MNGT5392
Entrepreneurship & Strategy

Course Outline
Session 3, 2014

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PART A: COURSE-SPECIFIC INFORMATION

1. STAFF CONTACT DETAILS

Lecturer-in-charge: Dr. Jeffrey Tobias
Phone: 0401 890 071
Email: j.tobias@unsw.edu.au
Consultation Times: By appointment.

Dr Tobias is a seasoned entrepreneur. He has successfully started, run and sold several successful businesses, and is currently an active angel investor in a number of start-ups. Dr Tobias is tapped into the local and international investor communities. Dr Tobias is the Managing Director of The Strategy Group, an organisation focusing on the intersection of Innovation, Collaboration and Globalisation, and how technology can power these game-changing forces. Clients of The Strategy Group include Cisco, Telstra, Amadeus, Kraft, PepsiCo, Unilever, CCH, the ACT Government, the Australian Government, the New Zealand Government and Sensis.

Prior to forming The Strategy Group, Jeffrey Tobias most recently had the role of global lead for innovation in the Innovations team in the Internet Business Solutions Group (IBSG) in Cisco Systems. IBSG, the global strategic consulting arm of Cisco, helps Global Fortune 500 companies and leading public organizations improve the customer experience and increase revenue growth by transforming the way they do business. IBSG designs innovative business processes and then integrates advanced technologies into visionary roadmaps that optimize business results and increase efficiency.

Dr Tobias is an accomplished strategist, with years of commercial and business experience. He is a respected team leader and manager, with a history of motivating and leading teams in many and varied disciplines.

2. COURSE DETAILS

2.1 Teaching Times and Locations

Updated information about class times and locations can be found on the AGSM website and by logging in to the Google Calendar.

2.2 Units of Credit

The course is worth 6 units of credit.

2.3 Summary of Course

The UNSW MBA Program in Entrepreneurship and Strategy is a program for individuals looking to build their strategic abilities around entrepreneurship – in both the start-up environment, in the corporation, and from a social perspective. This innovative program provides exposure to both the fundamentals of business strategy and the practical aspects of identifying, evaluating, and moving business ideas forward. The program uniquely combines current students with innovators, VC groups,
and successful CEOs. It brings together all aspects that have been covered in the MBA program to date.

This is a hands-on opportunity to learn about venture creation, resourcing, strategy and management, involving group work on a real ventures and corporations. Entrepreneurship is a hot topic today – many companies continue to raise money through angels and VCs – but the road is a challenging one. Understanding as much about what makes entrepreneurship work – what are the magic ingredients that make a start-up work – is paramount for success. The traditional corporation stifles entrepreneurship, and many smart companies today are grappling with the challenge of how to build a culture of entrepreneurship within the corporation, at the same time driving the success of the company engine.

There is a significant emphasis on guest speakers and execution.

Class work is primarily case based, heavily weighted towards discussion.

2.4 Course Aims and Relationship to Other Courses

Entrepreneurial ventures are responsible for a significant share of growth, employment and value add in the economy. Entrepreneurial skills can be used to launch companies, revive acquired businesses, create new growth and cultural change within corporations and achieve significant social outcomes.

Entrepreneurship in a flat world involves taking on the additional challenges of growing businesses across different cultures and managing a diverse mix of activities. Specific objectives of this course are:

1. Impart an understanding of the key characteristics of successful entrepreneurs and ventures – both start-up entrepreneurship as well as corporate entrepreneurship
2. Inspire participants to establish or understand ventures, based on a realistic view of the benefits and tradeoffs
3. Impart skills in identifying and evaluating opportunities, developing strategies for growth and securing the resources required
4. Learn directly from successful entrepreneurs about the issues they confronted, approaches they took and managing the consequences

This dynamic course pulls together many of the components already learned in the MBA program, providing those with entrepreneurial aspirations the opportunity to realise their dreams.

Three streams of Entrepreneurship are covered in the course: startup, corporate, and social entrepreneurship.

2.5 Student Learning Outcomes

By the end of this course, you should be able to:

1. Identify common characteristics of successful entrepreneurs and ventures – startup and corporate
2. Generate and evaluate ideas for new ventures
3. Identify a range of strategy options for growing an entrepreneurial venture and their strengths and weaknesses
4. Identify management issues for entrepreneurial ventures and appropriate risk management techniques
5. Understand issues around culture and the impediments to entrepreneurship
6. Understand the commercial aspects that feature in entrepreneurship – commercial understanding, people, funding, sales, marketing, financial analysis

The Course Learning Outcomes are what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

The Learning Outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the ASB. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. ‘be an effective team player’). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. ‘participate collaboratively and responsibly in teams’).

