



POLITÉCNICA

INTERNATIONAL
CAMPUS OF
EXCELLENCE

COORDINATION PROCESS OF
LEARNING ACTIVITIES
PR/CL/001



E.T.S. de Ingenieros
Informáticos

ANX-PR/CL/001-01

LEARNING GUIDE

SUBJECT

103000845 - Entrepreneurship And Business Modelling

DEGREE PROGRAMME

10AZ - Master Universitario En Innovación Digital

ACADEMIC YEAR & SEMESTER

2022/23 - Semester 2

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1. Description

1.1. Subject details

Name of the subject	103000845 - Entrepreneurship And Business Modelling
No of credits	6 ECTS
Type	Compulsory
Academic year of the programme	First year
Semester of tuition	Semester 2
Tuition period	February-June
Tuition languages	English
Degree programme	10AZ - Master Universitario en Innovación Digital
Centre	10 - Escuela Tecnica Superior De Ingenieros Informaticos
Academic year	2022-23

2. Faculty

2.1. Faculty members with subject teaching role

Name and surname	Office/Room	Email	Tutoring hours *
Ebru Susur Donerkan (Subject coordinator)		ebru.susur@upm.es	- -
Alberto Tejero Lopez		alberto.tejero@upm.es	Sin horario.
Jose Maria Cuellar Del Rio		josemaria.cuellar@upm.es	Sin horario.

* The tutoring schedule is indicative and subject to possible changes. Please check tutoring times with the faculty member in charge.

3. Skills and learning outcomes *

3.1. Skills to be learned

CE-EIT04 - Capacidad para desarrollar un proyecto y un modelo completos de negocio orientados al cliente usando una metodología iterativa siguiendo los pasos necesarios para crear una empresa de base tecnológica sostenible incluyendo consideraciones éticas, sociales y medioambientales.

CE-EIT05 - Capacidad para definir el plan de marketing y su expansión internacional para un producto o servicio tecnológico, negociando con otros actores en el área TIC su participación en la cadena de valor, creando una estructura comercial y una estrategia de precios.

CE-EIT06 - Capacidad para reconocer, abordar y sugerir maneras para tratar los diferentes retos (madurez, propiedad intelectual, etc.) en el proceso de explotar una tecnología para crear un negocio.

CE-EIT07 - Capacidad para entender las tendencias globales o de mercado, las rutas de innovación, las redes industriales de valor en un sector (Digital Health, Digital Industry, Smart Cities, etc.), y reconocer su importancia relativa para el desarrollo de un producto o servicio y del negocio.

CE-EIT08 - Capacidad para analizar el negocio potencial, los modelos de negocio o los escenarios comerciales alternativos para una tecnología considerando un nuevo sector de aplicación y/o mercado y evaluar las condiciones de su explotación.

CG03 - La capacidad de usar la lengua inglesa de manera competente, es decir, con capacitación para tareas complejas de trabajo y estudio.

CG04 - La capacidad de toma de decisiones y liderazgo de equipos, basada en una comprensión holística de las contribuciones de la educación superior, la investigación y las empresas para la creación de valor, en equipos y contextos de tamaño limitado.

CG07 - Capacidad de trabajar y comunicarse también en contextos internacionales.

CG08 - La capacidad de traducir innovaciones en soluciones comerciales factibles.

3.2. Learning outcomes

RA106 - - - In depth understanding of the basic entrepreneurial finance

RA92 - Develop a business plan and commercial projects client oriented

RA78 - Understand global/market trends, innovation routes, industry value networks in a thematic area and recognize their relative importance for product/service and business development

RA80 - Use knowledge, ideas and technology to create new or significantly improved products, services, processes, policies, new business models or jobs in a real environment

RA79 - Identify and assess the impact of ICT technologies and innovations in a thematic area, on its markets and stakeholders (competitors, alliances, networks) and the business opportunities they offer.

RA81 - Conduct a business analysis, make decisions and formulate recommendations or justify actions in a real environment

RA84 - Perform a business solution planning and development process (dynamics of developing the business, organization needed to implement it, go-to-market)

RA85 - Include ethical, societal and sustainability considerations when developing a new product/technology and business concepts and models, and the required implementing organizations

RA107 - -- In depth understanding of the important elements in managing companies and developing its human resources

RA93 - Identify and develop innovative business ideas within (intrapreneurship) or outside a preexisting Company (entrepreneurship).

RA87 - Identify and assess the impact of ICT technologies and innovations in a thematic area, on its markets and stakeholders (competitors, alliances, networks) and the business opportunities they offer

* The Learning Guides should reflect the Skills and Learning Outcomes in the same way as indicated in the Degree Verification Memory. For this reason, they have not been translated into English and appear in Spanish.

4. Brief description of the subject and syllabus

4.1. Brief description of the subject

This course corresponds to the first part of the Business Development labs which is proposed for the I&E minor. It is offered in the second semester of the 1st year. The objective is to help students in the development of an innovative digital product or service through a business development process with an entrepreneurship approach.

