

Academic guide

LEINN. Degree in Entrepreneurial
Leadership and Innovation

2024-2025



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Mondragon University

MONDRAGON UNIBERTSITATEA is a university committed to its time and its society, open to the world and projected into the future. We are a young and dynamic university, with a cooperative character that stands out, from its very origin, for its close relationship with the business world.

From the Faculty of Business Sciences, with its laboratories in Oñati, Irun, Bilbo, Madrid, Málaga, Barcelona, Valencia, Queretaro, Puebla Seoul, Seattle, Pune and Shanghai we offer you a training in Business Management, Entrepreneurship and Innovation updated and adapted to the European Space.



Mondragon Team Academy



In May 2008 a team of intra-entrepreneurs in the business faculty (MU Enpresagintza) created the Mondragon Team Academy as Mondragon's entrepreneurship unit.

The purpose of the Mondragon Team Academy is to revive the spirit and creative capacity of the entrepreneurial community of the beginnings of the MONDRAGON cooperative experience. To this end, they dream of creating an open and global community of cooperative, multidisciplinary, multigenerational and multicultural entrepreneurial teams.

From the first moment of LEINN's creation, different partners showed interest in collaborating internationally to develop LEINN and create MTA labs in their local communities and cities. This has enabled more and more young people to be trained through the MTA revolution.

MTA

MTA

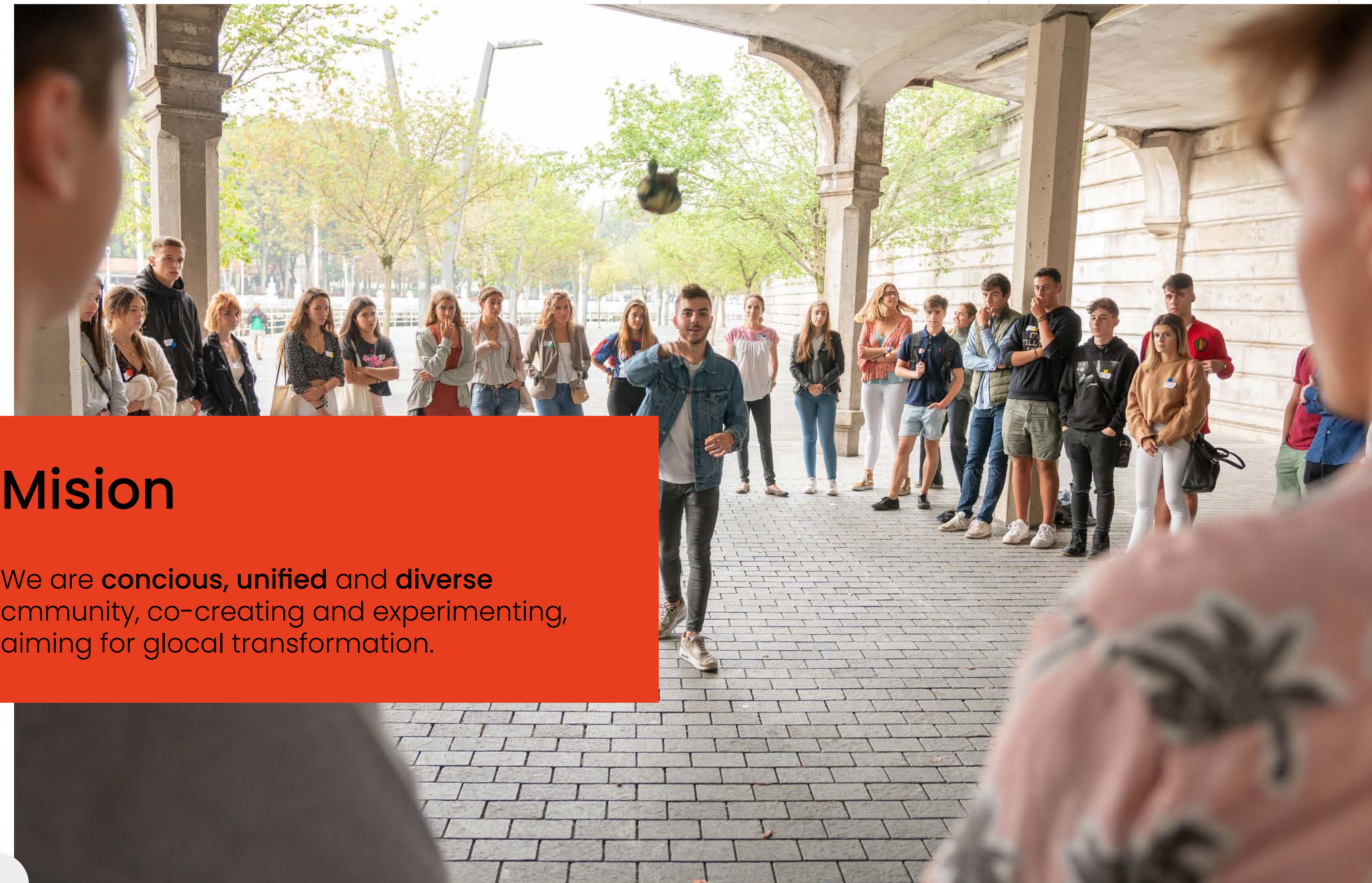
MTA

MTA

MTA World



Leading Thoughts



Mision
We are **concious, unified** and **diverse** cmmunity, co-creating and experimenting, aiming for glocal transformation.

Vision

By 2030 we will be more **radical**, more **diverse**, more **acesible** and more **transformative** teams, responding to the upcoming challenges with a more connected and aligned global community of teampreneurs, while embracing uncertainty.

Values

- We pursue conscience of both the positive and negative impact that we generate
- We want inclusive & active diversity for collective intelligence
- We are in continuous improvement through self questioning & open dialogue
- Leave it better than you found it
- We look for fun through a radical process
- We take care of ourselves, to take care of the planet

Presentation of LEINN degree

The Bachelor's Degree in Entrepreneurship Leadership and Innovation (LEINN) was the first program created at MTA. It was officially approved in July 2009 becoming the first official European Degree in Entrepreneurship and Innovation.

The LEINN program was born with the vocation to respond from university education to the need to promote innovation, business creation and the development of entrepreneurial teams in the framework of European and global competitiveness. LEINN's educational model is based on the Finnish educational model (Tiimiakatemia Finland), the educational experience of Mondragon Unibertsitatea and the MONDRAGON group. The conceptual model of this project is based on Peter Senge's "learning organizations" described in the book "The Fifth Discipline".

