



LUDWIG-  
MAXIMILIANS-  
UNIVERSITÄT  
MÜNCHEN

LMU INNOVATION & ENTREPRENEURSHIP CENTER



Course Syllabus

## impACTup!: Innovation and Entrepreneurship for Better Futures

LMU Innovation & Entrepreneurship Center

Winter Term 2024/25

Moodle Course



### General Data:

Module level: Open for students from all seniorities, levels, and disciplines  
 Occurrence: Summer and winter semester  
 Language: English  
 Workload: 6 ECTS (or 3 ECTS) depending on your study program  
 Prerequisites: No prior knowledge required  
 Registration: Online via [this survey link](#) between September 09 – October 21, 2024 (eod)

### Course Instructors and Contacts:

Lecture lead: Prof. Jelena Spanjol  
 Assistants: Kira Brinkmann ([kira.brinkmann@lmu.de](mailto:kira.brinkmann@lmu.de)), Viktoria Unger ([viktoria.unger@lmu.de](mailto:viktoria.unger@lmu.de))  
 For any inquiries or questions, please reach out to us via email: [impactup@som.lmu.de](mailto:impactup@som.lmu.de)

### Course Description and Objectives:

This course is an on-demand online course delivered via Moodle and accessible for students from different backgrounds and disciplines. The kick-off and closing sessions will be held live in person at LMU.

The course introduces entrepreneurship as an effective tool for implementing sustainable innovations. You will learn how to tackle the most pressing societal and environmental challenges of our time. In the interdisciplinary sessions that are facilitated by professors from multiple faculties at LMU Munich, University of Augsburg, and the CDTM, you will learn about impact as a guiding principle for entrepreneurship. We discuss which stakeholders are important for entrepreneurs and how impact can be holistically achieved and measured. Thanks to interactive digital classes, you will learn how sustainable business models are developed, as well as how startups are financed and sustained in the long term. You will develop an impact-oriented mind- and skillset over the course duration, gain a new holistic perspective on value creation and destruction, be conscious of the value of impactful innovations and be able to translate theory into practice. The impact-oriented knowledge you will gain can not only be applied in your own field of study or in your professional career, but also in your daily life.

Watch the **course teaser**: <https://www.youtube.com/watch?v=M6HxnZLrD8c>

Enroll in the **Moodle course**: <https://moodle.lmu.de/course/view.php?id=23630> (password provided after registration via survey link)

### Course Registration:

This course is open for students of all seniorities, levels, and disciplines. To attend the course, please register **by October 21, 2024** (eod) via [this survey link](#).

### Course Schedule:

- **Kick-off**: October 23, 2024, time: 12:00 - 14:00 c.t., Room B006 (Geschwister-Scholl-Platz 1, LMU Main Building)
- **Sessions 1 to 8**: Online on-demand; the individual sessions will be available via Moodle and can be completed at your own pace.
- **Closing**: February 05, 2025, time: 12:00 - 14:00 c.t., Room B006 (Geschwister-Scholl-Platz 1, LMU Main Building)

### Course Outline:

Session	Core Content and Learning Objectives	Lecturer
Kick-off	Cross-faculty kick-off event introducing the relevant contact persons, course concept, course outline, learning objectives, and exam-related aspects.  Keynote speech by Prof. Jelena Spanjol on “The Relevance of the Impact”.  Networking for students and partner institutions to foster personal exchange and raise awareness of further program offers.	Prof. Jelena Spanjol  impACTup! Team
Session 1	<b>Why do we need impact-oriented entrepreneurship?</b>  Illustration of the interactions between economy, ecology, and society.	Prof. Jelena Spanjol

