USC Iovine and
Young Academy
Arts, Technology and the Business
of Innovation

PRIN 532 Leading Product Enterprises
4 units

Meeting Times: 4 hours lecture a week

Course Description:
Advanced business concepts and techniques specific to developing and launching products and companies. Topics include company culture, finance, and growth.

Learning Objectives & Outcomes:
According to the Small Business Association, roughly 30% of new businesses will fail within their first two years, 50% within the first five, and nearly 70% will close up shop in the first ten years. Why does this happen? Simply put, the skills required to launch a business are incredibly different than the ones required to manage the stages of growth. The third in our series of courses that build the groundwork for students to develop a unique business mindset, Leading Product Enterprises gives students the ability to understand and anticipate the challenges that will come from launch to early stage, to late stage as a business matures. In this course, students will gain key skills and garner confidence in their ability to develop a viable strategic plan, create an effective company culture and organizational design, and stress test ideas for scale.

After students complete this course, they will be able to:

- Create, explain, disseminate, and align employees around a single vision, shared values, support methods and metrics, and identify obstacles impeding success
- Construct and deconstruct institutional investor materials
- Determine product-market fit and demonstrate total addressable market, segmented addressable market, and segmented obtainable market
- Build and analyze a financial model that demonstrates feasibility and viability
- Describe effective strategies for conveying value to institutional investors and raising capital from those investors.
- Purposefully interact with institutional investors to raise capital for products / companies

Prerequisite(s): PRIN 531 Product Venture Design and Foresight

Technological Proficiency and Hardware/Software Required
Microsoft Excel as well as PowerPoint and/or Keynote and/or Google Slides will be necessary for key deliverables. In addition, Adobe CC is suggested, though not required for visual rendering of ideas.

Required Readings

Unless otherwise specified, the following readings and supplementary materials are available online, or in major bookstores.

- *The Hard Thing About Hard Things*, Ben Horowitz
- *Zero to One*, Peter Thiel

Required Videos and Podcasts (Episodes listed in Schedule below)

- How to Start a Startup (YouTube playlist)
- The Tim Ferris Show
- How I Built This with Guy Raz
- Sway with Kara Swisher
- Decoder with Nilay Patel

Supplementary / Optional Materials

- *Shoe Dog*, Phil Knight
- *Venture Deals*, Brad Feld
- *Founders At Work*, Jessica Livingston
- *Range: Why Generalists Triumph in A Specialized Word*, David Epstein
- *What You Do Is Who You Are*, Ben Horowitz
- *Steve Jobs,* Walter Isaacson
- Paul Graham Essays
- The Prof G Podcast
- Land of the Giants Podcast
- The NFX Podcast

Grading Breakdown and Scale

The following is a breakdown of grading policies. The course will consist of a range of individual and team-based assignments in order to provide hands-on experience in Business Management including, but not limited to branding, strategic planning, risk assessment, organizational design and the ability to create and maintain a company culture, exit strategies, and scale-testing.

Deliverable	Points	Percentage
Individual Assignment 01	50	5%
Individual Assignment 02	100	10%
Individual Assignment 03	100	10%
Individual Assignment 04	100	10%
Individual Assignment 05	100	10%
Individual Assignment 06	100	10%
Final Assignment (Presentation & Deliverable)	300	30%
Participation	150	15%
Totals	**1000**	**100%**

Course final grades will be determined using the following scale:

A   95-100
A-   90-94
B+   87-89
B   83-86
B-   80-82
C+   77-79
C   73-76
C-   70-72
D+   67-69
D   63-66
D-   60-62
F   59 and below

Description of Assignments

Individual Assignment 01 – Design your Syllabus + Guest Speakers List

Individual Assignment 02 - Rate your Peers' ideas

Individual Assignment 03 - Pitch your class project. In five minutes, tell us:
- Why did you choose this project?
- What is your desired outcome?
- Which milestones will you achieve during the next 12 weeks?

Individual Assignment 04 – Define your Culture, Market & Competition

Individual Assignment 05 – Financial Model + Sales & Marketing plan

Individual Assignment 06 – Your plan to 100x your project in the next 12 months

Final Assignment – Final presentations in front of a panel of guest judges + Written progress report

Project Timeline:
- Week 3: Project Proposal
- Week 15: Presentation
- Week 16: Deliverable – Written report

Project Grading:
- Proposal: 10%
- Presentation: 40%
- Deliverable: 50%

Assignment Rubrics

Assignment Rubrics vary per assignment. Please check with the instructor to ensure you have a clear understanding of what is expected of you for each assignment.

Assignment Submission Policy

Unless otherwise noted, all assignments are due prior to the class session in which it will be discussed or presented. Assignments may be submitted over email or Blackboard, and students will be informed of the submission platform prior to the commencement of the assignment. In the case of group assignments that have team-based deliverables, presentations will take place during the class session and all slides/deliverables are due before the end of that session.

Academy Student Attendance Policy

The Academy maintains rigorous academic standards for its students and on-time attendance at all class meetings is expected. Each student will be allowed two excused absences over the course of the semester for which no explanation is required. Students are admonished to not waste excused absences on non-critical issues, and to use them carefully for illness or other issues that may arise unexpectedly. Except in the case of prolonged illness or other serious issue (see below), no additional absences will be excused. Each unexcused absence will result in the lowering of the final grade by 1/3 of a grade (e.g., an A will be lowered to A-, an A- will be lowered to B+, etc.).