The new MTA FALKON model incorporates all the benefits of the previous educational model (based on the original Finnish Rocket Model) and incorporates new tools and processes in order to optimize the educational experience of the entrepreneur, his team and company.



Syllabus

As established by R.D.1393/2007, the number of credits of the degree, establishing 60 credits for each of the 4 years of duration.

The number of hours per credit is set at 25.
The full-time dedication of the entrepreneur is set at 38 weeks per academic year.

1st COURSE

Subject 1.1 Creation and organization of a company I 6 FB

Subject 1.3 Finance for Entrepreneurs I 6 FB

Subject 1.5 Emerging Technologies I 6 FB

Subject 2.1 Creation and dvlp. of the company: Tools for financial, legal and digital management I 12 FB

Subject 3.1 Leadership, self-managed learning and personal development I 10 OB

Subject 2.3 Customer management, marketing and sales I 5 OB

Subject 4.1 Team and community building and development I 10 OB

Subject 5.1 International Learning Journeys in Innovation and Entrepreneurship Ecosystems I 5 OB

2nd COURSE

Subject 1.1 Creation and organization of a company I 6 FB

Subject 1.4 Finance for Entrepreneurs II 6 FB

Subject 1.6 Emerging Technologies II 6 FB

Subject 2.2 Creation and dvlp. of the company: Tools for financial, legal and digital management II 12 FB

Subject 2.4 Customer Management, Marketing and Sales II 5 OB

Subject 3.2 Leadership, self-managed learning and personal development II 5 OB

Subject 4.2 Team and Community Building and Development II 5 OB

Subject 5.2 International Learning Journeys in Innovation and Entrepreneurship Ecosystems II 5 OB

Subject 6.1 Design Thinking and Business Model Generation I 5 OB

Subject 6.3 Strategy and Open Innovation I 5 OB

3rd COURSE

Subject 1.1 Creation and organization of a company I 5 OB

Subject 4.3 Team and Community Building and Development III 5 OB

Subject 5.3 International Learning Journeys in Innovation and Entrepreneurship Ecosystems III 15 FB

Subject 6.2 Design Thinking and Business Model Generation II 5 FB

Subject 6.4 Strategy and Open Innovation II 5 OB

Subject 8.1 Exponential technologies and their application in business and industry 15 OB

Hautazkoa: 7.1.1 Impact Startup Programme 5 OB

Elective: Subject : 5.4.1 English 5 OP

Elective: Subject : 5.4.2 Chinese 5 OP

Elective: Subject : 5.4.3 Third language 5 OP

4th COURSE

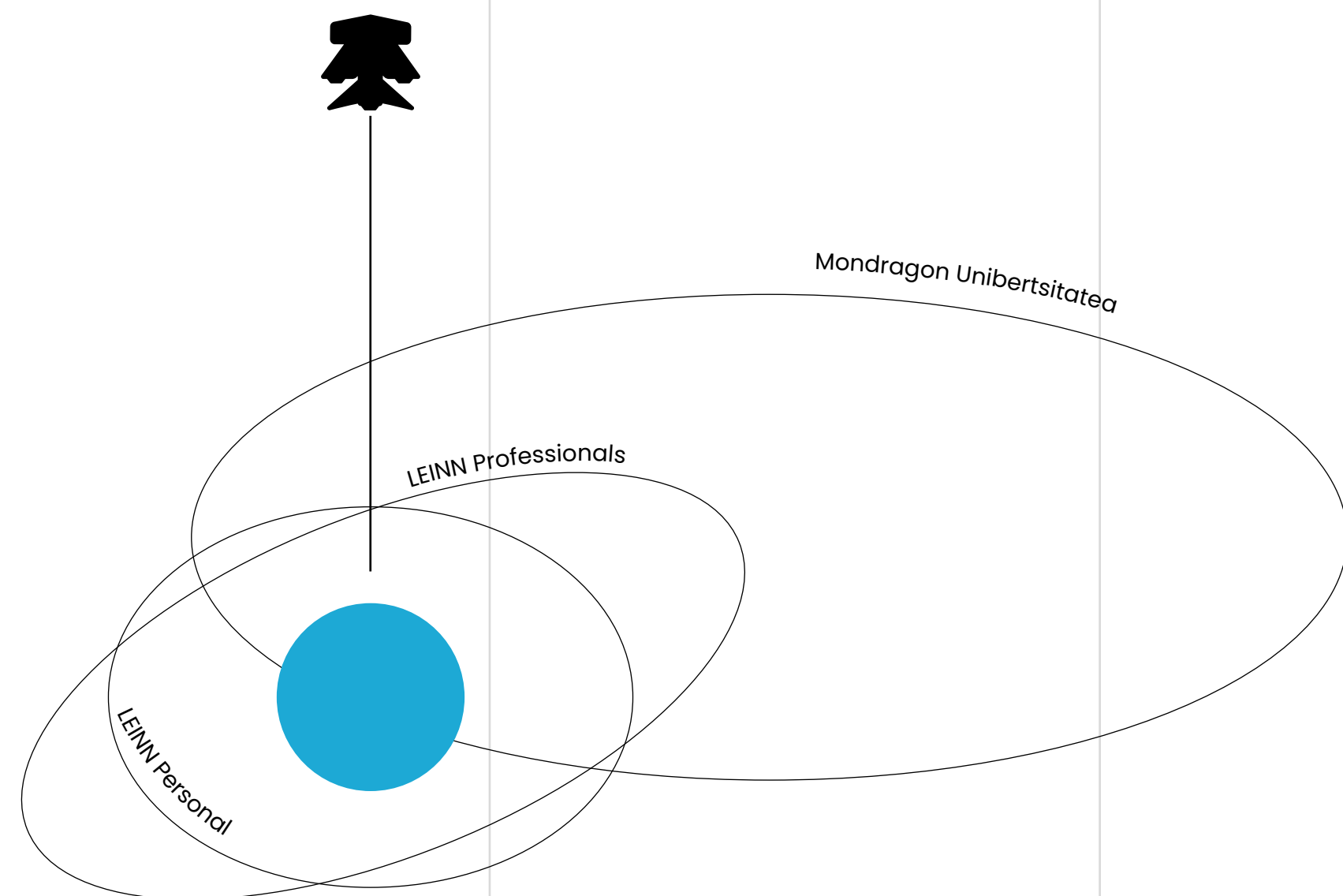
Materia 7.2 Incubation and intrapreneurship: access to the investment and financing 20 OB

Materia 8.3 Final Degree Project 30 TFG

Materia 8.2 Exp. technologies and their application in business and industry: Artificial Intelligence, BlockChain and Digital Manufacturing II 10 OB

Profile competence

There are 21 competencies divided into three categories (MU transversal competencies, LEINN general competencies and LEINN specific competencies) defined specifically for LEINN FALKON era. In this way the learning activities and processes in LEINN can be aligned with the degree competences, having an integrated “entrepreneurial – academic performance” scorecard.



