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Unibertsitatea**

**Facultad de
Empresariales**



**MONDRAGON
TEAM
ACADEMY**

FINAL DEGREE DISSERTATION

ACADEMIC GUIDE

ENTREPRENEURIAL LEADERSHIP AND INNOVATION

LEINN

Academic year 2025-2026

CONTENTS

1. INTRODUCTION	3
2. IMPLEMENTATION DEADLINES	4
3. PRELIMINARY PROCEDURES	4
3.1. REGISTRATION	4
3.2. ACADEMIC REQUIREMENTS FOR STARTING THE FDD	5
4. PREINCUBATION-INCUBATION PROGRAM AND ELECTION OF FDD	5
5.DEVELOPMENT OF THE FINAL DEGREE DISSERTATION	6
5.1. ACADEMIC FOLLOW UP	6
5.2. FINAL OVERVIEW	7
5.3. ACADEMIC REPORT	7
6. DELIVERY TIMES AND CALLS	9
7. TERMINATION AND ESTABLISHMENT OF THE DISSERTATION COMMITTEE	9
7.1. PRIOR AUTHORISATION	9
7.2. REQUEST FOR THE ESTABLISHMENT OF THE DISSERTATION COMMITTEE	10
7.3.DELIVERY OF DOCUMENTATION TO THE ACADEMIC SECRETARIAT THROUGH MUDLE	10
7.4. REQUEST FOR EXTENSION	11
7.5. DEFENCE AND EVALUATION	12
7.6. FDD QUALIFICATION CLAIM	13
8. INNOVATION AND CONTINUOUS IMPROVEMENT	13

1. INTRODUCTION

The completion of the Final Degree Dissertation (hereinafter FDD) marks the culmination of the Bachelor's degree in Entrepreneurial Leadership and Innovation (LEINN) and is an indispensable requirement for earning the corresponding official degree.

The general objective of the Bachelor's degree in Entrepreneurial Leadership and Innovation is to coach individuals and professionals to efficiently lead business creation and corporate innovation. The program emphasises their ability to work in teams as agents of change, preparing them to develop projects of social and economic transformation in a global and digital world, contributing to the development of the information and knowledge society where innovation is the competitive key.

The **objective** of the Final Degree Dissertation is to develop and present a work that serves as an integrative exercise of the competencies, both personal and professional, acquired during the degree. This project facilitates the transition of entrepreneurs to the labour market and professional entrepreneurship. The Final Degree Dissertation is undertaken at the end of the degree program, specifically during the fourth year.

The Final Degree Dissertation is carried out individually; however, in justified cases—due to the scope of the work to be developed or if it is done within the framework of an entrepreneurial project—it can be carried out as a group. The completion of group work must be authorised by the tutors of the project, who will indicate the individual and/or joint format of the activities to be carried out: namely, tutoring, writing of report, presentation and memory defence, etc. It requires a **minimum dedication of 750 hours** (approximately 5 months, full-time) from the team of entrepreneurs.

The Final Degree Dissertation is developed through a Preincubation and Incubation Program, accompanied by the **Incubation Manager** of the laboratory. Once the challenge of the Final Degree Dissertation has been defined, each project will have two types of tutorials: the first, by academic staff and/or team coaches of the home laboratory; and the second, by a head in the company (for company-based projects), or by an external mentor assigned by the team of coaches of each laboratory (for entrepreneurial projects).

The purpose of this Academic Guide is to describe the process of developing the FDD, to determine the deadlines for the corresponding procedures, and to guide entrepreneurs and academic tutors in writing the report.

2. **IMPLEMENTATION DEADLINES**

The Final Degree Dissertation is developed through a Preincubation and Incubation Program in different phases throughout the fourth year of the degree and is officially activated in the second semester, during the period between **February** and **July-September**. To this end, the academic requirements referred to in paragraph 3.1 must be met. Considering these requirements, the activation of the FDD begins continuously from February.

