

**ECON 325 Fall 2018 v1.0**

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

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

Gardner Hall Room 008

1789 for smaller Group sessions

(see Schedule below)

## Professors

**Bernard Bell (Consumer/Customer Module)** [bernard\\_bell@unc.edu](mailto:bernard_bell@unc.edu) (240) 535-5918

Executive Director, Entrepreneur in Residence, Shuford Program, 104 Gardner Hall

Office Hours: Tuesday 12:30-2:30 or by appointment in Shuford eMinor Suite

**Susie Greene (Design Thinking Module)**, [susanpg@unc.edu](mailto:susanpg@unc.edu) (919) 619-1774

Entrepreneur in Residence, Shuford Program, 104 Gardner Hall

Office Hours: Tuesday/Thursday 12:30-2 or by appointment

**Jed Simmons (Lead Professor / Strategy Module)** [jedsimmons@unc.edu](mailto:jedsimmons@unc.edu) (917) 940-7703

Professor of the Practice and Entrepreneur in Residence, Shuford Program, 104 Gardner Hall

Office Hours: Tuesday and Thursday 11-4p and by appointment in the Shuford eMinor Suite

## Module Lecturers / Workshop Leaders:

**Jeff Kilman (Consumer / Customer Module)** [kilman31@me.com](mailto:kilman31@me.com)

Head of Offline Media's Creative Studio; Founder, Smoke & Company Agency

**Venkat Kuppuswamy (Strategy Module)** [venkatkswamy@gmail.com](mailto:venkatkswamy@gmail.com)

Assistant Professor of Entrepreneurship and Innovation, Northeastern University (Boston)

**Kurt Schmidt (Entrepreneurial Finance Module)** [kurt@fctventures.com](mailto:kurt@fctventures.com)

Founder & CEO at Sidekick Industries

**Andy Wilcox (Entrepreneurial Finance Module)** [andywilcox001@gmail.com](mailto:andywilcox001@gmail.com)

CFO, Filter Easy

**Brad Brinegar (The Brand Experience Workshop)** [Brad.Brinegar@McKinney.com](mailto:Brad.Brinegar@McKinney.com)

Chairman, McKinney agency (Durham)

**Ryan Carey (Video Making Workshop)** [ryan@betteron.video](mailto:ryan@betteron.video)

Founder, Betteron.video

## **TAs:**

- Brittany Casali, Undergraduate Learning Assistant (LA) (Group B) [bcasali@live.unc.edu](mailto:bcasali@live.unc.edu) 516-510-4634
- Trevor Scanlon, Undergraduate Learning Assistant (LA) (Group A) [trevorsc@live.unc.edu](mailto:trevorsc@live.unc.edu) (919)-418-2902
- Cristobal Guell, Graduate TA, [ctguell@unc.edu](mailto:ctguell@unc.edu)

## Class Description (Prerequisite Econ 125, or Professor approval)

Econ 325 is designed to provide a foundation in several important principles, frameworks and concepts that will help you in your Entrepreneurship journey. We want you to become more *literate* and *fluent* around launching and building a business including understanding and talking to your customer and consumers, strategies for competing and growing, design thinking, building your brand, funding a product and company and managing your finances. We hope to give you a “common language” that will make you stronger on your Entrepreneurial journey whenever and however it happens.

Econ 325 is primarily for students in the Shuford Minor in Entrepreneurship. Econ 125 is a prerequisite to this class. Econ 125 introduced you to fundamental Entrepreneurship concepts such as the Business Model Canvas, customer feedback, pivoting, the MVP, the customer empathy map, teamwork, pitching, and the thinking of Peter Druker and Michael Porter. In 325, we will embrace your 125 learning while taking you deeper in four key areas: understanding consumers/customers, company strategy, design thinking, and entrepreneurial finance. Additionally, we’ll give you exposure to other key skills including branding and video making.

The course will be team taught by the professors and guest lecturers in a series of four *Modules*, each with approximately 6 class sections. Additionally, we have a number of *Workshops* on a couple of key skills led by experts in their fields. During the semester, we will

- provide a few key concepts and practices for discovering, developing, validating, understanding, and talking to customers and consumers,
- introduce a couple of key strategic frameworks for starting, growing, and expanding your business and building competitive advantages,
- overview the basics of design thinking, rapid prototyping, testing and getting more practice with customer empathy,
- help you understand key financial concepts, principles and metrics around managing your company's money and profitability, raising capital and understanding ownership and valuation,
- allow you to build a Kickstarter campaign including making a video about an idea and your team,
- push your critical thinking,
- get you ready for your internship and first career decisions.

