



## Course Overview

### Ideation:

Developing and Evaluating Startup Ideas  
Fall 2024

Course Code: KTH: ME2814, SU: FE6604, SSE: 8061, KI: 2XX050, KFK: SSES03  
ECTS Credits: 7.5

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Non scholae sed vitae discimus.  
("We learn, not for school, but for life.")

Welcome. "Ideation" is a course about generating original ideas for innovative and impactful startup ventures and evaluating their viability. This course is first of four core courses at the Stockholm School of Entrepreneurship (SSES). (We recommend that you take Ideation before the other core courses.)

Ideation is a process of discovery and design leading toward the creation of dynamic business or social enterprises. For innovators, generating an idea is important but only the beginning. They must develop an idea into a promising opportunity through opportunity recognition, innovation, deep customer understanding, design thinking, prototyping, vision, business modeling, competitive analysis, risk mitigation, and more.

The course offers you the opportunity to develop a skill set that is essential for entrepreneurs and innovators. Classes include lectures and hands-on learning activities. In the course we give you an opportunity to experience what it feels like to be an entrepreneur (from generating and evaluating startup ideas to forming teams and interacting with potential customers). The course covers many business concepts—drawing on the fields of entrepreneurship, innovation, management, psychology, economics, strategy, and marketing—but does not assume or require prior business knowledge.

## Special Announcement

This course is intended to be face to face this term.

**Intended Learning Outcomes.** Upon completing the course, students should be able to:

1. Analyze and explain entrepreneurship and innovation and their significance in today's economy and society
2. Generate and develop innovative new venture ideas
3. Evaluate the attractiveness and feasibility of new venture opportunities
4. Analyze industries, markets, and competitors
5. Assess appropriate markets to enter with new products or services

**Course Philosophy.** We seek to develop entrepreneurship and innovation practitioners and scholars and to equip students to pursue their entrepreneurial interests (e.g., business startups, intrapreneurship, social ventures, and/or life design). Clarify your own aspirations, and focus your efforts accordingly. If you immerse yourself, you may find that this course opens up new vistas for your life and work.

## Expectations for All Students (ABCs):

1. Active learning: constructive participation and meaningful engagement, every class
2. Best work: entrepreneurs astonish, they don't settle
3. Character: behave with integrity and demonstrate respect and good faith
4. Development: build your capacities proactively and stretch yourself
5. Entrepreneurship: seize opportunities and take responsibility for your learning
6. Fun: work hard and play hard ("If you're not having fun, you're doing something wrong." - Groucho Marx)

## Assignments and Grading

This is an intensive 7.5-credit course with a heavy workload, including several assignments and a very full reading list. Given that this course is about the understand the opportunity development process, *each graded assignment* is designed to give you practice in developing potential business opportunities. In developing this knowledge and skill, repetition and experience is crucial.

There are two sets of graded assignments – the Ideation Project and Idea Kernels. The student's overall grade in the course is determined by these 2 tasks – one individual and one group.

## What is an Idea Kernel?

An Idea kernel is a structured, initial business opportunity. A complete kernel concisely answers a series of questions that **correspond directly to each of the five intended learning outcomes**. There will be an opportunity to complete two (2) kernels during course. Each kernel is approximately 750 words. These are individual tasks.

## What is the Ideation Slide Deck Project?

The Ideation final project is a structured, researched, and elaborated potential business opportunity report presented in the form of a slide/pitch deck. This is a final group or team task. Your groups will be created by you.

See the **Important Document folder** for detailed instructions for these assignments.

Intended Learning Objectives (ILOs)	Idea Kernels	Ideation Project
1. Analyze and explain entrepreneurship and innovation and their significance in today's economy and society	X	X
2. Generate and develop innovative new venture ideas	X	X
3. Evaluate the attractiveness and feasibility of new venture opportunities	X	X
4. Analyze industries, markets, and competitors	X	X
5. Assess appropriate markets to enter with new products or services	X	X

**Grade Levels**

The Idea Kernels and the Ideation project will both be graded at three levels – E (pass), C (average), & A (excellent). For the overall kernel grade and the final course grade the grades B or D can also be awarded.

**Idea Kernel**

There will be **two (2) chances** during the term to submit an idea kernel. **This will determine whether or not they receive an E, C, or A.**

Idea Kernel 1 - Due September 25, 23:59

Idea Kernel 2 - Due October 9, 23:59

To PASS or get an E for the kernel portion of the course, a student **must** “successfully” complete and submit both kernels. Each student must complete the 2 idea kernels on time and PASS this section of the course. **A successfully completed idea kernel is one that answers each question fully and approximates the clarifying example provided and is submitted on time.** If the student is not successful in completing a kernel they will have earned a FAIL on that assignment.

