

**TECHNICAL SHEET OF THE SUBJECT**

Data of the subject	
Subject name	La creación de una empresa / The Creation of a Company
Subject code	E000008399
Main program	Bachelor's Degree in Business Administration and Management
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Derecho [Fifth year] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Fourth year]
Quarter	Semestral
Credits	6,0 ECTS
Type	Optativa (Grado)
Department	Departamento de Gestión Empresarial
Coordinator	Juan Antonio Gil Serra
Schedule	Please check the different schedules depending on the degree and group(s)
Office hours	Upon request via e-mail
Course overview	ANECA: This course will allow students to identify potential business ideas and opportunities, define business models, assess their potential economic viability and elaborate full business plans, understanding how useful these activities will be to start up a new business venture. In addition, this course will provide the students a comprehensive understanding on how a real company works, integrating their knowledge from different areas in the development of the business plan (general concept and structure of the business plan; marketing and commercial plan; production plan, people management; organizational design; financial plan; analysis of the economic viability of the company; legal requirements and steps needed to set up the new company).

Teacher Information	
Teacher	
Name	Juan Antonio Gil Serra
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
<p>The Objective of this course is to provide the students with the required knowledge and tools to create a new business startup and to prepare a business plan.</p> <p>The course will foster the entrepreneurial spirit of the group, will promote the ability to look for new ideas and business opportunities, and will provide selected tools that could be used to analyze and assess the probability of those ideas becoming actual businesses (thanks to techniques and approaches on generation, valuation and implementation of new ideas that will evolve into actual business ideas and new business opportunities).</p>



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The student will learn how to prepare a business plan and will understand how it can be a useful tool for setting up a new business, as well as for procuring the required financing (debt, venture capital, etc.) for the new venture.

Also, this course will allow each student to apply most disciplines covered during the degree and to approach the business reality in a comprehensive manner. All that knowledge, reflections and tools will be integrated in the development of a business plan (general concept and structure of the plan, marketing and sales plan, production/operations plan, human resources and organizational design, financial plan, economic viability, legal obligations and required steps to set up a new company).

Competencies - Objectives

Competences

GENERALES

CG2	Capacidad de gestionar información y datos provenientes de fuentes diversas para hacer un análisis crítico y un correcto diagnóstico de la realidad empresarial.	
	RA1	A partir de la información y datos obtenidos de fuentes diversas, identifica problemas empresariales determinando, el origen/las causas de los mismos
	RA2	Es capaz de realizar dicho proceso de diagnóstico dando y recibiendo feed-back de forma asertiva, que ayude a incrementar la integración y la confianza en los equipos de trabajo.
CG3	Capacidad para la resolución de problemas y toma de decisiones empresariales seleccionando y aplicando adecuadamente las técnicas pertinentes de análisis de datos	
	RA1	Identifica, captura y analiza de forma eficiente datos de fuentes primarias y secundarias que sean necesarios para el análisis del entorno competitivo de la empresa
	RA2	Aplica los conceptos matemáticos y técnicas cuantitativas y cualitativas de análisis de datos necesarios para la resolución de problemas empresariales y apoyar el diagnóstico y toma de decisiones en la empresa.
CG8	CG8 Reforzar la capacidad de gestión del cambio que apoye la transformación digital de la sociedad contemporánea con Tecnologías de la Sociedad de la Información, nuevas formas de organización del trabajo y nuevos modelos de negocio.	
	RA1	Identifica necesidades y recursos tecnológicos a la hora de resolver problemas conceptuales y técnicos a través de medios digitales
	RA2	Se comunica eficazmente y de manera proactiva en entornos digitales, compartiendo recursos a través de herramientas en línea, colaborando con otros a través de herramientas digitales, e interactuando en comunidades y redes profesionales.
CG9	Mostrar iniciativa gestionando el proceso emprendedor con resolución y eficacia en contextos y situaciones empresariales, para poder transformar las ideas en actos	
	RA1	Identifica y crea nuevas formas de aplicar los conocimientos adquiridos a la resolución de problemas prácticos adoptando enfoques originales



