

THE ENTREPRENEURIAL PROCESS: ADVANCED CASE ANALYSIS

IFSA Tel Aviv

US semester credit hours: 45

Contact Hours: 3

Course Code: EI387-10 / MG387-10

Course Length: Semester

Delivery Method: Face to face

Language of Instruction: English

Suggested cross-listings: Entrepreneurship and Innovation, Management

Associated Host Institution: Academic College of Tel Aviv

COURSE DESCRIPTION

The course examines the process of planning and establishing new ventures based on analysis of case studies. The students will practice strategic analysis and simulation of decision making in new business organizations from a holistic perspective to improve the entrepreneurial process' likelihood of success with a view to the managerial environment typical of most industrial sectors. Course participants will analyze business enterprise processes, with a focus on new venture entrepreneurship. The course is based on the spiral progression approach informed by the analysis of case studies of both successful and unsuccessful ventures, both local and global, such as IKEA, Dell Computers, Frozen Yoghurt, and BroadServe.

Prerequisites

Previous course work in entrepreneurship and strategy.

COURSE DELIVERY

Lectures are combined with class discussions of real-life cases. The case studies will be presented in video clip, published texts and student presentations. The learning process will rely heavily on simulations of managing existing and new ventures and active student participation. Guest lecturers will participate in some of the lessons.

Students are expected to read or view assigned resources in advance and be prepared to actively discuss them in class.

STUDENT LEARNING OBJECTIVES

Students who successfully complete this course will:

- Examine tools for planning and establishment of new business ventures
- Analyze new business organizations and their managerial environment
- Diagnose internal and external factors that can lead to success or failure in new business organizations

COURSE SYLLABUS

- Assess alternative courses of action for retaining and improving a new venture's achievements
- Improve personal capacity to initiate new enterprises or develop new ventures in existing organizations
- Strengthen critical thinking skills through case study analysis
- Become familiar with resources available for further research on entrepreneurship
- Make cognitive connections between learning in this course and other learning experiences in IFSA Tel Aviv

COURSE OUTLINE

Session	Subject	Reading/Exercises
1-2	The entrepreneurial process: definitions and stages. Tools for strategic analysis of ventures.	Case study (presentation and class discussion: Ben & Jerry's (video) Article: "The Heart of Entrepreneurship"
3-4	Spotting the opportunity. Recap (B): Tools for strategic analysis of ventures.	Exercise in locating a venture opportunity at a negligible investment. Guest lecture: Zohar Gendler, CEO, Beta-O2 Technologies, or Gil Lemel Student presentations
5-6	Feasibility analysis, business plan and competitor analysis	Case study (submission and class discussion) Book: <i>The Long Tail</i> Guest lecture: Li Reshef – Environmental Protection Student presentations <i>The Silicon Alley</i> (video)
7-8	Choosing a business model	Article from <i>Why the Lean Start-Up Changes Everything</i> . Video clips from the British Series - <i>The Sharks</i> Class exercise: Toys for lent Student presentations
9-10	Protecting intellectual property	Case study (submission and class discussion)

COURSE SYLLABUS

		Guest lecture: Yuval Shomroni The Hotdog War (video) Student presentations
11-12	Raising capital for startups	Video: BraodServe – an Israeli Startup Student presentations
13-14	Survival and continued growth	Presenting a study on factors behind venture survival Ultimo: the case of the Scottish bra company Video clips from <i>The Sharks</i>

RESOURCES

Required:

Anderson, C. (2006). *The Long Tail*. New York: Hyperion.

Barringer, B., & Ireland. R. (2010). *Entrepreneurship: Successfully launching new ventures*. Upper Saddle River, NJ: Pearson/Prentice Hall.

Blank, S. (2013). Why the lean start-up changes everything. *Harvard Business Review*, 91(5), 64-72.

Blank, S., & Dorf, R. (2012). *The startup owner's manual: The step-by-step guide for building a great company*. Pescadero, CA: K&S Ranch.

Hitt, M. Ireland, Duane Ireland, R., & Hoskisson, R. E. (2015). *Strategic management: Competitiveness & globalization: Concepts and cases*. Mason, OH: South-Western Cengage Learning,

Moore, G. A. (1991). *Crossing the chasm*. New York: Harper Business.

Seelig, T. (2014). From inspiration to implementation. <https://medium.com/@tseelig/inventure-cycle-e89579b328da>

Stevenson H. & Gumpert, D. E. (1985). The heart of entrepreneurship. *Harvard Business Review*, March-April, 85-94.

Stevenson, H. & Jarillo, J. C. (1990). A paradigm of entrepreneurship: Entrepreneurial management. *Strategic Management Journal*, 11(5), 17-27.

Timmons, J., & Spinelli, S. (2009). *New venture creation: Entrepreneurship for the 21st century*. Boston: McGraw-Hill.

COURSE SYLLABUS

Students will also be required to read a case study reader especially created for this course, which includes criteria for the evaluation of business opportunities, comparison of possible forms of business incorporation, as well as articles from the required reading list.

In addition, in order to prepare the assignment described above, the students can use the library's databases, including Business Searching Interface, EuroMonitor, IVC, and Dunn & Bradstreet. You are welcome to consult with the Entrepreneurship Program's information specialist Michal Neutal in Room 108 at the Weston Building, in front of the library, on Sundays-Thursdays 10:00-15:00, +972-3-6803474.

Further reading:

Aulet, B. (2013). *Disciplined entrepreneurship: 24 steps to a successful startup*. Hoboken, NJ: Wiley.

Cooper, B. & Vlaskovitz, P. (2013). *The lean entrepreneur: How visionaries create products, innovate with new ventures, and disrupt markets*. Hoboken, N.J.: Wiley.

Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. New York: Crown Business.

Tice, C. & Lester, D. (2012). *How they started*. London: Crimson Pub.

EVALUATION METHODS

Your final grade in the course will be comprised of the following course requirements:

- Active participation, exercise submission and contribution to class discussions – 30%.
- Individual assignment: Analysis of a historical venture, including one of those described in the bibliography, and offering alternative historical strategies, as well as recommendations for the future based on current data. Presenting the analysis in class and submitting a detailed presentation – 15%.
- The presentations will start from the second lecture; each student is responsible for presenting before the end of the semester. Failure to do so will prevent the student from passing the course.
- Final test (no references, multiple-choice and open-ended questions – 55%. The passing grade is 60.

Timely Submissions

Assignments submitted after the deadline will be accepted at the discretion of the course instructor and generally only in the event of a documented illness or emergency.

ACADEMIC INTEGRITY

Any academic endeavor must be based upon a foundation of honesty and integrity. Students are expected to abide by principles of academic integrity and must be willing to bear individual responsibility for their work while studying abroad. Any academic work (written or otherwise) submitted to fulfill an academic requirement must represent a student's original work. Any act of academic misconduct, such as cheating, fabrication, forgery, plagiarism, or facilitating academic dishonesty, will subject a student to disciplinary action.

COURSE SYLLABUS

IFSA takes academic integrity very seriously. Students must not accept outside assistance without permission from the instructor. Additionally, students must document all sources according to the instructions of the professor. Should your instructor suspect you of plagiarism, cheating, or other forms of academic dishonesty, you may receive a failing grade for the course and disciplinary action may result. The incident will be reported to the IFSA resident director as well as your home institution.

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