Leadership in New Ventures
Spring 2003
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Executive in Residence

Course Overview

This course will focus on effective strategies for leading and managing start-up ventures. Emphasis will be on leading and managing start-up organizations from idea phase through planning, implementation, and operating stages. The course will include strategies and tools applicable for managers at all organizational levels. Coursework will incorporate business case studies, class discussion, and individual written analysis of case solutions. Topics will include:

- Leadership strategies for successful start-ups.
- Beyond the business plan: developing effective implementation, operating plans and organizational plans for leading new ventures.
- Building an effective culture/start-up environment.
- Building an effective start-up organization; building a team.
- Marketing and competitive strategies for new products.
- Managing start-ups and new ventures in larger organizations (intrapreneurship).
- New venture challenges: managing change, high growth, failure.

Objectives

The objectives of this course are:

- Expose students to the unique challenges of leading start-ups or early venture organizations.
- Involve students in the art of leadership planning for new ventures.
- Develop a sense of the “do’s and don’t’s” of new venture leadership through analysis and discussion of actual business cases.

Requirements

This will be an interactive course. In addition to individual case preparation, students will be expected to participate in class discussions. Course requirements include:

- Required reading:
  - Selected Harvard Business School case studies and articles.
- Optional reading: Optional reading and class discussion will be from these two books.
  - **The Venture Imperative, A New Model for Corporate Innovation**, Heidi Mason, Tim Rohner. Harvard Business School Press. (selected optional reading assignments will be selected from this book throughout the course)
  - **The Innovator’s Dilemma**, Clayton Christensen, Harper Business Press.

- Five individual written case analyses. Maximum 2 pages each.

**Guest Speakers**

Guest speakers will be invited to share their experiences in leading new ventures in a variety of consumer-oriented businesses. Guests will include former division president of one of the world’s most “intrapreneurial” companies, Walt Disney. Other speakers will include executives from the “dot.com” world, health-care, and venture capital industries.

**Grading**

- Class participation 25%
- 5 individual written case analyses (15% each) 75%

**Course Content and Schedule**

April 3, 2003

**Topic:** What is New Venture Leadership?

**Course Overview**

- Read **The Entrepreneurial Venture** pages 1-34 and 65-100.
- Optional reading: **The Venture Imperative** pages 1-24 and 45-67.
- Discussion preparation. Be prepared to discuss the following:
  - What is leadership?
  - What is entrepreneurship?
  - Why is leadership different in start-ups/new ventures versus traditional established organizations?
  - What types of individuals make good venture leaders?
  - What specific skills are necessary in venture teams?
  - Is “venturing” for everyone?
April 10, 2003

Topic: From Idea to Reality
New Venture Planning
Beyond The Business Plan

- Read The Entrepreneurial Venture pages 121-189 and pages 351-358.
- Optional reading: The Venture Imperative pages 109-143.
- Individual case preparation: “Heather Evans” Harvard Business School case # 9-384-079. Be prepared to discuss the following:
  o Is Ms. Evans’ business proposition (“a new style of clothing for conservative businesswomen”) a good idea? Why or why not?
  o How can Ms. Evans validate her business proposition?
  o What are the key elements of a good plan?
  o What is the difference between a business plan and an operating plan?
  o What should Ms. Evans do?

April 17, 2003

Topic: New Venture Organizations

- Read The Entrepreneurial Venture pages 392-403 and 441-458.
- Optional reading: The Venture Imperative pages 145-184.
- Individual case preparation: “Rob Waldron at Score Educational Centers” Harvard Business School case #9-401-018. Prepare written case analysis (max 2 pages typed) and be prepared to discuss. Written analysis should answer the following:
  o What has been the impact of Score’s initial culture, organization, and employee profile on the success of Score to date?
  o What are Score’s key organizational success factors for future growth and expansion?
- Guest speaker: Mark Murano, Vice President, Human Resources for BriteSmile Inc.
April 24, 2003

**Topic:** Marketing New Ventures

- Read “The Experience Economy”, Harvard Business Review reprint #98407
- Optional reading: The Venture Imperative pages 185-258.
- Individual case preparation: “TiVo” Harvard Business School case # 9-501-038. Prepare written case analysis (max 2 pages typed) and be prepared to discuss. Written case analysis should be a marketing plan for TiVo and should address the following:
  - Who is the customer?
  - Product positioning.
  - Media plan.
  - “30 second pitch” and “30 second commercial.”

**Guest Speaker:** Hal Logan, Executive Vice President, Marketing, Mannhein Auto Auctions, Cox Communications. Former CEO Vicinity, Pacific Bell Information Services.

May 1, 2003

**Topic:** Intrapreneurship: Corporate Venturing

- Read The Entrepreneurial Venture pages 481-552.
- Optional reading: The Venture Imperative pages 261-335.
- Discussion preparation. Be prepared to discuss the following:
  - Can large, established organizations be successful at starting and managing new ventures?
  - What type of culture and organization structure is necessary for corporate venturing to work?
  - What makes corporate venturing different?
  - How are “corporate” leaders different from new venture leaders?


**Guest Speaker:** Richard Craven, Regional Vice President, BriteSmile Inc. Former COO, Fotoball, Director of Operations, Walt Disney Art Editions.
May 8, 2003

Topic: Managing Change

Managing Rapid Growth

- Read The Entrepreneurial Venture pages 361-391.
- Individual case preparation (case TBD).
- **Guest Speaker:** Dennis Hightower. Former CEO, Europe Online. Former President, Disney Home Video/Interactive; former President, Disney Consumer Products, Europe; Board of Directors, Gillette, Northwest Airlines, Pan Sat Cable, BriteSmile, Inc. Professor of Leadership, Harvard Business School.

May 15, 2003

Topic: Start-up Challenges: Culture, Ethics, Legal/Regulatory

- Read The Entrepreneurial Venture pages 223-237, 326-334 and 459-477.
- Individual case preparation, “Iggy’s Bread of the World” Harvard Business School case #9-801-282. Prepare written case analysis (max 2 pages typed) and be prepared to discuss. Written analysis should answer the following:
  - What should Igor and Ludmilla Ivanovic do to address the dilemma presented at the end of the case?
- **Guest Speaker:** Alan Seiffert, Vice President, Business Affairs, NBC Enterprises. Former Associate General Counsel, National Basketball Association, Vice President, Fox Entertainment.

May 22, 2003

Topic: Start-up Challenges: Success or Failure?

- Individual case preparation, “Dragonfly Corporation” Harvard Business School case #9-393-118. Prepare written case analysis (max 2 pages typed) and be prepared to discuss. Written analysis should answer the following:
  - As the owner of the company, what is your immediate action plan to keep the venture going, or shut down?
• **Guest Speaker: Kate Mitchell,** Managing Director, B of A Ventures.

May 29, 2003

**Topic:** Leadership Strategies

- Individual case preparation: “Meg Whitman at Ebay” Harvard Business School case #9-401-018. Prepare written case analysis (max 2 pages typed) and be prepared to discuss. Written analysis should be a high-level, bullet-point presentation of the following from Meg Whitman’s point of view:
  - Top five priorities as the new CEO of Ebay.
  - 30-60 day action plan.
  - 6-month action plan.

June 5, 2003

**Topic:** Lessons from a “Start-up Junkie”

**Summary and Conclusions**

- Read “Common Sense and Conflict, an Interview with Disney’s Michael Eisner” Harvard Business Review reprint #00111.