

TEACHING GUIDE

DEGREE IN LEADERSHIP,
ENTREPRENEURSHIP AND INNOVATION

2024-2025
(2014 STUDY PLAN)

MTA
MONDRAGON
TEAM
ACADEMY



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MONDRAGON UNIBERTSITATEA (MU)

Mondragon Unibertsitatea offers a learning centre which is committed both in terms of its time and to its community, open to the world and looking towards the future. We are a young and dynamic university with a co-operative ethos and which really stands out, as it has since its foundation, for its close relationship with the world of business.

In The Faculty of Businesses, with its LABs in Oñati, Irun, Málaga, Madrid, Barcelona, Bilbo, Valencia, Queretaro, Puebla, Seoul, Seattle and Shanghai we offer a course in Business Management, Project Management and Innovation which is up to date and adapted to the European Higher Education Area.

MONDRAGON TEAM ACADEMY (MTA)

MTA's aim is to create an open, international community revolving around team entrepreneurship in a way which is multigenerational, multicultural and multidisciplinary.

Our objective is to revive and spread around the world a spirit of team entrepreneurship, and to recreate the origins of the Mondragon Cooperative Experience in different companies, thereby creating a positive social impact.

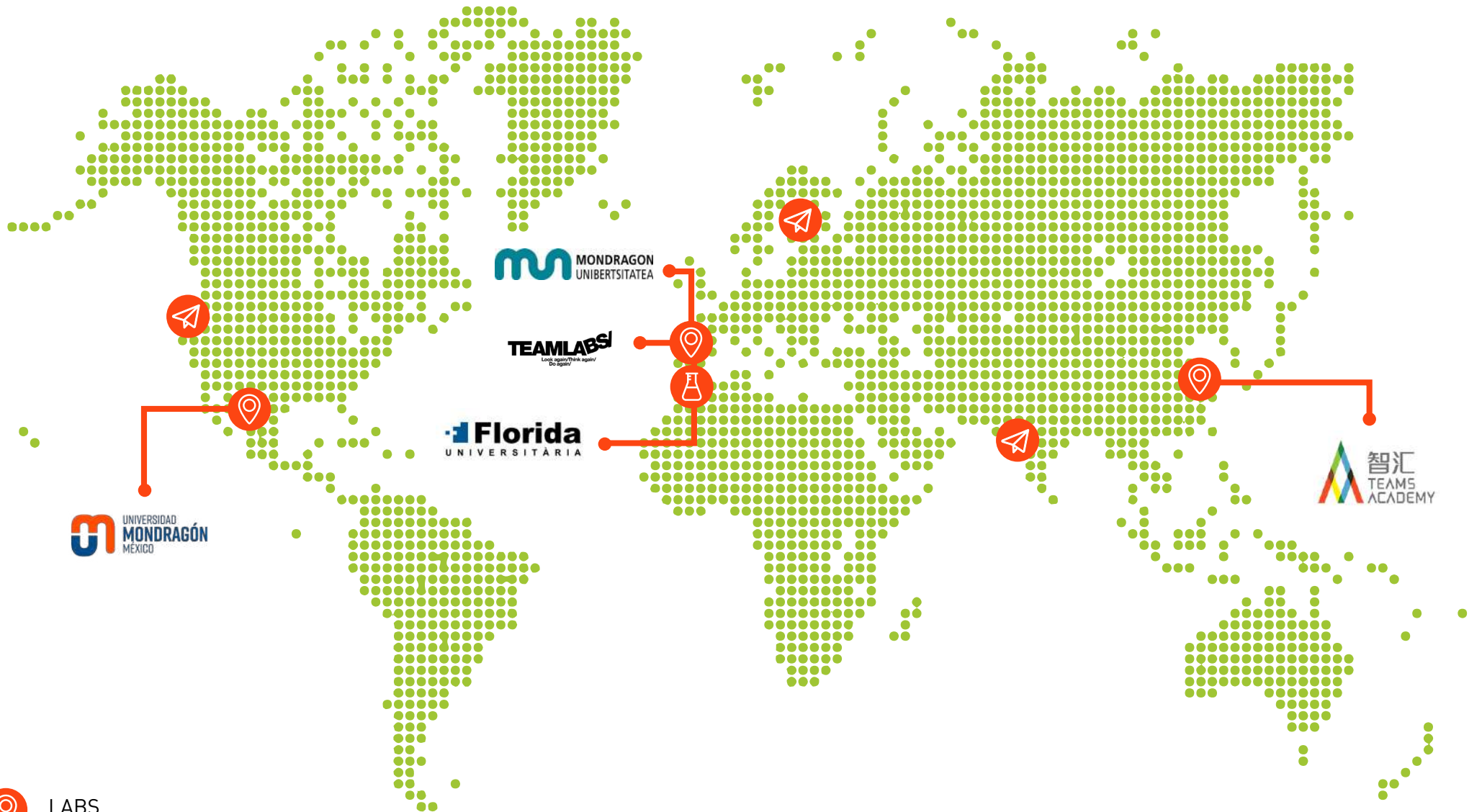
In order to do this we have set up our Disruptive Innovation Programmes:

1. Creating young agents for change and “team-changemakers”.
2. Creating and supporting entrepreneurial and intra-entrepreneurial initiatives in companies all over the world.
3. Creating MTA world labs: Social Innovation Ecosystems through Team Entrepreneurship.