4.2. Syllabus

1. Introduction to entrepreneurship and business modelling
2. Entrepreneurial identity
3. Business model ideation and motivation
4. Market business opportunity
5. Competitive environment
6. Value creation, proposal and delivery
7. Managing and organizing
8. Business ethics and sustainability
9. Resources and capabilities
10. Entry to market strategy
11. Impact quantification
12. Business model writing and presenting

5. Schedule

5.1. Subject schedule*

Week	Classroom activities	Laboratory activities	Distant / On-line	Assessment activities
1	Course foundations and Intro to EBM Duration: 04:00			
2	Global business environment & sustainability Duration: 04:00			
3	Entrepreneurial identity Duration: 02:00 Entrepreneurial identity Duration: 02:00			
4	Strategy and business modelling Duration: 02:00 Strategy and business modelling Duration: 02:00			
5	Value proposition Duration: 02:00 Value proposition Duration: 02:00			
6	Value creation, delivery, and capture Duration: 02:00 Value creation, delivery, and capture Duration: 02:00			
7	Managing change and innovation Duration: 02:00 Managing change and innovation Duration: 02:00			

8	<p>Planning work activities and strategizing Duration: 02:00</p> <p>Planning work activities and strategizing Duration: 02:00</p>			
9	<p>Mid-term review Duration: 04:00</p>			<p>Mid-term review Continuous assessment and final examination Presential Duration: 04:00</p>
10	<p>Designing organizations Duration: 02:00</p> <p>Designing organizations Duration: 02:00</p>			
11	<p>Managing resources and capabilities Duration: 02:00</p> <p>Managing resources and capabilities Duration: 02:00</p>			
12	<p>Leading organizations and people Duration: 02:00</p> <p>Leading organizations and people Duration: 02:00</p>			
13	<p>Impact quantification Duration: 02:00</p> <p>Impact quantification Duration: 02:00</p>			
14	<p>Business ethics & communication Duration: 02:00</p> <p>Business ethics & communication Duration: 02:00</p>			
15				<p>Business Model Plan Continuous assessment and final examination Not Presential Duration: 00:00</p> <p>Business model presentations Continuous assessment and final examination Presential Duration: 04:00</p>

				Attendance and participation Continuous assessment and final examination Presential Duration: 04:00
16				
17				

Depending on the programme study plan, total values will be calculated according to the ECTS credit unit as 26/27 hours of student face-to-face contact and independent study time.

* The schedule is based on an a priori planning of the subject; it might be modified during the academic year, especially considering the COVID19 evolution.

6. Activities and assessment criteria

6.1. Assessment activities

6.1.1. Assessment

Week	Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
9	Mid-term review		Face-to-face	04:00	20%	5 / 10	CE-EIT04 CE-EIT05 CE-EIT06 CG03 CG07 CE-EIT07 CE-EIT08 CG08 CG04
15	Business Model Plan		No Presential	00:00	35%	5 / 10	CE-EIT05 CE-EIT06 CG03 CG07 CE-EIT04 CE-EIT07 CE-EIT08 CG08 CG04
15	Business model presentations		Face-to-face	04:00	25%	5 / 10	CE-EIT04 CE-EIT05 CE-EIT06 CG03 CG07 CE-EIT07 CE-EIT08 CG08 CG04
15	Attendance and participation		Face-to-face	04:00	20%	5 / 10	CG07 CG08 CE-EIT04 CE-EIT06 CE-EIT05 CE-EIT07 CG03 CG04 CE-EIT08

6.1.2. Global examination

Week	Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
9	Mid-term review		Face-to-face	04:00	20%	5 / 10	CE-EIT04 CE-EIT05 CE-EIT06 CG03 CG07 CE-EIT07 CE-EIT08 CG08 CG04
15	Business Model Plan		No Presential	00:00	35%	5 / 10	CE-EIT05 CE-EIT06 CG03 CG07 CE-EIT04 CE-EIT07 CE-EIT08 CG08 CG04
15	Business model presentations		Face-to-face	04:00	25%	5 / 10	CE-EIT04 CE-EIT05 CE-EIT06 CG03 CG07 CE-EIT07 CE-EIT08 CG08 CG04
15	Attendance and participation		Face-to-face	04:00	20%	5 / 10	CG07 CG08 CE-EIT04 CE-EIT06 CE-EIT05 CE-EIT07 CG03 CG04 CE-EIT08

6.1.3. Referred (re-sit) examination

Description	Modality	Type	Duration	Weight	Minimum grade	Evaluated skills
Course evaluation exam		Face-to-face	04:00	100%	5 / 10	CG03 CG04 CG07 CG08 CE-EIT04 CE-EIT06 CE-EIT05 CE-EIT07 CE-EIT08

6.2. Assessment criteria

Progressive and global evaluation:

Students will be working on developing a business plan in groups on a continuous basis throughout the semester. They will prepare a business model developed for an innovative digital product or service. Lectures, active groups work, continuous presentations, and receiving feedback will provide them with the proper grounds for their projects.

