Quarter: Winter 2019  
Course Title: How to Build Successful Startups: Learn Lessons Straight from Silicon Valley Entrepreneurs  
Course Code: BUS 11 W (online course --- accelerated 2-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.  

This is an accelerated version of the 8-week course, BUS 12 W.  

You will hear multiple perspectives on many critical topics.  

At the present time (subject to further additions and changes), the lineup of guest speakers includes:

- **Neerav Berry**, Co-Founder and CEO, Payplant, and formerly Co-Founder and COO, Cellmania  
- **Leon Chen**, Ph.D., Venture Partner, OrbiMed Advisors, and formerly Founder, KAI Pharmaceuticals  
- **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 L.P., and Co-Chair, Draper Richards Kaplan Foundation  
- **Jim Fruchterman**, Founder and CEO, Benetech, and formerly Founder, CFO and VP Marketing, Calera Recognition Systems  
- **Jim Kleckner**, Ph.D., Co-Founder and VP Analytics, CloudPhysics, and formerly Co-Founder, Cadence Design Systems  
- **Kira Makagon**, EVP Innovation, RingCentral, and formerly Co-Founder and SVP Products, Octane Software  
- **Ambarish Malpani**, CTO & VP Engineering, Edmodo, and formerly Co-Founder, ValiCert  
- **Ted McCluskey**, M.D., Ph.D., Chief Medical Officer, Finance Technology Leverage, and Biotech Consultant  
- **Jessica McKellar**, Founder and CTO, Pilot.com, and formerly Founder and VP Engineering, Zulip  
- **Alan Mendelson**, Senior Partner, Latham & Watkins, LLP

Please contact the Stanford Continuing Studies office with any questions:
365 Lasuen St., Stanford, CA 94305  
continuingstudies@stanford.edu  
650-725-2650

© 2015-2018 John Kelley. All Rights Reserved
• Jan Møller Mikkelsen, President and CEO, Ascendis Pharma A/S
• Daria Mochly-Rosen, Ph.D., The George D. Smith Professor of Translational Medicine, Professor in the department of chemical and systems biology, and the founder and co-director of SPARK Translational Research Program, Stanford University, School of Medicine, and a biotech entrepreneur
• Camilla Olson, Serial entrepreneur, and currently Founder and CEO, Savitude
• Cecily Anne O'Regan, Patent Attorney, Shartsis Friese
• George G.C. Parker, Ph.D., Dean Witter Distinguished Professor of Finance, Emeritus, Faculty Director of the Stanford MSx Program, and Codirector of the Finance and Accounting for the Nonfinancial Executive Program, Stanford Graduate School of Business
• Rob Reis, Founder and CEO of three successful Silicon Valley startups, and currently, Founder and CEO of Higher Ground
• Elton Sherwin, President and Founder, Sherwin Advisors, and author of The Silicon Valley Way
• Glenn Winokur, Managing Director, Healthbox, formerly Co-Founder & CEO, Syapse, and formerly Co-Founder and COO of NetIQ

**PLEASE NOTE:** There may be changes or additions to the above list of guest speakers, and it is expected that 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 version of the 8-week course, BUS12W (which has the same title). 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 a much shorter period of time --- than in a normal course.

Students will work through all 8 modules in 2 weeks. Students will need to log in at least 5 days per week. The estimated time commitment for the required course elements is at least 14 - 16 hours each week. (Students wishing to complete the additional recommended course elements (videos, reading, etc.) should expect to devote a total of at least 18 - 20 hours each week to the course.)

Furthermore, the live interactive Zoom sessions for BUS 11 W will be more frequent (twice per week) and longer (approximately 90 mins. rather than approximately 60 mins.) than for BUS 12 W. While participation in the live interactive Zoom sessions is
not required, it is highly recommended for all students. 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)**
  - 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 other means)
    - Participate in live, online sessions (as determined by indicating presence both before and after the live, online sessions or by other means) or complete equivalent work (including, in the 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) 20%

*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 “Office Hours” Schedule***:

Live interactive Zoom sessions are tentatively scheduled for alternating Tuesday and Friday afternoons (in the Pacific Time zone) at 12:00 noon – 1:30 pm Pacific Time while the course is in session with one exception: to accommodate students in certain time zones in Asia and Australia, the third live interactive Zoom session will begin four hours later, and will take place from 4:00 – 5:30 pm Pacific Time on January 22, 2019. In addition, both “virtual office” hours and “office” hours will be offered. On occasion,
in the discretion of the instructor, because of scheduling conflicts or other considerations, the live interactive sessions, “virtual office” hours, and “office” hours may be moved to other times or other days.

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

- **FIRST ZOOM SESSION**
  - 12:00 noon - 1:30 pm Pacific Time, Tuesday, January 15, 2019: W1-W2: Live Class Meeting (Zoom Session)

- **SECOND ZOOM SESSION**
  - 12:00 noon - 1:30 pm Pacific Time, Friday, January 18, 2019: W3-W4: Live Class Meeting (Zoom Session)

- **THIRD ZOOM SESSION---- PLEASE NOTE --- FOUR HOURS LATER THAN NORMAL --- 4:00 - 5:30 pm Pacific Time**
  - 4:00 - 5:30 pm Pacific Time, Tuesday, January 22, 2019: W5-W6: 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)**
  - 11:00 am - 12:30 pm Pacific Time, Thursday, January 24, 2019 (signups will not open until midway during the course)

- **“OFFICE” HOURS (CONDUCTED AS A SERIES OF ONE-ON-ONE IN-PERSON MEETINGS AT A COFFEE SHOP IN PALO ALTO, CA, SCHEDULED ON A FIRST-COME, FIRST-SERVED BASIS)**
  - 4:00 - 5:30 pm Pacific Time, Thursday, January 24, 2019 (signups will not open until midway during the course)

- **FOURTH ZOOM SESSION**
  - 12:00 noon - 1:30 pm Pacific Time, Friday, January 25, 2019: W7-W8: Live Class Meeting (Zoom Session)

*PLEASE NOTE: 1. 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. 2. The entire above schedule is subject to change.

**Session Schedule and Availability of Online Materials:**

January 14 – January 25, 2019

This is an online course. Most of the material will be available for your use 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 two 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. Finally, because BUS 11 W is an accelerated version of the 8-week course, BUS 12 W, the units listed below correspond to “weeks” (“W1,” “W2,” etc.), even though the entire course will be completed in two weeks.

**W1: 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 first prototype
  - Breaking rules
  - Learning lessons
  - Solving problems
Course overview, procedures, and expectations

**W2: 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
W3: 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

W4: 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

W5: 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

W6: 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
W7: 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

W8: 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 — towards an MVP
Moving forward
  You
  Your startup
  Becoming your own architect
  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.