



oneday

MBA

Curriculum

A quick summary of how the weeks build up to
the full MBA

London, 2023

Our curriculum comprises three 6 months tiers, which build to a 90-credit Masters in Business Administration.

Each 30-credit tier contains a number of practical modules which vary in length and credit.

The modules are then broken down into a series of sprints. A sprint takes place over a week and includes; a group meeting with your squad (a small group of same-stage founders); a 121 with your mentor; and a practical assignment specific to your business idea.



Oneday Class of 2025

Months 1-6

3 x 10 credit modules

Tier 1

Module 1

Ideation, Inspiration and Product Creation

Months 1–2 10 credits

This module begins with a thorough exploration of each founder's uniqueness – their insights, skills and passions, which will lead them to discover a unique business opportunity.

The module then covers contemporary approaches to trend analysis and empowers students to identify addressable problems for specific customer niches. Founders then learn about the fundamentals of “customer discovery”, the early-stage research methodologies used to validate customers' strength of feeling around particular problems.

Founders will be instructed on how to develop sophisticated paint-point-maps – to organise and collate sentiment from their early conversations with potential customers.

From there, the course introduces the theory of the Lean Startup and the core components of a lean business canvas.

Sprint 1

Fine-tune your focus area: the intersection of your skills and knowledge, passions and fascinations, trends and opportunities

Identify your unique edge by answering the questions: why me, why now?

Founder Idea Fit

Fine-tune your focus area: the intersection of your skills and knowledge, passions and fascinations, trends and opportunities

Sprint 2

Feel familiar with lean philosophy

The Lean Canvas

Understand the critical components of a lightweight business plan

Explore the importance of iteration and pivots

Sprint 3

Unlock the magic of customer conversations

Find a way to reach relevant customers and users

Conduct Mom-test proof conversations

Customer Discovery

Uncover valuable insights about your customer's problems

Sprint 4

Locating your niche within your competitive landscape

Identify and describe a highly-specific customer niche

Conduct a competitor review

Create a value proposition statement

Pivot week

Sprint 5

Create a detailed record of the patterns of early customer conversations

**Pain-point
Mapping**

Build an understanding customer pain points

Understand how to short-list possible solutions

Sprint 6

Identify the vulnerabilities in your business plan

**The risky assumptions
framework**

Learn the "run into the spike" strategy of testing risky assumptions

Plan tests around the riskiest assumption

Sprint 7

**Validating your
proposition by talking
to customers**

Validate or invalidate your riskiest assumptions

Plan to pivot or iterate the respective part of your business plan

Pivot week

Sprint 8

Final assessment

Summarise your learning from the module to-date as part of a lightweight version of your business plan

Pivot week

Traction: Implementation and Product Introduction

Months 3–4 10 credits

The Implementation and product introduction module will help founders prove that there is a market ready to buy their product.

Founders will learn modern methods to validate demand ahead of a more aggressive stage of investment in product development in the following module. Founders will run 6 week-long sprints to try and prove traction between their customers and their business idea.

They are encouraged to explore a wide range of marketing channels, looking specifically at the practical steps needed to set up experiments and drive traffic to their landing pages.

Founders will report into their group squad meetings each week to discuss their results and design the next experiment that will move them closer to their target growth metric. By the end of the module, founders will have moved closer to customer traction.

Sprint 11

**The proxy product –
build your landing**

Understand the value of building traction
Build a landing page or physical prototype

Sprint 12

Building your credibility

Demonstrate credibility in creative ways
Build out brand exposure

Sprint 13

**Attracting your
customers**

Understand the critical role of traction in determining
startup success
Learn about traction channels and how they have been
used in the past

Sprint 14

**Persevere, Iterate,
or Pivot?**

Understand when to pivot and the key indicators that a
pivot is necessary, rather than a minor iteration or
persevering with your plan
Uncover how to find the right metrics, track results, and
configure the next steps
Set up and run experiments within your priority channel

Sprint 15-20

Channel sprints

Each sprint week:

- Make changes to your experiments or revise your channel strategy
- Repeat your revised experiment or run a new experiment
- Track results
- Pivot, iterate or persevere

Module 3

Measurement and Product Adoption

Months 5–6 10 credits

Measurement and product adoption supports founders to drive their products towards meeting the specific needs of users. Sprint 20 covers the Kano model of feature selection, categorising feature ideas as “must haves”, “performance” or “delighter” features.

