A warm welcome!

This sample syllabus, complete with session descriptions, teaching resources, reading suggestions and assignments, was created to help educators integrate 'Technology Ventures: From Idea to Enterprise' and other free media (e.g. videos and slide decks) from the Stanford Technology Ventures Program Educator's Corner into course sessions.

This syllabus is extracted from Professors Tom Byers and Randy Komisar’s introductory class ‘High-Technology Ventures’ at Stanford University. The course consists of twenty 90 minute sessions and four 60 minute workshops (24 sessions total) for a ten-week quarter covering select issues of interest to upper level undergraduates - we acknowledge that courses are structured in a variety of ways other than this and have noted on individual sessions that can be expanded and rearranged for you to use.

A few notes:

• The chapters in the textbook assigned as reading do not always map directly to the each session's material. Students finish most reading and preparatory material in the first half of the course as the second half of the course is dedicated to the team project.

• If you own the textbook, all the teaching notes to the cases in the appendices and powerpoint slide decks for each chapter are available at the McGraw-Hill website for the textbook.

• Other alternative case studies are either available from STVP Educators Corner for a nominal fee or from other sources such as the Harvard Business School and ECCH.

• Opportunity Analysis Project is a ten-week long team project where students investigate an entrepreneurial opportunity, keeping in mind the key distinctions between an "idea" and an "opportunity". Teams analyze, thoroughly illustrate and document a pressing market need that has potential to be solved with a high technology product or service.

A. Course Description

This course introduces the fundamentals of 'technology entrepreneurship', a recent global phenomenon that has driven vital changes in society by empowering individuals to seek opportunity in technological and business solutions when presented with what others see as insurmountable problems.

Technology entrepreneurship, whether in a startup or established company, is a spirited approach to business leadership that involves identifying high-potential, technology-intensive commercial opportunities, gathering resources such as talent and capital, and managing rapid growth and significant risks using principled decision-making skills.

This course is designed to be approachable for all undergraduates and graduates from all majors (particularly science and engineering students) who seek to understand the entrepreneurial process. Topics introduced in this course are not only relevant to future managers, marketers, and investors, but to the future engineer and scientist.

Through a collection of case studies, lectures, workshops, and projects that cover high-growth ventures in information technology, electronics, life sciences, biotechnology and other industries, this course provides the student with the tools necessary to successfully identify a true business opportunity, and to start and grow a technology enterprise.

We will cover material organized in five modules over the next ten weeks:

A. The Entrepreneurial Perspective
B. Opportunity Recognition and Evaluation
C. Gathering Resources
D. Managing Ventures
E. Entrepreneurship and You

With this material we will build on seven critical skills for entrepreneurial leaders:

• Creativity and opportunity evaluation
• Real-time strategy and decision making
• Comfort with change and chaos
• Teamwork
• Evangelism, selling, negotiation, and motivation through influence and persuasion
• Oral and written communication
• Basics of start-up finance and accounting
## B. Required and Recommended Readings

### Required Books

- Technology Ventures, Richard Dorf and Thomas Byers, 1st Edition
- The Monk and the Riddle, Randy Komisar

### Cases

- HBS: Harvard Business School Cases
  - HBS 9-899-292 Advanced Inhalation Research Inc.
  - HBS 9-396-245 Palm Computing, Inc. (A)
  - HBS 9-899-270 Steve Perlman and WebTV (A)
  - HBS 9-309-049 Vinod Khosla and Sun Microsystems (A)
  - HBS 9-297-095 BioTransplant, Inc: Initial Public Offering
  - HBS 9-301-038 New Schools Venture Fund

### Articles

- HBS 97409 How to Write a Great Business Plan, William Sahlman

### Recommended Books

#### Entrepreneurship Textbooks

- The Entrepreneurial Venture, William Sahlman
- Entrepreneurship, Robert Hisrich and Michael Peters
- New Venture Creation, Jeffry Timmons and Steve Spinelli
- Launching New Ventures: An Entrepreneurial Approach, Kathleen Allen
- Patterns of Entrepreneurship, Jack Kaplan
- The Portable MBA in Entrepreneurship, William Bygrave and Andrew Zacharakis

#### Entrepreneurial Strategy and Leadership

- Art of the Start and Rules for Revolutionaries, Guy Kawasaki
- The New Business Road Test, John Mullins
- The Origin and Evolution of New Businesses, Amar Bhide
- Primal Leadership, Daniel Goleman
- Piloting Palm, Andrea Butter and David Poque
- The Tipping Point, Malcolm Gladwell
- Built to Last and Good to Great, Jim Collins
- Weird Ideas that Work, Bob Sutton
- Living on the Fault Line and Crossing the Chasm, Geoff Moore
- Smartest Guys in the Room: The Amazing Rise and Scandalous Fall of Enron, Bethany McLean and Peter Elkind
- Betting It All: The Entrepreneurs of Technology, Michael Malone
- The Innovator's Dilemma, Clayton Christensen
- The Art of Innovation, Tom Kelley
- The Entrepreneurial Mindset, Rita Gunther McGrath and Ian MacMillan

