



## FICHA TÉCNICA DE LA ASIGNATURA

Datos de la asignatura	
Subject name	Entrepreneurship, Creativity and Business Start-up
Subject code	E000011590
Main program	<a href="#">Official Master's Degree in Business Administration - MBA</a>
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	Rafael Ramiro Moreno (rramiro@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	
Name	Juan Antonio Gil Serra
Department	Departamento de Gestión Empresarial
Email	jagil@icade.comillas.edu

## DATOS ESPECÍFICOS DE LA ASIGNATURA

Contextualización de la asignatura
<b>Aportación al perfil profesional de la titulación</b>
<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>



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

<b>CG01</b>	Analytic and synthesis cognitive capacities applied to business situations and managing and organisation problems.	
	<b>RA01</b>	Describe, relaciona e interpreta situaciones y planteamiento de nivel medio.
	<b>RA02</b>	Selecciona los elementos más significativos y sus relaciones en las situaciones planteadas.
	<b>RA03</b>	Identifica las carencias de información y establece relaciones con elementos externos a la situación planteada.
	<b>RA04</b>	Es capaz de resumir y estructurar la información empleando los conceptos adecuados
<b>CG02</b>	Management of data and information as key elements for decision-making and for identification, formulation and resolution of business problems.	
	<b>RA01</b>	Busca, conoce, sintetiza y utiliza adecuadamente datos primarios y secundarios procedentes de diversas fuentes.
	<b>RA02</b>	Conoce y usa Internet para buscar y manejar información, textos y datos.
	<b>RA03</b>	Discierne el valor y la utilidad de diferentes fuentes y tipos de información
<b>CG03</b>	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.	
	<b>RA01</b>	Identifica y define adecuadamente el problema y sus posibles causas.
	<b>RA02</b>	Plantea posibles soluciones pertinentes y diseña un plan de acción para su aplicación.
	<b>RA03</b>	Identifica problemas antes de que su efecto se haga evidente.
	<b>RA04</b>	Dispone de la capacidad para tomar decisiones de una forma autónoma.
	<b>RA05</b>	Reconoce y busca alternativas a las dificultades de decisión en situaciones reales.
	<b>RA06</b>	Es capaz de ponderar diferentes factores (económicos, sociales y técnicos, entre otros) en el proceso de toma de decisiones y determinar su impacto.



<b>CG04</b>	Application of concepts and theories on business organizations in order to discover new business opportunities and acquire long-term competitive advantages.	
	<b>RA01</b>	Relaciona conceptos de manera interdisciplinar o transversal
	<b>RA02</b>	Identifica correctamente los conocimientos aplicables a cada situación.
	<b>RA03</b>	Determina el alcance y la utilidad de las nociones teóricas
<b>CG05</b>	Ethical commitment with a behaviour based in moral principles and those principles of the organisation when facing moral dilemmas and corporate social responsibility issues.	
	<b>RA01</b>	Utiliza el diálogo para colaborar y generar buenas relaciones
	<b>RA02</b>	Muestra capacidad de empatía y diálogo constructivo
	<b>RA03</b>	Es capaz de despersonalizar las ideas en el marco del trabajo en grupo para orientarse a la tarea.
	<b>RA04</b>	Participa de forma activa en el trabajo de grupo compartiendo información, conocimientos y experiencias.
	<b>RA05</b>	Se orienta a la consecución de acuerdos y objetivos comunes
	<b>RA06</b>	Contribuye al establecimiento y aplicación de procesos y procedimientos de trabajo en equipo.
	<b>RA07</b>	Desarrolla su capacidad de liderazgo y no rechaza su ejercicio.
	<b>RA08</b>	Aplica conocimientos y formas de actuación contrastadas en situaciones conocidas a otras que son nuevas o inesperadas.
	<b>RA09</b>	Comprende que lo nuevo es una oportunidad de mejora y es consustancial a la vida profesional
<b>CG06</b>	Time management capacity with the purpose of improving personal and team efficiency within business organizations, its environment and its management.	
	<b>RA01</b>	Asume la deontología y los valores asociados al desempeño de la profesión.
	<b>RA02</b>	Persigue la excelencia en las actuaciones profesionales.
	<b>RA03</b>	Asume una actitud responsable hacia las personas, con los medios y recursos que se utilizan o gestionan.
	<b>RA04</b>	Se preocupa por las consecuencias que su actividad y su conducta puede tener para los demás.
<b>CG08</b>	Initiative, creativity and entrepreneurship when applying management techniques and related knowledge to management and development of business organizations.	
	<b>RA01</b>	Identifica, establece y contrasta las hipótesis, variables y resultados de manera lógica y crítica.
	<b>RA02</b>	Revisa las opciones y alternativas con un razonamiento crítico que permita discutir y argumentar opiniones contrarias.



<b>CG09</b>	Knowledge, understanding and handling of tools for diagnosis of the competitive position of a company, and designing and executing the company's strategic plan.	
	<b>RA01</b>	Realiza sus trabajos y su actividad necesitando sólo unas indicaciones iniciales y un seguimiento básico.
	<b>RA02</b>	Busca y encuentra recursos adecuados para sostener sus actuaciones y realizar sus trabajos.
	<b>RA03</b>	Amplía y profundiza en la realización de sus trabajos.
<b>CG10</b>	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.	
	<b>RA01</b>	Muestra apertura y curiosidad por las temáticas tratadas, más allá de la calificación de su trabajo.
	<b>RA02</b>	Amplía y profundiza en la realización de sus actividades.
	<b>RA03</b>	Propone actividades nuevas, procesos de trabajo o de toma de decisiones nuevos e innovadores.
	<b>RA04</b>	Muestra interés por desarrollar su propio proyecto empresarial.
<b>ESPECÍFICAS</b>		
<b>CE01</b>	Conocimiento, comprensión y manejo de las herramientas para diagnosticar la posición competitiva de una compañía y diseñar, confeccionar y ejecutar el plan estratégico de la empresa.	
	<b>RA1CE1</b>	Domina las distintas herramientas de apoyo para la planificación, la implantación y el control estratégicos, y las relaciona con elementos concretos dentro de situaciones empresariales reales.
	<b>RA2CE1</b>	Valora las limitaciones de las herramientas de planificación, de implantación y de control estratégico y provoca las condiciones en que se puede hacer un uso óptimo de las mismas.
	<b>RA3CE1</b>	Aplica las herramientas de planificación, implantación y control estratégicos para obtener con ellas decisiones estratégicas eficientes.
	<b>RA4CE1</b>	Comprende cómo y por qué el entorno y los propios recursos de la empresa pueden fomentar u obstaculizar una planificación, una toma de decisiones y un control eficientes.

## BLOQUES TEMÁTICOS Y CONTENIDOS

### Contenidos – Bloques Temáticos

1.- INTRODUCTION TO ENTREPRENEURSHIP

1.1. Innovation & Investment Ecosystem

1.2. Entrepreneurship: Key aspects

1.3. Profile of the entrepreneurs



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2024 - 2025**

- 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
<b>ECTS CREDITS: 3,0 (75,00 hours)</b>		



## EVALUACIÓN Y CRITERIOS DE CALIFICACIÓN

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.

## 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](http://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



# COMILLAS

UNIVERSIDAD PONTIFICIA

ICAI

ICADE

CIHS

**Syllabus**  
**2024 - 2025**

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

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