Transversal Competences / MU

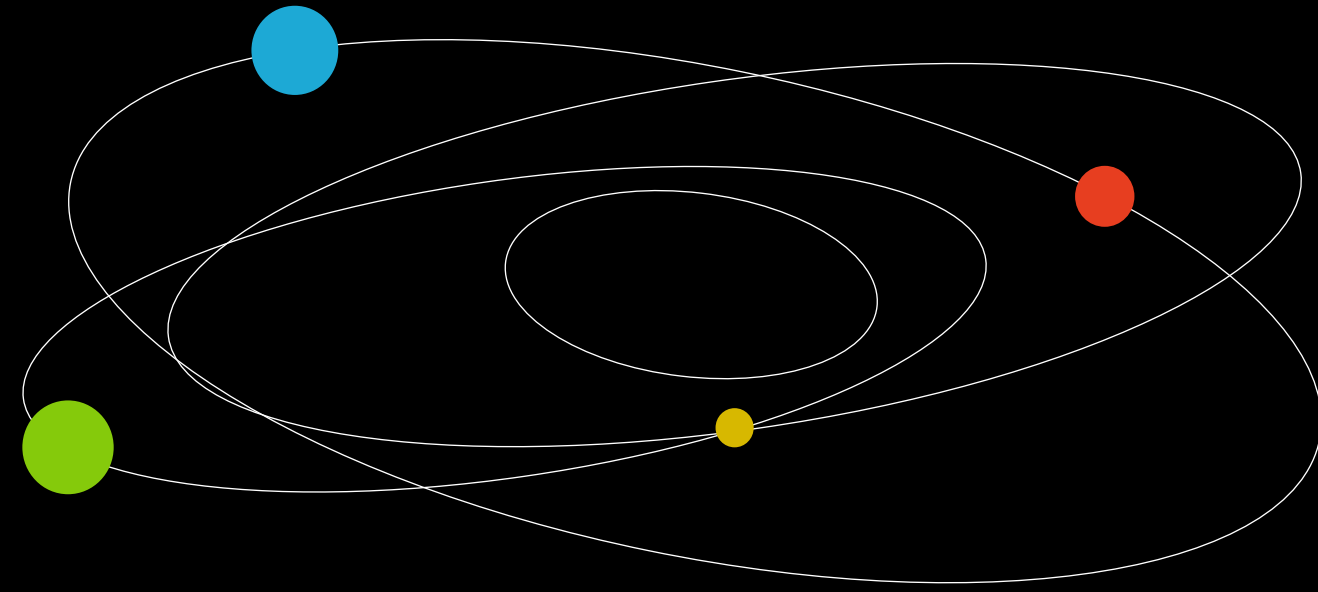
- Cooperative
- Creative & Changemaker
- Critical Thinker & Analytical
- Life Long Learner
- Global Mindset
- Resilient
- Aware & Socially Engaged

General LEINN / Personal Competences

- Creative
- Open and self-starter
- Brave and persevering
- Aware & Future Driven
- Team Players
- Honest & Transparent
- Passion driven

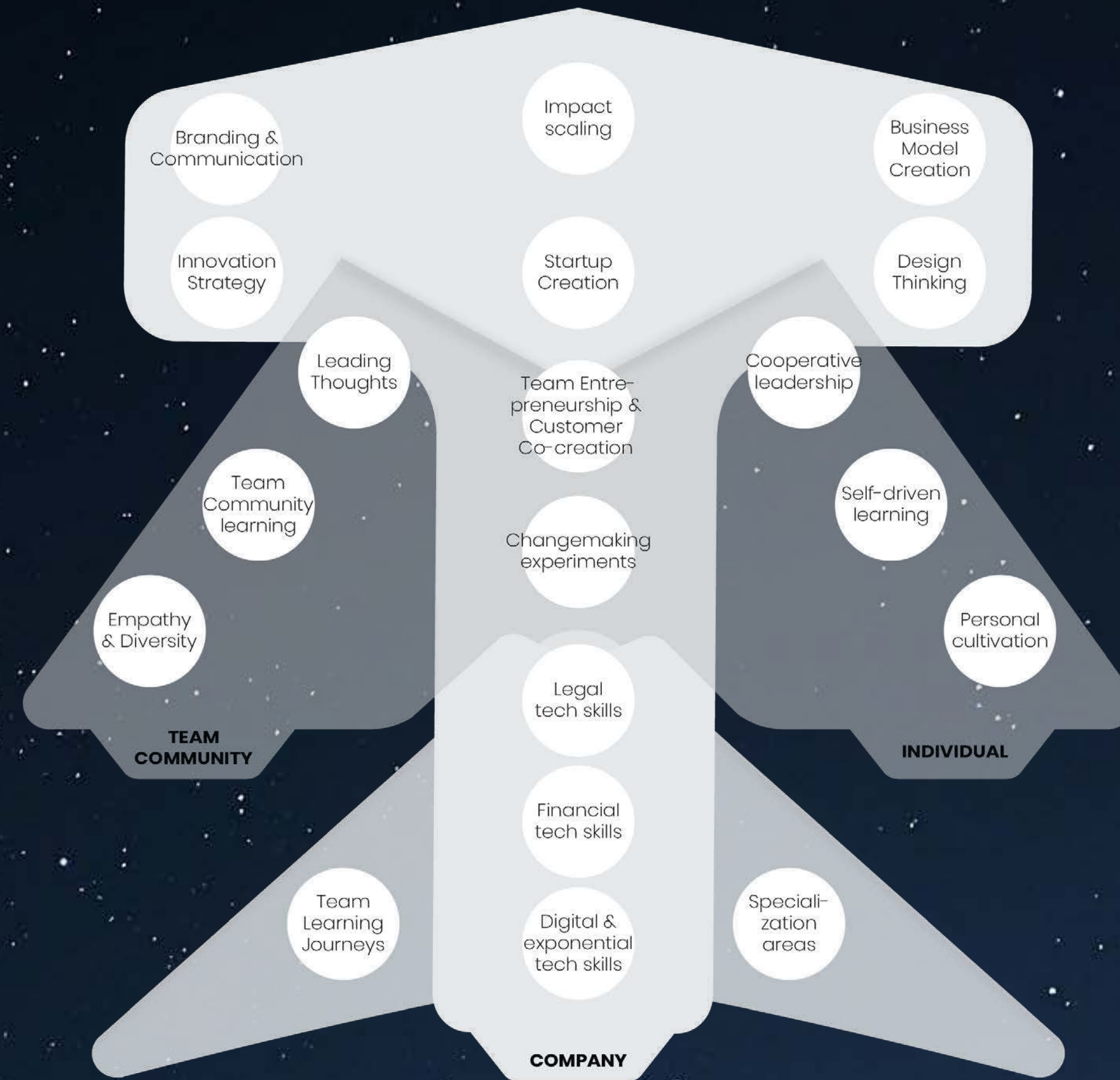
LEINN Specific Competencies / Professionals