<b>Positively Impacting Our World through Innovating &amp; Organizing</b>	<b>Learning objectives:</b> Basic understanding of impact; deriving the Sustainable Development Goals as a framework for innovation and entrepreneurship; Grand Challenges as an incentive for entrepreneurial behavior; management of complexity; identify systemic starting points for impact-oriented action and holistic value creation.	
Session 2 <b>Building Impact-Driven Ventures &amp; Organizations</b>	<b>How should entrepreneurs start?</b> This session has 2 focuses: a) Problem-centered idea development (ideation) using the design-thinking approach. <b>Learning objectives:</b> Application of creative problem-solving using the customer-centric and mission-based framework; expanding the focus of innovation from people to planet and profit. b) Purpose and identity as determinants of entrepreneurship. <b>Learning objectives:</b> Understand the value-oriented rationale for entrepreneurial action as well as vision and mission as guidelines for organizational development.	Sebastian Schuon
Session 3 <b>Stakeholder Orientation: How to Organize Support</b>	<b>Who do entrepreneurs need to involve?</b> Linking value creation and responsibility. <b>Learning objectives:</b> Understand the concept of stakeholders (legitimation, risks/opportunities) and entrepreneurial responsibility; introduction to stakeholder analysis (stakeholder participation, orientation, derivation of decisions, Eisenhower method) with a weighting of impact dimensions; basics of campaigning – how to start an (entrepreneurial) movement and integrate relevant stakeholders?	Dr. Moritz Weiss Dr. Maximilian von Geyr  Interview partners: Christoph Bertrach, Kaija Landsberg
Session 4 <b>Impact through Social Value: Challenges &amp; Concepts</b>	<b>How big is the entrepreneurial potential and how can social value be created?</b> Building on stakeholder understanding: How is added value created in the Triple Bottom Line (TBL) logic? <b>Learning objectives:</b> Understanding of the Grand Challenges in the context of social value (incl. Tragedy of the Commons); introduction to the economics of impact entrepreneurship: top down (Grand Challenges) and bottom up (unit costs); interpretation and distribution of social value.	Prof. Erik Lehmann
Session 5 <b>Deploying Business Models for Social, Environmental &amp; Economic Good</b>	<b>How do we create value and financial stability at the same time?</b> Assembling the elements into a business model. <b>Learning objectives:</b> Understand the (industry-specific) business model; recognize the role of business models in achieving social, ecological, and economic benefits; deriving the consequences for the three value creation dimensions; application of the (triple-layered) Business Model Canvas.	Prof. Jelena Spanjol
Session 6 <b>Financial Valuation of a Project</b>	<b>How do we obtain the means for entrepreneurial success and how can we financially evaluate a project?</b> Impact finance goes far beyond the normal keyboard of equity-based venture growth. <b>Learning objectives:</b> Understand ways of resource acquisition (money, ideas, human resources, infrastructure) for impact entrepreneurs; recognize the time value of money and opportunity costs; understand hybrid financing models and investment decisions in startups; stabilize resource acquisition.	Prof. Francesca Biagini Dr. Andrea Mazzon
Session 7 <b>Empowering Change: Fundamental Law Basics for Impact</b>	<b>How do I start the right company and protect it properly to enable positive changes?</b> Despite the lack of a legal form for impact companies, there are numerous ways to give entrepreneurial action a legal dress. <b>Learning objectives:</b> How do I choose a legal form? How are the business model and legal form related? How do I protect my intellectual property early and effectively? Who is liable for the impact?; get to know and differentiate various legal forms; understand the peculiarities and requirements of for-profit organizations; recognize the legal aspects to consider when founding and leading organizations with the goal of social or ecological impact.	Carolin Archibald Dr. Birgit Müller
Session 8 <b>Measuring &amp; Managing Impact</b>	<b>How can impact measures be effectively measured and managed, and why is this important?</b> Why to focus on impact (now): Elements of the performance dimension impact. <b>Learning objectives:</b> Understand the importance and relevance of impact measurements in today's business and society; determine success based on the TBL; get to know concepts and methods of impact representation and measurement; improving impact by learning from mistakes and learning feedback; impact control and impact tracking.	Prof. Ali Gümüşay  Interview partners: Zarah Bruhn, Naomi Ryland, Lena Thiede
<b>Closing</b>	Keynote speech by Prof. Ali Gümüşay on "Where are we in terms of startup impact?". This will be followed by a panel discussion and course wrap-up, feedback from participants, introduction to follow-up programs, Q&A, networking for students, partner institutions, and other guests.	Prof. Ali Gümüşay  impACTup! Team

**Evaluation:**

Depending on your study program, you can receive ECTS credits and/or get a certificate.

To receive a passing grade, students will have to complete the Moodle course and write a seminar paper based on the reflection questions provided during the course. The seminar paper will be composed of reflections notes taken during the entire course. Additionally, we ask you to submit a poster in which you apply your course learnings to a case.

The deadline as well as further information on the seminar paper and poster requirements will be communicated via Moodle.

**Course Material:**

The course material consists of the input provided in digital sessions and additional learning material provided via Moodle. Make sure to check the "Can't Get Enough" Moodle section from time to time as new optional material will be uploaded frequently.

**Important Links:**

- [LSF course page](#)
- [Moodle course page](#)
- [Course teaser on YouTube](#)
- [LMU IEC impACTup! website](#)
- [impACTup! Notion page](#)
- Email: [impactup@som.lmu.de](mailto:impactup@som.lmu.de)



Bayerisches Staatsministerium für  
Wissenschaft und Kunst

**About the impACTup! Program:**

impACTup! is a joint impact-oriented entrepreneurship qualification program by the LMU Munich with the LMU Innovation & Entrepreneurship Center (IEC), the University of Augsburg, and the Center for Digital Technology and Management (CDTM), funded by the Bavarian State Ministry of Science and the Arts.

The aim of impACTup! is to facilitate an interdisciplinary and holistic approach to fostering entrepreneurship. Through four different modules (basic course for students, basic course for scientific personnel, impact science bootcamps, and impact innovation labs), we provide a profound understanding of impact and introduce entrepreneurship as an effective tool for implementing socially relevant innovations to everyone. Research, teaching, and entrepreneurial activity are linked such that they complement each other. The objective of the joint endeavor is to get academic topics relevant to entrepreneurship onto the curriculum and be able to translate research findings into practical applications.