## Goals and Learning Objectives

ECON 325 is about helping you become fluent in some key concepts, principles, frameworks, metrics & vocabulary in Entrepreneurship and Innovation. We hope to give you a “common language” for your entrepreneurship journey and experiences. 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 at UNC and online. This class is a slow sprint through each of our *Modules & Workshops*. We call it a “tasting menu”. The *Modules*:

- Consumer/Customer: Discovery and Development (Instructors: Bernard Bell and Jeff Kilman)
  - Give you a basic understanding of the 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.
  - Continue to work on understanding customer empathy.
  - Give you a couple of opportunities to practice some of these principles and skills.
- Strategy: Building and Growing your Company (Instructors: Venkat Kupiswammy and Jed Simmons)
  - Look at Company strategy(s) through the lens of key frameworks including
    - Disruptive Innovation,
    - The Five Forces: Drivers and barriers to sustainable competitive advantage,
    - Corporate Strategy,
    - Culture as strategy,
    - Establishing a unique set of activities and competitive advantages
- Design Thinking (Instructor: Susie Greene)
  - Develop a high level understanding of the key elements of the Design Thinking methodology, supporting tools and techniques including
    - Building empathy,
    - Identifying hypotheses and ideating,
    - Rapid prototyping and testing.
- Entrepreneurial Finance & Capital Formation (Instructors: Andy Wilcox and Kurt Schmidt)
  - Develop a basic understanding & fluency of the elements, form & meaning of Entrepreneurial Finance and basic accounting principles and metrics including income statement, balance sheet, cash flow statement and EBITDA
  - Understand forms of capital available to companies at different stages in their life cycles with a focus on what forms are available for profit & nonprofit startups and key concepts in Capital Formation. You’ll 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 become comfortable around investors.

The Workshops:

- The Brand Experience (with Brad Brinegar, Chairman and CEO of McKinney, Durham)
- Video Making (with Ryan Carey founder Betteron.video, Durham)
- Building a Kickstarter

## 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 via online links.

There will be a Course Packet available at the Student Stores containing Cases and articles required for the course. You can also have digital access to the Cases and a few of the readings if you would like. We will let you know when the Course Packet is available via email and in class. You will not need it for the first few class sessions.

The Syllabus will be updated throughout the Semester. Be careful not to download or print v1.0 of the Syllabus and use that for the remainder of the semester. Changes to assignments, locations, readings, etc. do occur and we use email and class notifications as well as postings on Sakai and new versions of the Syllabus (e.g. v2.0).

### **We use email a lot in this class.**

We use Sakai and email to facilitate communication and post various resources needed for class. Please read all emails/messages that originate for ECON 325 from Sakai. "I missed the email" is not an acceptable excuse for missed work, readings, assignments, etc. **Pay attention to emails as they will include details on readings, assignments and other important class information.**

## Some blogs we like:

As you enter the working world, you will find many of your colleagues, customers, partners, and industry members read and follow resources dedicated to your chosen industry or field. They will read newsletters, publications, blogs, etc. We want to encourage you to get in the habit of doing the same. Therefore, we suggest you start following a blog about the world of Entrepreneurship, Innovation, Fundraising, etc. Here are a few we like and recommend.

- [paulgraham.com](http://paulgraham.com)
- [avc.com](http://avc.com)
- [abovethecrowd.com](http://abovethecrowd.com)
- <https://www.youtube.com/channel/UCkxhmBWfS7pLYIk0izkc3A>
- [foundersgrid.com/vc-blogs/](http://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>
- <https://news.crunchbase.com/news/>
- <https://500.co/blog/>
- <https://techcrunch.com/>
- <https://www.npr.org/podcasts/510313/how-i-built-this>
- <https://stratechery.com/>
- <http://www.designkit.org/resources>
- <https://dschool.stanford.edu/resources/the-bootcamp-bootleg>

There are many more. Feel free to recommend others. You also might benefit from and enjoy skimming or reading the business publications like the Wall Street Journal, Fortune, The NY Times, Forbes and others.

## Syllabus Changes

As stated above, this syllabus sets the schedule, but things can, and likely will, change as we have a number of guest speakers, lecturers and Workshops. We will respond to changes as necessary, and ***we will amend the syllabus and assignments as needed***. Any changes to assignments or class expectations will be made with advance notice to you. We will post the latest syllabus on Sakai as changes are made but pay attention to the emails and class announcements if you are not sure of an assignment, upcoming class, etc. And ask when in doubt.

**The Schedule of classes and assignments will change throughout the semester so pay attention to the latest Syllabus posted, emails and class announcements.**

The **Learning Assistants** are great resources. They have taken the class and understand the expectations, assignments, etc. Also take advantage of **Office Hours** with the Professors.

## **Attendance**

Attendance in class is required and we will take daily attendance via a sign-in sheet or tools such as Poll Everywhere. **You are responsible for signing the attendance sheet every class. If you do not, it will be an unexcused absence.**

We will not accept, "I forgot to sign the attendance sheet". There is no flexibility on this. 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.

You are allowed two unexcused absences. If you have 3 unexcused absences, you will drop 5 points off your final grade. (Example - if you have a 91 for the class including all assignments, Kickstarter and the final, and have 3 unexcused absences, you will drop to an 86. This will move you from a A- to a B.) More than 3 unexcused absences is subject to the Professors decision for further penalty.

