</li> </ul>                         | <p>In Class:</p> <ul style="list-style-type: none"> <li>● Panel of Creativity and Design Experts<br/>Panels TBD</li> </ul> <p>Out of Class:</p> <ul style="list-style-type: none"> <li>● Illustrator Essential Training must be complete.</li> <li>● <b>Assignment: TEAM CONCEPTS DUE AT 9:30AM</b><br/>details in Notebooks--Completed Notebooks must be turned in at the beginning of class.</li> </ul>   |
| 9 | 9/19 | <p><b><u>Consumer / Customer Instructor: Bernard Bell and Jeff Kilman (Crisp Agency)</u></b></p> <ul style="list-style-type: none"> <li>● All - FedEx Global</li> </ul>                            | <ul style="list-style-type: none"> <li>● Listen - Masters of Scale - Handcrafted (<a href="https://www.entrepreneur.com/topic/masters-of-scale#1">https://www.entrepreneur.com/topic/masters-of-scale#1</a>) ((Submit brief questions by 9a))</li> <li>● Read - <a href="https://crisp.agency/about/">https://crisp.agency/about/</a></li> <li>● Read - HBS: Turn Customer Input into Innovation <a href="https://az370354.vo.msecnd.net/socialhub/13-turncustomerinputintoinnovation-140826195107-phpapp02.pdf">https://az370354.vo.msecnd.net/socialhub/13-turncustomerinputintoinnovation-140826195107-phpapp02.pdf</a></li> <li>● Reminder: Keep working on your final Freakers Project - due 10/5</li> </ul> |

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| 10 | 9/21 | <p><b>Consumer / Customer: Authenticity and Customer Development</b></p> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Bernard)</li> <li>● Group B - Blue / Carmichael Dorm (Jeff)</li> </ul>                | <ul style="list-style-type: none"> <li>● Group A - Bernard Bell Readings: <ul style="list-style-type: none"> <li>○ The Path to the Epiphany Chapter 2 <a href="https://web.stanford.edu/class/archive/engr/engr140a/engr140a/cgi-bin/MFP/wp-content/uploads/2015/03/Session-4-Customer-Development.pdf">https://web.stanford.edu/class/archive/engr/engr140a/engr140a/cgi-bin/MFP/wp-content/uploads/2015/03/Session-4-Customer-Development.pdf</a></li> <li>○ Listen - How I Built This/Warby Parker Podcast: <a href="https://soundcloud.com/best-of-tech-startups/how-i-built-this-david-gilboa-neil-blumenthal-warby-parker">https://soundcloud.com/best-of-tech-startups/how-i-built-this-david-gilboa-neil-blumenthal-warby-parker</a></li> <li>○ Listen - How I Built This/Lady Gaga and Troy Carter Podcast: <a href="https://soundcloud.com/best-of-tech-startups/how-i-built-this-lady-gaga-atom-factory-troy-carter">https://soundcloud.com/best-of-tech-startups/how-i-built-this-lady-gaga-atom-factory-troy-carter</a></li> </ul> </li> <li>● Group B Jeff Readings -TBD</li> <li>● Reminder: Keep working on your final Freakers Project - due 10/5</li> </ul> |
| 11 | 9/26 | <p><b>Consumer / Customer: Customer Discovery and Customer Development</b></p> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Bernard)</li> <li>● Group B - Group B - Blue/ Carmichael Dorm (Jeff)</li> </ul> | <ul style="list-style-type: none"> <li>● Group A - Bernard Bell Readings: <ul style="list-style-type: none"> <li>○ The Beginner's Guide to Customer Development Part 1 <a href="http://startupgeist.com/customer-development/">http://startupgeist.com/customer-development/</a></li> <li>○ Listen - How I Built This/5 Hour Energy Drink: Manoj Bhargava <a href="https://soundcloud.com/best-of-tech-startups/how-i-built-this-5-hour-energy-manoj-bhargava">https://soundcloud.com/best-of-tech-startups/how-i-built-this-5-hour-energy-manoj-bhargava</a></li> <li>○ Listen - How I Built This/Radio One: Cathy Hughes <a href="https://soundcloud.com/best-of-tech-startups/how-i-built-this-radio-one-cathy-hughes">https://soundcloud.com/best-of-tech-startups/how-i-built-this-radio-one-cathy-hughes</a></li> </ul> </li> <li>● Group B Jeff Readings: TBD</li> </ul>   |

