

## **Start-up creation**

**Centre:** Barcelona

**Programme:** Business, Design & Innovation

**Course Code:** 04

**Term:** 1 and 2 (Fall and Spring)

**ECTS credits:** 6

**Duration:** 45 hours (3 hours/week)

**Language of instruction:** English

**Instructors:** Oriol Alcoba, Jordi Cusido

### **Description**

This course is aimed at understanding the entrepreneurship processes and operations. Starting a company requires multidisciplinary skills on business management. In this course students will be exposed to both the fundamentals of business, and the practical aspects of identifying and evaluating business ideas and moving them forward. The contents will be delivered combining multiple methodologies like case based learning, project based learning, invited speakers and problem based learning.

### **Prerequisites**

None

### **Attendance policy**

Attendance is mandatory for all classes, including study visits. Any exams, tests, presentations, or other work missed due to student absences can only be rescheduled in cases of documented medical or family emergencies. If a student misses more than three classes in the course half a letter grade will be deducted from the final grade for every additional absence. Seven absences in the course will result in a failing grade.

### **Learning outcomes**

Start-Up creation is an academic course in which participants can learn business skills as they gain experience commercializing a new venture in an educational environment.

After the course students will:

- understand the stages involved in setting up a business
- have gained the necessary core business skills
- have gained the following applied skills: negotiation, teamwork, public speaking, leadership and pitches
- gather an understanding of the intellectual property rights protection in Start-Ups
- be able to construct, prepare and present a business plan

## **Method of presentation**

- Lectures and discussions: The lectures provide the theoretical content of the sessions together with the adequate visual support. Class discussions facilitate the students' ability to relate readings and lectures, analysing or applying concepts.
- Class Participation: Students are expected to participate in group activities, and in the discussions based on the course readings and cases proposed.
- Study visit: There's a guided visit to 22@Barcelona and the reference business incubator in Barcelona: Barcelona Activa (<http://www.barcelonactiva.cat/barcelonactiva/en/index.jsp>). This visit will include the exchange of experiences and open discussion with entrepreneurs. Students are expected to confront their projects and expectations with real experienced entrepreneurs and incorporate the learnings in their business plans.
- Student Oral Presentations: Students are expected to make presentations with visual support of their paper themes to the class.
- Guest speakers: guest speakers will be invited to several of the sessions, with the aim of showing real experiences and sharing valuable insights to students. These will either be entrepreneurs or experts and professionals with specific experience in the field that is shown in the session.

## **Field study**

There's a guided visit to 22@Barcelona and the reference business incubator in Barcelona: Barcelona Activa (<http://www.barcelonactiva.cat/barcelonactiva/en/index.jsp>). This visit will include the exchange of experiences and open discussion with entrepreneurs. Students are expected to confront their projects and expectations with real experienced entrepreneurs and incorporate the learnings in their business plans.

## **Required work and assessment methods**

- Start up business plan (45%): development (in teams) of a business plan that must include the specific issues presented throughout the course. The base mark will be the same for the several members of the team, and will be modified (upwards or downwards) in regards of individual contribution shown.
- Oral presentation: (20%) oral presentation of the business plan.
- Document: (25%) document of 50 pages (at most), including the different theoretical contributions in the case chosen by the team.
- Cases, readings and exercises (40%): preparation, development and discussions related to exercises will be highly valuable for the success of the course both at individual and group level. The added mark of the different cases and exercises will account for 40% of the overall mark. This will include both individual and group assignments to be delivered in various formats (through oral presentations or specific documents).

- Participation (15%): individual active participation in discussions, oral presentations and team work. The positive and proactive attitude of the student will be encouraged and valued by professors throughout the course.

## Contents

Week 1	Introduction to the course. Overview and basic concepts of strategy, management, innovation and entrepreneurship.
Week 2	The context. Global trends on entrepreneurship and the role of the environment. Innovation ecosystems and their impact on wealth and start-up creation. Study case: MIT. Reading: Kaufmann Foundation “Entrepreneurial Impact: the role of MIT” (2009); Alternative case: Korea’s technology strategy.
Week 3	Spotting the opportunity (1/3). The dynamics of markets, sectors and technology. Pull vs. Push approach. Building strategy on capacities.
Week 4	Spotting the opportunity (2/3). Open innovation and corporate entrepreneurship.
Week 5	Spotting the opportunity (3/3): Spin-off creation from research environments. Technology transfer mechanisms.
Week 6	Building up the new venture (1/5). Strategy: the lean start-up. Business model analysis: the business model canvas.
Week 7	Building up the new venture (2/5). New product or service development. Portfolio and project management.
Week 8	Building up the new venture (3/5). Protection of industrial and intellectual property rights.
Week 9	Building up the new venture (4/5). Internal organisation: operations, leadership and team building.
Week 10	Building up the new venture (5/5). Negotiation strategies. Consortium agreements.
Week 11	Finance (1/2). Start-up analysis, basic indicators and metrics.
Week 12	Finance (2/2). Investment readiness. Presentation techniques.
Week 13	Preparing for the next stage. Going global: internationalisation strategies. Organic and inorganic growth.
Week 14	Study visit to Barcelona Activa, the benchmark business incubator in Barcelona. Exchange of experiences with entrepreneurs.
Week 15	Group presentations. Wrap up, final remarks and conclusions.

### **Required reading**

- Kaufmann Foundation “Entrepreneurial Impact: the role of MIT”, 2009.
- Harvard Business Review “Meeting the Challenge of Corporate Entrepreneurship”, 2006
- MIT Sloan Management Review “The Four Models of Corporate Entrepreneurship”, 2007
- Harvard Business Review “Should You Listen to The Customer?”, 2012
- California Management Review “Organizational DNA for Strategic Innovation”, 2005

### **Recommended reading**

- The Lean Start-Up: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses, Eric Ries, Crown business, 2011
- Finanzas para emprendedores, Antonio Manzanera, Deusto, 2010
- Business Model Generation: A Handbook for visionaries, Game Changers and Challengers, Oscar Osterwalder, Yves Pigneur, Willey, 2010
- Making Innovation Work, Davila et Al., 2006
- The Long Tail: Why the Future of Business Is Selling Less of More, Chris Anderson, 2008.
- The Innovator's Dilemma, Clayton M. Christensen, 1997