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This syllabus is designed in accordance with the MGIMO Educational Standard for the Bachelor Program in International Affairs.

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## PART 1: INSTRUCTOR INFORMATION, COURSE DESCRIPTION AND TEACHING METHODS

### 1.1 General information

- Full course title: [Entrepreneurship and Risk]
- Type of course: [compulsory]
- Level of course [B.A.]
- Year of study: [4<sup>th</sup>]
- Number of ECTS credits allocated: [ ]
- Name of lecturer(s) and office hours: Anton Marushev, office hours on demand, marushev@mail.ru

**Instructor information:** Anton graduated with distinction from MGIMO in 2007 and received MBA degree from INSEAD Business School in 2014. He spent 7 years in different marketing and sales roles at Procter&Gamble in Russia and Switzerland and 6 years as management consultant at McKinsey&Company in Europe and Middle East where he is currently working as Associate Partner.

### 1.2 Course aims and learning outcomes

The course is designed as a quick introduction to the basic concepts of entrepreneurial activity. It will be beneficial for students who are not yet sure if they want to engage in building their own business as well as for students that already have an idea for new business in mind and would like to further develop or validate it. This course covers in chronological order each defining step of an entrepreneurial project: from idea generation and customer unmet need analysis to financial viability assessment, business planning and pitching the idea to potential investors. The course strikes a fine balance between introducing students to theoretical concepts and giving them opportunity for hands-on team collaboration on a real entrepreneurial idea

#### Learning outcomes:

When students successfully complete this course they will be able to:

- 1) understand what are the typical steps in creating a new enterprise
- 2) know best-in class approaches and typical mistakes committed by other entrepreneurs, illustrated in the business cases reviewed during the course

### 1.3 Course requirements and grading plan

#### Course requirements

Students are required to attend not less than 80% of classes and to be active in class discussions. Reading of the assigned materials is beneficial, but not compulsory provided student has participated in the class. The whole class will be split into project groups of no less than 4 and no more than 6 people. Each group will be working on their own idea for the new business throughout the course and will prepare final 10min presentation of their project in the format of investor pitch at the very last class of the course. Every member of the group will get the same grade that the group will get for their project

#### Grading plan

Element	Weight	Description
Class participation (individual grade)	20%	Attendance, participation in class discussions, usage of course concepts and techniques
Mid-term assessment of new business planning sheet (group grade)	40%	Interim document outlining the main business idea, proof of viability and first draft of the business plan
Final project presentation "investor pitch" (group grade)	40%	Final project presentation on the last class that should encompass all the work the students have done throughout the course

## PART 2. COURSE CONTENT

### 2.1 Types of work

Types of work	Academic hours
<b>Total</b>	<b>52</b>
Total for lectures, seminars and written exam	<b>36</b>
Lectures	16
Seminars	16
Written tests and/or exam	4
<b>Homework</b>	<b>16</b>
Written and oral home assignments	8
Preparation for lectures, seminars and written exam	8

### 2.2. Course content and readings by topic

**Class 1:** Lecture: Introduction of the main concepts, course overview

- What is entrepreneurship? What can we learn by studying entrepreneurship?
- Different types of entrepreneurship, advantages and disadvantages of each type
- Essence of risk-return model, importance of risk-taking in entrepreneurship, quick assessment of individual risk-aversion
- Path of an enterprise: ideation – planning – execution and growth

Team task: assemble a team of 4-6 people that will work on new business project throughout the course

Reading materials:

- Harvard Business Review: “Entrepreneurship - a working definition” by Thomas Eisenmann
- Applied Psychology Journal: “Entrepreneurship and Risk Taking” by Anna Macko and Tadeusz Tyszka

**Class 2:** Lecture: Business idea generation

- Key steps of the ideation process, introduction to ideation framework
- Innovation adoption patterns, concept of S-curve in technological disruptions

Reading materials:

- Harvard Business Review: “Knowing a winning business idea when you see one” by W.Chan Kim and Renee Mauborgne

**Class 3:** Seminar: Business idea generation in group-setting

- Brief introduction of 3-5 main ideation methods by the lecturer
- Team task: using the ideation approach come up with at least 5 new business ideas, present them in the class and then as a team choose one idea that you will be working on during the course.

