

TECHNICAL GUIDE FOR THE COURSE

Key Data for the Course	
Course	EMPRENDIMIENTO GLOBAL / GLOBAL ENTREPRENEURSHIP
Code	
Degree	Master in International Management (MIM)
Taught in	Master in International Management (MIM)
Semester	3rd
ECTs Credits	3
Type	Mandatory
Responsible	Blanca Moro
Office hours	Via email

Faculty	
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Schedule for tutoring	Via email

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 entrepreneurial 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.

Competencies and Learning Outcomes
GENERAL COMPETENCES:
GC 01. Cognitive capabilities of analysis and synthesis applied to global business situations and international organizational management problems
LR 1. Face the analytical study of cases and scenarios, as well as carry out synthesis of information and data.
GC 02. Information and data management as key elements for decision-making and identification, formulation and resolution of business problems.
LR 1. Search and analyze information from various sources.
LR 2. Properly searches, knows, synthesizes and uses primary and secondary data from various sources.
LR 3. Discerns the value and usefulness of different sources and types of information, contrasting them, critically analyzing them and incorporating personal assessment.
LR 4. Incorporates the information into personal speech.
LR 5. Properly cites the sources used.
GC 03. Ability in group to develop and execute in its different phases management projects of international companies based in real situations.
Providing real solutions and making efficient all interactions with the team, customers and other stakeholders.
GC 04. Exercise of a global mindset applied to listening, negotiation and working in multidisciplinary teams to be able to operate effectively in different roles, and, where appropriate, assume leadership responsibilities in an international organization.
LR 1. Use dialogue to collaborate and build good relationships.
LR 2. Listen to the opinions of others and engage in constructive dialogues.
LR 3. Able to conduct a persuasive exchange of ideas through a negotiating process to reach agreements with others.
LR 4. Know the technique of debate and oratory and knows how to use it in professional matters.
LR 5. Assess the potential of conflict as an engine of change and innovation.
LR 6. Communicate ideas effectively and argued.
LR 7. Look for the value of other team members and enhance others skills and strengths, making them feel an important part of the team.
LR 8. Lead the work of the team, organizing and delegating tasks correctly.
GC 05. Ethical commitment in the application of universal moral values and values of the organization in the context of ethical, corporate and social responsibility dilemmas, with special sensitivity to international diversity.
LR 1. Assumes the deontology and the values associated with the performance of the profession.
LR 2. Pursues excellence in professional performance.
LR 3. Assumes a responsible attitude towards people, as well as towards the means and resources that are used or managed in an organization.
LR 4. Cares about the consequences that her activity and behavior may have for others.
LR 5. Incorporates in her discourse and in her proposals for actions, the consequences that they can have for the different stakeholders of a global organization.
LR 6. Understands and values different cultural and ideological perspectives.

GC 07. Uses critical thinking for decision making and problem solving in the management processes of companies or international organizations
LR 1. Capable to organize herself and meet the deadlines assigned to the tasks.
LR 2. Prioritizes times and energies when it comes to carrying out work.
GC 08. Recognition as global citizens, who value diversity and intercultural dialogue as a source of human enrichment.
LR 1. Respects, values and celebrates diversity and has a cosmopolitan mindset.
LR 2. Interested in knowing and reflecting critically on world problems and how they interact in her life and in those of others.
LR 3. Feels part of a "glocal" society, increasingly plural and heterogeneous, in which different identities, cultures and religions coexist.
LR 4. Actively participates in those activities that expose to opinions and realities different from your own.
SPECIFIC COMPETENCES:
SC 01. Knowledge of the characteristics and key dimensions of the current global business environment and understanding of the external forces that can influence international business activity and the practice of multinational management.
LR 1. Critically analyzes the nature of globalization and assesses its impact on business and international management.
LR 2. Describes the evolution and main dimensions of globalization.
LR 3. Explains the functions of the different institutions and agents in the organization of the current global scenario.
LR 4. Knows and understands a variety of theories, models and tools that can be applied to analyze and evaluate the global business environment and to solve problems and case studies.
LR 5. Describes the main theories of trade, liberalization and internationalization used to understand the current global business environment.
LR 6. Critically evaluates the regulatory environment in which international business operate.
LR 7. Identifies relevant issues that impact the global business environment (such as social and ethical responsibility; environment; global financial crisis) and evaluates the diverse responses of companies and other international agents to these issues.
SC 02. Understanding and contextualization of internationalization as part of a company's corporate strategy, oriented to the achievement of a sustainable competitive advantage.
LR 1. Values the internationalization strategy as part of corporate development. organization, and is able to apply them in real situations.
LR 2. Knows the theories, models and tools that link the internationalization strategy with the mission, vision and objectives of the organization, and is able to apply them in real situations.
LR 3. Knows the theories, models and tools that analyze the implications of the internationalization strategy for the company's stakeholders and is able to apply them in real situations.
LR 4. Knows and applies strategic analysis models and tools (external and internal), and is capable of identifying threats, opportunities, the weaknesses and strengths of an international company.
LR 5. Is able to define different competitive strategies for a company that operates simultaneously in different markets, reflecting on the best option when it comes to transferring these strategies to each geographical context (degree of coordination versus degree of independence).
LR 6. Understands and reflects on the handicaps of different types of organizations in the process of internationalization (large company; SMEs; companies born global).
SC 03. Knowledge and assessment of the adequacy of the different internationalization strategies and the various organizational structures possible according to the geographical and sectorial context, from which the student can recommend alternatives for action for an international company.

