

(Introduction to) Intra-Entrepreneurship

Course details

Course Code:

Course Director: Òscar Santos-Sopena

Course Lecturer: Claudio Feijóo

Course Guest Lecturers: Joan Rodríguez, Laura Millán, Cristina Armuña (tbc), Òscar Santos

Students: Undergraduate students & Master students

Language: English

Teaching hours: 20+

ECTS: 3

When: March – April 2020

Teaching Method: Practical approach with cases and workgroup projects

Pre-requisite: Interest in entrepreneurship and innovation

Location: ETS de Ingeniería y Diseño Industrial. Ronda de Valencia, 3, 28012 Madrid

Room: TBA

Summary – Course description

After completion of the course, students are expected to understand and be able to use a number of very practical methods to manage innovative projects within a company or organization and/or to pursue their own intra/entrepreneurial endeavours following new approaches.

This subject is derived from the idea that the new methods originated in the entrepreneurial arena in the last decade can be extremely useful for managers and intrapreneurs. These methods facilitate a better understanding of the customer and an ability to rapidly adapt any theoretical project to realistic metrics. These new methods acknowledge the fact that innovation and business models are created in a learning process, and that innovation can be “engineered” to increase the chances of success.

The course consists of several parts; creative (design) thinking to look for ideas, re-shaping of ideas for them to become project proposals, value proposition, experiment design, and use of tools and methodologies such as business model canvas and lean start-up. The course will emphasize the practical side of the tools and will introduce related key concepts on the innovation / intra / entrepreneurial ecosystems with a particular focus on Spain and the opportunities related to China / Shanghai.

During the course, students will team-work in a practical project of their own that will be presented, discussed and evaluated in a final pitch session. The project will consist in an intrapreneurial approach to university life.

Objectives and requirements

This is a practical under/graduate level course on tools and methodologies for managers and innovators based on new developments in entrepreneurship.

There are four major objectives of this course: (i) to provide students with some conceptual and practical tools to improve their management skills on innovative projects; (ii) to provide students with the general rationale and ordered logical steps when launching an intra/entrepreneurial project of their own; (iii) to know the basics on how to present and defend a successful intra/entrepreneurial project; (iv) to provide hands-on knowledge on tools, methods and upcoming opportunities of interest to be applied in a project to be developed through the duration of the course.

Sessions will include work on projects to be developed and discussed during the classes. Therefore, it is highly recommendable to bring a laptop or tablet with basic applications (word processor, presentation software, spreadsheet) and internet connection. Students are also requested to read the references assigned to each session and to provide results for the assignments.

All course materials will be available on the Schoology platform upon the start of the course.

Programme & Schedule

NB: This is a tentative programme. The topics are indicative. Program might be modified depending on the interest of students about the subjects covered, on the level and depth of the discussion, and on the availability of the possible invited lecturers.

In addition to classes, the students will be encouraged to participate in innovation / entrepreneurship related events that will be announced during the classes.

Also, this course can be used as an introduction to ActúaUPM program in Madrid. Students will be encouraged to participate in the program.

Similarly, this course can be used as an introduction to the incubation program launched by UPM in Shanghai, China. Students interested in China will be encouraged to participate in the program.

Week	Schedule	Hours Starting at 19.00	Subjects	Content
1	Thur 5-3	2	Introduction to the course	Theoretical background: the increasing relevance of innovation/open innovation/intra/entrepreneurship. Course description. Presentation of the students. Initial idea (individual assignment)
	Fri 6-3*	2	Idea market	Design Thinking. Team assignment. Ideation, reshaping.
2	Thur 12-3	2	Business idea environment	DNA of a start-up. Value proposition canvas
	Fri 13-3	2	Value proposition	
3	Thur 26-3	2	Testing & experimenting.	Experiment board. Customer development. Validated learning. Minimum viable product. Product-market fit
	Fri 27-3	2		
4	Thur 2-4	2	Business models	
	Fri 3-4	2	Lean Canvas	
5	Thur 16-4	2	Preparing the pitch	How to. Pre-mortem analysis. Beyond the pitch
	Fri 17-4	2	Into the pitch	How to communicate. Graphic content. Pitch rehearsal
6	Thur 23-4	3	Demo day	Workshops (pitch) for presentation and discussion of results of workgroups projects

* Starting at 19.00

Documentation

Each of the sessions of the programme will have specific documentation, including selected references to research further into the topic.

In addition, for some of the sessions some publicly available documents will be delivered to the students as readings before the session.

All the documentation will be uploaded in Schoology as well as a discussion forum and evaluation of assignments. Code for the course will be announced in the wechat group for the course.

