

USC Marshall

School of Business
Lloyd Greif Center for
Entrepreneurial Studies

BAEP 553 – Cases in New Venture Management
Summer 2019
Online/3 Units
May 22, 2019 – July 31, 2019
Wednesdays, 5:00pm – 6:30pm (Pacific Daylight Time)

Students are required to participate in “real time” online sessions on Wednesdays, 5:00 pm – 6:30 pm PDT, in addition to completing other online content. Only register for this class if you can log on for the Wednesday evening online sessions.

Instructor: Steve Mednick
Associate Professor of Entrepreneurship
USC Marshall School of Business
Lloyd Greif Center for Entrepreneurial Studies
University of Southern California Angeles, CA 90089-0441
steven.mednick@marshall.usc.edu
949-838-5894

Office hours: By appointment

Please use my email or voicemail to discuss items of a personal nature. Any questions about the course material, content, or procedures should be posted on the Blackboard discussion board, where responses will be available to benefit all class members, or addressed during our MarshallTALK sessions.

Prerequisites: None

Required Readings: There is no text or course reader; however, readings and/or cases may be assigned throughout the semester. Readings and cases will be posted to Blackboard.

Course Learning Outcomes

- Evaluate challenges relating to new ventures
- Assess new venture opportunities
- Analyze strategic choices in relation to new ventures

Course Description

This course provides students with insight into the issues, challenges and opportunities involved in the creation and management of a new venture over its full life cycle. Typically, entrepreneurs are consumed with their product or service and are not prepared to strategically nor tactically lead the venture.

In this course, students will have an opportunity to learn from and engage with proven entrepreneurs who have started businesses and who have faced the many issues, challenges and opportunities that come-up in early to mid-stage ventures. Through this course, students will gain an understanding of what it takes to start and lead a venture to sustainability and possible exit. This course will focus on the issues, challenges and opportunities typically facing an early stage to emerging venture with annual revenues of \$0 to over \$100 million to help you prepare to launch your venture.

The course is divided into modules which correspond with weeks. Students are required to complete all of the reading assignments, pre-recorded lectures, interactive exercises, and homework assignments at their own pace during the week *before* attending the live video conference (aka MarshallTALK) session, where they will interact with one another and with faculty at the same time to apply the concepts they've learned throughout the week. It is estimated that students will spend approximately 9 hours per week to complete each module in a 3-unit course.

Course Topics

In this course, you will have an opportunity to explore a number of issues in an early to mid-stage venture such as:

- What entrepreneurs do (or fail to do) to prepare themselves to launch their venture
- Starting a new business in an industry where the entrepreneur has a passion but no background. Wise? What are the added costs, issues, challenges?
- How entrepreneurs react to the daily ups and downs of leading a venture
- The personal toll on the entrepreneur, his/her family and friends when launching a new venture
- What issues arise in a family owned business?
- How early stage businesses create culture
- How an early stage business competes against large, established enterprises (“David vs. Goliath”)?
- How entrepreneurs go from “me selling our product or service” to us (hiring sales people) selling our product or service
- How to identify and select outside service providers (attorneys, accountants, bankers, etc.) who understand the difficulties of early stage businesses?
- How to grow sales with limited resources, *i.e.*, bootstrapping
- Growth through mergers and acquisitions
- How to secure outside funding – debt and equity
- How to prepare for succession planning
- How to prepare your company for exit. And, when is the best time to sell
- How to establish a compensation philosophy

- How to select an effective and active board of advisors
- Transitioning from entrepreneur to entrepreneur CEO
- How to create an environment that fosters innovation
- What is the value of patent protection?
- How to develop and execute a franchise business model
- When to recognize, as the entrepreneur, it's time to step aside and let someone else lead the venture

Grading

Activity	Points
Class Participation	200
8 Pre-Class Papers (required but not graded separately from post-class papers)	n/a
Post-Class Papers; up to 8 submissions x 200 points each	1,600
Rules of the Road	400
Presentation (4-minute individual presentation with slides)	200
TOTAL	2,400

Note: additional presentation points may be offered throughout the semester to reward individuals/teams presenting more than once. When offered, sign-ups will be taken on a first come, first served basis.

