

Syllabus

Course description

Course title	Innovation Management and Start-up
Course code	97113
Scientific sector	SECS-P/08
Degree	Bachelor in Design and Art (L-4)
Semester	Winter semester 2024/25
Year	2 nd , 3 rd
Credits	8
Modular	No

Total lecturing hours	30
Total hours of self-study and/ or other individual educational activities	about 170
Attendance	not compulsory but recommended
Prerequisites	none
Maximum number of students per class	/

Course description	<p><i>The course belongs to the class "caratterizzante" in both major in Design and in Art.</i></p> <p>In "Innovation Management and Start-up", students embark on a journey to explore and practice entrepreneurial thinking and action. This learning path involves diving into relevant literature on innovation and entrepreneurship while simultaneously embracing a practical approach to transforming viable business ideas into tangible products and services that fulfill customer and user needs.</p> <p>The course intertwines traditional aspects of innovation development, market analysis, and business strategy with insights and methodologies from design thinking and human-centered design. This blend aims to facilitate the swift prototyping of value propositions, understanding revenue generation, capturing value, and devising effective methods to deliver value to customers through strategic partnerships and sales channels.</p> <p>A significant portion of the course is dedicated to hands-on practice, where students will engage in creating, testing, and refining business ideas to ensure they are not only practical but also cater to customer needs and are financially viable.</p> <p>Ultimately, the course aspires to introduce students to the</p>
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	necessary tools and skills to minimize risks, identify opportunities, and devise solutions that address real market issues. This foundation aims to guide them towards success in their future ventures, whether as entrepreneurs launching startups or as intrapreneurs within innovation-driven companies.
Specific educational objectives	<p>Knowledge and understanding</p> <ul style="list-style-type: none"> - have acquired a solid cultural heritage in which technical and media skills are combined with theoretical reflection, a necessary prerequisite for approaching the complex phenomena of today's society with awareness and being prepared to act as active participants. - have acquired the ability to grasp and analyse contemporary cultural and social phenomena that characterise design and art.

Lecturer	Alessandro Rossi e-mail: alessandro.rossi@unibz.it , webpage: https://www.unibz.it/it/faculties/design-art/academic-staff/person/16304-alessandro-rossi
Scientific sector of the lecturer	SECS-P/08
Teaching language	English
Office hours	See course calendar
List of topics covered	<p>Entrepreneurial Mindset and Behavior:</p> <ul style="list-style-type: none"> • Exploring foundational principles and attitudes that catalyze successful entrepreneurs. • Analyzing various entrepreneurial journeys through diverse case studies. <p>A Primer on Innovation:</p> <ul style="list-style-type: none"> • Understanding the fundamental concepts and types of innovation. • Exploring the role of innovation within the business and entrepreneurial context. • Analyzing real-world instances where innovation has driven business success. <p>Developing and Evaluating Business Ideas:</p> <ul style="list-style-type: none"> • Learning how to identify, nurture, and critically evaluate business ideas. • Engaging in practical sessions and discussions surrounding idea generation and evaluation. • Applying learnt techniques on hypothetical or real-world business scenarios. <p>Refining Business Ideas:</p> <ul style="list-style-type: none"> • Learning techniques to present ideas effectively, such as creating and delivering elevator pitches. • Profiling early adopters by developing and utilizing

personas and other methods to identify key customer segments.

- Understanding how customers think, act and feel by applying the "jobs to be done" framework to ensure the business idea aligns with customer needs and desires.

Applying Design Thinking and Lean Validation techniques in Entrepreneurial and Innovation Processes (from the "problem perspective"):

- Investigating principles and phases of design thinking and lean validation to deeply understand and assess customer problems.
- Conducting validation sessions to refine and validate the problem definition, ensuring alignment with real customer pain points.
- Identifying and engaging early adopters to validate the problem and gather insights for further refinement.

Applying Design Thinking and Lean Validation techniques in Entrepreneurial and Innovation Processes (from the "solution perspective"):

- Exploring principles and phases of design thinking and lean validation to develop innovative, user-centric solutions.
- Implementing iterative testing and feedback loops to continuously improve and validate early prototypes and solutions.
- Leveraging customer feedback and market analysis to fine-tune value propositions, ensuring strong market fit and customer satisfaction.

Business Modeling: Validating Value Delivery and Value Capture:

- Exploring the components and significance of a robust business model.
- Investigating techniques to validate value delivery and value capture within a business model.
- Engaging in exercises to create and validate business models, ensuring effective value delivery and capture.

