

CONTINUOUS BUSINESS DEVELOPMENT PROJECT II

Concept to Company

Course code	<i>MGN 257</i>
Compulsory in the programmes	<i>Entrepreneurship and innovation</i>
Level of studies	<i>Undergraduate</i>
Number of credits	<i>6 ECTS (48 in-class hours + 6 consultation hours + 2 exam hours, 104 individual work hours)</i>
Course coordinator (title and name)	<i>Assoc prof. Eigirdas Žemaitis, Michelle Lane Messina,</i>
Prerequisites	<i>none</i>
Language of instruction	<i>English</i>

THE AIM OF THE COURSE:

The main aim of the course is to focus on building a solution to a specific issue, in the form of a product or service company concept. The course focuses on the practical application of theory, models, tools in the process of new ideas search and problem analysis. The course is based on Silicon Valley best practices and practical approaches. It provides basic understanding and skills needed for initial business start.

MAPPING OF COURSE LEVEL LEARNING OUTCOMES (OBJECTIVES) WITH DEGREE LEVEL LEARNING OBJECTIVES (See Annex), ASSESMENT AND TEACHING METHODS

Course level learning outcomes (objectives)	Degree level learning objectives (Number of LO)	Assessment methods	Teaching methods
CLO1. The student can envision and articulate the resolution to some portion of a complex global problem that will become their business concept.	BLO1.1	Written and oral reflections & explanations	Lectures, guest speaker, videos, online information sources
CLO2. The student demonstrates their ability to present the concept orally and manage the Q&A discussion around said concept.	BLO 4.1 BLO4.2	In-class presentations, Peer voting	Lectures, guest speaker, video
CLO3. The student can assess risks associated with specific decision(s) tied to their business concept	BLO1.2	Oral presentation, Peer voting	Lectures, guest speaker, case studies
CLO4. The student demonstrates use of repeatable process(es) to collect and understand market feedback and apply to decisions on their business concept.	BLO1.2 BLO4.3	Writing project	Lectures, analysis
CLO5. To effectively and powerfully communicate using multimodal communication tools and channels (written, oral, video, graphic) with professional and other audiences.	BLO 4.1 BLO 4.2	Writing projects	Lectures, guest speakers

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regards to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

COURSE OUTLINE

Topic	In-class hours	Readings, Assignments, Speakers, Resources
Week 1 Key Learnings from Semester I Prepare a 5-minute presentation about what was learned in Semester 1. Must include responses to following 6 issues: what went well, what <i>did not</i> go well, what was learned, what will be different in semester II, SWOT analysis of business, and characterize team dynamics. <i>Must also include</i> summary of your concept and the team members. If you are abandoning your Semester I idea, you must already have a new concept.	3	Guest speaker: Students only Lecture: What Did We Learn? Assignment: Prepare a 5-minute presentation to class, in slides or pre-recorded video message on Key Learnings from Semester 1. Article: Take Entrepreneurial Potential Self- Assessment and discuss results with team members. Article: Startup Stages
Week 2 6 Month Workplan for Semester II Following reflections on semester I, build a plan for the coming 6+ months with key priorities and activities. Also address the type of people and connections you need to make that can help the business grow and scale.	3	Assignment 1: Develop plan for coming 6+ months, 2-3 bullet point strategies and appropriate supportive tactics. Class Discussion: Results of self-assessment. Assignment 2: Prepare a single slide summarizing the results of self-assessment.
Week 3 Make it Matter How can an early-stage company make an impact in today's world? Are there unique differences with social impact companies? How does B Corporation certification influence aspects of the company culture, structure, performance?	3	Guest Speaker & Discussion: Neetal Parekh on Social Impact and Business Building Guest Speaker & Discussion: Karina Jensen , Director of Global Minds Network on making an impact with a multicultural team Assignment: Reflect on what you learned from Neetal Parekh and Karina Jensen and how has it shifted your perspective. 300-word essay Article: Non-profit vs. B Corp
Week 4 Business Models How do we know which business model will fulfill the needs of our target customer? Detail a minimum of 3 different ways you can sell to the market. Can you flip the current business model 180 degrees and sell to a new part of the market, in a different way? If you planned to sell to the end consumer (B2C), can you sell to businesses instead such as B2B? Instead of selling the product or service just one time, can you create an annuity revenue stream? Where do distributors and intermediaries fit into your model? What are KPI's, milestones, and tracking?		Guest Speaker & Discussion: Philip Smith , SaaS & Subscription Software, Ops CFO. Expert in cloud-based economics, business models, strategy, planning, pricing, scaling & growth, analytics, metrics, and systems. Guest Speaker & Discussion: Shani Shoham , Serial Entrepreneur & Chief Revenue Officer Assignment: Create and execute a business model test with your target customers. Analyze short and long-term financial impacts of ea. model with 2 graphs and narrative that is $\geq$ 800 words.
Week 5 Discipline Good habits from the start: financial, marketing documents, reporting, board communications, legal, employment, and more. What are 3-5 key things early founders need to think	3	Guest Speaker & Discussion: Gideon Marks , Mentor for Google for Startups and Co-founder, DogLog Guest Speaker & Discussion: Mark White , Attorney, White-Summers

