



L&S 5 (UGBA C5): Introduction to Entrepreneurship

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TAs: Naomi Hatanaka (naomihatanaka@berkeley.edu) Interview with an Entrepreneur

Ben Ferrara (ben_ferrara@berkeley.edu) - Forum & IDEAFest

Patrick Menendez (patrick_menendez@berkeley.edu) – Class Participation (iclickers) & Makeup Quizzes

Office & Hours: Wednesdays, 11.00 a.m. – 11.30 a.m, F502 (Faculty section), Lester Center, Haas School of Business

Make up quiz hours – 8.00 a.m. – 8.30 a.m.

Class Time: Wednesdays, 9 – 11 a.m., F295 Andersen Auditorium, Haas School of Business

Course Objective: Our goal is to disrupt your day, and with any luck, maybe your life! Through this course, we want you to reflect on what entrepreneurship may mean towards your college and post collegiate aspirations. In order to get there, we want you to create your own, personalized view of entrepreneurship, by engaging with invited speakers, by interviewing an entrepreneur of your choosing, and by creating a novel idea for a product or service.

“....if your life was to end suddenly and unexpectedly tomorrow, would you be able to say you’ve been doing what you truly care about today? What would you be willing to do for the rest of your life? What would it take to do it right now?”

The Monk and the Riddle, p. 156.

Workload: This is a two-unit, graded course offered jointly by the College of Letters and Science and the Haas School of Business.

According to university policy, you should expect to work six hours outside of class weekly, for this unit level.

It is our view that entrepreneurship is better experienced, than taught. As a result, we want you in class, interacting with our guest speakers (who are famous entrepreneurs). We also want you to interview an entrepreneur of your choosing, and come up with an original idea for a potential business. To do well in the class, you just have to “be there” and “be engaged” by attending class weekly, and asking great questions. *If you want to only show-up for the midterm or final, this is not the class for you!!* We do not have a standard “midterm” or “final” exam. *IDEAFest is also very important, and will be held on Wednesday, December 3rd, 2014.*

Required Materials: You are required to purchase an i-clicker (which must be registered *prior* to the start of class; instructions for registering your i-clicker are available in bcourses, within the resources tab titled “how to register your i-clicker”). You will also be required to purchase a study.net reader (the on-line only version is cheaper), and the book, *The Monk and the Riddle* (which is also less expensive through Amazon’s kindle, e-book format). We do use *free material*, where possible, including youtube content and Ted talks (Ted.com), to supplement purchased material. The required reading materials include:

- The Monk and the Riddle (the Art of Creating a Life while Making a Living) by Randy Komisar (ISBN 978-1-57851-644-5).
- A study.net reader. Go to the following link to [purchase the reader](#): To be announced soon.

Readings are listed in the resource folder tab, by the day and speaker for each week. *Ensure that you complete the week’s readings, prior to class.*

Assignments: There are three areas that will factor into your final grade, adding up to **400 possible points**:

- Class Engagement - **157 possible points** (i.e., Participation in class - 108 points, Ideafest – 9 points and Forum Speaker selection – 10 points, Forum - 30 points).
- Interview with an Entrepreneur Essay - **123 possible points** (i.e., CITI Training – 13 points, submitting your co-author and chosen entrepreneurs – 10 points, as well as the final essay and transcript – 100 points).
- Idea Summary - **120 possible points** (i.e., 100 points idea submission and an additional 20 points if your team makes it as a finalist in IDEAFest).