- The written business plan will be prepared on a continuous basis and uploaded as the final deliverable. The grading scale to evaluate it will be from 0 to 10 and the grade will be common for the whole group.
- A mid-term review will be conducted to follow up on the progress of students in their business model development process. The review will be done by examining the business concept notes and group presentations.
- A final presentation (oral defense) is compulsory. They will be preparing their presentations by practicing in the class on a continuous basis throughout the semester. The presentation will be in groups, and students will deliver their investment pitches. The grade will be common for the whole group.
- Attendance and active participation in all lectures will be considered to contribute to the final grade by 20%. The grading scale to evaluate it will be from 0 to 10 and the grade will be on an individual basis.

Extraordinary exam:

The course evaluation exam as the extraordinary exam can contribute to 100% of the final grade and will be provided and examined on an individual basis.

7. Teaching resources

7.1. Teaching resources for the subject

Name	Type	Notes
Newbery, R., Lean, R., Moizer, J. (2018). Entrepreneurial identity formation during the initial entrepreneurial experience: the influence of simulation feedback and existing identity. <i>Journal of Business Research</i> , 85, 51-59	Bibliography	
Carlsson, B., Braunerhjelm, P., McKelvey, M., Olofsson, C., Persson, L., & Ylinenpää, H. (2013). The evolving domain of entrepreneurship research. <i>Small Business Economics</i> , 41(4), 913-930.	Bibliography	
Gruber, M., MacMillan, I. (2017). Entrepreneurial behavior: a reconceptualization and extension based on identity theory. <i>Strategic Entrepreneurship Journal</i> , 11(3), 271-286	Bibliography	

<p>Jones P., Klapper R., Ratten V., Fayolle A. (2018). Emerging themes in entrepreneurial behaviours, identities and contexts. The International Journal of Entrepreneurship and Innovation, 19(4), 233-236.</p>	<p>Bibliography</p>	
<p>Achtenhagen, L., Melin, L., & Naldi, L. (2013). Dynamics of business models?strategizing, critical capabilities and activities for sustained value creation. Long range planning, 46(6), 427-442.</p>	<p>Bibliography</p>	
<p>Boccardelli, P., Magnusson, M. G. (2006). Dynamic capabilities in early phase entrepreneurship. Knowledge and Process Management, 13(3), 162-174.</p>	<p>Bibliography</p>	
<p>Chang, C. (2012). Exploring IT entrepreneurs' dynamic capabilities using Q-technique. Industrial Management & Data Systems, 112(8), 1201-1216.</p>	<p>Bibliography</p>	
<p>Amit, R., & Zott, C. (2001). Value creation in e-business. Strategic management journal, 22(6-7), 493-520.</p>	<p>Bibliography</p>	
<p>Chesbrough, H. (2007). Business model innovation: it is not just about technology anymore. Strategy & Leadership, 35(6), 12-17.</p>	<p>Bibliography</p>	
<p>Morris M., Schindehutte M., Allen J. (2005). The entrepreneurs business model: toward a unified perspective. Journal of Business Research, 58, 726-735</p>	<p>Bibliography</p>	

<p>Ritala, P., & Tidström, A. (2014). Untangling the value-creation and value-appropriation elements of cooperation strategy: A longitudinal analysis on the firm and relational levels. <i>Scandinavian Journal of Management</i>, 30(4), 498-515</p>	<p>Bibliography</p>	
<p>Wirtz B.W., Pistoia A., Ullrich S., Göttel V. (2016). <i>Business Models: Origin, Development and Future Research Perspectives</i>. <i>Long Range Planning</i>, 49(1), 36-54</p>	<p>Bibliography</p>	
<p>Zott, C., Amit, R., & Massa, L. (2011). The business model: recent developments and future research. <i>Journal of management</i>, 37(4), 1019-1042.</p>	<p>Bibliography</p>	
<p>Burström T., Parida V., Lahti T., Wincent J. (2021). AI-enabled business-model innovation and transformation in industrial ecosystems: A framework, model and outline for further research. <i>Journal of Business Research</i>, 127, 85-95.</p>	<p>Bibliography</p>	
<p>Robbins S.P., Coulter M. (2018). <i>Management</i>. Fourteenth (Global) Edition. Pearson</p>	<p>Bibliography</p>	
<p>Ebert R.J., Griffin R.W. (2019). <i>Business Essentials</i>. Twelfth Edition. Pearson</p>	<p>Bibliography</p>	
<p>Bland D.J., Osterwalder A. (2020). <i>Testing business ideas</i>. John Wiley & Sons</p>	<p>Bibliography</p>	

Mishra C.S., Zachary R.K. (2014). The Theory of Entrepreneurship. Palgrave Macmillan.	Bibliography	
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8. Other information

8.1. Other information about the subject

In this course, and in case of any eventuality, although it will be a small group of students, every session could be moved to online teaching through Teams or Collaborate via Moodle. Uncertainty is rather high at the moment this guide is being validated, but everything has been defined to switch from unperson teaching to online sessions automatically.