



# XBA

## XPONENTIAL BUSINESS ADMINISTRATION

March 2021

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**.StartSe** UNIVERSITY

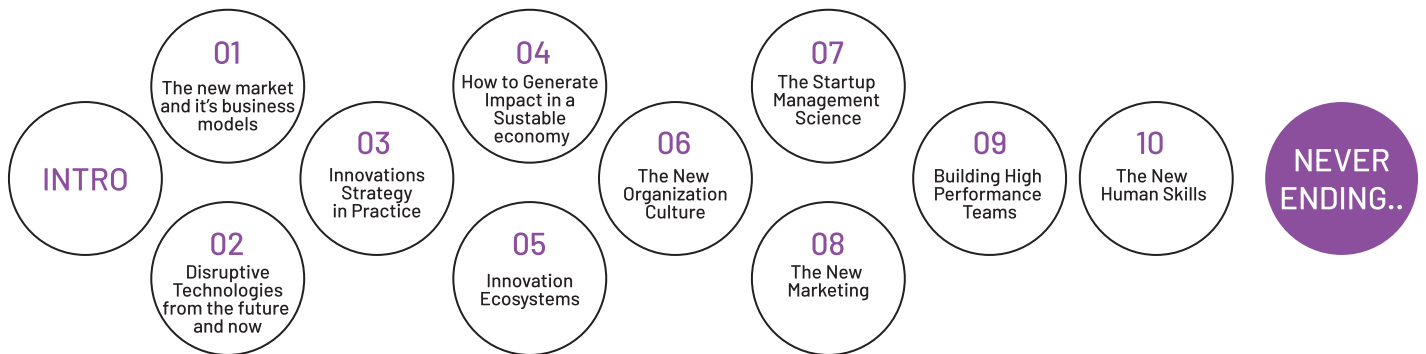
**NOVA** Executive  
Education  
NOVA SCHOOL OF  
BUSINESS & ECONOMICS

XBA is a new course for executives who want to be protagonists in the new market in the future and now.

The course is innovative in several aspects, but in particular due to the convergence between the unconventional management dynamics of now, captured and practiced by StartSe – The Knowledge Company and the solid academic research on strong management practices provided by Nova SBE.

The learning methodology and the solid instruments used in the classes are a combination of the expertise of StartSe and Nova SBE Executive Education, one of the main business schools in Europe.

# XBA JOURNEY



## 10 MODULES IN 10 WEEKS

Each Module: 4 hours - 75% Asynchronous (2h40min) AND 25% Synchronous (1h20min).

1. The New Market and its Business Models
2. Disruptive Technologies from the Future and Now
3. Innovation Strategy in Practice
4. How to Generate Impact in a Sustainable Economy
5. Innovation Ecosystems
6. The New Organization Culture
7. The Startup Management Science
8. The New Marketing
9. Building High Performance Teams
10. The New Human Skills

MODULE 1

# THE NEW MARKET AND ITS BUSINESS MODELS

The objective of this module is to present the diverse evidences that prove the accelerated transformation of the markets seeking to unveil the fundamental principles that allow (aka, vulnerabilities) and drive (aka, capabilities) these changes. As a practice we will understand how to identify and build new business models to compete in the new market.

*“An organization that constantly reinvents itself before it becomes obsolete. The Invincible Company explores the future, while excelling at exploiting the present. It cultivates an innovation and execution culture that lives in harmony under the same roof. It competes on superior business models and transcends traditional industry boundaries.” – Alexander Osterwalder*

*“Every organization exists for a single purpose: to create more value than an individual could do alone.”*

- The Business Model Book

	Title	Main Takeaway
01	Market Trends	Identify the most important consumer and market trends.
02	Market Intelligence	Understand the mechanisms and processes for market surveillance.
03	The New Competitors	Understand the new competition arena.
04	The New Competitive Advantage	Revisit the old and redefine the new ways to differentiate your business.
05	Value Proposition	Understand the attributes of a new value proposition.
06	Reinventing Your Business Model	Understand how to reinvent, add or adapt, your business model.

