

ENTRE 510: Entrepreneurial Strategy

WINTER 2023
Th 6:00pm-9:30pm
PACCAR 292

Professor:	Alicia DeSantola	Office Hours:	By appointment
Office:	PACCAR 421		
Email:	aliciads@uw.edu	website:	http://canvas.uw.edu/

Course Objectives

Entrepreneurship is the pursuit of opportunity beyond resources currently under control. Acting strategically in entrepreneurial settings often demands tackling uncertainty, rapid iteration and experimentation, and acknowledging the “rules” of the game are not yet fixed and are open to shaping. The objective of this course is to identify and understand fundamental strategic principles that influence success in entrepreneurial settings. In particular, the course will emphasize developing an understanding which types of decisions that entrepreneurs make have strategic implications-- shaping the payoffs of other decisions, drawing entrepreneurs into different types of “games” with different types of competitors, or creating other kinds of path-dependencies. Core topics include: business model design, entrepreneurial experimentation, product-market fit, nascent vs. established markets, resource and value paths, scaling, competitive dynamics, and end games.

Methods of Instruction

This course introduces the fundamentals of entrepreneurial strategy and decision making through case studies, lectures, activities, and projects that cover growth-oriented ventures in a variety of industries. By actively contributing in class and completing each assignment, you will learn the tools necessary to launch and grow an entrepreneurial venture. You should look at the Canvas course website for the preparation that is due before each class period.

How you will learn in this course:

- By doing: learn through activities such as the entrepreneurial decision making write-ups
- Case-based: learn through real-world challenges across industries/locations/times
- Dialogue: learn through discussion of key concepts
- Guest speakers and mentors to provide insight into the entrepreneurial journey

Required Course Materials:

- **Course Pack:** Downloadable from the Harvard Business Publishing website and includes required articles and cases. You can purchase it [HERE](#).
- **Canvas:** Links for additional readings and videos will be posted on the course Canvas website, indicating required articles, videos, and other materials for each day. Study questions for each session will also be posted on each session page to help you prepare for class discussions. Make sure to look at the website *before* each class session so that you are prepared for it.

Required Readings

All assigned readings are to be completed before the session in which they will be discussed. Each required reading has been specifically chosen to provide a certain insight or skill; thus, all required readings are mandatory. All ENTRE 510 lectures, study questions, and assignments assume a fundamental understanding of many concepts provided by the readings. Consequently, failure to keep up with the assignments will have an adverse effect on a student's grade.

Use the study questions posted on Canvas for each session to prepare. You are encouraged to discuss each session in advance with your fellow students. In fact, you are required to form a study group with other students and then meet regularly before each class.

Late Assignments

Extensions should be discussed with Prof. DeSantola well in advance of any deadlines. Late assignments will be penalized by a 1/3 of a letter grade penalty for each day that the assignment is late (for example: an A- assignment that is turned in one day late would receive a B+).

Grade Components & Grading Policy

Grade Components	
Participation	20%
Live Case Write Up (Individual)	15%
Product-Market Fit Exercise (Individual)	25%
Final Project (Group)	40%

Class Policies

Students will be evaluated based on contribution to in-class discussions, as well as timely completion of assigned readings and assignments. This as an opportunity for students to stretch themselves and learn skills like teamwork, public speaking, persuasive writing, and defending ideas, as well as the fundamentals of the entrepreneurial process. I will endeavor to create a supportive environment where there is no penalty for taking a definite stance and expressing new ideas.

Participation

Class starts promptly. Arriving late and leaving early will negatively affect your participation grade. Lively participation in classroom discussions, freely and without fear, is strongly

urged. No opinion is held in disregard, and only through active discussion can we arrive at some consensus of reasonable action. Do not come to class without reading that day's online preparation in advance. (All ENTRE 510-related announcements and information will be posted on the Canvas course website). Being punctual, present, and prepared for our class sessions is an important part of contributing to the ENTRE 510 learning community.

