Universidad de Navarra

Entrepreneurship

Guía docente 2026-27

PRESENTATION

Short description: This course is inspired by some of the most esteemed entrepreneurial frameworks and is designed to equip students with the knowledge and skills necessary to drive transformative changes through entrepreneurial ventures. This course will delve into some principles and practices that can underpin successful innovation-driven business enterprises, emphasizing the creation of impactful solutions based on one hand on low cost, low risk problem-solving solutions, and on the other on powerful practical scaling activities.

Students will explore the critical components of successful entrepreneurial ecosystems, including problem analysing, space of opportunity and diversification, resource assessment, tangibilization and strategic scalation, amongst others. The curriculum is structured to provide a very practical comprehensive understanding of how to leverage cutting-edge technologies and innovative business models to create scalable and sustainable ventures.

Key concepts such as resource reuse, repurpose, strategic foresight, prototyping, or growth and scaling, are integral to this course.

Through a combination of some theoretical insights and mostly practical learning-by-doing dynamics, students will engage in hands-on examples, case studies, and interactive discussions. This approach ensures that they not only grasp the conceptual foundations of innovation-driven entrepreneurship but also start discovering the practical skills needed to implement their ideas effectively.

By the end of this course, students will be introduced to navigating the complexities of the entrepreneurial landscape, with some of the tools and mindset required to start launching ventures that make a significant impact on society and the economy.

- **Degree**: Economics and Business, Diploma in Innovation and Entrepreneurship.
- **Module and Area**: 7.2. Elective courses.
- **ECTS**: 6
- **Year and semester**: 3rd year, 2nd semester.
- **Course type**: Elective.
- **Professor**: Jon Yerro (jayerro@external.unav.es), Carlos J. Martínez.
- **Language**: English.
- **Room and class schedule**: Please click on this link.

LEARNING OUTCOMES (Competencies)

By the end of this course, students are expected to gain:

- A comprehensive understanding and practical learning approach to entrepreneurial ecosystems, as well as developed practical skills to drive innovation.
- Knowledge to analyse problems, review the space of opportunity, derisking tools, and scale impactful solutions that cope with real-world problems, using low-cost, low-risk approaches.
- Hands- on learning to ensure students are prepared to start navigating the complexities of launching and scaling innovative ventures in today's dynamic and uncertain business environment.
- A clear view about the integration and streamlining of Venture Capital and Entrepreneurship models within Innovation mindsets focused on low-cost low-risk (LCLR) models.

- A comprehensive mindset that integrates processes based on both broad problem-solving mentality and market-focused vision but always centered on the impact on people.
- A brief view of a philosophy based on generating impactful solutions through the operational art of combining resources, elements, or other technological parts.

This is the list of the expected educational competences to develop:

- CEOP1. Problem Analysis and Solution Scaling: Knowledge to analyse problems, review opportunities, use derisking tools, and scale impactful solutions using low-cost, low-risk approaches.
- CEOP11. Entrepreneurial Ecosystems and Innovation: A comprehensive understanding and practical learning approach to entrepreneurial ecosystems, along with developed practical skills to drive innovation.
- CEOP13. Learning for Venture Navigation: Hands-on learning to prepare students for navigating the complexities of Launching and scaling innovative ventures in today's dynamic business environment.
- CEOP14. Integration of Venture Capital and Entrepreneurship Models: Promoting the integration and streamlining of Venture Capital and Entrepreneurship models within innovation mindsets focused on low-cost, low-risk goals.
- CEOP15. Impact-Centered Mindset: Building a mindset that integrates broad problem-solving mentality and market-focused vision, always centered on the impact on people.

PROGRAM

The subject is structured over a 12-week period, with a total of 24 sessions. Each week includes two 2-hour sessions, complemented by a teamwork period between them. The structure is designed to provide a balanced mix of theoretical knowledge, but focused on practical applications, ensuring a learning-by-doing experience.

This is the summary of contents:

PRESENTATION AND INTRO (WEEK 1)

- Overview of the subject, structure, and objectives.
- Overview of innovation and entrepreneurship.
- Understanding high-impact entrepreneurial systems.

INNOVATION (WEEKS 2-4)

- Problem Analysis and solving.
- Diversification and Space of Opportunity.
- Combinatorial Innovation and Resource Assessment.
- Tangibilization and Derisking process.

SCALING (WEEKS 5-11)

- Assessing scalability and growth potential.
- Strategies for market expansion and diversification.
- Case studies of successful scaling strategies.

WRAP-UP AND DECKS (WEEK 11-12)

- Final presentations.
- Course review and reflections.

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EDUCATIONAL ACTIVITIES

- **Tuesday** (2 hours): Theoretical Session. These sessions focus on delivering core concepts and theoretical-related foundations.
- **Friday** (2 hours): Practical Presentation Session. These sessions are dedicated to practical applications, where students present their work deliverables, engage in discussions, and receive feedback.
- **Tuesday to Friday**: Teamwork Period
- During this period, teams will be given a week assignment to collaborate on their projects, applying the concepts learned in the theoretical sessions to real-world scenarios.
- At the end of the programme, teams of students will be required to deliver a final pitch supported by additional documentation.

STUDENT EVALUATION

STANDARD CALL

- In the ordinary evaluation, teams will present a final project that will represent 60% of the final grade (30% contentment and 30% presentation performance)
- Another 20% will be assessed based on a peer review within the teams.
- A final 10% will be assessed based on weekly monitoring by the professors.
- The final project and the exam must obtain a minimum of 5 out of 10 to pass the course.

EXTRAORDINARY CALL

If a student does not pass the course, they will need to complete the extraordinary call. This involves presenting additional work in the form of a research paper related to entrepreneurial ecosystems, which can cover various topics such as innovation or entrepreneurship or both. If a student wishes to improve their grade, they can choose to waive their previous grade (exam + project) and voluntarily submit a research paper. The final grade will be based solely on the research paper, regardless of previous grades.

OFFICE HOURS

Jon Yerro's email address: jayerro@external.unav.es

Office hours: TBA.

REFERENCES

- Drucker, P.F. (1985). Innovation and Entrepeneurship: Practice and principles. HarperCollins. Find it in the library.
- Clayton M. Christensen (2016). The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail (Management of Innovation and Change). HBR Press. Find it in the library.
- Perez-Breva, L. (2017). Innovating, A doer’s manifesto for starting from a hunch, prototyping problems, scaling up, and learning to be productively wrong. MIT Press. Find it in the library.
- Russell L. Ackoff (1978). The Art of Problem Solving: Accompanied by Ackoff's Fables. Wiley.