

**COMILLAS**

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

Syllabus
2025 - 2026**FICHA TÉCNICA DE LA ASIGNATURA**

Datos de la asignatura	
Subject name	Entrepreneurship, Creativity and Business Start-up
Subject code	E000011590
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [First year]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Optativa
Department	Departamento de Gestión Empresarial
Coordinator	Juan Antonio Gil Serra (jagil@comillas.edu)
Office hours	Upon request by email
Course overview	This course provides students with a realistic approach to entrepreneurship as one of the growth levers of business innovation and investment ecosystems in Europe and the world. Through the knowledge of the basic parameters of the company in its inception, it is intended to encourage students' creativity and personal and collective innovation, from inside or outside a corporate. Different alternatives for starting a new business project will be identified (starting from scratch, acquiring an existing one, being part of a franchise, intra-entrepreneurship, etc.), assessing their advantages and disadvantages.

Datos del profesorado	
Teacher	
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DATOS ESPECÍFICOS DE LA ASIGNATURA

Contextualización de la asignatura
Aportación al perfil profesional de la titulación
<p>The objective of this course, within the subject of Business Strategy, is to provide students with a realistic approach to the world of entrepreneurship, understanding the basic parameters of a business idea in its inception and the critical elements for its implementation. Taking entrepreneurship as one of the elements that constitute the innovation and business investment ecosystems in Europe and the world. The course seeks to promote and provide students the entrepreneurial spirit, encouraging creativity and the ability to generate ideas that can become attractive business opportunities. To this end, concepts and tools will be introduced, through personal and group work, to (1) promote the generation of ideas; (2) analyze and estimate the possibility that these ideas may be the seed of successful startups; and (3) their fit in the innovative and business investment ecosystem. In this process, the student will learn to define business models, techniques to evaluate their potential viability, and the structure and critical aspects of a business plan as a dynamic tool in the process of launching and funding a new business project. In addition, the student will learn the practical aspects to become an entrepreneur or intrapreneur: from the communication and marketing of the business opportunity to other stakeholders, the search for</p>



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CIHS

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2025 - 2026

sources of financing (debt, seed & venture capital, etc.), and the identification of feasible initiatives and basic activities to launch a new start-up.

Prerrequisitos

None

Competencias - Objetivos

Competencias

GENERALES

CG01	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.
CG02	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.
CG03	Problem-solving and decision-making skills at a strategic, tactic and operational level with regard to a business, considering the interrelationship between the different functional and business areas.
CG04	Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages.
CG05	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.
CG06	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.
CG08	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.
CG09	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.
CG10	Capacity for understanding and analysing international economics and international trade in all their financial, social, cultural, political, legal and environmental dimensions as well as their influence when defining, choosing and implementing the company's strategy.

BLOQUES TEMÁTICOS Y CONTENIDOS

Contenidos – Bloques Temáticos

1.- INTRODUCTION TO ENTREPRENEURSHIP

1.1. Innovation & Investment Ecosystem



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Syllabus 2025 - 2026

1.2. Entrepreneurship: Key aspects

1.3. Profile of the entrepreneurs

1.4. The entrepreneurial process

1.5. Impact & Social entrepreneurship

1.6. Intra-Entrepreneurship

2.- CREATIVITY AND IDEA GENERATION

2.1. Workshop on Ideas generation

2.2. Managing creativity

2.3. Design Thinking

3.- FROM THE IDEA TO THE BUSINESS OPPORTUNITY

3.1. Strategic management principles for entrepreneurs

3.2. Shareholders Agreement

3.3. Definition of a Business Model

3.4. The business model canvas

3.5. Viability assessment

3.6. Lean start-up

4.- THE BUSINESS PLAN

4.1. General structure and main components of a Business Plan

4.2. Strategy and Value proposition definition

4.3. Marketing Plan

4.4. Operations and Resources Plan

4.5. Financial plan and valuation of the opportunity

5.- FINANCING AND EARLY STAGES IN A START-UP

5.1. Financing a Start-Up: convincing stakeholders

5.2. Practical aspect to launch a new start-up

5.3. Options and challenges in the early stages of new ventures



METODOLOGÍA DOCENTE

Aspectos metodológicos generales de la asignatura

Metodología Presencial: Actividades

1. Lectures. The professor will present and explain specific topics about the different aspects of the entrepreneurial activity, The active participation of the students in these sessions will be promoted

CG02, CG03, CG04,
CG08, CG10, CE01

2. Analysis and resolution of cases and exercises, both individually and in groups. Focusing on the main entrepreneurship problems, some specific cases and exercises will be analysed and discussed. They will be supported by a brief reading or article, or any other type of data and information to be shared with the students. These cases and exercises will be worked individually or in groups, as preparation for the planned discussions in the classroom.

