

# Change-Makers: Shaping the Future

[Introduction to Intra/social entrepreneurship]

## Course details

### Course Code:

**Course director:** Claudio Feijóo

**Course organizers:** Laura Millán Mayoral, Óscar O. Santos-Sopena

**Mentors:** tbc

**Students:** Undergraduate students & Master students

**Language:** English

**Teaching + working hours:** 60+

**ECTS:** 3

**When:** Fall semester. From September 26<sup>th</sup> to October 30<sup>th</sup>

**Teaching Method:** Practical approach with cases and workgroup projects

**Pre-requisite:** Interest in innovation and entrepreneurship. Mindset to change / improve quality and life and society. Proactive attitude and openness to work in multicultural and disciplinary teams.

**Location:** Online

## Summary – Course description

After completion of the course, students are expected to become change-makers and to understand and be able to use several very practical methods to manage innovative projects within a company or organization and/or to pursue their own intra/entrepreneurial endeavours following new approaches.

This subject is derived from the idea that the world is changing in a fast path and new methods originated in the entrepreneurial arena in the last decade can be extremely useful for our future leaders no matter whether they will be in a position of managers or intrapreneurs. We aim to provide tools to leaders that can shape our future. These methods facilitate a better understanding of the users and an ability to rapidly adapt any theoretical project to realistic metrics.

The goal of this course is to learn while developing a real project that complies with the needs of today's society by working on multidisciplinary teams. This practical course will follow loosely the "lean startup" method with additionally selected course-related content.

The course consists of several parts: creative (design) thinking to look for ideas, re-shaping of ideas for them to become project proposals, value proposition, experiment design, prototyping and use of tools and methodologies such as business model canvas and lean start-up. The course will emphasize the practical side of the tools and will introduce related key concepts on the innovation / intra / social / entrepreneurial ecosystems with a particular focus on Spain and the opportunities related to EELISA universities. Participants will learn how to prototype using different tools.

Furthermore, the course will provide the opportunity for each team to work with an experienced mentor. Participants will also have access to exclusive related events, where they can meet and learn from successful change-makers from multiple industries and fields.

During the course, students will team-work in a practical project of their own that will be presented, discussed, and evaluated in a final pitch session.

## Objectives and requirements

This is a practical under/graduate level course on tools and methodologies for change makers (entrepreneurs, managers, and innovators) based on the latest tools, methodologies, and approaches.

There are some major objectives of this course: (i) to provide participants with a vision on how to become a change-maker and the related challenges and opportunities; (ii) to provide students with some conceptual and practical tools to improve their management skills on innovative projects; (iii) to provide students with the general rationale and ordered logical steps when launching a project of their own; (iv) to know the basics on how to present and defend a successful project; (v) to provide hands-on knowledge on tools, methods and upcoming opportunities of interest to be applied in a project to be developed through the duration of the course; (vi) to provide participants with some tools and concepts of digital prototyping; (vii) to train students to lead and manage high-performing teams in the online world; and (viii) to connect students with start-ups, entrepreneurs, corporations and the university itself and within EELISA.

Sessions will include work on projects to be developed and discussed during the classes.

Classes will be held online and will utilize different online platforms such as “Microsoft Teams” or “Zoom” application to ensure an efficient and interactive educational experience. There might be some additional -optional- offline activities at selected locations.

Students are requested to interact during the lessons, work in teams, complete tasks and read the references assigned to each session and to provide results for the assignments.

All course materials will be available online upon the start of the course.

### **Programme & Schedule**

NB: This is a tentative programme. The topics are indicative. Program might be modified depending on the interest of students about the subjects covered, on the level and depth of the discussion, and on the availability of the possible invited lecturers. Program may be modified due to external factors that could alter the format of the course.

In addition to classes, the students will be encouraged to participate in innovation / leadership / entrepreneurship related events that will be announced during the classes.

Also, this course can be used as an introduction to actúaUPM program at UPM in Madrid. Students will be encouraged to participate in the program.

