



TUTORIAL: STARTUP LAB

General data

Course code:	M23KOB03E
ECTS credits:	9
Type of the course:	general core course
Semester:	Spring, Semester 3
Course restrictions:	-
Course leader (with availabilities):	<i>Dr. Zsolt BEDŐ, Associate Professor</i> +36 72 501-599/23436 bedo.zsolt@tkk.pte.hu office: B432/7
Further lecturer(s) (with availabilities):	<i>Dr. Péter KRISTÓF, guest lecturer</i> +36-30-3216213 kristof.peter@pte.hu

1. Description and aims

This course is the continuation of the Entrepreneurship and Business Model Generation course. In that you have created a validated business model around a socio-economic problem, you have partly validated it on your target market, but an in-depth analysis, validation design and implementation were not pursued. The objective of this course is to take you through this in-depth process in a very practical way in order to allow you to implement your product/service. In this implementation process the creation of an MVP will be necessary for you to be able to receive valuable and real feedback from your stakeholders. Throughout the course you will be exposed to new problems that you will have to solve using all the tools you have acquired in the framework of your previous studies.

2. Intended Learning Outcomes (ILOs)

Upon the successful completion of this course, students should be able to:

- CILO 1. identify business opportunities in a given socio-economic context (PILO 1);
- CILO 2. recognize the necessary resources required for the pursue of the solution of the problem (PILO 3);
- CILO 3. collect data and information on market conditions (PILO 2);
- CILO 4. critically evaluate and identify the business opportunity in the competitive environment (PILO 3);
- CILO 5. differentiate between ideas and implementable business opportunities (PILO 2, 3);
- CILO 6. explain and argue your solution (PILO 5);
- CILO 7. appreciate context, engage others, and make thoughtful decisions while examining their consequences (PILO 4, 6);
- CILO 8. work in groups, play a role within the group, delegate tasks, resolve conflicts (PILO 6);



(The remarks in brackets express each CILO's connection to the Program Intended Learning Outcomes (PILOs).)

3. Content, schedule

1. Introduction: We will introduce Exponential Organizations (ExO) Foundations, the methodology we will follow during the course.
2. In this review session we will go through the beginning of the entrepreneurial discovery process (EDP) and the business model generation journey by experiencing the following milestones.
3. Awake: What's happening in the world, how it will look like in 10 years and what to do about it?
4. Explore: The world changes every day. Exploring how it may affect any industry is an exciting learning experience, which will surprise you!
5. Ideate: You have at your fingertips the opportunity to (re)invent the world and to make it better. You will define 4-5 potential ExO Initiatives based on the research completed in the previous week.
6. Share: Experimentation is crucial to any innovation – therefore, this week will be about experimentation, quick learning and making pivots.
7. Select: Up until now, you have been working on several ExO initiatives in order to explore as many opportunities as possible. It's time to select the most promising ones. Make your selection and get ready to present your findings and insights to a disruption panel.
8. Disrupt and correct: It's time to disrupt the targeted industry – before somebody else does it.
9. Prototype: It's time to take your ExO initiatives to the next level!
10. Test: It's time for the truth! Over the past weeks, you have been building prototypes of your MVPs, which will allow you to learn more about and improve your ExO initiatives.
11. Improve: Last week, you ran some experiments and extracted key learnings.
12. Essemble: It's time to prepare for the final presentations of your ExO Initiatives.

4. Learning and teaching strategy, methodology

Principal teaching methodologies: pre-reading of book chapter, student presentations, in-class discussion

The lectures, readings, exercises, and projects challenge you to think critically, appreciate context, engage others, and make thoughtful decisions while examining their consequences. From these, you will gain unique perspectives on how to combine imagination, intuition, reasoning, and skills to derive creative solutions to practical business problems (CILO 1-4.).

You are also expected to contribute to the learning environment by engaging in intellectual discourse with the instructor and other students. Translated: read and prepare ahead, especially for projects where you apply what you've learned. Be "creative" in addressing individual and group assignments, but also critically assess and develop an appreciation for the dynamics involved in group attempts to "create" (CILO 4-7.).

For group assignment you will have to formulate groups of 3-5 on the first week (CILO 8.).



5. Assessment

Formative assessment elements: Oral feedback on class activities, discussion of individual and group assignments solved in class.

Summative assessment elements:

Individual Assessment	15%	Group Assessment	85%
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Name of the element	Weight	Type	Details	Retake opportunity	Req.*	Related CILOs
Finalized business plan and support documentation	40%	group/written	Business plan, business model and ExO templates completed with validated information, MVPs, stakeholder feedback documentation	Yes. Students who fail the project work are provided two further opportunities to write a comprehensive exam from the semester topics.	yes	1-6.
Weekly progress	30%	group/written	evidence of learning as the result of the market experiments conducted by the team	non	no	7
Final presence	15%	group/oral	Presentation of the business concept and the product or service	non	no	2
Peer-to-peer evaluation	15%	individual	contribution to the group work	non	no	8

* Req.: Completion of the element is required to pass the course, irrespective of the performance in other elements.

6. Learning materials

- Essential
 - Salim Ismail et al: Exponential Organizations: Why new organizations are ten times better, faster, and cheaper than yours (and what to do about it), Frost & Sullivan, 2014.
 - Salim Ismail et al: Exponential Transformation: Evolve Your Organization (and Change the World) With a 10-Week ExO Sprint, Wiley, 2019.
 - Peter Diamandis: The Future Is Faster Than You Think: How Converging Technologies Are Transforming Business, Industries, and Our Lives (Exponential Technology Series), Simon & Schuster, 2020.
 - Business Model Generation, written by Alexander Osterwalder & Yves Pigneur 2010, ISBN: 978-0470-87641-1
 - Start Up Nation, Dan Senior and Saul Singer, 2011.
 - Eric Ries: Lean Startup, 2010.
 - Michael H. Moris: The Nuts & Bolts of Great Business Plans.



- Recommended
Benjamin Edelman: How to launch your digital platform, HBR, 2016.
Charlie Brown_3 questions before adopting a platform business model, HBR, 2016.
Nathan Furr: Transitioning your company from a product to a platform, HBR, 2016.
When platforms attack, HBR.
Zhu Furr: Product to platform, Making the leap, HBR, 2016.
Brad Power: Building a software startup inside GE, HBR, 2015.
Derek Lodow: Ditch the start-up pitch, Dit, HBR, 2014.
Hathaway: Startup capital spreading across the US, HBR, 2015.
Hockberg, et al. Top 20 accelerators in the US, HBR, 2015.
Mullins: Use customer cash to finance your startup, HBR, 2013.
Mullins: VC funding can be bad for your startup, HBR, 2014.
Ulukaya: Growing a startup without outside investor, HBR, 2013.
Steve Blank: Why lean startup changed everything, HBR, 2013.

7. Further information

International aspects embedded with the course
N/A
Ethics, Responsibility & Sustainability (ERS) aspects embedded with the course
Students in the opportunity seeking and recognition phase will be orientated towards global challenges mimicked by the UN SDGs. It will be the choice of the team what socioeconomic problem they select as the base of their product/service development, but they will have a clear understanding of the global ERS challenges.
Connections to the world of practice of the course
Industry guest speakers will take part during the semester. Students will have to build their own CE solution which will require them to conduct real life validation of their concept.