MTA anniversary
LEINN



MTA WORLD



 LABS

 LEARNING JOURNEYS

 POTENTIAL LABS

MISSION, VISION Y VALUES

We are devoted to radical education accessible to everyone reaching by 1st of May 2020 20.000 transformed people creating successful MTA team companies.

5. Leave it better than you found it

6. We respect, we are honest and transparent

3. Teamlearning by creating and experimenting

4. We aim for excellence with discipline and fun

2. We encourage diversity

1. We love what we do serving others 24/7

We are passionate teampreneurs blooming ourselves to create glocally radical positive impact together



PRESENTING THE DEGREE (LEINN)

The Degree in Leadership, Entrepreneurship And Innovation was designed for people who naturally prefer to work as part of a team and who are interested in getting to know new cultures, try out new methodologies and travel abroad.

These abilities are acquired thanks to our methodology based on practice, learning by doing and self-managed team work in companies created from scratch by our students and working with real clients on real projects.

In the final year, students will also develop a start-up where they will draw up a business plan and carry out their final year project in one of two possible modes. by creating a new start-up, or working in an existing company in the field of intra- entrepreneurship and innovation.



**Finnish educational model
“Live the Finnish method”**

Our way of learning is based originally on the entrepreneurial unit - the Team Academy - an entrepreneurial team-teaching community which operates at the heart of the University of Jyväskylä of Applied Science in Finland. The method we follow has been used for over 20 years in Finland and in the year 2006 it received a special mention from the Finnish Ministry of Education.

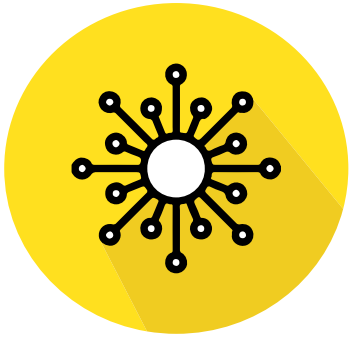
The Finnish model shares various characteristics and tools with our programme, including self-management and creativity, spaces for dialogue, teams learning to do business, a sense of community, shared responsibility or shared work-space. This model is founded, on freedom on the one hand, and on the other on assuming responsibility.



**International Experience
“Travel to become a Global Citizen”**

Given that success in the world of business is founded more and more on interaction between countries world-wide and the movements of global markets, businesses need professionals with a global vision. In this context, our degree courses are shaping global citizens. Our curriculum includes an individual exchange programme and travelling abroad with your team.

Students will travel to a country in Europe while experimenting different things as young entrepreneurs. You will also experience the learning journeys to places such as the States and at least one emerging country (for example, China or India). There will be visits to innovative enterprises and you will get first-hand experience and meet the successful entrepreneurs themselves.



Team learning
“Learn with your team”

Our strongest learning tool is the team: your team. Every student participates and learns by working in several teams: your Team Company, shared projects, study units, management teams or forums. In other words, “we learn to interact and work with others”. By working in teams we learn to put into practice entrepreneurial competencies such as negotiation, leadership, time management, making commitments and communication.

Every team has its own coach who keeps a global watch on what happens in their group, and actively encourages and supports team learning throughout.



Team company
**“Set up your own company
with your team”**

The key to personal development and learning is constant interaction with the real world: setting up a real company, working for real clients and on real projects. When we tackle the world of business we need to find a way to survive and thrive. Our students are the protagonists and, in their teams, they set up their own companies, contact real clients, make offers and provide services.

The coaches and expert trainers have an advisory role to support and help the process, but not to lead it. We offer our students a real opportunity as entrepreneurs and business men and women in an excellent, safe learning environment, thanks to our relationships with the business sector.



**Passion and enthusiasm - you are the
driving force behind your own learning.**
**“You will discover that learning can be
an exciting challenge.”**

What is your passion? What do you really want to do with your life? What do you need to make your own dreams come true? We take passion and a desire for team enterprise as our starting point.

Our mission is for our students and their team to experience all the activities they take part in with a real passion.

STUDY PLAN

As it establishes the R.D.1393/2007 there is fixed in 240 the number of credits of the qualifications, establishing in 60 the number of credits for each of 4 years of duration.

The number of hours by credit is established in 25.

The dedication of the full-time student Administrative officer establishes in 38 weeks for academic course.

Study Plan



MODULE	%	1st COURSE	2nd COURSE	3rd COURSE	4th COURSE
Foundations of the management and creation of businesses	52 ECTS (21%)	26	26	0	0
Leadership and management of knowledge: Development of individual learning	27 ETCS (11,2%)	9	6	12	0
Entrepreneurship and teh customer focus: Development of learning in business	27 ETCS (11,2%)	9	6	12	0
Network innovation as a motor to create value: Development of learning in the community	24 ETCS (10%)	3	9	12	0
Global citizens	36 ETCS (15%)	13	9	10	4
The business creation process and specialisation	48 ETCS (20%)	0	4	14	30
End of degree project	26 ETCS (11%)	0	0	0	26
TOTAL		60	60	60	60

SKILL PROFILE

The skills acquired by the graduates on this programme can be grouped into three categories. Within each category there are seven skills which reflect the need to learn, lead and become entrepreneurs in a collaborative environment:

