



## Syllabus

### **Introduction to Entrepreneurship: Turning vision into reality**

Mini 3/2026  
Room 216, Cooper Building  
18:00-21:30

**Teaching Staff:**

Instructor: Saul Orbach, saulo@technion.ac.il

Office Hours: 2 hours before class in person or by appointment virtually

TA's:

Office Hours: By appointment in person or virtually

Prerequisites: none

Co-requisites: none

Courses Without Credit: none

Credits: 2 pt

Study hours per week: Outside study hours: 1 hour reading and 1 hour on project

#### **Course Goals and Description**

Entrepreneurs have been starting new ventures for generations. If in the past success was more a function of tenacity and a measure of the idea underpinning the business, in today's hyper-competitive, market-focused and highly competent world, errors can quickly doom the best of companies. A systematic, entrepreneurial orientation is the common denominator among successful ventures in this new economy.

Entrepreneurship is typically approached as a way of thinking and acting, as an attitude or behavior. Our emphasis will be on entrepreneurship as a manageable process that can be applied in almost any organizational setting. We will explore the following factors involved in new venture creation and growth including the business, technological, financial, legal, human, and ethical considerations in order to foster innovation and new business formation in a variety of settings. Additionally, we will provide the background and tools necessary for a solid foundation in terms of the role of entrepreneurs and entrepreneurship needed to function effectively in 21<sup>st</sup> Century global economy.



Creating new technologies and commercializing them into new products and services is a key competitive advantage of Israel. This course will combine both an academic and practical view of the challenges facing entrepreneurs. We will focus on the key issues and the basic questions to be addressed in the formal venture development process: the creation, evaluation, development and launch of a new business or venture.

**The Objectives of the Course will be to:**

- Understand the (technology) venture creation process
- Impart an entrepreneurial mindset and tools that participants can use throughout their career
- Gain hands-on experience at venture creation and fund raising
- Learn by doing—teams of students will be required to create and pitch their new venture at the end of course.

**Course Grading:**

Final Business Plan and PPT	30%
Final Venture Presentation	35%
Case Study	20%
Weekly assignments and Quizzes	10%
Classroom Participation	5%

**Reading Material:**

**1. Selected Weekly Readings:** Compiled by Saul Orbach and available on Moodle. Readings will be categorized as **Required** and **Optional**, and clearly marked as such. Students are responsible for completing all required readings in preparation for class discussions. Optional readings are provided for those who wish to explore the topics in greater depth.

**Highly Recommended Readings** (available in Library):

2, Text book: Thomas H. Byers, Richard C. Dorf, and Andrew J. Nelson, Fourth Edition, *Technology Ventures, From Idea to Enterprise*, Fourth Edition, McGraw Hill (library)

3, Startup Valuation (1x1media)

4, Cap Tables (1x1media)

5, Term Sheets (1x1media)

Downloadable the pamphlets together with companion files at [www.1x1Media.com](http://www.1x1Media.com) (follow the link at the bottom of each book page to your preferred seller site \$3.99 each in e-book format).

6, Sticking to My Story: The Alchemy of Storytelling for Startups, Donna Griffit (available on Amazon)



**Final Term Project:**

The Final term project will include two parts and be the culmination of the semester's learning objectives. The students will be divided into teams of 4 and work on the development of a new venture throughout the semester. Each team will be required to submit an original business plan (not more than 10 pages), and an investor presentation (not more than 12 slides) by the end of the semester.

On the 'final' day, each team will pitch their startup to a panel of outside entrepreneurs and investors who will judge the performance and give guidance on each team's project grades.

**Case Study:**

We will examine the challenges of early-stage fundraising, and we will also explore the terms, offerings, and operating models of startup accelerators.

Case: Nehemiah Manufacturing Co. (Providing a Second Chance). Nehemiah is a consumer packaged goods company founded by experienced FMCG executives who built a profitable business by licensing and growing "orphan" brands from large incumbents, while developing an unconventional hiring and workforce-support model that reduced turnover and strengthened execution. The case raises practical venture-building questions about business model design, scaling constraints, operating choices, and how founders make strategic decisions as opportunities expand.

Read the case, analyze it, and respond to the assigned questions. Remember, your answer is less important than the reasoning you use to reach it. Put your emphasis on the rationale.

**Length:** Maximum 2 pages (excluding cover page or exhibits).

Clarity, structure, and strength of reasoning will be evaluated more heavily than length.

**Format:** Team submission.

**Submission Date:** Session 5.

**Quizzes:** There will be 2 quizzes based on the weekly reading assignment or previous classroom discussion. Each quiz will be about 15 minutes long, and will be administered at the beginning of sessions 4, and 7.

**Attendance/Participation:** Each person brings a unique set of experiences, a unique perspective and knowledge to the classroom, and I would like all class participants to tap into this diverse pool of resources and benefit from it. Therefore, we will have in-class discussions. Constructive contribution to the class discussions and active listening are important elements of this course. It is therefore essential that you be fully prepared to participate actively in class by reading the assigned material prior to the class session.