Excused absences are

- Illness - If you are sick, you must let us know during or right after. You must submit the homework due no less than three days after you are better. If you are absent more than one day for illness, we will need a Doctors note for any subsequent days.
- Personal or family emergency - please notify us in advance. We want you to submit any assignments due, but come talk to us or call us to decide when and how best to do that.
- Out of town interviews - limited to 1 and **only if notified in advance**. If you don't notify us in advance, it will be unexcused. You must submit the homework due that day on the day it is due.
- Religious holiday observance
- Varsity athletic participation.

**Important Note:** For all absences, we will only count it as unexcused if you notify us in advance or during. “Oh I was sick that day” or “I was in Charlotte for an interview” emails later in the semester will not be accepted. **This is non-negotiable.**

Be on time to class. If you will be late or have to leave early, please let us know. Being late can result in a half or full class deduction depending on when you show and if you notified us (or not).

**All emails related to class attendance should be directed to Jed, Chris and the Learning Assistant for your Group (A or B). Only Jed and Chris can determine an excused absence.**

## **Assignments and Grading**

There will be a variety of assignments and graded deliverables in this course, ranging from individual assignments to group work to Case “*write-ups*”, *Founder’s Notes*, *Briefs* and a final exam. For all assignments, we will give send an email with the specific assignment. We will also post assignments on Sakai. Our goal is to give you time to prepare your assignments. Some will come a week in advance, others might only be a few days as they may be tied to something in class that week.

Late submissions will be accepted for five days after the due date. For each day the assignment is late, you will receive a half a grade deduction to your grade. After five days, the assignment will receive a zero.

- ***Briefs***

*Briefs* are short answers related to the readings, podcasts, and Cases. We will give you the *Brief* questions via email and on Sakai and want brief answers or thoughts on each. In some instances, we are looking for key facts from the readings or podcasts. In some, we might ask you to use the readings or podcasts and briefly share some original thoughts. For example, you might answer the question “What is the success trap?” (in the Strategy Module) with the facts from the reading but then add a couple of personal reflections on how you might take that into a startup, job, company, project, or even personally, etc.

Unlike *Founder’s Notes* and Case *Write-ups*, you don’t have to write *Briefs* from the POV of a Founder. You can if you want. We want to know you have read the article and focused on a few key learnings (the questions we give you) and if you want add some additional thoughts (extra learning for you).



- **Founder's Notes**

**Founder's Notes:** *Founder's Notes* are an opportunity to go beyond the facts of the readings or podcasts and share some original and critical thinking. We are looking for what is important or meaningful to you as it relates to the module. You are to write these *Notes* as if you are the founder or a senior leader of a team.

Try using “we”, “us” or “I” as you write the *Note*. For instance, based on something you learned from *HIBT: Warby Parker* or the *Turn Customer* reading, how might this help “us” or what did “I” learn from it. You can be as creative as you like. Some write them as journal entries, some write them as emails, notes in a Slack channel or internal blog, and some write them as talking points for a speech they will give to the team, etc. Get creative - repeating or reorganizing the facts is not creative.

The *Founder's Notes* should not be more than one page - single space. But a single Paragraph probably can't capture enough. We are not counting words but you do have a full page to share thoughts so take advantage of it by deepening your thinking, going beyond the facts, wondering more, suggesting action steps for yourself, etc.

For the *Founder's Note*, we will give you prompts via email and Sakai. You can work on *Notes* with others, but your final work must be your own.

- **Strategy Module Case *Write-up***

We will cover four Cases in the Strategy Module. We expect you to read each one and come to class prepared to talk about each Case. We love people to openly participate in the class discussion about the Case, the company and entrepreneurs. We will call on people to participate (“cold calls”). So come to class prepared.

You will choose one of the four Cases and do a deeper dive - the Case “*Write-up*”. This Case “*Write-up*” is an individual assignment that’s up to 3 written pages (single space). We will give you a series of *Thought Starters* for the basis of your *Write-up* via email and Sakai. We want you to cover the *Thought Starters* and feel free to take your thinking beyond. For the other three Cases, you will read the Case and do a *Brief* on the Case (see above - *Briefs*).

For some of you, this will be the first time you read and do work on a Case. We will take time in class and via email to share the assignments and our expectations of your Case “*Write-ups*” and “*Briefs*”. Here are a few expectation on your “*Write-up*”:

- Be the Founder: Did you approach your “*Write-up*” as a founder or member of the senior leadership (written from first person as “I” or “We” NOT “They”). Minimum of 10 points deducted if not.
- Answer all *Thought Starters*: Did you provide answers and ideas on ALL the *Thought Starters*. Minimum of 10 points deducted per *Thought Starter* not answered.

- Bring in the Class: Did you reference principles, concepts and learnings from the 325 class discussion and materials (or even 125 learnings). Minimum of 5 points deducted if not.
- Beyond the Facts: Did you go beyond the facts of the Case? We want you to use the facts to tell a story and share your ideas. If you just repeat the Case facts in an organized way, you cannot get more than a B-.