1. Team-learner
2. Team-leader
3. Team-preneur

21 Skills

Team learner



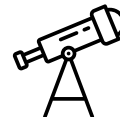
01

IT and computer skills



02

Team learning techniques



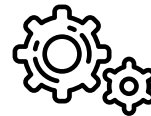
03

Personal learning methodologies
and attitudes (mental models)



04

Creativity



05

International vision



06

Communication skills



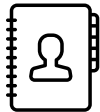
07

Self-guidance

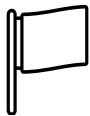
Team leader



08 Self-management skills



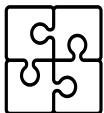
09 Project management



10 Team-leading skills



11 Planning techniques



12 Coaching skills



13 Strategic skills



14 Decision-making and resolve

Team-preneur



15 Customer service and negotiation and sales techniques



16 Basic understanding of financial elements



17 Marketing



18 Innovation



19 Theoretical skills and entrepreneurial modelling



20 Networking



21 Courage and willingness to overcome barriers

LEARNING MODEL: TRAINERA MODEL

The LEINN curriculum is divided into 7 modules, or academic units, which include several subjects:

1. Leadership and knowledge management: developing individual learning.
2. Entrepreneurship and the customer: developing in-company learning.
3. Networking innovation as a driver for creating value.
4. Global citizens.
5. Core subjects: fundamentals of business set-up and management.
6. Setting up a business - the process and specialisations.
7. Final year project.

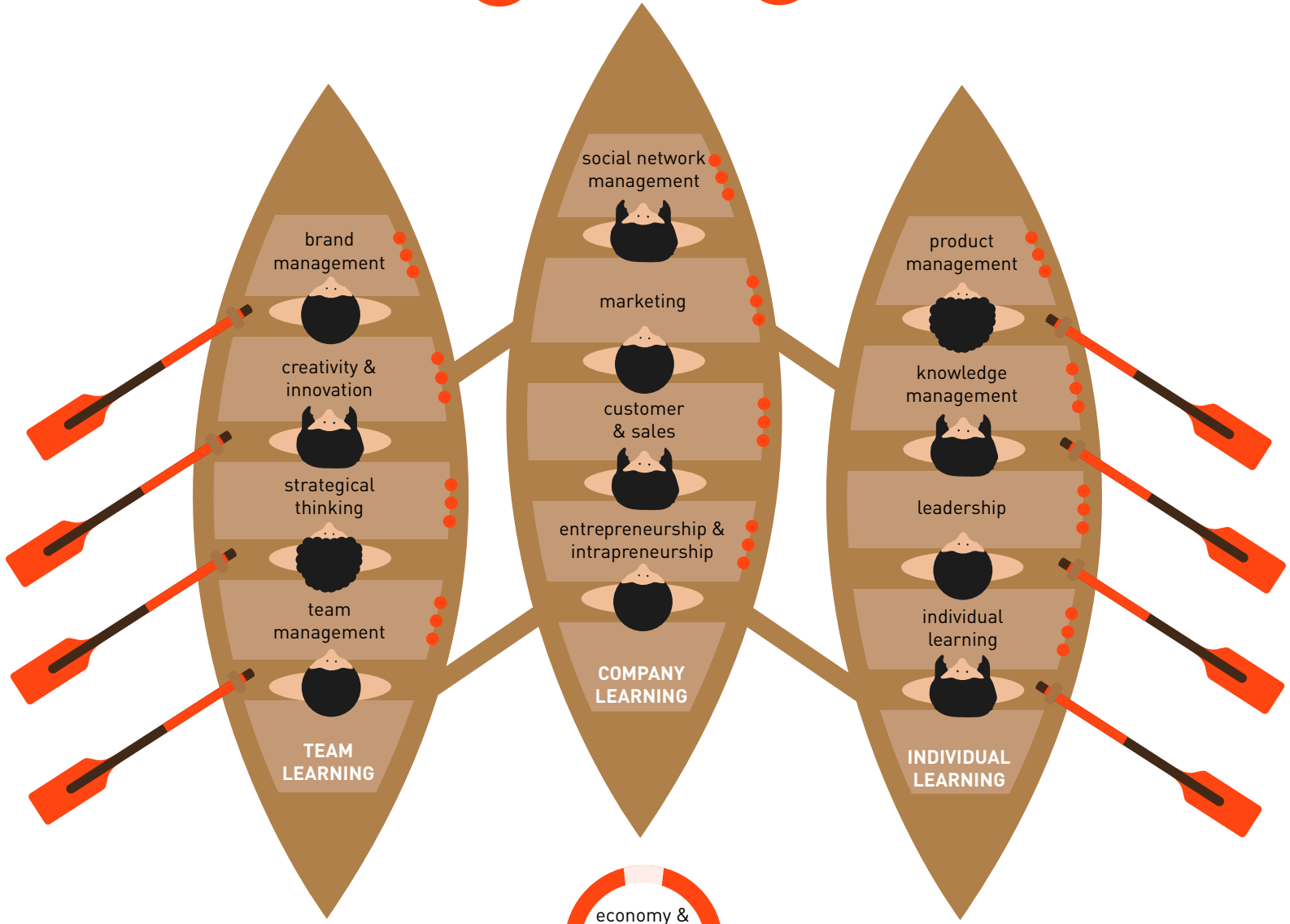
These modules all come under the umbrella of what we call the "Trainera Model" of the LEINN course. Its components include the "Rocket Model" (based on the Finnish model which included the first three points of the Trainera Model) and the other elements added to create this Universidad de Mondragon degree course.