GRADING	FAIL (F)	E	PASS (C)	Excellent (A)
<b>CRITERIA For Each Kernel</b>	<p>Does not fulfill each ILO.</p> <p>Student does not submit on time.</p> <p>Additionally, the student applies little course content.</p>	<p>Does fulfill each ILO.</p>	<p>Fulfills each ILO.</p> <p>Additionally, the student applies course content in a way that heighten the value of their potential business idea.</p>	<p>Fulfills the criteria for PASS</p> <p>Additionally, the student goes above and beyond by using exceptional innovative or creative thinking.</p>

	Idea Kernel 1 Grade				
Idea Kernel 2 Grade		<b>Fx</b>	<b>E</b>	<b>C</b>	<b>A</b>
	<b>Fx</b>	Fx	Fx	Fx	Fx
	<b>E</b>	Fx	E	D	C
	<b>C</b>	Fx	D	C	B
	<b>A</b>	Fx	C	B	A

Learning the process of opportunity development improves with repetition and practice. Therefore, each time a student completes an idea kernel the student increases his or her mastery of the intended learning objectives.

### The Diagnostic Exercise

The objective of this exercise is for the student to demonstrate that they have mastery of the course content. The exercise will be offered near the end of the course but before the submission date of the final group project. The exercise will take the form of an objective exercise made up of multiple choice and True/False questions.

Each student must successfully PASS (80% or above) this exercise BEFORE his or her **group** can submit their group project for grading. Each student will have two (2) chances to PASS this exercise.

The exercise will be open between October 14-18. Look at the specific assignment for details.

### Ideation Project

This final assignment will be done in small groups or teams. See the **Assignment** for details. The Project must be uploaded by - October 25, 23:59.

To PASS or get an E, a group must complete “successfully” a complete project. A completed project is one that: 1. Identify a unique business idea that addresses a specific problem in society or the market; 2. Presents and answers the required questions; 3. and is submitted on time. If the project is not successful in completing a kernel (Fx), the group may revise the submission within two weeks of receiving notification.

GRADE	<b>Fx</b>	<b>C</b>	<b>A</b>
CRITERIA	Does not fulfill each ILO.	Fulfills each ILO. Additionally, the group applies the course materials using various examples.	Additionally, the group develops their opportunity using appropriate and relevant market information and analysis.

Here are all the assignments and their respective grading weights and the resulting Final Grading Matrix:

Assignment	Grading Weight	Type
1. Idea Kernels	4.0 points	Individual
2. Ideation Project	3.5 points	Group

Grading scale

A, B, C, D, E, F (Grades B and D will only be awarded as combined grades)

Examination

- PRO2 (Idea Kernels) - Project, individual, 4.0 credits, Grading scale: A, C, E, FX, F
- PRO3 (Ideation Project) - Project, group, 3.5 credits, Grading scale: A, C, E, FX, F

	Ideation Project Grade				
		<b>Fx</b>	<b>E</b>	<b>C</b>	<b>A</b>
Overall Idea Kernel Grade	<b>Fx</b>	Fx	Fx	Fx	Fx
	<b>E</b>	Fx	E	D	C
	<b>D</b>	Fx	D	D	C
	<b>C</b>	Fx	D	C	B
	<b>B</b>	Fx	C	B	B
	<b>A</b>	Fx	C	B	A

Your final grade will be determined by a grading matrix. You will be able to get a B or D, but only as a final grade. You must PASS (E) both assignments in order to pass the course. With a Fx, further work is required before credit is possible<sup>1</sup>. You will also receive a Fx, if you fail to submit ANY assignment.

**Readings and Videos.** The readings have been carefully curated to include scholarly and practical articles to expose you to new ideas and deepen your knowledge. They are an essential part of the course and will be instrumental to your learning (and your grade). Some of the readings are mentioned only briefly or not covered in class. You are responsible for doing all the readings and keeping up with them as we go. The readings are extensive, so set aside enough time for them and review them again (e.g., notes or key points). Students who fail to do this will miss a big part of the intended learnings and will struggle to pass the Diagnostic Exercise.

**Attendance.** Attendance is an important prerequisite to learning, especially since classes go beyond the readings, include active learning activities in groups, and prepare students for all the assignments; however, it is not required.

