

Partner University		ESACE Business School																							
Degree																									
Code		Name	Management and Entrepreneurship Summer School																						
ECTS	7	Year	1	Semester	2	Character																			
Pre-requisites																									
Objectives		This program aims to provide the students with the necessary concepts and tools so they can understand the key issues to successfully manage innovation and how to tackle and prepare a business plan or a business case.																							
Learning outcomes		<p>On successful completion of this course, it is expected that the students will be able to:</p> <ul style="list-style-type: none"> • Show a deep understanding on how companies create and deliver value to society, how they do it in a competitive landscape and how they capture part of that value for the organization itself; • Know how to manage the resources of the company: material, human, financial and knowledge. • Get acquainted with all the stakeholders surrounding the company: owners, employees, suppliers, customers, Administrations and society as a whole. • Participate effectively and efficiently in the process of generating new businesses; • Generate new business ideas, evaluate them, and design business models that will make them viable; • Generate Business Plans that will help quantify entrepreneurial projects and implement them. • Know how to look for and obtain the necessary financial resources to make the new venture a reality from financial institutions, risk investors and grant and subsidies. 																							
Course main content		<p>This course and its contents are designed around the concept of a new tech-based entrepreneurial venture, specialty in the areas of sustainable energy.</p> <p>Starting a new business includes a different array of tasks and operations. An overview of the process of identifying an opportunity, turning an idea into a product or service and making a business out of it will help the mind behind the invention to understand the whole process that starts once the discovery has been made.</p> <p>In general, scientists and others engaged in the development of new knowledge are not usually the ones running the start-ups, as they are more focused on research than the development of new ventures, but their participation in the process will greatly improve the ratio of new inventions turned into new product or services.</p> <table border="1" data-bbox="427 1592 1441 1908"> <thead> <tr> <th>Subject</th> <th>Teacher</th> <th>Hours</th> </tr> </thead> <tbody> <tr> <td>Management and Strategy</td> <td>Xavier Ferras</td> <td>4</td> </tr> <tr> <td>Marketing for scientists/ technologist entrepreneurs</td> <td>Ignasi Guitart</td> <td>16</td> </tr> <tr> <td>Creative Thinking & Innovation</td> <td>Lotta Hassi</td> <td>12</td> </tr> <tr> <td>New Product Development and Service Innovation</td> <td>Ivanka Visnjic</td> <td>8</td> </tr> <tr> <td>Entrepreneurship</td> <td>Jordi Vinaixa</td> <td>16</td> </tr> </tbody> </table>						Subject	Teacher	Hours	Management and Strategy	Xavier Ferras	4	Marketing for scientists/ technologist entrepreneurs	Ignasi Guitart	16	Creative Thinking & Innovation	Lotta Hassi	12	New Product Development and Service Innovation	Ivanka Visnjic	8	Entrepreneurship	Jordi Vinaixa	16
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Four weeks, with a total of 108 hours.

Management and Strategy – 4h

The aim of this module is to introduce a global overview on management discipline through its main milestones, which helped to structure its knowledge and practice. It also provides an approach to strategy and strategic thinking to students.

The main objectives of the course are:

- Review of main management principles
- Understand what is strategy and which are its main practical aspects
- Provide a useful insight and frameworks for strategy formulation
- Presenting a key skill for entrepreneurs and manager: strategic thinking

Key takeaways:

- Management and its main axis: strategy and leadership; market, customer and sales; operations and processes; systems, development and people
- Main milestones in management history
- What is strategy
- Strategic analysis: environment; market and competition; sector; stakeholders; value chain
- Strategy design: business model and value proposition; innovation and change; strategy assessment

Creative Thinking & Innovation - 12 hours

The aim of this program is first to take students out of their comfort zone and to train them to think in a different way to how the majority of us have been trained to cope with problems. To achieve that, the class will start by learning how to look at things differently (seeing the world through new glasses) and to break patterns and mental paradigms deeply rooted in our minds which under normal circumstances allow us to have a stable, comfortable, efficient and organized life but are not of much help – rather quite the reverse because they block, restrict and even strangle us, when the world surrounding us changes dramatically.

Second, students will understand where companies get their ideas from (the six sources of ideas and hence of innovation) discovering what the secret to spark imagination is!