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|    |      |   | <ul style="list-style-type: none"> <li>● Reminder: Keep working on your final Freakers Project - due 10/5</li> </ul>   |
| 12 | 9/28 | <b>Consumer / Customer</b> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Jeff)</li> <li>● Group B - Blue Innovation (Bernard)</li> </ul> | <ul style="list-style-type: none"> <li>● Group A - Jeff Kilman Readings - TBD</li> <li>● Group B - Bernard Bell Readings: <ul style="list-style-type: none"> <li>○ The Path to the Epiphany Chapter 2<br/> <a href="https://web.stanford.edu/class/archive/engr/engr140a/engr140a/cgi-bin/MFP/wp-content/uploads/2015/03/Session-4-Customer-Development.pdf">https://web.stanford.edu/class/archive/engr/engr140a/engr140a/cgi-bin/MFP/wp-content/uploads/2015/03/Session-4-Customer-Development.pdf</a></li> <li>○ Listen - How I Built This/Warby Parker Podcast:<br/> <a href="https://soundcloud.com/best-of-tech-startups/how-i-built-this-david-gilboa-neil-blumenthal-warby-parker">https://soundcloud.com/best-of-tech-startups/how-i-built-this-david-gilboa-neil-blumenthal-warby-parker</a></li> <li>○ Listen - How I Built This/Lady Gaga and Troy Carter Podcast:<br/> <a href="https://soundcloud.com/best-of-tech-startups/how-i-built-this-lady-gaga-atom-factory-troy-carter">https://soundcloud.com/best-of-tech-startups/how-i-built-this-lady-gaga-atom-factory-troy-carter</a></li> </ul> </li> <li>● Reminder: Keep working on your final Freakers Project - due 10/5</li> </ul> |
| 13 | 10/3 | <b>Consumer / Customer</b> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Jeff)</li> <li>● Group B - Blue Innovation (Bernard)</li> </ul> | <ul style="list-style-type: none"> <li>● Group A - Jeff Kilman Readings - TBD</li> <li>● Group B - Bernard Bell Readings: <ul style="list-style-type: none"> <li>○ The Beginner's Guide to Customer Development Part 1<br/> <a href="http://startupgeist.com/customer-development/">http://startupgeist.com/customer-development/</a></li> <li>○ Listen - How I Built This/5 Hour Energy Drink: Manoj Bhargava<br/> <a href="https://soundcloud.com/best-of-tech-startups/how-i-built-this-5-hour-energy-manoj-bhargava">https://soundcloud.com/best-of-tech-startups/how-i-built-this-5-hour-energy-manoj-bhargava</a></li> </ul> </li> </ul>   |

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|  |    |                     | <ul style="list-style-type: none"> <li>○ Listen - How I Built This/Radio One: Cathy Hughes<br/> <a href="https://soundcloud.com/best-of-tech-startups/how-i-built-this-radio-one-cathy-hughes">https://soundcloud.com/best-of-tech-startups/how-i-built-this-radio-one-cathy-hughes</a></li> <li>● Reminder: Keep working on your final Freakers Project - due 10/5</li> </ul> |   |
|  | 14 | 10/5                | <p><b><u>Consumer / Customer - Concept Presentation Day</u></b></p> <ul style="list-style-type: none"> <li>● All Groups TOPO Great Room - Top of The Hill</li> </ul>   | <ul style="list-style-type: none"> <li>● Showcase of Client Projects from all Groups. Showcase will include customers invited in to view projects so that groups receive feedback.</li> </ul> |