## General Extra Reading

- The Business Model Navigator – Gassmann, Oliver; Frankenberger, Karolin; Csik, Michaela
- The Invincible Company - Osterwalder, Alexander
- Reinvent Your Business Model - Johnson, Mark W.
- The Business Model Book - Bock, Adam J.; George, Gerard
- Brave New Work – Dignan, Aaron
- Radical Uncertainty - King, Mervyn; Kay, John.

MODULE 2

# DISRUPTIVE TECHNOLOGIES FROM THE FUTURE AND NOW

In this module, we will navigate the mosaic of new technologies with great potential impact, identifying what is already available now and which will be present in business in the future horizons. As a practice, we will unveil how to keep an active technology watch and how to accelerate the adoption of technologies in business at the right time.

*“Any sufficiently advanced technology is indistinguishable from magic.”*

- Arthur C. Clarke

*“The greatest shortcoming of the human race is our inability to understand the exponential function.”*

- Albert Allen Bartlett

*“AI is a prediction technology, predictions are inputs to decision making, and economics provides a perfect framework for understanding the trade-offs underlying any decision.”*

- Prediction Machine

*“The new news is that formerly independent waves of exponentially accelerating technology are beginning to converge with other independent waves of exponentially accelerating technology”*

- Peter Diamandis

	Title	Main Takeaway
01	Exponential Growth	Understand the foundations of the exponential function.
02	Disruptive Technologies	Which are and how to map future high-impact technologies.
03	The New Competitors	Which are and how to apply lateral thinking on withered technologies.
04	Digital Transformation	What is necessary to embrace ongoing and never-ending transformation.
05	Enterprise Architecture	Understand the most relevant aspects of building a modern technological architecture.
06	Digital Projects	Understand the most relevant aspects of managing digital projects.
07	Humans & Technology	Understand the philosophical aspects of humans and technology.
08	Ethical Technology	Understand the best drivers to assure ethical uses of technology.

## General Extra Reading

• The Future Is Faster Than You Think - Diamandis, Peter H.; Kotler, Steven

- The End of Tech Companies – Rob Thomas
- The Inevitable – Kevin Kelly
- Abundance – Diamandis, Peter H.; Kotler, Steven
- The coming clash between man and machine
- Technology vs. Humanity - Leonhard, Gerd.
- Prediction Machines - Agrawal, Ajay; Gans, Joshua; Goldfarb, Avi
- Neural Networks for Babies – Ferrie, Chirs; Dr. Kaiser, Sarah
- Blockchain for Babies – Ferrie, Chirs; Tomamichel, Marco

MODULE 3

# THE INNOVATION STRATEGY IN PRACTICE

In this module, we will discuss how to develop strategies in new scenarios of great volatility and uncertainty, and how innovation is a central component in all future strategies. For practicing, we will validate how to make innovation a dynamic and fluid process.

*“Strategy no longer means long-range planning. It’s not even short-range planning. It’s not planning. Fundamentally, strategy making is now a dynamic and fluid process, akin to learning.”*

- Ming Zeng

*“It is rare that a technology or product is inherently sustaining or disruptive. And when new technology is developed, disruption theory does not dictate what managers should do. Instead it helps them make a strategic choice between taking a sustaining path and taking a disruptive one.”*

- Clayton Christensen

*“There are known knowns; there are things we know we know. We also know there are known unknowns; that is to say we know there are some things we do not know. But there are also unknown unknowns – the ones we don’t know we don’t know.”*

- Donald Rumsfeld

*“(Innovation) has become so pervasive and hyped that organizational antibodies want to fight it.”*

- Stephen Shapiro

	Title	Main Takeaway
01	Strategizing in the new era	Understand how to strategize in scenarios of greater volatility and uncertainty.
02	Creating an innovation culture	Identify the mechanisms and behaviors that resist to changes and act as innovation antibodies.
03	Leading change through innovation	How to build a company that is always setting the pace of change in the market.
04	Creating teams of builders	How to attract and lead teams that love to build new useful things with responsibility.
05	Design Thinking	how to embed empathy in every process and action throughout the organization.
06	Ideating, Prototyping, and Pivoting	How to create an experimentation and validation engine to innovate better and faster.
07	Learning from mistakes	How to deal with failure within organizations that are not supposed to fail.
08	Funding & Measuring Innovation	How to fund and budget, and also measure and monitor, a fast-changing innovative company.

