

# Máster en Dirección de Eventos y Turismo de Negocios

Curso: 2019-2020

## Guia docente

Materia: Proyecto final de máster

Asignatura: Proyecto final de máster

Periodo: Semestre 2

Profesores:

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MÓDULO: PROYECTO FINAL DE MÁSTER  
MATERIA: PROYECTO FINAL DE MÁSTER  
ASIGNATURA: PROYECTO FINAL DE MÁSTER  
CÓDIGO: MDE18PFM  
IDIOMA: CASTELLANO  
CURSO: 1  
PERIODO: SEMESTRE 2  
CREDITOS: 10 ECTS

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## 1. Subject objectives

This course seeks to assist you in:

- Grasping and using a model that integrates four main dimensions of entrepreneurship: the entrepreneurial team, the opportunity, the resources, and the context.
- Identifying, developing, assessing, and pitching new ideas:
  - o Identifying ideas for new ventures.
  - o Assessing the potential of new business ideas to become business opportunities.
  - o Developing your ability to present ideas in a concise, compelling way.
- Developing an awareness of the possibilities and limitations of different business models.
- Integrating your previous knowledge in the development of a business plan.
- Enhancing our sensitivity and skills in discussing the financial needs of a new venture:
  - o Determining capital requirements of a new venture: how much/when.
  - o Negotiating with investors.
- Identifying the challenges and opportunities of growth and harvesting.

## 2. Competencies developed

### **Básicas**

B06 - Poseer y comprender conocimientos que aporten una base u oportunidad de ser originales en el desarrollo y/o aplicación de ideas, a menudo en un contexto de investigación

B07 - Que los estudiantes sepan aplicar los conocimientos adquiridos y su capacidad de resolución de problemas en entornos nuevos o poco conocidos dentro de contextos más amplios (o multidisciplinares)

relacionados con su área de estudio

B08 - Que los estudiantes sean capaces de integrar conocimientos y enfrentarse a la complejidad de formular juicios a partir de una información que, siendo incompleta o limitada, incluya reflexiones sobre las responsabilidades sociales y éticas vinculadas a la aplicación de sus conocimientos y juicios

B09 - Que los estudiantes sepan comunicar sus conclusiones y los conocimientos y razones últimas que las sustentan a públicos especializados y no especializados de un modo claro y sin ambigüedades

B10 - Que los estudiantes posean las habilidades de aprendizaje que les permitan continuar estudiando de un modo que habrá de ser en gran medida autodirigido o autónomo.

### **Generales**

G01 - Ser capaz de buscar y gestionar la información procedente de fuentes para tomar decisiones que contribuyan a la consecución de los objetivos de la organización

### **Transversales**

T01 - Desarrollar habilidades de relaciones interpersonales que permitan gestionar equipos de trabajo multidisciplinares y multiculturales

### **Específicas**

E10 - Proponer nuevos productos, servicios, experiencias o procesos para aprovechar oportunidades de mercado alineadas a los objetivos de empresas organizadoras de eventos y de turismo de negocios

## **3. Content**

Sesión 1: The Process of New Venture Creation: This session will introduce you to the course and help you discover the actual process of getting a new venture started, growing it, and exiting it..

Sesión 2: Team Management: During this session we will focus on the team management to get better performance and avoid conflicts, showing different techniques and tools..

Sesión 3: From Idea to Business Model: This session provides some insights into the discovery of new business ideas and their development into robust business models and real opportunities. When preparing for the session, please identify and bring to class examples of different business models. We will also discuss how entrepreneurs really are and what makes (or breaks) an entrepreneur, focusing on the challenges of establishing and running a new venture..

Sesión 4: The Business Plan: structure and contents: In this session, we will focus on the content and structure of the business plan and how it can help entrepreneurs present their ventures. We will also discuss the scope and value of the business plan to investors, lenders, employees, suppliers and customers..

Sesión 5: Partial Presentations: a unique opportunity to practice your pitch. Selling your project in public is an essential skill for any entrepreneur. .

Sesión 6: Entrepreneurs and their Investors: One of the critical tasks of entrepreneurs is to secure resources for the venture. This session is dedicated to learn about the experiences of entrepreneurs who started to implement their business concepts and tried to obtain resources for their ventures. We will focus on steps the entrepreneurs took and the reactions of resource providers. This session will feature an entrepreneur who will explain the process he chose, the challenges he was confronted with and how he overcame them. We contrast these experiences with the perspectives of a venture capital investor who will explain how they select their funded firms, how they work with the portfolio firms in the process and how they exit their investments. This session will be giving you ample opportunities to interact with entrepreneurs and investors and learn from their experiences.

