



# ESCUELA TÉCNICA SUPERIOR DE INGENIERÍA GENERAL SPECIFICATIONS

2025-26

## MÁSTER UNIVERSITARIO EN INGENIERÍA INDUSTRIAL

### Subject Data

<b>Name:</b>				
CREACIÓN DE EMPRESAS				
<b>English name:</b>				
ENTREPRENEURSHIP				
<b>Code:</b>		<b>Type:</b>		
1140328		Elective		
<b>Hours:</b>				
	<b>Total</b>	<b>In class</b>	<b>Out class</b>	
<b>Time distribution</b>	125	50	75	
<b>ECTS:</b>				
<b>Standard group</b>	<b>Small groups</b>			
	<b>Classroom</b>	<b>Lab</b>	<b>Practices</b>	<b>Computer classroom</b>
4	1	0	0	0
<b>Departments:</b>		<b>Knowledge areas:</b>		
Dirección de empresas y marketing / Business management and marketing department		Organización de Empresas / Business organization		
<b>Year:</b>		<b>Semester</b>		
2°		2°		

## ANEXO I

**TEACHING STAFF**

<b>Name:</b>	<b>E-mail:</b>	<b>Telephone</b>
Nuria Toledano Garrido	toledano@dem.uhu.es	959 21 75 39

**Others Data (Tutoring, schedule... )**

Tutoring: Tuesday and Wednesday: 15:30h-17:30h; Thursday: 9:30h-11:30h. Desk. ETSI-037

**SPECIFIC INFORMATION OF THE COURSE****I. Contents description:**

## I.1 In English:

Fundamental notions of enterprise and entrepreneurship: purpose and perspectives. Types of enterprises (traditional, social, etc.). Business models. Generation, evaluation and development of business ideas (products/services).

## I.2 In Spanish:

Nociones básicas de empresa y emprendimiento: propósito y perspectivas de aproximación. Tipos de empresas (convencionales, sociales, etc.). Modelos de negocio. Generación, valoración y desarrollo de ideas de negocio (productos/servicios).

**2. Background:**

## 2.1 Situation within the Degree:

To complement the professional profile and competences of the industrial engineer with entrepreneurial competences, so that they can develop and put into practice the entrepreneurial spirit in any context in which they find themselves (as entrepreneurs or intra-entrepreneurs).

## 2.2 Recommendations

None

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### 3. Objectives (as result of teaching, or skills or abilities and knowledge):

Once the subject has been taken, students are expected to have fostered their entrepreneurial spirit, to know the different strategic approaches to develop a business idea and validate it, and to know the challenges faced by entrepreneurs when starting up their business project, as well as the possible solutions.

Students are also expected to understand the basic notions of business and entrepreneurship: purpose and perspectives of approach; types of companies (conventional, social, etc.); business models; as well as the elements related to the generation, assessment and development of business ideas (products/services)

### 4. Skills to be acquired

#### 4.1 Specific Skills:

HD29: Upon completion of the course, students are expected to have developed their entrepreneurial mindset, to be familiar with different strategic approaches for developing and validating a business idea, and to understand the challenges faced by entrepreneurs when launching their business project, as well as possible solutions to overcome them.

#### 4.2 General, Basic or Transversal Skills:

COM02: Students should be able to apply the knowledge acquired and their problem-solving skills in new or unfamiliar settings within broader (or multidisciplinary) contexts related to their field of study.

COM09: Ability to carry out research, development, and innovation in products, processes, and methods.

COM13: Ability to apply the knowledge acquired and solve problems in new or unfamiliar environments within broader and multidisciplinary contexts.

COM15: Ability to manage the information acquired appropriately, demonstrating advanced knowledge and, in the context of scientific and technological research or highly specialised settings, a detailed and well-founded understanding of theoretical and practical aspects, as well as of working methodologies in their field of study.

COM16: Ability to master one's academic and professional development, having acquired sufficient autonomy to participate in research projects and scientific or technological collaborations within their field, in interdisciplinary contexts and, where appropriate, with a strong component of knowledge transfer.

COM17: Ability to develop a permanent attitude and aptitude for the pursuit of excellence in academic work and in future professional practice.

### 5. Training Activities and Teaching Methods

#### 5.1 Training Activities:

- Theory sessions on the contents of the programme.
- Problem Solving Sessions
- Field Sessions on the Industrial Reality
- Activities Academically Directed by the Teaching Staff: seminars, lectures, work development, debates, group tutorials, etc. development of works, debates, collective tutorials..
- Assessment and Self-Assessment Activities
- Individual/Autonomous Student Work

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### 5.2 Teaching Methods:

- MD1 Participatory Master Class
- MD4 Problem solving and practical exercises.
- MD5 Individual or group tutorials. Direct teacher-student interaction
- MD6 Proposal, execution, tutoring and presentation of assignments.
- MD8 Assessments and Exams

### 5.3 Development and Justification:

Academic theory sessions: presentation of the basic concepts and issues of the subject.

Presentations and discussion on business initiatives, their problems and resolution. Work related to cases of successful companies.

Specifically, the different teaching methodologies will enable the following competences to be acquired: Participative master class (COM02); problem solving and practical exercises (COM13); individual or collective tutorials (COM09). Direct teacher-student interaction (COM17); proposal, carrying out, tutoring and presentation of work (COM15); evaluations and exams (COM16, HD29).