Course Assignments

Weekly Vignettes:	Required reading – Not graded
Pre-Class Paper:	Must submit 8 – Required but not graded separately
Post-Class Paper:	Must submit 8 – 200 points each. Submitted with pre-class paper
Student Presentations:	Must present either a pre-class or a post-class paper – 200 points

LATE WORK WILL LOSE 10% of the POINTS for **each week** it is late. After the second week, you will not receive a grade. Always post your work to Blackboard before the respective MarshallTALK session.

Weekly Vignettes

Over the course of the semester, 9 separate topics will be presented via weekly vignettes. Each student, at his/her sole discretion, shall select 8 of the 9 topics to submit both a pre-class and a post-class paper to Blackboard. The first 8 post-class submissions (a single submission comprising both the pre-class and post-class papers) will receive points. In order to submit a post-class paper, a student must submit an ungraded pre-class paper, posted to Blackboard only, before the start of MarshallTALK session in which the topic will be presented. [Note: Blackboard will not accept late submissions.] No exceptions.

8 Pre-Class Papers (Required but not graded separately)

Each week the faculty will post a vignette introducing the next week's topic. If a student wishes to submit a graded post-class paper, she/he must post this pre-class paper to Blackboard before the start of the MarshallTALK session in which the vignette will be discussed. This paper should be no more than one page in length and outline the student's initial thoughts presented in the vignette. The pre-class paper will be reviewed at the time the post-class paper is evaluated as set forth below.

Note: A pre-class paper submission to Blackboard and Marshall Talk session attendance is an absolute pre-requisite to submitting a post-class paper. No exceptions.

8 Post Class Papers (200 points each)

The post-class paper shall comprise of two parts. Part one is the student's pre-class paper. Part two shall be a discussion of (1) what the student learned from the online guest speaker, (2) how the student's pre-class thoughts aligned or differed with the class discussion and (3) the student's key takeaway elements. Including the pre-class paper, the post-class paper may not exceed 3 pages in length. Post-class papers will be evaluated based upon the student's pre-class paper and presentation of the three discussion points. Post-class papers are to be submitted to Blackboard.

Papers will receive points based upon the following evaluation scale:

200 points – outstanding issue insight	175 points – good issue insight
150 points – fair issue insight	125 – minimal issue insight

Note: if the pre-class paper is not included with the submission of the post-class paper, the maximum available point total for the paper is 175 points.

Student Presentations

One 4-minute presentation with Presentation slides (200 presentation points)

Each MarshallTALK session up to 4 individuals will present either their pre-class or post-class papers to the class (maximum of 2 pre-class and 2-post class presentations each week). Individuals will have no more than 4 minutes and must use up to four presentation slides. Please sign-up on Blackboard before class (MarshallTALK) if you would like to present. There are no "make-ups" for this activity. Please sign-up early to assure yourself of a presentation slot.

The Rules of the Road

By the final week of the course, the student will have crafted eight (8) post-class papers in response to issues, challenges and opportunities involved in the creation and managing of a new venture over its full life cycle. Due on the last day of class, each student will submit a final project presenting their rules of the road learned when creating and managing a new venture over its full life cycle. There is no length requirement, and the student may submit the project in any form of their choosing. Though only eight of the topics have been submitted for evaluation, the student may include thoughts from the other three weeks. The Rules of the Road is worth **400 points**. The assignment will be evaluated based upon both content and form with content counting 300 points and form 100 points.

Rules of The Road Late Penalty. A different and separate penalty schedule applies to the Rules of the Road assignment as follows: **The Rules of the Road Assignment is due Wednesday, July 31.** A 10% penalty of your grade will be deducted for assignments submitted after 5:00 pm on the day it is due. **An additional 10% daily penalty** will apply for each day thereafter until your assignment is submitted to Blackboard.