Assignments	Due Dates
Class Engagement	
* Class Participation (9 points per class; 117 points total) * Forum (10 possible points for selecting your speaker, 30 possible points for submitting your questions.)	Every Wednesday, 9-11am, F295 Andersen Auditorium. Pick your Forum Speaker by 9/4/13 9am. Forum questions are due the Sunday before your speaker's Wednesday session, by midnite., into bcourses. Student choice; pick a section.
Interview with an Entrepreneur (teams of two) * CITI Training (13 points) * Chosen Entrepreneurs (10 points) * ESSAY (100 points)	CITI Certificate is due by 9a.m. on September 10th, into bcourses. Chosen entrepreneurs due by 9a.m. on September 24th, into bcourses. Essay due by 9a.m. on October 15th, into bcourses.
Idea Summary (teams of two)	
* Idea Summary (100 points)	Due by 9a.m. on November 12th, into bcourses.
* Wednesday – Monday, December 3, 2013	If chosen as an IDEAFEST Finalist, 20 extra points!

Participation (117 points). Attendance is a **BIG** portion of your overall class grade. We are very fortunate to have *many successful entrepreneurs* come to our class. They are coming to interact with each of you, and many are alums. You may never have a chance to interact with this entrepreneur again – so how do you “seize the day” and ask a question most important to you? In order to ensure your complete attention **the only electronic device allowed during class is your i-clicker.** For each class, you will receive 9 points if you answer the five i-clicker questions correctly (3 questions per class), totaling a possible 117 points for the semester. Therefore, you must attend the class, for the entire class. *If you bring someone else's i-clicker and answer questions for him or her, you and the absent student will automatically fail the course. Both of you will be reported to the Office of Student Conduct. If you miss the first day of class for any other reason than illness, and lack a doctor's note, you will be dropped from the class.*

Forum (40 points): This is based on your participation in your chosen speaker's section, which you will select within the first two weeks of class. You will sign-up for a speaker in the “section” tab by midnite 9/4/14. You will receive 10 points for selecting your speaker forum on time. Once you select a speaker's section, you can only switch sessions with the assistance of Class TA, Ben Ferrara. If you miss your section or turn in your question late into forum, for any other reason than medical illness (with a doctor's note) or personal emergency (documentation needed), *then you will receive no credit for forum.* If you have a sporting event that you

must participate in, or a religious holiday that you plan to observe, it is your responsibility to pick a session that will not conflict with these dates. ***If you do not submit your questions by Midnite (12:00am) Sunday night before your Wednesday speaker section, you will receive NO credit for forum, and lose 30 points.***

Paper about your Interview with an Entrepreneur: This paper is written in teams of two, and involves interviewing an entrepreneur. A list of suggested questions and more details on the assignment can be found in the assignment folder of bcourses. Proof of completing the CITI tutorial is due on September 17th, and must be completed before you interview your chosen entrepreneur, per school policy. Also, submit the name of your co-author, your chosen entrepreneurs (three choices) by 9a.m. on September 24th into bcourses to receive another 13 points. This is done to prevent duplication of interviewed entrepreneurs in class (Note: please do not change your interview choice without the prior approval of Naomi Hatanaka, naomihatanaka@berkeley.edu, to again avoid duplication).

We want you to *expand your “network.”* Therefore, we do not allow you to interview family or friends. While you may find it difficult to call an entrepreneur that you do not know and ask for a time to meet, you will find that most entrepreneurs are honored to be asked about their experiences and will meet with you. We ask that you do conduct the interview in-person. I suggest sending an introductory email, followed by a phone call in a few days’ time. Many successful entrepreneurs also speak on campus, and if you lack transportation, meeting them on-campus may be the best strategy for you. To find entrepreneurs coming to mentor hours at the Lester Center, simply go to our website (<http://entrepreneurship.berkeley.edu/main/index.html>). You and your partner will take notes of the interview, to also submit, followed by a written two-page, single spaced paper summarizing your findings. This assignment is due on *Wednesday, October 15th, by 9a.m. into bcourses* (note: we accept NO hard copies of any assignments). Finally, write a thank you email or note to the entrepreneur that you interviewed. Little things count in business, and this could lead to a meaningful contact or internship for you in the future. It certainly has for some students in past semesters!