#### Entrepreneurial Finance

- The Money of Invention, Paul Gompers and Josh Lerner
- Done Deals, Udayan Gupta
- The Successful Business Plan, Rhonda Abrams
- Roadmap to Entrepreneurial Success, Robert Price
- The Entrepreneurs Guide to Business Law, Constance Bagley and Craig Dauchy
<table>
<thead>
<tr>
<th>Date</th>
<th>Session Title</th>
<th>Readings: Cases / Articles / Media</th>
<th>Key Takeaways</th>
<th>Assignments</th>
<th>Alternatives</th>
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<tbody>
<tr>
<td></td>
<td><strong>Module I: The Entrepreneurial Perspective</strong></td>
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<td></td>
<td><strong>Session 1</strong></td>
<td>Course Overview</td>
<td>Websites: Official course website (policies, calendar, etc.)</td>
<td>• Course objectives and related resources</td>
<td>Team: Form team of four for case preparation and term project</td>
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<td></td>
<td><strong>Week 1.A Lecture</strong></td>
<td>Stanford Technology Ventures Program (sponsor)</td>
<td>Videos: Jeff Hawkins: On Entrepreneurship</td>
<td>• Seven skills for entrepreneurial leaders</td>
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<td></td>
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<td></td>
<td>Ch 1 Capitalism and the Technology Entrepreneur</td>
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<td></td>
<td><strong>Session 2</strong></td>
<td>Silicon Valley and Entrepreneurship</td>
<td>Websites: Off</td>
<td>• Silicon Valley cluster dynamics &amp; context</td>
<td>Team: Form team of four for case preparation and term project</td>
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<td><strong>Week 1.B Lecture</strong></td>
<td>Stanford Technology Ventures Program (sponsor)</td>
<td>Videos: Heidi Roizen: Why be an entrepreneur now?</td>
<td>• Creating &amp; growing technology ventures</td>
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<td>&amp; Vinod Khosla: How the entrepreneurship bug bit me</td>
<td>Textbook: Jerry Kaplan: Best time to start a company</td>
<td>• Conceptual frameworks for analyzing tech ventures: Randy Komisar, Jerry Kaplan, Bill Sahlman</td>
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<td></td>
<td>Ch 2 Opportunity and the Business Summary</td>
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<td>Ch 3 Building a Competitive Advantage</td>
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<td><strong>Module II: Opportunity Recognition and Evaluation</strong></td>
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<td><strong>Session 3</strong></td>
<td>Creativity and Improvisation</td>
<td>Websites: Ch 4 Creating a Strategy</td>
<td>• Role of creativity in entrepreneurship</td>
<td>Team: Come dressed in a team costume and create a team name.</td>
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<td><strong>Week 2.A Discussion</strong></td>
<td>Guest: Professor Patricia Ryan, Drama</td>
<td>Videos: ‘Why Managing Innovation is Like Theater’, Robert Austin</td>
<td>• Improvising to stimulate innovation</td>
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<td>‘Fresh Start 2002: Weird Ideas that Work’, Bob Sutton</td>
<td>• Improvising skills: attention to reality, flexibility, trust, teamwork</td>
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<td>‘Characteristics of Entrepreneur: Social Creatures, Not Solo Heroes’, Byers, Kist and Sutton (optional)</td>
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<td>Textbook: Ch 5 Technology, Innovation and Timing</td>
<td>Arti</td>
<td>• How to ‘run the numbers’</td>
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<td>Ch 17 The Financial Plan</td>
<td>• Read financial statements</td>
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<td>Ch 17 The Financial Plan</td>
<td>• Determine company performance</td>
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<td>Ch 17 The Financial Plan</td>
<td>• Accounting vs. market value</td>
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<td></td>
<td>Ch 17 The Financial Plan</td>
<td>• Tips and feedback for case study analysis</td>
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<td></td>
<td><strong>Session 4</strong></td>
<td>From Idea to Opportunity I</td>
<td>Websites: Ch 6 Risk, Return and Product Design</td>
<td>• Introduce case method</td>
<td>Individual Case Analysis: I suggest that Jerry and David [accept/do not accept -- choose one] Sequoia’s offer because...</td>
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<td><strong>Week 2.C Case Study</strong></td>
<td>Guest: Jerry Yang, Yahoo!</td>
<td>Videos: Yahoo! 1995: First Round Financing (Textbook p. 566)</td>
<td>• Use Sahlman model to analyze situation</td>
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<td>Ch 8 Creating New Ventures</td>
<td>• Difference between idea and opportunity</td>
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Module III: Gathering Resources

Session 9
Week 5.A Lecture
Key Elements of Venture Finance and Teams

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<thead>
<tr>
<th>Websites</th>
<th>Videos</th>
<th>Textbook</th>
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<tbody>
<tr>
<td>VC firm: Kleiner Perkins Caufield and Byers</td>
<td>Heidi Roizen: Bootstrapping</td>
<td>Ch 18 Sources of Capital</td>
</tr>
<tr>
<td>VC firm: Sequoia Capital</td>
<td>Heidi Roizen: Venture Financing</td>
<td>Appendix A: Business Plans (choose one)</td>
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<tr>
<td>VC industry: PriceWaterhouseCooper MoneyTree</td>
<td>Jeff Hawkins: Company Culture</td>
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Team OAP
• Business plans: what is it and why done?
• Principles of human resources and talent: recruiting, rewarding, building culture
• Principles of venture finance: sources of capital, deal structure, risk reduction, power of staged financing
• Critical importance of having cash; where and whom to get funding from

Team OAP Topic summary due (1 page).

