



LUDWIG-
MAXIMILIANS-
UNIVERSITÄT
MÜNCHEN

INSTITUTE FOR INNOVATION MANAGEMENT



Course Syllabus

impACTup!: Innovation and Entrepreneurship for Better Futures

Institute for Innovation Management

Winter Term 2026/2027

Moodle Course



General Data:

Module type: Seminar

Study programs: B.Sc. BWL (PStO 2015 / PStO 2024); B.Sc. WiPäd I (PStO 2015 / PStO 2024)

Occurrence: Summer and winter semesters

Language: English

Workload: 6 ECTS

Prerequisites: No prior knowledge required

Registration: See LSF course page and Institute for Innovation Management course page

Course Instructors and Contacts:

Lecture lead: Prof. Jelena Spanjol

Assistants: Kira Brinkmann, Viktoria Unger

For any inquiries or questions, please reach out to us during our consultation hours that are communicated via Moodle.

Course Description and Objectives:

The seminar is taking place in a hybrid format with kick-off and closing events held in person, a guest lecture held online via Zoom, and an on-demand online course delivered via Moodle. The Moodle course needs to be completed online. Attendance at all three live events is mandatory.

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>

All students that are not eligible to receive ECTS for the course can instead participate in our **Content-only Course** and earn a Certificate after successful completion: <https://moodle.lmu.de/course/view.php?id=43895>

Course Schedule:

- **Kick-off:** October 14, 2026, time: 12:00 – 16:00 c.t., location: top floor at CDTM (Marsstr. 20-22, 80335 München)
- **Sessions 1 to 8:** Online on-demand; the individual sessions will be available via Moodle and can be completed at your own pace
- **Guest lecture:** Mid of November, date and time: tbd (will be announced via Moodle), location: online via Zoom
- **Closing:** November 25, 2026, time: 12:00 – 14:00 c.t., location: room A240 (LMU main building, Geschwister-Scholl-Platz 1)

Participation in the kick-off event, guest lecture, and the closing event is **mandatory**. In case you are not able to attend, please send an e-mail to impactup@som.lmu.de and briefly explain why.

Course Outline:

Session	Core Content and Learning Objectives	Lecturer
Kick-off	Kick-off event introducing the relevant contact persons, course concept, course outline, learning objectives, and exam-related aspects. Networking for students and partner institutions to foster personal exchange and raise awareness of further program offers.	impACTup! Team
Session 1 Positively Impacting Our World through Innovating & Organizing	Why do we need impact-oriented entrepreneurship? Illustration of the interactions between economy, ecology, and society. Learning objectives: 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.	Prof. Jelena Spanjol
Session 2 Building Impact-Driven Ventures & Organizations	How should entrepreneurs start? This session has 2 focuses: a) Problem-centered idea development (ideation) using the design-thinking approach. Learning objectives: 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. Learning objectives: Understand the value-oriented rationale for entrepreneurial action as well as vision and mission as guidelines for organizational development.	Sebastian Schuon
Session 3 Stakeholder Orientation: How to Organize Support	Who do entrepreneurs need to involve? Linking value creation and responsibility. Learning objectives: 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 Bertram, Kaija Landsberg
Session 4 Impact through Social Value: Challenges & Concepts	How big is the entrepreneurial potential and how can social value be created? Building on stakeholder understanding: How is added value created in the Triple Bottom Line (TBL) logic? Learning objectives: 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 Deploying Business Models for Social, Environmental & Economic Good	How do we create value and financial stability at the same time? Assembling the elements into a business model. Learning objectives: 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 Financial Valuation of a Project	How do we obtain the means for entrepreneurial success and how can we financially evaluate a project? Impact finance goes far beyond the normal keyboard of equity-based venture growth. Learning objectives: 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 Empowering Change: Fundamental Law Basics for Impact	How do I start the right company and protect it properly to enable positive changes? Despite the lack of a legal form for impact companies, there are numerous ways to give entrepreneurial action a legal dress. Learning objectives: 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 Measuring & Managing Impact	How can impact measures be effectively measured and managed, and why is this important? Why to focus on impact (now): Elements of the performance dimension impact. Learning objectives: 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	Prof. Ali Gümüşay

	methods of impact representation and measurement; improving impact by learning from mistakes and learning feedback; impact control and impact tracking.	Interview partners: Zarah Bruhn, Naomi Ryland, Lena Thiede
Guest Lecture	Live online guest lecture from our network. Further details will be announced via Moodle.	Varying speakers
Closing	Panel discussion and course wrap-up, feedback from participants, introduction to follow-up programs, Q&A, networking for students, partner institutions, and other guests.	impACTup! Team

Evaluation and Submission Deadlines:

To receive 6 ECTS, you have to complete the Moodle course and submit both a seminar paper and a seminar poster. If you are an LMU exchange student, please check with your home university regarding ECTS recognition. Participation in our live events (kick-off, guest lecture, closing) is mandatory for receiving a grade.

Seminar paper and poster requirements: Please make sure to use the seminar paper template uploaded to Moodle when answering the reflection questions.

Further details on the seminar paper and poster requirements will be shared during the kick-off event and via Moodle.

Exam registration: You must register for submission of your final course assignments (Prüfungsanmeldung). The dates and formalities will be announced on Moodle during the semester.

Submission deadline of assignments: Please submit your final course assignments, **via Moodle by December 02, 2026, 12:00 noon (Mittag) at the latest.**

File formats for submission: Please submit the seminar paper as both a pdf- and word-file. Please submit the seminar poster as a pdf-file. If you submit both the seminar paper and poster, please submit the files together.

Please note that all deliverables must be submitted via Moodle. If you are unfamiliar with the platform, please familiarize yourself with it in advance. It is your responsibility to ensure that all deliverables are uploaded correctly and on time.

Students who re-take the course have to follow the same requirements as if they take the course for the first time, meaning attendance at all events is expected and the Moodle course needs to be completed again. Also, the content and companies chosen for your course deliverables need to differ from your first submission.

Course Material:

The course material includes content provided during 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 \(you can only log in if your spot is confirmed\)](#)
- [Course teaser on YouTube](#)
- [LMU IIM impACTup! foundational course website](#)
- Email: 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 between 2022 and 2026.

The aim of impACTup! is to facilitate an interdisciplinary and holistic approach to fostering entrepreneurship. Through four different modules (foundational course for students, foundational 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.