Paper Describing Your Entrepreneurial Idea. You will complete the powerpoint template (in bcourses under the assignments tab) summarizing your idea. *This is due on Wednesday, November 12th, 9a.m., into bcourses.* During IDEAFest, on Monday, December 3rd, 10 semi-finalists (selected by Professor Bam and TA, Ben Ferrara) will present their ideas to the class. IDEAFest is a great way to support your peers, get in the limelight yourself, and understand how to not only describe your idea in written form, but also how to “pitch” your idea, too. Each idea “pitch” will last only one minute, using only one slide (no animation, please). Our esteemed judges and entrepreneurs will then select five finalist teams. The class will rank these five finalists to determine a 1st, 2nd and 3rd place winner. The top 3 finalists (#1, #2, and #3), who present their idea during IDEAFest, will receive twenty extra credit points. Additional recognition and prizes will be awarded to all semi-finalists and finalists.

Code of Conduct. U.C. Berkeley, its students, and its professional associates, will not condone cheating, lying, or any other misrepresentations. Moreover, anyone who willingly conceals these activities will be considered accomplices and equally culpable. All undergraduate students are expected to comply with the code of ethics of the Undergraduate Program at the Haas School of Business, given that this is a Haas course. This includes upholding our standards of honesty, integrity and personal responsibility. Violations of the code of ethics will be referred to the University of California, Berkeley's Office of Student Judicial Affairs.

Grading: Assignments are due directly into bcourses. Participation assignments (forum and class attendance) **have a no late policy** (note: you miss the due date for this assignment, you lose all points). For the idea summary and interview with an entrepreneur, if either assignment is late, it automatically receives a half grade deduction (i.e., the assignment is due at 9a.m., but is instead turned in at 9.30 a.m.). Every day thereafter that it is turned in late, it receives another half grade deduction.

In summary, your grade is determined by the following:

- 1. Class Engagement (Forum and Weekly Attendance). (157 points)** Attend classes (the whole class). Complete the readings assigned for the week and research speaker's biographies prior to the class, so that you can best engage in class discussions and answer i-clicker questions correctly. Pick a forum speaker. Collaborate to form and ask questions before and during your chosen speaker's in-class session.
- 2. Interview an Entrepreneur. Complete CITI training (13 points).** Turn into bcourses the name of your co-author and three potential entrepreneurs that you would like to interview (10 points). Submit a two-page, single-spaced paper based on your interview with your entrepreneur, written with your co-author, into bcourses. Also submit a transcript of your interview (100 points for the paper and transcript).
- 3. Idea Generation. Submit your idea for a product or service with a teammate, based on the template given. IDEAFest finalists receive 20 additional points. All finalists and semi-finalists also receive prizes (100 possible points; 20 bonus points if a finalist).**

We anticipate an average a "B" average for final grades, in keeping with Haas School of Business guidelines. We do reserve the right to curve grades based on how the class does as a whole. We do post attendance and interim grades through-out the semester on bcourses. It is your responsibility to check your grades through-out the semester to their ensure accuracy in such areas as attendance, forum participation, and on lengthier assignments such as your essay recapping your interview with an entrepreneur as well as your idea summary. ***Once final grades are assigned at semester's end, they are submitted to BearFacts and cannot be changed.***

While unlikely to occur, as we spend *a lot of time on our grading*, if you do have concerns about your grade for an assignment, first discuss it with the most appropriate teaching assistant responsible for grading the assignment. Start by sending an email expressing

your concern and let him or her know when you plan to attend office hours. If you still feel that your grade is unfair after discussing it with the appropriate teaching assistant, a professor will re-grade the assignment. *We do reserve the right to alter the grade above or below the prior grade given.* We also do not engage in grade debates, so a request for a “re-grade” negates the grade given by the teaching assistant and Professor Bam will grade the assignment anew, using only the grading rubric as our guide. If you have a co-author, we need permission from both of you to re-grade an assignment, as it will likely change from its prior grade.