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Effective participation includes: (1) providing insightful questions and comments on concepts from lectures and readings; (2) sharing your experience or point of view with the class; (3) building on points raised by others; (4) clarifying issues; and (5) relating ongoing topics to previous class discussions. Please keep in mind that I will base your score on the quality of your comments and not their quantity.

Critically Important: if for whatever reason you don't understand something that's being said or discussed, PLEASE ask! If you still don't understand at the end of class, or need further clarification, PLEASE ASK ME! Don't let the opportunity to learn or understand the material pass you by!!

**MBA – Focusing on Entrepreneurship, Innovation & Technology Management**

Session	Year 2026 Date	Topic / Questions / Activity	Content	Assignments / Readings	Speaker
1	12 Mar	<p><b>Introduction</b></p> <p><b>New Venture Opportunity</b></p> <p><b>Introducing Social Ventures</b></p> <p><b>Term Project: Teams Formation</b></p>	<p>Entrepreneurs and Entrepreneurship</p> <p>Role of Venture Creation Opportunity Identification Overview</p> <p>Introducing Social Ventures SROI and Measuring Impact</p> <p><b>Divide into teams and ideate</b></p>	<p>Assigned: Case study: Nehemiah Manufacturing Co. (Due week 5)</p> <p>Apply SV to your project?</p> <p>One Minute Pitches</p>	Saul Orbach (Guest speakers: TBD)
2	19 Mar	<p><b>Customer Discovery</b></p> <p><b>Market Size</b></p>	<p>Interviews Surveys Data Collection &amp; Analysis</p> <p>Customer Segmentation Sizing Markets (TAM &amp; SAM)</p>	<p>Preliminary Customer discovery Data</p> <p>Customer Segmentation Table Target segment rational Customer archetypes Customer Segmentation Table</p>	Saul Orbach

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		<b>Term Project</b>		Create Survey Questionnaire and do interviews Describe your venture problem and solution in terms of your target customer	
3	26 Mar	<b>Intellectual Property</b>	Identifying your IP Patents, trademarks, and copyrights		Saul Orbach
		<b>Business Model</b>	New Venture Success Factors Product Market Fit Business Model Design Business Model Canvas		
		<b>Term Project</b>		List your IP Create an initial business canvas	

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4	9 Apr	<p><b>Market Analysis / Attractiveness</b></p> <p><b>Competitive Assessment</b></p> <p><b>Strategy Development</b></p> <p><b>Term Project</b></p>	<p>Industry Analysis &amp; Trends Direct and Indirect Competitors</p> <p>Competitive Advantage Interview</p> <p>Differentiation Positioning Marketing Strategy Sales and Selling Go-to-Market Planning</p> <p>Half-way Pitch Sessions</p>	<p>Competitive analysis table/chart SWOT</p> <p>Competitive positioning Competitive Landscape Chart</p> <p>Develop Go to Market Plan and describe how you'll 'win the game'</p> <p>Each Team - 5 Minute Pitch</p>	<p>Saul Orbach</p> <p><b>Quiz 1</b></p>
5	16 Apr	<p><b>Financial Planning</b> 'Structure follows Strategy'</p> <p><b>Building Teams</b></p>	<p>Profit Models &amp; Assumptions Income Statement Projections Cash Flow Capital Requirements</p> <p>Core Team Selection Key Partnerships Organizational Culture</p>	<p>Develop assumptions, income and cash flow statements</p> <p>Team Building Exercise Team Profile</p>	<p>Saul Orbach</p> <p><b>DUE: Case Study:</b> Nehemiah Manufacturing Co.</p>

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		<b>Teams: Splitting Equity</b>	Practical guide and pitfalls to allocating founder and startup equity. All about Options	Splitting Equity exercise	
		<b>Term Project</b>		Team Description Financial Assumptions Equity split recommendation	
6	23 Apr	<b>Business Plan, Executive Summary, Pitch Deck, Financial Projections</b>	How to write a business plan, executive summary Elevator Pitch Building a strong presentation		
		<b>Funding Your Venture</b>	Bootstrapping, Angels, Venture Capital, Crowdsourcing, Other sources Term Sheets, Due Diligence Funding stages, Cap Tables Convertible Notes	Research various forms of investment capital and summarize pros and cons of each How much money should a start-up raise?	
		<b>Term Project</b>		Draft Executive Summary Develop Need Slide	

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7	30 Apr	Launch Readiness	Investor Engagement Pre-launch checklist	Final deliverables including B-plan, Exec Sum and pitch deck	<b>Quiz 2</b>
		<b>Term Project</b>		Pitch rehearsal	
8	7 May	<b>Term Project: Final Pitch Event</b>	Each Team will do a 5 Minute Pitch to a panel of REAL investors, followed by Q&A by panel. Panel to give feedback to each team at end.	Come prepared to dazzle!!	Guest Judges Panel  <b>Due:</b> Venture Creation project: Business Plan and Pitch Deck