

Syllabus

1. Programme information

| | |
|------------------------|---|
| 1.1. Institution | THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES |
| 1.2. Faculty | Business Administration in Foreign Languages |
| 1.3. Departments | Department of Business Administration in foreign languages (UNESCO chair) |
| 1.4. Field of study | Business Administration |
| 1.5. Cycle of studies | Master Studies |
| 1.6. Education type | Full-time |
| 1.7. Study programme | Digital business and innovation |
| 1.8. Language of study | English |
| 1.9. Academic year | 2023-2024 |

2. Information on the discipline

| | | | | | | | | | |
|--------------------|-----------------------------------|--|----------|-------------------------|-------------|---------------------------------|----------|-----------------------------|----------|
| 2.1. Name | Tehnology entrepreneurship | | | | | | | | |
| 2.2. Code | 23.0295IF1.2-0002 | | | | | | | | |
| 2.3. Year of study | 1 | 2.4. Semester | 2 | 2.5. Type of assessment | Exam | 2.6. Status of the discipline | O | 2.7. Number of ECTS credits | 6 |
| 2.8. Leaders | C(C) | conf.univ.dr. ANAGNOSTE G SORIN | | | | sorin.anagnoste@fabiz.ase.ro | | | |
| | S(S) | Asociat dr. Fieseler Johannes Christian | | | | christian.fieseler@fabiz.ase.ro | | | |
| | S(S) | Cadru asoc.(Lector) BACIU ANDREEA | | | | andreea.baciu@fabiz.ase.ro | | | |

3. Estimated Total Time

| | | | |
|---|--------|----------|-------|
| 3.1. Number of weeks | 14.00 | | |
| 3.2. Number of hours per week | 3.00 | of which | |
| | | S(S) | 2.00 |
| | | C(C) | 1.00 |
| 3.3. Total hours from curriculum | 42.00 | of which | |
| | | S(S) | 28.00 |
| | | C(C) | 14.00 |
| 3.4. Total hours of study per semester (ECTS*25) | 150.00 | | |
| 3.5. Total hours of individual study | 108.00 | | |
| <i>Distribution of time for individual study</i> | | | |
| Study by the textbook, lecture notes, bibliography and student's own notes | 30.00 | | |
| Additional documentation in the library, on specialized online platforms and in the field | 30.00 | | |
| Preparation of seminars, labs, assignments, portfolios and essays | 30.00 | | |
| Tutorials | 10.00 | | |
| Examinations | 7.00 | | |
| Other activities | 1.00 | | |

4. Prerequisites

| | |
|---------------------|---|
| 4.1. of curriculum | <ul style="list-style-type: none"> - Business management - Business strategies - Innovation management - Human Resources Management |
| 4.2. of competences | <ul style="list-style-type: none"> - Explication and interpretation of relations between the new venture and the entrepreneurial ecosystem - Using adequate methods for decision making and strategizing concerning technology-based venture develop and growth |

5. Conditions

| | |
|--------------|---|
| for the S(S) | Computer with internet connection. The following applications / platforms will be used: Figma, G Drive, Miro, Frammer, Figma, Bubble.io |
| for the C(C) | Computer with internet connection. The following applications / platforms will be used: Figma, G Drive, Miro, Frammer, Figma, Bubble.io |

