

Syllabus

Descrizione corso

Titolo insegnamento	Scaling-up
Codice insegnamento	25572
Titolo aggiuntivo	
Settore Scientifico-Disciplinare	SECS-P/08
Lingua	Inglese
Corso di Studio	Corso di laurea magistrale in Imprenditorialità e Innovazione
Altri Corsi di Studio (mutuati)	
Docenti	dott. Benedikt Unger, Benedikt.Unger@unibz.it https://www.unibz.it/en/faculties/economics-management/academic-staff/person/41040
Assistente	
Semestre	Primo semestre
Anno/i di corso	2
CFU	6
Ore didattica frontale	36
Ore di laboratorio	-
Ore di studio individuale	-
Ore di ricevimento previste	18
Sintesi contenuti	<ul style="list-style-type: none"> • The course offers a structured introduction to the topic of scaleups, drawing on existing literature, theoretical frameworks, and empirical research. • It discusses strategies, methods, and tools for managing scaleup processes from the perspective of both startups and other actors invested in their growth journey. • Special attention is given to scaling beyond conventional entrepreneurial contexts, including corporate and eco-social scaleups, and the specific challenges associated with growth in these domains.

	<ul style="list-style-type: none"> The course combines frontal lectures, industry expert presentations, case-based discussions, and group projects to foster both theoretical understanding and practical skills.
Argomenti dell'insegnamento	<ul style="list-style-type: none"> Definition and characteristics of scale-ups Relevant theories in the context of scaling-up Strategies for (survival and) growth in startups Key challenges & drivers throughout the scaling process Methods & tools to manage scaling processes Leadership, culture and teams for scaling Ecosystem perspective on scale-ups Scaling with corporates Student case presentations
Parole chiave	
Prerequisiti	
Insegnamenti propedeutici	
Modalità di insegnamento	Frontal lectures, exercises, and team-based project work
Obbligo di frequenza	
Obiettivi formativi specifici e risultati di apprendimento attesi	
Obiettivi formativi specifici e risultati di apprendimento attesi (ulteriori info.)	<p>Knowledge and understanding: The students grasp the most important and practice-relevant knowledge of companies in the scale-up phase and the ongoing transition and the associated chances and challenges. The students have a systematic understanding of this content, are able to integrate this knowledge and are familiar with the current state of research and industry development on the subject.</p> <p>Applying knowledge and understanding: Students are able to critically apply theoretical frameworks and practical tools to real-world scale-up challenges. They work in teams to analyse complex scaling scenarios, identify core issues, and develop context-specific solutions. They are able to motivate their choices, explain trade-offs, and communicate the rationale behind their solutions in a structured and compelling way, based on the learned frameworks and practice insights.</p> <p>Making judgments: The students can deal with the complexity of</p>

	<p>the challenges in managing scale-ups. They can assess company strategies in a qualified manner and reflect on them critically, also ethically.</p> <p>Communication skills: Students will be able to communicate their knowledge of scale-ups to both lay and professional audiences. In doing so, they can logically and coherently weigh up, argue about, and explain their decisions.</p> <p>Learning skills: Students know the most important sources of reliable and up-to-date knowledge on scale-ups. This enables them to learn new things independently and to consider the transition from a startup to a more mature company less as threat and more as an opportunity. The knowledge acquired in the course is organized in such a flexible way that they are able to link new contents and trends in this field to the existing knowledge and thus comprehend and apply them.</p>
Modalità di esame	<p>For attending students: The achievement of the learning objectives is assessed through three outcome measures:</p> <ul style="list-style-type: none"> • Written exam (45%): A written exam is designed to measure the knowledge of the contents and their deeper comprehension • Project work (45%): Students will directly apply the knowledge and skills learned to an given task (opportunity or challenge induced by facing the scale-up phase; presented in form of a case-study). The rigors of this team-based project work go beyond mere application of what has been learned and require the development of a new mix of activities, course prepared but now self-directed learning of tools and their application, and critical judgment of various approaches. The results presented (powerpoint-based). • Class participation (10%): Assessment of participation in class and accompanying project units will relate to oral and written (e.g., team discussions) contributions by students. This includes critical reflection, guided discussion, synthesis, and further development of course content. <p>For non-attending students: The achievement of the learning</p>

	<p>objectives is assessed through a single outcome measure:</p> <ul style="list-style-type: none"> • Written exam (100%): A written exam is designed to measure both the knowledge of the contents and their deeper comprehension as well as the application of what has been learned. <p>NOTE: Project work and classroom contributions are valid for 1 academic year and cannot be carried over beyond that time-frame.</p>
Criteri di valutazione	<p>For attending students: The final grade results from the addition of the following partial achievements (1) Written exam (45%), (2) Project work (45%), (3) Class participation (10%)</p> <p>The following evaluation criteria are essential for the assessment:</p> <ul style="list-style-type: none"> • Correctness and reliability of the statements • Structure and clarity of the statements • Logic and coherence of the statements • Integration and interconnectedness of the learned content • Quality and extent of the research • Choice and application of the learned content • Quality, applicability, and innovativeness of the results • Activity and proactivity regarding the contributions <p>For non-attending students: The final grade results from the (1) Written exam (100%).</p> <p>The following evaluation criteria are essential for the assessment:</p> <ul style="list-style-type: none"> • Correctness and reliability of the statements • Structure and clarity of the statements • Logic and coherence of the statements • Integration and interconnectedness of the learned content • Choice and application of the learned content • Quality, applicability, and innovativeness of the results
Bibliografia obbligatoria	<p>• Coviello, N., Autio, E., Nambisan, S., Patzelt, H., & Thomas, L. D. (2024). Organizational scaling, scalability, and scale-up: Definitional harmonization and a research agenda. <i>Journal of Business Venturing</i>, 39(5), 106419. https://doi.org/10.1016/j.jbusvent.2024.106419</p>

	<ul style="list-style-type: none"> · Jansen, J.J.P., Heavey, C., Mom, T.J.M., Simsek, Z. and Zahra, S.A. (2023), Scaling-up: Building, Leading and Sustaining Rapid Growth Over Time. J. Manage. Stud., 60: 581-604. https://doi.org/10.1111/joms.12910 · DeSantola, A., & Gulati, R. (2017). Scaling: Organizing and growth in entrepreneurial ventures. Academy of Management Annals, 11(2), 640–668. https://doi.org/10.5465/annals.2015.0125 · Pahnke, E. C., Katila, R., & Eisenhardt, K. M. (2015). Who takes you to the dance? How partners' institutional logics influence innovation in young firms. Administrative Science Quarterly, 60(4), 596–633. https://doi.org/10.1177/0001839215592913 · EIC Scaling Club. (2025). Scaling Club reports. https://eicscalingclub.eu/club-reports · European Commission. (2025). The EU startup and scaleup strategy: Choose Europe to start and scale (COM(2025) 270 final). Brussels, 28 May 2025. https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52025DC0270 <p><i>Note: This is a core selection - all further recommended readings will be communicated during the course. Non-attending students, if any, are asked to contact the lecturer for a complete reading list for their exam preparation.</i></p>
Bibliografia facoltativa	Will be announced during class.
Altre informazioni	
Obiettivi di Sviluppo Sostenibile (SDGs)	Buona occupazione e crescita economica, Partnership per gli obiettivi, Innovazione e infrastrutture