Overview and Procedures

You may want to start a new venture upon graduation. Even more likely, you may find yourself launching a new venture as your career develops. You may find yourself working for an entrepreneur, funding entrepreneurs, or having to work with them. Or you may simply want to be more entrepreneurial in your own career. The purpose of Management 801 is to be helpful to you under any of these circumstances with a whirlwind tour of the many dimensions of new venture creation and growth. We will be concerned with issues that relate to conceptualizing, developing and managing successful new ventures.

As the entry level course in Entrepreneurial Management, MGMT 801 also serves a gateway for other courses that will allow you to further pursue your interests in specific entrepreneurship domains (e.g. venture capital investment) through Wharton Entrepreneurship.

The class is highly experiential and hands-on, combining interactive classroom sessions with a startup hackathon designed to familiarize you with the many dimensions of entrepreneurship. Most of the examples we discuss in class will relate to venture formation, but the underlying the interdisciplinary principles – drawn from applied economics and organizational behavior to strategy and finance – will also apply to entrepreneurship in corporate settings and to non-profit entrepreneurship.
Grading

40%  Class Participation
10%  Individual Idea Assignment
50%  Team Hackathon

Class Participation (40%)
You are expected to come to class well prepared to discuss the case studies and reading materials. Class participation contains two components:

1) Attendance and Participation (20%): Everyone is allowed 1 absence; any beyond this will negatively affect your class participation grade. Especially in an area like entrepreneurship, learning largely occurs through peer interaction, and accordingly, respect for your colleagues’ comments will be expected at all times.

2) Daily Memos (20%): Before each discussion-based class (8 total), a short 3-minute question will be posted on Canvas. These open-ended questions are designed to help organize your thinking for the next session’s classroom discussion. Responses should indicate and briefly justify your answer choice. Responses will not require anything beyond your normal preparation for class.

Individual Idea Assignment (10%)
Using concepts covered in class, each student will succinctly identify and evaluate three potential venture ideas. For each, you will provide: (1) an overview of the idea and the “pain point” that it addresses; (2) your evaluation of each idea’s potential, and; (3) a brief discussion of how you identified the opportunity. Dedicate about half a page of single-spaced text to each idea. After this, choose 1 with the greatest potential and briefly justify the choice.

Team Hackathon (50%)
For most of the class, you will work in a team (4-7 people) to test and develop a new venture idea. The hackathon will kick off in Session 4 with a series of 60-second elevator pitches followed by team formation. Ultimately, each team will present a final pitch deck that covers all key aspects of the venture towards the end of this course. This hackathon will contain 4 deliverables throughout the course (listed below):
Team-based Deliverables (must submit directly via Canvas):
The Hackathon Guide on Canvas provides specific instructions for each deliverable.

1. Team Registration (10%): Each team will register by listing its members and also briefly describe the venture such as the problem your team seeks to address.
2. Customer and Problem Discovery (20%): This exercise will lead teams to gain first exposure to potential customers and begin hypothesis formation and testing.
3. Entrepreneurial Strategy (10%): Each team will examine its unique competitive landscape and choose an entrepreneurial strategy.
4. Final Pitch Deck (10%): To conclude the hackathon, each team will submit a final pitch deck – the final file to be used in the actual pitches during the last class. Again, the Hackathon Guide provides specific instructions along with the criteria used to evaluate the quality of the pitches.

Pitching
During the hackathon kickoff, each student will be allowed (i.e., optional) to pitch 1 idea that they are interested in developing during the course. Specific instructions for pitching and team formation will be provided during the prior class and on Canvas (“Hackathon Guide: Kickoff”). This is your chance to share an unaddressed problem or a solution opportunity with the rest of your class – we encourage you to take a chance!

Peer evaluation
The individual grade on the group assignments will be weighted based on peer review. You will be asked to rate the contribution of each member of your team by assigning a percentage score that reflects their effort. Therefore, individual grades are likely to vary within each team.

Course Policy

Academic Honesty
There is a zero tolerance policy for academic dishonesty. Cheating, plagiarism, or turning in another’s work as your own will result in a failing grade for the class. When using externally sourced ideas, be sure to properly cite the original work in your writing.