## General Extra Reading

- The Fatal Flaw of The Three Horizons Model - Steve Blank Blog
- Innovator's Dilemma – Clayton Christensen
- Smart Business – Zeng, Ming
- The Infinite Game – Simon Sinek
- Turning the Flywheel – Collins, Jim
- Invisible Solutions - Shapiro, Stephen.



MODULE 4

# HOW TO GENERATE IMPACT IN A SUSTAINABLE ECONOMY

In this module, we will discuss how to generate environmental and social impact linked to financial returns. The main goal is to understand the role of business in building a more balanced, sustainable, and fair world.

*“Consider the words affection, love, joy, authenticity, empathy, compassion, soulfulness, and other terms of endearment. Until recently, such words had no place in business. That is changing.”*

- Firms of Endearment

*“Infinite games have infinite time horizons. And because there is no finish line, no practical end to the game, there is no such thing as “winning” an infinite game. In an infinite game, the primary objective is to keep playing, to perpetuate the game.”*

– Simon Sinek

	Title	Main Takeaway
01	The new Corporate Social Responsibility model	Understand how to generate value for all stakeholders in your value chain.
02	Profitable & Sustainable	Understand the shared value concept and examples.
03	Social Business	Understand what is a social business and its different models.
04	Impact investing	Recognize the similarities and differences between traditional investing and impact investing.
05	Environmental challenges and new products	Understand how companies can have a role in solving environmental problems.
06	B Corporation	Understand how a company can be the best for the world and not only the best on world

## General Extra Reading

- The Honest Truth about Dishonesty – Ariely, Dan.
- Clean Disruption – Seba, Tony.
- Bad Blood – Carreyrou, John.
- Firms of Endearment – Sisodia, Rajendra; Sheth, Jagdish N.; Wolfe, David.

MODULE 5

# INNOVATION ECOSYSTEMS

The objective of this module is to present the characteristics of a variety of innovation ecosystems overtime and as a practice provoke participants to identify the mechanisms and practices that can accelerate or slowdown innovations and his or her ecosystems.

*“Innovation is the market introduction of a technical or organizational novelty, not just its invention.”*

- Joseph A. Schumpeter

*“If the startup community has a culture of inclusiveness, it will constantly have entrepreneurs step up into leadership positions.”*

– Brad Felt

*“...in the Israeli military, the tactical innovation came from the bottom up—from individual tank commanders and their officers. It probably never occurred to these soldiers that they should ask their higher-ups to solve the problem, or that they might not have the authority to act on their own. Nor did they see anything strange in their taking responsibility for inventing, adopting, and disseminating new tactics in real time, on the fly.”*

- The Startup Nation

*In China, companies tend to go “heavy.” They don’t want to just build the platform—they want to recruit each seller, handle the goods, run the delivery team, supply the scooters, repair those scooters, and control the payment.”*

- Kai-Fu Lee

	Title	Main Takeaway
01	Innovation Classics	Revisit the classic thinking about innovation, from Drucker to Schumpeter.
02	Most Innovative Countries	Who and why are these the most innovative countries?
03	Most Innovative Companies	Who and why are the most innovative companies?
04	About Silicon Valley	What are the good and bad things about Silicon Valley ecosystem?
05	About China	What are the good and bad things about China ecosystem?
06	About Israel	What are the good and bad things about the Israeli ecosystem?
07	Startup Ecosystems	What are the valuable attributes of recent successful startup communities around the world?
08	Your Own Ecosystem	What are the attributes you choose for your innovation ecosystem?

## General Extra Reading

- Startup Communities - Feld, Brad
- The Rainforest: The Secret to Building the Next Silicon Valley – Hwang, Victor W.
- AI Super-Powers - Lee, Kai-Fu
- The Startup Nation - Senor, Dan; Singer, Saul

MODULE 6

# THE NEW ORGANIZATION CULTURE

The objective of this module is deep dive into the corporate culture, eventually a vague topic but certainly an asset of successful companies. As a practice we will be able to evaluate traces of culture and promote changes as needed.

