

TECHNICAL GUIDE FOR THE COURSE

Key Data for the Course	
Course	EMPRENDIMIENTO GLOBAL / GLOBAL ENTREPRENEURSHIP
Degree	Msc. in International Management (MIM)
Semester	1st
ECTs Credits	3
Type	Elective
Department	General Management
Area	Management and organization

Faculty Details	
Professors	
Name	Juan Antonio Gil Serra
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Schedule for tutoring	

SPECIFIC DATA FOR THE COURSE

Context of the course

Contribution to the professional profile

This course introduces the student to entrepreneurship in a global context. Within the area of Strategy, this course will provide a pragmatic approach to the reality of global enterprises, focusing in the basic factors and activities in their early stages, and reflecting on the entrepreneurial process and the key elements for its successful development.

Connecting theory and practice, this course will cultivate the entrepreneurship spirit of the students, promoting the creativity and the ability to generate ideas that could become attractive international business opportunities. Through both individual and group activities, we will review and work on different concepts and tools (1) to foster the ability to generate ideas, and (2) to analyze and assess the global potential for those ideas becoming the seed for successful global start-ups. In this process, each student will practice how to define business models, techniques to evaluate their potential viability, and the structure and key components of a business plan, as a dynamic tool in the process of launching a new international business project.

Also, the students will reflect and practice on how to make the new global business a reality through: good communication, capacity to sell the business opportunity to other stakeholders, securing the appropriate sources of financing (debt, venture capital...), evaluation of the potential paths in the early stages, assessing the first activities and tactics to develop a new international start-up...

Objectives

- To reflect on the key aspects of entrepreneurship in a global context, and to foster the entrepreneurial spirit of the students
- To increase the ability to generate ideas, as well as to manage creative processes, that could generate new global business opportunities
- To know and practice, individually and in groups, different tools and approaches that could support the entrepreneurial process in different markets, and increase the probability for success in new international start-ups.
- To understand in detail the practical aspects related to the launch of a new global venture, including the procurement of financing, the legal and administrative requirements, or the expected challenges during the initial stages in the life of a new start-up.

CONTENTS AND MODULES

Contents
1.- INTRODUCTION TO GLOBAL ENTREPRENEURSHIP
1.1. Entrepreneurship in a global context: Key aspects 1.2. Profile of the global entrepreneurs 1.3. The entrepreneurial process 1.4. Ethics and entrepreneurship
2.- CREATIVITY AND IDEA GENERATION
2.1. Workshop on ideas generation with global potential 2.2. Managing creativity 2.3. Design Thinking
3.- FROM THE IDEA TO THE BUSINESS OPPORTUNITY
3.1. Definition of a Business Model 3.2. The business model canvas 3.3. Global Viability assessment 3.4. Lean start-up
4.- THE BUSINESS PLAN
4.1. General structure 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 GLOBAL START-UP
5.1. Financing a Start-Up: convincing stakeholders 5.2. Practical aspect to launch a new international start-up 5.3. Options and challenges in the early stages of new ventures

<p>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.</p>	<p>CG1, CG2, CG3, CG7, CG8, CEOPT1</p>
<p>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.</p>	<p>CG1, CG2, CG3, CG5, CG6, CG7, CG8, CG10, CEOPT1</p>

EVALUATION AND GRADING CRITERIA

Evaluation activities	WEIGHT
Active participation in the Classroom	10%
Evaluation of individual cases and assignments	25%
Evaluation of group cases and assignments	25%
Oral presentations in class (group)	10%
Individual Exam	30%

For the students that do not pass the course in the ordinary period, there will be an exam covering all the content of the course (50%) and they will prepare an additional pragmatic work (50%), defined by the professor, that will be presented

SUMMARY OF THE WORKING HOURS FOR STUDENTS *			
CLASSROOM ACTIVITIES			
Lectures	Practical workshops	Guided activities	Presentations
10	7	7	6
NON.CLASSROOM ACTIVITIES			
Autonomous individual work (theoretical content)	Autonomous work about practical content	Collaborative / group assignments	Study
5	20	15	5
ECTS:			3

REFERENCES AND RESOURCES *

Basic References
Books
TIMMONS, J.A. & SPINELLI, S.Jr. (2009), <i>New Venture Creation: Entrepreneurship for the 21st Century</i> , Irwin McGraw-Hill
OSTERWALDER, A. & PIGNEUR, Y. (2010), <i>Business Model Generation</i> , Wiley & Sons. www.businessmodelgeneration.com
RIES, E. (2011), <i>The Lean Startup</i> , Penguin Business
HARVARD BUSINESS ESSENTIALS (2005), <i>Entrepreneur's Toolkit</i> , HBS Press
KIM, W. C. & MAUBORGNE, R. (2005): <i>Blue Ocean Strategy</i> . HBS Press
McGRATH, R.G. & MACMILLAN, I. (2000), <i>The Entrepreneurial Mindset</i> , HBS Press
Articles
BHIDE, A. (1994), "How do Entrepreneurs craft Strategies that Work?" <i>Harvard Business Review</i> , March-April
BHIDE, A. (1996), "The Questions Every Entrepreneur Must Answer", <i>Harvard Business Review</i> , November-December 1996, pp. 120-130
BLOCK, Z. & MACMILLAN, I. (1985), "Milestones for Successful Venture Planning", <i>Harvard Business Review</i> , September-October
BROWN, T. (2008), "Design Thinking", <i>Harvard Business Review</i> , June 2008.
DYER, J. H., GREGERSEN, H. B., & CHRISTENSEN, C. M. (2009). "THE INNOVATOR'S DNA (cover story). <i>Harvard Business Review</i> , 87(12), 60-67.
KIM, W, & MAUBORGNE, R (2004), "BLUE OCEAN STRATEGY" <i>Harvard Business Review</i> , 82, 10, pp. 76-84
McGRATH, R.G. & MACMILLAN, I. (1995), "Discovery Driven Planning", <i>Harvard Business Review</i> , July-August
O'REILLY, B. (1999), "What it Takes to Start a Startup", <i>Fortune</i> , June 7, 1999, pp. 135-
SAHLMAN, W.A. (1997), "How to Write a Great Business Plan", <i>Harvard Business Review</i> , 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. To prepare some workshops, the student will need to use the databases and academic literature and resources available through the student community.

Other references

Books

- 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
- 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
- HARVARD BUSINESS REVIEW (2003), *The Innovative Enterprise*, Harvard Business School Press
- KELLEY, T. (2005), *The Ten Faces of Innovation*, Currency Doubleday
- 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
- MOORE, G. (2005), *Dealing with Darwin*, Penguin Group
- NALEBUFF, B. & AYRES, I. (2003), *Why not? How to Use Everyday Ingenuity to Solve Problems Big And Small*, Harvard Business School Press
- PERKINS, D. (2003), *King Arthur's Round Table*, John Wiley &
- 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,

Articles

Available in the course web

Web pages

Available in the course web