Participation and Class Assignments

MarshallTALK Attendance

The Entrepreneur Program is a real-life experience and as such expects real world professionals. The motto is “*treat each other as you would a customer.*” Therefore, tardiness and absences without notice are not acceptable. If you have a customer meeting, you will be on time. If you cannot be on time, you will call well in advance. Similar etiquette is required in this program. **MarshallTALK sessions are a mandatory requirement to submitting a Post-Class Paper. There are no make-ups or excuses.**

Class (MarshallTALK) participation:

MarshallTALK participation is a critical element in the success of the course. Consequently, it is given equal weight to one of the post class papers as follows:

- **200 points** – student is highly engaged in MarshallTALK session on a weekly basis contributing insightful questions and thoughts.
- **125 points** – student is moderately engaged in MarshallTALK session on a periodic basis and occasionally contributes insightful questions and thoughts.
- **50 points** – student is somewhat engaged in MarshallTALK session contributing obvious questions and thoughts.
- **0 points** – student does not contribute in MarshallTALK session.

Live Guest Speakers during Our Wednesday Class Sessions

The speakers you will be viewing via the Blackboard were recorded during a residential BAEP 553 class session. Though we will make every effort to have a few [not all] of these guests join us during a Wednesday session when we are discussing their topic, we make no guarantees of their availability.

Course Etiquette and Online Guest Speakers

Treat your professors and classmates as you would a customer. You will get in return what you give. There are no excuses. We operate this class like the business world.

As online guest speakers share their personal stories, please note that the content may at times be mature in nature and/or differ with your personal beliefs. The intent is not to offend students; yet the content is presented in order for students to learn from other entrepreneurs and their journeys. Also, please be aware that most guests are not available to join us in our weekly online class sessions.

Confidentiality Policy

Throughout the Entrepreneur Program's classes and events, students will be exposed to proprietary information from other students, guest lecturers and faculty. It is the policy of The Entrepreneur Program that all such information is to be treated as confidential.

By enrolling in and taking part in The Entrepreneur Program's classes and activities, students agree not to disclose this information to any third parties without specific written permission from students, guest lecturers or faculty, as applicable. Students further agree not to utilize any such proprietary information for their own personal commercial advantage or for the commercial advantage of any third party.

In addition, students agree that any legal or consulting advice provided without direct fee and in an academic setting will not be relied upon without the enlisted opinion of an outside attorney or consultant, without affiliation to The Program.

Any breach of this policy may subject a student to academic integrity proceedings as described in the University of Southern California University Governance Policies and Procedures as outlined in *SCampus*, and to the remedies that may be available at law.

The Entrepreneur Program, the Marshall School of Business and the University of Southern California disclaim any responsibility for the protection of intellectual property of students, guest lecturers or faculty who are involved in The Entrepreneur Program classes or events.

Receipt of this policy and registration in our classes is evidence that you understand this policy and will abide by it.

Statement on Academic Conduct

USC seeks to maintain an optimal learning environment. General principles of academic honesty include the concept of respect for the intellectual property of others, the expectation that individual work will be submitted unless otherwise allowed by an instructor, and the obligations both to protect one's own academic work from misuse by others as well as to avoid using another's work as one's own (plagiarism). Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. All students are expected to understand and abide by the principles discussed in the *SCampus*, the Student Guidebook ([USC SCampus](#)). A discussion of plagiarism appears in the University Student Conduct Code (section 11.00 and Appendix A).

Students will be referred to the Office of Student Judicial Affairs and Community Standards for further review, should there be any suspicion of academic dishonesty. The Review process can be found at: [USC Student Judicial Affairs and Community Standards](#). Failure to adhere to the academic conduct standards set forth by these guidelines and our programs will not be tolerated by the USC Marshall community and can lead to dismissal.

Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in [SCampus in Part B](#), Section 11, "Behavior Violating

University Standards”. Other forms of academic dishonesty are equally unacceptable. See additional information in [SCampus](#) and [USC policies on scientific misconduct](#).

USC Emergency Information - [USC Emergency](#)

Support Systems

If an officially declared emergency makes travel to campus infeasible, *USC Emergency Information* will provide safety and other updates, including ways in which instruction will be continued by means of blackboard, teleconferencing, and other technology.

