Quarter: Fall 2021  
Course Title: How to Build Successful Startups: Learn Lessons Straight from Silicon Valley Entrepreneurs  
Course Code: BUS 11 W (online course --- accelerated 3-week course)  
Instructor: John Kelley

Course Summary: *

BUS 11 W, “How to Build Successful Startups: Learn Lessons Straight from Silicon Valley Entrepreneurs,” will provide you with a unique opportunity to learn directly from guest speakers who have (a) started, led, and grown Silicon Valley companies, or (b) helped Silicon Valley entrepreneurs succeed.

As you hear from our guest speakers, you will be able to practice improving your own entrepreneurial skills through a series of participatory exercises concerning a hypothetical Silicon Valley startup. The sequence of exercises concludes with a final live class meeting during which all students are encouraged to make a brief fundraising “pitch” regarding the hypothetical startup.

In addition, if learning about startups and entrepreneurship excites you, and if you would like to hone your own research and presentation skills, you will be able to participate in one or more completely optional seminars in which we will investigate up to three startups. (Tentatively, and subject to revision based upon input from students, these will include Facebook and Snowflake.)

This is an accelerated, 2-unit course. BUS 11 W will cover ten weeks of content in three weeks. Students should expect to spend at least eight to ten hours per week on this course.

At the present time (subject to further changes), the lineup of guest speakers includes those listed below. (Further guest speakers may be added, so please check online for an updated list of guest speakers.)

- Michael Anderson, Co-Founder and CEO, Stache
- Neerav Berry, Co-Founder and CEO, Payplant
- Leon Chen, Ph.D., Partner, The Column Group
- Adam Cheyer, Co-Founder and formerly VP Engineering, Siri
- Adam Draper, Co-Founder and Managing Director, Boost VC
- Timothy Draper, Founder, Draper Associates and DFJ
- William H. Draper III, Co-Chair, Draper Richards Kaplan Foundation
• Jim Fruchterman, Founder and CEO, Tech Matters, Founder and formerly CEO, Benetech, and Founder and formerly CFO and VP Marketing, Calera Recognition Systems
• John Jarve, Partner Emeritus, Menlo Ventures
• Tom Kemp, Co-Founder and formerly Chief Executive Officer, Centrify Corporation; Investor
• Jim Kleckner, Ph.D., Sr. Distinguished Technologist, Hewlett Packard Enterprise, Co-Founder and formerly VP Analytics, CloudPhysics, and Co-Founder, Cadence Design Systems
• Randy Komisar, Partner and Advisor, Kleiner Perkins, and co-author Straight Talk for Startups: 100 Insider Rules for Beating the Odds--From Mastering the Fundamentals to Selecting Investors, Fundraising, Managing Boards, and Achieving Liquidity
• Ambarish Malpani, VP of Product and Application Security, SAP
• Mary McDougall, Vice President, Astia, and formerly President and CEO, Survox
• Jessica McKellar, Founder and CTO, Pilot.com, and Founder and formerly VP Engineering, Zulip
• Jan Møller Mikkelsen, President and CEO, Ascendis Pharma A/S
• Camilla Olson, CEO, Savitude
• George G.C. Parker, Ph.D., The Dean Witter Distinguished Professor of Finance, Emeritus, and Co-Director of the Finance and Accounting for the Nonfinancial Executive Program, Stanford Graduate School of Business
• Diana Peterson, Principal Product Manager, Khan Academy
• Thane Plambeck, Ph.D., Co-Founder, Counterwave
• Rob Reis, Founder & CEO, Higher Ground
• Elton Sherwin, author, The Silicon Valley Way: Discover 45 Secrets for Successful Start-Ups

BUS 11 W introduces many of the concepts explored further in BUS 45 W, but a student may take BUS 11 W either before or after BUS 45 W. The two courses complement each other. BUS 11 W develops a four-element analytical framework concerning the requirements for a successful startup. BUS 11 W examines issues relating to launching a successful startup in much greater detail. The series of participatory exercises offered in BUS 11 W leads to a “pitch day” for an angel financing regarding a hypothetical startup.

