

National Chengchi University
Department of Finance
ETP Graduate Case Studies in Entrepreneurial Management and Finance
Spring 2013

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Office Hours: 02:00 - 03:00 p.m. Wednesdays and by appointment

Venue:

Course Readings:

1. Required text:

Assigned cases and readings have to be purchased through the PERDO office of our college.

2. Reference text: (optional)

New Venture Creation: Entrepreneurship for the 21st Century, 8th ed., by Jeffrey A. Timmons and Stephen Spinelli, McGraw-Hill, 華泰文化: 2377-3877

You are encouraged to read:

Asian Wall Street Journal, Economist, Investors Daily, Financial Times, 經濟日報, 工商時報等

Description:

This course is designed to help students to apply financial knowledge to the management of start-up companies and their growth. Students should expect the course to be substantially more rigorous than its undergraduate counterparts. I expect you to have basic knowledge in corporate finance and economics. An important part of class discussion is done through case study.

Requirements:

1. This semester has eighteen weeks of class meetings. The flow of our discussion will basically follow the schedule below. My objective is very simple: to help you understand how entrepreneurship can make you more successful. You can also be a more successful investor with the

knowledge acquired in this course. I will be the one who leads the discussion in class. However, I expect you to be very active in participating in the class discussion. A substantial part of your final grade (60%) will be determined by the quality of your participation; namely, the extent of your understanding of the class material, the quality of your discussion and the insight you provide to the class. You definitely will be called upon sometimes to either discuss the class material or comment on a point at issue. You need to form work groups for all the work in this class. Each group consists of 4-5 students. You need to write a real world case in this semester. In principle, any topic is good as long as it is related to the subject matter of this course. In the fifth week you shall submit to me a one-page description of your topic. Please let me know why and how you are going to write the case. In the sixth week I will comment on your proposal. In the final meetings of the semester you need to present your case to the class. The presentation time is 20 minutes, no more and no less. The case needs to have the following components: the background of the case, analysis of the case with the information provided in the case, and implications for readers.

2. On a case study day your case group has to turn in your answers to the case questions. I will randomly grade your report.
3. I reserve the right to have a final examination. If the students perform well during the semester, then the final examination will be waved.
4. Your final grade will be determined by the term paper (40%) and class participation (60%).

Course outline

1. (2/24) Introduction and get acquainted: Entrepreneurship and finance
Lecture and discussion:
A perspective on Entrepreneurship, Howard H. Stevenson, 1988 (9-384-131)
Note on the financial perspective: What should entrepreneurs know?
William A. Sahlman, Harvard Business Publishing (9-293-045)
2. (3/3) Identify entrepreneurial opportunities and development of business model
Lecture and discussion:
Some thoughts on business plans, William A. Sahlman, 1996 (9-897-101)
Note on business model analysis for the entrepreneur, Taz Pirmohamed, 2002 (9-802-048)
Reinventing your business model(R0812C) (Chinese translation in 哈佛商業評論繁體中文版 2008年12月號: 商業模式再創新)
3. (3/10) Exemplary entrepreneurs
Lecture and discussion:
Pioneering strategies for entrepreneurial success (BH 260)
Case study:

- Bill Gates and Steve Jobs, 2008 (9-407-028)
4. (3/17) Managing the risk of early ventures
Beating the odds when you launch a new venture (R1005G) (Chinese translation in 哈佛商業評論繁體中文版 2010年9月號：管控風險的創業冒險家)
Case study:
R&R (9-386-019)
 5. (3/24) Analysis of possible business model
Case study:
Beta Golf, Sahlman and Roberts, 2005 (898-162)
Remember to turn in your term paper proposal.
 6. (3/31) Discuss your term paper proposals
 7. (4/7) Refining business model
Case study:
Zipcar: refining the business model, Myra Hart, Michael J. Roberts and Julia D. Stevens, 2005 (9-803-096)
 8. (4/14) Challenges for the CEO after the establishment of the company
Case study:
Keurig, Paul W. Marshall and Jeremy B. Dann, 2004 (9-899-180)
 9. (4/21) New venture finance
New venture financing, Howard H. Stevenson and Michael J. Roberts, 2006 (9-802-131)
A note on valuation of venture capital deals. Hellmann, 2001 (E95)
How venture capitalists evaluate potential venture opportunities, Roberts, 2005 (805-019)
Case study:
Good money after bad? (R0703A) (Chinese translation in 哈佛商業評論繁體中文版 2007年3月號：哈佛個案研究，創意是個爛生意?)
 10. (4/28) Understanding term sheets
A "Rich-vs.-King" approach to term sheet negotiation (9-810-119)
Case Study:
Spiffy Term, Inc.: January 2000 (SM86)
 11. (5/5) Deal structuring and fund raising
Case study:
Endeca Technologies (A), Hardyman and Lerner, 2003 (802-141)
 12. (5/12) Separation of ownership and compensation
Case study:
NanoGene Technologies, Inc, Roberts and Cyr, 2003 (803-117)
 13. (5/19) Management of fast growing new venture
A note on managing the growing venture, Richard G. Hamermesh, James L. Heskett and Michael J. Roberts, 2005 (9-805-092)
Why entrepreneurs don't scale, Hamm, 2002 (R0212J)
Case study:
Shurgard self-storage: expansion to Europe, Richard G. Hamermesh and Indra A. Reinbergs, 2005 (9-804-112)

14. (5/26) The impact of financing model on the development of company
E Ink Financing Growth, Sahlman, 2000 (800-252)
15. (6/2) Case Study: Realization of value, IPO or sell out
Case Study :
Nantucket Nectars, Jon M. Biotti, 2000 (9-898-171)
16. (6/9) Challenges of a Taiwanese new venture
Case study:
IC30
17. (6/16) Term paper presentation
18. (6/23) Term paper presentation