Similarly, this course can be used as an introduction to the incubation program launched by UPM in Shanghai, China. Students interested in China will be encouraged to participate in the program.

Session	Date	Content
1	4.10.2022	<ul style="list-style-type: none"> <li>- Course description</li> <li>- Contextualization (how to become a change maker, how to deal with a changing world)</li> <li>- Ideation session</li> </ul>
2	7.10.2022	<ul style="list-style-type: none"> <li>- Teams' creation</li> <li>- How to manage high-performing teams</li> <li>- EQ and leadership</li> </ul>
3	11.10.2022	<ul style="list-style-type: none"> <li>- Reframing the problem</li> <li>- Overview on Design Thinking</li> </ul>
4	13.10.2022	<ul style="list-style-type: none"> <li>- DNA of the project</li> <li>- Value proposition canvas</li> <li>- Meet the change makers: Value proposition</li> </ul>
5	18.10.2022	<ul style="list-style-type: none"> <li>- Experiment board: how to conduct interviews and validated learning.</li> <li>- Customer development.</li> <li>- Minimum viable product.</li> <li>- Product-market fit</li> </ul>
6-7	20.10.2022	<ul style="list-style-type: none"> <li>- Digital prototyping</li> <li>- Content strategy, content map</li> <li>- UX, action diagram and flow diagram</li> </ul>

		- Usability test
8	25.10.2022	- Business models - Business model Canvas: theoretical and practical approach
9	27.10.2022	- How to communicate - Communication for leaders - Practical approaches
10	2.11.2022	- Elevator pitch. How to present a project and convince your audience - Pitch deck, pitch structure - Tried & true - Graphic content
11	TBC	- Digital prototyping (Mentoring)
12	4.11.2022	- Meet the leaders
13	TBC	- Match making and networking session. Alumni
14	8.11.2022	- Demo day: Participants will present their projects to a jury through a 7-minutes pitch
15	TBC	- Course related events/visits (tbc)
16	TBC	- Mentoring with experts

\*\*Participants will be assigned a mentor to guide them in their projects. The date and time will be determined through an agreement by the mentor and the participants

## Documentation

Each of the sessions of the programme will have specific documentation, including selected references to research further into the topic.

In addition, for some of the sessions some publicly available documents will be delivered to the students as readings before the session.

All the documentation will be uploaded online. The course will have a WhatsApp/Wechat group for communication purposes.

The WhatsApp/Wechat group will be launched during the first class.

References and reading material:

- [1] Blank, S. (2013). Why the Lean Start-Up Changes Everything. Harvard Business Review, (May), 3–9.
- [2] Osterwalder, A., Pigneur, Y., & Clark, T. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken. NJ: Wiley.
- [3] Blank, S., & Dorf, B. (2012). The startup owner's manual. K&S; Ranch.
- [4] Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Random House LLC.
- [5] Feld, B., Mendelson, J. (2016). Venture deals: Be smarter than your lawyer and venture capitalist. Wiley
- [6] Brown, T. (2009). Change by Design: How Design Thinking Transforms Organizations and Inspires Innovation. HarperCollins
- [7] Stone, D., and Heen S. (2015). Thanks for the feedback: The science and art of receiving feedback well. Penguin
- [8] Alvarez, C. (2017). Lean customer development: Building products your customers will buy. O'Reilly.

## Evaluation criteria

The evaluation will be based on the individual assignments and teamwork:

- Individual assignments: 40%
- Teamwork (including pitch): 40%
- Contributions / Attendance during classes: 20%

The criteria for evaluation will be:

- Understanding of the concepts explained
- Ability to apply them in an actual strategic setting
- Contributions to discussion
- Thinking outside the box