**PLEASE NOTE:** There may be changes or additions to the above list of guest speakers, and it is expected that all of the guest speakers listed above will be participating in the class by means of pre-recorded video only. Information concerning possible additional guest speakers, if any, may be posted on the Continuing Studies Program website in the future.

*Please see course page for full description and additional details.
Expectations for Accelerated Class:

As noted above, BUS 11 W is an accelerated, two-unit course. BUS 11 W is intended for students who wish to learn more rapidly about building successful startups. Accordingly, students should expect to spend more time each week on BUS 11 W --- but over many fewer weeks --- than in a normal two-unit course.

Students will work through all 10 modules in 3 weeks. Students will need to log in at least 3-4 days per week. The estimated time commitment for the required course elements is at least 8-10 hours each week. (Students wishing to complete the additional recommended course elements (videos, reading, etc.) should expect to devote at least 1-2 additional hours each week to the course.)

Furthermore, (a) the live, interactive Zoom sessions for BUS 11 W will be more frequent (sometimes twice per week) and longer (approximately 90 mins.) than in some other classes, and (b) there will be an option to complete an individual or team project by preparing and presenting an angel round fundraising “pitch” concerning a hypothetical startup company during the last live, interactive Zoom session and providing feedback on other “pitches.” (The time required for participating in the live, interactive Zoom sessions and completing the project are included in the above time estimates.) While neither participation in the live, interactive Zoom sessions nor completion of the project assignment is required to earn credit for the course:

(a) both are highly recommended for all students to maximize learning from the course;
(b) both are particularly recommended for students seeking to earn credit for the class; and
(c) students seeking credit for the class and either not participating in the live interactive Zoom sessions or not completing the project assignment should, in order to earn credit, expect to spend an equivalent amount of time (1) watching recordings of the live interactive Zoom sessions and completing associated work, (2) completing an alternative to the project assignment, or (3) both watching such recordings and completing such alternative.

For dates of the live interactive Zoom sessions, please see the “Tentative Zoom Schedule” section below.

Grade Options and Requirements:

- No Grade Requested (NGR)
  - This is the default option. No work will be required; no credit shall be received; no proof of attendance can be provided.
• Credit/No Credit (CR/NC)
  o A passing grade (for “Credit”) = at least 80% of expectations for this grade option have been accomplished.
  o Expectations for this grade option are as follows (with weights to the right):
    ▪ Complete all required online course segments 50%
      • NOTE: a student’s completion of online course segments will be determined by the online software and other systems provided by the Continuing Studies Program (or other means);
    ▪ Either (A) participate actively in all of the live, interactive Zoom sessions (as determined by (i) instructor’s observations, (ii) sufficiently indicating, as judged by instructor, your presence both before and after the live, online sessions, (iii) logging of participation by online software, or (iv) as determined by the instructor by other means), or
      (B) review recordings of live, interactive Zoom sessions and complete other assignments associated with such live, interactive Zoom sessions (as determined by the online software and other systems provided by the Continuing Studies Program (or other means));
    ▪ Either (A) satisfactorily prepare and present a fundraising “pitch” 15% concerning a hypothetical startup company during the last live, interactive Zoom session and provide feedback concerning other “pitches,” as determined in the sole discretion of the instructor; or
      (B) satisfactorily complete an alternative to the project assignment approved by the instructor (as determined by the online software and other systems provided by the Continuing Studies Program (or other means)).
  o Should exceptional circumstances prevent you from being able to meet expectations for this grade option as detailed above, the instructor may, in the sole discretion of the instructor, allow you to complete equivalent work related to the course (including, in the sole discretion of the instructor, completing some of the recommended optional online course segments (as determined by the online software and other systems provided by the Continuing Studies Program or by other means)), additional readings, or other work as assigned by the instructor, in the sole discretion of
the instructor, for up to approximately 25% of such expectations, provided that you: (A) contact the instructor and notify the instructor concerning such exceptional circumstances no later than the end of the second week of the course; (B) the instructor agrees, in the sole discretion of the instructor, that such circumstances are exceptional; and (C) you timely complete such equivalent to the satisfaction of the instructor, in the sole discretion of the instructor.