The wechat group will be launched during the first class.

References and reading material:

- [1] Blank, S. (2013). Why the Lean Start-Up Changes Everything. Harvard Business Review, (May), 3–9.
- [2] Osterwalder, A., Pigneur, Y., & Clark, T. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken, NJ: Wiley.
- [3] Blank, S., & Dorf, B. (2012). The startup owner's manual. K&S; Ranch.
- [4] Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Random House LLC.
- [5] Feld, B., Mendelson, J. (2016). Venture deals: Be smarter than your lawyer and venture capitalist. Wiley

Evaluation criteria

The evaluation will be based on the individual assignments and teamwork:

- Individual assignments: 40%
- Teamwork (including pitch): 40%
- Contributions / Attendance during classes: 20%

The criteria for evaluation will be:

- Understanding of the concepts explained
- Ability to apply them in an actual strategic setting
- Contributions to discussion
- Thinking outside the box

About the lecturer

CLAUDIO FEIJÓO holds an MSc and PhD in Telecommunication Engineering and an MSc in Quantitative Economics. He is full professor at the Technical University of Madrid (UPM) where he researches on the future socio-economic impact of emerging information society technologies, in particular, from an ultra-broadband, mobile and content perspective. Since 2014 he lives in Shanghai, where he serves as Co-Director of the Sino-Spanish Campus at Tongji University in Shanghai and, as well, Director for Asia at UPM. He has been guest lecturer at IE Business School on digital business and disruptive ICT, and he is a member of the board of the International Telecommunications Society. He also spent two extremely nice years working at the Institute for Prospective Technological studies of the European Commission. He has run marathons, travelled across the Kalahari, Syrian and Australian deserts, wrote a couple of books on independent rock music, and help launch more than fifteen startups. He is currently involved as mentor in three startups between Europe and Asia (China) covering social media, the music industry and AI for all. He is also a serial intrapreneur with a long track on new education programs with a focus on multidisciplinary domains and innovation. He is particularly proud of having worked with –and getting grants and salaries for– more than 150 brilliant students from across the world and from different engineering, architectural, economic, and social sciences background.

About the guest lecturers

JOAN RODRÍGUEZ After obtaining his master degree in Aeronautical Engineering from Universidad Politécnica de Madrid (UPM), Joan Bruno oriented his career into the study, development and application of Design Methods, positioning conceptual design as a key driver for innovation. The need of attaining integrative visions stimulates his basic research, in which he constantly looks for new connections that link creativity, science and technology from a humanist perspective. As a practitioner, he has been responsible for the development of conceptual design methods in Altran, speaker in international conferences, advisor for the creation of innovation teams, and lecturer at Technical University of Madrid (UPM). As a PhD researcher, he has visited the College of Design & Innovation of Tongji University in Shanghai. In the field of social innovation, he has created several projects, using Design Methods as a natural complement to creativity. In his research, Joan Bruno intends to establish new relations between the art of Design Thinking and the practice of engineering formulation. He is passionate about discovering new cultures and knowledges, that remind him the need of amplifying our perspectives to face inspiring challenges.

LAURA MILLÁN is an industrial design engineer from UPM. She holds a master in international leadership and her main research is about design methodologies applied to business models. She currently manages the Xiji Incubator, an incubator for foreign companies based in Tongji, Shanghai.

CRISTINA ARMUÑA is Telecom Engineer and Master in City Sciences by the Technical University of Madrid. After several years working for Management Solutions as bank consultant, she managed the Networks Deployments area at the Spanish Association of Telecom Operators. In 2014 she started her freelance career as Telecommunications, Media and Technology consultant. She has continued linked to the Academia, currently she mentors projects in the 101 Entrepreneurship UNED program and she is doing her PhD Research on human capital in entrepreneurship ecosystems.

ÓSCAR SANTOS-SOPENA holds a B.A., and M.A., in Foreign Languages and Literatures (English) from Universidad Complutense (Spain), a M.A., in Spanish Language and Literature from The Catholic University of America (Washington, D.C.), a Ph.D., Spanish Language, Literature, and Culture - Comparative and Cultural Studies from University of Maryland - College Park, and a Certificate in Arts Administration from New York University (NYU). He organizes international and educational programs, coordinates cultural events, and designs communication, social media and digital marketing strategies to promote several international students' services and arts management initiatives. As an educator, he holds a very active research agenda in using technology in language, culture, history, film, and literature higher education courses and Applied Linguistics. He is interested in Online, Blended-Hybrid, and e-Learning courses.