Textbook sections: 13.1, 6.1, 6.6, 6.9, 8.9, Ch 17
Case: Visio Corporation, A Visual Adventure (STVP 1998-003)
**Week 5.C Workshop 3**  
**Workshop: Finance and Valuations**

**Websites:**  
Yahoo! Finance (browse stocks and associated metrics)

**Textbook:**  
Ch 16 The Profit and Harvest Plan

- Public company and industry metrics
- 'Exploding pie' financing concept
- Role of employee stock pool
- Stage financing process and implications

**Team Email**  
'Do Lunch' assignment with your team due. Email confirmation to teaching team.

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**Session 10**  
**Week 5.B Lecture**  
**Group Dynamics and Team Effectiveness**

**Videos:**  
Carol Bartz: Trust
Vinod Khosla: It's the team

**Textbook:**  
Ch 12 The New Enterprise Organization

- Improve group dynamics & performance
- Systematic & individual causes of tension
- Reinforce importance of teamwork
- Project group self evaluation activity

**Team Email**  
Group effectiveness summary due.

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**Session 11**  
**Week 6.A Case Study**  
**Venture Capital and Financing Choices**

**Case:**  
John Hirschlick's New Venture (Technology Ventures p. 599)

**Article:**  
'A Note on Valuations', Tom Byers

**Videos:**  
Heidi Roizen: The Business of Venture Capital
Vinod Khosla: Fear and Greed

- Define product for untapped market
- Recruiting methods for a startup
- Tradeoffs using staged financing to improve valuation

**Team Case Analysis**  
Regarding the proposed $4.5 million investment from the venture capitalist, what would you advise Jon to do (single round, multiple rounds, other)? Please provide a spreadsheet with your calculations with your answer.

**Team Email**  
Agraquest extra credit due (optional)

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**Module IV: Managing Ventures**

**Session 12**  
**Week 6.B Case Study**  
**Recruiting and Rewards**

**Case:**  
Bonnie Bryte (STVP E145 Exercise)

**Website:**  
'CPA's Incentive Stock Option FAQ', Michael Gray

**Article:**  
'How Stock Options Work', Inc. Magazine

- How employee stock options work
- Analyze company metrics and health
- Analyze the worth of stock option plan

**Individual Case Analysis**  
All other factors being equal, and based on the stock option packages only, I would accept the (BioGene / InterWeb) offer. Why? Please provide a spreadsheet with your calculations with your answer.

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**Weekly Schedule**

- **Wednesday, November 14**  
  **Session 13**  
  **Week 7.A Case Study**  
  **Real Time Decision Making**

- **Thursday, November 15**  
  **Session 14**  
  **Week 7.B Case Study**  
  **Initial Public Offerings**

- **Thursday, November 15**  
  **Week 7.C Workshop 4**  
  **Workshop: Making Effective Presentations**

**Textbook sections:**

- Workshop: Finance and Valuations: 18.8
- Session 10: 13.2, Ch 12
Module V: Entrepreneurship and You

Session 17
Week 9.A Presentations
Opportunity Analysis Project Team Presentations I

Websites
Scan through OAP Websites of teams presenting

Team OAP
Presentation slides due 9:00 am for all teams.

Textbook sections: 8.2, 8.6
Case: College Kids 1999: Fundraising on a shoestring budget (STVP 1999-001)

Session 18
Week 9.B Presentations
Opportunity Analysis Project Team Presentations II

Websites
Scan through OAP Websites of teams presenting

Team OAP
Presentation slides due 9:00 am for all teams.

Textbook sections: 8.2, 8.6
Case: College Kids 1999: Fundraising on a shoestring budget (STVP 1999-001)

Session 19
Week 10.A Discussion
Careers and Entrepreneurial Ethics Guest: Bill Campbell

Article
‘New Ethics or No Ethics?’, Jerry Useem
‘The Secret Life of the CEO’, Jim Collins
‘Corporate Scandals: Is it a problem of bad apples, or is it the barrel?, Kim Clark
‘What should I do with my life?, Po Bronson (optional)

Video
Carol Bartz: Do what you like
Jeff Hawkins: Did I change the world?
Jerry Kaplan: Best qualities of the successful entrepreneur

Textbook
Ch 7 Corporate Technology Ventures

Textbook sections: 20.4 Ethics
Case: Mitali Dutta: Career Crossroads (STVP 1998-007)

Session 20
Week 10.B Lecture
Course Summary Article
‘Top 10 Enduring Elements of High-Technology Entrepreneurship’, Tom Byers

Video
Carol Bartz: Cycles
Vinod Khosla: Career Development
Vinod Khosla: Work Experience

Team Email
Two summary slides with class key takeaways.

Textbook sections: Ch 20
Individual Email
ETL extra credit due (optional)