- Global Mindset
- Innovative (& Risk Mitigators)
- Digital
- Entrepreneurial Leaders
- Results & Impact oriented
- Visionary
- Connected



Learning Model: MTA FALKON MODEL

Falkon Model



The Leadership in Entrepreneurship and Innovation (LEINN) degree was the first program created at MTA. It was officially approved in July 2009, becoming the first official European Degree in Entrepreneurship and Innovation.

The LEINN program was born with the vocation to respond from university education to the need to promote innovation, business creation and the development of entrepreneurial teams in the framework of European and global competitiveness. LEINN's educational model is based on the Finnish educational model (Tiimiakatemia Finland), the educational experience of Mondragon Unibertsitatea and the business experience of the MONDRAGON group. The conceptual model of this project is based on Peter Senge's "learning organizations" described in the book "The Fifth Discipline".

The new MTA FALKON model incorporates all the benefits of the previous educational model (based on the original Finnish Rocket Model) and incorporates new tools and processes in order to optimize the educational experience of the entrepreneur, his team and company.

There are three "universes" in the MTA FALKON model that correspond to three global areas in the process of transformation and empowerment as a teampreneur. These are:

>> **"M" Universe**

"Cultivating Changemaker teams"

>> **"T" Universe**

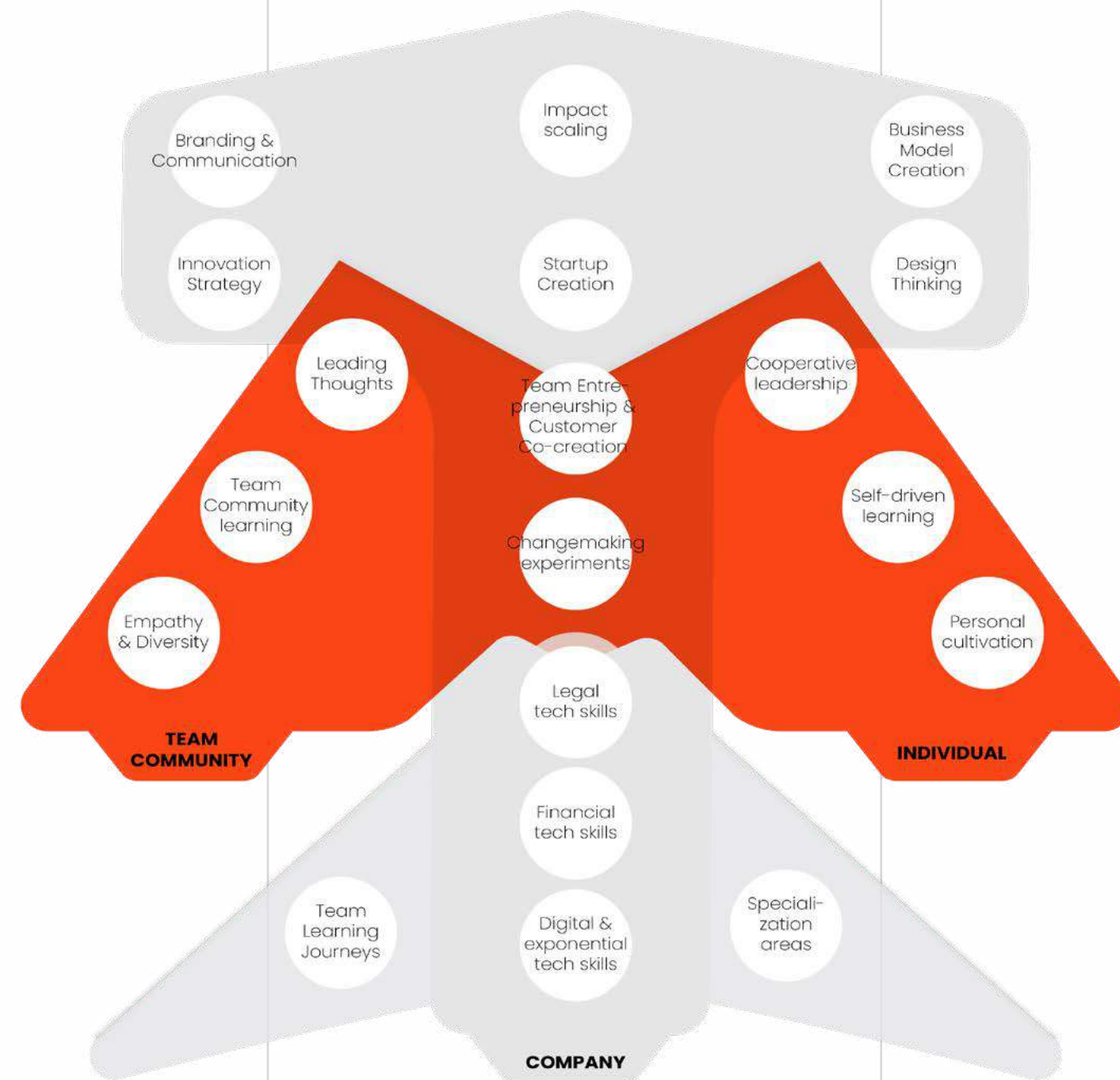
Impact Startup Development"

>> **"A" Universe**

"Technical Knowledge & Tools". These three universes of learning characteristic of the M