6. Acquired specific competences

| | | |
|--------------|----|--|
| PREFESSIONAL | C2 | |
| PREFESSIONAL | C6 | |

7. Objectives of the discipline

| | |
|--------------------------|--|
| 7.1. General objective | <p>The course aims to develop the knowledge and skills necessary for successfully funding and growing a technology start-up, but building in the same time an excellent organizational culture:</p> <ol style="list-style-type: none"> 1. Understanding of the Tech Ecosystem: Equip students with a deep understanding of the technological entrepreneurship landscape, emphasizing its role in fostering innovation and driving economic growth. 2. Skill Development: Cultivate essential skills required to ideate, launch, and scale technology-driven ventures. 3. Critical Thinking & Decision Making: Develop students' ability to critically evaluate technological trends, market opportunities, and risks associated with starting and growing a tech venture. 4. Ethical and Sustainable Entrepreneurship: Promote the understanding and application of ethical and sustainable principles in tech-based startups, emphasizing their role in shaping responsible innovation. 5. Collaborative Learning: Foster a collaborative learning environment where students can share experiences, challenges, and solutions, thereby building a strong entrepreneurial community |
| 7.2. Specific objectives | <ol style="list-style-type: none"> 1. Market Analysis: Students will be able to evaluate market opportunities by conducting in-depth research and analysis for tech-driven ventures. 2. Business Modeling: Students will be able to design and apply suitable business model frameworks tailored for tech startups, ensuring their ventures' sustainability and scalability. 3. Prototyping & MVP Development: Students will be able to construct and test prototypes or minimum viable products (MVPs) for their tech solutions, iterating based on feedback. 4. Financial Planning: Students will be able to formulate financial models, identify fundraising opportunities, and manage the financial sustainability of their tech startup. 5. Go-to-market Strategies: Students will be able to develop and implement effective strategies and tactics for introducing and scaling their products or services in the marketplace. 6. Leadership & Team Dynamics: Students will be able to demonstrate leadership qualities and assess team dynamics, ensuring the cohesive and productive growth of tech ventures. 7. Legal & Regulatory Aspects: Students will be able to identify and navigate the legal and regulatory challenges pertinent to tech startups, ranging from intellectual property rights to compliance requirements. 8. Tech Trends and Innovations: Students will be able to compare and integrate the latest technological trends into their ventures, ensuring their solutions remain competitive. 9. Networking & Mentorship: Students will be able to utilize a network of industry professionals, ensuring mentorship and collaboration opportunities that foster venture growth. 10. Sustainability & Ethics: Students will be able to assess and incorporate ethical and sustainability principles into their tech solutions, emphasizing societal benefit. |

8. Contents

| |
|--|
| |
|--|

| 8.1. C(C) | | Teaching/Work methods | Recommendations for students |
|-----------|--|---|--|
| 1 | Intro & course description (ie. project description, project allocation, grading, etc) | - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; | |
| 2 | Objectives & Key Results (OKRs) Objectives and Key Results (OKRs) is a goal-setting framework used to define and measure objectives, typically with a concise description of what is to be achieved (the objective) and measurable outcomes that demonstrate success (the key results). | - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; | Mandatory readings: HBR's article – "Use OKRs to Set Goals for Teams, Not Individuals"- by Jeff Gothel Optional readings/watching: How to Set Good OKRs With Examples: https://www.youtube.com/watch?v=qYAnz1PwpRA |
| 3 | Market platforms & Pricing strategies. A comprehensive exploration of market platforms, encompassing their characteristics, business models, competitive dynamics, and the strategic use of pricing strategies in this context. | - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; | Mandatory readings: - "Pricing and Commitment by Two-Sided Platforms" in RAND Journal of Economics 37, no. 3 (Fall 2006). By Andrei Hagiu - "Marketplace or Reseller?" by Andrei Hagiu with Julian Wright, in Management Science 61, no. 1 (January 2015): 184–203. [7] pp 28 - 38 and 44 - 50 Optional reading/watching: Lesson from 3billion+ marketplaces - Josh Breinlinger, Jackson Square Ventures: https://www.youtube.com/watch?v=_xHsHWbIK6U |
| 4 | Online business models. Examination of various business models utilized in the digital realm, including e-commerce, subscription services, advertising-based models, and platform-based ecosystems, while highlighting their strategies, challenges, and adaptability in the online landscape. | - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; | Mandatory readings: HBR's article "The Self-Tuning Enterprise. How Alibaba uses algorithmic thinking to constantly reinvent itself" - by Martin Reeves, Ming Zeng, and Amin Venjara Optional reading/watching: The SaaS business model & metrics: Understand the key drivers for success: https://www.youtube.com/watch?v=5RR6M_d6eKc |