Third, students will learn how Design Thinking (a methodology broadly used by creative people and by a myriad of companies like P&G, GE, HP among others and being promoted by governments such as Finland, Singapore, etc, that will be used to complement the traditional Analytical Thinking) might help students to cope with business problems of any kind more creatively that converts trade-offs (all those situations for which we say there is no solution or that they are just impossible!) into trade-ons exploring a new range of unplanned possibilities.

Key takeaways

- Leveraging your unexploited creativity to improve your innovative skills.

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- Where do ideas come from? and the secret to spark imagination.
- Innovation through Design Thinking. What are we talking about?! (from observation to insights and from there to disruptive solutions).

Entrepreneurship - 16 hours

This module seeks to continue inspiring the participants with the vibrant world of entrepreneurs and entrepreneurship.

The objective of this course is to assist you in the founding process of an start-up:

- 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, and
- obtaining the financing backing to launch it

Key takeaways

- Finding and Evaluating Business Opportunities
- From Idea to Business Model
- The Business Plan
- Corporate Entrepreneurship
- Pitching Marathon

Marketing for Scientists/ Technologist Entrepreneurs - 16 hours

When marketing meets technology, or technology meets marketing, there is a rocky and bumpy road ahead: each party uses its own language and concepts, and when shared it appears that they do not share the sense, each one its own interpretation. However, marketing is more than a tool useful only to train value added resellers, it is what turns something good into unique by detecting the opportunities in the market.

The objective of this course is to help students changing some preconceived – and wrong – ideas about marketing and to understand that marketing is perfect for:

- Detecting the market opportunities
- Defining the entry strategies in the market
- Set up the strategic framework, by identifying and selecting the target market and building up the positioning strategy
- Turn products and services into satisfactors, by the mean of the marketing mix decisions (product price promotion and placement)

Key takeaways

- Marketing: what it is and what it has never be. The concept, the perspective.
- Orientations: from technology push to market pull. From the past vs backwards from imagination, the vision and the ideal
- The market as a driver
- Strategic marketing: The reference market. Segmentation, individuals and corporations. Positioning
- Market lifecycle: the market, the solution, the product
- Innovation as a new satisfactor of old needs, already covered

Entrepreneurial finances - 16 hours

This session will be dedicated to one of the most challenging and difficult activities that an entrepreneur must embark upon: understanding the financial needs of the venture. The entrepreneur must carefully prepare the financial plan, estimate the cash flow and determine the financial needs and value of the new company. During the session different sources of financing available for the entrepreneur will be analyzed.

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The objective of this course is to learn the basics tools for financing a start-up:

- what is venture capital and what are they looking for
- who are the business angels and how to reach them
- the critical analysis of a business plan from an investors perspective
- the key facts of preparing a financial plan
- what are the term sheets and how to negotiate them
- how to harvest the venture

Key takeaways

- Introduction to venture capital and business angels
- Screening and analysing a business plan: the investors perspective
- Valuation of start-ups
- Negotiating a term sheet
- The exit

Managing IPR - 8 hours

This session will explore IP Projection and other legal aspects for the new venture.

The following aspects will be treated:

- **What is Intellectual Property (IP) about** - Protection against imitation of information associated to economic investment. Different IP rights (IPR) for protecting different kinds of information, with different durations and characteristics. Right of priority. Intangible assets that can be transferred.
- **Copyright and 'Neighboring Rights'** - Protection of all kind of creative works, including computer programs and databases. Conflicts related to internet.
- **Trademarks (National, 'International' and Community)** - Protection of distinctiveness. Absolute and relative prohibition to register. Counterfeits as criminal offenses.
- **Protected Designation of Origin and Protected Geographical Indications** - IPR without private owners, sometimes in conflict with trademarks.
- **Protection against unfair competition** - An automatic but little-known IPR. Protection of 'Trade Dress' and more.
- **Industrial Designs (National, 'International' and Community)** - Protection of external appearance, separated from function.
- **Trade Secrets and Know-How** - Protection of technology, keeping it confidential. Know-how licensing.
- **Patents and Utility Models** - Protection of technology with public titles. How a discovery gives rise to a patentable invention. What to do first when you think you have a patentable invention. Innovation vs. invention.
- **Patents as information source** - How to use patent documents as a source of technological information. How to find patent information
- **Patent drafting** - What can be patented, and what is worth to be patented. Types of claims. How to draft a patent application with the help of a patent expert.
- **Patent filing and prosecution** - Which are the requirements that a claim must fulfill to be valid and enforceable. Prior art searching. Priority filings. Territorial extension of patent rights: PCT, national and European applications. Granting and maintenance.
- **Patent enforcement** - Jurisdictions. Scope of protection and prohibited acts. Direct infringement and contributory/induced infringement. Resolution of conflicts: litigation and arbitration. Infringement lawsuits. Nullity actions and oppositions. Preliminary injunctions.
- **Making money out of patents and know-how** - Inventorship and ownership. Negotiating technology transfer. License-, purchase and option agreements. Secrecy and material-transfer agreements.