LR 1. Is able to identify the key strategic decisions in the internationalization process of a company.
LR 2. Know and apply to real situations different theories, models and analysis tools to address the choice of destination countries in the process of internationalization of a company.
LR 3. Know the different possible modes of entry into a new geographic market, as well as the risks associated with each of them, being able to apply that knowledge to make practical recommendations.
LR 4. Define which internationalization strategy is most appropriate in each case, considering its implications when transferring the competitive strategy of the organization.
LR 5. Identify potential sources of competitive advantage in different markets and determine which competences need to be developed and managed in a delocalized way and which ones centrally.
LR 6. Design the most appropriate organizational structure for the internationalization strategy defined in a specific company.
LR 7. Is able to particularize the key strategic decisions in an internationalization process, depending on whether it is an SME, a company born global or a large multinational company.
SC 10. Ability to identify and understand current dynamics and practices in the management of global companies, applying them if necessary to real situations
LR 1. Shows interest in extending her training and is updated in her interventions.
LR 2. Shows interest in setting contact with professionals, actively participating in those activities that allow her to approach the professional practice of international management.
LR 3. Knows and consults on a regular basis the organizations, professional forums and publications that allow to be updated in the professional practice.
LR 4. Identifies through contact with professionals and participation in practical cases and events, attendance to conferences and other activities, challenges and management tools for the different functional areas of a global company, being able to propose actions for the resolution of real problems
SC 12. Ability to identify business opportunities and define and develop an entrepreneurial project and apply models and tools (canvas business model, lean-start up, etc.) in an international context.
LR 1. Understands and values the relevance of the action of starting a business in a globalized environment.
LR 2. Able to generate international business ideas.
LR 3. Provides arguments to critically evaluate business ideas with global potential.
LR 4. Identifies the most appropriate strategy to pursue an international business opportunity.
LR 5. Knows how to develop a global business model and how to define a business plan, producing a document that can be submitted to external evaluation.
LR 6. Understands the personal and managerial skills, and resources needed to create an international company, and is committed to its development.
SC 13. Ability to apply the appropriate methodology and tools to foster and manage innovation in the company, both in terms of products, processes, technologies or business models, in an international context.
LR 1. Understands the importance of innovation and considers it an essential part of the company's strategy.
LR 2. Identifies the dynamics of innovation processes in their different typologies and components.
LR 3. Learns about the technological supervision tools and the incentives for innovation of the company.
LR 4. Distinguishes and critically evaluates the different models of management and organization of innovation.
LR 5. Distinguishes and critically evaluates the different mechanisms of obtaining technology, protecting innovation and exploiting technology.
LR 6. Understands the singularities of the management of R&D&I and is able to reflect them in actions that encourage creativity and increase the generation of innovative ideas.
LR 7. Identifies the most current issues related to innovation management in a global scenario (open innovation; disruptive innovation; protection of innovation; sustainable innovation)

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

General methodological aspects of the subject

Face-to-face methodology: Activities

Cooperative work of students who, in pairs or small groups, receive a task, case or assumption that requires sharing information and resources among the members with a view to achieving the common goal. Based on the case method, studied by each student and discussed by each group before the individual interventions of each general session.