The Office of Disability Services and Programs – (213) 740-0776

[The Disability Services and Programs](#) (DSP) office provides certification for students with disabilities and helps arrange the relevant accommodations. Any student requesting academic accommodations based on a disability is required to register with DSP each semester.

Student Counseling Services (SCS) - (213) 740-7711 – 24/7 on call

Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention. Go to: [USC Engemann Student Health Center Website](#)

National Suicide Prevention Lifeline - 1-800-273-8255

Provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week. Go to: [National Suicide Prevention Lifeline](#)

Relationship & Sexual Violence Prevention Services (RSVP) - (213) 740-4900 - 24/7 on call

Free and confidential therapy services, workshops, and training for situations related to gender-based harm. Go to: [USC Engemann RSVP Services](#)

Sexual Assault Resource Center

For more information about how to get help or help a survivor, rights, reporting options, and additional resources, visit the Website: [Sexual Assault Resource Center](#)

Office of Equity and Diversity (OED)/Title IX compliance – (213) 740-5086

Works with faculty, staff, visitors, applicants, and students around issues of protected class. Go to: [Office of Equity and Diversity Website](#)

Bias Assessment Response and Support

Incidents of bias, hate crimes and microaggressions need to be reported allowing for appropriate investigation and response. Go to: [USC Student Affairs - Bias Assessment Response and Support](#)

Student Support & Advocacy – (213) 821-4710

Assists students and families in resolving complex issues adversely affecting their success as a student EX: personal, financial, and academic. Go to: [USC Student Affairs - Student Support and Advocacy](#)

Diversity at USC – [Diversity Matters](#)

Tabs for Events, Programs and Training, Task Force (including representatives for each school), Chronology, Participate, Resources for Students

American Language Institute - [ALI](#)

Students whose primary language is not English should check with the *American Language Institute*, which sponsors courses and workshops specifically for international graduate students.

System Requirements

Technical Support

- For Blackboard support go to [USC ITS Services Website](#) or call USC ITS at 213.740.555
- For MarshallTALK (Zoom) support go to [Zoom Support](#) or call (888) 799-9666, ext. 2

Required Equipment

- Computer (PC or Mac)
- Headset or built-in speakers & microphone
- HD Webcam
- High speed Internet connection
- Up-to-date internet browser (Chrome, FireFox, Safari, or Internet Explorer)

Module 1:	“Opportunity Recognition.”
Outcomes	<ul style="list-style-type: none"> • Recognize business opportunities • Assess new venture opportunities
Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Introduction • Syllabus & Course Expectations • Readings: Vignette Module 1 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session on May 22) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, May 22, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “Opportunity Recognition.” • Steven Myers, Founder & Chairman Emeritus, Steven Myers & Associates <p><u>5. Assignment:</u></p> <ul style="list-style-type: none"> • Post-class paper (due before next MarshallTALK Session)
Module 2:	“Preparing for the Start.”
Outcomes	<ul style="list-style-type: none"> • Assess what you need to do before launching your own business • Explain the personal commitments necessary when launching a new business
Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Readings: Vignette Module 2 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, May 29, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Last Week’s Speaker (if available) ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “Preparing for the Start.” • Josh Speyer, Founder, Automotive.com <p><u>5. Assignment:</u></p> <ul style="list-style-type: none"> • Post-class paper (due before next MarshallTALK Session)

Module 3:	“When your best strategy is to pivot.”
Outcomes	<ul style="list-style-type: none"> • Explain strategic decisions and positions to take in new ventures
Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Readings: Vignette Module 3 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, June 5, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Last Week’s Speaker (if available) ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “When your best strategy is to pivot.” • Mark Friedman, Founder & CEO, Perfect Fitness <p><u>5. Assignment:</u></p> <ul style="list-style-type: none"> • Post-class paper (due before next MarshallTALK Session)
Module 4:	“Scaling a stagnant company backed by venture capital.”
Outcomes	<ul style="list-style-type: none"> • Describe how a stagnant company backed by venture capital finds ways to grow and expand
Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Readings: Vignette Module 4 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, June 12, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Last Week’s Speaker (if available) ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “Scaling a stagnant company backed by venture capital.” • Carey Ransom, CEO, RealPractice <p><u>5. Assignment:</u></p> <ul style="list-style-type: none"> • Post-class paper (due before next MarshallTALK Session)