Founders will be pushed to consider how to approach product development through both digital and physical product tracks. They will then be guided towards defining a North Star metric, which will become a point of obsession.

During sprints 24–29, founders will move to the autonomous stage of the module – a series of 6-week sprints designed to build momentum towards their target “North Star” metric. Founders will select between a range of prototype and MVP models to ensure they can learn by observing users’ real-world behaviour.

Founders will check-in with their squad group on a weekly basis, reporting against their progress and learning. Additionally, 1–1 mentor sessions will guide their decision making and ensure total, ruthless focus on improving the product in the eyes of their target customer.

Sprint 21

**Developing a
technical MVP**

Develop a deep understanding of the principle of product-market-fit

Master a variety of frameworks to support feature selection

Explore the routes to testing your critical uncertainties using an MVP

Apply a light-weight model to generate immediate feedback on your solution

Sprint 22a

**Technical masterclass
for non-technical
founders**

Understand the key components of the product development process for digital products

Explore the advantages and disadvantages of options to start your product build

Sprint 22b

**Managing
manufacturers,
production and supply
chain**

Gain a comprehensive understanding of supply chain stages

Learn how to communicate with suppliers and manage production timelines, cash flow and inventory

Uncover the principles of product quality control

Sprint 23

**Measuring Product-
market-fit and finding
your North star**

Design the overarching “game” of your product strategy

Uncover the core elements of a useful “North star” metric and select your lead inputs

Sprints 24–29

Explore different MVP types and how to approach building them

MVP Sprints

Identify the right option to simulate your final product

Build a technical MVP to test your uncertainties

Months 7-12

30 credits

Tier 2

The Capstone Project

30 credits

The Capstone Project provides founders with the opportunity to apply learning from across each area of the MBA program to achieve substantial progress in their efforts to validate and scale their business. The Capstone Project culminates in the presentation of an individual “pitch deck” to peers, faculty mentors and representatives from the investor community.

The founder’s pitch deck will provide a comprehensive narrative of the founders' journey covering key progress milestones and validated learning around their original set of hypotheses.

Months 7–13 are designed into weekly progress sprints attended by the founder and their mentor, and a monthly Board meeting. Board meetings will provide the opportunity for the founder to play the role of an executive — presenting key data to the Board, and the non-executive — offering challenge and support to other executive founders.

Throughout this tier, founders will be driven by their evolving risky assumptions, and guided by knowledge and tools on effective experiment design.

Tier 2 will provide each founder with the opportunity to iterate, pivot or persevere in relation to testing their key growth and product hypotheses. Founders will begin to create parts of their final assessment “pitch deck” as they learn more about their customers, market, growth channels, product development processes and business operations.

Final assessments, to be presented in the last month of the MBA program, will demonstrate the key learning objectives:

- ☐ An entrepreneurial mindset, demonstrating evidence-based decision-making, leadership, curiosity, creativity, and humility
- ☐ A critical, analytical understanding of the strengths and vulnerabilities of the business plan
- ☐ A multi-disciplinary understanding of each key area of business operations and financials
- ☐ A compelling narrative for stakeholders and investors around validated learning and the potential of the business
- ☐ A record of challenge and support as a non-executive Board member across multiple Boards

The summative assessment

The final assessment will cover a 30–40 slide “pitch deck” in the final month of the MBA programme. The presentation will be made to peer Board members, mentors and investors.

