



Sofaer Global MBA

1238.3667.01

Interdependencies in New Venture Creation

Prerequisites: New Venture Creation, Principles of Strategy,
Technology Ventures

Module 3 – 2019

Course Section Details

Module	Day	Hour	Classroom	Lecturer	Email	Telephone	Office
Module 3 27.2.19 to 24.4.19	Thurs.	15:45- 18:30	254	Dr. Eyal Benjamin	eyal@keb.co.il	052-2266526	445

Teaching Assistant (TA): Doron Nachmani doronachmani@gmail.com

Office Hours: By appointment

Course Units

Course Units: 1

4 ECTS (European Credit Transfer and Accumulation System) = 1 course unit

By making higher education comparable across Europe, ECTS makes teaching and learning in higher education more transparent and facilitates the recognition of all studies.

Course Description

Start-Ups heavily impact the development of our society by introducing great innovation. New-ventures play a major role in the economy of countries and individuals. Yet, new ventures suffer from a high mortality, which indicates that the understanding and practice of new-venture development is not that straight forward. In this course we will take a deeper dive into how the "mechanics" of startups is designed and how they really work. In this advanced view of venturing, we go beyond the classic practices of launching a new venture (e.g. Business Modeling, Technology, Go-To-Market, Business Plan etc.) and capture the system view of a new-venture.

This system view of new venture creation looks into the various components of the start-up, and the interdependencies between them and their impact on overall performance, as well as growth potential of the venture.

The course is designed to support new-venture founders, investors and top management team executives dealing with innovation related projects in new-venture assessment and development.

Course Objectives

Upon completion of the course, the student will be able to:

1. Familiarize the various types of ventures
2. Recognize the various components of a new venture
3. Comprehend the system view of a new venture
4. Understand the various interdependencies between those components
5. Analyses the impact of changes in the system on performance

Course Assignments

Course assignments consist of 3 parts:

- Active participation in class discussions and exercises
- Mid-course personal assignment. In this assignment you will be introduced with a small venture, and will be asked to analyze it using the tools presented in class. The deliverable is a system model, reflecting the venture, built on the Sysdea platform (detailed instructions will be given in class).
- Final course group assignment. Group size is of up to 4 students per group. In this assignment you will select a new-venture idea to investigate and build a venture-system model. You will then be asked to propose several development schemes, venture red lights, list of uncertainties and conclude with your educated recommendation for the founders. Your investigation and recommendations should be based on the tools and methods presented in class. The deliverable is Venture model build on Sysdea and a 2-3 page report describing your work and recommendations (detailed instructions will be given in class).

Assessments and Grade Distribution

Percentage	Assignment	Date	Group Size
20%	Active class participation		Individual
30%	Mid-course assignment		Individual
50%	Final group assignment	To be submitted 2 weeks after course end date.	Groups of 3-4 students

*According to University regulations, a student must be present in every lesson (Article 5).

* The lecturer reserves the right to have a student removed from a course if the student is absent from a class with mandatory participation or did not actively participate in class. (The student will remain financially responsible for the course irrespective of his/her removal from the course)

Grading Policy

As of the 2008/9 academic year the Faculty has implemented a grading policy for all graduate level courses. This policy applies to all graduate courses in the Faculty, and will be reflected in the final course grade. Accordingly, the final average of the class for this course (which is a core course) will fall between 78-82%. Additional information regarding this policy can be found on the Faculty website.

Evaluation of the Course by Student

Following completion of the course students will participate in a teaching survey in order to evaluate the instructor and the course for the benefit of the students and the university.

Course Site (Moodle)

The course site will be the primary tool used to communicate messages and material to students (e.g., exam details and updates regarding assignments). It is, therefore recommended to periodically check the course site in general, periodically, before each lesson, at end of the course as well. Course slides will be available on the course site. Please note that topics which are not covered in the slides, but are discussed in class are considered an integral part of the course material and may be tested in examinations.

The analysis tool we will be using for this course is Sysdea.

Sysdea is a modern online system modeling software. Students are requested to buy a student user account for the semester (25\$ per student).

Course Outline*

Session	Date	Topic(s)	Reading	Comments
1	28.2.19	Introduction: Classic views of entrepreneurship and New-venture diversity.		
2	7.3.19	Dismantling a venture: The core building blocks of a new venture, and how they defer from each other.	Reading 1	Personal assignment delivered
3	14.3.19	System view of venturing: Introducing the system view and how it is applied on new ventures.		
4	21.3.19	Strings attached: Interdependencies between the various components and their impact on new venture performance and evolvement.	Reading 2, chapters 8, 9	
5	28.3.19	Startup Evolution: Time and timing considerations in the design and development of a new-venture.		Personal assignment due date
6	4.4.19	Multi-lens view: Using the system view when approaching a new-venture opportunity from various perspectives: Investor, Founder or Stakeholder.		
7	11.4.19	New venture design and formation: using the system view to better design and evaluate new ventures.		

*Program Subject to change

Reading list:

1. The Sysdea tutorial (<https://sysdea.com/features>), The Sysdae User Guide ([Here](#)), and the Sysdea Youtube channel ([Here](#))
2. Osterwalder, A., & Pigneur, Y. (2010), Business Model Generation: A Handbook For Visionaries, Game Changers, and Challengers Author: Alexander Osterwalder, Yves., Chapter 1 (canvas), pp.14-44.
3. Steve Blank, & Bob Dorf, (2012), The Startup Owner's Manual: The Step-By-Step Guide for Building a Great Company.

Additional Readings:

1. Thiel, P. A., & Masters, B. (2014). Zero to one: Notes on startups, or how to build the future. Broadway Business.
2. Roth, A. E. (2015). Who Gets What—and Why: The New Economics of Matchmaking and Market Design. Houghton Mifflin Harcourt.