Students will be evaluated on their participation in classroom discussions, whether about the case under consideration or about the topic of the lecture. The grading of classroom participation is difficult because of an element of subjectivity not present in grading written assignments. Nevertheless, it is a vital part of the course. Most students feel comfortable in speaking up with thoughtful comments and questions, but some do not, and I wish to be fair to everyone. I will not be grading on "air time," but rather on the quality of the question or comment.

Specifically, I will evaluate:

- the **frequency** of your class contributions
- the **quality** of your contributions (ability to draw on course materials and your own experience productively; ability to advance or sharpen our discussions; willingness to take risky or unpopular points of view; use of logic, precision, and evidence in making arguments)
- the **professionalism** of your conduct. This includes punctuality, preparedness, respecting class members and their contributions, and refraining from conduct that is distracting, including texting, allowing your cell phone to ring, and using your laptop or any other electronic device for purposes other than notetaking during class. Your experiences in the Foster School are intended to prepare you for a professional environment. Part of this is learning to be concise in email and other communications and respecting others' (including the instructor's) time.

Our distinguished guest instructors and speakers are assertive, successful, and articulate. Interrupt and ask them questions at any time. They will display an earnest desire to help you understand entrepreneurship.

Given the importance of class participation, I will do my best to get to know you quickly. Feel free to discuss the course and your learning progress with me during my office hours or by appointment. I can promise you that I will do my best to help you grow in your understanding of entrepreneurship and build your confidence in voicing your opinion throughout the course.

E-Mail Policy

Please include "[ENTRE 510]" at the beginning of the subject line of all e-mails and only send emails from your UW email account. I will try to reply to all e-mails within 24 hours but may respond more slowly over weekends and holidays. Please feel free to send a follow-up e-mail if you have not received a response from me after a day.

Electronics Policy

In consideration of others in the classroom, I request you to adhere to common courtesies by turning off cell phones and other electronic devices during class.

Academic Integrity and Misconduct

The University of Washington Student Conduct Code states that students are expected to “Practice high standards of academic and professional honesty and integrity.” This means that students will not engage in activities like plagiarism, multiple submissions, (submitting a paper for credit to more than once class), turning in a paper, or part of a paper, that you did not write.

Academic dishonesty will not be tolerated in any form. You are always welcome to discuss your ideas and assignments for this course with your fellow classmates; however, all assignments must reflect your own effort, thinking, and writing. Copying other’s assignments, looking at graded assignments or other work from previous quarters (other than what is posted on Canvas by the instructor), obtaining full or partial answers or case notes from the internet, or any other form of academic dishonesty will result in a zero grade on the assignment and/or exam. Instances of potential violations will be forwarded to the relevant associate dean and handled in compliance with the University of Washington Student Conduct Code as outlined in Washington Administrative Code 478-121.

Religious Accommodations

Washington state law requires that UW develop a policy for accommodation of student absences or significant hardship due to reasons of faith or conscience, or for organized religious activities. The UW’s policy, including more information about how to request an accommodation, is available at [Religious Accommodations Policy](https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/) (<https://registrar.washington.edu/staffandfaculty/religious-accommodations-policy/>). Accommodations must be requested within the first two weeks of this course using the [Religious Accommodations Request form](https://registrar.washington.edu/students/religious-accommodations-request/) (<https://registrar.washington.edu/students/religious-accommodations-request/>).

Access and Accommodations

Your experience in this class is important to me. If you have already established accommodations with Disability Resources for Students (DRS), please communicate your approved accommodations to me at your earliest convenience so we can discuss your needs in this course.

If you have not yet established services through DRS, but have a temporary health condition or permanent disability that requires accommodations (conditions include but not limited to; mental health, attention-related, learning, vision, hearing, physical or health impacts), you are welcome to contact DRS at 206-543-8924 or uwdrs@uw.edu or <http://depts.washington.edu/uwdrs/>. DRS offers resources and coordinates reasonable accommodations for students with disabilities and/or temporary health conditions. Reasonable accommodations are established through an interactive process between you, your instructor(s) and DRS. It is the policy and practice of the University of Washington to create inclusive and accessible learning environments consistent with federal and state law.

