



SYLLABUS

Winter Program at ICADE

ENTREPRENEURSHIP AND INNOVATION (extended version)





01 / Key Data for the Course

Program Description	
Title	Entrepreneurship and Innovation
Language	English
Modality	In-person
Place	Alberto Aguilera St. 23
Number of places offered	25 - 50
Total number of credits	7.5 ECTS
Faculty/ Center/ Institute	Economics and Business Administration
Person(s) responsible for the title	Rafael Vara García
Duration and temporary organization	2 weeks full time + 1 week part-time

02 / Context of the course

Contribution to the professional profile

This course introduces the student to entrepreneurship and innovation 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 analyse 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...

03 / Objectives and Competences



Main objectives of the program

1. Introduction to the entrepreneurial ecosystem:

This course introduces students to entrepreneurship in a global context. Highlighting the soft skills that an entrepreneur must have and introducing methodologies for creating companies.

2. Ideation and Business Model:

To increase the ability to generate ideas. Understand the main trends in business creation and possible business models. To know and practice different tools and approaches to establish and improve competitive advantage to success in new international start-ups.

3. Exploring Strategy:

To understand the practical aspects such as the procurement of financing, the legal and administrative requirements, or the expected challenges during the initial stages prior to start-up.

4. Implementation and start-up:

To implement all the knowledge acquired during the course, defining how a product or service is going to be marketed and the operations necessary to be able to bring the product to customers

5. Learning to sell the idea

This course will allow the students to acquire the following skills and competences:

Technical skills:

- Knowledge of the entrepreneurial ecosystem
- Ideation and business models
- Basic concepts of strategic positioning
- Development of a Business Plan
- Pitch presentation to investors

Transversal competences:

CG01 Cognitive abilities of analysis and synthesis applied to global business situations and organizational problems of international management

CG06 Ethical commitment in the application of universal moral values and the organization in the face of ethical dilemmas and corporate social responsibility, with special sensitivity to international diversity



CG08 Critical reasoning and argumentation in accordance with the understanding of knowledge and knowledge about multinational business organizations, their external context and their administration and management process

CE01 Knowledge of the key characteristics and dimensions of the current global business environment and understanding of the external forces that can influence international business activity and multinational management practice

CE02 Understanding and contextualization of internationalization as part of the corporate strategy of a company aimed at achieving a sustainable competitive advantage

CEOPT01 Knowledge and understanding of the models and tools necessary to identify a global business opportunity, and to define and develop an entrepreneurial project in an international context

CEOPT02 Knowledge and understanding of the skills necessary to manage innovation at the strategic and operational levels of an international company, oriented towards the creation of a sustainable competitive advantage through the generation, transfer and exploitation of innovations.

04 / Contents and Modules

WEEK 1		CONTENT
Day 1	Entrepreneurial ecosystem and main agents	
	Skills of an entrepreneur	
	Entrepreneurship with social impact	
	Major trends	
Day 2	Design thinking / ideation	
	Lean Startups / experimentation	
	Business creation methodologies	
Day 3	Project management in Agile / Scrum	
	Business Model	
Day 4	Mission, vision and values	
	Environment and competition analysis	
Day 5	Strategy	
	Team and roles	
	Organizational culture	
WEEK 2		CONTENT
Day 6	Marketing and sales plan	
Day 7	Operations plan, production	



	Human Resources Plan
Day 8	Financial Plan
	Legal and Tax
Day 9	Financing Options (Public and Private)
Day 10	Pitch and Deck or how to sell your idea
WEEK 3	CONTENT
Days 11-14	Entrepreneurship Project development
Day 15	Formal presentation

05 / Teaching Methodology

General methodological aspects of the subject

This course includes activities that will ensure that the students achieve a practical vision in the process of idea generation, identification of global business opportunities and launch on new business start-ups with international reach. Also, the activities are intended to promote the development of the entrepreneurial spirit of students, building upon several managerial tools that could be useful in the entrepreneurial process.

The teaching methodology will be based on sessions in which the professors will lecture on the topic, while promoting the debate and active participation of the students, the preparation of exercises and business cases, and the involvement in the planned workshops, both individually and in groups.

Also, the methodology will be very practical and participatory. Students will have to carry out group work to create a company that will culminate with the presentation of a pitch to a group of experts who will evaluate the viability, impact, and application of what they learned in classes.

Classroom methodology: Activities

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

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 pleno discussions in the classroom.

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.

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.

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.

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.

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.

5. Team project. Ideation and elaboration of an entrepreneurial project, presentation and defence.

06 / Evaluation and Grading Criteria

EVALUATION ACTIVITIES	WEIGHT
Active participation in the classroom	20%
Evaluation of individual cases and assignments	20%
Evaluation of groups cases and assignments	40%
Oral presentations in class (group)	20%

07 / References and Resources



Books

Timmons, J.A. & Spinelli, S.Jr. (2009), *New Venture Creation: Entrepreneurship For The 21st Century*, Irwin Mcgraw-Hill

Osterwalder, A. & Pigneur, Y. (2010), *Business Model Generation*, Wiley & Sons.
www.businessmodelgeneration.com

Ries, E. (2011), *The Lean Startup*, Penguin Business

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

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. To prepare some workshops, the student will need to use the databases and academic literature and resources available through the student community.