## 6. Detailed Contents

1. Entrepreneurship as an Economic and Social Phenomenon
  - The art of starting: why undertake an entrepreneurial journey?
  - What do we mean by “entrepreneurship”?
  - Key elements (factors/agents) involved in business creation
  - Ethical and reflective dimensions of entrepreneurship
  - Value proposition generation: creating impact (economic, social, and environmental)
2. The Entrepreneurial Process and Key Tools
  - Idea generation and design: product, service, and user experience
  - Approaches to the entrepreneurial process: causal logic vs. effectual logic
  - Tools to build and validate emerging business models:(Business Model Canvas, Lean Startup, Lean Canvas, Elevator Pitch)
3. Entrepreneurial Context, Ecosystem, and Types of Entrepreneurship
  - Entrepreneurial culture: social, institutional, and cultural factors
  - Key actors: incubators, accelerators, and support networks
  - Types of entrepreneurship: traditional, startups, social, environmental, responsible, and collaborative entrepreneurship
  - European and local perspective: (Global Entrepreneurship Monitor – GEM, Erasmus for Young Entrepreneurs)
  - Case studies: success and failure stories

## ANEXO I

### 7. Bibliography

#### 7.1 Basic Bibliography:

- Aulet, B. (2024). *Disciplined Entrepreneurship: 24 Steps to a Successful Startup, Expanded & Updated*. John Wiley & Sons.
- Carreyrou, J. (2020). *Mala Sangre. Secretos y mentiras en una StartUp de Silicon Valley (Bad Blood: Secrets and Lies in a Silicon Valley Startup, 2018)*. Capitan Swing. Ebook.
- Liñan, F., Toledano, N., Figueroa, I. J., Trujillo, E. C., & Quintero, A. D. (2025). *Informe GEM. Provincia de Huelva. 2023-2024*. Editorial Universidad de Huelva.
- Okuogume, A., & Toledano, N. (2024). Co-creation in sustainable entrepreneurship education: lessons from business–university educational partnerships. *Sustainability*, 16(6), 2272.
- Toledano, N y Díaz Blanco, M.J. (2024). Valorización sostenible de subproductos orgánicos en la bioeconomía circular: Análisis exploratorio basado en el modelo Lean Canvas. *C3-BIOECONOMY: Circular and Sustainable Bioeconomy*, 2024, no 5, p. 11-32.
- Urbano, D. y Toledano, N. (2008). *Invitación al emprendimiento. Una aproximación a la creación de empresas*. Editorial UOC. Barcelona.

#### 7.2 Additional Bibliography:

- Audretsch, D. B., Sörensson, A., & Lundström, A. (Eds.). (2025). *Entrepreneurship, Sustainability and Social Responsibility: The Importance of Agenda 2030*. Springer.
- Brown, E., y Farrell, M. (2021). *The cult of we: Wework, Adam Neumann and the great startup delusion*. Kindle Edition.
- Diamandis, P. H., & Kotler, S. (2015). *Bold: How to go big, create wealth and impact the world*. Simon and Schuster.
- Harvard Business Review. (2018). *The Harvard Business Review Entrepreneur's Handbook. Everything you need to launch and grow your new business*.
- Isaac, M. (2019). *Super pumped: The battle for Uber*. W. W. Norton & Company.
- Lavingia, S. (2012). *The minimalist entrepreneur. How great founders do more with less*. Portfolio.
- Lyons, D. 2017. *Disrupted. My misadventure in the start-up bubble*. Hachette Books.
- Murphy, B. 2010. *The intelligent entrepreneur. How three Harvard Business School graduates learned the 10 rules of successful entrepreneurship*. Random house.
- Osterwalder, A. y Pigneur, Y. (2010). *Business model generation: A handbook for visionaries, game changers and challengers*.
- Ries, E. (2011). *The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses*. Crown Currency.
- Sarasvathy, S. D. (2008). *Effectuation. Elements of Entrepreneurial Expertise*. Edward Elgar Publishing, Inc. Massachusetts.
- Gupta, A., George, G., & Fewer, T. (2024). *Venture Meets Mission: Aligning People, Purpose, and Profit to Innovate and Transform Society*. Stanford University Press.
- Steyaert, C.; Hjorth, D. (2006). *Entrepreneurship as Social Change. A third Movements in Entrepreneurship Book*. Edward Elgar, Cheltenham.
- Toledano, N. (2003). *Crear empresas*. Diputación provincial de Huelva.
- Toledano, N. (2012). *El fomento de las competencias emprendedoras en las instituciones universitarias : un estudio de casos en España*. Servicio Andaluz de Empleo.
- Toledano, N., Urbano, N., y Ribeiro, D. (2012). *El caso del emprendimiento entre minorías étnicas en España: evidencias del empresariado venezolano*. In *La Emigración Venezolana, estudios pioneros*. (1 ed).
- Westhead, P., Wright, M. (2014). *Entrepreneurship: a very short introduction*. OUP.
- Diversos libros de empresarios (a publicar en Moodle).
- Diversos artículos de investigación en revistas especializadas en creación de empresas (a publicar en Moodle).

## ANEXO I

### 8. Systems and Assessment Criteria

#### 8.1 System for Assessment:

- Presentations of assignments
- Individual student's follow-up

#### 8.2 Assessment Criteria and Marks:

##### 8.2.1 Examinations Convocatory I

###### a) Continuous assessment

Presentation of assignments: 70% (to assess competences COM02, COM09, COM13, COM15)

Individual student follow-up: 30% (for competences COM16, COM17, HD29)

##### 8.2.2 Examinations Convocatory II

- Presentations of assignments (100%) (COM02, COM09, COM13, COM15, COM16, COM17, HD29)

##### 8.2.3 Examinations Convocatory III

- Presentations of assignments (100%) (COM02, COM09, COM13, COM15, COM16, COM17, HD29)

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### 8.2.4 Extraordinary Convocatory

- Presentations of assignments (100%) (COM02, COM09, COM13, COM15, COM16, COM17, HD29)

### 8.3 Single Final Evaluation:

- Exam (100%) (COM02, COM09, COM13, COM15, COM16, COM17, HD29)