Teaching Assistants responsible for grading: For questions on Class Participation (iclickers), contact Patrick Menendez (patrick_menendez@berkeley.edu). For questions on CITI training and your Interview with an Entrepreneur assignment, contact Naomi Hatanaka (naomihatanaka@berkeley.edu). For questions on your forum participation or your idea for a product or service, or IDEAFest, contact Ben Ferrara (ben_ferrara@berkeley.edu). For questions on your final grade, contact Professor Ajay Ban (ajay_bam@haas.berkeley.edu).

Academic and Religious Accommodations. Students with disabilities seeking academic accommodation in this course need to promptly notify the instructor by providing a Letter of Accommodation from the Disabled Students Program. Notice of accommodation later than three weeks may result in an inability to timely provide accommodations. It is the official policy of the University of California at Berkeley to permit any student to undergo a test or examination, without penalty, at a time when that activity would not violate the student's religious creed, unless administering the examination at an alternative time would impose an undue hardship which could not reasonably have been avoided. Additional Information regarding this policy can be viewed on the web at: <http://registrar.berkeley.edu/DisplayMedia.aspx?ID=Religious%20Creed%20Policy.pdf>.

We look forward to getting to know *each of you* and having a GREAT experience this semester!

And, a few jokes to get you started... (<http://www.adaliaconfidenceandsuccessblog.com/2012/04/29/jokes-about-entrepreneurs/>).

- **Entrepreneurship** is the last refuge of the trouble making individual. ~ Natalie Clifford Barney
- An **entrepreneur** tends to bite off a little more than he can chew hoping he'll quickly learn how to chew it. ~ Roy Ash
- Everything takes three times longer than it should. Especially the money part. ~ Hugh MacLeod
- The only place where **success** comes before work is in the dictionary. ~ Vidal Sassoon
- My son is now an “entrepreneur.” That’s what you’re called when you don’t have a job. ~ Ted Turner

Week by Week Reading Assignments

September 3rd, 2014 – Getting the Entrepreneurial Mindset!

Speaker(s): Professor Bam will give you an overview of the class, and we'll engage in a few “mad mixers” so that you can get to know your classmates.

Biographies: <http://www.linkedin.com/in/ajaybam>

Review (Prior to Class): The syllabus in great detail. Also, take a self-guided tour of the class site on bcourses (“Intro to Entrepreneurship Fall 2014”). We use bcourses constantly in this class. Also, sign-up for a section (this is a virtual section, where you pick a chosen speaker's week, and prepare a question to ask in-class the week your speaker is in attendance).

Questions to Prepare:

1. How do you define an “entrepreneur”? Do they have certain traits? Skills? Backgrounds?
2. Who is an entrepreneur that you admire most and why?
3. What can you leverage from your education at U.C. Berkeley in the context of entrepreneurship?

****September 4th DUE: Ensure that you have picked a speaker for the forums section on bcourses, or you will be automatically assigned to one. Deadline : Sep 4th 9a.m. time PST.***

September 10th, 2014 – Opportunity Discovery

Speaker: Mitch Gordon, CEO, Gooverseas.com

Biography: www.linkedin.com/in/mitchgordon1

Review (Prior to Class):

- *The Timmons Model of the Entrepreneurial Process* (located in bcourses, Resources folder)
- Prologue and Chapter 1, & 2 - *The Monk and the Riddle* (required book for the course; kindle version available too).
- Identifying and Exploiting the Right Entrepreneurial Opportunity....for You (in study.net).
- Intersection of opportunity and need by Ted Zoller (Video) – <http://ecorner.stanford.edu/authorMaterialInfo.html?mid=2882>
- http://www.ted.com/talks/lang/eng/steven_johnson_where_good_ideas_come_from.html
- http://www.ted.com/talks/matt_ridley_when_ideas_have_sex.html

Questions to Prepare:

1. The Timmons model discusses opportunity, resources and team. Which of these three do you think is most important for a new startup? Why?
2. What is the point of the riddle, in the book, *The Monk and the Riddle*?
3. What three areas does Howard Stevenson suggest you should reflect on (HBS 9-808-043) when exploring an opportunity, and ensuring its fit, for you?
4. Can you think of an example of a company that created a new market opportunity, fixed an existing problem or improved an existing opportunity?

