

MBA and M.Sc. Courses

Technology Ventures – from idea to execution

EntMBA 2021

Day	Hour	Lecturer	Email	Telephone
21-24/2/21	17:00-21:30	Dr. David Zvilichovsky	davidz@tau.ac.il	

Teaching Assistant (TA): Tzahi Madgar (tzahi.m@gmail.com)

Office Hours: By appointment

Course Units

1 Yas - Intensive module - Attendance is Mandatory

Course Description

Technology Ventures – From Idea to Execution

Overview

This course covers select topics in Entrepreneurship and Innovation. The course introduces students to the concepts, challenges and tools associated with the creation and evaluation of New Technology Ventures and reflects on some of the drivers of innovation as well as the societal effects of NTVs. During the course we shall discuss entrepreneurs and entrepreneurship, sharpen our abilities to review venture opportunities and expand our understanding of the various stages and factors which impact the success of NTVs.

The course also incorporates an overview of the Israeli High-Tech Eco-system and will use examples from past and current high-tech companies, policy instruments and related cases that facilitate a deeper understanding of concepts in entrepreneurship and innovation. The drivers behind successful high-tech ecosystems as well as the specific Israeli context are discussed.

Business model design methodologies are studied and implemented using current companies.

The course also includes an overview of market structures and concepts which have a strong impact on a wide variety of current-day technology ventures; including: Networks and Network Externalities, Two Sided Markets, Free and 'The Long Tail'.

Teaching methodology incorporates lectures, case studies and active student participation.

The course Assignment will be performed on portfolio companies of TheTime (www.thetime.co.il) a technology incubator with a focus on startups in the areas of Telecom, Internet, Media and Entertainment. This will allow participants to get a better feeling for the way theory becomes practice.

There is no exam. Class grade will be determined according to the course assignment, class presentation and participation. **Attendance is Mandatory.**

Course Objectives

This course introduces students to the concepts, challenges and tools associated with the creation and evaluation of New Technology Ventures. During the course we shall discuss entrepreneurs and entrepreneurship, sharpen our abilities to review venture opportunities and expand our understanding of the various stages and factors which impact the success of NTVs.

The course also includes an overview of market structures and concepts which have a strong impact on a wide variety of current-day technology ventures; including: Networks and Network Externalities, Two Sided Markets and the Long Tail'. This will facilitate a better understanding of economic and market structures that have a profound effect in today's connected economy.

We shall review drivers of innovation and provide insights into the societal impact of innovation and its implications for government policy and venture financing. In the context of externalities we shall gain further understanding on how such externalities affect strategy, business model design, revenue model design competition, success and overall market welfare.

Business model design methodologies are studied and implemented using current companies. This will enhance one's ability to build and review business models.

Evaluation of Student and Composition of Grade

Percentage	Assignment		
10	Attendance		Mandatory
10	Participation		
80	Course Assignment		Language: English

* According to University regulations, participation in all classes of a course is mandatory

Course Assignments

See Course Moodle site

Grading Policy

In the 2008/9 academic year the Faculty instituted a grading policy for all graduate level courses that aims to maintain a certain level of the final course grade. Accordingly, this policy will be applied to this course's final grades.

Additional information regarding this policy can be found on the Faculty website.

Evaluation of the Course by Students

Following completion of the course, students will participate in a teaching survey which is designed to facilitate feedback regarding the course and the instructor.

Course Site (Moodle)

The course site will be used to communicate messages and material to students.

You should check the course site regularly for information on classes and assignments.

Course material will be available on the course site.

Please note that topics that are not covered in the course material but are discussed in class are considered integral to the course.

Course Outline*

Course Topics and Plan Order and time allocation may change (Item 9 is subject to time availability) *	Recommended Reading (Details in Course References)	Additional Reading
1. Course Introduction 2. The Israeli High Tech Eco System in perspective 3. Innovation externalities and R&D policy	R1,R4	R5
4. Entrepreneurs and Entrepreneurship	P1, B1: ch 1	B6: p11-24
5. Frameworks for evaluating NTV opportunities.	B1: ch 2 & 4	
6. Designing & Evaluating Business Models	B2, B3	
7. Factors affecting the success of early stage technology ventures. a) Industry Data b) Academic Research	R2,R3 P3,P4,P5	R4,R5 P2
8. Networks, Externalities and Two Side Markets	B7	P6,P11
9. Economic forces in todays interconnected world: a) Free b) Long Tail	B8, P8 B9 , P7	P9
10. (Time permitting) Sources and modes of Financing NTVs (Including Crowdfunding)	B1: ch 18	P10,P11,P12

