

EST 364/BUS 364 **The Lean Launchpad: How to Build a Startup**
Spring 2019 SBS S218. Tuesday 1-3:50pm

Instructor Information

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Course Learning Outcomes

This course teaches students how to think about all the parts of creating a new business, not just the new product or service, because a business startup engages in searching for a business model; executing the business plan takes place after the business model has been validated. It introduces students to management tools for entrepreneurs. Students will work in teams – a fundamental part of their learning experience) to map their assumptions (lay out their business model on the Business Model Canvas). Each week they learn from testing these hypotheses with potential customers and partners “outside the building” (Customer Development), using an iterative and incremental development methodology (Agile Development) to develop a Minimum Viable Product or Service (a prototype, or a wireframe if web-based, identifying users, distribution channels, key activities and partners, costs and revenues.

The goal isn't to start a business, and the search for a business model doesn't have to end in finding a viable one: it is to master the hypothesis-driven methodology. The goal is to accumulate sufficient evidence through real-world investigations to support an informed decision: at the end of the process experienced in the course, “No go” decisions and “Go” decisions are equally valid outcomes as long as they are supported by evidence. This course satisfies the SBC Experiential Learning requirement.

Course Overview

This is an interactive “hands-on” course that provides the experience of real-world

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cool idea is going to solve or the need it's going to fulfill. You may posit what you think is the definition of your customer's problem and find out it's something entirely different. That's great! Find out early what the problem or need really is. You'll hear stories about very smart and experienced people who lost unbelievable amounts of money by not listening enough.

5. **AGILE DEVELOPMENT.** This term was originally developed to describe a process of software development that interacts with customers during an iterative development process to identify the minimum number of features that customers really want, the Minimum Viable Product. What you learn may result in small adjustments (**iterations**) to the product or service – e.g., the customers prefer a monthly subscription to a one-time price – or major changes (**pivots**) – e.g., we're going to develop a crowdsourcing app to help users find vacant parking spaces in campus lots, not an app for finding buildings and rooms within them on campus.
6. **FLIPPED CLASSROOM.** Rather than devoting precious class time to lectures, outside of class students will **watch videos (which include short quizzes*) of Steve Blank's lectures on the elements of the BMC** (accessed through Launchpad Central), and come to class prepared to ask questions, so that you can use your new knowledge to test your hypotheses about that element of the BMC. The instructor, TAs and mentors will listen to and comment on **student presentations up front – every team, each team member, every week. You'll get used to it—that's the idea!** In each presentation, teams will share with the class their answers to these questions:
 1. What did we initially think?
 2. So what did we do?
 3. Then what did we learn?
 4. What are we going to do next?

*The quizzes will be administered through a special browser called Respondus lockdown and monitor. Details on that are in the Quizzes section in this syllabus.

At the end of the course, teams will present their final business model canvas – explaining its viability or lack thereof – and highlight what they learned as well as their most important iterations, pivots and conclusions as shown in previous BMCs.

Read the paragraph above again. The goal isn't to start a business, and the search for a business model doesn't have to end in finding a viable one: it's about mastering the hypothesis-driven methodology. The goal is to accumulate sufficient evidence through

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Optional Course Materials

1. *The Startup Owner's Manual, The Step-by-Step Guide for Building a Great Company*, by Steve Blank and Bob Dorf, 2012, K&S Ranch Press, ISBN 9780984999309, \$ 40.00 list price
2. *Business Model Generation*, by Alexander Osterwalder and Yves Pigneur, 2013. Amazon paperback \$18.43 (Kindle \$17.51)
3. *Value Proposition Design*, by Alexander Osterwalder and Yves Pigneur, 2015. Amazon paperback \$23.48 (Kindle \$18.39)
4. *Talking to Humans*, by Giff Constable and Tom Fishburne, Foreword by Steve Blank, 2016. Amazon paperback \$11.69 (Kindle \$0.99) Free pdf download at <http://www.talkingtohumans.com>
5. *The Lean Startup*, by Eric Ries, 2011, Amazon hardcover \$16.66, Kindle \$13.99

Quizzes

This course requires the use of LockDown Browser and a webcam for online quizzes. The webcam can be built into your computer or can be the type that plugs in with a USB cable. Watch this [short video](#) to get a basic understanding of LockDown Browser and the webcam feature. A student [Quick Start Guide \(PDF\)](#) is also available.