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	RA2	Acomete nuevos retos percatándose de las oportunidades que se ofrecen en el entorno económico.
ESPECÍFICAS DE OPTATIVIDAD		
CEOPT(EMP)	Capacidad de planificación y realización de un plan de Negocio	
	RA1	Conocer la estructura y el contenido del plan de negocio, especialmente los aspectos claves para la creación de una empresa (marketing, operaciones, finanzas, legales, organización y capital humano).
	RA2	Generar ideas, conceptos y modelos de negocio, y ser capaz de valorar su viabilidad comercial y financiera.
	RA3	Comunicarse persuasivamente para defender un plan de negocio frente a inversores y poder atraer el talento necesario para la puesta en marcha de un proyecto empresarial.

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

Introduction

- 1.1. Entrepreneurship – Key aspects
- 1.2. The entrepreneurial process
- 1.3. Social Entrepreneurship: trends and successful cases

Analysis of the Business Opportunity

- 2.1. Generation of business ideas
- 2.2. Business Model
- 2.3. Viability assessment of the business idea

The Business Plan

- 3.1. Definition of the opportunity and Value proposition
- 3.2. Marketing Plan
- 3.3. Operations Plan
- 3.4. Organization and human capital
- 3.5. Financial Plan

Financing and launch of the new startup

- 4.1. Equity financing



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4.2. External financing

4.3. Launch of the new business venture

TEACHING METHODOLOGY

General methodological aspects of the subject

This course combines activities targeted to learning the methodology –and practicing– to develop a business plan, with activities targeted to ensure a practical vision in the process of creating a new business startup and to promote the entrepreneurial spirit of students, building upon the knowledge of the entrepreneurial and overall business context.

In relation to the first aspects, the teaching methodology will be based on sessions in which the professors will lecture on the topic, the preparation of exercises and business cases, and the involvement in the planned workshops. In relation to the second type of activities, we will have the participation of entrepreneurs specialized in the different areas required in a business plan; they will share their experience and points of view in a session where the active participation and discussion from all students will be expected.

In-class Methodology: Activities

AF1. Lectures, expository nature. Sessions where the relevant topics are presented in a clear, structured and motivating manner.

AF2. General sessions for content presentation. The professor will present and explain the basic content with the active participation of the students; they should read the recommended materials, available in the course portal, before the session. The session will include a discussion on the most complex topics and those needed for a complete understanding of the content. Also, there will be a special reference to the linkages of the key messages during the sessions with external professionals, with the key content of the course.

AF3. Resolution of exercises and cases. Exercises and resolution of problems/cases, posted by the professor to the class, from a brief reading, article, or any other type of data/information that could mean an intellectual challenge for the students. In some cases, these exercises will be prepared individually, before the actual classes, to be discussed then, in a participative manner during the class.

AF4. Presentations in class. Presentation in front of the professor, classmates and other potential guests, either individually or in groups, of cases, exercises or other homework. The specific content, the structure and organization, the clarity of messages, the collaboration in the case of group exercises... will be assessed. These sessions will include the constructive feedback and comments from classmates; this participation will be evaluated.

AF5. Seminars and workshops. Organized activities, with a pre-defined timing and calendar, phases, objectives, expected outputs. They will be based in materials selected from the actual market context (or adapted if needed), to practice the resolution of actual problems, and the ability to react to unexpected situations or developments. Typically worked in groups (although it may not be the case at all times)

AF6. Interdisciplinary activities. Presentation sessions and workshops with business professionals; they bring the business reality into the classroom, and students learn from actual cases of startups. These sessions require the students relating to concepts and disciplines studied throughout the degree. To ensure the key messages are captured and how they relate to this course, specific summaries will be requested, as well as references during the general sessions for content presentation. At the end of these activities the students will prepare "one minute papers" and/or summaries about the key content discussed and its relation with the course objectives; they will be part of the student valuation for the course.

Non-Presential Methodology: Activities



AF7. Individual study, Reading and preparation. Individual study to understand and become familiar with the content and tools required to launch a new business startup and to properly prepare a business plan. Individual reading of texts (books, specialized magazines, articles, press, reports, etc.) related to the topics covered.