Intellectual Property
The philosophy of the class is that you are far more likely to be helped then hurt by talking about your idea with everyone who will listen. Chris Dixon gives an argument about why this is so here: http://cdixon.org/2009/08/22/why-you-shouldnt-keep-your-startup-idea-secret/. In any case, you are entirely responsible for protecting your own intellectual property, though intellectual property theft has never been a problem in Management 801. If there is any part of your business idea that you would not like to disclose, then you
should simply not disclose it, or select a different business idea. Unfortunately, the instructor cannot sign any non-disclosure agreements related to this course. Some classes may be recorded for students who cannot make it. If you have any questions about this policy, do not hesitate to ask.

**Course Outline**

All of the required readings and daily memo questions are posted on Canvas. The Hackathon Guide, also posted on Canvas, provides all details regarding each deliverable. Assignments are due 11:59pm the night before class.

<table>
<thead>
<tr>
<th>Session</th>
<th>Date</th>
<th>Topic</th>
<th>Readings</th>
<th>Assignment due</th>
<th>Daily Memo Due?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3/16/20</td>
<td>Introduction &amp; Idea Generation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>3/18/20</td>
<td>The Startup Game</td>
<td>Brief instructions for The Startup Game</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>3/23/20</td>
<td>Founding Teams: Power and Money</td>
<td><em>Case Study: Evan Williams</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>3/25/20</td>
<td>Hackathon: Pitches &amp; Team Formation</td>
<td></td>
<td>Individual Idea Assignment</td>
<td>YES</td>
</tr>
<tr>
<td>5</td>
<td>3/30/20</td>
<td>Choosing Your Customer</td>
<td><em>Case Study: Lytro</em></td>
<td>Hackathon deliverable: Team Registration</td>
<td>YES</td>
</tr>
<tr>
<td>6</td>
<td>4/1/20</td>
<td>Hypothesis Testing</td>
<td>*Case Study: Rent the Runway</td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>7</td>
<td>4/6/20</td>
<td>Office Hours / Group Work Day</td>
<td>NOTE: No class. Each team will be assigned a 10-min. slot for Office Hours.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>4/8/20</td>
<td>Choosing Your Strategy</td>
<td>*Case Study: Ministry of Supply</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>4/13/20</td>
<td>Financing Your Venture</td>
<td></td>
<td>Hackathon deliverable: Customer &amp; Problem Discovery</td>
<td>YES</td>
</tr>
<tr>
<td>10</td>
<td>4/15/20</td>
<td>Hiring Talent</td>
<td></td>
<td>Hackathon deliverable: Entrepreneurial Strategy</td>
<td>YES</td>
</tr>
<tr>
<td>11</td>
<td>4/20/20</td>
<td>Scaling and Managing Growth</td>
<td><em>Case Study: Beepi</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12</td>
<td>4/22/20</td>
<td>Exits - IPOs and Acquisitions</td>
<td></td>
<td></td>
<td>YES</td>
</tr>
<tr>
<td>13</td>
<td>4/27/20</td>
<td>Hackathon: Team Presentations</td>
<td></td>
<td>Hackathon deliverable: Final Pitch Deck</td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>4/29/20</td>
<td>Awards &amp; Wrap-up</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Readings

Session 3: Founding Teams – Power & Money
- Case study: Evan Williams, HBS case 9-809-088
- (OPTIONAL) “A Note on the Legal and Tax Implications of Founders’ Equity Splits” by Noam Wasserman and Lauren Barley, HBS Note 809110

Session 5: Choosing Your Customer
- Case study: Lytro, MIT Case

Session 6: Hypothesis Testing
- Case study: Rent the Runway, HBS Case 9-812-077

Session 8: Choosing Your Strategy
- Case study: Ministry of Supply, MIT Case

Session 9: Financing Your Venture
- Book chapter: “How to Raise Money” in Venture Deals by Brad Feld and Jason Mendelson

Session 10: Hiring Talent

Session 11: Scaling and Managing Growth
- Case study: Beepi, MIT Case

Session 12: Exits – IPOs and Acquisitions
- Book chapter: “Harvest Time: Reaping What You’ve Sown” (only pages 1-13) in Entrepreneur’s Toolkit