There are occasions when, due to the size of the project, the achievement of objectives, etc., the academic tutor and the head of the company, together with the entrepreneur, may decide that the FDD cannot be completed on time. In such cases, it will be necessary to request an extension (see paragraph 5.4).

3. **PRELIMINARY PROCEDURES**

3.1. **REGISTRATION**

The registration of the FDD must take place on the dates established by the Academic Secretariat for each academic year (July or September).

The amount to be paid for FDD tuition is determined at the beginning of the academic year by the Governing Council of MU ENPRESAGINTZA and is invoiced according to the type of payment chosen at the time of registration. If the entrepreneur defends the project more than two years after the first application of the FDD, or if they have not applied despite meeting the academic conditions, they must pay the tuition support fee (excluding for exceptions to be analysed by the Academic Committee).

If a team-entrepreneur, due to force majeure and in the opinion of the Academic Coordination, decides to forgo developing the FDD, they will be able to undertake another project in the next call. In this situation, they must pay the cost corresponding to the tuition support fee. These cases will be analysed individually by the Academic Coordination and the coaches of each team.

3.2. ACADEMIC REQUIREMENTS FOR STARTING THE FDD

In order to start the Final Degree Dissertation, it is essential to comply with the following academic conditions:

- ✓ Have passed all 2nd and 3rd year subjects
- ✓ Have passed the legal, financial and technological audits during the month of December of the 4th year and presented the settlement plan of the association.
- ✓ Have successfully passed the subjects “Incubation and intrapreneurship: access to investment and finance” and “Exponential technologies and their applications in business and industries: Artificial Intelligence, Blockchain and Digital Manufacturing II”, which will be validated in the first semester evaluations of the team company.

4. PRE-INCUBATION PROGRAM AND ELECTION OF FDD

The Final Degree Dissertation is developed throughout the fourth academic year through a Preincubation and Incubation Program, aimed at developing a project in entrepreneurship or impact intrapreneurship.

This program consists of four phases: prepare, sow, cultivate, and harvest. Each phase is designed with the goal of transforming the proposed challenge or idea into business models. Likewise, each phase will include activities that support its development, such as training workshops, mentoring sessions, advisory services, team coaching, and community-level activities.

In the first phase of the program, “**prepare**” a guidance module will be developed to define the career plans and professional trajectory of the entrepreneurs, along with the creation of a personal Learning Portfolio. This tool will also be used to search for and define the challenge of the Final Degree Dissertation. They will be shared with the team and coaches for feedback and support throughout this process.

Similarly, in the “**sow**” phase, the two existing pathways for developing the Final Degree Dissertation will be presented: entrepreneurship and intrapreneurship within an existing organization or company. In this phase, it will be time to make a decision on which pathway to choose, aligned with the reflections made in the previous phase.

Once the itinerary is decided, the “**cultivate**” phase will begin. At the end of this third phase, those in the entrepreneurship pathway must draft a business plan for their entrepreneurial project, while those in the intrapreneurship pathway must develop a growth plan for their intrapreneurial challenge. Both documents must be reviewed with the lab's Incubation Manager and validated during the team evaluation in January/February.

In the month of January/February, the evaluations of the MTA Model processes of the team companies will be carried out. Later, the team-entrepreneurs will define the challenge, objectives and phases of their Final Degree Dissertation in a joint meeting with the Incubation Manager of the lab and its team coaches.

Once the challenge and the project to be developed have been identified, the Final Degree Dissertation (FDD) form will be completed, and the final phase, “harvest” will begin, which corresponds to the development of the FDD.

In cases where the Final Degree Dissertation takes place in the intra-entrepreneurial itinerary, the university-enterprise department of MU Enpresagintza will be responsible for formalizing the University-Enterprise Collaboration Agreement. Prior to the start of the project, this agreement must be signed and sealed by both parties and the corresponding accident policy must be signed. It will be the responsibility of the entrepreneur to coordinate this agreement.

