Course Title: How to Build Successful Startups: Learn Lessons Straight from Silicon Valley Entrepreneurs
Course Code: BUS 12 W (online course)
Instructor: John Kelley

Course Summary*:
This course will provide you with a unique opportunity to learn directly from guest speakers (a) who have started, led, and grown Silicon Valley companies; or (b) helped Silicon Valley entrepreneurs succeed. You will also hear multiple perspectives on many topics. At the present time, the lineup of guest speakers will tentatively include:

Neerav Berry, Co-Founder and CEO, Payplant, and formerly, Co-Founder and COO, Cellmania
Adam Cheyer, Co-Founder and VP Engineering, Viv Labs, and formerly, Co-Founder and VP Engineering, Siri
Adam Draper, Managing Director, Boost VC
Timothy Draper, Founder, Draper Associates and DFJ
William H. Draper III, General Partner, Draper Richards LP, and Co-Chairman, Draper Richards Kaplan Foundation
Ambarish Malpani, VP Engineering, Edmodo, and formerly, Co-Founder, ValiCert
Ted McCluskey, MD, PhD, Chief Medical Officer, Finance Technology Leverage, and Biotech Consultant
Jessica McKellar, Director of Engineering, Dropbox, and formerly, Founder & VP of Engineering, Zulip
Alan Mendelson, Partner, Latham & Watkins, LLP
Jan Møller Mikkelsen, President and CEO, Ascendis Pharma A/S
Daria Mochly-Rosen, PhD, The George D. Smith Professor of Translational Medicine; Professor in the department of chemical and systems biology; Founder and Co-Director, SPARK Translational Research Program, Stanford University, School of Medicine; and Biotech Entrepreneur
Camilla Olson, Serial Entrepreneur, and currently, Founder and CEO, Savitude
Cecily Anne O’Regan, Patent Attorney, Shartsis Friese
George G.C. Parker, Dean Witter Distinguished Professor of Finance, Emeritus, Faculty Director of the Stanford M5x Program, and Co-Director of Finance and Accounting for the Nonfinancial Executive Program, Stanford Graduate School of Business
Rob Reis, Founder and CEO of three successful Silicon Valley startups; currently, Founder and CEO of Higher Ground
Elton Sherwin, President and Founder, Sherwin Advisors, and author of The Silicon Valley Way
Glenn Winokur, CEO and Co-Founder, Syapse, and formerly, Co-Founder and COO, NetIQ

PLEASE NOTE: The guest speakers listed above are tentative only, and it is expected that they will be participating in the class by means of pre-recorded video only. We may have different or additional guest speakers, who may appear by means of pre-recorded video or, possibly, during live, online sessions. All expected appearances by guest speakers, including those listed above and possible different or additional guest speakers, are contingent and subject to possible change,
based upon scheduling, future events, and other circumstances. Additional information concerning guest speakers may be posted on the Continuing Studies website in the future.

*Please see course page for full description and additional details.

**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)**
  - A passing grade (for “Credit”) = at least 80% of expectations for this grade option accomplished.
  - Expectations for this grade option are as follows:
    - Complete all required online course segments. 80%
    - **NOTE:** Your completion of online course segments will be determined by the online software and other systems provided by the Continuing Studies Program (or by other means).
    - Participate in live, online sessions or complete equivalent work, including, at the discretion of the instructor, some of the recommended optional online course segments, additional readings, or other work as assigned by the instructor. 20%

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

**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.

**Materials and Resources:**
Books will be included on the Continuing Studies website and in registration materials.

Links to certain articles that will constitute additional required or recommended readings will be distributed electronically prior to each session. (During the first session, we will discuss the manner in which we will distribute such links.)

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

**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, depending on the availability of guest speakers.

**PLEASE NOTE:** While the subject matter of this course is presented as a tentative weekly outline,
because we anticipate many guest speakers, (a) it is expected that topics from several different weeks will be addressed with most of the guest speakers; and (b) in general, we will be presenting material during one week based on prerecorded discussions with or presentations by one or two (or perhaps more) guest speakers. The weekly outline that follows is, consequently, more analytical than chronological. Therefore, (a) it is unlikely that there will 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.

**Week 1: Welcome — Let’s Jump Right In**

Welcome to BUS 12 W.
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 first prototype
  - Breaking rules
  - Learning lessons
  - Solving problems

Course overview, procedures, and expectations

**Week 2: You and Your Team**

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 — one example, intellectual property issues
Startups — revising the first prototype
  - Frameworks for understanding common challenges startups face
  - Background (definitions, history, statistics, kinds, typologies, etc.)

Assessing your personal goals for the course

**Week 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
Strategies for improving products
Week 4: Infrastructure for Your Startup

Why infrastructure matters
The importance of help and being willing to ask for it
The value of friends
Seeking appropriate advisors
Technological, educational, cultural, and other infrastructure
Key types of help startups may require
Evaluating existing and potential additional infrastructure for startups
Strategies for finding help
Vital resources Silicon Valley offers startups today

Week 5: Capital for Your Startup

How investing in Silicon Valley has changed over time
Types and sources of capital
Advantages and disadvantages of different types of capital
Appropriate capital for startups
  Stages of raising capital
  Types of capital as a startup grows
  Investors and entrepreneurs
Strategies for raising capital

Week 6: Revenue for Your Startup

Markets
Distribution
Different types of business models (payment, advertising, licensing, other)
Different approaches to intellectual property
Business ecosystems
Metrics for assessing the progress of a startup

Week 7: Different Kinds of Startups and Growing Your Startup

Revisiting your personal motivation, goals, skills, capabilities, and readiness
Examples of different kinds of startups
Multiple dimensions
  Scale: big vs. small startups
  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

Startups and growth
Considerations in choosing a development path
Measuring progress
Identifying and responding to challenges
Changing direction
Particular challenges of rapid growth (organizational, managerial, competitive)
Strategies for finding additional help

**Week 8: What Comes Next? Lessons Learned and What the Future May Teach**

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

Reviewing key lessons from our guest speakers
Startups — toward an MVP
Moving forward
  You
  Your startup
  Becoming your own architect
  Restocking the stream
Final thoughts

**Anticipated Session Dates and Times:**
This is an online course. Most of the material will be available for your use when you have online access.

Live interactive Zoom (or other software) sessions are tentatively scheduled for Thursday evenings (in US time zones). On occasion, because of live guest speaker availability or other considerations, the live interactive sessions will be moved to other times. At least one live interactive session will probably be early on a Friday morning (in US time zones), and another may be on a Monday or Tuesday morning or evening (in US time zones).

**Possible Recording:**
**PLEASE NOTE:** We may make video or audio recordings of some or all of the online Zoom sessions for use in anticipated future online versions of this course and for possible future publication on the web, in print, or in other media. Before doing so, however, we will comply with Stanford University’s procedures for obtaining consent. Please look for additional information in connection with registration for the course or before or during 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 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.