Reading materials:

- “Ideation — How to generate startup ideas” by Tobias Scharikow published at lyghthaus

**Class 4:** Lecture: Industry analysis

- Analysis of the industry by using Porter’s Five Forces Framework
- Blue Ocean Strategy and Blue Ocean Shift: main concepts and application in entrepreneurship

Reading materials:

- Porter, M.E. (1979). How Competitive Forces Shape Strategy. Harvard Business Review
- W.Chan Kim and Renee Mauborgne “Blue Ocean Strategy”, Chapter 1 “Creating Blue Oceans”

**Class 5:** Seminar: Industry analysis performed by teams in class and presented to the audience

**Class 6:** Lecture: Business idea refinement, risks in startup environment

- Assessing the landscape and understanding the industry that we plan to enter, industry value chain, major stakeholders and decision-makers
- Who-What-How framework for business planning
- Concept creation for a product or service: customer insight, value proposition, points of difference (POD) and points of parity (POP), reason to believe
- Overview of main risks in startup creation

Reading materials:

- Porter, M.E. (2008). The Five Competitive Forces That Shape Strategy. Harvard Business Review
- “The Marketing Concept” by Hitesh Bhasin, published in Marketing91 journal
- “Managing Startup Risks – an Entrepreneur’s Guide”, article by Singapore Startup Accelerator

**Class 7:** Seminar: Business idea refinement and risk assessment

Team task: prepare 1-pager with description of the industry landscape and new business concept, outline largest risks that will impact this business, your plan to mitigate these risks

**Class 8:** Lecture: Testing and validating business idea with potential customers

- Available methods of market and customer research, pros and cons of different methods
- How to conduct customer interviews
- How to design a survey: defining sample size, survey vehicle, etc.
- How to analyze the results and adjust the value proposition

Team task: design the script for customer 1on1 interviews, design large-scale online or offline survey. Before the next class conduct at least 3 interviews and get at least 30 responses to the survey

Reading materials:

- Harvard Business Review: “Customer Surveys Are No Substitute for Actually Talking to Customers” by Graham Kenny
- “Essential Market Research Methods” – compilation of articles from Brandwatch

**Class 9:** Seminar: teams present the results of their customer surveys and implications for their business planning

**Class 10:** Lecture: High-level financial viability of the business idea

- Business as a product: PnL structure, key assumptions
- Business as a service: customer acquisition cost, customer lifetime value, churn
- Back-of-the-envelope business potential and profitability calculation

Team task: calculate the main business indicators for the first 3-5 years. Develop the list of assumptions behind every KPI

Reading materials:

- Harvard Business Review: “What Most Companies Miss About Customer Lifetime Value” by Michael Schrage
- Selected abstracts from multiple articles on key concepts and applications of Customer Lifetime Value
- Selected abstracts on back-of-the-envelope calculation

**Class 11:** Lecture: Detailed business planning and excel modelling

- Key elements of a robust business plan, PnL modelling
- How to structure business plan in Excel

Reading materials:

- “How to Write a Business Plan for Your Startup” by “Startup Hong-Kong”

**Class 12:** Seminar: Business planning and excel modelling

Team tasks:

- as a group work on the business plan in Excel and hand it over to professor at the end of the class for evaluation and grading
- as a group work on the storyline of your presentation as if you would use it for investor pitch, understand what data you are missing and how you will generate this data for the final presentation

**Class 13:** Lecture: Attracting funding and pitching the idea

- Funding mechanisms available for entrepreneurs
- Calculating the price of the equity stake to be offered to investors
- Finding investors and preparing for investor pitch

Reading materials:

- Harvard Business Review: “How Venture Capital Works” by Bob Zider

**Class 14:** Lecture: Effective business communication

- How to ensure effective business communication
- The pyramid principle in communication
- Concept of MECE arguments (mutually exclusive collectively exhaustive)

Reading materials:

- Barbara Minto “The pyramid principle”

**Class 15:** Seminar: Teams prepare their investor pitch documents and presentations, assign roles, rehearse their presentation

Reading materials:

- Watch videos on TED’s “How to make a great presentation” playlist.  
[https://www.ted.com/playlists/574/how\\_to\\_make\\_a\\_great\\_presentation](https://www.ted.com/playlists/574/how_to_make_a_great_presentation)

**Class 16:** Seminar: Teams present their projects in class in a form of “investor pitch” and receive their grades

## 2.4. Exam timing

- The final evaluation will be conducted during the last class of the course

## PART 3. FINAL REMARKS

- Plagiarism is considered a severe violation and an indication of incompetence in the course. Plagiarism is understood as making of one’s text using compilation method for other people’s publications, even connected with own phrases and sentences. Collective performance of individual tasks is unacceptable. Proven plagiarism will receive an F-mark regardless of the fulfillment of all other requirements.
- Assignments are to be handed in on the due date. Late submissions will not be accepted.
- Students are asked to keep a copy of all work submitted for evaluation.