We will share more in class on other assignments including the Kickstarter, Techstars Application, Finance Shorts Answers, etc.

## Class Grade System and Scale

Total points for semester = 500 points

- Consumer Module (65)
  - *Spanx Brief* 10 Point
  - *Offline Media Brief* 10 Point
  - *Founder's Notes* (3) 15 Points each
- Strategy Module (100)
  - Briefs (5) 10 Points each
  - Case Write-up 50 Points
- Design (60)
  - Assignments (3) 20 Points each
- Finance Module (105)
  - Briefs (2) 10 Points each
  - Short Answers (4) 15 Points each
  - Kickstarter 25 Points
- Techstars Application 20 Points
- Final 100 Points
- Attendance 50 Points

A 500-465  
 B+ 449-435  
 B- 414-400  
 C 384-365  
 D 349-300

A- 464-450  
 B 434-415  
 C+ 399-385  
 C- 364-350  
 F 299 - below

**Class participation** We want you to be an active participant in the Econ 325 and Shuford eMinor program. We are building a Community and want you to participate. We expect you to come to class (see excused absences above). We also want you to participate in the class discussion and come to office hours. This class is intended to be a learning lab and safe place to learn and joining the conversation is important in your experience. There is no grading for class participation - it is too hard in a large class.

We also want you to take advantage of the office hours the Professors and Workshop lecturers provide. Join the 325 Community! Come to class, engage as an active member, come to office hours and be a good team and class member.

With close to 100 students in the class, it is hard to give you written feedback on each assignment. We suggest you come see us during office hours to get feedback on assignments and discuss any grading questions throughout the semester. Or email us. We will not have discussion with you about an assignment grade at the end of the semester when weeks and months have passed. We will seek to be as timely as possible throughout the semester on grades so you know where you are. You will benefit from getting assignment feedback by email or in office hours.

## **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 (unexcused absence), or 2) have clearly not done the work to prepare for class. So, come to class and be prepared. That is what we expect. It is your opportunity to learn and practice important skills we hope will help you in your journey.

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

**The class rule is simple - all mobile devices and laptops are OFF and AWAY 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.

Please keep phones and computers away!

## **Team Assignments**

Some of the work in this class is done in teams. You will be assigned to a team randomly. Team assignments should be submitted by only one member of your team to Sakai or as directed by the instructor. 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.

Good teamwork is essential if your team is to perform effectively. In order to ensure full participation of all team members in the process, students will have the opportunity to complete a peer assessment form at the end of the semester. At instructor's discretion, your peers' assessments of your contributions to the team work may influence your individual grade up to a full grade deducted off your final class grade.

## **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. 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. We highly encourage attending office hours.

## **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. "Accessibility Resources & Services: UNC-Chapel Hill facilitates the implementation of reasonable accommodations for students with learning disabilities, physical disabilities, mental health struggles, chronic medical conditions, temporary disability, or pregnancy complications, all of which can impair student success. See the ARS website for contact and registration information: <https://ars.unc.edu/about-ars/contact-us>"

"Counseling and Psychological Services: CAPS is strongly committed to addressing the mental health needs of a diverse student body through timely access to consultation and connection to clinically appropriate services, whether for short or long-term needs. Go to their website: <https://caps.unc.edu> or visit their facilities on the third floor of the Campus Health Services building for a walk-in evaluation to learn more."

**ECON 325 Spring 2018 - Entrepreneurship: Concepts, Principles and Fluency Schedule (Draft - Subject to Revisions)**

Tuesdays/Thursdays 9:30-10:45a Gardner 008 Small sessions - 1789 Venture Lab

**Customer Module:** Bernard Bell - [bernard\\_bell@unc.edu](mailto:bernard_bell@unc.edu) and Jeff Kilman - [kilman31@me.com](mailto:kilman31@me.com)

**Strategy Module:** Jed Simmons - [simmons7@email.unc.edu](mailto:simmons7@email.unc.edu) and Venkat Kuppuswamy - [Venkat\\_Kuppuswamy@kenan-flagler.unc.edu](mailto:Venkat_Kuppuswamy@kenan-flagler.unc.edu)

**Design Thinking Module:** Susie Greene [susan@spg-associates.com](mailto:susan@spg-associates.com)

**Finance Module:** Andy Wilcox [andywilcox001@gmail.com](mailto:andywilcox001@gmail.com) and Kurt Schmidt [kurt@fctventures.com](mailto:kurt@fctventures.com)

LAs: Brittany Casali [bcasali@live.unc.edu](mailto:bcasali@live.unc.edu) & Trevor Scanlon [trevorsc@live.unc.edu](mailto:trevorsc@live.unc.edu) Graduate TA: Cristobal Guell, [ctguell@unc.edu](mailto:ctguell@unc.edu)

