University of California, Santa Barbara
Technology Management Program

TMP 148A
Winter 2014

NEW VENTURE COMPETITION SEMINAR

Course website: On GauchoSpace

PROFESSOR: Jon Funk
OFFICE: To be announced
OFFICE HOURS: By appointment
EMAIL: jfunk@oceanroadpartners.com

TA: Niles Brinton (nbrinton@bren.ucsb.edu)

VERSION DATE: 1/5/2014 PLEASE MAKE SURE YOU ARE WORKING WITH THE MOST RECENT VERSION

COURSE OVERVIEW

TMP 148A is a 3-unit course offered as a twice-per-week series of lectures and mentoring sessions, and is intended for teams participating in the New Venture Competition (NVC). It replaces the previous series of required not-for-credit sessions offered in prior quarters for participants in the NVC, and will be graded on a P/NP basis. It is the first of a two-course sequence continuing through the NVC finals in the spring. TMP148B, the second course, is still under development.

In TMP 148A/148B, the objective is to develop the basic knowledge and skills around the fundamentals of planning and launching a business and to prepare to participate in the New Venture Competition. However, even if teams are not selected for the NVC, the skills and knowledge acquired in the course will be useful for any startup business planning exercise.

The sequence will use the framework of the written business plan to assist students in preparing for the NVC and for the launch of a startup company. It is not a course for the origination of a viable business idea. While taking a traditional approach to business planning, it will incorporate elements of the recently-developed Business Model Canvas and Lean Launch Pad paradigms. The plan will be used to create an effective investor presentation.
COURSE OBJECTIVES

TMP 148A is a series of twice-weekly sessions to provide the basic knowledge and skills to be used in the creation of a business plan for a startup company.

Formal course objectives are:

• Taking ideas for a new product or service originated prior to the start of the course and building a written business plan around these ideas.
• Educating students on the basics of each section of a business plan: product definition, financial planning and modeling, market research, industry analysis, operations planning, management team development.
• Providing students with the tools to research, prepare and produce the business plan.
• By using a team-oriented structure, providing students with an introduction to the importance and process of working in teams. (For further details, see the Teams section.)

COURSE MATERIALS

Required Texts


Optional / Reference Texts

• Rhonda Abrams, Successful Research: Straight to the Numbers You Need-Fast!. Palo Alto, California; The Planning Shop, 2006

Required texts are available through the UCSB bookstore and online. Other texts are available in bookstores and online.

Cases and Articles

Articles and cases required for this course will be reserved in a Coursepak on the Harvard Business Publishing website.

An announcement will be made once material is assigned. Most are $3.95 per copy. Once material is available, go to the website to access the Coursepak.

You will be asked to register on the Harvard Publishing website if you haven’t already. Please respect the copyright language of the material by purchasing your own copies. Do not copy or redistribute to others.

Additional Materials
Materials not distributed via the Coursepak, including in-class Powerpoint presentations, will be provided on GauchoSpace.

TEAM FORMATION

It is highly recommended that students in the course work in 3-5 person teams, but 2 person teams are acceptable. Team organization will be completed by the end of the first class session on January 7th.

It is strongly recommended teams be 1) formed before the first class session on January 7th, and 2) that teams have an agreed-upon product or service which will form the basis of the business planning process.

Individual students seeking to join a team will be provided with the opportunity to recruit additional members or to join existing teams in the first session.

If possible, it’s suggested that students on each team include a variety of experiences and skills, including analysis and database and other research. It’s especially useful if at least one team member is proficient with Microsoft Excel and Powerpoint.

Waitlisted students, if any, will not be permitted to join a team in the first session. Once enrolled in the class, the instructor will do his best to place those students on their preferred team. However, if team size constraints do not allow for the student to be place on his/her preferred team, the instructor will assign that student to another team.

COURSE DETAILS

Session Agenda

Each class may include one or more of the following five elements:

• Lecture: Other than Mentor Sessions, classes will usually include a lecture on a relevant topic or a detailed discussion of one of the sections of the business plan.

• Reading and case discussion: In certain classes I will discuss the assigned case or reading. I will call on students at random to briefly summarize the materials.

• Speakers: Guest speakers may be presenting on topics relevant to the class.

• Mentor sessions: These sessions will be devoted to teams working with mentors on topics are relevant to the students at that stage of the course.

Deliverables

All deliverables during the 10 weeks of class sessions will be submitted with the course Gauchospace website by the start of each class session. Deliverables received after that deadline will not be accepted.

See the Syllabus summary for further details.
Readings and Case Discussions

When a case and/or readings are assigned for a class, all students are required to be prepared to discuss the readings. Students may be randomly selected to present summaries of the assigned readings.

Attendance Policy

Class attendance is REQUIRED and will be recorded in every class using a sign-in sheet to be circulated during each session. Please sign your full name, not initials.

Attendance will be considered as part of the class participation section of the grade. If there are more than 3 absences, it will significantly affect the grade. If special circumstances arise contact me in advance if possible.

Name Cards

To help me quickly learn each of you by name, please use name cards on your desk and sit in the same seats. If appropriate, give me advice on how to correctly pronounce your name.

Laptops, Tablets and Cell Phones

Open laptops and tablets are permitted during class. Cell phones must be turned off.

Exams

There is neither a mid-term exam nor a final exam. The final business plan and presentation will constitute the final exam.

Class Materials

Other than the CoursePak, all materials, including this syllabus, will be available at the Gauchospace course website during the entire course and removed two weeks after the course ends. Note that this syllabus and the class presentation slides have been copyrighted and may not be copied or transmitted to any other persons without my express and written permission.