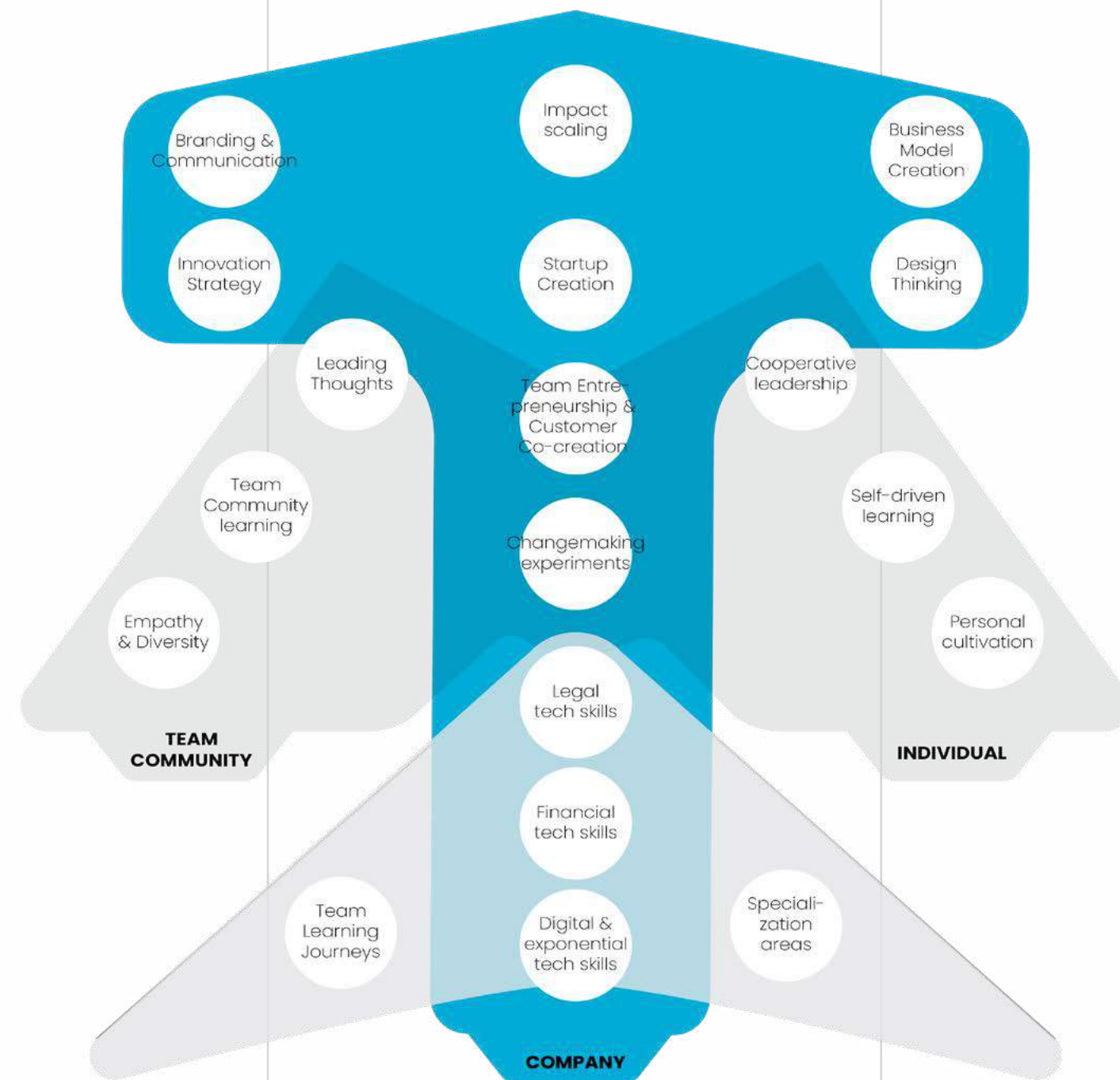


Universe M: Cultivating Changemaker Teams



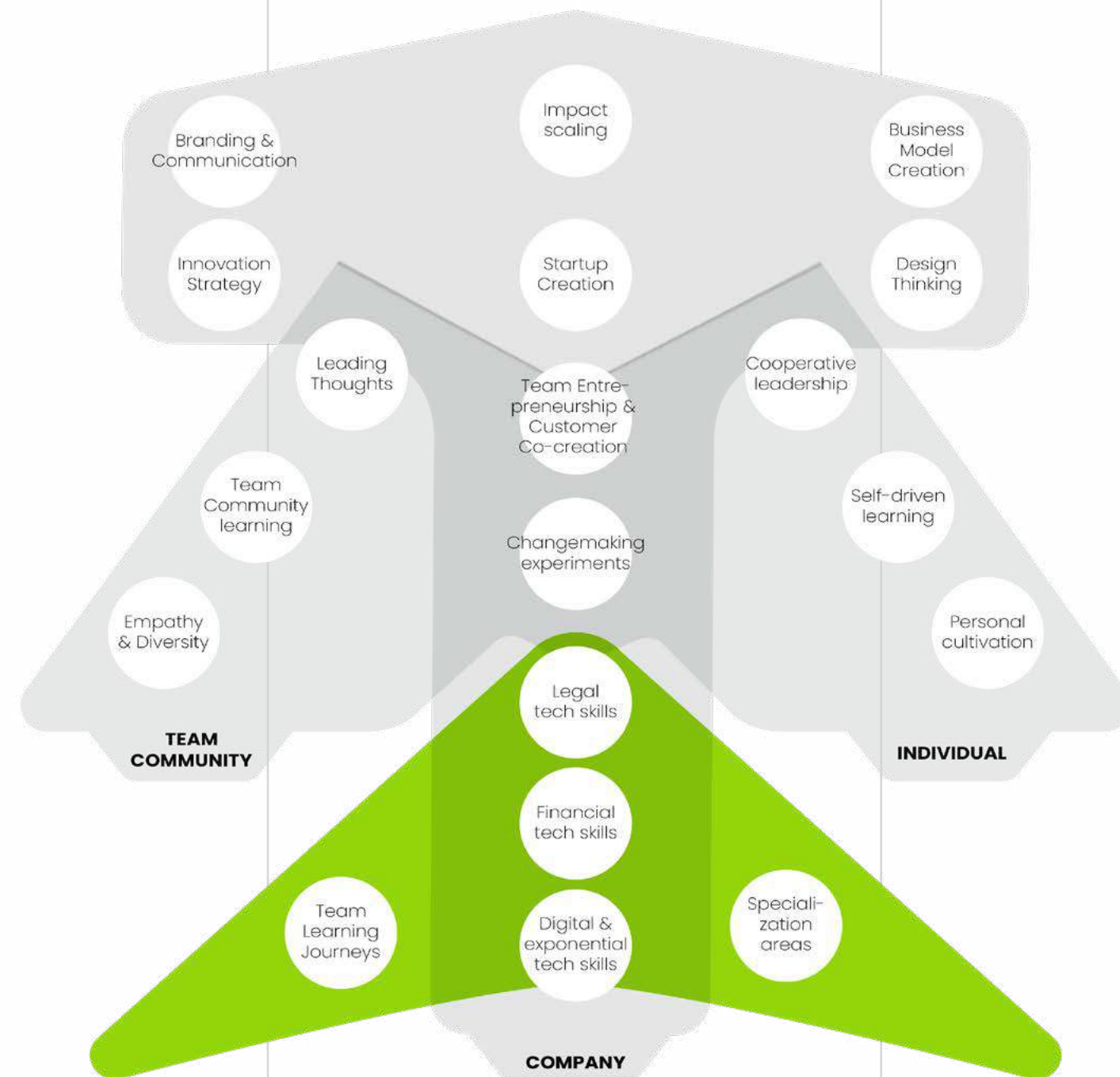
It is in this universe where, through the development of various real projects, the identity of the person taking the LEINN degree evolves towards becoming a “team change agent” (teampreneur). In this universe two key learning processes are introduced such as “Empathy and Diversity” in the team engine and “Personal cultivation & Wellbeing” in the individual engine.