| | | | |
|---|--|---|--|
| 5 | Steps into the future – a deep dive in web 3.0. An in-depth exploration of the evolving internet landscape, delving into the concepts, technologies, and decentralized ecosystems associated with Web 3.0, and highlighting its potential impact on industries, data ownership, and the future of digital interactions. | - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; | Mandatory readings: 1) “DAOs, A Canon” by Sonal Chokshi, Zoran Basich, Guy Wuollet https://future.com/dao-canon/ 2) “Tokens: A New Digital Primitive” – by Chris Dixon https://future.com/tokens-are-a-new-digital-primitive/ Optional readings/watching: What Is Web3 And How Can It Change The World? https://www.youtube.com/watch?v=3A4izoJhT90 |
| 6 | Creating the North Star matrix. Creating the North Star Matrix involves developing a strategic framework that aligns organizational goals and measures with a clear vision or "North Star." This framework typically includes identifying key objectives, defining success metrics, and prioritizing initiatives that drive the organization toward its long-term vision. | - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; | Mandatory readings: What is a North Star metric? – by Mark Simborg https://mixpanel.com/blog/north-star-metric Optional watching: How to Use The North Star Metric Workshop: https://www.youtube.com/watch?v=1pAvq2XNwaw |
| 7 | A history of computers and what's coming next (e.g. generative AI). This topic explores the evolution of computing technology from its inception to the present day and delves into emerging trends like generative AI, offering insights into how these advancements are shaping the future of technology, industry, and society. | - lectures and student involvement in lectures with questions, comments, examples; - interactive presentations, debates, simulations, mini-case studies; | Mandatory readings: The Techno-Optimist Manifesto, by Mar Andreessen: https://a16z.com/the-techno-optimist-manifesto/ Should Your Company Sell on Amazon? - Harvard Business Review by Ayelet Israeli, Leonard A. Schlesinger, Matt Higgins, Sabir Semerkant |

Bibliography

- Reillier, L. C., & Reillier, B, 1. Platform strategy: How to unlock the power of communities and networks to grow your business, Routledge, 2017
- Tim Brown, 2. Change by Design, Revised and Updated: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Business, 2019
- Daniel Coyle , 3. The Culture Code: The Secrets of Highly Successful Groups, Bantam Books, 2018
- Reed Hastings (Author), Erin Meyer , 4. No Rules Rules: Netflix and the Culture of Reinvention, Penguin Press, 2020
- Paul Belleflamme (Author), Martin Peitz , 5. The Economics of Platforms , Cambridge University Press, 2022
- Tim Brown, 6. Change by Design, Revised and Updated: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Business, 2019
- Sorin Anagnoste, 7. Business strategies : building sustainable models with artificial intelligence and digital platforms, Economica ASE, Bucuresti, 2023, https://opac.biblioteca.ase.ro/opac/bibliographic_view/249640?pn=opac%2FSearch&q=anagnoste#level=all&location=0&ob=asc&q=anagnoste&sb=relevance&start=0&view=CONTENT, România
-

| 8.2. S(S) | | Teaching/Work methods | Recommendations for students |
|-----------|--|--|---|
| 1 | How can we ensure continuous performance through monitoring, maintenance and refinement? (part 1) a. Defining key-metrics and KPIs (quant) b. Setting up a measurement dashboard | - exercises, debates, simulations, mini-case studies, prototyping. | Mandatory readings: HBR’s article “6 Reasons Platforms Fail” by Marshall W. Van Alstyne, Geoffrey G. Parker and Sangeet Paul Choudary (March 2021) |