Module 5:	“Growth Through Mergers & Acquisitions.”
Outcomes	<ul style="list-style-type: none"> • Describe the difference between organic growth and growth through M & A • List the risks associated with organic growth and growth through M & A
Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Readings: Vignette Module 5 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, June 19, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “Growth Through Mergers & Acquisitions.” • Matt Ohrnstein, Founder & CEO, Caliber Collision Centers <p><u>5. Assignment:</u></p> <ul style="list-style-type: none"> • Post-class paper (due before next MarshallTALK Session)
Module 6:	“What is the value of patent protection?”
Outcomes	<ul style="list-style-type: none"> • State the value of patent protection • List the pros and cons related to patent protection
Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Readings: Vignette Module 7 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, June 26, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Last Week’s Speaker (if available) ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “What is the value of patent protection?” • Rodney Derifield, Founder & CEO, EnviroCooler <p><u>5. Assignment:</u></p> <p>Post-class paper (due before next MarshallTALK Session)</p>

July 3rd	No class due to the July 4 th holiday.
----------------------------	---

Module 7:	“Developing and executing a franchise model.”
------------------	---

Outcomes	<ul style="list-style-type: none"> • State factors associated with developing and executing a franchise model • Learn what a Franchisor must do to be successful
-----------------	--

Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Readings: Vignette Module 7 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, July 10, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Last Week’s Speaker (if available) ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “Developing and executing a franchise model.” • Carrie Rezabek, Founder & CEO, Pure Barre <p><u>5. Assignment:</u> Post-class paper (due before next MarshallTALK Session)</p>
-------------------	--

Module 8:	“Preparing your business for sale.”
------------------	-------------------------------------

Outcomes	<ul style="list-style-type: none"> • Assess when you should start thinking about an exit • Understand what will drive up exit valuation
-----------------	---

Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Readings: Vignette Module 8 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, July 17, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Last Week’s Speaker (if available) ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “Preparing for your business sale.” • Lloyd Greif, Founder and CEO, Greif & Co.
-------------------	---

	<p><u>5. Assignment:</u> Post-class paper (due before next MarshallTALK Session)</p>
Module 9:	“Starting a Silicon Valley venture capital firm, and getting it off the ground.”
Outcomes	<ul style="list-style-type: none"> • Describe the components related to securing outside funding • Understand what it takes to launch a Silicon Valley Venture Capital Firm
Activities	<p><u>1. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Readings: Vignette Module 9 <p><u>2. Assignment:</u></p> <ul style="list-style-type: none"> • Pre-Class Paper (due before MarshallTALK Session) <p><u>3. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, July 24, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Last Week’s Speaker (if available) ○ Pre-Class Paper Presentations <p><u>4. Blackboard Content:</u></p> <ul style="list-style-type: none"> • “Starting a Silicon Valley venture capital firm, and getting it off the ground.” • Barry Eggers, Partner, Lightspeed Venture Partners <p><u>5. Assignment:</u> Post-class paper (due before next MarshallTALK Session)</p>
Final Class:	Rules of the Road
Outcomes	<ul style="list-style-type: none"> • Student insights
Activities	<p><u>1. Assignment:</u></p> <ul style="list-style-type: none"> • Rules of the Road (due before MarshallTALK Session) <p><u>2. MarshallTALK:</u></p> <ul style="list-style-type: none"> • MANDATORY synchronous session with faculty and student presenters. Wednesday, July 31, 5:00pm – 6:30pm <ul style="list-style-type: none"> ○ Post-Class Paper Presentations ○ Last Week’s Speaker (if available) ○ Rules of the Road Presentations ○ Student insights ○ Wrap-up ○ Course Evaluation <p><u>3. Blackboard Content:</u></p> <ul style="list-style-type: none"> • Present lessons learned when creating and managing a new venture over its full life cycle