Email the course assistant in advance only if there is a problem (e.g., serious illness or hospitalization) that may cause you to miss more than one class and be prepared to bring documentation (e.g., doctor's note) if you seek to avoid an attendance penalty. If there is a good reason for requesting to arrive late or leave early, ask me in advance. You may not fake attendance for a classmate or ask a classmate to do so for you. Such attendance violations may be referred to the university disciplinary committee.

**Class Participation.** We work hard to create an open and welcoming environment where different viewpoints and scholarly debates are encouraged. We expect all students to participate actively in class, thereby enhancing learning. Read the material in advance and come to class prepared to discuss it. You may be called on by the instructor during class to discuss the readings or reflect on in-class learning activities. The keys are engagement and participating for learning, not feeling you have to be right or have brilliant ideas to speak up.

Class participation: quality and quantity of comments and questions in class, active and focused participation in classroom learning activities, demonstrated effort on pass/fail assignments, participation in team work, and your focused attention to class discussion without distraction from devices. Dedicate your time in class wholly to learning.

**Notebook.** Use a notebook to keep track of important ideas, in and out of class. I upload slides after each class so you can focus on learning and participating in class.

**Team Work.** For much of the course, you will work in teams, and team members will provide feedback on each other's assignments. All teams must consist of students from multiple SSES universities (see the Team Charter assignment for details.) Students are responsible for forming teams. There is a team assignment due at the end of the course.

**SSES Canvas.** The SSES Canvas is a mandatory learning management system (LMS) used for the course (with all course documents, and where all assignments must be submitted).

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<sup>1</sup> **Fx Grade:** Students who earn a grade of Fx for the course are eligible to re-do an assignment. If students meet the instructor's standards on that make-up assignment(s), they can earn an E for the course but not a higher grade. In this course, the deadline for submitting that make-up assignment(s) is 1 weeks after the last class or notification whichever is later. The grades of students who not do the make-up work on time change automatically from Fx to F.

**Submitting Assignments.** Use the assignment templates provided. Assignments must be submitted as PDFs in the SSES Canvas before 23:59 (11:59 p.m.) on the due date (ideally earlier). It is the student's obligation to track whether or not the assignment was submitted properly and timely.

**Late Assignments.** They can only be submitted by the deadline. Late submissions result in a zero. You assume total responsibility for submitting assignments on time, no excuses. Submit assignments early to avoid problems. If there is a technical glitch with Canvas, email me and the Course Assistant right away and send screen shots if possible.

**Plagiarism.** Plagiarism is not acceptable. This includes:

- passing off the ideas or words of another as your own
- using another's work or ideas without crediting the source
- presenting an existing idea or product as new and original and not crediting the source
- using so many words or ideas from other sources such that your work is not sufficiently original
- Review the KTH Web for more specifics and details.

Ensure that your work is original and referenced properly. Plagiarism suspicions will be handled appropriately, leading to potential referrals to the university disciplinary committee and possibly resulting in suspension of studies.

**Feedback.** Despite the large size class size, I have the ability to provide feedback on assignments (beyond the grade). Keep in mind, as in the real world, the focus is on market feedback, not instructor or advisor feedback. It doesn't matter if I like the idea or not.

**Language.** This course is in English. Let me know if you are having a hard time following. If you struggle with English or are new to the world of business, consider bringing the Glossary with you to class each night and referring to it often to help you follow key terms.

**Questions.** Ask me if you have questions about the course structure, content, assignments, readings, lectures, deadlines, grading, attendance, or groups. Ask the Course Assistant if you have questions about registration or Canvas.

**Your Input.** This course is for you. We encourage you to provide feedback on the course, express concerns, and make requests. After the course, SSES will distribute an online evaluation survey. Please complete it so we can improve the course in the future.

**Confidentiality and NDA Policy.** There are no Non-Disclosure Agreements (NDAs) for startup ideas in this course. By participating, you agree to act with integrity and discretion, and you agree not to disclose or distribute information received from other students unless you receive explicit permission from them to do so. You should be able to complete all assignments without disclosing any sensitive intellectual property for your startup idea(s).

#### **Examination adapted to students with special needs**

- The following applies for students with functional variations who have a statement from KTH's FUNKA unit on recommended support measures during examination:
  - Support measure under code R (i.e. adjustments relating to space, time, and physical circumstances) are granted by the examiner
  - Support measures under code P (i.e. pedagogical measures) are granted or rejected by the examiner after the examiner has been contacted by the

student in accordance with KTH's rules. Normally, support measures under code P will be granted.

**Other Important Documents.** Carefully review these documents in the Canvas:

- Schedule
- Readings
- Glossary
- Assignments (each assignment has a template that must be used)

We look forward to working with you!