about, plan for, and execute in the early days of the company to prevent problems later??		Assignment: 300-word essay on learnings from Philip Smith, Gideon Marks, and Mark White. Where can you apply these insights? Article: How to Start a Startup
Week 6 Validate: How does a new company establish a feedback loop with the market? What tools and methodologies can be applied to maintain that loop? Customer advisory board, focus groups, employee training, key acct managers etc.?	3	Guest speaker & Discussion: Javier Cardona, CEO 1DOC3 in Colombia Assignment: Article: About Product Market Fit and here
Week 7 Presentation: The Big Vision Who, what, why, how, when, where, and how much? Peer feedback sessions.	3	Student Presentations: Timed 3-minute, 5-minutes feedback, using slides & .PDF submission. Peer judging & feedback Assignment: Update the 6-month work plan and submit it with short description of updates and basis for these updates.
Week 8 Mentorship: Students should book individual team help sessions for this week and next 10-15 minutes.	3	Mid-term Prep Assignment: Draft company's 1-pager, Executive Summary Articles: here and sample here
Week 9 Midterm due	3	Prep Assignment: Final company 1-pager/ Executive Summary
Week 10 <i>Leverage:</i> Incorporating the Learnings <i>*Additional</i> team help session of 1 hour	4	Student Presentations: Timed 3-minute structured oral presentation <i>without slides</i> to share new market feedback and updates to 6-month plan. Peer voting.
Week 11 Assessment: 10-15 min team check-ins with each team following self-assessment using G/Scorecard 7-point assessment process.		Activity: 15-minute team check-in sessions with every team. Team members only. Assignment: self-assess your company and team using the G/Scorecard. Create one slide to show you
Week 12 Networks: How do we successful build and manage our network of connections in today's pandemic business environment that is almost entirely online? Where do we find and build relationships?		Guest Speaker & Discussion: Cristina Cruz Soltesz , Engagements & Partnerships Guest Speaker & Discussion: Klaus Borne Wehage CEO of 10X Innovation Labs and expert networker. Assignment: Write 300-word essay on networking, learnings and application of these learnings.
Week 13 <i>A Culture of Innovation:</i> How do you inspire groundbreaking innovation, bring valuable products to market, forge powerful partnerships, and ignite a true culture of innovation in your company? What technology can help manage and track innovations?		Guest Speaker & Discussion: Jennifer Kenny of is a thought leader in human innovation using Systems Thinking, Design Thinking, Language Action Design Guest Speaker & Discussion: Kayvan Baroumand is the founder on Innowise which, among other things, has a comprehensive corporate innovation platform (Total Innovation Management) Assignment: 300-word essay on what was learned from Jenny Kenny & Kayvan

		Baroumand, how you might apply it, and what might change in your company
Week 14 Marketing & Messaging		Assignment: draft sales script for phone or in-person meeting, email scripts with 3-5 different email subject lines.
Week 15 FINAL EXAM	3	Student Presentations: Present to Jury, 3-minutes, 3-minute feedback, using slides and submission of a .PDF

FINAL GRADE COMPOSITION

Type of assignment	%
<i>Group Components 60%</i>	
Group presentation	60
<i>Individual Components 40%</i>	
Individual work	40
Total:	100

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

Group assignment requirements

1. Jointly created 10 slide presentation, preparation and proactivity during check-in sessions, 30/60/90-day work plan, final 5-minute presentation
2. Team alignment: presentations skills, participation, engagement, leadership, communication

Individual work

1. Solo 5-minute presentation
2. Class participation, feedback, & questions: About why partner chosen, working relationships, challenges experiences, presentation skills, proactivity during check-in sessions, presentation on market learnings (either verbal or with slides), peer judging & comments.
3. More details for the individual work will be presented during the lectures

RETAKE POLICY

Retake could be done only for individual part 40 %. Professor will choose examination form

REQUIRED READINGS

Decoding Silicon [Valley](#): The Insider's Guide

RECOMMENDED READINGS

How to Start a Business: A Startup Guide for [Entrepreneurs](#) [Template]
Valley [Speak](#): Deciphering the Jargon of Silicon Valley
15 Global [Challenges](#) For the Next Decades

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the Bachelor of Business Management

Programs:

*International Business and Communication,
Business Management and Marketing, Finance,
Industrial Technology Management*

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper

Learning objectives for the Bachelor of Social Science

Programmes:

*Economics and Data Analytics,
Economics and Politics*

Learning Goals	Learning Objectives
Students will be critical thinkers	ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines
	ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements
Students will have skills to employ economic thought for the common good	ELO2.1. Students will have a keen sense of ethical criteria for practical problem-solving
Students will be technology agile	ELO3.1. Students will demonstrate proficiency in common business software packages
	ELO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	ELO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	ELO4.2. Students will be able to convey their ideas effectively through an oral presentation
	ELO4.3. Students will be able to convey their ideas effectively in a written paper