

1. BASIC DATA

Subject	Entrepreneurial Leadership
Titration	Marketing
School/Faculty	Faculty of Social Sciences
Course	M31 and M3R- 3rd
ECTS	6 ECTS (150 h)
Character	Compulsory
Language/s	Spanish
Modality	Face
Semester	1st Semester
Academic year	Course: 2025/26
Teacher coordinator	Ismael ABEL VALLÉS - PhD
Teacher	Ismael ABEL VALLÉS - PhD

2. PRESENTATION

The objectives of this subject are the following:

- Assume a **leadership style** appropriate to each situation.
- Show **critical and reflective thinking** skills.
- Understand the dynamics of **working groups and their effective management**.
- Recognize **capacities and skills in others** to manage their development.
- Assume and carry out activities or tasks that **create new opportunities**.
- **Transform ideas into actions**, assuming the risks and overcoming obstacles.
- **Propose new ideas** or look for solutions and **put them into practice**.
- Apply skills to **develop a business idea or concept**.
- Know **norms and expectations of behavior in the framework of other cultures**.
- **Identify the cultural complexity** of globalized organizations and institutions and analyze good practices.
- Value cultural differences, **accepting different ways of doing things** (empathy).

3. COMPETENCES AND LEARNING OUTCOMES

- **LEARNING OUTCOMES OF THE TITLE**

Skills:

- HAB05: Effective communication and negotiation skills in the professional field of business administration.
- HAB07: Ability to evaluate ethical behaviors and decisions in business respecting human rights and the impact of productive activities on the environment both in the country of origin and in the different markets in which it operates.

Competencies:

- CP05: Ability to analyse and evaluate the company's competitive environment, pay special attention to the market and integrate this analysis when undertaking new challenges.
- CP09: Ability to value and apply principles of social responsibility in the company, paying particular attention to environmental management, aimed at compliance with current legislation and as a source of opportunities, for the reinforcement of the image and the production process in the company.
- CPT01. Create new ideas and concepts from known ideas and concepts, reaching conclusions or solving problems, challenges and situations in an original way.
- CPT03. Use information and communication technologies for data research and analysis, research, communication and learning.
- CPT05. Cooperate with others in the achievement of a shared goal, participating actively, empathetically and exercising active listening and respect for all members.
- CPT06. Integrate analysis with critical thinking in a process of evaluating different ideas or possibilities and their potential for error, based on evidence and objective data that lead to effective and valid decision-making.
- CPT07. Adapt to adverse, unexpected situations, and situations that cause stress, whether personal or professional, overcoming them and even turning them into opportunities for positive change.
- CPT08: Show ethical behaviors and social commitment in the performance of the activities of a profession, as well as sensitivity to inequality and diversity.

- **LEARNING OUTCOMES OF THE SUBJECT**

- Assume a leadership style appropriate to each situation.
- Show critical and reflective thinking skills.
- Understand the dynamics of work groups and their effective management.
- Recognize capacities and skills in others to manage their development.
- Take on and carry out activities or tasks that create new opportunities.
- Transform ideas into actions, taking risks and overcoming obstacles.
- Propose new ideas or look for solutions and put them into practice.
- Apply skills to develop a business idea or concept.
- Know norms and expectations of behavior within the framework of other cultures.
- Identify the cultural complexity of globalized organizations and institutions and analyze good practices.
- Valuing cultural differences, accepting different ways of doing things

4. CONTENT

- Keys to leadership.
- Proactive thinking and entrepreneurship.
- Complex organizations: balance between the domestic and the global.

5. TEACHING-LEARNING METHODOLOGIES

The following are the types of teaching-learning methodologies that will be applied:

- Master class.
- Case method.
- Project-based learning

6. LEARNING ACTIVITIES

Below, the types of training activities that will be carried out and the dedication in student hours to each of them are identified:

Training activity	Número de hours
Master classes	20
Asynchronous master classes	10
Oral presentations	5
Case analysis and problem solving	19
Carrying out work/projects	18
Group participatory activities	15
Knowledge tests	5
Tutorial	8
Self-employment	50
TOTAL	150

7. ASSESSMENT

The following are the evaluation systems, as well as their weight on the total grade of the subject:

Face-to-face modality:

Evaluation system	Weight
KNOWLEDGE TESTS Objective knowledge tests: Multiple choice test and/or resolution of practical cases and/or open questions	25%
PARTICIPATION IN DEBATES AND FORUMS	10%
WORKS / PROJECTS	35%
CASE ANALYSIS AND PROBLEM SOLVING	30%

In the Virtual Campus, when you access the subject, you can consult in detail the evaluation activities that you must carry out, as well as the delivery dates and the evaluation procedures of each of them.

7.1. Ordinary call

To pass the subject in ordinary call you must obtain a grade greater than or equal to 5.0 out of 10.0 in the final grade (weighted average) of the subject.