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CG10, CE01

3. Presentation in class of cases, exercises and other homework. The different activities such as exercises, cases... will be presented in front of the professor and the rest of the classmates. Some of these presentations will be individual, others will be in groups. The aspects that will be evaluated include the content presented as well as the organization and structure of the presentation, and the clarity of the messages. During the presentations, the rest of the students will have an active role, with contributions and feedback, that will be also evaluated.

CG01, CG02, CG05,
CG09, CG10, CE01

Metodología No presencial: Actividades

1. Individual study, reading and preparation. Study and Reading to understand and become familiar with the content and tools that would support the management of creativity, analysis of ideas and business opportunities, structuring of a business plan, and the launch of a new business. Individual preparation through the relevant readings (books, magazines, articles, reports...) related to the topics covered.

CG01, CG02, CG08,
CG09, CG10, CE01

2. Academic Tutorials and monitoring. Support available from the professor, on an individual basis, to guide the students in the different assignments of the course, and also to comment and provide additional resources to go deeper into the concepts and tools covered in the course.

CG01, CG02, CG03,
CG08, CG10, CE01

3. Assignments. Investigation papers, theoretical and/or practical, prepared individually. They will involve reading articles, magazines, internet news and posts, reports, etc. and then developing your own personal reflections, going beyond that the pure information recompilation.

CG01, CG02, CG03,
CG08, CG09, CG10, CE01

4. 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. The outputs will be presented in class.

CG01, CG02, CG03,
CG04, CG05, CG06,
CG08, CG09, CG10, CE01

RESUMEN HORAS DE TRABAJO DEL ALUMNO

CLASSROOM HOURS		
Lectures	Analysis and resolution of cases and exercises, individually or collectively	Oral presentations of topics, cases, exercises and papers
10.00	14.00	6.00



NON-PRESENTIAL HOURS

Individual study	Collaborative learning	Analysis and resolution of cases and exercises
5.00	15.00	25.00

ECTS CREDITS: 3,0 (75,00 hours)

EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

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
Active participation in the Classroom	Quality and appropriateness of contributions	20
Evaluation of individual cases and assignments	Average grade of all submitted assignments	20
Final essay	Contents, structure and grounding rationale	10
Oral presentations in class (group)	Contents, structure and communication process (Group + Individual)	10
Evaluation of group cases and assignments	Weighted average of the grades of all written deliverables of the New Venture Project.	40

Calificaciones

Students will have two opportunities to pass the course during the school year: one during the regular academic period and the other in a resit exam that will take place in the month of June/July.

In order to pass the course during the regular academic period, the student must obtain a minimum grade of 5 in all the defined evaluation systems (class participation, the final exam and proposed projects/assignments).

Those students who do not pass this first evaluation may repeat the individual exam and/or the remaining project/activities by carrying out the task defined by the teacher in the June/July recovery period. The grades earned by students in the remaining components of the evaluation -with their corresponding weightings in the final grade- will be maintained in this second evaluation.

The students with class attendance waiver will have to face an exam of the whole subject of the course, and to carry out a complementary practical work, defined by the teacher. Each of these activities (exam and work) will have a weighting of 50% for the calculation of the final grade.



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Special Note on the use of AI Tools:

- The misuse / fraudulent use of Chat GPT and/or any other IAG in the activities being evaluated 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 following 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 may be used to help complete the task, including idea generation, drafting, feedback, and refinement. Students should critically evaluate and modify the AI suggested output, demonstrating their understanding.

BIBLIOGRAFÍA Y RECURSOS

Bibliografía Básica

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, Wiley & Sons. www.businessmodelgeneration.com

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

KIM, W. C. & MAUBORGNE, R. (2005): Blue Ocean Strategy. HBS Press

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

Articles:

BHIDE, A. (1994), "How do Entrepreneurs craft Strategies that Work?" Harvard Business Review, March-April

BHIDE, A. (1996), "The Questions Every Entrepreneur Must Answer", Harvard Business Review, November-December 1996, pp. 120-130

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. H., GREGERSEN, H. B., & CHRISTENSEN, C. M. (2009). "THE INNOVATOR'S DNA (cover story). Harvard Business Review, 87(12), 60-67.

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

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



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