Students remain responsible for any missed work from excused or unexcused absences. Immediately following an absence, students should contact the instructor to obtain missed assignments or lecture notes and to confirm new deadlines or due dates. Extensions or other accommodations are at the discretion of the instructor.

Automatically excused absences normally may not be used for quiz, exam or presentation days. Using an excused absence for a quiz, exam, or presentation, such as in the case of sudden illness or other emergency, is at the discretion of the instructor.

In the case of prolonged illness, family emergencies, or other unforeseen serious issues, the student should contact the instructor to arrange for accommodation. Accommodation may also be made for essential professional or career-related events or opportunities. All accommodations remain at the discretion of the instructor, and appropriate documentation may be required.

Course Schedule: Session Breakdown

	Topics / Daily Activities	Guest Speaker	Podcasts / Videos	Readings / Assignments
Jan 10th	The Entrepreneur Mindset	NA	Recode Decode with David Epstein	**IA #1**: Design your Syllabus + Guest Speakers List
Jan 12th	Decision Making Workshop	NA	Knowledge Podcast, Daniel Kahneman	Chapters 3 & 4, Hard Things
Jan 19th	Rating Business Ideas	Carter	Kevin Hale – Evaluate Startup Ideas	**IA #2**: Rate your peer's idea
Jan 24th	Building a Team	Zaza	Dustin Moskowitz	**IA #3**: Pitch your Project
Jan 26th	Running your Team	Mark	Team & Execution with Sam Altman	Chapter 5, Hard Things
Jan 31st	Legal Basics	Eric	How to Work Together	Chapter 5, Hard Things
Feb 2nd	IP Law & Licensing	Eric	Remote Teams	

Feb 7th	Company Culture	TBA	Ben Horowitz	Chapter 7, Hard Things
Feb 9th	Set your Culture	Kasey	Brian Chesky	Chapter 8, Hard Things
Feb 14th	Market	TBA	Bumble	Chapter 9, Hard Things
Feb 16th	Competition	Laurence	30min Mentors - Noam Bardin	Chapters 1 – 3, Zero to One
Feb 23rd	Launching an MVP	Josh	Eric Migicovsky	**IA #4:** Culture, Market & Competition
Feb 28th	After the MVP	TBA	Kat Manalac	Chapters 4 – 6, Zero to One
March 2nd	Finance 1	Phil	TBA	Chapters 7 – 10, Zero to One
March 7th	Finance 2	Jonathon	TBA	Chapters 9 – 11, Zero to One
March 9th	Sales	Ashley	Tyler Bosmeny	Chapters 12 – 14, Zero to One
March 21st	Marketing	Peter	Gustaf Alstromer	
March 23rd	Your first Users	TBA	User Behavior	**IA #5:** Finance, Sales & Marketing
March 28th	Care for your Users	Meghan	Rusenko	
March 30th	How to Grow	Stepehn	TBA	
April 4th	Measure Success	TBA	TBA	
April 6th	Creating an Investor Deck	TBA	TBA	
April 11th	Pitching	TBA	TBA	**IA #6:** Plan for 12-month Growth
April 13th	Fundraising 101	Early-stage VC	TBA	
April 18th	Fundraising 303	LA VC	TBA	
April 20th	Dips & Pivot	TBA	Quibi	
April 25th	Tell your Story	TBA	Hubner	
April 27th	Final Presentations	Raychel	NA	**FA**: Pitch to external panel of judges

Statement on Academic Conduct and Support Systems

Academic Conduct:

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" policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on scientific misconduct, policy.usc.edu/scientific-misconduct.

Support Systems:

Student Health Counseling Services - (213) 740-7711 – 24/7 on call
engemannshc.usc.edu/counseling
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call
suicidepreventionlifeline.org
Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-4900 – 24/7 on call
engemannshc.usc.edu/rsvp
Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office of Equity and Diversity (OED) | Title IX - (213) 740-5086
equity.usc.edu, titleix.usc.edu
Information about how to get help or help a survivor of harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants. The university prohibits discrimination or harassment based on the following protected characteristics: race, color, national origin, ancestry, religion, sex, gender, gender identity, gender expression, sexual orientation, age, physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

Bias Assessment Response and Support - (213) 740-2421
studentaffairs.usc.edu/bias-assessment-response-support
Avenue to report incidents of bias, hate crimes, and microaggressions for appropriate investigation and response.

The Office of Disability Services and Programs - (213) 740-0776
dsp.usc.edu
Support and accommodations for students with disabilities. Services include assistance in providing readers/notetakers/interpreters, special accommodations for test taking needs, assistance with architectural barriers, assistive technology, and support for individual needs.

USC Support and Advocacy - (213) 821-4710
studentaffairs.usc.edu/ssa
Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.

Diversity at USC - (213) 740-2101
diversity.usc.edu
Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.

USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call
dps.usc.edu, emergency.usc.edu
Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.

USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-120 – 24/7 on call
dps.usc.edu
Non-emergency assistance or information.