*“Culture eats strategy for breakfast.”*

– Peter Drucker

*“You need a culture that high-fives small and innovative ideas.”*

–Jeff Bezos

*“Radical transparency fertilizes great cultures.”*

- Kevin Kruse

*“Culture is not like a mission statement; you can’t just set it up and have it last forever. There’s a saying in the military that if you see something below standard and do nothing, then you’ve set a new standard. This is also true of culture—if you see something off-culture and ignore it, you’ve created a new culture.”*

- Ben Horowitz

*“Not everything that can be counted counts, and not everything that counts can be counted.”*

– Albert Einstein

	<i>Title</i>	<i>Main Takeaway</i>
01	<i>What is Culture?</i>	<i>Thinking deeply about traits of culture.</i>
02	<i>What is Leadership?</i>	<i>Rethinking about leadership nowadays.</i>
03	<i>Purpose, Principles and Virtues</i>	<i>Understand why companies exists, what they value and what they do.</i>
04	<i>Culture in Crisis</i>	<i>Understand the culture strengths and weaknesses during bad times.</i>
05	<i>Hire Slow, Fire Fast</i>	<i>Understand the challenges of assessing hard and soft skills.</i>
06	<i>Performance Management</i>	<i>Understanding the complex scenarios of evaluating and rewarding.</i>
07	<i>Employees and Partners</i>	<i>Understanding the partnership models equitizing employees.</i>
08	<i>Changing Your Culture</i>	<i>Reflecting about why, when and how change the corporate culture.</i>

## General Extra Reading

- Great Leaders Have No Rules – Kruse, Kevin
- What You Do Is Who You Are - Horowitz, Ben
- Delivering Happiness – Hsieh, Tony

MODULE 7

# THE STARTUP MANAGEMENT SCIENCE

In this module we will unveil the management science behind the start-up style of creating and developing new ventures. As a practice we will capture the mindset and the toolset used by startups to apply to any kind of innovation effort.

*“If you look for perfection, you’ll never be content.”*

- Leo Tolstoy

*“Startup is an organization formed to search for a repeatable and scalable business model.”*

– Steve Blank

*“Since startups and enterprise innovation efforts are all about the unknown, one can’t simply execute on the creation of customer value. Instead, one must organize around learning. One must learn what the core value is; what solution provides that value; to whom it provides value; and how to market, sell, and deliver it so that the value is realized.”*

- The Lean Entrepreneur

*“Think of a startup as a chain of lean experiments looking to unravel the unknown. If something is innovative, certainly it was once unknown.”*

– C/Krueh

*“No gamble, no future.”*

– Jason Calacanis

	Title	Main Takeaway
01	<i>Startup Shapes and Colors</i>	<i>Since startup became a global phenomenon, what are the main categories.</i>
02	<i>Startup Foundations</i>	<i>Understand the main theories behind the startup movement.</i>
03	<i>Startup Teams</i>	<i>Understand the key aspects of startup team formation and engagement.</i>
04	<i>Startup Management</i>	<i>Understand the key characteristics of management practices.</i>
05	<i>Venture Capital</i>	<i>What we can learn about investing as a venture capitalist?</i>
06	<i>Startup Valuation</i>	<i>What is the mathematics behind startup valuations in early and late stages?</i>
07	<i>Pitching Startups</i>	<i>What we can learn about communication and selling with startup pitching?</i>
08	<i>Becoming an Enterprise</i>	<i>Reflecting when a startup can mutate and no longer be a startup.</i>

## General Extra Reading

- Lean Startup, Ries, Eric
- The Startup Way – Ries, Eric
- Disciplined Entrepreneurship – Aulet, Bill
- The Lean Entrepreneur - Cooper, Brant; Vlaskovits, Patrick
- The Secrets of Sand Hill Road – Kupor, Scott
- Angel - Calacanis, Jason

MODULE 8

# THE NEW MARKETING

In this module, we will discuss how to approach and acquire customers with communication and sales strategies relevant to a dynamic, connected, and information-abundant world.