*Subject to change

Reading References

Course References

The course shall cover select topics and data from the following publications:

Books:

- B1. **(TB)** Thomas Byers, Richard Dorf & Andrew Nelson, Technology Ventures from Idea to Enterprise, McGraw-Hill,
- B2. **(BP)** Alexander Osterwalder & Yves Pigneur, Business Model Generation, WILEY
- B3. **(4S)** Steven Gary Blank, The Four Steps to the Epiphany, successful Strategies for Products that Win
- B4. <>
- B5. <>
- B6. **(HB)** Ayala Malach-Pines & Mustafa F. Ozbilgin - Editors, Handbook of Research on High Technology Entrepreneurs, Edward Elgar Publishing
- B7. Carl Shapiro & Hal R. Varian, Information Rules: A Strategic Guide to the Network Economy, Harvard Business School Press
- B8. **(CA1)** Chris Anderson, Free: The Future of a Radical Price, Hyperion
- B9. **(CA2)** Chris Anderson, The Long Tail: Why the Future of Business is Selling Less of More, Hyperion

Reports:

- R1. **(UN)** Unesco Country R&D report
<http://uis.unesco.org/apps/visualisations/research-and-development-spending/>
- R2. **(SG)** The Startup Genome and ecosystem reports:
- R3. **(UC)** The Unicorn Club Report : Learning from Billion Dollar Startups
- R4. **(IVC1)** IVC-ZAG HT Survey
- R5. **(IVC2)** IVC - Meitar High-Tech Exits Report

Papers:

(Note that the list of papers is expected to be further updated during the course)

- P1. **(CP)** Perez, Carlota. "Technological revolutions and techno-economic paradigms." Cambridge journal of economics 34.1 (2010): 185-202.
- P2. **(DS)** Delmar F. & Shane S., Does experience matter? The effect of founding team experience on the survival and sales of newly founded ventures, *Strategic Organization*, 2006 vol 4/3:215-247
- P3. **(GO)** Gompers, P., Lerner J., Scharfstein D. and Kovner A. (2010). "Performance Persistence in Entrepreneurship and Venture Capital.", *Journal of Financial Economics*, 98(1),18-32
- P4. **(EA)** Eesley, Charles E., David H. Hsu, and Edward B. Roberts. "The contingent effects of top management teams on venture performance: Aligning founding team composition with innovation strategy and commercialization environment." *Strategic Management Journal* 35.12 (2014): 1798-1817.
- P5. **(MS)** Michael Song , Ksenia Podoyntsiyana, Hans Van der Bij & Johannes Halman, Success Factors in New Ventures: A Meta-analysis , *Product Innovation Management* 2008;25: pp 7-27
- P6. **(RS)** Raji Srinivasan, Gary L. Lilien, & Arvind Rangaswamy, First in, First out? The Effects of Network Externalities on Pioneer Survival, *Journal of Marketing*, 2004, pp 41-58
- P7. **(EB)** Erik Brynjolfsson, Yu (Jeffrey) Hu, Michael D. Smith , The Longer Tail: The Changing Shape of Amazon's Sales Distribution Curve , 2010
- P8. **(KS)** Kristina Shampanier, Nian Mazar, Dan Ariely, Zero as a Special Price: The True Value of Free Products, *Marketing Science*, 2007, pp 742-757
- P9. **(MP)** Martin Peitz, Patrick Waelbroeck, Why the music industry may gain from free downloading -The role of sampling, *International Journal of Industrial Organization*, 2006, pp 907–913
- P10. **(EM)** Ethan Mollick, The dynamics of crowdfunding: An exploratory study, *Journal of Business Venturing*, 2014, pp 1-16
- P11. **(DZ)** David Zvilichovsky, Yael Inbar & Ohad Barzilay: Playing on Both Sides of the Market: Evidence from a crowdfunding platform , 2016
- P12. **(DZ2)** David Zvilichovsky, Shai Danziger & Yael Steinhart: Making the Product Happen, a Driver of Crowdfunding Participation, *Journal of Interactive Marketing*, 2018