

Entrepreneurship and creation of global companies

MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT

UNIVERSIDAD INTERNACIONAL MENÉNDEZ PELAYO

This document can be used as reference documentation of this subject for the application for recognition of credits in other study programmes. For its full effect, it should be stamped by UIMP Student's Office.



GENERAL DATA

Brief description

This subject aims to familiarise students with entrepreneurship and the creation of global companies. The transformation of a business idea into a business reality is a process that, in order to be successfully completed, must be developed methodically and using the right tools. The main objective of this course is to introduce such support tools, with a practical orientation. Students will learn about the entrepreneurial process, in particular, the nature and sequence of the birth of a business, from the identification and evaluation of business opportunities and the development of the business idea and its initial viability to the configuration of a business model. At the end of the course students should be able to identify and evaluate business opportunities with potential, as well as developing viable innovative business models.

Name

Entrepreneurship and creation of global companies

Code

102791

Academic year

2024-25

Degree

[MASTER'S DEGREE MBA IN INTERNATIONAL MANAGEMENT](#)

ECTS Credits

3

Type

MANDATORY

Duration

Cuatrimestral

Language

Spanish/English

CONTENTS

Contents

Session 1: Entrepreneurship in a global economy

- • The entrepreneur and entrepreneurship in a global economy
- • Entrepreneurial process
- • The decision to become an entrepreneur
- • Entrepreneurship support ecosystems

Session 2: Business opportunities (I)

- • Identifying business opportunities
- • Assessment of business opportunities.
- • Search and selection of global business opportunities
- Cases of international business opportunities

Session 3: Business opportunities (II) – practical application

- • Identification and evaluation of business opportunities in international contexts.
- International business opportunities (in groups): video (maximum 3 minutes).

Session 4: User-based innovation methodologies: design thinking

- • Definition and basic principles of Design Thinking.
- • Importance of the user-centred approach.
- • Phases of the Design Thinking Process
- • Practical application and prototype development
- Case of user-driven innovation. <https://www.designkit.org/resources/1.html>

Session 5: Business ideas (I). Creativity and Innovation

- • Business ideas and value proposition
- • Creativity and innovation
- • Initial feasibility analysis

Session 6: Business ideas (II). Business model

- • Definition and types of business model
- • Business model configuration
- • Business model cases

Session 7: Lean startup

- • Principles of the Lean Startup Methodology
- • The information feedback loop: build-measure-learn
- • Minimum Viable Product Development

Session 8: Tools for planning the development of a new business project

- • Business plan: design, structure and purpose
- • Pitch deck: design, structure and purpose
- • Business plan vs. pitch deck: selection criteria
- • Financing instruments: relevance of financial projections and sources of finance

Session 9: Economic and financial planning

• Investment and financing plan.

• Forecasts for main financial accounts: income statement, cash flow statement and balance sheet.

• Profitability indicators

• Practical application

Session 10: Business proposals: final presentations (I)

• Group presentations of business proposals

• Discussion and peer-review feedback

• Evaluation of innovative business proposals

Session 11: Business proposals: final presentations (II)

• Group presentations of business proposals

• Discussion and peer-review feedback

• Evaluation of innovative business proposals

COMPETENCES

Conocimientos

CO1 - To learn about business management analytics in dynamic and complex environments, such as the international environment.

CO3 - To master the basic tools of information and communication technologies for exercising of their profession and for learning.

CO4 - To understand the concepts, theories and instruments for analysing and developing business internationalisation plans.

CO5 - To understand the nature of problems in the organisation and therefore the application of suitable tools by developing analytical skills.

CO6 - To acquire the skills for professional document drafting and reporting in the field of international business.

CO11 - To learn to assess the risks for companies when dealing with complex international projects, as well as to know some essential aspects that determine the success or failure of projects.

CO13 - To learn to incorporate the concept of sustainability in business and institutional projects, identifying its specific areas of practical application.

