

Week 3: The entrepreneur and the winning team

Introduction week 3 Oncourse

During the previous two weeks you created an initial business idea and transferred it into a real value proposition. This week we will turn our focus to the people behind the idea (i.e. you as the founding entrepreneur and your winning team). Every business is primarily about people. With more than one founder, you and your team members have to work together so as to become an effective management team. A strong team usually makes the difference between a success and a marginal or failed venture. And as your business starts to grow, selecting, developing, and managing staff will become a key activity for you – something many entrepreneurs are struggling with. In addition, new, growing ventures will face challenges and problems requiring you to adopt different roles. Consequently, you will need to be an entrepreneur as well as metamorphosize into an (entrepreneurial) manager and leader.

The web lectures and the reading material will show you that the founding entrepreneur brings capital to the start-up. The financial capital you bring may be limited. However, capital is more than just financial. There is also human capital – your knowledge and skills gained from education and training, as well as previous managerial and/or industry experience. And there is your social capital – the *informal* personal network of friends and more *formal contacts* as well as the *resources* that may be mobilized through these contacts. The more capital you bring to the business - of any kind - the more likely you are to succeed.

At the end of this week you are able to:

- Understand the main entrepreneurial character traits
- Understand the different roles of an entrepreneur
- Understand the importance of the new venture team
- Understand the importance of the human and social capital that the entrepreneur brings to the new venture
- Understand the relational, cognitive, and structural dimensions of social capital
- Identify the character traits and human and social capital that you bring to the new venture
- Undertake a proper analysis of the winning team
- Enhance your negotiation skills

Structure week 3

Before Wednesday 25 November

Preparatory activities before session on Wednesday 25th of November

- Watching web lectures
 - The Entrepreneur
 - The Roles of the Entrepreneur
 - New Venture Team
 - Social Capital and Strategic Alliances
 - Networks: the relational and cognitive dimensions of social capital
 - Networks: the structural dimension of social capital

- Read case "Yahoo!" and prepare the following question:
 - What do you know about the character traits, human capital and social capital of the founders of "Yahoo!"?
 - Use the Oncourse Forum to indicate the strengths and weaknesses of the founding team. Describe at least one strength and one weakness based on the analysis of the founders' character traits, human capital and social capital.
 - All students are required to participate in this discussion by Tuesday 24th of November by 18:00
- Read papers / book chapters
 - Chapters 2, 10, 12 and 13 of the course handbook by Paul Burns

Wednesday 25 November

Face-to-face lecture on Wednesday 25th of November: discussion of Yahoo! case

Before Friday 27 November

Preparatory activities before session on Friday 27th of November

- On Friday we organize a coaching session during which you get the opportunity to enhance your negotiation skills. Why is this important? Well, effectuation sees the stakeholder network as a formidable mechanism to enable entrepreneurial creation of new opportunities (Sarasvathy and Dew, 2005). In addition, in an effectual network, stakeholders self-select into the project and create their commitment with respect to the new venture (Sarasvathy and Dew, 2005). But how does effectual stakeholder commitment emerge? And how is stakeholder self-selection realized? For this you need negotiation skills. Attendance is required.

Follow-up: Deadline is Friday 4 December

Follow-up activities relating to week 3

- Assignment related to week 3: submission deadline is Friday 4th of December.