



סילבוס

ACT Shenkar - המרכז לזימות, חדשנות ויצירתיות

Course Title	NEW VENTURE STRATEGY	פיתוח מיזם עסקי	שם הקורס
Course No.	1000812		מספר קורס
Lecturer's Name	Deborah Battat	דבורה בטט	שם מרצה

Year	2022-2023	תשפ"ג	שנת הוראה
Weekly Hours	2		היקף הקורס בש"ש
Credits	2		נקודות זכות
Course	Elective	בחירה	קורס
Semester	Semester A	סמסטר א'	משך הקורס
Year Group	4th	ד'	שנת הלימוד
No. of Lessons	14		מספר שיעורים

אין	דרישות קדם
None	Prerequisite

תקציר הקורס

מדוע חברות מסוימות מצליחות, בעוד שאחרות - אפילו אלה עם רעיונות מצוינים - נכשלות? איך בונים חברה רווחית באקלים הכלכלי של היום? בקורס זה, תהיה לך הזדמנות לבחון את הרעיונות היזמיים והחדשניים שלך במסגרות בעולם האמיתי, ולפתח ידע מעשי על יזמות. תלמדו כיצד להעריך את האטרקטיביות והכדאיות של מיזם חדש, ולצפות ולנהל את האתגרים שהעסק יתמודד איתם תוך כדי התפתחות - או קריסה, ולפתח ידע מעשי על יזמות. תלמדו כיצד להעריך את האטרקטיביות והכדאיות של מיזם חדש, ולצפות ולנהל את האתגרים שהעסק יתמודד איתם תוך כדי התפתחות - או קריסה.

קורס זה משלב ניתוחים של מקרי מקרים של חברה מהחיים האמיתיים עם עבודת צוות אינטנסיבית, כדי לצייד אותך בסט של מודלים להקמה או הערכה של חברה.

בפרויקט הגמר, הצוותים יציגו את הרעיונות העסקיים שלהם למומחים ומשקיעים אפשריים.

הקורס יועבר בשפה האנגלית ; כל המטלות והפרזנטציות יוגשו באנגלית;

Course Summary

Why do some companies succeed, while others – even those with great ideas – fail? How do you build a profitable company in today's economic climate? In this course, you will have the opportunity to test your entrepreneurial and innovative ideas in real-world settings and develop a practical knowledge of entrepreneurship. You will learn how to evaluate the attractiveness and viability of a new venture, and anticipate and manage the challenges that the business will face as it evolves – or collapses.

This class combines analyses of real-life company case studies with intensive teamwork, to equip you with a set of models to establish or evaluate a company.

In the final project, teams will present their business ideas to external professionals & potential investors.

This course is taught in English; all assignments and presentations will be submitted in English.

Frontal lecture classes Teamwork Case study analysis	אופני הוראה עיקריים שיעורי הרצאה פרונטלית עבודת צוות ניתוח מקרים
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תוצאות הלמידה

Understand how to build a business plan for a new product or business launch
Define the building blocks & foundations of a successful venture
Identify and manage risks - both internal and external - in creating a new venture or launching a new product
Improve business leadership skills and management capabilities, through intensive teamwork and common objectives
Improve business acumen and performance under pressure, through a simulated real-world entrepreneurship environment
Develop entrepreneurial vision into a practical, sustainable reality

מבנה הערכה		
קריטריון להערכה	משתנים של הקריטריון	% מהציון
מטלות בית	מטלת בית שבועית אשר תוגש בקבוצה של 3-5 סטודנטים	20%
פרזנטציה סופית		30%
נוכחות / השתתפות		30%
מטלת CASE STUDY		20%
סה"כ		100%

תוצרי הקורס
Understand the building blocks of a new business or product launch
Learn non-quantitative models for success or failure of a new venture
Learn how to create a business plan and pitch to investors

חובות הסטודנטים	על פי תקנון שנקר.
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מבנה הקורס		
פירוט	נושא השיעור	מספר
Why does a company exist, and what problem does the company or product solve? Learn how to analyze industry trends and evaluate customer needs, to identify why and how innovation is launched into the market. Understand the basic building blocks of a business plan.	The foundation: building blocks of a new venture	1
Evaluate case studies of failed start-ups and product launches, to understand various challenges, and learn prediction models for success and failure.	What went wrong: analyzing the start-up cemetery	2
Discover commercial go-to-market and business models used successfully in a variety of industries. Learn the importance of customer segmentation, and how to accurately assess your market or vertical.	The start-up strategic roadmap: innovation, ideas & quantifying your market	3
Disruptive technologies - what are they, and how are they launched?	Disruptive technologies - what are they, and how are they launched?	4
Ethics & the new venture	Ethics & the new venture	5
How does a young, struggling company identify core values and integrate an ethical culture early on? What are the risks associated with a lack of ethics and business compliance?	How does a young, struggling company identify core values and integrate an ethical culture early on? What are the risks associated with a lack of ethics and business compliance?	6
Financial modeling & fiscal health in a new company	Financial modeling & fiscal health in a new company	7
What is a P&L, how do you value a company, and how do you accurately calculate funding needed to drive growth?	What is a P&L, how do you value a company, and how do you accurately calculate funding needed to drive growth?	8
Building a team - roles & responsibilities of the founding team & equity structure	Building a team - roles & responsibilities of the founding team & equity structure	9
Young CEOs are often surprised by how their role changes from being an executor to managing and leading staff. Furthermore, establishing a clear equity structure from the start is crucial to ensure the longer-term sustainability of a company. This session will focus on establishing and motivating a team, defining roles & responsibilities, and general management guidelines in a startup, at all phases of its development.	Young CEOs are often surprised by how their role changes from being an executor to managing and leading staff. Furthermore, establishing a clear equity structure from the start is crucial to ensuring the longer-term sustainability of a company. This session will focus on establishing and motivating a team, defining	10

	roles & responsibilities, and general management guidelines in a startup, at all phases of its development.	
Cultivating employee loyalty & culture in a new company	Cultivating employee loyalty & culture in a new company	11
How do you retain and motivate employees when you have little or no capability to pay salaries? How do you create company values and norms? Organizational culture must be flexible in the early stages, but more defined as a company grows. Here, we will explore best practices in culture creation, and learn motivational tools that can be used even before pre-seed funding.	How do you retain and motivate employees when you have little or no capability to pay salaries? How do you create company values and norms? Organizational culture must be flexible in the early stages, but more defined as a company grows. Here, we will explore best practices in culture creation, and learn motivational tools that can be used even before pre-seed funding.	12
Marketing strategy in early-stage companies	Marketing strategy in early-stage companies	13
Here, we will learn product-market fit, understand features & benefits and competitive advantages on the basis of a USP. We will also explore marketing channels, branding basics and perceptual mapping.	Here, we will learn product-market fit, understand features & benefits and competitive advantages on the basis of a USP. We will also explore marketing channels, branding basics and perceptual mapping.	14

רשימה ביבליוגרפית / פילמוגרפית	
Ries, Eric. <i>The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses</i> . 2011.	חובה
Thiel, Peter. <i>Zero to One: Notes on Startups, or, How to Build the Future</i> . 2008.	חובה
Smart, Geoff. <i>Who: The Method for Hiring</i> . 2008,	רשות
Osterwalder, Alexander & Pigneur, Yves. <i>Business Model Generation: A Handbook for Visionaries, Game Changers and Challengers</i> . 2010.	רשות