

Master Program in Hotel Business Management

Academic Year: 2017-2018

Teaching guide

Area: Master Thesis

Subject: Master Thesis

Period: Anual

Lecturers:

Mr. Joan Riera Calvo
Mr. José Manuel Caballero Ballesteros

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MODULE: MASTER THESIS

AREA: MASTER THESIS

SUBJECT: MASTER THESIS

CODE: MDEH16PFM

LANGUAGE: ENGLISH

YEAR: 1

PERIOD: ANUAL

CREDITS: 10 ECTS

1. Subject objectives

This course aims to inspire and empower you to become an entrepreneur. When you create a new company you have to integrate different disciplines, blending the basic functional dimensions of a company. This approach allows the participant to learn how to deal with the different approaches of possible consulting services. Through a variety of cases, examples, readings, and hands-on experiences you will gain insights on how entrepreneurs start and how ventures grow. You will experience different approaches to becoming an entrepreneur by taking into account high-opportunity costs, start-up costs, and high risks of failure. We will focus on major aspects of the founding processes 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. In addition, throughout the course we will examine the similarities and differences between starting a new, independent venture and entrepreneurial efforts made within an established organization.

The course is designed to present you with diverse insights and perspectives from various entrepreneurs, your fellow participants and from research. Empowering means placing you in the driver's seat and equipping you with the knowledge, skills, and experiences to make your aspirations become reality.

2. Competencies developed

Basic

B06 - knowledge and understanding that provide a basis or opportunity for originality in developing and / or applying ideas, often in a research context

B07 - students can apply their knowledge and their ability to solve problems in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study

B08 - students are able to integrate knowledge and handle complexity and formulate judgments based on information that is incomplete or limited, include reflecting on social and ethical responsibilities linked

to the application of their knowledge and judgments

B09 - students can communicate their conclusions and the underlying supporting knowledge and rationale to specialists and non-specialists in a clear and unambiguous way.

B10 - students must possess the learning skills that enable them to continue studying in a way that will be largely self-directed or autonomous

General

G01 - be able to search and manage information from sources in order to make decisions that contribute to achieving the objectives of the organization

Transversales

T01 - Develop interpersonal skills needed to manage multidisciplinary and multicultural teams

3. Content

Session 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 ? if and exiting it. .

Session 2: Project Team Management :During this session we will focus on the team project management process, showing the different techniques and tools. We will learn how to define and plan the project, as well as, talking about deployment, accomplishing the goals and milestones determined earlier. .

Session 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..

Session 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..

Session 5: PARTIAL PRESENTATIONS.

Session 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..

Session 7: Team management in projects: During the session we will focus on how to achieve a high performance team when you develop a project, as well as some other issues: - Features of the team - How to create high performance teams - How to manage these kind of teams .

Session 8: Elevator Pitch.

Session 9: PARTIAL PRESENTATIONS.

Session 10: New digital trends: During this session we will enhance in new digital trends applied to hospitality projects and tourism in general, as well as best practices..

Session 11: New trends in hospitality projects: During this session will enhance in new product and services trends applied to hospitality projects and tourism in general, as well as best practices..

Session 12: Pre-Opening and Start-up: In this session we will focus on how to plan the pre-opening and start-up of a hospitality business, considering the whole process, different elements and stages, as well as milestones..

Session 13: Corporate Entrepreneurship: During this session we will examine how innovative companies succeed in fostering an entrepreneurial culture and how a company (big or small) can promote a particular corporate entrepreneurship program. .

Session 14: Financing the venture: During this session we will focus on one of the most important and difficult activity when you develop a start-up, which is the financial strategy design (how much money will you need?, when will you need money?, and what kind of sources are you going to use (or are you going to try to use)? - Different financial sources: Business Angels, Venture Capital, Private Equity, etc. - Different financial strategies for the different steps or stages of the start-up - Learn to evaluate the financial needs of the project - Drivers of the negotiation process with potential investors - Approach to the valuation methods for start-ups .

Session 15: FINAL PRESENTATIONS.

4. Teaching methodology

Practical Exercises.

Case Studies.

Student Presentations (individual or group).

Plenary Lectures.

Readings.

Supervised Projects.

Working individually or in groups.

Virtual Tutorials.

5. Assessment activities

Regular examination call

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

Supervised project (Group - 40%)

Evaluated competences: B06, B07, B08, B09, B10, G01, T01

- **Final Business Plan Write-up (Jul, 04/2017)**

Supervised project (Group - 40%)

Evaluated competences: B06, B07, B08, B09, B10, G01, T01

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

Academic Work (Individual - 20%)

Evaluated competences: B06, B07, B08, B09, B10, G01, T01

Minimum required grade in all assessment activities: 50/100

Resit examination call

- **Final Business Plan Write-up**

Supervised project (Individual - 100%)

Evaluated competences: B06, B07, B08, B09, B10, G01, T01

Repeating students without attendance: regular examination call

- **Final Business Plan Write-up**

Supervised project (Group - 100%)

Evaluated competences: B06, B07, B08, B09, B10, G01, T01

Repeating students without attendance: resit examination call

- **Final Business Plan Write-up**

Supervised project (Group - 100%)

Evaluated competences: B06, B07, B08, B09, B10, G01, T01

Follow-up meetings

Week 3

Week 7

Week 13

6. Bibliography

Mandatory readings

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

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

Recommended readings

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.

Kawasaki, G., (2004): The art of the start. New York: Portfolio.

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

Davidson Frame, J. (1987). *Managing Projects in Organizations*. San Francisco: Jossey-Bass Inc.

Dinsmore, Paul (1990). *Human factors in project Management*. New York: AMACOM American Management Association.

Drudis, Antonio (1992). *Planificación, Organización y Gestión de Proyectos*. Barcelona: Ediciones Gestión 2000.

<http://www.banespyme.org> ? videos of Spanish entrepreneurs <http://www.barcelonactiva.es> ? the website of the Local Development Agency of Barcelona City Council (Entrepreneur?s attention service) <http://www.evca.com> ? European Private Equity and Venture Capital Association <http://www.fastcompany.com> ? the internet home of Fast Company Magazine featuring innovative ideas, people, and companies <http://money.cnn.com> ? the Internet home of Fortune, Business 2.0 <http://www.bplans.com> ? resources on business plans <http://www.ted.com/talks> - videos with inspiring ideas <http://ecorner.stanford.edu/> - Stanford University?s Entrepreneurship corner <http://lessons-from-history.com/history-project-management/history-project-management-page> <http://www.pmi.org> (Project Management Institute) <http://www.apm.org.uk> (Association for Project Management) <http://www.ipma.ch> (International Project Management Organisations)

7. Lecturer/s

Mr. Joan Riera Calvo (Head lecturer) - 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

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

Twitter: @riera_joan

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

Mr. José Manuel Caballero Ballesteros - josem.caballero@htsi.url.edu

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.