*“Growth Hackers ... are leading cross-functional growth teams, are steeped in data and creativity, scientific thinking, and are immersed in the product as much as the promotion.”*

– Sean Ellis

*“You will be pleasantly surprised to find that most growth-hacking tactics are simply technological implementations of marketing strategies that have existed for centuries.”*

– Growth Hacking – Silicon Valley

*“If you focus on solving a single problem really well and can adapt as the market evolves, the sky’s your limit.”*

- From Impossible To Inevitable

	Title	Main Takeaway
01	Creating and renovating a brand	Understand the forces that can strength and weakness brands nowadays.
02	What do customers want and need	Understand how to perceive and act upon unmet and changing customer needs.
03	Customer Obsession	How to build a company that is customer centric, that constantly renew its customer’s experiences to achieve the customer’s success.
04	New Marketing Paradigms	Revisit, rethink, and reinterpret the old marketing mantras.
05	China New Retail	understand the marketing disruptions being born in China.
06	Our Privacy	understand implications of crossing the line in terms of disrespecting customer’s privacy.
07	Growth Hacking & Blitzscaling	understand when and how speed can be more important than efficiency.
08	Network Effects	understand how to incite and explore new chain reactions to dominate markets.



## General Extra Reading

- Growth Hacking: Silicon Valley's Best Kept Secret - Fong, Raymond; Riddersen, Chad
- Blitzscaling - Yeh, Chris; Hoffman, Reid
- Startup Growth Engines - Ellis, Sean; Brown, Morgan
- From Impossible To Inevitable - Ross, Aaron; Lemkin, Jason
- Predictable Revenue – Ross, Aaron; Tyler, Marylou

MODULE 9

# BUILDING HIGH PERFORMANCE TEAMS

The objective of this module is to rethink traditional team management, reforming talent acquisition upto identifying toxic behaviors, the practice will be centered into designing and running an agile organization.

*“The quality of your business and life are largely dependent on the quality of the problems you solve and the decisions you make. Problem-solving is one of the most important skills every individual, entrepreneur, employee, and leader needs.”*

– Stephen Shapiro

*“Together, those three elements—external activity, extreme execution, and flexible phases—form the principles by which X-teams guide themselves.”*

- X-Teams

*“Agile—the business philosophy that relies on fast-moving, self-managing teams for innovation—has officially entered the mainstream of corporate management.”*

- Doing Agile Right

	Title	Main Takeaway
01	Employee Branding	How to create a company people wants to work for?
02	Employee Experience	How to put you team at the center?
03	Agile Principles	Understand the principles of an agile organization.
04	Agile in Practice	Understand the agile in practice.
05	Agile Funding	Rethink funding and budgeting to meet agile.
06	Agile Measurement	Rethink goals and performance management to meet agile.
07	Agile Pitfalls	Learn from what is not working out there.
08	Toxic Behaviors	Learn how to identify toxic leaders and members.

## General Extra Reading

- The Future Leader - Morgan, Jacob
- How to Be an Imperfectionist - Guise, Stephen
- Invisible Solutions - Shapiro, Stephen
- X-Teams - Ancona, Deborah; Ancona, Deborah; Bresman, Henrik; Bresman, Henrik
- Doing Agile Right - Rigby, Darrell; Rigby, Darrell; Elk, Sarah; Elk, Sarah; Berez, Steve; Berez, Steve
- The Five Dysfunctions of a Team – Lencioni, Patrick
- Work Rules! – Bock, Laszlo

MODULE 10

# THE NEW HUMAN SKILLS

In this last module we need to have the courage to question everything about the skills I have and the ones needed as we move into the future. As a practice we need to be able to foresight and plan for our lifelong learning journey.

*“There are so many people working so hard and achieving so little.”*  
- Andy Grove

*“It’s easier to change your mind and emotions by taking action than it is to change your actions by trying to think and feel differently.”*  
- Guise, Stephen