5. **DEVELOPMENT OF THE FINAL DEGREE DISSERTATION**

5.1. **ACADEMIC FOLLOW-UP**

The Preincubation and Incubation Program developed during the fourth year is led by the Incubation Manager of the laboratory.

Once the challenge of Final Degree Dissertation has been defined, each project will be monitored by two types of tutoring:

- an **academic tutoring** by the academic staff and/or team coaches of the laboratory of origin, assigned by the degree responsible for the academic requirements required in the degree and
- an **enterprise tutoring**, assigned by the company, in the case of intra-entrepreneurial projects or an external mentoring, assigned by the team of coaches of each laboratory, in the case of entrepreneurial projects.

These individuals assume the responsibility of providing entrepreneurs with the necessary resources for the proper development of the project, as well as guiding them in the decisions necessary to achieve its objectives.

Academic tutoring will be coordinated with business tutoring to ensure the quality and development of the project.

Similarly, both tutors review and validate the Final Overview and the Academic Report of the Final Degree Dissertation for delivery to the academic secretariat through the Mudle platform.

5.2. FINAL OVERVIEW

The final overview is a report indicating the completion of the FDD and the achievement of the objectives set out therein.

This report allows the academic tutoring and that of the company, to jointly validate the work done by the entrepreneur, to give the approval and to proceed to the request for the constitution of the Dissertation Committee for the defence.

The Final Overview must be **signed by the tutors of the Company and Faculty**, and must be delivered to the Academic Secretariat on the established date (contact will be provided from each laboratory and can be online).

5.3. ACADEMIC REPORT

The record, written record for obtaining the Final Degree Dissertation, will be the document that will be evaluated during the defence before the Dissertation Committee on the relevant date.

A. Guidelines for memorandum processing: *FORMAT*

The memorandum is to be presented following the guidelines of the MU Enpresagintza and MTA Style Manual.

It shall be extended between 50 and 80 pages, separate annexes.

For the format to be used and as set out in this manual, the memorandum is to be presented as follows.

- Paper A-4 format.
- 1.5 interline space.
- Margins: upper and lower margin of 3 cm. Left and right margin 2.5 cm.
- The font type and size should be ARIAL, size 12.
- All pages must be numbered and must contain a header and a footer:
 - The chapter of the memorandum explained on that page and the MTA-MU logo on the top, should be mentioned on the right.
 - The footer must contain the title of the memorandum on the left and the page number on the left.

The report shall be preceded by the cover page and the first standard page, which shall contain the reference data such as its name, title of the Degree to which it entitles, author, tutors, etc.

The use of colour in graphs, diagrams or photographs should be limited to cases where they are essential for the assessment of details or nuances considered essential, which otherwise cannot be differentiated.

On all graphs, drawings, schemes, etc. indicate which number of graph, drawing or element is involved and make an index at the beginning of the memorandum for reference.

B. Guidelines for memorandum processing: *STRUCTURE*

This section provides a reference model for the elaboration and structuring of memorandum for the option chosen to develop FDD.

PROJECT IN COMPANY

- COVER
- STANDARD FIRST PAGE
- SUMMARY (from 8-10 lines of the core content of the memorandum), which will appear at the beginning of this document. The writing of the abstract in official languages of each laboratory will be valued positively, together with another foreign language of reference such as Basque, Spanish, Catalan, English, French or Korean).
- Detailed index of paragraphs, with decimal numbers of chapters and paragraphs
- GRAPHIC INDEX if available
- INTRODUCTION containing the following paragraphs:
 - Background
 - Problem or state of the art
 - Objectives
 - Project phases
- DEVELOPMENT, divided into the necessary chapters depending on the project phases.
- CONCLUSIONS AND FUTURE LINES
- BIBLIOGRAPHY, correctly referenced, indicating the sources from which information has been extracted to elaborate the memorandum.

6. DELIVERY TIMES AND CALLS

In theory, the Final Degree Dissertation will begin in February, once all the previous academic requirements mentioned in paragraph 3.1 have been fulfilled.