DUE: CITI Training Certificate of Completion is due into bcourses by 9a.m., September 10th.

September 17th, 2014 – Opportunity Refinement

Speaker(s): Conrad Chu, CTO, Munchery.com

Biography: www.linkedin.com/in/conradchu

Review (Prior to Class):

- Chapter 3, *The Monk and the Riddle*
- The Bird-in-Hand Principle: Who I Am, What I Know, and Whom I Know (study.net)
- IDEO Product Development (study.net)
- SWOT Analysis - http://www.mindtools.com/pages/article/newTMC_05.htm
- <http://www.inc.com/guides/2010/08/how-to-refine-your-business-idea.html> (website)
- http://www.ted.com/talks/tim_brown_urges_designers_to_think_big.html (Video)
- <http://ecorner.stanford.edu/authorMaterialInfo.html?mid=2851> (Video)

Questions to Prepare:

1. What are some ways/methods suggested by Tim Brown of IDEO to validate or refine an idea?
2. What are some of the keys assumptions made by Lenny for funerals.com?
3. What are the strengths and weaknesses of Lenny's idea? Is there a way to refine his idea?
4. What are some of the factors that will play a role in deciding on whether an idea can move forward or not during validation?
5. How did Jessica validate her idea in the video?

September 24th, 2014 – Resources (outside of Venture Capital)

Speaker: Erica Warp, CEO, Kizoomlabs.com

Biography: www.linkedin.com/in/ericawarp

Review (Prior to Class):

- Chapter 4 - 5, *The Monk and the Riddle*
- New Venture Financing (study.net)
- <http://www.forbes.com/sites/hbsworkingknowledge/2013/07/01/the-problems-and-promises-of-crowdfunding/> (website)
- http://www.businessweek.com/smallbiz/content/sep2010/sb20100927_983550.htm (website)
- <http://www.inc.com/ilya-pozin/7-rules-for-bootstrapping-a-business.html> (website)
- <http://www.entrepreneur.com/article/55776> (website)
- <http://texasenetworks.com/2013/06/20/the-most-overlooked-b2b-funding-customer-funded-development/> (website)

Questions to Prepare:

1. What is the “deferred life plan?” How does this discussion make you feel about what you want to do after college?
2. Do you think that Lenny should raise money based on an idea? Is he ready to raise money?
3. What are the sources of funding discussed in the story by Randy?
4. What are the different types of funding that might be available to the entrepreneur?
5. What sources of funding is the cheapest and what types of funding is the most expensive?
6. What level of personal risk do entrepreneurs take on to pursue their idea?

DUE: Selection of your chosen entrepreneurs and your co-author in Bcourses, by 9a.m., September 24.

October 1st, 2014 – Resources (focus on Venture Capital)

Speaker: Ghia Griarte, Partner, Saints Capital

Biography: <http://www.saintscapital.com/team/ghia-griarte/>

Review (Prior to Class):

- Chapter 6,7, & 8 *The Monk and the Riddle*
- Strategy and Tactics from a VC (study.net)
- Bladelogic (A) (study.net)
- <http://venturebeat.com/2009/08/31/5-milestones-to-reach-before-raising-venture-capital/> (website)
- <http://www.youtube.com/watch?v=ugs9JKzMpcQ> (video)

Questions to Prepare:

1. How did Randy describe funerals.com to Frank? How does he describe the “pros and cons” of investing with Lenny?
2. Why did Frank pass on the opportunity to invest in Lenny’s company?
3. What percent of the business plans received, does Arthur Rock invest in?
4. What question does he want to be asked the most (but is asked the least)?
5. When is your startup attractive to angel investors? When is it attractive to venture capitalists?
6. What milestones should you achieve, before seeking venture capital?