**FINAL PROJECT
START-UP PROCESS**

SPECIALIZATION

- specialization program
- leadership workshop



BASIC SUBJECTS

economy & business

economy & financial manag.

technical management

GLOBAL CITIZENS

- learning journeys
- foreign languages

ROCKET MODEL

The Rocket Model developed by Team Academy Finland is the model who develops the enterprising path that every team learning coop must overcome of collective form; it contains three engines of learning with 12 processes in total:

Module 1: Leadership and management of knowledge development of individual learning

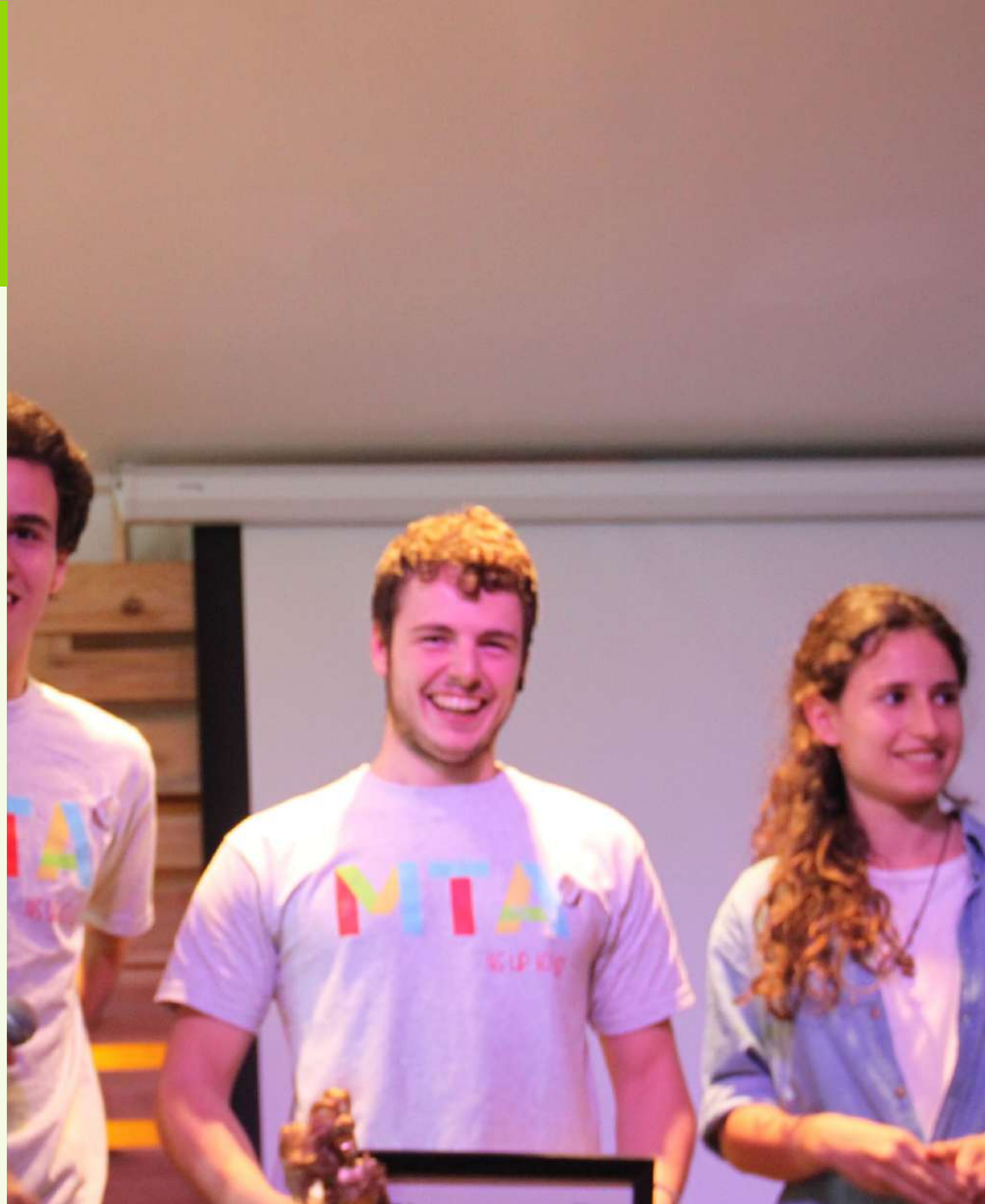
Module 2: Entrepreneurship and customer focus: development of learning in the business

Module 3: Network Innovation as a Motor to Create Value: Development of Learning in the Community

These modules develop throughout the first 3 years of the qualifications. The evaluation of the Rocket Model will do 2 times to itself a year during a session of dialog at which there will be present the members of the equipment and his teamcoach. Multiple indicators of agreement exist with the Rocket Model as well as a few basic indicators gathered in the tool " MTA Scorecard " that measure (Turnover of the company, you visit clients, points of the well-read books, hours and project development).