CO14 - To learn to incorporate other SDG concepts, which are also relevant for international companies, in their projects, identifying their specific areas of practical application.

Habilidades

S1 - To apply the theoretical and practical knowledge acquired, with a high degree of independence, in both national and international companies, be they small or medium-sized or companies of a more multinational dimension, and even in non-business organisations whose management requires an international vision.

S2 - To apply the analytical skills acquired in defining and approaching new problems and in searching for solutions both in a national and international business context.

S3 - To be able to collect, record and interpret macroeconomic data, country information, industry and business information, financial and accounting data, statistical data, and relevant research results to systematise business decision-making processes in international environments.

S4 - To apply the appropriate procedure to achieving an international business objective.

S5 - To assess the relationship between enterprises and the institutional framework in which activities are carried out.

S6 - To manage digital platforms, technological, audiovisual and computer media to search for information and for effective communication of business projects.

S7 - To manage software and statistical programmes for data recording and analysis.

S8 - To analyse the results of market and competition research to propose strategic orientations and operational actions.

S9 - To manage a business internationalisation project and assume managerial responsibilities.

S10 - To estimate the economic viability and financial profitability of internationalisation projects.

S11 - To assess the compatibility of the internationalisation project with the SDGs.

S14 - To encourage entrepreneurial projects with an international focus and ambition.

S15 - To know the ecosystem of investors and support entities that enable the financing, economic viability and implementation of new ideas in the field of international business management.

Competencias

C1 - To work in multidisciplinary and multicultural teams, in highly demanding situations in terms of time (deadlines for designing and executing projects and cases) and results.

C2 - To develop business and personal activities within the strictest ethical and socially responsible behaviours, as well as to develop sensitivity towards social and environmental issues.

C3 - To express themselves correctly, both orally and in writing, in Spanish and English, maintaining an appropriate image in their professional activity.

C5 - To work in a team, prioritising the precision of the results and the soundness and originality of the proposals.

LEARNING PLAN

Training activities

Type of activity	Hours	% On time
TA1.- Master classes	12	100
TA2.- Practical classes	12	100
TA3.- Individual and group work	26	10
TA5.- Individual student work	25	0

These activities include: case studies of business opportunities, startups and innovative and international companies, as well as individual and group activities on identifying business opportunities, application of methodologies for developing innovative business ideas, and business proposals with innovative solutions for global markets that will be presented and documented according to the professor's indications.

Group work: innovative business proposal

Throughout the course in the different sessions, in addition to the individual activities that are proposed, students will work in groups applying the theory, concepts and tools seen in the corresponding sessions. In particular, as a group you will identify a real business opportunity, analyse it and design a business idea to take advantage of it. In the process, they will have to apply creativity tools, as well as the different methodologies that will be addressed in the sessions until an innovative and viable business model is configured. In the last sessions, they will have to draw up the corresponding financial projections to assess the viability of the project, as well as prepare a Pitch Deck that they will present in the last sessions.

Each group will have to present its Pitch Deck. The presentation will involve all the pupils in the group in a balanced way. They will also have to answer questions posed by the rest of the classmates.

The lecturer will organise the presentations and interactions in the classroom.

Finally, the lecturer will be able to ask questions (cold calls) individually and randomly to the students from both the presenting team and the rest of the team during the dedicated times.

Teaching methods

This subject, which is essentially practical in nature, focuses on learning about and applying the tools for the development of entrepreneurial initiatives, from the identification and evaluation of business opportunities to the configuration of innovative and sustainable business models that are competitive in today's global economies. In particular, the following methodologies will be applied:

• Expository master class: the lecturer explains the key and cutting-edge notions for the

discipline in question.

• Individual student work: readings, reports and search for additional information, as well as proposals for business ideas.

• Group work: proposal of an innovative and viable business model based on a real business opportunity.

• Interactive face-to-face classes: discussion seminars and workshops

• Group work and presentations: Field work for developing the business model proposal.

