

Course 1

Introduction. Career profiles

21.02.2012



Summary



Course presentation



Structure



Score assignment



Case study



Career profiles



Metrics for measuring success

Course motivation



Why entrepreneurship?

- Innovation is getting to the future first (Mico Coffey)
- Innovation distinguishes between a leader and a follower (Steve Jobs)
- At age 35 you will have a great idea. But will you have the time and patience to go back to school?



Why management?

- Efficiency
- Estimation techniques & Decision making models



Course

- Course 1
 - Structure of the course
 - Career profiles
 - Metrics for measuring success
 - Invited guest: Andrei Pitiș, Cristian Săndescu

- Course 2
 - General ideas on entrepreneurship, innovation and technology
 - Blue Ocean Strategy
 - Business model vs. business plan
 - The development cycle of a start-up
 - Lean Startup
 - Invited guest: Bogdan Iordache

Course

- Course 3
 - Managing Motivation
 - What is management?
 - Maslow's Theory of Motivation - Hierarchy of Needs
 - Herzberg theory of motivation, comparison with Maslow
 - Speaker: Andrei Pitiş
- Course 4
 - Management styles
 - Team Lifecycle (Tuckman)
 - Management styles (Hersey/Blanchard)
 - Speaker: Andrei Pitiş

Course

- Course 5
 - Financial Planning
- Course 6
 - Business Plan Structure
 - Executive Summary
 - Company overview
 - Product and services
 - Market and industry analysis
 - PESTLE & SWOT
 - Market strategy

Course

- Course 7
 - Sales
 - Negotiation
 - Introduction
 - Defining objectives
 - Selecting a strategy
 - Location
- Course 8
 - Leadership.
 - Common mistakes of managers

Course

- Curs 9
 - Business Plan Structure
 - Market strategy
 - Development and barriers of entry
 - Manufacturing and operation plans
 - Management team and organization
 - Financial Plan
- Curs 10
 - Financial Planning
 - PMI

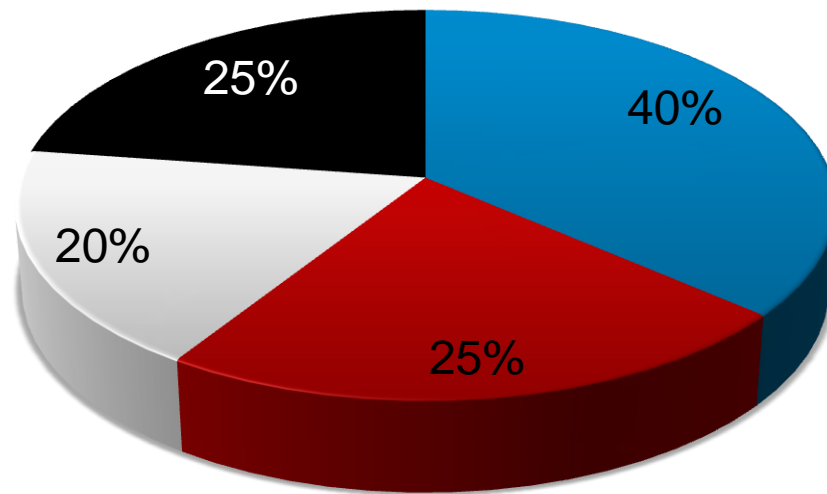
Seminar

- Know thyself
- Personal positioning. Company profiling
- Business meeting
- Negotiation
- Risk assessment
- Business plan
- Presentation
- Project management
- Time management
- How to manage your manager

Homework assignment

- [0.5] First Assignment
- [0.5] Second Assignment
 - Professional profile presentation
 - Publish: Feb 21
 - Deadline: March 6, 23:55
- [1.0] Forth Assignment
- [0.5] Third Assignment
 - PM Assignment
 - Group presentation
 - Publish: March 20
 - Deadline: April 10

Grading



- Engagement with course activities
- Homework assignments
- Seminars
- Assessment

Entrepreneurship

Case study



Case study

- What would you do if you got a technical company with:
 - one product
 - innovative
 - simple
 - brilliant
 - 100 % market share on nation-wide scale
 - over 1 Million units sold per year
 - 350.000 € annual profit
 - 200.000 € liquidity
 - no debts



Case study

- Would you?
 - Do nothing and let the money roll in
 - Sell it?
 - (for what amount?)
 - Seek an investor?
 - (for what amount and what equity?)
 - Sell the patent to others in exchange for royalty?