Executives presenters will cover:

- ☐ A compelling narrative of learning across the previous 18 months
- ☐ Company vision, mission and values
- ☐ A detailed customer profile
- ☐ Risky assumptions matrix
- ☐ A competitor analysis
- ☐ Unfair advantage
- ☐ Growth channel traction
- ☐ A clear articulation of the company / product strategy
- ☐ Business growth and product KPIs
- ☐ A product roadmap based on an analysis of underserved needs
- ☐ An outline of key operational processes and the internal business systems
- ☐ A hiring plan
- ☐ A financial model outlining the year-to-date revenues and costs and projecting forward a three year forecast
- ☐ Any request for additional funding pitched to the investors

Non-executives will provide:

- ☐ A short impact statement from the Board on the business' growth and development

Months 13–18

10 x 3 credit modules

Tier 3

Module 4

Ethical issues for managers

3 credits

Creating a business with purpose

Explore the contemporary motivational factors for the 21st century workforce

Vision, mission, values and behaviours

Understand how to build around an authentic vision and mission

Sustainability and social responsibility

Explore different corporate structures and governance systems which optimise for business ethics

Module 5

Working with others

3 credits

Cofounders

Understand frameworks for choosing a co-founder

Early hires

Explore and evaluate your business' needs in terms of key staff, non-executives and third-party support

Advisors, investors and non-executive directors

Module 6

Financial Accounting and Reporting

3 credits

Financial models and forecasting

Build a confident understanding in the financial potential of your business

Financial model. Balance sheet and P&L

Analyse the most sensitive assumptions in your plan

Risky, sensitive assumptions

Understand the sorts of data that your investors will expect to see

Module 7

Strategic Economics

Funding your growth

Assess, analyse, and evaluate a range of different funding models for start-ups

From scaling to exit

Evaluate your business' context and recognise the signs that you're ready to scale

Pricing strategy

Explore different pricing strategies and a practical approach to price optimisation

3 credits

Module 8

Marketing Strategy

How to build a compelling brand narrative

Discover a range of brand narratives and creative ideas across a variety of formats and channels

Building your brand across your creative assets

Identify differentiated messaging to build out your brand narrative and tone of voice

Performance marketing masterclass

Understand the critical stages of a growth funnel and the common areas of leakage for early-stage businesses

3 credits

Module 9

Business Leadership and Strategy

Good strategy, Bad Strategy

Evaluate and analyse theories and models of business strategy

Developing a strategic hypothesis

Learn to frame your own business' strategic choices

Leading through uncertainty

Explore the characteristics of the most successful start-up leaders

3 credits

Module 10

Supply Chain Management

3 credits

Supply chain 101

Develop the ability to assess, select, and manage suppliers

Sourcing suppliers and negotiations

Acquire knowledge of logistics and distribution practices that enhance operational efficiency

Cash Flow and inventory

Learn to leverage data and analytics for demand forecasting and inventory management