Then, download and install LockDown Browser from this link:

Windows Version:

<http://www.respondus.com/lockdown/download.php?id=772113517>

Mac OSX Version:

<https://www.respondus.com/lockdown/download.php?ostype=2&id=772113517>

Don't Google for a download link – it may be for the wrong school! Our version of the LockDown Browser is tied to Stony Brook University.

If you get a warning message from your anti-virus software, please white-list this download.

To ensure LockDown Browser and the webcam are set up properly, do the following:

- Start LockDown Browser, log into **Bb**, and select this course.

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- Locate and select the **Help Center** button on the LockDown Browser toolbar.
- Run the **Webcam Check** and, if necessary, resolve any issues.
- Run the **System & Network Check**. If a problem is indicated, see if a solution is provided in the Knowledge Base. Troubleshooting information can also be emailed to our institution's help desk.
- Exit the Help Center and locate the Syllabus quiz named **Syllabus Quiz**, which is part of the **Quizzes** in the left menu.
- Upon completing and submitting the syllabus quiz, exit LockDown Browser.

When taking an online quiz that requires LockDown Browser and a webcam, remember the following guidelines:

- Ensure you're in a location where you won't be interrupted
- Turn off all other devices (e.g. tablets, phones, second computers)
- Clear your desk of all external materials not permitted – books, notes, other devices
- Remain at your computer for the duration of the test
- If the computer or networking environment is different than what was tested above, repeat the Webcam and System checks prior to starting the test
- To produce a good webcam video, do the following:
 - Avoid wearing baseball caps or hats with brims
 - Ensure your computer or tablet is on a firm surface (a desk or table) – not on your lap, a bed, or other surface that might move
 - If using a built-in webcam, avoid tilting the screen after the webcam setup is complete
 - Take the exam in a well-lit room and avoid backlighting, such as sitting with your back to a window
- Remember that LockDown Browser will prevent you from accessing other websites or applications; you will be unable to exit the test until all questions are completed and submitted.

Technology

In addition to Launchpad Central, the technologies and tools that we will use in this class include:

1. **Blackboard:** Most of the information pertaining to this class can be found at the BUS/EST364 course website at <http://blackboard.stonybrook.edu>

2. **Respondus LockDown Browser:** You will need to use this browser to take quizzes online; please download it from this link:

Windows: <http://www.respondus.com/lockdown/download.php?id=772113517>

osx: <https://www.respondus.com/lockdown/download.php?ostype=2&id=772113517>

3. **Microphone and Webcam:** needed for on-line quizzes. The web cam should be either swiveling type or if built-in should allow you to rotate the monitor or laptop for showing your 360 degree environment in the beginning of a test.
4. **Adobe Acrobat Reader (free) and Microsoft Word and PowerPoint:** Free to Stony Brook University students, go to <https://it.stonybrook.edu/software/title/microsoft-office>
5. **Laptop or Tablet Computer and Internet Connection:** This course requires that you have a solid internet connection to a reliable and working laptop or tablet computer for out-of-class viewing video lectures, posting interview notes and updating your Business Model Canvas (all to be done in Launchpad Central), as well as completing quizzes in Piazza, and for posting peer comments on team presentations during class. Cheap wifi connections do not work and in the past students had difficulties taking exams when they were connected to unreliable wifi access points, such as at Starbucks, etc **We will not be responsible for you not being able to connect to the servers during the quizzes and no extensions on time will be given. Therefore, to avoid any surprises, please take quizzes well ahead of the listed deadline.**
Please install all the updates on your computer well before a quiz. Window operating system has the nasty habit of initiating an update just before a critical event.