Section	Class	Date	Class Instructors/Location	Work
August	1	8/21	Introduction and Overview Location: Gardner 008 (All)	
	2	8/23	<b>Consumer / Customer Module Class 1</b> <ul style="list-style-type: none"> <li>Group A - 1789 Venture Lab (Jeff)</li> <li>Group B - Gardner 008 (Bernard)</li> </ul>	<ul style="list-style-type: none"> <li>Group A - Jeff (and Trevor)                             <ul style="list-style-type: none"> <li>Listen: Masters of Scale, Episode 22, <i>How to find your big idea</i> with Sara Blakely (Spanx) (also on iTunes, Stitcher and Soundcloud) - <a href="https://mastersofscale.com/(Episode%2022)">https://mastersofscale.com/(Episode 22)</a></li> </ul> </li> <li>Group B - Bernard (and Brittany)                             <ul style="list-style-type: none"> <li>Read: The Path to 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: <a href="https://one.npr.org/?sharedMediaId=506455305:506610651">https://one.npr.org/?sharedMediaId=506455305:506610651</a></li> <li>Group A and B Submit: <i>Founders Note</i> Due 9a 8/23 on Sakai</li> </ul> </li> </ul>
	3	8/28	<b>Consumer / Customer Module Class 2</b> <ul style="list-style-type: none"> <li>Group A - 1789 (Jeff)</li> <li>Group B - Gardner 008 (Bernard)</li> </ul>	<ul style="list-style-type: none"> <li>Group A - Jeff (and Trevor)                             <ul style="list-style-type: none"> <li>Assignment: see email re Offline Media</li> <li>Due 9a 8/28 on Sakai (bring to class)</li> </ul> </li> <li>Group B - Bernard (and Brittany)                             <ul style="list-style-type: none"> <li>Read: 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/Radio One: Cathy Hughes <a href="https://one.npr.org/?sharedMediaId=495056618:495232574">https://one.npr.org/?sharedMediaId=495056618:495232574</a></li> <li>Group B Submit <i>Founders Note</i> Due 9a 8/28 on Sakai (bring to class)</li> </ul> </li> </ul>

4	8/30	<p><b><u>Consumer/ Customer Module: Class 3</u></b></p> <p><b>Instructor: Jed</b></p> <p>Location: Gardner 008 (All)</p> <ul style="list-style-type: none"> <li>• Shery Waddell</li> </ul>	<p>Assignments (Everyone)</p> <ul style="list-style-type: none"> <li>• Listen: Master of Scale, Episode 1, <i>Handcrafted</i> with Brian Chesky. <ul style="list-style-type: none"> <li>○ <a href="https://www.stitcher.com/podcast/stitcher/masters-of-scale/e/51210073">https://www.stitcher.com/podcast/stitcher/masters-of-scale/e/51210073</a></li> <li>○ <a href="https://soundcloud.com/best-of-tech-startups/masters-of-scale-handcrafted-with-airbnbs-brian-chesky">https://soundcloud.com/best-of-tech-startups/masters-of-scale-handcrafted-with-airbnbs-brian-chesky</a></li> <li>○ <a href="https://mastersofscale.com/">https://mastersofscale.com/</a> (Episode #1)</li> </ul> </li> <li>• Read - HBS: Turn Customer Input into Innovation <a href="https://az370354.vo.msecnd.net/socialhub/13-turncustomerinputntoinnovation-140826195107-phpapp02.pdf">https://az370354.vo.msecnd.net/socialhub/13-turncustomerinputntoinnovation-140826195107-phpapp02.pdf</a></li> <li>• Submit (Everyone): <i>Founders Note</i> Due 9a 8/30 on Sakai (bring to class as well)</li> </ul>
5	9/4	<p><b><u>Consumer / Customer Module Class 4</u></b></p> <ul style="list-style-type: none"> <li>• Group A - 1789 (Bernard)</li> <li>• Group B - Gardner 008 (Jeff)</li> </ul>	<ul style="list-style-type: none"> <li>• Group A - Bernard (and Trevor) <ul style="list-style-type: none"> <li>○ Read: The Path to 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: <a href="https://one.npr.org/?sharedMediaId=506455305:506610651">https://one.npr.org/?sharedMediaId=506455305:506610651</a></li> <li>○ Group A Submit: <i>Founders Note</i> Due 9a 9/4 on Sakai (bring to class as well)</li> </ul> </li> <li>• Group B - Jeff (and Brittany) <ul style="list-style-type: none"> <li>○ No assignment</li> </ul> </li> <li>• Everyone - Be working on individual Techstars application (due 9/11)</li> </ul>