Rocket Model

Book of books

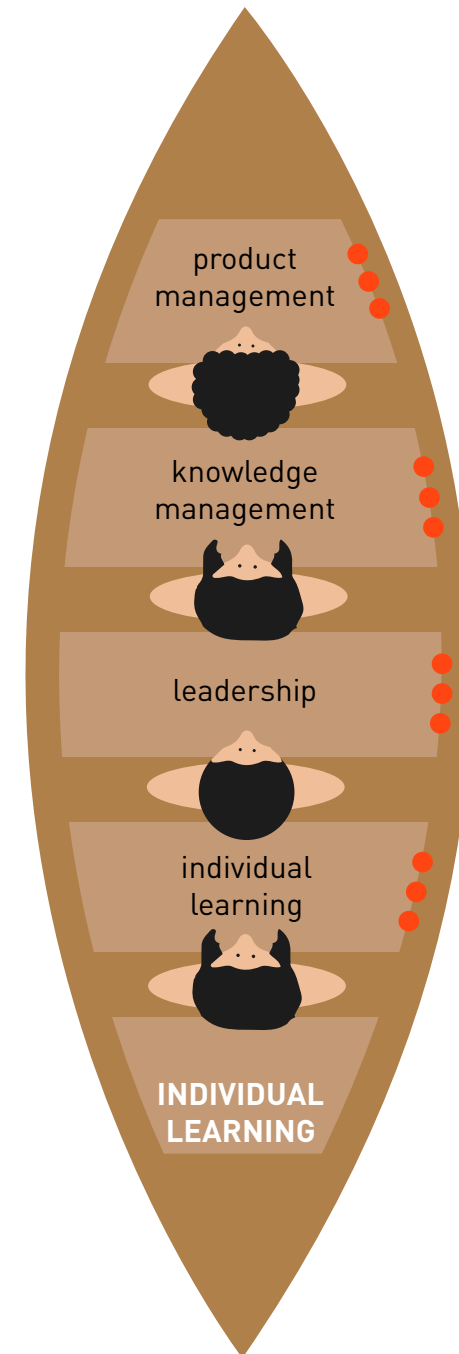


MODULE 1: LEADERSHIP AND KNOWLEDGE MANAGEMENT: DEVELOPING INDIVIDUAL LEARNING

This module contributes to the development of knowledge and skills related to the process of knowledge creation and the fundamental role of managing knowledge-intensive businesses. It incorporates the assimilation and management of those tools which are fundamental to the course, such as the “learning contract” or how individual team-preneurs deal with the course reading material.

The diverse skills and tools which make up this module have at their core the role of individuals as engines in the successful management of knowledge-intensive companies.

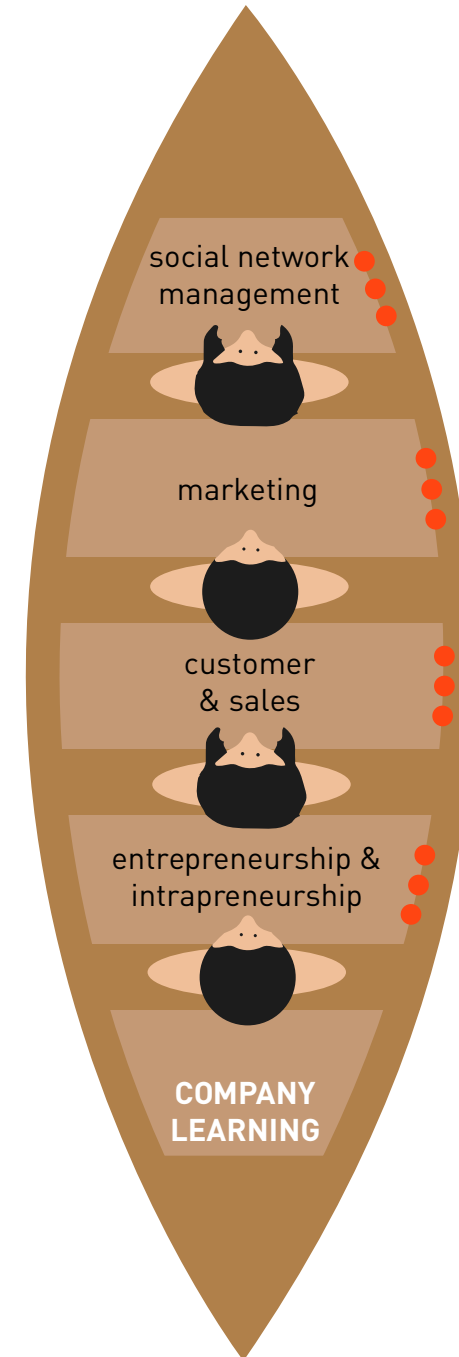
The module is developed over the whole course, covering the subjects to be studied in the three first years of the degree.



MODULE 2: ENTREPRENEURSHIP AND CUSTOMER RELATIONS: DEVELOPING IN-COMPANY LEARNING

This module contributes to the development of knowledge and skills related to the process of setting up a business and the importance of having a focus on - we could even go so far as to say a devotion for - customer satisfaction. The module incorporates the assimilation and management of the fundamental principles of “experience economy”, such as client experimentation, focus on results, brand management, or integration and co-creation with the customer.

