



TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	Entrepreneurship, Creativity and Business Start-up
Subject code	E000004350
Main program	Official Master's Degree in Business Administration - MBA
Involved programs	Máster Universitario en Administración de Empresas (MBA) [Primer Curso]
Level	Postgrado Oficial Master
Quarter	Semestral
Credits	3,0 ECTS
Type	Optativa
Coordinator	Juan Antonio Gil Serra (jagil@comillas.edu)
Office hours	By appointment (via email)
Course overview	This course provides to the students a pragmatic approach to new business initiatives, working on the key aspects of a new company in its early stages. It will promote the ability to be creative and innovative in all aspects at work, while assessing the potential options (and their advantages / disadvantages) to undertake a new entrepreneurial project (new business creation, acquisition, franchising...)

Teacher Information	
Teacher	
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SPECIFIC DATA OF THE SUBJECT

Contextualization of the subject
Contribution to the professional profile of the degree
<p>This course introduces the student to entrepreneurship. Within the area of Strategy, this course will provide a pragmatic approach to the reality of the 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.</p> <p>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 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 potential for those ideas</p>



becoming the seed for successful 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 business project.

Also, the students will reflect and practice on how to make the new 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 start-up...

Prerequisites

None

Competencies - Objectives

Competences

GENERALES

CG01	Capacidades cognitivas de análisis y síntesis aplicadas a situaciones de negocios y problemáticas organizativas de gestión	
	RA1	Describe, relaciona e interpreta situaciones y planteamiento de nivel medio
	RA2	Selecciona los elementos más significativos y sus relaciones en las situaciones planteadas
	RA3	Identifica las carencias de información y establece relaciones con elementos externos a la situación planteada
	RA4	Es capaz de resumir y estructurar la información empleando los conceptos adecuados
CG02	Gestión de la información y de datos como elementos clave para la toma de decisiones y la identificación, formulación y resolución de problemas empresariales	
	RA1	Busca, conoce, sintetiza y utiliza adecuadamente datos primarios y secundarios procedentes de diversas fuentes
	RA2	Conoce y usa Internet para buscar y manejar información, textos y datos
	RA3	Discierne el valor y la utilidad de diferentes fuentes y tipos de información
CG03	Resolución de problemas y toma de decisiones en los niveles estratégico, táctico y operativo de una organización empresarial, teniendo en cuenta la interrelación entre las diferentes áreas funcionales y de negocio	



	RA1	Identifica y define adecuadamente el problema y sus posibles causas
	RA2	Plantea posibles soluciones pertinentes y diseña un plan de acción para su aplicación
	RA3	Identifica problemas antes de que su efecto se haga evidente
	RA4	Dispone de la capacidad para tomar decisiones de una forma autónoma
	RA5	Reconoce y busca alternativas a las dificultades de decisión en situaciones reales
	RA6	Es capaz de ponderar diferentes factores (económicos, sociales y técnicos, entre otros) en el proceso de toma de decisiones y determinar su impacto
CG04	Aplicación de conceptos y teorías a las organizaciones empresariales para descubrir nuevas oportunidades de negocio y lograr la generación de ventajas competitivas duraderas	
	RA1	Relaciona conceptos de manera interdisciplinar o transversal
	RA2	Identifica correctamente los conocimientos aplicables a cada situación
	RA3	Determina el alcance y la utilidad de las nociones teóricas
CG05	Capacidades interpersonales de escuchar, negociar y persuadir y de trabajo en equipos multidisciplinares para poder operar de manera efectiva en distintos cometidos, y, cuando sea apropiado, asumir responsabilidades de liderazgo en la organización empresarial	
	RA1	Utiliza el diálogo para colaborar y generar buenas relaciones
	RA2	Muestra capacidad de empatía y diálogo constructivo
	RA3	Es capaz de despersonalizar las ideas en el marco del trabajo en grupo para orientarse a la tarea
	RA4	Participa de forma activa en el trabajo de grupo compartiendo información, conocimientos y experiencias
	RA5	Se orienta a la consecución de acuerdos y objetivos comunes
	RA6	Contribuye al establecimiento y aplicación de procesos y procedimientos de trabajo en equipo
	RA7	Desarrolla su capacidad de liderazgo y no rechaza su ejercicio
	RA8	Aplica conocimientos y formas de actuación contrastadas en situaciones conocidas a otras que son nuevas o inesperadas