**PLEASE NOTE:** This course may not be taken for a Letter Grade.

*Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose the Credit/No Credit option for this course. Courses taken for NGR will not appear on official transcripts or grade reports.*

**Tentative Zoom and “Virtual Office Hours” Schedule:** *

Live interactive Zoom sessions are tentatively scheduled for 5:30 pm or 7:30 am on certain Tuesdays or Thursdays as specified below. PLEASE NOTE: All such times and days are for the Pacific Time zone. In addition, it is expected that “virtual office” hours will be offered. To accommodate students in certain time zones in Europe, Asia, and Australia who may have difficulty participating in the live interactive Zoom sessions, it is expected that the “virtual office” hours will be offered twice, as specified below.

In the sole discretion of the instructor, because of scheduling conflicts or other considerations, (A) the live interactive sessions and “virtual office” hours may be moved to other times or other days, and (B) the subject matter of the live interactive sessions may be changed.

Subject to future revision, this is the tentative schedule for the regular live interactive Zoom sessions and “virtual office” hours:

- **FIRST ZOOM SESSION**
  - 5:30 – 7:00 pm Pacific Time, Tuesday, September 21, 2021: Live Class Meeting (Zoom Session)
- **SECOND ZOOM SESSION**
  - 5:30 – 7:00 pm Pacific Time, Thursday, September 23, 2021: Live Class Meeting (Zoom Session)
- **TENTATIVE**---**FIRST SEMINAR**
  - 7:00 – 7:30 pm Pacific Time, Thursday, September 23, 2021: Tentatively scheduled - entirely optional seminar
- **THIRD ZOOM SESSION (SPECIAL MORNING SESSION)**
  - 7:30 – 9:00 am Pacific Time, Tuesday, September 28, 2021: Live Class Meeting (Zoom Session)
• **TENTATIVE* ---SECOND SEMINAR**
  o 9:00 – 9:30 am Pacific Time, Tuesday, September 28, 2021: Tentatively scheduled - entirely optional seminar

• **FOURTH ZOOM SESSION**
  o 5:30 – 7:00 pm Pacific Time, Thursday, September 30, 2021: Live Class Meeting (Zoom Session)

• **“VIRTUAL OFFICE HOURS” (CONDUCTED AS A SERIES OF ONE-ON-ONE ZOOM SESSIONS, SCHEDULED ON A FIRST-COME, FIRST-SERVED BASIS)**
  o 7:30 – 8:30 am Pacific Time, Friday, October 1, 2021 (signups will not open until partway through the course), and
  o 5:30 – 7:00 pm Pacific Time, Friday, October 1, 2021 (signups will not open until partway through the course).

• **"PITCH DAY"---FIFTH AND FINAL ZOOM SESSION**
  o 5:30 – 7:00 pm Pacific Time, Thursday, October 7, 2021: Live Class Meeting (Zoom Session)

• **TENTATIVE* ---THIRD SEMINAR**
  o 7:00 – 7:30 pm Pacific Time, Thursday, October 7, 2021: Tentatively scheduled - entirely optional seminar

*PLEASE NOTE:*

1. All seminars are scheduled tentatively; the seminars will be offered in the discretion of the instructor, depending on student interest, topics of current interest, and other factors, as determined in the sole discretion of the instructor.

2. It is possible that we will have at least one live guest speaker during at least one of the live class meetings, but this (a) is subject to further scheduling and speaker availability, and (b) has not been confirmed at this time.

3. The entire above schedule is subject to change.

### Session Schedule and Availability of Online Materials:

September 20 – October 8, 2021

This is an online course. Most of the material will be released sequentially as the course progresses and will be available for your use at different times during the course when you have online access. Please note, however, shortly after the scheduled end date for the course, the online material will no longer be available to you (in other words, you should only expect to have access to the online material during the course and approximately three weeks after the course ends). Please consult the Continuing Studies Program website for additional details.
Tentative Weekly Outline:

This is our course schedule at the present time. The order of topics may change, and some topics may be added or deleted.