Communication

You must have an active Stony Brook University e-mail account and access to the Internet. All instructor correspondence will be sent to your SBU e-mail account. Please plan on checking your SBU email account regularly for course related messages. To log in to Stony Brook Google Mail, go to <http://www.stonybrook.edu/mycloud> and sign in with your NetID and password.

This course uses Bb for the facilitation of communications between faculty and students, submission of assignments, and posting of grades. The Bb Course Site can be accessed at <https://blackboard.stonybrook.edu>

Preferred Method of Contact with Instructors

Our preferred method of contact outside the class is via email. Emails are not very efficient, but if you send us an email, we will respond to your emails as soon as possible, but please allow 24-48 hours for a response. Please utilize your Stony Brook University email when getting in touch with us as that is the preferred method of contact from the institution. Include your full name and NetID in all emails. In addition, please copy all the instructors on your email.

Academic Policies

Academic Integrity Statement: Each student must pursue his or her academic goals honestly and be personally accountable for all submitted work. Representing another person's work as your own is always wrong. Faculty are required to report any suspected instances of academic dishonesty to the Academic Judiciary. For more comprehensive information on academic integrity, including categories of academic dishonesty, please refer to the academic judiciary website at <http://www.stonybrook.edu/uaa/academicjudiciary/>

Critical Incident Management: Stony Brook University expects students to respect the rights, privileges, and property of other people. Faculty are required to report to the Office of Judicial Affairs any disruptive behavior that interrupts their ability to teach, compromises the safety of the learning environment, or inhibits students' ability to learn. **University Student Conduct Code** can be found at (check for most current version) <http://studentaffairs.stonybrook.edu/ucs/docs/universitystudentconductcode.pdf>

ADA & Disability Support Services (DSS) Statement: The Rehabilitation Act of 1973 – Section 504 applies to all postsecondary educational programs that receive federal assistance. Reasonable accommodations and academic assistance are provided to students with disabilities registered with the Disability Support Services, ECC (Educational Communications Center) Building, room 128, (631) 632-6748. They will determine with you what accommodations, if any, are necessary and appropriate. All information and documentation is confidential. For procedures and information go to the following website: <http://www.stonybrook.edu/ehs/fire/disabilities>

Course Materials and Copyright Statement: Course material accessed from Bb, SB Connect, SB Capture or a Stony Brook Course website is for the exclusive use of students who are currently enrolled in the course. Content from these systems cannot

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be reused or distributed without written permission of the instructor and/or the copyright holder. Duplication of materials protected by copyright without permission of the copyright holder is a violation of the Federal copyright law and a violation of Stony Brook's Academic Integrity and Student Conduct Codes.

Getting Technical Help

Students that need help with Bb can contact the TLT Student Help Desk by calling (631) 632-9602, emailing helpme@stonybrook.edu; more information is available via Stony Brook IT: <http://it.stonybrook.edu/services/blackboard#section-6706> Frequently ask questions about the Bb LMS along with tutorials are available here: <http://it.stonybrook.edu/services/blackboard/navigate-manage>

Subject to Change Notice

All material, assignments, and deadlines are subject to change with prior notice. It is your responsibility to stay in touch with your instructor, review the course site regularly, or communicate with other students, to adjust as needed if assignments or due dates change.

Syllabus Disclaimer

The instructor views the course syllabus as an educational understanding between the instructor and students. Every effort will be made to avoid changing the course schedule but the possibility exists that unforeseen events will make syllabus changes necessary. The instructor reserves the right to make changes to the syllabus as deemed necessary. Students will be notified in a timely manner of any syllabus changes via email or in the course site Announcements. Please remember to check your SBU email and the course site Announcements often.