	RA9	Comprende que lo nuevo es una oportunidad de mejora y es consustancial a la vida profesional
CG06	Compromiso ético en la aplicación de valores morales y los de la organización frente a dilemas éticos y de responsabilidad social corporativa	
	RA1	Asume la deontología y los valores asociados al desempeño de la profesión
	RA2	Persigue la excelencia en las actuaciones profesionales
	RA3	Asume una actitud responsable hacia las personas, con los medios y recursos que se utilizan o gestionan
	RA4	Se preocupa por las consecuencias que su actividad y su conducta puede tener para los demás
CG08	Razonamiento crítico y argumentación acorde con la comprensión del conocimiento y del saber sobre las organizaciones empresariales, su contexto externo y su proceso de administración y dirección	
	RA1	Identifica, establece y contrasta las hipótesis, variables y resultados de manera lógica y crítica
	RA2	Revisa las opciones y alternativas con un razonamiento crítico que permita discutir y argumentar opiniones contrarias
CG09	Capacidad de aprendizaje autónomo para seguir formándose para aprender a aprender las habilidades cognitivas y los conocimientos relevantes aplicados a la actividad profesional y empresarial	
	RA1	Realiza sus trabajos y su actividad necesitando sólo unas indicaciones iniciales y un seguimiento básico
	RA2	Busca y encuentra recursos adecuados para sostener sus actuaciones y realizar sus trabajos
	RA3	Amplía y profundiza en la realización de sus trabajos
CG10	Exhibir iniciativa, creatividad y espíritu emprendedor en la aplicación de las técnicas de management y el conocimiento a la gestión y al desarrollo de las organizaciones empresariales	
	RA1	Muestra apertura y curiosidad por las temáticas tratadas, más allá de la calificación de su trabajo
	RA2	Amplía y profundiza en la realización de sus actividades



	RA3	Propone actividades nuevas, procesos de trabajo o de toma de decisiones nuevos e innovadores
	RA4	Muestra interés por desarrollar su propio proyecto empresarial
ESPECÍFICAS		
CEO1		Capacidad para desarrollar un proyecto de negocio sostenible
	RA1	Es sensible a la realidad empresarial que le rodea, adquiriendo un conocimiento y una cierta experiencia útil para una futura actividad emprendedora
	RA2	Cuenta con un esquema de trabajo que le permita abordar de manera organizada el proceso de puesta en marcha de una nueva empresa
	RA3	Cuenta con habilidades personales necesarias para crear y/o mantener una empresa

THEMATIC BLOCKS AND CONTENTS

Contents - Thematic Blocks

1.- INTRODUCTION TO ENTREPRENEURSHIP

- 1.1. Entrepreneurship: Key aspects
- 1.2. Profile of the entrepreneurs
- 1.3. The entrepreneurial process
- 1.4. Social entrepreneurship: trends and success stories

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. Definition of a Business Model
- 3.2. The business model canvas
- 3.3. 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 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

TEACHING METHODOLOGY

General methodological aspects of the subject

In-class Methodology: Activities

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|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| <p>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</p> | CG02, CG03, CG04, CG08, CG10, CEO1 |
| <p>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.</p> | CG01, CG02, CG03, CG04, CG05, CG06, CG08, CG09, CG10, CEO1 |
| <p>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.</p> | CG01, CG02, CG05, CG09, CG10, CEO1 |

Non-Presential Methodology: Activities



<p>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.</p>	CG01, CG02, CG08, CG09, CG10, CEO1
<p>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.</p>	CG01, CG02, CG03, CG08, CG10, CEO1
<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>	CG01, CG02, CG03, CG08, CG10, CEO1
<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>	CG01, CG02, CG03, CG04, CG05, CG06, CG08, CG10, CEO1

SUMMARY STUDENT WORKING HOURS

CLASSROOM HOURS		
Lecciones de carácter expositivo	Análisis y resolución de casos y ejercicios, individuales o colectivos	Presentaciones orales de temas, casos, ejercicios y trabajos
10.00	14.00	6.00
NON-PRESENTIAL HOURS		
Estudio individual y lectura organizada	Aprendizaje colaborativo	Análisis y resolución de casos y ejercicios, individuales o colectivos
5.00	15.00	25.00
ECTS CREDITS: 3,0 (75,00 hours)		

EVALUATION AND CRITERIA

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	30 %



Oral presentations in class (individually)	Contents, structure and communication process	10 %
Oral presentations in class (group)	Contents, structure and communication process	10 %
Evaluation of group cases and assignments	Average grade of all submitted assignments	30 %

Ratings

Re-sits.

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.

Students with an attendance waiver

Also, for those students with a waiver for class attendance, there will be a final exam covering all the content of the course, and they will have to prepare a pragmatic work, defined by the professor. Each one of these activities (exam and work) will weight 50% for the calculation of the final grade of the student.

BIBLIOGRAPHY AND RESOURCES

Basic Bibliography

Books:

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OSTERWALDER, A. & PIGNEUR, Y. (2010), *Business Model Generation*, Wiley & Sons.
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HARVARD BUSINESS ESSENTIALS (2005), *Entrepreneur's Toolkit*, HBS Press

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

Articles:



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

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



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**Syllabus
2020 - 2021**

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