Thereafter and throughout the academic year, projects will be activated continuously and in constant collaboration between the Incubation Manager of the laboratory and the team coaches.

The Final Degree Dissertation has a minimum duration of 5 months (750 hours) and the calls for submission are as follows:

- **Regular calls: February, July and September**
- **Extraordinary calls: November**

The filing dates of the Final Overviews for the academic year 25-26 are as follows:

- ✓FINAL OVERVIEW (Call: February): 19th February, 2026
- ✓FINAL OVERVIEW (Call: July): 2nd July, 2026
- ✓FINAL OVERVIEW (Call: September): 24th September, 2026
- ✓FINAL OVERVIEW (Extension November): 12th November, 2026

7. TERMINATION AND ESTABLISHMENT OF THE DISSERTATION COMMITTEE

7.1. PRIOR AUTHORISATION

In order to present the documentation and its subsequent defence, the team-entrepreneur must have the authorization of the tutoring assigned to the company or, if necessary, the mentor of the project, such as that of the academic tutor of MU. To do so, the **Final Overview must** be signed by both tutors.

If, on the contrary, the tutors assigned to the company and MU do not authorise the submission of the documentation, the entrepreneur may appeal this decision and may make a request – only on one occasion – to the Academic Coordination Committee in writing to set up a Dissertation Committee composed of 3 individuals outside the assigned tutors, to determine whether the work done and the written report are adequately prepared in order to be presented to the Dissertation Committee of the FDD.

If the decision of the Academic Coordination Committee is positive, the entrepreneur may continue with the ordinary proceedings. If not, they should continue the memorandum development. The decision of this Academic Coordination Committee is unappealable under any circumstances.

7.2. REQUEST FOR THE ESTABLISHMENT OF THE DISSERTATION COMMITTEE

The Dissertation Committee consists generally of three members, two of whom are part of the laboratory team and the third member may be a guest, usually the tutor of the company in which the FDD has been developed (or a mentor or expert specialised in the field).

One of the individuals representing the laboratory shall always act as Registrar of the Dissertation Committee. The tutor of the company and the university cannot be part of the Dissertation Committee at the same time, although they decide on the percentage of grade corresponding to the work done by the entrepreneur jointly.

7.3. DELIVERY OF DOCUMENTATION TO THE ACADEMIC SECRETARIAT THROUGH MUDLE

Once the Project Manager and the Faculty's tutor are authorised, the required documentation can be delivered via MUDle (upon request of the laboratory captain), on the date set in the academic calendar of the current year. The documents to be delivered are:

- A. **FINAL OVERVIEW:** Duly signed by the person responsible in the company and the tutor of the Faculty, which in this way will show their agreement with the work done.
- B. **MEMORANDUM of the FDD in digital format (pdf document):** Academic Secretariat shares a copy with library and sends a copy in digital format to the Laboratory Officer to distribute it to the members of the Dissertation Committee (important to “check” the box of “Distribution and Publication Permission”)
- C. **ANNEXES**, if any, 1 copy duly identified in digital format (separate document in .pdf).
- D. **DISTRIBUTION AND PUBLICATION PERMIT signed** by the team-entrepreneur, in which they expressly authorise the transfer of the intellectual property of the memorandum of the FDD to MU Enpresagintza (through the signing of the Final Download and the authorization requested in the report)
- E. **REQUEST FOR CONFIDENTIALITY** if applicable, using the custom document placed on the MUDLE Platform of MU Enpresagintza. The deadline for requesting confidentiality is the date of submission and defence of the FDD.

The rest of the supporting documents (survey of the satisfaction of academic tutoring and corporate tutoring) will be managed by the tutor assigned to the faculty, before the day of the presentation of the Final Degree Dissertation.