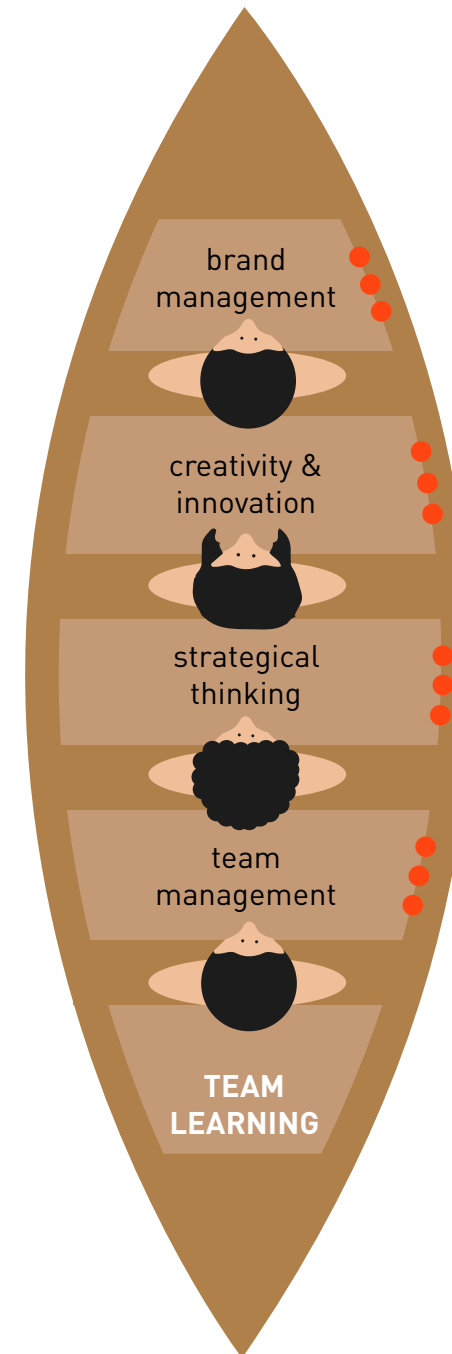
The diverse skills and tools which make up this module have at their core the team of entrepreneurs and their clients as the source of new opportunities, and the growth and survival of knowledge-intensive companies. The module is developed over the whole course, covering subjects to be studied in the three first years of the degree.



MODULE 3: ON-LINE INNOVATION AS THE DRIVING FORCE BEHIND VALUE CREATION: DEVELOPING COMMUNITY LEARNING

This module contributes to the development of the knowledge and competences relating to the innovation process and the importance of network management as a motor for creating value in knowledge-intensive businesses. It incorporates the comprehension and management of fundamental principles and tools in the network innovation process, such as: leading thoughts, management of strategic agreements and innovation with and for the customer.

The spine of the different competences and tools learned in this is the role of the community as a sphere in which knowledge-intensive businesses are integrated.



LEARNING JOURNEYS

One of the most distinctive elements of this degree course is what we define as the learning journey. Over the first three years of the degree, students travel to various destinations with the aim of becoming global citizens capable of understanding the differences and needs of the cotemporary world, as well as developing the ability to identify new opportunities and to come up with new solutions in the form of business projects for any part of the world. Team work is again core, with the teams now composed of people from different nations and economic contexts.

Learning journey destinations include Europe, the USA and two countries from the BRICM zone (Brazil, Russia, India, China and Mexico). Each stay has a specific duration and acts as a particular catalyst in the learning/knowledge process.



1º AÑO **EUROPA** 4 WEEKS

> zone of reference for entrepreneurship, including a high degree of world-class innovation
> acceleration of global projects