| | | | |
|---|--|--|---|
| 2 | <p>How to incorporate fair design principles into the platform, and to account for sustainable practices regarding power, privacy and participation.</p> <p>a. Principles of Frugal Innovation b. Ensuring Accessibility to the Platform c. Designing Privacy and Participation Mechanisms (User Democracy)</p> | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: Platforms and the exploration of new products (Andrei Hagiu & Julian Wright), Management Science 66(4), 1527-1543, April 2020</p> |
| 3 | <p>What are digital platforms and why are they so disruptive?</p> <p>a. Introduction b. Platform Economy c. Platform Ecosystems</p> | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: - When data creates competitive advantage (Andrei Hagiu & Julian Wright) Harvard Business Review January-February 2020</p> |
| 4 | <p>Which are the elements of a consistent platform strategy?</p> <p>a. Understanding the Audience (gains, pains, goals) b. Understanding the Market (learn from best-in-class) c. Setting up an effective PMO d. Sharpening Vision & Goals</p> | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: Data-enabled learning, network effects and competitive advantage (Andrei Hagiu & Julian Wright) RAND Journal of Economics forthcoming</p> |
| 5 | <p>How can we build a convincing user experience?</p> <p>a. Defining and prioritizing key features b. Building the structure (getting from sketch to wireframe & prototype) c. Considering a design approach</p> | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: HBR's article "Embracing Agile", by Darrell Rigby, Jeff Sutherland, and Hirotaka Takeuchi</p> |
| 6 | <p>What are effective ways to building the platform within constraints of time, budget and scope?</p> | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: - The elements of user experience, by Jesse James Garret</p> |
| 7 | <p>How can we ensure the relevance of platform content?</p> <p>a. Setting up the editorial plan b. Setting up a SEO Strategy c. Setting up a SEA Strategy d. Working with Content Creators (e.g. Influencers, Journalists etc.)</p> | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: Creating platforms by hosting rivals (Andrei Hagiu with Bruno Jullien and Julian Wright) Management Science 66(7), 3234-3248, July 2020</p> |
| 8 | <p>What's the final destination?</p> <p>- Some of the top destinations for people's choice of employment – FAANGMU phenomenon (Facebook, Apple, Amazon, Netflix, Google, Microsoft, Uber, Lyft, Airbnb) - the art and science of defining where you want to be, where you want to play, what your company will be before scaling it</p> | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: Top 10 Company Mission Statements: https://drdianehamilton.com/top-10-company-mission-statements-in-2011/</p> |
| 9 | <p>How do we define success</p> <p>- The Jay Galbraith's Star Model - Strategy, Structure, Processes, Rewards, and People - People and culture KPIs - Awareness to alumni people experience - A model.</p> | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: THE STAR MODEL by JAY R. GALBRAITH https://www.jaygalbraith.com/images/pdfs/StarModel.pdf</p> |