All documents necessary for the proper development of the Final Degree Dissertation are available on the **Mudle platform** in the subject “Final Degree Dissertation”:

- End-of-Grade Worksheet
- Guidelines for academic memorandum elaboration
- Final Degree Work Structure: entrepreneurial and intra-entrepreneurial itinerary
- Final Overview
- Request for confidentiality
- Request for an extension
- Final Degree Dissertation assessment form Satisfaction surveys

7.4. REQUEST FOR EXTENSION

The FDD (Final Degree Dissertation) must be presented at the regular calls (February, July, September) or extraordinary (November) of the academic year in which the entrepreneur is enrolled.

If not submitted in the aforementioned calls, you must request a written extension, which must be approved by the Academic Committee of the degree.

The granting of this extension gives the entrepreneur the possibility to extend the deadline for submission until the next call (ordinary or extraordinary), having to comply with the dates that are set for the delivery of the documentation and defence of the FDD and must be re-registered from the FDD.

Successive extensions in the FDD do not involve the payment of additional fees, except in the case that two years have elapsed since their first registration, in which case they must pay the amount corresponding to the tuition support fee (excluding exceptions to be analysed by the LEINN Academic Committee).

7.5. DEFENCE AND EVALUATION

Prior to the defense, the student must provide proof that the association to which they belong has been dissolved. This means they must obtain a resolution from the corresponding Registry of Associations confirming the cancellation of entries, as well as official deregistration from the Tax Office due to the liquidation of the entity. With the delivery of the report of the FDD in the Academic Secretariat, the evaluation phase of the FDD begins, so that the Dissertation Committee set up for this purpose in each case evaluates it.

The defence shall be made on the pre-established dates, which shall be made available in good time. The date, place and members of the Dissertation Committee are established by the laboratory team together with the Academic Coordination of the degree.

The Academic Coordination shall decide the specific days to be allocated for the Defence, always within the period defined in the academic calendar of the current academic year.

The core of the presentation is the theoretical-practical presentation, supported by multimedia media, with an estimated duration of between 20 and 30 minutes by the entrepreneur before the Dissertation Committee. Question Time, reflections and assessments of the members of the Dissertation Committee (approximately 20-30 mins) take place.

At the end of Question Time, the entrepreneur is absent from the room where they are evaluated and the Dissertation Committee proceeds to mark the defence of the FDD and will draw up the relevant Minutes of the session. To obtain the final mark, the documentation submitted (20%), the exposure and defence of the project (20%) and the work developed (60%).

Once the decision has been made, the Registrar of the Dissertation Committee notifies the entrepreneur of the mark obtained in the FDD and delivers the Defense Minutes – containing the mark obtained – to the Academic Secretariat (through the captain of the laboratory).

If the Dissertation Committee finds that the Report or Submission contains serious errors of substance or a wrong approach, it may require the elaboration of a Erratum Faith within 15 days of the filing date.

7.6. FDD QUALIFICATION CLAIM

The team-entrepreneur who disagrees with the mark with which she has been evaluated may request the mark and that the work and documentation she submitted be reviewed, supporting her complaint with a reasoned letter addressed to the Registrar of the Dissertation Committee, in which she clearly states where she considers that the Dissertation Committee's assessment error has occurred.

The complaint may be lodged within 24 hours of the submission and defence of the FDD.

A period of 15 calendar days shall be set for the convening of the same Dissertation Committee for the purpose of having the same committee decide in the evaluation session, whether it proposes a new qualification or is ratified in the previous one. The Registrar of the Dissertation Committee shall notify the Academic Secretariat of the final qualification of the FDD. No action can be brought against this new decision of the FDD Dissertation Committee.

8. INNOVATION AND CONTINUOUS IMPROVEMENT

To ensure innovation and continuous improvement, MTA-MU has established various evaluation and improvement mechanisms related to the FDD, aimed at measuring the degree of achievement of the objectives.

These mechanisms include qualitative evaluations by the entrepreneurs, the company head, and the faculty tutor, as well as satisfaction surveys completed by the entrepreneurs regarding the FDD.