Sesión 7: Pitching your business idea: In this session, we will practice one of the most important skills for entrepreneurs: the presentation of an idea to partners and investors. You will receive feedback on the idea potential and viability from students, faculty, and experts present in order to improve for the final presentation.. Material relacionado: Some guiding questions for the final presentation: ? Description of the business idea: ? Which need are we fulfilling? ? Who is/are the target customer(s)? ? How are the target customers? needs currently fulfilled? ? Opportunity analysis: ? How attractive is the market? ? What are main competitors? ? What are the entry barriers? ? Description of the business model: ? What is the value proposition? ? Which channels will you be using? ? How will the business generate revenues? ? How will you build the customer relationship? ? Which are the main cost drivers? ? What are key success-factors of the business? ? How will the venture assure its competitive edge?

Sesión 8: Partial Presentations: entrepreneurs will present the business plan to get feedback from the audience. The more information you present, the better feedback you will get. .

Sesión 9: Financing the New Venture: This session is dedicated to one of the most challenging and difficult activities that an entrepreneur must encompass: the building of a financial strategy for the new venture. The entrepreneur must prepare carefully the negotiation with investors, determining the financial needs and valuing the new company.

Sesión 10: Workshop with tutors to prepare the final presentation and the final delivery.

Sesión 11: Final presentations.

## 4. Teaching methodology

**Practical Exercises.**

**Ejercicios prácticos.**

**Ejercicios prácticos.**

**Estudio de casos.**

**Estudio personal o en grupos de estudio.**

**Exposición del estudiante (individual o en grupo).**

**Exposición del estudiante (individual o en grupo).**

**Exposición del profesor.**

**Exposición del profesor.**

**Lecturas.**

**Lecturas.**

**Proyecto tutorizado.**

**Role-plays.**

**Trabajo individual o en grupo.**

**Trabajo individual o en grupo.**

**Virtual Tutorials.**

## 5. Assessment activities

### **Convocatoria Ordinaria**

- **Business Plan Final Presentation (Jun, 28/2017)**

Proyecto tutorizado (Grupo - 30%)

Competencias evaluadas: B06, B07, B08, B09, B10, G01, T01, E10

- **Final Business Plan Write-up (Jun, 28/2017)**

Proyecto tutorizado (Grupo - 50%)

Competencias evaluadas: B06, B07, B08, B09, B10, G01, T01, E10

- **CLASS PARTICIPATION (minimum attendance required: 80%. If you fail, you should retake it and the maximum grade will be 55/100)**

Trabajo académico (Individual - 20%)

Competencias evaluadas: B06, B07, B08, B09, B10, G01, T01, E10

Minimum required grade in all assessment activities: 50/100

### **Convocatoria extraordinaria**

- **Final Business Plan Write-up**

Proyecto tutorizado (Individual - 100%)

Competencias evaluadas: B06, B07, B08, B09, B10, G01, T01, E10

## **Repetición de asignatura sin asistencia: Convocatoria ordinaria**

### **• Final Business Plan Write-up**

Proyecto tutorizado (Grupo - 100%)

Competencias evaluadas: B06, B07, B08, B09, B10, G01, T01, E10

## **Repetición de asignatura sin asistencia: Convocatoria extraordinaria**

### **• Final Business Plan Write-up**

Proyecto tutorizado (Individual - 100%)

Competencias evaluadas: B06, B07, B08, B09, B10, G01, T01, E10

## **Reuniones de seguimiento**

Semana 3

Semana 7

Semana 13

## **6. Bibliography**

### **Lecturas obligatorias**

Kim, W.C. & Maubourgne, R. (2000). Knowing a Winning Business Idea When You See One. Harvard Business Review, Sept-Oct.

Ovans, Andrea. 2015. ¿What is a business model?? Harvard Business Review.

Magretta, J. (2002). Why Business Models Matter. Harvard Business Review, May, pp. 86-92.

Kawasaki, G. (2001). The Top Ten Lies of Entrepreneurs. Harvard Business Review, January, 2-3.

Zacharakis, A. (2004). Writing a Business Plan. In Bygrave, W.D. and Zacharakis, A. (Eds.) The Portable MBA in Entrepreneurship. John Wiley and Sons, Inc.

Hamermesh, R.G., Marshall, P.W., Pirmohamed, T. (2002). Note on Business Model Analysis for the Entrepreneur. Harvard Business School, 9-802-048.

Bricklin, D. (2001). Natural-Born Entrepreneur. Harvard Business Review, 122-127.

Osterwalder, A., Pigneur, Y., (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers. [http://www.businessmodelgeneration.com/downloads/businessmodelgeneration\\_preview.pdf](http://www.businessmodelgeneration.com/downloads/businessmodelgeneration_preview.pdf)

Blank, S. 2013. "Why the lean startup changes everything." Harvard Business Review.

### Lecturas recomendadas

Riera, Joan. 2017. "Impulso: Las 5 palancas para activar el intraemprendimiento" (corporate entrepreneurship) [Spa]. Lid Editorial.

