



## Vx420: Business Basics for Entrepreneurs (创业管理)

### Course Syllabus

#### A. Course Description

Through contemporary case studies and lectures, this course aims to cultivate skills and an entrepreneurial state of mind to create a new business venture. It arms you with critical thinking, business framework, and venture concept to understand what entrepreneurship is all about. The class focuses on how to start a new venture, how entrepreneurial innovation works, and how an entrepreneurial organization delivers and captures value.

Topics include art of startup, challenge of the future, innovation, creativity, market, winning strategy, distribution strategy, business model, bootstrapping, and fund-raising. It covers the tools needed to build a proven business and financial model for an entrepreneurial venture, such as strategy, customer (market) segmentation, and value proposition.

This course is also a *practicum*, which requires you apply what you learn in the class into a real world application, a real business project. You will complete a final business project through *prototype* development (if it's related to mobile App or IT) and 3 business reviews and then final showcase at JI Summer Design Expo.

#### B. Cases

**Copyright purchase required.** Details will be instructed on May 13<sup>th</sup> when you are required to bring your laptop to the class.

HBS: Harvard Business School, LBS: London Business School, INSEAD: INSEAD Business School  
HKU: The University of Hong Kong

Case 1: **Alibaba** Group, HBS 9-710-436

Reference Case: Alibaba's Jack Ma: Rise of the New Chinese Entrepreneur, HKU913 (Optional)

Case 2: "**Start with Nothing**" by Emily Barker, Inc. Magazine, Feb 2001 (Intro to RightNow Technology), <http://www.inc.com/magazine/20020201/23855.html>, free news

Case 3: Decision Time at **WT Mobile**, LBS-CS-06-025

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Case 4: **Investic(A)** Assembling the Founding Team, INSEAD 806-024-1  
[www.thecasecenter.org](http://www.thecasecenter.org), (need to create a student account)

Case 5: **Tencent's** Business Model, HK1003, [www.hbr.org](http://www.hbr.org)

Case 6: **Zaplet**, Inc., HBS 9-601-165, [www.hbr.org](http://www.hbr.org)

Case 7: **Bootstrap Finance**: The Art of Start-ups, Amar Bhidé  
<https://hbr.org/1992/11/bootstrap-finance-the-art-of-start-ups>

Case 8: **Butler Lumber Company**, HBS 9-292-013, [www.hbr.org](http://www.hbr.org)

Case 9: **Fresh Trading(A)**, LBS-CS04-000, [www.thecasecenter.org](http://www.thecasecenter.org)

Case 10: **Informal Venture Capital**, LBS-CS96-013-01, [www.thecasecenter.org](http://www.thecasecenter.org)

Case 11: **Tesla Motors**, HBS 9-714-413, [www.hbr.org](http://www.hbr.org)

### C. Textbooks

#### Strongly Recommended:

- Peter Thiel with Blake Masters, "**Zero to One**; *Noted on Startups, or How to Build the Future*," Crown Business, 2014.
- Guy Kawasaki, "**The Art of the Start 2.0**; *The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything*," Portfolio/Penguin, 2015.
- Eric Ries, "**The Lean Startup**: *How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses*," Crown Business, 2014.
- Simon Sinek, "**Start with Why**," Penguin Group, 2011.
- Jim Collins & Morten T. Hansen, "**Great by Choice**," Harper Business, 2011.
- William A. Sahlman, Howard H. Stevenson, Michael J. Roberts, & Amar Bhidé, "**The Entrepreneurial Venture**, *Practice of Management Series*," 2<sup>nd</sup> ed., Harvard Business School Press, Boston, Massachusetts, 1999.
- Stephen Spinelli Jr. & Robert J. Adams Jr., "**New Venture Creation**; *Entrepreneurship for the 21<sup>st</sup> Century*," 10<sup>th</sup> ed., McGraw-Hill Education, 2015. (Dedication to Jeff Timmons, the original author of this textbook)

#### Recommended Background Reading:

##### Starting New Ventures

- Alexander Osterwalder & Yves Pigneur, "**Business Model Generation**: *A Handbook for Visionaries, Game Changers, and Challengers*," Wiley & Sons, Inc., 2010.
- John Mullins, "**The New Business Road Test**: *What Entrepreneurs and Executives Should Do Before Launching a Lean Start-Up*," 4<sup>th</sup> ed., Pearson Education Limited, 2013.

