TEACHING GUIDE - 2026-2027

# Launching and Leading the Venture

UGRA_016152

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| Departments | Department of Strategy & General Management |
| Teaching Languages | English |
| ECTS | 4 |
| Teacher responsible | Matthias Tröbinger - matthias.trobinger@esade.edu |

## Course Goals

By the end of the course, students will be able to:

1. Understand the entrepreneurial process and the key challenges ventures face when moving from opportunity identification to opportunity exploitation, with particular attention to achieving product-market fit.
2. Identify and apply core customer acquisition and customer management concepts, including marketing tactics, community-building approaches, and metrics used to assess the efficiency of acquisition efforts.
3. Understand and analyze how business model components, revenue models, and scalability influence a venture's ability to grow.
4. Evaluate and apply key frameworks and organizational concepts in the context of new venture growth, including unit economics, team leadership, group decision-making, and organizational design.

## Previous knowledge

Basic knowledge of some Business Administration topics such as Marketing, Finance, Operations

## Prerequisits

This subject is the second subject of the minor in Entrepreneurship, it is recommended that students are familiar with the content of the first course of the minor in Entrepreneurship, "Identifying the Opportunity".

## Teaching methodology

Lectures, case studies, in-class exercises, guest speakers, and simulations.

## Description

## Course contribution to program

This is the second of three elective courses within the BBA Minor in Entrepreneurship. To gain a comprehensive understanding of the entrepreneurial journey and to qualify for the Minor, you are expected to also complete the other two courses (i.e., Identifying & Developing the Opportunity, Financing & Growing the Venture).

The course provides evidence-based insights to help you achieve the second milestone in the entrepreneurial process: product-market fit. Participants will gain a comprehensive understanding of challenges and opportunities ventures face when transitioning from problem-solution fit to product-market fit — specifically, how to acquire customers, design a business model and revenue model for growth and profitability, and build effective organizational structures that support human capital. Key topics include: Customer Acquisition, Business Models, Revenue Models, Unit Economics, Organizational Design, and Leading and Learning in Teams. The course is designed for aspiring start-up founders or employees and everyone interested in adopting an entrepreneurial mindset within organizations. It will also prove beneficial if you intend to work in the entrepreneurial ecosystem (e.g., investment funds, businesses supporting new ventures).

As the course is largely discussion- and activity-based, you are expected to actively participate and offer your input in each class. Keep in mind that the quality of your participation, not the quantity (or “airtime”), will determine your performance in class. It is therefore essential to prepare the assigned materials before each session.

Students who fail the course will be given the opportunity to take a closed-book retake exam.

## Short description

The course provides evidence-based insights to help you achieve the second milestone in the entrepreneurial process: product-market fit. Participants will gain a comprehensive understanding of challenges and opportunities ventures face when transitioning from problem-solution fit to product-market fit.

## Activities

- Analytical exercises
- Group presentations
- Project development and presentation
- Case study analyses

## Content

| # | Topic |
|---|---|
| 1 | Customer Acquisition and Management |
| 2 | Business Model Scalability |
| 3 | Revenue Models |
| 4 | Unit Economics |
| 5 | Organizational Design |
| 6 | Leading and Learning in Teams |

## Assessment

| Tool | Assessment tool | Category | Weight % |
|---|---|---|---|
| Group project | Simulation & Presentation | Retake and ordinary round | 50.00% |
| In-class analysis and discussion of issues | Active Class Participation | Retake and ordinary round | 30.00% |
| Individual or team exercises | Assignment | Retake and ordinary round | 20.00% |

PROGRAMS

BBA20-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA20 Year 1 (Optative)
- BBA20 Year 3 (Optative)
- BBA20 Year 4 (Optative)

BBA23-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA23 Year 4 (Optative)
- BBA23 Year 3 (Optative)

BBA25-Bachelor of Business Administration (BBA) (Undergraduates: Business)
- BBA25 Year 3 (Optative)
- BBA25 Year 1 (Optative)

DBAI23-Double Degree in Business Administration and Artificial Intelligence for Business (Undergraduates: Business)
- DBAI23 Year 4 (Optative)

TUM23-TUM Entrepreneurship Exchange Programme (Undergraduates: Business)
- TUM23 Year 1 (Optative)