The case method stimulates inductive learning. From the analysis of concrete examples, the different analysis tools are built and general rules of application to all types of companies and sectors are induced. Therefore, it is essential to study the cases beforehand and actively participate in the discussions of the general sessions.

Presentations about your skills and abilities to get a job.

The presentations must be evaluated and criticized by the rest of the classmates or by the teacher in order to delve deeper into the subject. Lessons of an expository nature.

Non-face-to-face methodology: Activities

Individual study.

Individual reading of texts of different types (cases, books, magazines, articles, press, Internet publications, reports on practical experiences, etc.) related to the subjects of study.

Cooperative work of students who, in pairs or small groups, receive a task that requires sharing information and resources among the members with a view to achieving the common goal.

<p>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>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, CG7, CG8, CEOPT1</p> <p>CG1, CG2, CG3, CG5, CG6, CG7, CG8, CG10, CEOPT1</p>
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EVALUATION AND GRADING CRITERIA

Evaluation activities	
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

The evaluation criteria of the subject are governed by the following regulations:

- ✓ All students must comply with 100% attendance on the days set for this subject. Any absence must be justified.
- ✓ The final mark corresponds to the sum of the evaluation activities, evaluation criteria and weight described in the Evaluation and Qualification Criteria section.
- ✓ Individual and group work must be delivered on time and in the manner provided by the subject teacher.
- ✓ A final mark below 5 implies the completion of an extraordinary test. The final mark in this exam may not be higher than the median of those approved in the ordinary call.

Evaluation criteria to apply to the second enrollment

The student enrolled in the subject for the second year must comply with the individual and group tasks set by the professor of the subject. The same evaluation criteria expressed in the Evaluation and Qualification Criteria section will be maintained.

For those circumstances not foreseen in this Teaching Guide, the Advantere School of Management Regulations and the Comillas General Regulations will apply.

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
C S:			3

REFERENCES AND RESOURCES *

Basic References
Books
<p>TIMMONS, J.A. & SPINELLI, S.Jr. (2009), <i>New Venture Creation: Entrepreneurship for the 21st Century</i>, Irwin McGraw-Hill</p> <p>OSTERWALDER, A. & PIGNEUR, Y. (2010), <i>Business Model Generation</i>, Wiley & Sons. www.businessmodelgeneration.com</p> <p>RIES, E. (2011), <i>The Lean Startup</i>, Penguin Business</p> <p>HARVARD BUSINESS ESSENTIALS (2005), <i>Entrepreneur's Toolkit</i>, HBS Press</p> <p>KIM, W. C. & MAUBORGNE, R. (2005): <i>Blue Ocean Strategy</i>. HBS Press</p> <p>McGRATH, R.G. & MACMILLAN, I. (2000), <i>The Entrepreneurial Mindset</i>, HBS Press</p>
Articles
<p>BHIDE, A. (1994), "How do Entrepreneurs craft Strategies that Work?" <i>Harvard Business Review</i>, March-April</p> <p>BHIDE, A. (1996), "The Questions Every Entrepreneur Must Answer", <i>Harvard Business Review</i>, November-December 1996, pp. 120-130</p> <p>BLOCK, Z. & MACMILLAN, I. (1985), "Milestones for Successful Venture Planning", <i>Harvard Business Review</i>, September-October</p> <p>BROWN, T. (2008), "Design Thinking", <i>Harvard Business Review</i>, June 2008.</p> <p>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.</p> <p>KIM, W, & MAUBORGNE, R (2004), "BLUE OCEAN STRATEGY" <i>Harvard Business Review</i>, 82, 10, pp. 76-84</p> <p>McGRATH, R.G. & MACMILLAN, I. (1995), "Discovery Driven Planning", <i>Harvard Business Review</i>, July-August</p> <p>O'REILLY, B. (1999), "What it Takes to Start a Startup", <i>Fortune</i>, June 7, 1999, pp. 135-</p> <p>SAHLMAN, W.A. (1997), "How to Write a Great Business Plan", <i>Harvard Business Review</i>, July-August</p>
Web pages
Available in the course web
Notes
Summaries of each module, available in the course web
Other materials
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