- **Patents and entrepreneurship:** Pharma patents to exclude the competition. Biotech patents for survival. University patents as a source of royalty income. Electronics patents as bargaining chips. Individual-inventor's patents as lottery tickets. Patents at small and medium-sized enterprises (SME).

New Product Development and Service Innovation - 8 hours

This course is designed to provide broad and encompassing understanding of what innovation represents and how it unfolds in the companies. The course consists of two lectures of 4 and 4 hours, respectively. First part starts with the introduction to innovation, followed by a more traditional view of R&D-based innovation that represents an innovative backbone of product companies. In the second lecture we evolve towards less explored types of innovation, such as service or business model innovation, that are becoming a crucial source of competitive advantage for ever-growing service sector.

While the course aspires to deliver a broad brush of all relevant areas of innovation management, more focus will be put on the areas that will give students practical insights. For example, we will put emphasize on questions such as How to diagnose firm's innovation strategy? How are innovation efforts organized and managed? What type of innovation would add value in a given industrial setting or environment? How do you innovate on ongoing basis?

To summarize, the course aims to provide students with the overview of all relevant topics in innovation management for product and service companies alike, with in-depth treatment of areas that require critical action of companies' top and middle management.

Key takeaways

- Understand 'what', 'why' and 'who' of innovation management
- Understand 'how' innovation strategy is designed and implemented
- Distinguish between different types of innovation and 'where' they appear
- Gain ability to form an opinion around different innovation topics
- Begin to cultivate ongoing interest for innovation and innovative mindset

Managing and Leading High Performance Teams - 8 hours

In this session participants will be lead through a series of lively discussions and group activities centered on the importance of self awareness in entrepreneurial leadership. Personal value systems, learning styles, communication styles, and influencing styles will be explored and insight will be provided as to how knowledge of one's unique package of styles can be transformed into a skill set of leadership tools for igniting and sustaining high performing entrepreneurial teams.

Main objectives:

- **Self Awareness:** Introduce the importance of Self Awareness issues in today's global business environment in order to succeed as an entrepreneur.
- **Framework for the Development of Leadership Skills:** Consider a framework and specific skills for managing oneself and entrepreneurial teams in the midst of rapid change..
- **The Art of Persuasion:** Provide data via assessment tools and theoretical input for the participant to reflect upon and identify his/her own communication, influencing styles, and emotional Intelligence competencies, as well as those of others, and how to apply this knowledge to the creation and management of entrepreneurial teams.
- **Move** beyond general discussions of values to a focus on how specific values enable you and your team to deliver results with a specific focus on what it means to value teamwork

Managing Growth - Operations Management - 8 hours

The purpose of this course is to review the issues that operations managers face and the decisions and actions that are required to manage operations well: Therefore, this course provides a set of frameworks, analytical tools and concepts needed to design, implement and execute operating strategies.

Main objectives are:

- Examine the main aspects of Operations Management ranging from operations strategy design to its execution, in both manufacturing and service companies, stressing its importance in shaping competitive advantage.
- Provide methods and techniques to facilitate decision-making in the field of operations in a variety of business situations.
- Read, analyse and discuss case studies and selected reading material relevant to exemplify the theoretical concepts introduced in class.
- Stimulate critical thinking on emerging concepts and ideas in the field of operations.