Universe T: Impact Startup Development



This universe integrates all the learning processes of company creation and development where the real and creative experience “team learning by creating” coexists with the theoretical knowledge and technical tools necessary to ensure a successful journey in the creation of startups from the beginning. Conception and first steps to maturity and investor management and strategic partners.

Universe A: Technical Knowledge & Tools



It is in this universe where the learning processes take place that allow the entrepreneur to equip him/herself with the technical knowledge and tools to be able to develop personally and professionally as an entrepreneur, team and company.

These three learning universes of the MTA FALKON Model complement and feedback each other, ensuring the development and learning of the entrepreneurial person who studies the LEINN degree.

These universes give meaning to and integrate the different modules and subjects that make up the overall structure of the Degree.

- **Module 1:** Fundamentals of business start-up and management - 36 ECTS
- **Module 2:** Entrepreneurship and customer focus - 34 ECTS
- **Module 3:** Leadership, Self-Managed Learning and Personal Development - 20 ECTS
- **Module 4:** Development of teams and learning communities - 20 ECTS
- **Module 5:** Global People - 30 ECTS
- **Module 6:** Design Thinking, Open Innovation and Business Model Generation - 20 ECTS
- **Module 7:** Startup Incubation and Intrapreneurship: investment and financing - 25 ECTS
- **Module 8:** Specialization and Final Project - 55 ECTS



Team Learning Journey-ak

One of the most distinctive ingredients of the degree is what we define as a learning journey. During the first three years of the degree, entrepreneurs travel to different destinations with the aim of becoming global citizens, capable of understanding the differences and needs of the contemporary world, as well as developing the ability to identify new opportunities and propose new solutions in the form of business projects anywhere in the world. All this working in teams composed of people of different nationalities and economic contexts.

The learning trips take place in Europe, USA and two of the BRICM countries (Brazil, Russia, India, China, Corea and Mexico). The stay in each of them has a specific duration and constitutes a particular catalyst for learning and knowledge.



Team Learning Journey-ak



Year 1

MTA immersion / 1 week
Europe / 4 weeks

- Deepen the methodology and values of MTA
- Benchmark environment in entrepreneurship with a high degree of innovation worldwide.



2nd Year

USA / 4 weeks

- First international team experience
- First global projects



3rd Year

BRICM / 14 weeks

- Country experience emerging
- Personal development in other cultures

Tech Skills



Falkon “Fundamentals of Business Creation and Management” module, you will work on three crucial technical competencies for technical training for the Leinners as well as for the business bases of the Company: “Legal Tech Skills”, “Financial Tech Skills” and “Digital & Exponential Technologies Tech Skills” with a clear commitment to strategically incorporate the technological dimension in LEINN’s curriculum.

These three tech skills are integrated into the Enterprise engine, thus enabling greater coordination between the role of the advisors and the coaches who have to work together.

The transmission of knowledge of tech skills is also re-evolving with the development of a platform model. Therefore, at the methodological level, we work on two levels:

- In-company learning process or Team Company
- Automated individual learning process - asynchronous on Moodle platform

Tech Skills

Module 1: Fundamentals of company creation and management (36 ECTS)

Subject 1.1. Company Creation and Organization I (6 ECTS). BASIC TRAINING

Subject 1.2. Company Creation and Organization II (6 ECTS). BASIC TRAINING

Subject 1.3. Finance for Entrepreneurs I (6 ECTS). BASIC TRAINING

Subject 1.4. Finance for Entrepreneurs II (6 ECTS). BASIC TRAINING

Subject 1.5. Emerging Technologies I (6 ECTS). BASIC TRAINING

Subject 1.6. Emerging Technologies II (6 ECTS). BASIC TRAINING

Specialization

The new Falcon model allows and encourages customization of the LEINN experience centered on each LEINNeer, through various ingredients and especially thanks to the new “specialization” process, each LEINNeer is encouraged and empowered to co-design their own adventure/experience.

In this way, each LEINNeer can equip itself with the technical capabilities in which it is most interested. The accreditation of the module is open and upgradeable so that it can be gradually integrated with the main digital know-how platforms (EDX, Coursera, new Google university platform, IronHack,...). This will allow labs to deepen particular identities of the LEINN degree by virtue of specialization itineraries.

In the same way, the entrepreneur and the teams have the possibility and need to specialize in exponential technologies (Blockchain, Artificial Intelligence, etc.), IoT, digital manufacturing and industries 4.0,...) and its application to specific sectors and industries (Fintech, creative industries, e-mobility...) in their entrepreneurial and intrapreneurial activity.