PLEASE NOTE: While the subject matter of this course is presented as a tentative weekly outline, most of the material will consist of pre-recorded discussions with or presentations by one or more guest speakers, and the weekly outline that follows is analytical and not chronological. Therefore, (a) there will not be any close correlation between the order in which the subject matter is outlined below and the order in which it will be taken up during the course, and (b) many topics listed below will likely be explored with multiple guest speakers during different weeks. In addition, students may be asked, but not required, (a) to participate in one or more surveys during the course, (b) to submit information concerning particular areas of interest, and (c) to provide feedback as the course progresses. The content and the order of the syllabus may also change before or during the course. The numbers below (e.g., “1:”) refer to principal units of course content, and not to particular days. There will be ten principal units of course content presented over a three-week period.

1: Welcome - Let’s Jump Right In

Welcome!
Let’s jump right in and hear from our first Silicon Valley entrepreneur
Why did Steve Jobs want to learn from Silicon Valley’s earlier entrepreneurs?
Startups — a prototype
   Breaking rules
   Learning lessons
   Solving problems
Course overview, procedures, and expectations

2: The “Gibbons Model” + You and Your Team

The “Gibbons Model”
Assessing your personal motivation, goals, skills, capabilities, and readiness
You’re going to live there, so what kind of home are you building?
Forming a great, complementary core team
Seeking additional help
Assessing your personal goals for the course
3: Your Product (Broadly Construed)

What makes a product (or service) great?
Ways of assessing the quality of a product
Thoughts on creating breakthrough products
The fundamental design/build/test cycle

4: Infrastructure for Your Startup

Why infrastructure matters
Technological, educational, cultural, and other infrastructure
The importance of help and being willing to ask for it
Key types of help startups may require
The value of friends
Seeking appropriate advisors

5: Capital for Your Startup

Types and sources of capital
Advantages and disadvantages of different types of capital
Appropriate capital for startups
  Types of capital as a startup grows
  Understanding the needs of investors
Strategies for raising capital
Trends in investing

6: Revenue for Your Startup

Markets
Distribution
Different types of business models
Business ecosystems
Metrics for assessing the progress of a startup

7: Different Kinds of Startups

Examples of different kinds of startups
Multiple dimensions
  Fundamental purpose: why social enterprises are different
  Focus: technology- vs. market-focused startups
  Technological domain: why the life sciences are different
  Financial goals: perspectives from entrepreneurs and investors
8: Growing Your Startup

Startups and growth
Identifying and responding to challenges
Assessing the need to change direction and pivoting

9: Exits

Startup lifecycles
Types of exits: for entrepreneurs and for startups
What it’s like to do an IPO
Learning: from success and from failure
What it’s like to become a serial entrepreneur
Persistence and growth

10: Review and Next Steps for You --- What Comes Next?

Reviewing key lessons from our guest speakers
Lessons learned
What the future may hold for startups and Silicon Valley
Moving forward
You
Your startup
Determining your next steps
Restocking the stream
Final thoughts

Recording of Zoom Sessions:

*PLEASE NOTE:* We will make video and audio recordings of all of the regular online Zoom sessions for use by students in the course who are not able to participate in particular Zoom sessions. (Please look for additional information in connection with registration for the course or before or after particular online Zoom sessions.)

Computer Hardware, Software, Networking, and Other Equipment:

*PLEASE NOTE:* This is an online course, so please pay attention to all hardware, software, networking, and other equipment requirements specified by the Continuing Studies Program, including those requirements specified on the Continuing Studies Program website.
Among other things, this online course will involve live, interactive Zoom (or other software) sessions, so you will need a high-speed Internet connection, and it will be helpful to have a either (a) a computer suitable for video-conferencing and compatible with the Zoom (or other) software, or (b) a computer with auxiliary webcam, microphone, and speakers that can all be used together in such a way as to be suitable for video-conferencing. A headset is also recommended but is not required.

**Materials and Resources:**

Required and recommended books will be included on the Continuing Studies Program website and in registration materials.

Links to certain articles that will constitute additional required or recommended readings will be distributed electronically (e.g. through Canvas or by other means) prior to each session.

**Participation:**

Your active participation in the class and in live, online sessions is strongly encouraged.

**Expected Online Availability of Course Description and Registration:**

Please consult the Continuing Studies Program website for (a) the Course Description, (b) to register online, and (c) for additional information.