October 8th, 2014 – The Founding Team

Speaker: Lisa Guerrero, VP of Engineering, Verint & Mark Rotblat, VP of Sales, tubeMogul

Biography: www.linkedin.com/pub/lisa-guerra/0/3/786 & www.linkedin.com/pub/mark-rotblat/0/486/606

Review (Prior to Class):

- Chapter 9, 10 & Epilogue, *The Monk and the Riddle*
- <http://mashable.com/2013/04/08/startup-cofounder-traits/> (website)
- <http://www.forbes.com/sites/grouphink/2013/05/22/how-to-split-equity-among-founders/> (website)
- http://money.cnn.com/2006/05/31/magazines/fortune/intro_greatteams_fortune_061206/index.htm (website)
- <http://ecorner.stanford.edu/authorMaterialInfo.html?mid=2744> (video)
- <http://ecorner.stanford.edu/authorMaterialInfo.html?mid=1084> (Video)

Questions to Prepare:

1. Reflect on a team that you were a member of, and that was a great success in reaching its goals. Think of another team that was uncomfortable to participate in, and that was not successful in its goals. What was the difference between the two teams?
2. In the book, *The Monk and the Riddle*, did Lenny and Alison make a good team? Why or why not?
 - a. Think about how their insights and expertise were the same or different.
 - b. Did they have the same “vision” for Funerals.com?
3. Is everyone capable of starting businesses and working on an idea?

October 15th, 2014 – Lean Startup Model

Speaker: Pieter Doevendans & Thibault Duchemin, <http://www.transcense.com/>

Biography: www.linkedin.com/in/pieterdoevendans & www.linkedin.com/in/thibaultduchemin/en

Review (Prior to Class):

- <http://www.inc.com/magazine/201110/eric-ries-usability-testing-product-development.html> (website)
- [Why the Lean Startup Model changes everything? \(Study.net\)](#)
- <http://steveblank.com/2010/04/12/why-startups-are-agile-and-opportunistic-%E2%80%93-pivoting-the-business-model/> (website)
- <http://www.ashmaurya.com/2010/08/businessmodelcanvas/> (website)
- IDEO Product Development (in study.net)
- <http://techcrunch.com/2011/09/11/are-you-building-the-right-product/> (website)

Questions to Prepare:

1. What hypothesis might Lenny have tested with the Lean Startup Model?
2. What, according to Steve Blank, is the most important thing to do in the idea development process?
3. How does the "lean startup" model differ from how you would start a company? Is this approach easier, or harder, in your view?
4. What differentiates IDEO's product development process?

DUE: Interview with an entrepreneur essay and transcript, by 9a.m., into bcourses.

October 22nd, 2014 – The Business Plan

Speakers: Nasreen Chopra, Apple

Biography: http://www.smalltechconsulting.com/profiles/Nasreen_profile.shtml

Review (Prior to Class):

1. What's in a business plan - <http://www.sba.gov/category/navigation-structure/starting-managing-business/starting-business/how-write-business-plan>
2. <http://www.entrepreneur.com/article/198618>
3. <http://www.slideshare.net/BFBootcamp/business-plan-vs-executive-summary-how-to-clearly-present-your-business-opportunity-to-investors-in-a-concise-manner>
4. <http://www.inc.com/guides/2010/09/how-to-write-an-executive-summary.html>

Questions to Prepare:

1. When should you start writing a business plan?
2. What purpose does an executive summary serve?
3. What risks would you identify for Lenny's business? How are the different risks captured in a business plan?
4. You read about the "lean startup" class in the previous class. How is a business plan different than a business canvas?