Program

3º AÑO **BRICM** 14 WEEKS

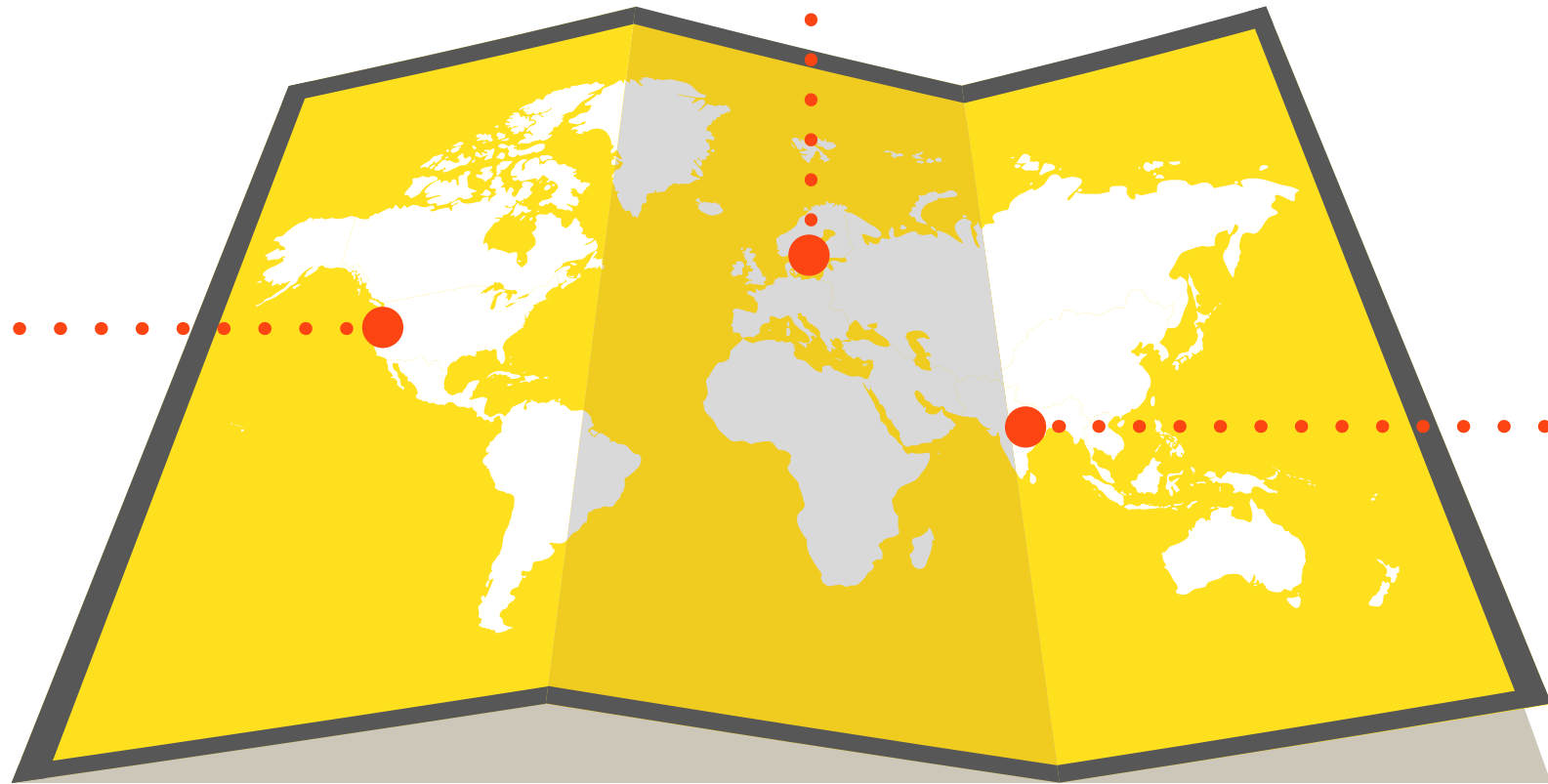
> experience in emerging countries
> personal development through exposure to other cultures