Riera, Joan y Soler, Tomas. 2012. "Emprende tu propia aventura" [Spa]. Lid Editorial.

Timmons, J.A. and Spinelli, S. (2007). New Venture Creation: Entrepreneurship for the 21st century. Boston: Irwin/McGraw-Hill.

Mullins, J., Komisar, R., (2009): Getting to Plan B: Breaking Through to a Better Business Model, Boston: Harvard Business Press.

Osterwalder, A., Pigneur, Y., (2010): Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers.

Hisrich, R.D., M.P. Peters and D.A. Shepherd (Eds.) (2004) Entrepreneurship, 6th ed. New York: McGraw-Hill.

Drucker, P. (1993). Innovation and Entrepreneurship. Collins (UK).

Websites: <http://www.mit50k.net/entrant/resources.php> <http://www.eventuring.org> <http://www.forbes.com>  
 > Entrepreneurs <http://www.businessweek.com> > Small Biz <http://www.startupnation.com>  
<http://www.entreworld.org> <http://www.kauffman.org>

Blogs: <http://sethgodin.typepad.com> <http://blog.guykawasaki.com>  
<http://www.ducttapemarketing.com/weblog.php> <http://www.adrants.com> <http://www.techcrunch.com>  
<http://www.thealarmclock.com> <http://www.siliconbeat.com> <http://www.business-opportunities.biz>  
<http://www.springwise.com>

Magazines/Journals: Inc Magazine (also: [www.inc.com](http://www.inc.com)) Entrepreneur Magazine (also: <http://www.entrepreneur.com>) Fast Company (also: [www.fastcompany.com](http://www.fastcompany.com))

## 7. Lecturer/s

**Sr. Joan Riera Calvo** - [joan.riera@htsi.url.edu](mailto:joan.riera@htsi.url.edu)

Joan Riera is the managing partner and director of Active Development & lecturer in the ESADE Department of General Management and Strategy. Within ESADE Alumni, he is chairman of the Innovation Club and member of the Alumni Entrepreneurship board. He is also a business angel and an independent advisor for several companies. What's more, he is an active writer, author of "Emprende tu propia aventura", the first dynamic and active book on setting up a company, and a speaker at innovation and entrepreneurship forums.

He has considerable professional experience in international settings, including the UK, the US and Spain. Joan founded 7 companies and he has worked in many different fields, including consultancy for the banking industry, the creation of a new department in a multinational company, the set-up,

development and closure of a tech company, coaching over 400 entrepreneurs, the organisation of the first entrepreneurship forum at ESADE in 2004, and the foundation and management of ESADECREAPOLIS.

He holds a combined undergraduate degree and MBA in Management from ESADE (Lic&MBA programme) and from Cornell University's Johnson Business School (Ithaca, New York). He is a real estate agent, and has complemented his executive education at ESADE (Real Estate Management) and at IESE (Developing Business Innovation). He has broad experience in different fields in the UK, US and Spain.

He has been teaching Entrepreneurship, Leadership, Change Management, Growth management and Innovation for more than 10 years. He has been teaching executive education programs for companies like Telefónica, Boston Scientific, Pfizer, Danone, Novartis, PricewaterhouseCoopers, Abbott, Solvay or Adif.

More information:

[www.JoanRiera.net](http://www.JoanRiera.net)

[LinkedIn.com/in/jriera](https://www.linkedin.com/in/jriera)

Twitter: @riera\_joan

Book: [www.EmprendeTuPropiaAventura.com](http://www.EmprendeTuPropiaAventura.com) (available in Spanish, Japanese and Portuguese, right now in second edition with more than 2000 units sold around the world).

## 8. Observations

- Academic information will be posted on the virtual campus and on the faculty's web site once it is available.
- PUNCTUALITY (respect for your time and that of others!) and active PARTICIPATION (of highest quality and building on the comments of your classmates) are two essential requirements for this course. Please arrive and be ready on time, turn off your cell phone, and do not leave the room during the class.
- We can cold-call you, so if you happen to be unprepared for a class, please tell us in advance so that we don't call on you.
- Identified cases of PLAGIARISM in individual or group submissions will lead to suspending the course.

This course aims to inspire and empower you to become an entrepreneur. Through a variety of cases, examples, readings, and hands-on experiences you can gain insights how entrepreneurs start and grow ventures. You will experience different approaches to becoming an entrepreneur taking into account high-opportunity costs, start-up costs, and high risks of failure. We will focus on major aspects of the founding process including the identification of promising business ideas, the evaluation of business opportunities, the development of business models, the preparation of a business plan, the creation of an entrepreneurial team as well as the financing and launch of the venture. Empowering means placing you in the driver's seat and equipping you with the knowledge, skills, and experiences to make your



aspirations become reality.