6	9/6	<p><b><u>Consumer / Customer Module Class 5</u></b></p> <ul style="list-style-type: none"> <li>● Group A - 1789 (Bernard)</li> <li>● Group B - Gardner 008 (Jeff)</li> </ul>	<ul style="list-style-type: none"> <li>● Group A - Bernard (and) <ul style="list-style-type: none"> <li>○ Read: 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/Radio One: Cathy Hughes <a href="https://one.npr.org/?sharedMediaId=495056618:495232574">https://one.npr.org/?sharedMediaId=495056618:495232574</a></li> <li>○ Group A Submit <i>Founders Note</i> Due 9a 9/6 on Sakai (bring to class as well prepared to share)</li> </ul> </li> <li>● Group B - Jeff (and Brittany) <ul style="list-style-type: none"> <li>○ Assignment: see email re Offline Media</li> <li>○ Submit on 9a 9/6 on Sakai</li> </ul> </li> <li>● Everyone - Be working on individual Techstars application (due 9/11)</li> </ul>
7	9/11	<p><b><u>Strategy Module Day 1 Intro and Overview Part I</u></b></p> <p><b>Instructors: Jed Simmons &amp; Venkat Kuppuswamy</b></p> <p>Location: Gardner 008 (All)</p> <ul style="list-style-type: none"> <li>● Ricky May</li> </ul>	<ul style="list-style-type: none"> <li>● Listen: Masters of Scale - Episode 8 Culture Shock with Reed Hastings <a href="https://mastersofscale.com/">https://mastersofscale.com/</a> (or on Stitcher, iTunes)</li> <li>● Everyone: Submit <i>Brief</i> Due 9a 9/11 on Sakai (bring to class as well prepared to share) - see email and Sakai for details</li> <li>● Techstars Application Due (see email) - Submit Application by 9a 9/11 on Sakai, bring a copy to class.</li> </ul>
9	9/13	<p><b><u>Strategy Module Day 2 Intro and Overview Part II (3 Box Solution and Disruptive Innovation)</u></b></p> <p><b>Instructors: Jed Simmons &amp; Venkat Kuppuswamy</b></p> <p>Location: Gardner 008 (All)</p>	<ul style="list-style-type: none"> <li>● Read: <i>Great Innovators Create the Future</i> by Vijay Govindarajan (Course Packet)</li> <li>● Read: <i>Disruptive Innovation</i>, Clayton Christiansen</li> <li>● Submit (Everyone): <i>Brief</i> Due 9a 9/13 on Sakai (bring to class)</li> <li>● Techstar idea Teams assigned</li> </ul>



10	9/18	<p><b><u>Strategy Module Class 3</u></b></p> <p><b><u>Case Day Blockbuster, Netflix, Redbox</u></b></p> <ul style="list-style-type: none"> <li>• Group B - 1789 Venture Lab (Venkat)</li> <li>• Group A - Gardner 008 (Jed)</li> </ul>	<ul style="list-style-type: none"> <li>• Reading: TBD re Corporate Strategy</li> <li>• Case: Movie Rental Business: Blockbuster, Netflix and Redbox (Course Packet)</li> <li>• Movie Rental <i>Write-up</i> and <i>Brief</i> due on Sakai at 9a 9/20 (bring to class as well prepared to share)</li> </ul>
11	9/20	<p><b><u>Strategy Module Class 4</u></b></p> <p><b><u>Case Day Boston Beer and Porter's "What is Strategy"</u></b></p> <ul style="list-style-type: none"> <li>• Group B - 1789 Venture Lab (Venkat)</li> <li>• Group A - Gardner 008 (Jed)</li> </ul>	<ul style="list-style-type: none"> <li>• Read or Watch Michael Porter <ul style="list-style-type: none"> <li>○ HBR: What is strategy: five competitive forces that shape strategy</li> <li>○ YouTube: <ul style="list-style-type: none"> <li>■ <a href="https://www.youtube.com/watch?v=mYF2_FBCvXw">https://www.youtube.com/watch?v=mYF2_FBCvXw</a></li> <li>■ <a href="https://www.youtube.com/watch?v=IPHruQHAECw">https://www.youtube.com/watch?v=IPHruQHAECw</a></li> </ul> </li> </ul> </li> <li>• Read Case: Boston Beer Co., Inc (Course Packet)</li> <li>• Boston Beer <i>Write-up</i> and <i>Brief</i> due at 9a 9/18 on Sakai (bring to class as well)</li> </ul>
12	9/25	<p><b><u>Strategy Module Class 5</u></b></p> <p><b><u>Case Day 3 Pixar / Disney</u></b></p> <ul style="list-style-type: none"> <li>• Everyone Gardner 008</li> </ul>	<ul style="list-style-type: none"> <li>• Read: TBD</li> <li>• Case: Pixar / Disney (Course Packet)</li> <li>• Pixar / Disney <i>Write-up</i> and <i>Brief</i> due 9a 9/25</li> </ul>
13	9/27	<p><b><u>Strategy Module Class 6 - Case Day 4 Trader Joe's</u></b></p> <ul style="list-style-type: none"> <li>• Group B - 1789 Venture Lab (Jed)</li> <li>• Group A - Gardner (Venkat)</li> </ul>	<ul style="list-style-type: none"> <li>• Case: Trader Joe's (Course Packet)</li> <li>• Trader Joe's <i>Write-up</i> and <i>Brief</i> due 9a 9/27 on Sakai (bring to class as well prepared to share)</li> <li>• Techstars Application - Final Draft Due 9a submit on Sakai.</li> <li>• Team assignment: Decide which idea you want to work on</li> </ul>