##### Entrepreneurial Innovation:

- Geoffrey A. Moore, "**Crossing the Chasm**: *Marketing and Selling Disruptive Products to Mainstream Customers*," 3<sup>rd</sup> ed., Harper Business, 2014.
- Steve Blank and Bob Dorf, "**The Startup Owner's Manual**,: *The Step-by-Step Guide for Building a Great Company*," K&S Ranch, Inc., 2012.
- Steven Gary Blank, "**The Four Steps to the Epiphany**," 3<sup>rd</sup> ed., Quad/Graphics, 2007.

- Guy Kawasaki and Peg Fitzpatrick, *“The Art of Social Media: Power Tips for Power Users,”* Portfolio/Penguin, 2014.

#### Company Management:

- Jim Collins, *“Good to Great, Why Some Companies Make the Leap...And Others Don't”* Harper Business, 2001.
- Jim Collins, *“Built to Last: Successful Habits of Visionary Companies,”* Harper Business, 2004.
- Jim Collins, *“How the Mighty Fall: And Why Some Companies Never Give In,”* HarperCollins, 2009.
- Jack Welch, *“Winning,”* HarperCollins, 2005.
- Jack Welch & Suzy Welch, *“The Real-Life MBA: Your No-BS Guide to Winning the Game, Building a Team, and Growing Your Career,”* Harper Business, 2015.

#### Entrepreneurial Leadership:

- Stephen R. Covey, *“The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change,”* Simon & Schuster; Anniversary Edition, 2013.
- Peter F. Drucker, *“The Effective Executive,”* Butterworth-Heinemann, 2007.
- John C. Maxwell, *“Put Your Dream to the Test,”* Thomas Nelson, 2009.
- John C. Maxwell, *“The 360° Leader,”* Thomas Nelson, 2008.
- John C. Maxwell, *“Leadership Gold,”* Thomas Nelson, 2008.
- John C. Maxwell *“The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You (10th Anniversary Edition),”* Revised & Updated edition, Thomas Nelson, 2007.
- John C. Maxwell, *“How Successful People Think,”* Center Street, Hachette Book Group, 2009.

#### **D. Course Length, Lecture Schedule & Office Hours**

- Course Length: **11 weeks (45 hours)**
- Classroom: Dong Zhong Yuan 1-202
- Lecture Schedule
  - Monday @ 12:10pm-1:50pm (Period 5 & 6)
  - Wednesday @ 12:10pm-1:50pm (Period 5 & 6)
- Office Hours
  - Wednesday @ 1:50pm-3:00pm (Appointment needed), Room 205

#### **E. Credit & Instructor**

- Maximum (cap): 35 students
- TA: Zimu ZHAI, Email : [zhaizimu@gmail.com](mailto:zhaizimu@gmail.com)
- Instructor: Dr. Vincent CHANG, Email: [vincent.chang@sjtu.edu.cn](mailto:vincent.chang@sjtu.edu.cn)

Dr. Vincent Chang is Teaching Professor & Faculty Director of Corporate Relations at University of Michigan—Shanghai Jiao Tong University Joint Institute (JI). He is also the founder of Knowledge Master, Inc. (KMI) in the US and the cofounder of Semiconductor Leadership programs at UC Berkeley Extension.