You must attend at least 50% of the class sessions in order to qualify to pass the course; presential attendance is mandatory. If this were not the case, you will not be allowed to take the final exam in the first exam period and you will have to take it, possibly with additional remedial work in the extraordinary call, contacting always with some weeks of advance with your teacher.

In any case, it will be necessary that you obtain a grade greater than or equal to 5.0 in the final test, so that it can average with the rest of the activities.

7.2. Extraordinary call for proposals

To pass the subject in ordinary call you must obtain a grade greater than or equal to 5.0 out of 10.0 in the final grade (weighted average) of the subject.

In any case, it will be necessary that you obtain a grade greater than or equal to 5.0 in the final test, so that it can do average with the rest of the activities.

The activities not passed in ordinary call must be delivered, after having received the corresponding corrections to them by the teacher, or those that were not delivered.

8. SCHEDULE

This section indicates the schedule with delivery dates of evaluable activities of the subject:

Evaluable activities	Date
Activity 1. Motivation	Week 2
Activity 2. Participation in a Entrepreneurial real event.	Week 8
Activity 3. Business Case. Team.	Week 9
Activity 4. Final Project. Report. Team.	Week 12
Activity 5. Final Project. Pitch. Team	Week 13

This schedule may undergo modifications for logistical reasons of the activities. Any modification will be notified to the student in a timely manner.

9. BIBLIOGRAPHY

The reference work for the follow-up of the subject will be the presentations and documents used by the professor that will be shared on campus.

The following is a recommended bibliography:

- Recommended books
 - Blue Ocean Strategy: How to Create Uncontested Market Space and Make the Competition Irrelevant. Chan Kim, Renée Mauborgne. 2015
 - Business Model Generation. Alexander Osterwalder & Yves Pigneur. John Wiley & Sons, 2010.
 - Leadership in the XXI Century. Jesus Mari Iturrioz Aizpuru. Ed. Management 2000
 - The Lean Startup method. Eric Ries. Ediciones Deusto, 2011
 - Undertaking towards 2020. Pedro Nuevo. Ediciones Deusto, 2009.
 - Ethical leadership and public exemplariness. Ángel Castiñeira et all. Book house.
 - Innovation 6.0. The end of the strategy. Xavier Ferrás. Editorial Platform, 2010.
 - Mind Maps for Business. Buzan T. Pearson, 2013

- The design thinking playbook. Mindful digital transformation of teams, products, services, business and ecosystems. Michael Lewrick, Patrick Link, Larry Leifer. John Wiley & Sons, 2018
- World 3.0. Global prosperity and how to achieve it. Ghemawat P., Harvard Business School Publishing, 2011
- Articles (this initial list will be expanded during the course)
 - Done A., "Facing up a changing world", IESE Insight, issue 12, first quarter 2012
 - The thinking business Brain Tour; 6 Thinking Hats by Eduard Bono; Steven Johnson
 - Match your innovation strategy to your ecosystem, Ron Adner, Harvard University Review, 2006
 - Design Thinking by Tim Brown, Harvard Business Review, 2008
 - Insights on creativity, Tina Seeling, 2012
 - Managing Innovation via Strategic Initiatives, J. Vilà IESE, 2004
 - How innovative is your company culture?, Jay Rao & Joseph Weintraub, MIT Sloan Management Review, 2013
 - Roadmapping for strategy and innovation. Robert Phaal. Center for Technology Management. Institute for Manufacturing, University of Cambridge. 2004.

10. EDUCATIONAL GUIDANCE, DIVERSITY, AND INCLUSION UNIT

From the Educational Guidance and Diversity Unit we offer support to our students throughout their university life to help them achieve their academic goals. Other pillars of our action are the inclusion of students with specific educational support needs, universal accessibility in the different university campuses and equal opportunities.

From this Unit we offer students:

1. Support and follow-up through personalized advice and plans for students who need to improve their academic performance.
2. In terms of attention to diversity, non-significant curricular adjustments are made, that is, at the level of methodology and evaluation, in those students with specific educational support needs, thereby pursuing equal opportunities for all students.
3. We offer students different extracurricular training resources to develop various skills that will enrich their personal and professional development.
4. Vocational guidance by providing tools and advice to students with vocational doubts or who believe they have made a mistake in choosing a degree.

Students who need educational support can write to us at:
orientacioneducativa.uev@universidadeuropea.es

11. ONLINE SURVEYS

Your opinion matters!

Universidad Europea encourages you to participate in satisfaction surveys to detect strengths and areas of improvement on the teaching staff, the degree and the teaching-learning process.

Surveys will be available in the survey space of your virtual campus or through your email.

Your assessment is necessary to improve the quality of the degree.

Thank you very much for your participation.