	14	10/2	<b>Techstars Day</b> <b>Design Thinking Intro</b> Location: Gardner 008 (All)	<ul style="list-style-type: none"> <li>● Assignment: TBD (Must have chosen Techstars idea among team submissions)</li> </ul>
	15	10/4	<b>Branding Workshop</b> <b>Instructor: Brad Brinegar</b> Location: Gardner 008 (All)	<ul style="list-style-type: none"> <li>● Read/Watch:</li> <li>● Assignment: see email and Sakai ( "a brand you like / love")</li> </ul>
	16	10/9	<b>Design Thinking Class 1</b> <b>Instructor: Susie Greene</b> Location: TBD (All)	<ul style="list-style-type: none"> <li>● Read: <ul style="list-style-type: none"> <li>○ <a href="#">Building Innovative Products through Design Thinking</a></li> <li>○ <a href="#">5 Stages in the Design Thinking Process</a></li> </ul> </li> <li>● Assignment (see email and Sakai) <ul style="list-style-type: none"> <li>○ Complete and Submit 10/9 by 9a on Sakai (bring to class) <ul style="list-style-type: none"> <li>■ Target customers interviews for team Techstar idea (each team member three interviews)</li> <li>■ "Analogous Inspiration" research</li> </ul> </li> </ul> </li> </ul>
	17	10/11	<b>Design Thinking Class 2</b> <b>Instructor: Susie Greene</b> Location: TBD (All)	<ul style="list-style-type: none"> <li>● Read: <ul style="list-style-type: none"> <li>○ <a href="https://www.interaction-design.org/literature/article/prototyping-in-design-thinking-how-to-avoid-six-common-pitfalls">https://www.interaction-design.org/literature/article/prototyping-in-design-thinking-how-to-avoid-six-common-pitfalls</a></li> </ul> </li> <li>● Assignment <ul style="list-style-type: none"> <li>○ Choose one of the pitfalls and submit personal reflections (see email) - submit on Sakai by 9a, 10/11.</li> </ul> </li> </ul>
	18	10/16	<b>Design Thinking Class 3</b> <b>Instructor: Susie Greene</b> Location: TBD (All)	<ul style="list-style-type: none"> <li>● Assignment <ul style="list-style-type: none"> <li>○ Team's Empathy Map, Challenge Statement/Problem Statement, POV and HMW Statements (Due 10/12 at 11p)</li> </ul> </li> <li>● Bring to class - Team low resolution prototype prepared to test it with classmates</li> </ul>

18	10/23	<b><u>Entrepreneurial Finance Day 1 - Intro and Overview</u></b>  Location: Gardner 008 (All) <ul style="list-style-type: none"> <li>● <b>Instructors: Andy Wilcox, Kurt Schmidt</b></li> </ul>	<ul style="list-style-type: none"> <li>● Read/Watch: TBD</li> <li>● Assignment: See email and Sakai</li> <li>● In Class: Be prepared to share your Techstars idea</li> </ul>
19	10/25	<b><u>Entrepreneurial Finance Day 2 - Intro and Overview</u></b>  Location: Gardner 008 (All) <ul style="list-style-type: none"> <li>● <b>Instructors: Andy Wilcox, Kurt Schmidt</b></li> </ul>	<ul style="list-style-type: none"> <li>● Read: Financing Entrepreneurial Ventures (HBS - Kerr, Nanda and McQuade)(Sec 2.1-2.9 - slides 1-107) <ul style="list-style-type: none"> <li>○ Assignment: Individual - Due 9a 10/25 on Sakai (bring to class as well)</li> </ul> </li> <li>● Assign Kickstarter projects <ul style="list-style-type: none"> <li>○ Final Project Due Sunday, xx/xx</li> </ul> </li> <li>● In Class: Be prepared to share your Techstars idea</li> </ul>
20	10/30	<b><u>Entrepreneurial Finance - Intro and Overview - Day 3</u></b> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Andy)</li> <li>● Group B - Gardner 08 (Kurt)</li> </ul>	<ul style="list-style-type: none"> <li>● Group A <ul style="list-style-type: none"> <li>○ Read/Watch: TBD</li> <li>○ Group Assignment Submitted by 9a 10/30</li> </ul> </li> <li>● Group B <ul style="list-style-type: none"> <li>○ Case: HurryDate</li> <li>○ Group Questions Submitted by 9a 10/30</li> </ul> </li> <li>● In Class: Be prepared to share your Techstars idea</li> </ul>
21	11/1	<b><u>Entrepreneurial Finance Day 4</u></b> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Andy)</li> <li>● Group B - Gardner 08 (Kurt)</li> </ul>	<ul style="list-style-type: none"> <li>● Group A <ul style="list-style-type: none"> <li>○ Case: Zipcar</li> <li>○ Group Questions Submitted by 9a 11/1</li> </ul> </li> <li>● Group B <ul style="list-style-type: none"> <li>○ Yieldex Case</li> <li>○ Group Questions Submitted by 9a 11/1</li> </ul> </li> <li>● In Class: Be prepared to share your Techstars idea</li> </ul>