Dr. Chang has been working in academia and industrial positions for more than 20 years in total with experiences in China, US and Taiwan. Dr. Chang pioneered Corporate Partners Programs at JI, covering entrepreneurial innovation and industry research. He strategically initiated and developed 96 MNC-sponsored Capstone Design Projects focusing on healthcare, energy, electronics, and mobile internet, creating an innovative platform collaborative with Covidien, GE, HP, Intel, Philips, and Siemens

From 2004 to 2010, Dr. Chang was the President and CEO of KMI, a California-based e-learning company specializing in semiconductor IC design and innovation leadership. The company was recognized as an outstanding on-demand technology and content provider by UC Berkeley and awarded 9-year business partner contract from 2007 to 2016. Prior to moving to the US in 2003, Dr. Chang was Associate Professor of Electrical Engineering at Tamkang University in Taiwan. In 1995, he cofounded Calvin Engineering specializing in structural design along with Calvin Chang in Taiwan in 1995. His research has appeared in *Electronics Letters*, *IEEE Journal of Lightwave Technology*, *IEEE Photonics Technology Letters*, and *International Journal for Innovation Education and Research*. He also authored 14 textbooks in microelectronics published in Taiwan.

## **F. Learning Objectives**

Upon successful completion of the course, students will be able to

- Cultivate an entrepreneurial state of mind and skills to create a new venture.
- Cultivate critical thinking skills in doing business and grow in entrepreneurship.

## **G. Session Plan**

1 Session=90-minute contact

### **Part I. Conception**

#### **1. 5/11: Overview**

- Overview and Syllabus
- Lecture 1: The Golden Circle

#### **2. 5/13: Innovation**

- Lecture 2: The Law of Diffusion of Innovation
- Bring laptop (credit/debit card if you have) to the class for purchasing cases
- Project grouping starts

#### **3. 5/18: Technology**

- Lecture 3: Dot-Com Crash and Future Challenges
- Project grouping due
- Seating chart starts

#### **4. 5/20: Opportunity**

- Case 1: Alibaba Group, HBS
- Lecture 4: Accessing Entrepreneurial Opportunities
- Course Pack due at 12pm

#### **5. 5/25: Startup**

- Case 2: "Start with Nothing" by Emily Barker, Inc. Magazine

- Lecture 5: The Art of Starting Up & Startup Thinking

#### **6. 5/27: Creativity**

- Lecture 6: Empirical Creativity
- Lecture 7: Apple's Rebirth

#### **7. 6/1: Business Opportunity Presentation (6/10/30)**

### **Part II. Activation**

#### **8. 6/3: Team**

- Case 3: Decision Time at WT Mobile, LBS
- Lecture 8: Vision Framework (Vx421)
- Lecture 9: The Art of Leading

#### **9. 6/8: Stakeholders**

- Case 4: Investic(A) Assembling the Founding Team, INSEAD
- Lecture 10: Level 5 Leadership (Vx421)
- Lecture 11: First Who Then What (Vx421)

#### **10. 6/10: Strategy**

- Lecture 12: Monopoly and Competition
- Lecture 13: Winning Strategy
- Lecture 14: First Mover Advantage?

#### **11. 6/15: Model**

- Case 5: Tencent's Business Model, HK
- Lecture 15: Business Model Canvas
- Lecture 16: Hedgehog Concept (Vx421)

#### **12. 6/17: Market**

- Lecture 17: The Power Law
- Lecture 18: Secrets
- Lecture 19: Distribution Strategy

#### **13. 6/22: Dragon Boat Holiday (No Class)**

#### **14. 6/24: Business Model Presentation (8/10/30)**

### **Part III. Acceleration**

#### **15. 6/29: Plan**

- Case 6: Zaplet, Inc., HBS
- Lecture 20: Issues *Before* Starting Your Business Plan
- Lecture 21: What Makes a Good Business Plan
- Midterm evaluation

#### **16. 7/1: Bootstrapping**

- Case 7: Bootstrap Finance: The Art of Start-ups, HBS
- Lecture 22: Bootstrapping