AF8. Assignments, theoretical and/or practical. Investigation papers, theoretical and/or practical, in most cases prepared individually. They will involve Reading articles, magazines, internet news and posts, reports, etc. and then developing your own personal reflections, going beyond the pure information compilation.

AF9. Collaborative learning. Formation of work groups within the class that will address some tasks. These tasks will require sharing information and resources to reach the common objective of the course, namely the preparation of a business plan. The outputs of the group work will be presented in class during the presentation sessions.

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS			
Lecciones de carácter expositivo	Seminarios y talleres	Ejercicios y resolución de casos y de problemas	Trabajos monográficos y de investigación, individuales o colectivos
15.00	15.00	10.00	16.00
NON-PRESENTIAL HOURS			
Estudio individual y/o en grupo y lectura organizada	Ejercicios y resolución de casos y de problemas	Trabajos monográficos y de investigación, individuales o colectivos	
24.00	10.00	60.00	
ECTS CREDITS: 6,0 (150,00 hours)			

EVALUATION AND CRITERIA

The use of AI to produce full assignments or substantial parts thereof, without proper citation of the source or tool used, or without explicit permission in the assignment instructions, will be considered plagiarism and therefore subject to the University's General Regulations.

Evaluation activities	Evaluation criteria	Weight
Attendance and active participation in class	Individual evaluation of the participation in lectures and general sessions for content presentation, interdisciplinary activities with the presence of business professionals	20 %
Individual assignments	Evaluation of content assimilation, achieved with the use of one minute papers and summaries, assignments, exercises, resolution of problems, in class or outside the classroom	10 %
	Team participation in workshops, reports and	



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Group work	collaborative learning, public presentation in class of the group work	20 %
Exam / Final Project: Bsuiness Plan	Global assessment of the Business Plan Document prepared in Teams; assessment also of the oral presentation and defense of the Business Plan	50 %

Ratings

To pass the course in the ordinary period, a score of 5 or more should be obtained in each one of the activities block that are considered for the overall grading.

Any deliverable not submitted in due time, within the deadlines defined for each activity (and stated in the overall planning of the course), will not be considered.

- Note About using Chat GPT and/or any other IAG in the activities being evaluated: It will be considered a serious misconduct, according to the "Reglamento General de la Universidad, art. 168.2.e". In addition to the consequences stated in this "Reglamento General", the evaluation for the course will be Fail (with a score of 0); and also the prohibition to take the exam for this subject in the followign term.
- The potential use of AI tools in this subject will be the one corresponding to level 3 (AI Collaboration) in the AI Assessment Scale (Perkins, Furze, Roe & Mac Vaugh, 2024). According to this level, AI mey be used to hlep complete the task, including idea gneration, drafting, feedback, and refinement. Students should critically evaluate and modify the AI suggested outpus, demonstrating their understanding.

STUDENTS WITH A WAIVER FOR CLASS ATTENDANCE:

Those students with a waiver for class attendance will have to complete the activity "written final exam"; their grade for this course will be based 100% on the evaluation of that activity

EVALUATION FOR THE EXTRAORDINARY PERIOD - JULY:

1. Students not reaching a minimum score of "5" in all the activity blocks to be evaluated in this course (active participation in class, individual assignments, group work, final business plan report, and oral presentation of the business plan) will have to go to the extraordinary exams call in July.

2. Then, in this July call, there will be an exam covering all the content of the course and they will prepare an additional pragmatic work,



defined by the professor, that will be presented

WORK PLAN AND SCHEDULE

Activities	Date of realization	Delivery date
Reading of recommended texts (articles, cases, book chapters...)	Before each lecture and general sessions for content presentation	
Preparation of exercises, One minute papers or summaries	Before each lecture or in class, after the sessions with business professionals	
Presentation of business ideas	In class, week 3	
Business Model presentation	In class, week 7	Week 7
Presentation of Final Business Plan	In class, weeks 12 - 13	Week 12

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Books

SPINELLI, S. Jr.; ADAMS, R.J. & TIMMONS, J.A. (2016), *New Venture Creation: Entrepreneurship for the 21st Century*, McGraw-Hill