|  | 15 | 10/10               | <p><b><u>Consumer / Customer Panel Day</u></b></p> <ul style="list-style-type: none"> <li>● All - FedEx Global</li> <li>● Panel <ul style="list-style-type: none"> <li>○ TBD</li> <li>○ TBD</li> </ul> </li> </ul>   | <ul style="list-style-type: none"> <li>● Readings - TBD</li> </ul>  |
|  | 16 | 10/12               | <u>No Class - University Day</u>   |   |
|  | 17 | 10/17               | <p><b><u>Strategy - Intro and Overview</u></b></p> <p><b>Instructors: Jed Simmons &amp; Venkat Kuppuswamy</b></p> <ul style="list-style-type: none"> <li>● All - FedEx Global</li> </ul>   | <ul style="list-style-type: none"> <li>● Masters of Scale -Episode 8 Culture Shock with Reed Hastings (Submit brief questions by 9a)</li> </ul>   |
|  |    | 10/18<br>-<br>10/23 | <b>Fall Break</b>  |   |



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| 18 | 10/24 | <b><u>Strategy - Case Day 1</u></b> <ul style="list-style-type: none"> <li>● Group B - 1789 Venture Lab (Jed)</li> <li>● Group A - Blue (Venkat)</li> </ul>      | <ul style="list-style-type: none"> <li>● Case: Boston Beer Co., Inc (HBS)</li> <li>● Thought Starters and “Briefs” via Sakai</li> <li>● Boston Beer “Write-up” and “Briefs” due at 10a 2/2</li> </ul>  |
| 19 | 10/26 | <b><u>Strategy - Case Day 2</u></b> <ul style="list-style-type: none"> <li>● Group B - 1789 Venture Lab (Jed)</li> <li>● Group A - Blue (Venkat)</li> </ul>      | <ul style="list-style-type: none"> <li>● Case: Trader Joe’s (HBS)</li> <li>● Thought Starters and “Briefs” via Sakai</li> <li>● Comcast “Write-up” and “Briefs” due at 10a 2/2</li> </ul>  |
| 20 | 10/31 | <b><u>Strategy - Case Day 3</u></b> <ul style="list-style-type: none"> <li>● Group B - 1789 Venture Lab (Jed)</li> <li>● Group A - Blue (Venkat)</li> </ul>      | <ul style="list-style-type: none"> <li>● Case: Movie Rental Business: Blockbuster, Netflix and Redbox (HBS)</li> <li>● Thought Starters and “Briefs” via Sakai</li> <li>● Movie Rental: “Write-up” and “Briefs” due at 10a 2/2</li> </ul>  |
| 21 | 11/2  | <b><u>Strategy - Case Day 4</u></b> <ul style="list-style-type: none"> <li>● Group B - 1789 Venture Lab (Jed)</li> <li>● Group A - Blue (Venkat)</li> </ul>      | <ul style="list-style-type: none"> <li>● Case: The Walt Disney Co. and Pixar(HBS)</li> <li>● Thought Starters and “Briefs” via Sakai</li> <li>● Disney, Pixar “Write-up” and “Briefs” due at 10a 2/2</li> </ul>  |
| 22 | 11/7  | <b><u>Entrepreneurial Finance - Intro and Overview</u></b> <ul style="list-style-type: none"> <li>● FedEx Global</li> <li>● Jan Davis and Xinxin Wang</li> </ul> | <ul style="list-style-type: none"> <li>● Read: Financing Entrepreneurial Ventures (HBS - Kerr, Nanda and McQuade)(Sec 2.1-2.9)</li> <li>● Podcast: Reid Hoffman’s Master of Scale - the Money Episode <ul style="list-style-type: none"> <li>○ Submit brief questions by 9a, 11/7</li> </ul> </li> </ul> |

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| 23 | 11/9  | <b><u>Entrepreneurial Finance</u></b> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Jan)</li> <li>● Group B - Blue (Xinxin)</li> </ul>            | <ul style="list-style-type: none"> <li>● Read: Financing Entrepreneurial Ventures (HBS - Kerr, Nanda and McQuade)(Sec 2.1-2.9)</li> <li>● Group A <ul style="list-style-type: none"> <li>○ Case: Zipcar</li> </ul> </li> <li>● Group B <ul style="list-style-type: none"> <li>○ Case: HurryDate</li> </ul> </li> <li>● Assignment <ul style="list-style-type: none"> <li>○ Group Cases Submitted by 9a, 11/9</li> </ul> </li> </ul>  |