Program

2º AÑO **EE.UU** 4 WEEKS

> first international experience for the team
> first global projects

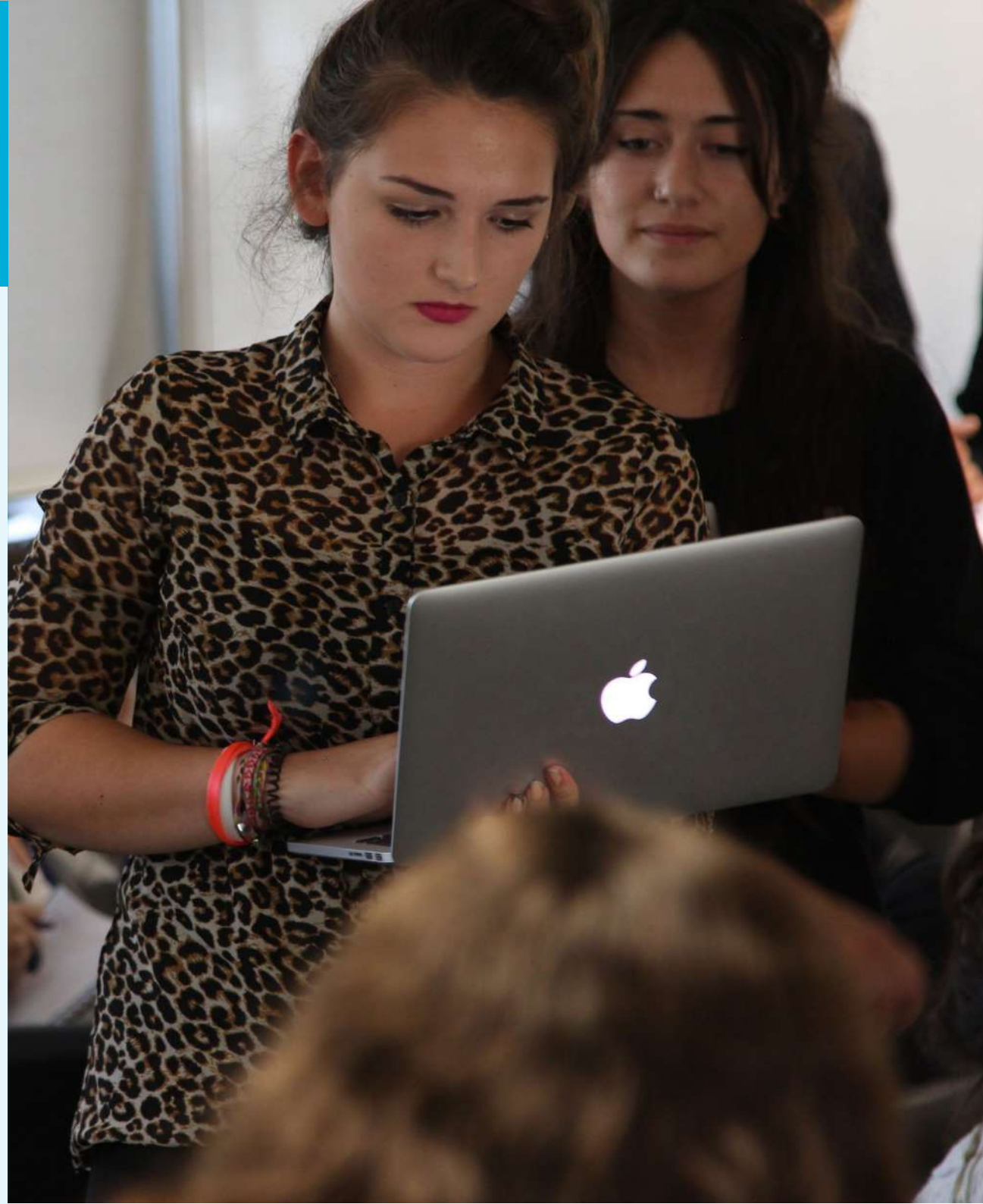
Program



CORE SUBJECTS

This module contributes to the development of knowledge and skills related to the process of business creation and management. It is made up of subjects which constitute part of the core teaching on the course. The subjects are taught by experts in each field and advisors in fiscal and legal matters round off the training. The module is taught in the first two years of the degree, following a format entitled "Simit", developed by the Mondragon Team Academy.

The diverse skills and tools which make up this module have at their core the acquisition and practical implementation of the knowledge and skills which are fundamental to the effective development of the remaining modules making up the Trainera Model.





IT
Program



BUSINESS ETHICS
Program



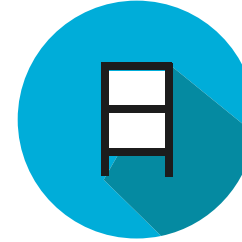
BUSINESS ECONOMICS
Program



BUSINESS STATISTICS
Program



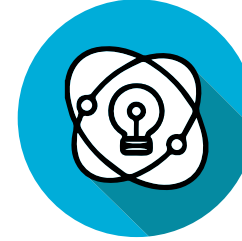
BUSINESS LAW
Program



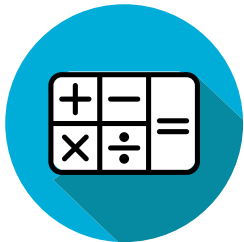
CHINESE
Program



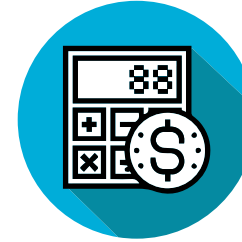
BUSINESS ENGLISH
Program



SERVICE DESIGN
Program



MATHEMATICS OF FINANCE
Program



ACCOUNTACY
Program

SPECIALIZATION

In the third year of the degree course students are guided towards more in-depth study by their mentors who are all experts in global trends & Sustainable Development Goals. The theory in every subject is combined with a practical look at the tools, and knowledge is put into practice in the students own projects.

This module serves as a platform for developing the Start-Up Process.

Program





START UP PROCESS

This module contributes to the development of knowledge and skills related to the process of business creation, the Start-Up business plan and the management of new business projects. Its aim is for students to be able to set up real businesses from their own ideas.

In order to do this, the process involves working on specific theoretical and practical knowledge in developing new businesses, including the viability and projection of financial economics, technical viability or the set-up and scalability of the business.

Program

FINAL YEAR PROJECT

The aim is to draw up and present a project which integrates both the technical and transversal skills studied throughout the degree course, and in this way bring undergraduates closer to the world of work.

The Final Year Project can take either of the following forms:

1. Set-up and start-up of a new company/business.
2. Development of a business project within an existing company (intra-preneurial team processes, new business creation, product innovation, etc.).

The final year project is carried out in the fourth year, with a duration of a minimum of five intensive months.

Academic Guide





EVALUATION SYSTEM

A different method of teaching requires a different assessment system. In the Degree in Entrepreneurial Leadership and Innovation (LEINN for the Spanish acronym) we take the assessment model used at Team Academy Finland – the Rocket Model – as a basis and add some of the specific features of our own context. This document summarises the assessment process used, the elements considered, the assessment mechanics and the learning criteria that each team cooperative in LEINN must meet.

Our assessment system is holistic and integrative in order to:

1. Create an assessment system in line with the team dynamics that guarantee and promote the learning process of the teampreneurs.
2. Facilitate the learning of the team through individual learning.
3. Ensure the integral compliance of the learning process contained in the Rocket Model of Team Academy Finland.
4. Make possible the achievement of the 21 competences in the team-preneur, teamlearner and team-leader categories by the teampreneurs.

ACADEMIC REGULATION

In this paragraph the in force regulations attach in the academic course 2024-2025:

Academic Regulation





ACADEMIC CALENDAR

General academic calendar:

Academic year:

August 12th - July 11th

Course starting week: August

12th - September 23th

Christmas:

December 23rd- January 6th

Evaluations first semester:

December 11th- January 31st

Easter:

April 14th- April 27th (These dates are flexible and adapted to the local realities of learning journeys).

Evaluation second semester:

June 2nd-27th

Extraordinary evaluations:

July 1st-11th

Leinn International 3º: June 9th-20th

Leinn Puebla: June 16th-30th

Local, regional and state holidays are detailed in each of the labs, also taking into account the learning journeys.



Faculty of Business Studies

