



## TECHNICAL SHEET OF THE SUBJECT

Data of the subject	
Subject name	La creación de una empresa / New Business Creation
Subject code	E000008399
Main program	<a href="#">Bachelor's Degree in Business Administration and Management</a>
Involved programs	Grado en Administración y Dirección de Empresas (E-2) [Fourth year] Grado en Administración y Dirección de Empresas y Grado en Derecho (E-3 16) [Fifth year] Grado en Administración y Dirección de Empresas con Mención en Internacional (E-4) [Fourth year] Grado en Administración y Dirección de Empresas (E-2) - Bilingüe en inglés [Fourth year]
Quarter	Semestral
Credits	6,0 ECTS
Type	Optional
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	
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## SPECIFIC DATA OF THE SUBJECT

### Contextualization of the subject

### Contribution to the professional profile of the degree

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.

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).

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

<b>CG01</b>	Capacidad de análisis y síntesis	
	<b>RA1</b>	Ser capaz de buscar y analizar información procedente de fuentes diversas
	<b>RA2</b>	Disponer de diversas estrategias de búsqueda de información
	<b>RA2</b>	Contrastar las fuentes, criticarlas y hacer valoraciones propias
<b>CG02</b>	Resolución de problemas y toma de decisiones	
	<b>RA1</b>	Identificar y definir adecuadamente el problema y sus posibles causas
	<b>RA2</b>	Plantear posibles soluciones pertinentes y diseñar un plan de acción para su aplicación
	<b>RA3</b>	Reconocer y buscar alternativas a las dificultades de aprendizaje teórico y práctico
<b>CG03</b>	Capacidad de organización y planificación	
	<b>RA1</b>	Planificar un proyecto complejo
	<b>RA2</b>	Ser capaz de asumir responsabilidades



	<b>RA3</b>	Organizar actividades en forma de procesos y secuencias eficientes
<b>CG12</b>	Compromiso ético	
	<b>RA1</b>	Enfoca las tareas de aprendizaje desde una actitud ética y evita el plagio de ideas y trabajos ajenos en la realización de ejercicios prácticos
<b>CG15</b>	Adaptación al cambio	
	<b>RA1</b>	Mantener el dinamismo y el control en situaciones de presión de tiempo, desacuerdo, oposición o adversidad
	<b>RA2</b>	Aplicar conocimientos y formas de actuación contrastadas en situaciones conocidas a otras que son nuevas o inesperadas
<b>CG16</b>	Orientación a la acción y a la calidad	
	<b>RA1</b>	Mostrar apertura a la innovación y al trabajo colaborador
	<b>RA2</b>	Identificar correctamente los conocimientos aplicables a cada situación
	<b>RA3</b>	Relacionar los conocimientos con las distintas aplicaciones profesionales o prácticas
<b>CG17</b>	Capacidad de elaboración y transmisión de ideas, proyectos, informes, soluciones y problemas	
	<b>RA1</b>	Cambiar y adaptar sus planteamientos iniciales a la luz de nuevas informaciones
	<b>RA2</b>	Mostrar curiosidad por las temáticas tratadas más allá de la calificación
	<b>RA3</b>	Establecer relaciones y elabora síntesis propias sobre los contenidos trabajados
<b>CG18</b>	Iniciativa y espíritu emprendedor	
	<b>RA1</b>	Ser capaz de acometer nuevos retos
	<b>RA2</b>	Ser consciente de la realidad económica y empresarial, percatándose de las oportunidades que se ofrecen en el entorno económico
	<b>RA3</b>	Elaborar trabajos adoptando enfoques originales
<b>ESPECÍFICAS</b>		
<b>CEOPT</b>	Capacidad de planificación y realización de un plan de Negocio	
	<b>RA1</b>	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).
	<b>RA2</b>	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
- 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.

CG01, CG02, CG03,  
CG15, CG16, CG17,  
CG18, CEOPT

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.

CG01, CG02, CG03,  
CG15, CG16, CG17,  
CG18, CEOPT

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.

CG01, CG02, CG03,  
CG12, CG15, CG16,  
CG17, CG18, CEOPT

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.

CG01, CG02, CG03,  
CG15, CG16, CG17,  
CG18, CEOPT

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)

CG01, CG02, CG03,  
CG15, CG16, CG17,  
CG18, CEOPT

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.

CG01, CG16, CG17,  
CG18, CEOPT

## 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.

CG01, CG02, CG03,  
CG12, CG15, CG16,  
CG17, CG18, CEOPT



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.

CG01, CG02, CG03,  
CG15, CG16, CG17,  
CG18, CEOPT

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.

CG01, CG02, CG03,  
CG12, CG15, CG16,  
CG17, CG18, CEOPT

## 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	
<b>ECTS CREDITS: 6,0 (150,00 hours)</b>			

## EVALUATION AND CRITERIA

Evaluation activities	Evaluation criteria	Weight
Attendance and active participation in class (Lectures and general sessions for content presentation, interdisciplinary activities with the presence of business professionals)	CG01, CG15, CG17, CG18	20 %
Individual assignments (One minute papers and summaries, assignments, exercises, resolution of problems, in class or outside the classroom)	CG01, CG02, CG03, CG15, CG16, CG17, CG18, CEOPT	10 %
Group Work (Workshops, reports and collaborative learning, public presentation in class of the group work).	CG01, CG02, CG03, CG12, CG15, CG16, CG17, CG18, CEOPT	20 %
Exam / Final Project		



<ul style="list-style-type: none"> <li>Individual resolution of exercises/problems/tests (10%)</li> <li>Group Business Plan: Final report, written (25%)</li> <li>Business Plan: Oral presentation and defense of final project (15%)</li> </ul>	CG01, CG02, CG03, CG15, CG16, CG17, CG18, CEOPT	50 %
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## 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.

### 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](http://www.businessmodelgeneration.com)

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

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., 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-I. (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

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,



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**Syllabus**  
**2022 - 2023**

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