Programs for Impact companies development

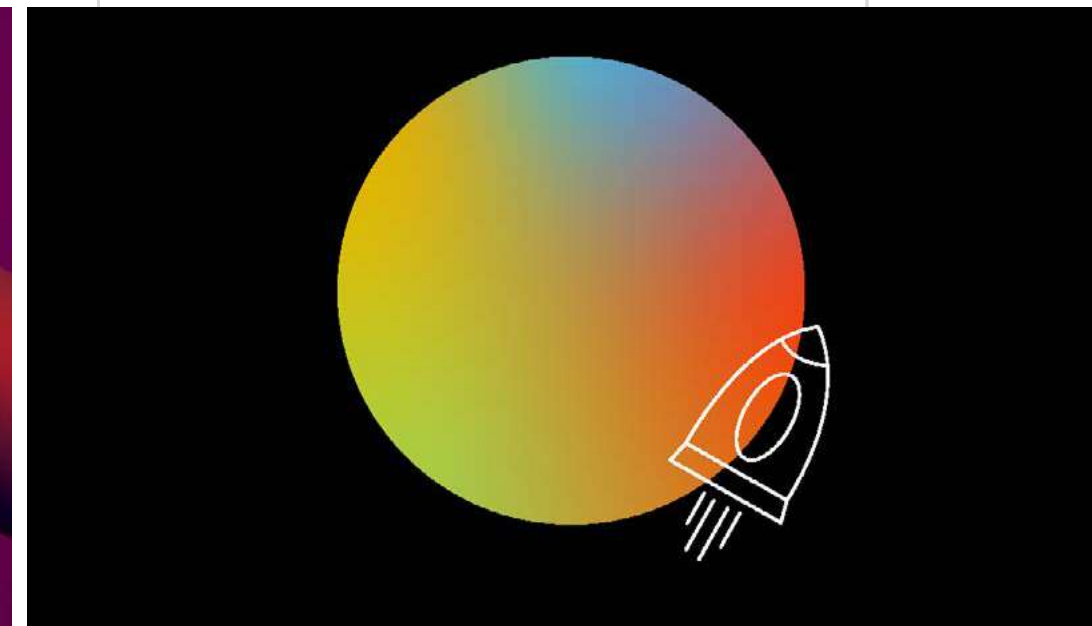


2° / The Future Game

To have a portfolio of innovative concepts. Process to deepen: get inspired, connect with problematic...

Program

1. Understanding global challenges
2. Inspiration trends
3. Research
4. Ideation
5. Conceptualization



3° / Bootcamp exponential technologies

The aim of the 'Technologies for a World in Transition' programme is to introduce a technological vector into projects that will enable us to extend the positive impact and to undertake in the real world.

Program

1. Analysis of transversal vectors or axes
2. Case studies
3. Applied technologies
4. Technological plan
5. Learning plan and people
6. Action plan and development of a PVM
7. Business model canvas



3° / Mentoring program

Through mentoring program, the business model of an innovative project that generates a real impact will be developed.

Program

1. Design of the business idea
2. Market and scalability
3. Business plan design
4. MVP Approach



4° / Incubation and acceleration program

Program for the development of a company or an intrapreneurial project

ORIENTATION: learning portfolio and challenge definition

BACK TO THE FOREST: team and individual learning portfolio

CHALLENGE: definition

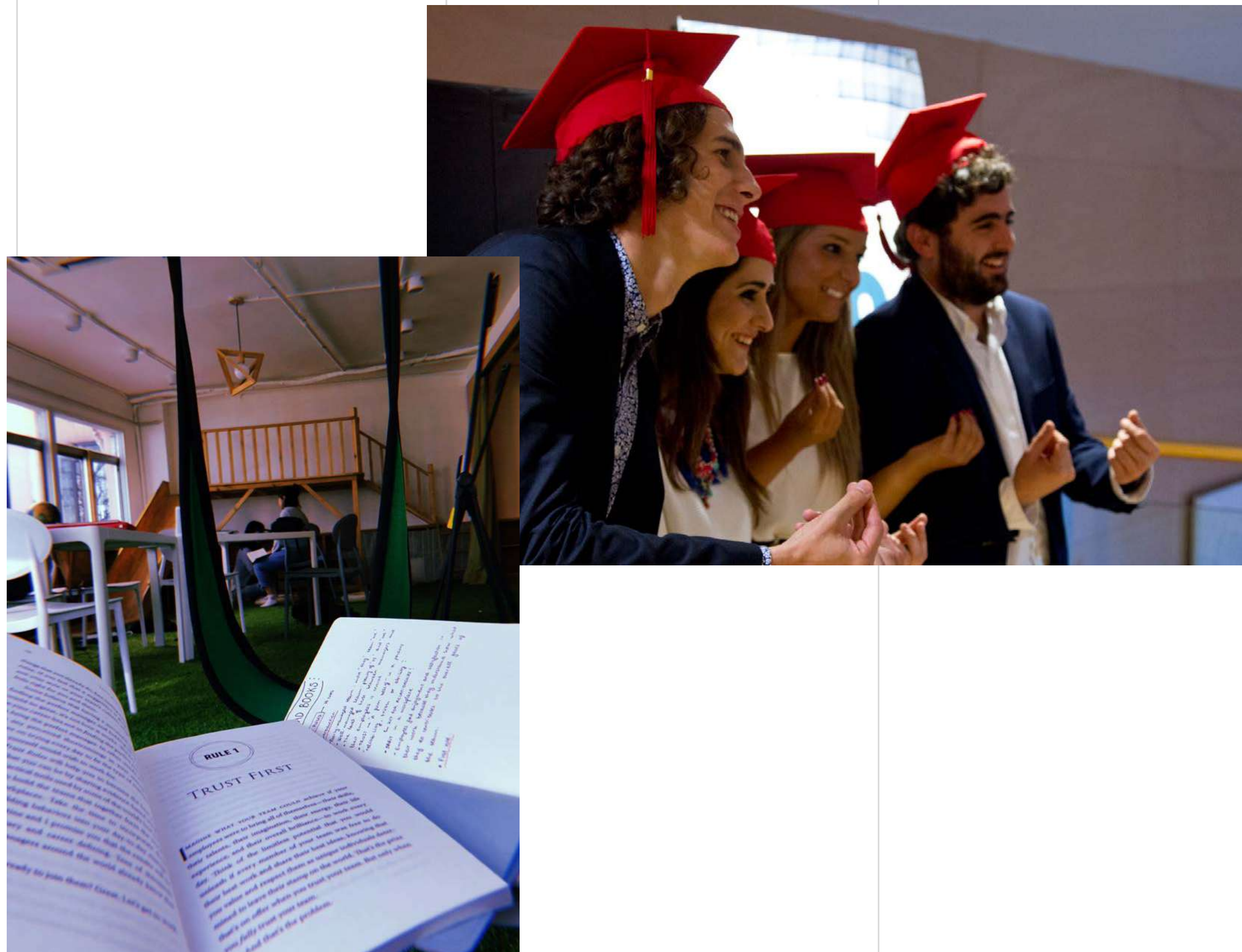
SOLUTION: Customer/market understanding and value proposition

PRODUCT: Prototype development

BUSINESS: Leadership, marketing, HR, sales

MARKET: Growth plan, innovations, economic viability

Final Degree Project



The objective is to prepare and present a project as an exercise that integrates the technical and transversal competences worked on during the degree course. There are two possible itineraries depending on the nature of the project:

Business project development: start-up

The entrepreneur is integrated in the incubator and venture builders of the MTA-MU laboratories and develops the entire process of business creation from the development of the business idea to the prototyping and first commercial testing. In this unit she has a personal, team and company mentoring that accompanies the development of the whole process of business creation.