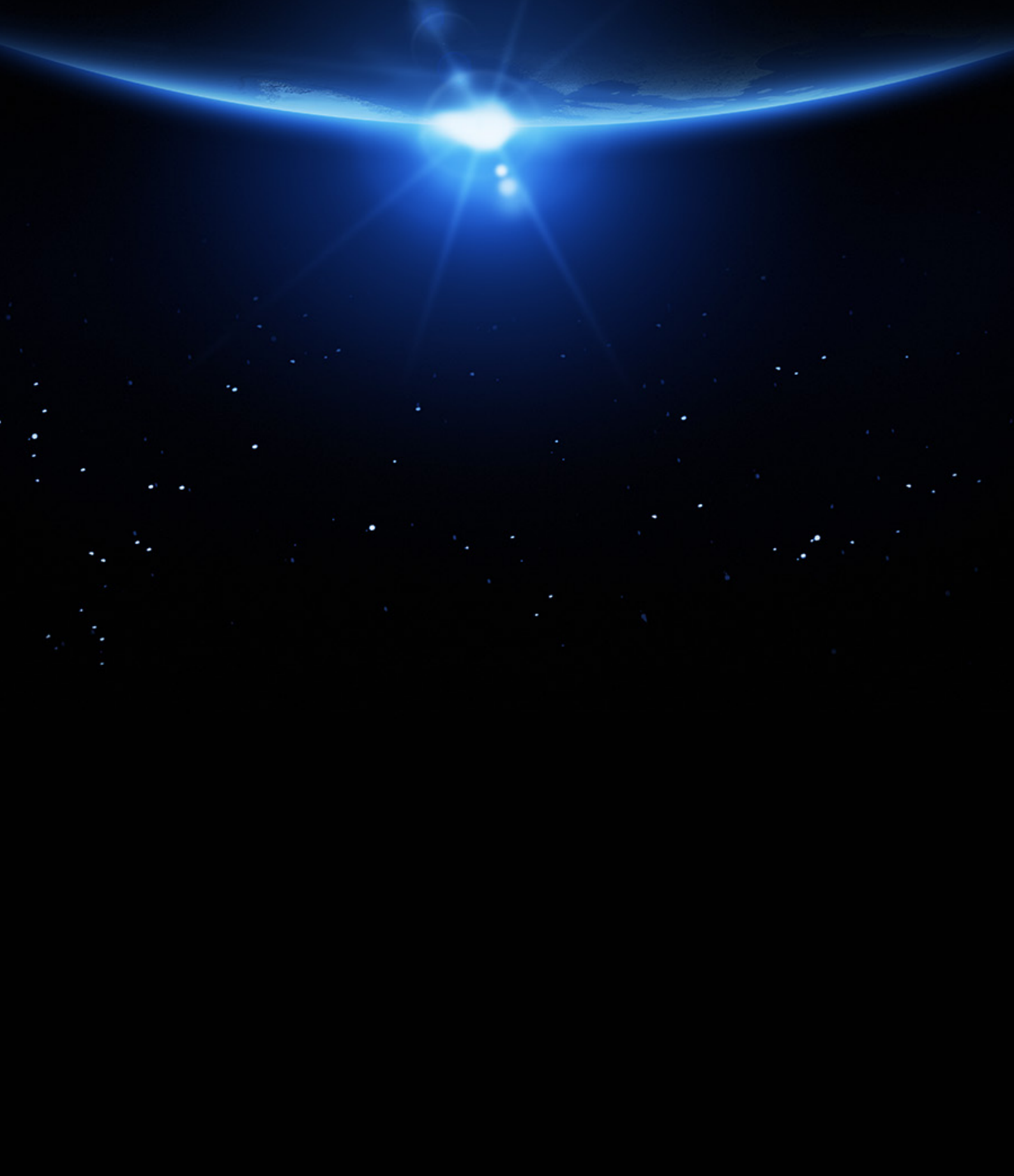
*“Categories can be used to control and subjugate others at the cost of our own awareness and understanding. Categories coerce. Categories lack nuance. Categories corrode complex realities under the guise of explanation.”*  
- Johansen, Bob

*“...technology alone is not enough—it’s technology married with liberal arts, married with the humanities, that yields us the result that make our heart sing.”*  
– Steve Jobs

	Title	Main Takeaway
01	Future of Work	What does the future of work look like?
02	Hybrid Jobs	Understand the contradictory demand for more specialized jobs but also with a wider range of skills.
03	Machine vs. Human	Reflect about the oncoming waves of automation.
04	Human Centered	Reflect about soft skills.
05	Known Knowns	Identify the skills and knowledge we have and that were, are or will be important.
06	Unknown Unknowns	Try to identify new skills that will potentialize your professional and personal life.
07	Self-Discovery	Understanding yourself.
08	My Future	Envision and design your path going forward.

## General Extra Reading

- The Fuzzy and the Techie - Hartley, Scott.
- Range - Epstein, David
- Meta-Skills - Neumeier, Marty
- Polymath - Hollins, Peter
- Full-Spectrum Thinking - Johansen, Bob



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