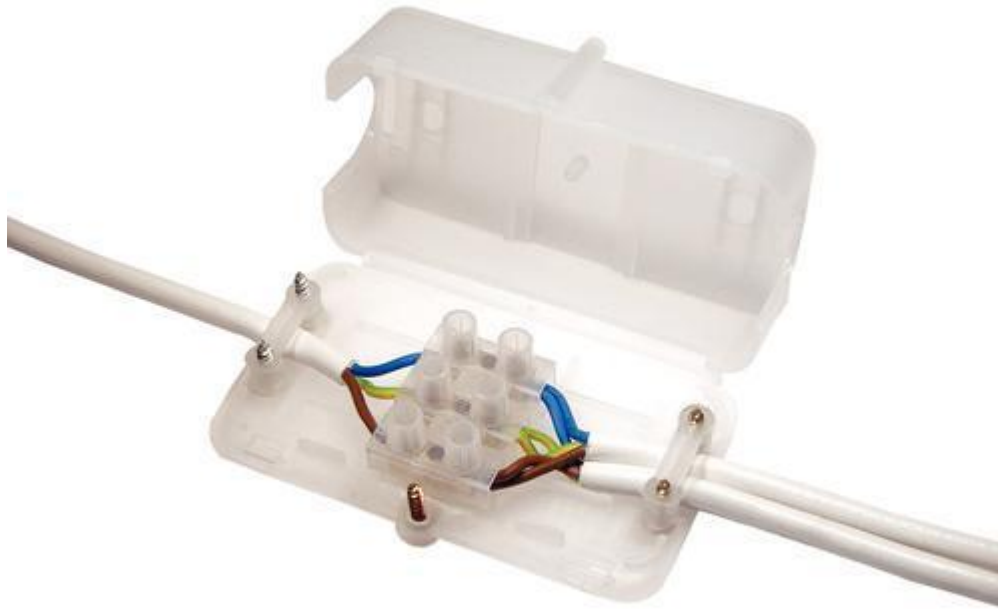
Case study

- How about:
 - look for an investor to sell:
 - 10% for 180.000 €
 - or
 - 30% for 180.000 €



The chocbox

- <http://www.youtube.com/watch?v=Qnsd5S-hpmc&feature=related>



The chocbox now

- 3 months after the deal



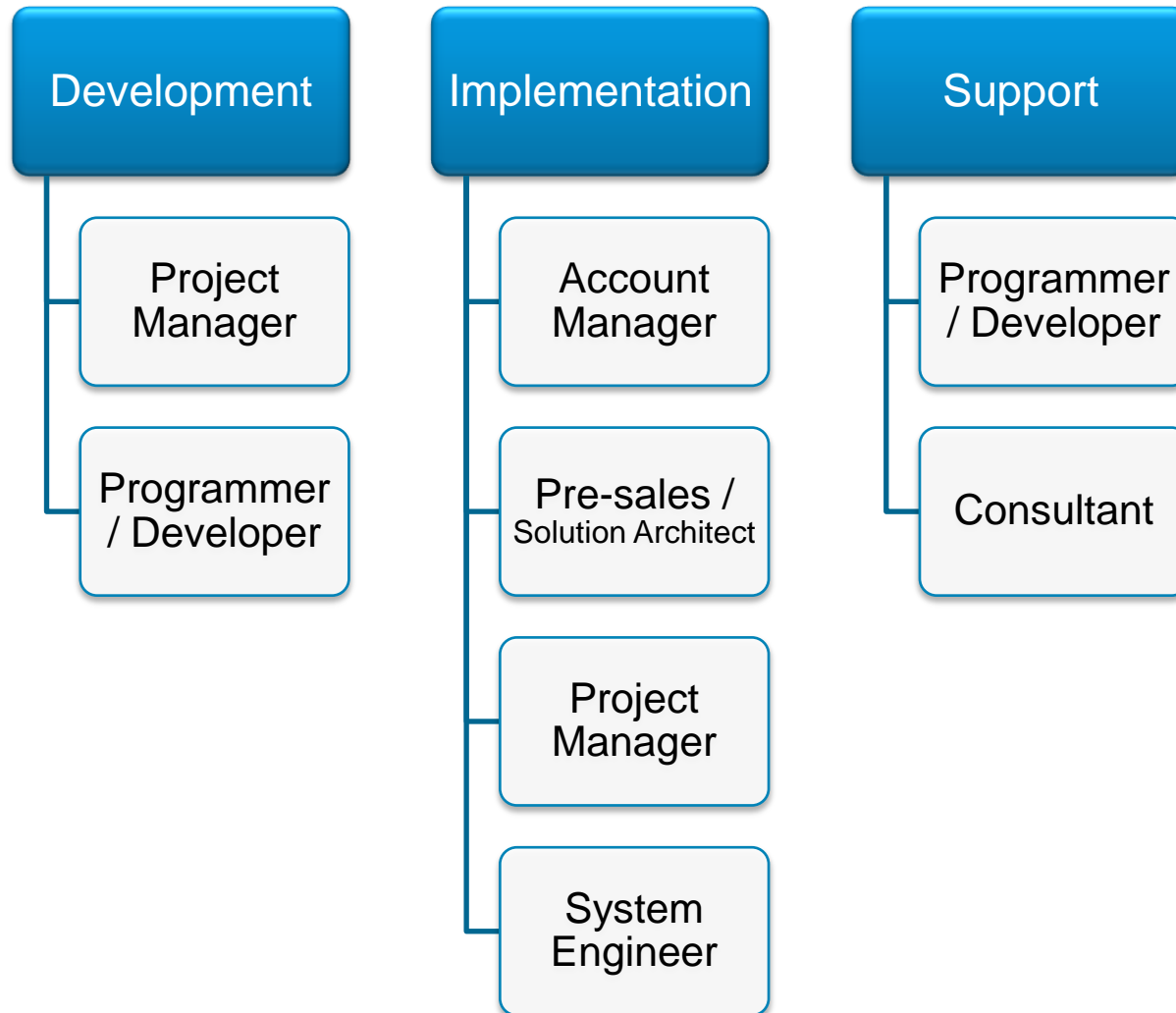
- **30.000.000** € deal for 5 years with GET Plc (152 countries)