Business project development: intra-entrepreneurship

The entrepreneur joins an ongoing company in order to develop an intrapreneurship project, that is to say, a new business project that takes place within the company. The entrepreneur will carry out the whole process of implementation of the strategic innovation project and/or consequent creation of the company (spin off) from the generation of ideas, to the development of the prototype and the first test marketing. The company can be located locally or abroad. In both cases the entrepreneur has a personal mentoring that accompanies the development of the whole process.

Evaluation System

All subjects are monitored by means of a continuous assessment system through which constant information is provided on the learning process of the entrepreneur, the team and the company.

Both the trainers of the degree, as well as the profiles of experts, advisors and mentors actively participate in this evaluation process, with the aim of guaranteeing its coherence and validity.

Taking into account that in each of the subjects both individual and team performance will be assessed, the criteria that will govern the evaluation system of the degree will be the following:

- Individual work may be evaluated with evidence that corresponds to a maximum of 30% of the final grade,
- Teamwork will be evaluated with evidence that corresponds to at least 70% of the final grade.

The evaluation process will be conducted at least twice a year in a dialogue session and the following artifacts will be used:

1. Evaluation of the team entrepreneurship process in all learning modules. Multiple indicators are analysed and assessed on the basis of the learning outcomes established in the different modules.
2. 360° evaluation of competency profile and individual performance. It is a session of personal self-evaluation and co-evaluation with the team and the trainers using different tools that will help to evaluate the skills profile of the degree in the framework of three categories: teampreneur, teamlearner and teamleader. In this session it will be possible to count on the opinion of other agents involved in the learning process such as clients and users.
3. Personal portfolio is a record in which all the necessary documents and data that serve as evidence of the entrepreneur's learning process and results are collected.

Academic Regulations

Curriculum and Academic Regulations

Academic Calendar

Development of the course:

From August 12th 2024, to July 11th 2025 (depending on each laboratory and course).

Beginning of the course:

From August 12th to September 23rd (depending on each laboratory and course).

Christmas:

From December 23th to January 6th.

First semester evaluations:

From December 11th to January 31st.

Easter:

From April 14th to 27th (for teams on the apprenticeship trip these dates can be flexible to better accommodate the schedule of the duty stations).

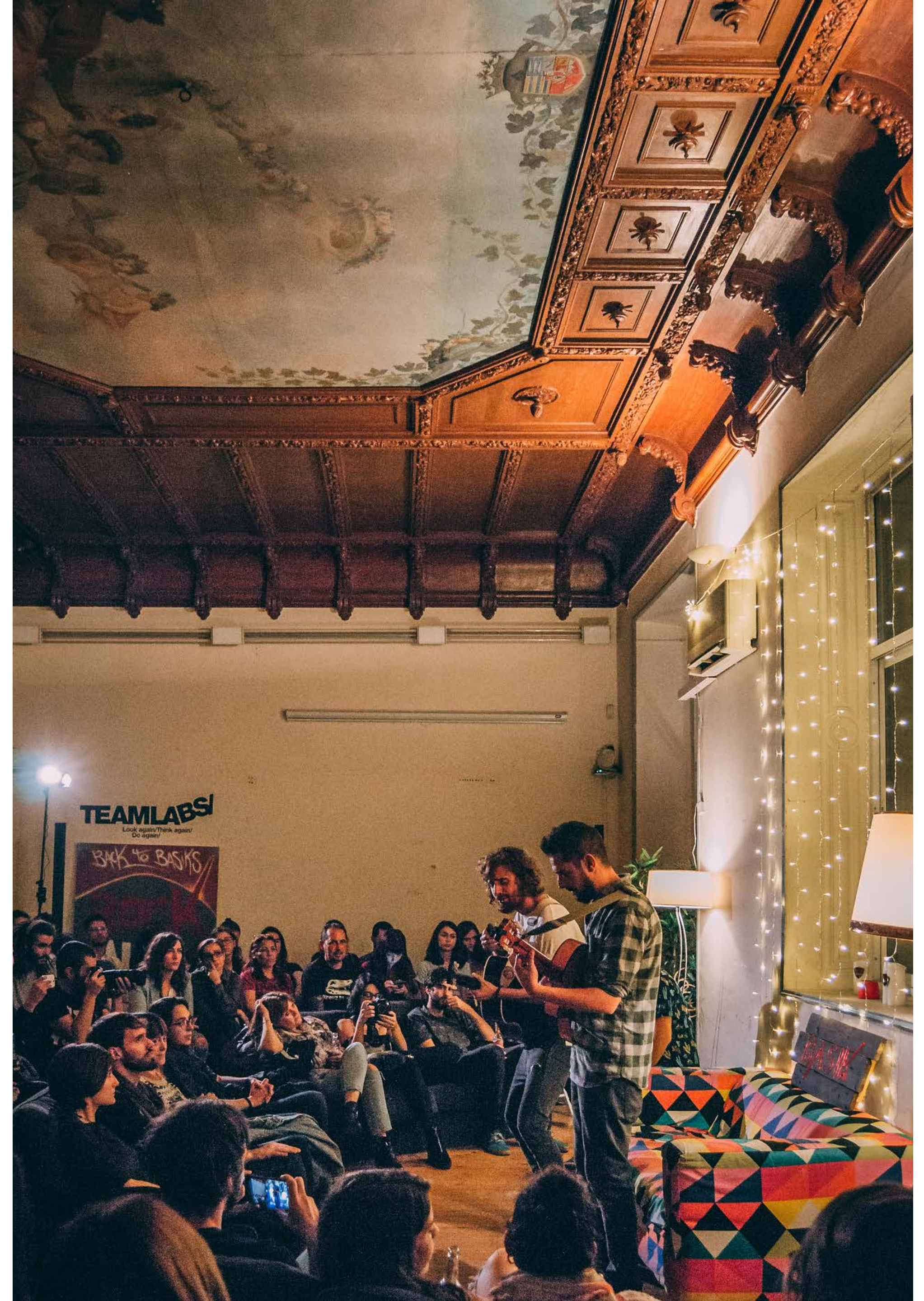
Second semester evaluations:

From 2nd to 27th of June.

Extraordinary call for evaluations:

From 1st to 11th of July (Leinn International 3rd year: 9th-20th of June. Leinn Puebla 16th to 30th of June).

State, regional and local holidays are detailed in each of the labs, taking into account also learning trips and team stays.



LEINN Teaching Guide

2024-2025