Module 11

Evidence-Based Decision Making

3 credits

Balancing data and instinct to make great decisions fast

Explore the relationship between data, speed, and risk when making decisions

Using data to make different types of decisions

Gather and apply data to inform a range of business critical decisions

Experiment design and execution

Understand the components of well-designed experiments

Module 12

Technology and Operations Management

3 credits

How to build a digital product

Learn and evaluate a range of development frameworks and methodologies

Managing a product development team

Understand how to engineer results as a non-technical founder

Your business stack

Explore the common components of a business stack for new and scaling start-ups

Module 13

Creativity and Innovation

3 credits

Tools and models for creative problem solving

Explore common innovation models and frameworks

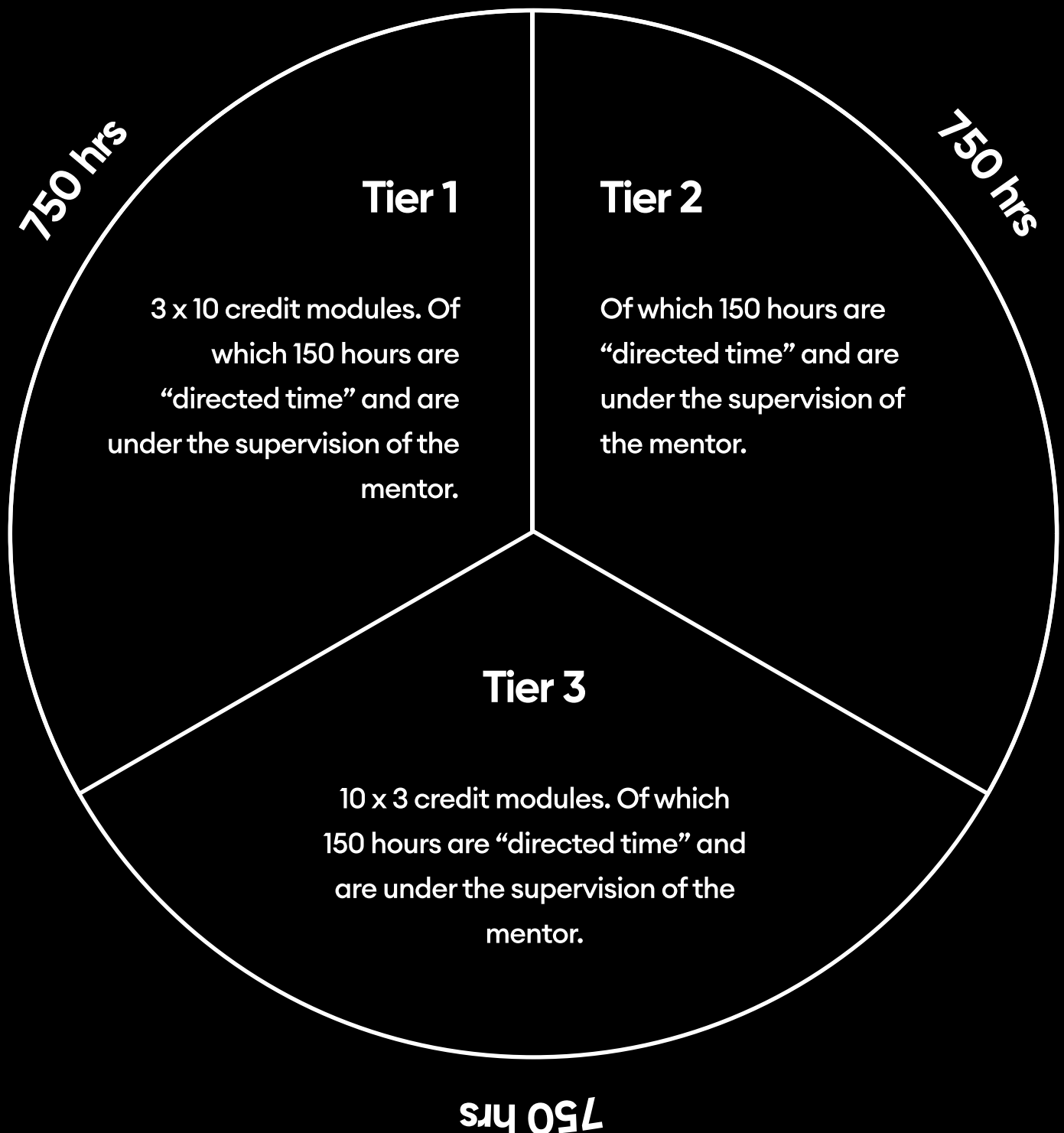
Generating momentum

Develop approaches rapidly generate ideas

Innovation workshop

Create a defined list of feature options / designs for your product or service

Oneday MBA credits



**Oneday's
90 credit MBA
is equivalent to
2,250 hours
of study — or
25 hours per
credit**

In total, Oneday's MBA comprises: 450 hours of directed time and 1,800 hours of self-directed study and practical work on the founders' business

Translating European credits to the US

Oneday College falls under the European Credit Transfer System standard. ECTS is the most widely recognised form of accreditation in the world, with 49 countries using ECTS, including all members of the European Union.

Although many countries have not yet directly adopted ECTS, most universities are familiar with ECTS credits and understand how to convert ECTS credits into the local equivalent.

For example, 2 ECTS credits generally convert to 1 American credit (US master's degrees require 45 credits to complete and European master's degrees require 90 credits).