Carrier profiles



Key Performance Indicators & Success Skills

Career profiles



Programmer – KPIs

- SLOC – Source Line Of Code
- Adherence to deadlines
- Number of bugs
- Code / documentation clarity
- PM feedback

Programmer – Success skills

- Solid overall technical background
- Familiarity with technology
 - Opportunities
 - Limitations
- Debug skills
 - Logging
- Coding style
- Patience
- Team abilities
- Adaptability
 - Familiarity with multiple technologies

QA Engineer – Success skills

- Familiarity with testing
 - Force testing
- Solid overall technical background
- Familiarity with technology
 - Limitations
- Patience

System engineer – KPIs

- Number of reported customer problems
- Adherence to deadlines
- Ingenious solutions

System engineer – Success skills

- Tackling pre-sales issues
- Problem solving instead of problem escalation
- Troubleshooting
- Take pleasure in finding & building solutions
- Understanding time & objective constraints
- Efficient execution

Pre-sales – KPIs

Solution architect / System engineer

- Ratio of lost bids to won bids
- Number of rejected solutions
- AM feedback
- Customer feedback (successful presentations)
- \$

Pre-sales – Success skills

- Product knowledge
- Perseverance
- Independent learning
- Technical skills
- Hands-on, real life experience

Project manager - KPIs

- Project completion:
 - In due time
 - Within budget
 - According to contractual terms
 - (with client satisfaction)
- Client feedback
- Team feedback
- Ratio of successful to failed projects
- Identifying risks & efficiency in addressing them

Project manager – Success skills

- Understanding stakeholders' interests
- Successful forecasts (experience-based)
- Efficient under pressure
- Committed
- Team abilities
 - Understanding team skills
 - Understanding team motivational dynamics
 - Authority as informal leader
 - Ability to avoid emotional involvement
 - Fairness
 - Delegation skills
- Brilliant social skills

Consultant

- Understanding customers' business
- Several types of consultancy:
 - Analysis
 - Design
 - Audit / Quality Assurance
 - Business Process / Implementation

Account Manager – KPIs

- Revenue
- New clients
- Personal relation with your boss
- Personal relation with your client

- Objectives:
 - Build a portofolio of clients
 - Build solid, personal relationships with key clients

AM – Success skills

- Market comprehension
 - Understand market constrains
 - Understand stakeholder interests
 - Account mapping
 - Networking at the right level for the product
- Communication skills
 - Listen
 - Positive acknowledgments
 - Presentation skills
- Client intimacy
 - Preferences towards a technology or a vendor
 - Shared language

Shared language

- I need a product that would allow me to address multiple market segments and to interact with clients on multiple channels, enabling them to complete operations according to their preferences.
- Clients = IP
- Channels = protocols
- Operations = ports