Key takeaways

- Operations Management in a Competitive Environment
- Operations Strategy in Manufacturing and Services
- Planning & Control Capacity
- Lean Systems
- Manufacturing/Service Quality
- Sustainability

Personal and professional skills: Public Presentation of Projects - 8 hours

This module seeks to help participants improve their presentations techniques in preparation for the final pitch. Participants should come to class with the beginnings of their presentation and along the session we will look at different techniques and methods to make their pitch more effective.

The objective of this session is to help participants make their presentations more effective by:

- increasing awareness of the importance of the audience
- providing an effective framework for opening a presentation
- explaining ways of making content more memorable
- providing different techniques for relating to the audience and reducing nervousness
- making recommendations on body language and use of voice
- suggesting ways of maximizing team use
- providing a framework for concluding a presentation

Areas covered in the session will include:

- Considering Audience
- Opening
- Making it memorable
- Connecting with the audience
- Delivering
- Working as a Team
- Concluding

Pitching (to investors) - 4 hours

One definition of Entrepreneurship is the capability that some people, the entrepreneurs, have to find opportunities and turn them into profitable businesses using resources that are not under their direct control.

	<p>If the entrepreneur has to be capable of convincing whoever controls a resource that he might need for his new venture, the ability to present, to “PITCH”, his project is a key asset that the entrepreneur has to have.</p> <p>The main objective of this session is to provide the participants with the opportunity to practice with the presentation of the project, business idea, opportunity, model and plan, they have to work on during the program.</p> <p>Key takeaways:</p> <ul style="list-style-type: none"> • How to use the tools and the available space when “pitching” a project • What to do to capture and maintain the attention of the audience • What is the relevant information for the people in the audience to decide to invest in the entrepreneur’s new venture.
Methodology	<p>In most of the sessions, the learning experience is based on a range of teaching methods that seek to foster understanding of the entrepreneurial process and the development of entrepreneurial skills among the participants, such as case discussions, theoretical presentations, self-directed learning based on recommended readings, role play, teamwork. In the case of the Creative Thinking module, the methodology used is known as experiential learning; a mix between Analytical Thinking and Creative Thinking which will be applied forming multidisciplinary teams with the objective of identifying new opportunities from insights and generate novel solutions.</p> <p>In the case of “Marketing for scientists”, the learning experience blends both concepts and real experiences. Case discussions and theoretical presentations, plus reading to stimulate mixing tech and marketing scopes will be on the plate.</p> <p>In the “ Managing and Leading High Performance Teams” session participants will be lead through a series of lively discussions and group activities centered on the importance of self awareness in entrepreneurial leadership. Personal value systems, learning styles, communication styles, and influencing styles will be explored and insight will be provided as to how knowledge of one’s unique package of styles can be transformed into a skill set of leadership tools for igniting and sustaining high performing entrepreneurial teams. To stimulate learning and discussion, the instructor will guide participants through a step-by-step interpretation of the Kolb Learning Style Inventory as well as a variety of in-class activities in a highly participative, positive, creative, and energetic class environment.</p> <p>The “Pitching” session will be half-lecture/half-workshop in which different techniques or concepts will be presented one by one and participants will be given time to work with their partners immediately after each point to see how they can incorporate these concepts into their final pitch. After covering all of the material, time permitting, participants will rehearse their whole presentation, polishing up the complete package.</p> <p>In all sessions, interested participants will be challenged to expand their knowledge beyond class-work through self-directed learning based on recommended readings.</p>
Bibliography	
Evaluation mechanisms	<p>Assessment</p> <p>Students will be evaluated by:</p> <ul style="list-style-type: none"> • An individual evaluation of all the subjects/modules of the program using a multiple choice quiz. This evaluation will also take into account their attendance and participation in the activities developed: debates, case studies, business games resolutions, etc. (50% of the final grade) • The students will be asked to work in teams during the program. Each team will have to look for a business idea, evaluate the idea to see if it is a real business opportunity, design a business model to make the opportunity feasible and to quantify and plan the development of the new business. This work will be gathered in a paper that will be delivered by the end of the program (40% of the final grade), and will be publicly

	presented to teachers during the last day of the program (10% of the final grade). Examination: Quiz: One assessment session on July 25 th , and project presentations on July 26 th .
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