#### **17. 7/6: Capital**

- Case 8: Butler Lumber Company, HBS
- Lecture 23: Fund-raising
- IDEA Evaluation: Bring your laptop to the class

#### **18. 7/8: Partnership**

- Case 9: Fresh Trading(A), LBS
  - Lecture 24: The Art of Partnering
- 19. 7/13: Angel**
- Case 10: Informal Venture Capital, LBS
  - Lecture 25: Risk Assessment & Productive Paranoia
- 20. 7/15: Disruption**
- Case 11: Tesla Motors, HBS
  - Lecture 26: Seeing Green
  - Formal final poster due at 12pm
- 21. 7/20: Pitching**
- Lecture 27: The Art of Pitching
  - Lecture 28: The Founder's Paradox
  - Informal final poster due at 12pm
- 22. 7/22: Final Business Project Presentation (10/15/30)**
- 23. 8/5: Final Showcase at Design Expo (10/15/30)**

Note: The timeline and course events are subject to change.

### I. Methods of Instruction & Communication

- Lectures & interactive classroom discussion
- Communication policy & preference
  - Course related subject & technical question: In-person discussion preferred (during class break or office hours). *Using email to discuss technical questions with the instructor could end up an ineffective and time consuming process. The instructor would prefer in-person discussion for course related subjects.*
  - Personal or career related: In-person discussion preferred
  - *Class absence related: Contact TA directly*
  - Sakai related: Contact IT technical support at JI

### J. Grade Structure

- **TEAM Score: 50 points**
  - Business opportunity presentation (Team): 10 points
  - Business model presentation (Team): 10 points
  - Final business project presentation/Final showcase at Design Expo (Team): 20 points
  - Formal Final Poster: 5%
  - Informal Final Poster: 5%
  - **(Optional) Working prototype: 0-10 extra bonus points**
- **INDIVIDUAL Score: 50 points**
  - **Copyright Purchase & Course Pack Organizer: 10%**
  - Attendance: 10 points
  - Participation & discussion: 20 points
  - Instructor overall evaluation & random oral test: 10 points
- The grade structure is subject to change. However, it should be finalized before midterm.

- Attendance Policy
  - *The Seating Chart will be arranged based on the project grouping. Once the Seating Chart is created, you need to sit on your assigned seat.*
  - If you can not attend the lecture due to sickness or family urgent matters, please follow the SJTU policy to get approved and then send the approved document to TAs directly. *Remember, personal matters like internship, company interview, travelling, etc. will **NOT** be granted.*
  - The absentee will lead to 2-point deduction for each lecture out of "10-point-Attendance."
- Participation & Discussion Policy
  - Bottom-line: You should pay attention to the instructor or guest speaker and show RESPECT at all times!
  - No laptop is allowed during a classroom lecture. However, special request with instructor's approval might be granted.
  - It is NOT allowed to play video games, text, email, or even take a nap by lying on the desk during the lectures. Plus, it is NOT allowed to use electronic devices (Laptop, cell phone, or iPad/iTouch) doing something which is not related to the course materials.
  - Take notes
  - If you violate this policy, you will receive 2-point penalty out of "20-point-Participation & Discussion" for each violation.
- Project Grouping Policy
  - 3 or 4 people per team. Maximum number per team is 4.
  - Once a group is formed, you can NOT drop the course.

### **K. Honor Code**

We will maintain a high standard on honor code and pay more attention on honor code violation. Please refer to JI's policy.

We want to make this clear—if you copy and paste part of others' project, including image, diagram, and result, etc., that's the violation of honor code. The result: you will fail in this course. If you assist others violate the honor code, your FINAL grade will be pulled down to one or two lower level, which means from A to B/C or from B to C/D, and so on.

### **L. Additional Classroom Info**

Additional information will be posted and updated on Sakai: <http://sakai.umji.sjtu.edu.cn>

The syllabus will be updated on the regularly basis.