Learning outcomes

• To discover business opportunities with potential. Students will be able to identify and analyse business opportunities in global markets, using market research and competitive analysis tools. They will be able to recognise emerging trends and unmet needs in different industries and geographies.

• To innovate in developing business ideas. Students will learn to generate and develop innovative business ideas that respond to the dynamics of the global market. They will develop skills in creativity and critical thinking to propose unique and disruptive solutions.

• To assess the potential viability of business proposals. Students will be able to analyse and assess the strategic, commercial, technical, operational, organisational, legal and financial viability of various business proposals. They will learn to carry out market research, cost and profit analysis, and to make economic-financial projections for the proposed businesses.

• To design, plan and initiate a business project. Students will be introduced to the main documents for planning their business proposals. They will develop skills in project planning and management, from conception to implementation and overall growth.

• To learn about examples and analyse case studies of innovative start-ups operating internationally.

• To understand and take advantage of the opportunities offered by digital transformation in creating and expanding global businesses.

• To face the challenges and opportunities of entrepreneurship in a global context, equipping students with the necessary competences to create and manage innovative and sustainable enterprises in a global economy.

EVALUATION

Evaluation system

In the ordinary exam sessions, the final grade will be determined on the basis of three main concepts: the formative assessment, the student's active participation and the final exam.

The evaluation of the subject will have the following weightings for each of the concepts described:

• Assessment of group work and oral presentations (50%)

• Final exam (50%)

The lecturer may apply +/-10% (or the percentage they consider appropriate, always below or equal to 10%) to the final grade obtained by the student, particularly in the case of the best students, according to the quality of their participation and attitude during the course. A negative percentage may also be applied to the grades of those who display undesirable attitudes or behaviour during the course.

In the 2nd and subsequent exam sessions, the grade will depend on the test(s) (written test type, essay type, assignments, oral tests, etc.), which will be determined by the teachers and communicated to the students sufficiently in advance.

FACULTY

Coordinator/s

Rodríguez Márquez, Alicia

*DOCTORADO EN DIRECCIÓN DE EMPRESAS / LIC. EN ECONOMÍA, LIC. EN DERECHO,
LIC. EN ADMINISTRACIÓN Y DIRECCIÓN DE EMPRESAS.
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Lecturers

Revilla Torrejón, Antonio Javier

*Doctor en Dirección de Empresas.
Profesor titular Universidad Carlos III de Madrid.*

Sánchez García, Javier

*Grado en Administración de Empresas.
Dirección General.
Beside Ventures.*

BIBLIOGRAPHY AND LINKS

Bibliography

The following documentation will be provided as teaching materials:

• The slides displayed during the sessions (which will be made available to students after each session).

• Readings of news, reports and real cases of companies or case studies (which will be made available to the student at the time at which the corresponding activity is explained). In the case of articles referenced in the slides, students will be able to access them through the link to the article that the lecturer incorporates in the slide..

Basic reference:

• Rodríguez Márquez, A., Nieto, M.J., Fernández, Z. and Revilla Torrejón, A. (2014). Manual de creación de empresas. De la oportunidad a la puesta en marcha. Civitas (Thomson-Reuters). <https://tienda.aranzadilale.es/p/manual-de-creaci%C3%B3n-de-empresas-d%C3%BAo>

Other online resources and recommended books:

• THE CHALLENGES PROGRAMME: <https://www.icex.es/es/todos-nuestros-servicios/programas-y-servicios-de-apoyo/desafia>

• The Field Guide to Human-Centered Design: <https://www.designkit.org/resources/1.html>

• Harnish, V. (2016). Scaling Up: How a Few Companies Make It... and Why the Rest Don't. Transl. Engl. M.: MIF.

• Osterwalder, A. and Pigneur, Y. (2011). Generación de modelos de negocio. Available in [PDF]. Generación de modelo de negocio

• Reis, E. (2011). The lean startup. New York: Crown Business, 27, 2016-2020.