October 29th, 2014 – Special Topic – Family Entrepreneurship

Speaker: Sharon Crull, CEO, Terrace Wines

Biography: www.linkedin.com/pub/sharon-shaw-crull/9/41a/78b

Review (Prior to Class):

1. Societal Changes – paper by Ahola Corporation on trends in family business
2. Harvard Business Review – What you can learn from Family Business (study.net)
3. Family Run Businesses - <http://www.bgateway.com/starting-up/starting-up-a-business/family-run-businesses/#page-1262> . Please be sure to read all the seven sections of the article. (Website)
4. A Small Business is not a Little Big Business (study.net)

Questions to Prepare:

1. What are issues around succession in a family business, which differs from other private or public firms?
2. How is a private, family business different from a public company in other ways (than succession)?
3. For a small business, which is more important, profitability or cash flow?

November 5th, 2014 – Special Topic – Social Entrepreneurship

Speakers: Gunita Singh Bhalla, Founder & CEO, 1947partitionarchive

Biography: <http://www.1947partitionarchive.org/about>

Review (Prior to Class):

- http://www.huffingtonpost.com/nicole-lederer/addressing-climate-change_10_b_3604955.html (website)
- “The Citizen Sector” (study.net)
- http://www.ted.com/talks/majora_carter_3_stories_of_local_ecoactivism.html (Video)
- <http://www.pbs.org/opb/thenewheroes/whatis/> (video)
- Ashoka: Innovators for the Public (Study.net)
- Social Innovation – Lets hear those ideas! - <http://www.economist.com/node/16789766> (website)

Questions to Prepare:

1. How is a social entrepreneur different from other types of entrepreneurs?
2. How do investments in social enterprises differ from typical venture capital investments in for-profit firms?
3. What are some of the big challenges faced in the social entrepreneurship world according to the Economist article that are different than the private profit making business?

November 12th, 2014 – No Class! Veteran’s Day!

***** DUE: Idea Summaries are due into bcourses, by 9a.m., November 12th, 2014***

November 12th, 2014 – Special Topic – Corporate Entrepreneurship

Speakers: Parag Marathe, President, SF 49ers

Biography: www.linkedin.com/pub/paraag-marathe/0/47a/173

Review (Prior to Class):

- The Four Models of Corporate Entrepreneurship (study.net)
- Meeting the Challenge of Corporate Entrepreneurship (study.net)

Questions to Prepare:

1. How would one contrast Corporate Entrepreneurship vs. starting your own business?
2. Which of the four corporate models discussed in the guide requires maximum dedicated resources and time?
3. A traditional car company that makes cars on gasoline should implement which corporate entrepreneurship model to push for electric only cars? Why?
4. How does the article “Meeting the Challenge of Corporate Entrepreneurship” discuss how to maintain Entrepreneurial Equilibrium?
5. What areas of a business organization are impacted in the scheme of corporate entrepreneurship?

November 19th, 2014 – Launching a new venture.

Speaker Fred Reid, Retired – Founder, Virgin America

Biography: www.linkedin.com/pub/fred-reid/5/709/643, http://www.flexjet.com/about_us/leadership/

Review (Prior to Class):

- Re-read *The Timmons Model of the Entrepreneurial Process* (located in bcourses, Resources folder)
- Beating the Odds When you Launch a New Venture (study.net)
- <http://www.fastcompany.com/magazine/120/after-the-virgin-birth.html>
- <http://www.sfgate.com/business/ontherecord/article/VIRGIN-AMERICA-On-the-Record-Fred-Reid-2539223.php>

Questions to Prepare:

1. What challenges did Fred have as he planned to launch his new airline?
2. What is the Virgin America product and how does it differentiate itself from the rest?
3. How involved is the original founder of Virgin Brands, Sir Richard Branson, in the Virgin America Brand?
4. What are the three risks described in the article and how do they relate to the Virgin America Brand?
5. In closing, what are the attributes of an entrepreneur that you value most?

November 26th, 2014 – NO CLASS.

DEC 3rd 2014 – We meet for the IDEAFEST competition.

DUE: IF an IDEAFest semi-finalist, your slide is due into bcourses by 9a.m. on 1st Dec, in .ppt format, with no animation!

Don't Miss it! **Bring your iclicker, and be prepared to vote on your classmates' ideas!