	22	11/6	<p><b><u>Entrepreneurial Finance</u></b>  <b><u>Day 5</u></b></p> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Kurt)</li>   <li>● Group B - Gardner 008 (Andy)</li> </ul>	<ul style="list-style-type: none"> <li>● Group A <ul style="list-style-type: none"> <li>○ Case: HurryDate</li> <li>○ Group Questions Submitted by 9a 11/6</li> </ul> </li>   <li>● Group B <ul style="list-style-type: none"> <li>○ Read/Watch: TBD</li> <li>○ Group Assignment Submitted by 9a 11/6</li> </ul> </li>   <li>● In Class: Be prepared to share your Techstars idea</li> </ul>
	23	11/8	<p><b><u>Entrepreneurial Finance</u></b>  <b><u>Day 6</u></b></p> <ul style="list-style-type: none"> <li>● Group A - 1789 Venture Lab (Kurt)</li>   <li>● Group B - Gardner 008 (Andy)</li> </ul>	<ul style="list-style-type: none"> <li>● Group A <ul style="list-style-type: none"> <li>○ Yieldex Case</li> <li>○ Group Questions submitted by 9a 11/8</li> </ul> </li>   <li>● Group B <ul style="list-style-type: none"> <li>○ Case: ZipCar</li> <li>○ Group Questions Submitted by 9a 11/8</li> </ul> </li>   <li>● In Class: Be prepared to share your Techstars idea</li> </ul>
	24	11/13	<p><b><u>Entrepreneurial Panel Day</u></b></p> <p>Location: Gardner 008 (All)</p> <ul style="list-style-type: none"> <li>● Ursula Mead</li> <li>● Dave Baron</li> <li>● TBD</li> </ul>	<ul style="list-style-type: none"> <li>● Read: <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>● Listen: Masters of Scale: Sam Altman - Love is all you need <a href="https://mastersofscale.com/sam-altman-why-customer-love-is-all-you-need/">https://mastersofscale.com/sam-altman-why-customer-love-is-all-you-need/</a></li>   <li>● Assignment - Individual Questions submitted by 9a, 11/13</li>   <li>● In Class: Be prepared to share your Techstars idea</li> </ul>

25	11/15	<b><u>Video Making / Kickstarter Work Shops and Yellow Pad</u></b> <ul style="list-style-type: none"> <li>● Group A - 1789 Video Workshop w/ Ryan Carey - Founder Betteron</li> <li>● Group B - Gardner 008 Yellow Pad w/ Jed</li> </ul>	<ul style="list-style-type: none"> <li>● Group A: <ul style="list-style-type: none"> <li>○ Assignment - TBD</li> <li>○ Review - <a href="http://betteron.video">http://betteron.video</a> and <a href="https://www.linkedin.com/in/ryancarey/">https://www.linkedin.com/in/ryancarey/</a></li> </ul> </li> <li>● Group B: <ul style="list-style-type: none"> <li>○ Assignment: Yellow Pad Assignment</li> <li>○ Watch: Simon Sinek <a href="https://www.youtube.com/watch?v=3ev7GXzFTPg">https://www.youtube.com/watch?v=3ev7GXzFTPg</a></li> </ul> </li> </ul>
26	11/20	<b><u>Video Making / Kickstarter Work Shops and Yellow Pad</u></b> <ul style="list-style-type: none"> <li>● Group B - 1789 Video Workshop w/ Ryan Carey - Founder Betteron</li> <li>● Group A - Gardner 008 Yellow Pad</li> </ul>	<ul style="list-style-type: none"> <li>● Group B: <ul style="list-style-type: none"> <li>○ Assignment - TBD</li> <li>○ Review - <a href="http://betteron.video">http://betteron.video</a> and <a href="https://www.linkedin.com/in/ryancarey/">https://www.linkedin.com/in/ryancarey/</a></li> </ul> </li> <li>● Group A: <ul style="list-style-type: none"> <li>○ Assignment: Yellow Pad Assignment</li> <li>○ Watch: Simon Sinek <a href="https://www.youtube.com/watch?v=3ev7GXzFTPg">https://www.youtube.com/watch?v=3ev7GXzFTPg</a></li> </ul> </li> </ul>
27	11/27	<ul style="list-style-type: none"> <li>● <b><u>Kickstarter Workshop</u></b></li> </ul>	<ul style="list-style-type: none"> <li>● Assignment - TBD</li> <li>● (Course Evals)</li> <li>● In Class: Be prepared to share your Techstars idea</li> </ul>
28	11/29	<b>Wrap Up Day</b> Location: Gardner 008 (All)	<ul style="list-style-type: none"> <li>● Listen: Masters of Scale - TBD</li> <li>● Read: <a href="http://www.paulgraham.com/love.html">http://www.paulgraham.com/love.html</a></li> <li>● Course Evals</li> </ul>
29	12/4	<b><u>Kickstarter Showcase Day</u></b> Location: Gardner 008 (All)	
30	12/11	Final - Gardner 008 (All)	