Online Resources on Entrepreneurship

- Podcasts which can be found on Apple's podcasting app
 - [NPR's How I Built This](#): Excellent podcast interviewing founders
 - [DFJ Entrepreneurial Thought Leaders](#): A series of talks by founders and entrepreneurs
- For publications, there are popular magazines targeted to entrepreneurs and small business like [Entrepreneur](#), [Inc.](#), and [Fast Company](#). There are also general business publications like the [Harvard Business Review](#), [Wall Street Journal](#), and [Financial Times](#) and local publications like the [Puget Sound Business Journal](#). Use your UW account to get free access to these sources.
- For databases, refer to the UW Libraries' [online research guide](#) and research help services. They offer an online appointment calendar and also e-mail, chat, and drop-in help.
- Additionally, what you can find through your UW/Foster network:
 - [Arthur W. Buerk Center for Entrepreneurship](#)
 - [Jones + Foster Accelerator Program](#)
 - [UW CoMotion](#)

Course Calendar

Week	Topic	Day	Date	Activities	Guest Speaker
1	Making Strategy Entrepreneurial	Thu	Jan 5	<p>Read syllabus <u>closely</u> Download course packet ** Canvas: Strategy for Startups Come prepared to share five “unmet” or “poorly solved” needs in your life and map them onto the strategy compass. Focus on areas where you or your company are willing to spend additional money to solve the problem (versus simply wanting service X for cheaper) ** Packet (Case): Birchbox Canvas: What’s next for sample beauty boxes? Canvas: The rewards of sampling Canvas: Birchbox, seller of beauty products, steps out from web with a store Canvas: Birchbox store Yelp reviews</p>	
2	Business Models	Thu	Jan 12	<p>Live Case: DevOps (Prompt to be released at start of class) Packet: Business Model Analysis for Entrepreneurs Packet (Case): Homeaway Canvas: The New M&A Playbook</p>	Kyle McCullough, Founder-CTO at DevOps
3	Making Nascent Markets	Thu	Jan 19	<p>Packet: The New-Market Conundrum Packet (Case): Parrot Drones Canvas: What Exactly Is Cultivated Meat, and When Can We Eat It?</p>	Justin Kolbeck, Founder-CEO at Wildtype
4	Lean Startups	Thu	Jan 26	<p>Packet: Hypothesis Driven Entrepreneurship Canvas: An MVP is not a cheaper product, It’s about smart learning Canvas: Continuous customer discovery Packet (Case): Lit Motors</p>	Manish Gaudi, CEO at Midnight Cookie Company
		Sun	Jan 29	<p>ASSIGNMENT DUE: Live Case</p>	
5	Product-Market Fit	Thu	Feb 2	<p>Coaching for Product-Market Fit Exercise Packet (Case): Pandora</p>	Anthony Diamond, Business Lead at Pioneer Square Labs

Week	Topic	Day	Date	Activities	Guest Speaker
6	Disruptive Innovation	Thu	Feb 9	Packet (Case): Netflix 2011 Canvas: What is Disruptive Innovation? Canvas: How Airbnb Pulled Back from the Brink	
		Sun	Feb 12	ASSIGNMENT DUE: Product-Market Fit Exercise	
7	Resource & Value Paths	Thu	Feb 16	Canvas: How Funding Works Canvas: The Founders' Dilemma Packet (Case): Evan Williams (A) Note: Bring computer to class! We will be reading Evan Williams (B), which will be released at the start of class.	Jamie Nacht, Founder-CEO at Havium
8	Scaling & Growth	Thu	Feb 23	Packet (Case): Cloudflare Packet: Start-ups that Last: How to Scale Your Business <u>Reminder: Class will be held over Zoom for this session</u>	
9	Competitive Dynamics: First Mover Advantages & Endgames	Thu	Mar 2	Packet (Case): Online Pet Supply	
10	Wrap-Up	Thu	Mar 9	Wrap-up Final Presentations	
		Sun	Mar 12	ASSIGNMENT DUE: Final Project	