OSTERWALDER, A. & PIGNEUR, Y. (2010), *Business Model Generation: A handbook for visionaries, game changers, and challengers*, Wiley & Sons. www.businessmodelgeneration.com

ANTHONY, S., COBBAN P., PAINCHAUD, N. & PARKER, A. (2020), *Eat, Sleep, Innovate: how to make creativity an everyday habit inside your organization*, HBR Press

HARVARD BUSINESS ESSENTIALS (2005), *Entrepreneur's Toolkit*, HBS Press

RIES, E. (2001), *The Lean Startup*, Portfolio Penguin

KIM, W. C. & MAUBORGNE, R. (2015): *Blue Ocean Strategy, Expanded Edition: How to create uncontested market space and make the competition irrelevant*. HBR Press

McGRATH, R.G. & MACMILLAN, I. (2000), *The Entrepreneurial Mindset*, HBS Press,

NALEBUFF, B. & AYRES, I. (2003), *Why not? How to Use Everyday*

Ingenuity to Solve Problems Big And Small, Harvard Business School

Press Articles



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BLOCK, Z. & MACMILLAN, I. (1985), "Milestones for Successful Venture Planning", Harvard Business Review, September-October

BROWN, T. (2008), "Design Thinking", Harvard Business Review, June 2008

DYER, J., GREGERSEN, H. & CHRISTENSEN, C. (2009), "The Innovator's DNA", Harvard Business Review, December 2009

KIM, W. & MAUBORGNE, R (2004), "BLUE OCEAN STRATEGY" Harvard Business Review, 82, 10, pp. 76-84

McGRATH, R.G. & MACMILLAN, I. (1995), "Discovery Driven Planning", Harvard Business Review, July-August

O'REILLY, B. (1999), "What it Takes to Start a Startup", Fortune, June 7, 1999, pp. 135-

SAHLMAN, W.A. (1997), "How to Write a Great Business Plan", Harvard Business Review, July-August

Web pages

Available in the course web

Notes

Summaries of each module, available in the course web.

Other materials

Using internet will be critical during the course, specially in the developments of the group project.

To prepare some sessions, the student will have to use databases for articles, data, academic literature; these resources are available though we Comillas web.

Complementary Bibliography

ALLEE, V. (2003), The Future of Knowledge, Butterworth-Heinemann

ARNAL LOSILLA, J.C. Coord. (2003): Creación de Empresa: Los mejores textos. Ariel

Barabasi, A.-L. (2002), Linked: The New Science of Networks, Perseus

Chesbrough, H. (2003), Open Innovation; Harvard Business School Press

Christensen, C.M. (1997), The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Harvard Business School Press

COLLINS, J. (2001): Good to Great, Harper Business



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Fallon & Senn (2006), Juicing the Orange: How to Turn Creativity into a Powerful Business Advantage, Harvard Business School Press

Farrell, L.C. (2003), Getting Entrepreneurial: Creating & Growing Your Own Business in the 21st Century, Wiley

Foster, R. & Kaplan, S. (2001), Creative Destruction: Why Companies That Are Built to Last Underperform the Market—and How to Successfully Transform Them, Currency Doubleday

Govindarajan, V. & Trimble, C. (2005), 10 Rules for Strategic Innovators; Harvard Business School Press

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Levitt, S. D. & Dubner, S.J. (2005), Freakonomics: A Rouge Economist Explores the Hidden Side of Everything, Harper Collins

Lencioni, P. (1998), The Five Temptations of a CEO, Jossey-Bass

Meyer, M. (2007), The Fast Path to Corporate Growth, Oxford University Press

Perkins, D. (2003), King Arthur's Round Table, John Wiley &

Moore, G. (2005), Dealing with Darwin, Penguin Group

Rheinhold, h. (2002), Smart Mobs: The Next Social Revolution, Perseus

RUPERTI, V. & CORBETO, S. (2008): Let's play! La empresa contada a los jóvenes. Plataforma

Weill, P. & Vitale, M. (2001), Place to Space: Migrating to eBusiness Models, Harvard Business School Press

Zook, C. (2001), Profit from the Core, Harvard Business School Press,