| | | | |
|----|--|--|---|
| 10 | <p>What are some approach of making it happen - freedom within a framework - case studies on Uber, Netflix, UiPath. What do they have in common and where do they differ?</p> <ul style="list-style-type: none"> - A streamlined modus operandi to become fully functional to produce expected results - A psychological safe environment to acknowledge the pain points immediately and fine tune as you go - A spirit of collaboration and teamwork in which people are feeling empowered to innovate and act autonomously - A system that puts the Right people in the right roles at the right time - An organizational set up in which people find meaning in their work and sense of accomplishment - A mechanism in which people are recognized and fairly rewarded for their contribution - An evolving culture that fits the current external demands and is proactively emerging to enable the achievement of the destination - A set of clear expectations for leader to lead, and a transparent way to reward those that do and penalize those that don't - A fast decision-making process and an open attitude to falling fast and learning quickly from mistakes to cross correct in due time | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: Build a Great Company Culture with Help from Technology by Ashley Goldsmith and Leighanne Levensaler https://hbr.org/2016/02/build-a-great-company-culture-with-help-from-technology</p> |
| 11 | <p>How do we define culture and why does it meter. The way the people interact with each other, the values they hold, the way they make decisions.</p> <ul style="list-style-type: none"> - How things get done - How leaders show up - How everybody behaves and interacts with each other every day - Symbols of culture as it manifests | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: The Great Resignation or the Great Rethink? by Ranjay Gulat, March 22, 2022 https://hbr.org/2022/03/the-great-resignation-or-the-great-rethink</p> |
| 12 | <p>Democratize the culture</p> <ul style="list-style-type: none"> - Owns and runs the methodology of keeping the culture in check - Defines and educates on what we stand for in terms of values and ways of working to promote collaboration - Designs and delivers the program that defines common language for how leaders show up every day, influencing the evolution of our culture - Sets up different contexts in which people can learn about cultural differences to positively influence our collaboration across countries - Inspires open and transparent communication across the company | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: 5 New Rules for Leading a Hybrid Team by Laszlo Bock https://hbr.org/2021/11/5-new-rules-for-leading-a-hybrid-team</p> |
| 13 | <p>Nurture the sense of belonging</p> <ul style="list-style-type: none"> - Creates an environment where people feel psychologically safe, to show up with their authentic self and build trustworthy relationships across functions and geos. - Facilities an environment where people with impactful contribution are being recognized through different programs, some global, some owned by functions, some local - Coordinates the cross functional global events to connect our people and give back to our communities - Empowers the belonging councils to drive initiatives that balance global programs with local and regional needs - Connects people and technology to maximize our people's contribution in a meaningful way to deliver business results and drive innovation | - exercises, debates, simulations, mini-case studies, prototyping. | <p>Mandatory readings: Cracking the Culture Code for Successful Digital Transformation by Carsten Lund Pedersen https://sloanreview.mit.edu/article/cracking-the-culture-code-for-successful-digital-transformation/</p> |
| 14 | <p>Lead the listening strategy</p> <ul style="list-style-type: none"> - Designs and executes the infrastructure for people to voice their point of view in a structured manner, turning insights into action - Facilitates the decision-making process with senior leadership to ensure actions are taken to keep what is working and improve what is not working yet. - Influences key business decisions and processes, using key data captured formally and informally - Promotes proven best leadership practices and facilitates learnings to elevate our management capability as an organization - Educate the entire company on the benefits of continuous feedback loop – Listen, Act, Measure, Repeat. | - exercises, debates, conclusions. | <p>Mandatory readings: In a Crisis, Great Leaders Prioritize Listening by Erika James and Lynn Perry Wooten https://hbr.org/2022/09/in-a-crisis-great-leaders-prioritize-listening</p> |

Bibliography

- Reillier, L. C., & Reillier, B, 1. Platform strategy: How to unlock the power of communities and networks to grow your business, Routledge, 2017
- Tim Brown, 2. Change by Design, Revised and Updated: How Design Thinking Transforms Organizations and Inspires Innovation, Harper Business, 2019

- Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. 3. Value proposition design: How to create products and services customers want. , John Wiley & Sons, 2014
- Erin Meyer, 4. The Culture Map: Breaking Through the Invisible Boundaries of Global Business, PublicAffairs, 2014
- Erin Meyer; Reed Hastings, 5. No Rules Rules: Netflix and the Culture of Reinvention, Penguin Press, 2020

9. Corroboration of the contents of the discipline with the expectations of the representatives of the epistemic community, of the professional associations and representative employers in the field associated with the programme

The course content is correlated with local and international business requirements acquired by the lecturers during various academic and professional meetings and debates.

10. Assessment

| Type of activity | Assessment criteria | Assessment methods | Percentage in the final grade |
|---------------------------------------|--|------------------------------------|-------------------------------|
| 10.1. C(C) | Ex officio | Ex officio | 10.00 |
| 10.2. S(S) | Progressive assessment | Active participation, case studies | 40.00 |
| 10.3. Final assessment | Oral examen | Oral examen | 50.00 |
| 10.4. Modality of grading | Whole notes 1-10 | | |
| 10.5. Minimum standard of performance | Obtain a minimum of 50 points. At the final exam the student is required to complete the seminar project and take an oral exam. | | |

Date of listing,
04/26/2024

Signature of the discipline leaders,

Date of approval in the
department

Signature of the Department Director,