Refining market analysis, competitors, Unique Selling Propositions (USPs), and team competency and execution:

- Researching market size, trends, and competitor analysis and clearly defining your Unique Selling Proposition (USP) to highlight your startup's unique advantages.
- Developing a realistic and structured timeline for product development, market entry, and growth phases.
- Forming a team with relevant skills and

	<p>experiences aligned with your startup's needs, showcasing execution, clarity and impact.</p> <p>Navigating Resource Acquisition and Financial Management in Start-ups:</p> <ul style="list-style-type: none"> • Delving into various resource acquisition strategies: bootstrapping, angel investing, and venture capital. • Understanding financial management, including cash flow, budgeting, and financial planning within a start-up. • Analyzing varied resource acquisition and financial management scenarios in start-ups through case studies. <p>Mastering Pitching and Public Speaking:</p> <ul style="list-style-type: none"> • Grasping the essentials of crafting compelling pitches and effective public speaking. • Learning the nuances of effective communication and message tailoring for diverse audiences. • Practicing pitching skills through simulations and receiving constructive feedback for improvement.
<p>Teaching format</p>	<p>Frontal lectures, guest lectures from entrepreneurs, classroom exercises and simulations, project work, pitching sessions with peer feedback.</p>

<p>Expected learning outcomes</p>	<p>Disciplinary competence</p> <p><i>Knowledge and understanding</i></p> <ul style="list-style-type: none"> - have acquired the basic knowledge to be able to turn a critical eye to their own work and to deal with contemporary complexity - have acquired the basic knowledge necessary for further Master's studies in all components of project culture as well as in scientific and theoretical subjects. - Students will know and understand what business ideas and business models are and why they matter. They will also know the specifics of leadership and management in entrepreneurial, innovative and creative projects. They will develop innovation skills and an understanding of the customer perspective. <p><i>Applying knowledge and understanding</i></p> <ul style="list-style-type: none"> - recognise the main phenomena of contemporary society, to observe them critically, also from an ethical and social point of view, and to elaborate appropriate solutions at the level of a design proposal/response. - make use of the skills acquired during the course of study in the event of continuing studies in a Master's degree programme in the field of design and to develop them further. - Students will be able to develop and evaluate a business idea and business model. They will be able to
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	<p>identify customer benefits and unique selling propositions, and examine feasibility and financial factors.</p> <ul style="list-style-type: none"> - In the context of the business model development, students apply their knowledge regarding the design of virtual and/or physical prototypes, illustrations, and promotional materials. In addition, they apply their knowledge of UX design and usability. <p>Transversal competence and soft skills</p> <p><i>Making judgements</i></p> <ul style="list-style-type: none"> - be able to make independent judgements, both in the critical evaluation of their own work and in their ability to use the right interpretative tools in those contexts in which they will work professionally in design and/or continue their studies, also considering ethical and social aspects. - students will know and be able to apply methods for analyzing business ideas and models. They will be able to judge, based on an analysis, whether an entrepreneurial project is promising. <p><i>Communication skills</i></p> <ul style="list-style-type: none"> - to professionally communicate and substantiate their own decisions and justify them from a theoretical point of view. - students will be able to convincingly present their own business model and be able to communicate and critically discuss their business decisions. <p><i>Learning skills</i></p> <ul style="list-style-type: none"> - have acquired basic knowledge in theoretical subjects as well as a study methodology suitable for continuing studies with a Master's degree programme. - Students will acquire knowledge and tools that they can use in entrepreneurial learning processes in the context of start-up projects and in innovation projects.
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Assessment	<p>Attending students:</p> <ul style="list-style-type: none"> • Oral presentation of group project work. • Final written exam <p>Non attending students:</p> <ul style="list-style-type: none"> • Individual final report • Final written exam
Assessment language	The same as the teaching language
Evaluation criteria and criteria for awarding marks	The final assessment is based on the following criteria: Attending students:

	<ul style="list-style-type: none"> • Oral presentation (50%) tests knowledge application, oral communication skills, teamwork, establish of relationships between topics. • Final written exam (50%) tests knowledge acquisition, judgements based on the acquired knowledge, and the ability to evaluate and synthesize. <p>Non attending students:</p> <ul style="list-style-type: none"> • Individual final report (50%) tests knowledge application, written communication skills, establish of relationships between topics. • Final written exam (50%) tests knowledge acquisition, judgements based on the acquired knowledge, and the ability to evaluate and synthesize.
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Required readings	Neck, N., Neck, P. and Murray, E., Entrepreneurship: The practice and mindset, 2018, Sage
Supplementary readings	<ul style="list-style-type: none"> • Peter Thiel, Zero to One: Notes on Start Ups, or How to Build the Future (2015) • Stephen Blank, The Four Steps to the Epiphany: Successful Strategies for Products that Win (2007) • Eric Ries, The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses (2011) • Guy Kawasaki, The Art of the Start: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything (2004) • Rita McGrath and Ian MacMillan, Discovery-Driven Growth: A Breakthrough Process to Reduce Risk and Seize Opportunity (2009) • Steve Blank and Bob Dorf, The Startup Owner's Manual: The Step-by-Step Guide for Building a Great Company (2012)