GRADING CRITERIA

Grades will be awarded on a Pass/No Pass basis. A passing grade will be awarded if the following requirements are met. The instructor will use his final discretion in determining grades:

In-quarter Deliverables (30%)

All deliverables specified in the Syllabus, including the Final Presentations are required to be turned in by the deadline and meeting a satisfactory standard of completion.

Final Presentation (20%)

This will be the final team presentation given at the end of the quarter.
Final Plan (20%)

This will be a written document combining the elements covered during the quarter.

Attendance (15%)

Two or more unexcused absences will place student at risk of receiving a No Pass. Excused absences will be evaluated at the discretion of the instructor.

Class Participation (15%)

Class participation is a meaningful portion of a student’s grade. Each student will be evaluated upon his or her involvement in class discussions. Included in this category are presentations of cases or other reading materials. The quality of participation is valued more than quantity.
<table>
<thead>
<tr>
<th>Week #</th>
<th>Date</th>
<th>Deliverable Due</th>
<th>Readings Assigned for this Session</th>
<th>Session / Lecture Topic</th>
<th>Lecturer/ Speaker</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1/7</td>
<td>None</td>
<td>Osterwalder (pp 17-41); “A Test for the Fainthearted” (CoursePak)</td>
<td>Introduction/Team Formation</td>
<td>Funk</td>
</tr>
<tr>
<td>1</td>
<td>1/9</td>
<td>None</td>
<td>Osterwalder (200-244)</td>
<td>Business Model Definition (1)</td>
<td>Funk</td>
</tr>
<tr>
<td>2</td>
<td>1/14</td>
<td>Business Model Canvas (1st Draft)</td>
<td>Abrams Ch. 1-2, 20</td>
<td>Business Model Definition (2)</td>
<td>Funk</td>
</tr>
<tr>
<td>2</td>
<td>1/16</td>
<td>Business Model Canvas (2nd Draft)</td>
<td>Abrams Ch. 3</td>
<td>Mentor Session – Business Model Review</td>
<td>Mentors</td>
</tr>
<tr>
<td>3</td>
<td>1/21</td>
<td>Business Model (2nd Draft) Presentation</td>
<td>None</td>
<td>Business model presentations</td>
<td>Tbd</td>
</tr>
<tr>
<td>3</td>
<td>1/23</td>
<td>None</td>
<td>“Financial Statements: The Elements of Managerial Finance” (CoursePak)</td>
<td>Introduction to Finance and Modeling</td>
<td>Tbd</td>
</tr>
<tr>
<td>4</td>
<td>1/28</td>
<td>Financial Model (1st Draft)</td>
<td>Abrams Ch. 16</td>
<td>Mentor Session – Financial Model</td>
<td>Mentors</td>
</tr>
<tr>
<td>4</td>
<td>1/30</td>
<td>Financial Model (1st Draft) Presentation</td>
<td>None</td>
<td>Financial Model Presentation</td>
<td>Tbd</td>
</tr>
<tr>
<td>5</td>
<td>2/4</td>
<td>None</td>
<td>Abrams Ch. 5, 6, “Beating the Odds” (CoursePak)</td>
<td>Product Definition / Creating a Minimum Viable Product</td>
<td>Tbd</td>
</tr>
<tr>
<td>5</td>
<td>2/6</td>
<td>Product Definition 1st Draft</td>
<td>Abrams Ch. 7,8; “McKinsey: Problem-Solving and Decision-Making” (GauchoSpace)</td>
<td>Market and Customer Definition (1)</td>
<td>Tbd</td>
</tr>
<tr>
<td>6</td>
<td>2/11</td>
<td>Market Validation/ Customer Interviews</td>
<td>“Rent the Runway” (CoursePak)</td>
<td>Market and Customer Definition (2)</td>
<td>Tbd</td>
</tr>
<tr>
<td>6</td>
<td>2/13</td>
<td>Market Validation/ Customer Interviews</td>
<td>“Hypothesis-Driven Entrepreneurship: The Lean Startup”</td>
<td>Mentor Session – Product and Market</td>
<td>Mentors</td>
</tr>
<tr>
<td>7</td>
<td>2/18</td>
<td>Product / Market Presentations</td>
<td>None</td>
<td>Product / Market presentations</td>
<td>Tbd</td>
</tr>
<tr>
<td>7</td>
<td>2/20</td>
<td>None</td>
<td>Abrams Ch. 10</td>
<td>Sales and Revenue Forecast</td>
<td>Tbd</td>
</tr>
<tr>
<td>8</td>
<td>2/25</td>
<td>Tbd</td>
<td>Abrams Ch. 11, 12</td>
<td>Operations and Cost Forecast</td>
<td>Tbd</td>
</tr>
<tr>
<td>8</td>
<td>2/27</td>
<td>Tbd</td>
<td>Abrams 13</td>
<td>Management and Teams</td>
<td>Tbd</td>
</tr>
<tr>
<td>9</td>
<td>3/4</td>
<td>Tbd</td>
<td>Abrams Ch. 18</td>
<td>Mentor Session</td>
<td>Mentors</td>
</tr>
<tr>
<td>9</td>
<td>3/6</td>
<td>Financial Model</td>
<td>Abrams Ch. 19</td>
<td>Assembling the Plan</td>
<td>Funk</td>
</tr>
<tr>
<td>10</td>
<td>3/11</td>
<td>Business Plans</td>
<td>None</td>
<td>Team Progress Presentations</td>
<td>NA</td>
</tr>
<tr>
<td>10</td>
<td>3/13</td>
<td>Business Plans</td>
<td>None</td>
<td>Team Progress Presentations</td>
<td>NA</td>
</tr>
<tr>
<td>Final</td>
<td>TBD</td>
<td>Final Plan</td>
<td>NA</td>
<td>NA</td>
<td>NA</td>
</tr>
</tbody>
</table>