## About the lecturers

CLAUDIO FEIJÓO holds an MSc and PhD in Telecommunication Engineering and an MSc in Quantitative Economics. He is full professor at the Technical University of Madrid (UPM) where he is the Director for Entrepreneurship, leading programs on education, launch and acceleration of tech-based startups and spin-offs. At academia, he teaches on Strategic Management and Entrepreneurship and pursues research on the future socio-economic impact of emerging technologies. Currently, he is also the Executive Secretary of MetaRed X España, an initiative to strengthen university entrepreneurship support units, as well as the responsible of two EU-wide projects on entrepreneurship: EELISA Unfolds (part of EELISA European University and supported by EIT Digital) and Clean Cities ClimAccelerator (part of EIT Climate). From 2014 to 2020, his key responsibility was to reach agreements for cooperation and launch joint research and innovation projects with the best technology universities in Asia. He also set up the first incubation program for Spanish-related entrepreneurs in China. Claudio has worked on

assignments on five continents for main international institutions. His employment record includes spells at the European Commission and the Spanish Ministry of Industry. He also has a 20+ years' background as founder and mentor of startups and is experienced in managing the implementation of innovative projects. He has been member of the jury for main international startup contests on many occasions. He regularly lectures at international seminars and for postgraduate courses. He also guests edit for major academic journals, having authored more than 300 publications in books, journals, and conferences. His latest book addresses the role of technology innovations within international geo-strategy.

ÒSCAR SANTOS-SOPENA holds a B.A., and M.A., in Foreign Languages and Literatures (English) from Universidad Complutense (Spain), a M.A., in Spanish Language and Literature from The Catholic University of America (Washington, D.C.), a Ph.D., Spanish Language, Literature, and Culture - Comparative and Cultural Studies from University of Maryland - College Park, and a Certificate in Arts Administration from New York University (NYU). He organizes international and educational programs, coordinates cultural events, and designs communication, social media, and digital marketing strategies to promote several international students' services and arts management initiatives. As an educator, he holds a very active research agenda in using technology in language, culture, history, film, and literature higher education courses and Applied Linguistics. He is interested in Online, Blended-Hybrid, and e-Learning courses.

LAURA MILLÁN holds a master's degree in International Leadership and Innovation. Graduated in Industrial Design Engineering by Universidad Politécnica de Madrid she has experience in consulting, education, and entrepreneurship. She moved to China two years ago to start Xiji Incubator, an incubator for foreign companies which is based in Tongji University in Shanghai, where she currently works as its manager. Laura has experience working with companies in various fields and different stages of the start-up process and wants to help aspiring entrepreneurs achieve their goals. She collaborates as a guest lecturer with Tongji University. Laura understands the Chinese ecosystem of entrepreneurship and innovation and her main research is about design methodologies applied to business models.

CRISTINA ARMUÑA is Telecom Engineer and master's in City Sciences by the Technical University of Madrid. After several years working for Management Solutions as bank consultant, she managed the Networks Deployments area at the Spanish Association of Telecom Operators. In 2014 she started her freelance career as Telecommunications, Media, and Technology consultant. She has continued linked to the Academia, currently she mentors projects in the 101 Entrepreneurship UNED program and she is doing her PhD Research on human capital in entrepreneurship ecosystems.

JOAN BRUNO RODRÍGUEZ After obtaining his master's degree in Aeronautical Engineering from Universidad Politécnica de Madrid (UPM), Joan Bruno oriented his career into the study, development, and application of Design Methods, positioning conceptual design as a key driver for innovation. The need of attaining integrative visions stimulates his basic research, in which he constantly looks for new connections that link creativity, science and technology from a humanist perspective. As a practitioner, he has been responsible for the development of conceptual design methods in Altran, speaker in international conferences, advisor for the creation of innovation teams, and lecturer at Technical University of Madrid (UPM). As a PhD researcher, he has visited the College of Design & Innovation of Tongji University in Shanghai. In the field of social innovation, he has created several projects, using Design Methods as a natural complement to creativity. In his research, Joan Bruno intends to establish new relations between the art of Design Thinking and the practice of engineering formulation. He is passionate about discovering new cultures and knowledges, that remind him the need of amplifying our perspectives to face inspiring challenges.