

# Máster en Dirección de Empresas Hoteleras

Curso: 2019-2020

## Guia docente

Materia: Proyecto final de máster

Asignatura: Proyecto final de máster

Periodo: Semestre 2

Profesores:

Sr. Joan Riera Calvo

Publicación para el uso exclusivo de la Facultad de Turismo y Dirección Hotelera Sant Ignasi (Universitat Ramon Llull)

No se permite su reproducción total o parcial

---

MÓDULO: PROYECTO FINAL DE MÁSTER  
MATERIA: PROYECTO FINAL DE MÁSTER  
ASIGNATURA: PROYECTO FINAL DE MÁSTER  
CÓDIGO: MDEH18PFM  
IDIOMA: CASTELLANO  
CURSO: 1  
PERIODO: SEMESTRE 2  
CREDITOS: 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

### **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

## 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 ? if and exiting it. .

Sesión 2: 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 .

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: 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..

Sesión 6: Project Management :During this session we will focus on the 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. .

Sesión 7: PARTIAL PRESENTATIONS.

Sesión 8: Elevator Pitch.

Sesión 9: 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..

Sesión 10: 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..

Sesión 11: PARTIAL PRESENTATIONS.

Sesión 12: 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 .

Sesión 13: FINAL PRESENTATIONS.

## 4. Teaching methodology

**Ejercicios prácticos.**

**Estudio de casos.**

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

**Exposición del profesor.**

**Lecturas.**

**Proyecto tutorizado.**

**Trabajo individual o en grupo.**

**Tutorías presenciales o virtuales.**

## 5. Assessment activities

### **Convocatoria Ordinaria**

#### **• Business Plan Final Presentation (Jun, 21/2019)**

Proyecto tutorizado (Grupo - 40%)

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

#### **• Final Business Plan Write-up (Jun, 21/2019)**

Proyecto tutorizado (Grupo - 40%)

Competencias evaluadas: 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)**

Trabajo académico (Individual - 20%)

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

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

### **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

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

- **Final Business Plan Write-up**

Proyecto tutorizado (Grupo - 100%)

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

### **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.

Blank, S. 2013. ?Why the lean startup changes everything.? 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)

### Lecturas recomendadas

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

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

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.

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

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.

Websites: <http://www.mit50k.net/entrant/resources.php> <http://www.eventuring.org> <http://www.forbes.com>  
<http://www.businessweek.com> <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** (Profesor titular) - [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 "IMPULSO: Las 5 palancas para activar el intraemprendimiento". He is also a speaker at innovation and entrepreneurship forums.

He has considerable professional experience in international settings, including the UK, the US and Spain. Joan founded 8 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 20 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)

[www.EmprendeTuPropiaAventura.com](http://www.EmprendeTuPropiaAventura.com)

[www.LibroImpulso.com](http://www.LibroImpulso.com)

Twitter: @riera\_joan

## 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.