| 24 | 11/14 | <b><u>Entrepreneurial Finance</u></b> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Xinxin)</li> <li>● Group B - Blue Innovation (Jan)</li> </ul> | <ul style="list-style-type: none"> <li>● All: <ul style="list-style-type: none"> <li>○ Read: Financing Entrepreneurial Ventures (HBS - Kerr, Nanda and McQuade)(Sec 2.1-2.9)</li> </ul> </li> <li>● Group A <ul style="list-style-type: none"> <li>○ Case: HurryDate</li> </ul> </li> <li>● Group B <ul style="list-style-type: none"> <li>○ Case: ZipCar</li> </ul> </li> <li>● Assignment <ul style="list-style-type: none"> <li>○ Group Cases Submitted by 9a, 11/14</li> </ul> </li> </ul> |
| 25 | 11/16 | <b><u>Entrepreneurial Finance</u></b> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Jan)</li> <li>● Group B - Blue (Xinxin)</li> </ul>            | <ul style="list-style-type: none"> <li>● All: <ul style="list-style-type: none"> <li>○ Read: Bussgang - Raising Startup Capital (HBS)</li> </ul> </li> <li>● Group A <ul style="list-style-type: none"> <li>○ Seal Innovation Lab</li> </ul> </li> <li>● Group B <ul style="list-style-type: none"> <li>○ MilkMade Case</li> </ul> </li> <li>● Assignment <ul style="list-style-type: none"> <li>○ Group Cases Submitted by 9a, 11/16</li> </ul> </li> </ul>                                   |
| 26 | 11/21 | <b><u>Entrepreneurial Finance</u></b> <ul style="list-style-type: none"> <li>● Bryan McGann</li> </ul>   | <ul style="list-style-type: none"> <li>● Reading: TBD</li> </ul>   |

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|    |       | <ul style="list-style-type: none"> <li>• <a href="https://www.linkedin.com/in/bryan-mcgann-830a1979/">https://www.linkedin.com/in/bryan-mcgann-830a1979/</a></li> </ul>                                  |  |
| 27 | 11/28 | <b>Entrepreneurial Finance</b> <ul style="list-style-type: none"> <li>• Group A - 1789 Venture Lab (Xinxin)</li> <li>• Group B - Blue (Jan)</li> </ul>   | <ul style="list-style-type: none"> <li>• Group A <ul style="list-style-type: none"> <li>○ Read: MilkMade Case</li> </ul> </li> <li>• Group B <ul style="list-style-type: none"> <li>○ Seal Innovation Lab - TBD</li> </ul> </li> <li>• Assignment <ul style="list-style-type: none"> <li>○ Group Cases Submitted by 9a, 11/28</li> </ul> </li> </ul> |
| 28 | 11/30 | <b>Entrepreneurial Finance Panel Day</b> <ul style="list-style-type: none"> <li>• All - FedEx Global</li> <li>• Panel <ul style="list-style-type: none"> <li>○ TBD</li> <li>○ TBD</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>• <i>How to Raise Money</i>, Paul Graham (Y Combinator) - <a href="http://www.paulgraham.com/fr.html">http://www.paulgraham.com/fr.html</a></li> <li>• Assignment - Answer questions; submit by 9a, 11/30</li> </ul>  |
| 29 | 12/5  | <b>Wrap Up Day</b> <ul style="list-style-type: none"> <li>• All - FedEx Global</li> </ul>  | <ul style="list-style-type: none"> <li>• Masters of Scale - Episode 5 - Lead, Lead Again - Sheryl Sandberg</li> <li>• <a href="http://www.paulgraham.com/love.html">http://www.paulgraham.com/love.html</a></li> <li>• optional - Mark Zuckerberg Harvard and Women Who Code TED)</li> </ul>   |
| 30 | 12/12 | <b>Final</b>   |  |