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**MBA Program Learning Goals and Outcomes**

**Learning Goal 1: Business Management Knowledge**
Students should be able to identify and apply current knowledge of disciplinary and interdisciplinary theory and professional practice to general management and business within diverse situations

**Learning Goal 2: Critical Thinking**
Students should understand and be able to identify, research and analyse complex issues and problems in business and develop appropriate solutions

**Learning Goal 3: Communication**
Students should be able to produce written documents and oral presentations that communicate effectively complex disciplinary ideas and information for the intended audience and purpose

**Learning Goal 4: Teamwork**
Students should be able to participate collaboratively and responsibly in teams and to reflect upon their own contribution to the team and on the necessary processes and knowledge within the team to achieve specified outcomes

**Learning Goal 5: Responsible Business**
Students should be able to appraise ethical, environmental and sustainability considerations in decision making and in practice in business

Students should be able to consider the social and cultural implications of management practices and of business activities

**Learning Goal 6: Leadership**
Students should be able to reflect upon their own personal leadership style and the leadership needs of business and of teams

**Learning Goal 7: International Perspective**
Students should understand the needs of undertaking business within a global context

Students should be able to apply business management knowledge to business situations within global markets with due recognition for differences in cultural, legal, commercial and other issues
Learning Goal 8: Risk Management
Students should be able to demonstrate an understanding of the limits in precision and the risks associated with business models
Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments

For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.

3. LEARNING AND TEACHING ACTIVITIES

3.1 Approach to Learning and Teaching in the Course

The course uses a combination of lectures, case studies, presentations by entrepreneurs and discussion panels to provide both theory and shared experience with practitioners.

It provides an opportunity to synthesise and apply other disciplines taught at the AGSM, including marketing, finance, strategy and organisational behaviour. Participants will work on either their own business ideas or real ventures under mutual nondisclosure agreements (NDAs).

Students who have a venture they wish to launch or one they are associated with are also strongly encouraged to use this course as a vehicle to progress their opportunity. Students who are about to embark on a corporate career and wish to understand how to preserve their entrepreneurial flair within the corporation are also encouraged to attend.

4. ASSESSMENT

4.1 Formal Requirements

In order to pass this course, you must:
• Achieve a composite mark of at least 50; and
• Make a satisfactory attempt at all assessment tasks.

4.2 Assessment Details

Assessment tasks are team based (no more than 2) and reflect key activities contributing to successful venture outcomes. New ventures need to be defined, markets understood and effective business models and strategies developed. It is also critical that founding teams develop the skills to attract resources, including the ability to present their outcomes successfully to investors, corporate leaders and business partners.

This year the assessment is changing. You will be offered a choice of activity:
• Development of an in-depth paper on an existing start-up with respect to entrepreneurship within the organisation. You will be working on a strategic project with this startup as an intern within the startup. This work must also be based on primary and secondary research within a real startup.
The development of a detailed and structured business plan for a start-up opportunity – a business that you intend to actually take forwards and seek funding. This must be a real opportunity that you feel passionate about, and will provide evidence that there is the likelihood that the venture might proceed post MBA.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weighting</th>
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<tbody>
<tr>
<td>Definition</td>
<td>0%</td>
</tr>
<tr>
<td>Intermediate report</td>
<td>15%</td>
</tr>
<tr>
<td>Major Work</td>
<td>60%</td>
</tr>
<tr>
<td>Presentation to Panel of International Investors &amp; Entrepreneurs</td>
<td>25%</td>
</tr>
</tbody>
</table>

### 4.3 Assessment Format

For guidelines on formatting and presenting your assignment, see [http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx](http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx)

### 4.4 Late Submission

AGSM MBA Programs applies a daily penalty of 5% to late assignments. This policy was reviewed in October 2009 in light of the fact that certain schools within the Australian School of Business apply a 10% penalty. The decision of AGSM MBA Programs following this review was that current 5% penalty is appropriate to all of our programs and will remain unchanged.

Refer to policy at: [http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx](http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx)

Quality Assurance

The ASB is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of ASB programs. All material used for such processes will be treated as confidential.

### 5. COURSE RESOURCES

#### 5.1 Prescribed Text Book

The Lean Startup – Eric Ries.

Recommended Reading:

1. **The Art of the Start**: The Time-Tested, Battle-Hardened Guide for Anyone Starting Anything by Guy Kawasaki
2. **Inside Steve's Brain** by Leander Kahney
4. **Growth from Within** – Mastering Corporate Entrepreneurship and Innovation
6. COURSE EVALUATION AND DEVELOPMENT

Mid- and end-of-Session feedback is sought from students about the courses offered in the AGSM MBA Program, and continual improvements are made based on this feedback. The mid-Session feedback is collected in weeks 3 or 4, and communicated to students in the class following its collection. Significant changes to courses and programs within the Program based on end-of-Session feedback are communicated to subsequent cohorts of students.
PART B: KEY POLICIES, STUDENT RESPONSIBILITIES AND SUPPORT

1. PROGRAM LEARNING GOALS AND OUTCOMES

The Australian School of Business Program Learning Goals reflect what we want all students to BE or HAVE by the time they successfully complete their degree, regardless of their individual majors or specialisations. For example, we want all our graduates to HAVE a high level of business knowledge, and a sound awareness of ethical, social, cultural and environmental implications of business. As well, we want all our graduates to BE effective problem-solvers, communicators and team participants. These are our overall learning goals for you.

You can demonstrate your achievement of these goals by the specific outcomes you achieve by the end of your degree (e.g. be able to analyse and research business problems and propose well-justified solutions). Each course contributes to your development of two or more program learning goals/outcomes by providing opportunities for you to practise these skills and to be assessed and receive feedback.

Program Learning Goals for undergraduate and postgraduate students cover the same key areas (application of business knowledge, critical thinking, communication and teamwork, ethical, social and environmental responsibility), which are key goals for all ASB students and essential for success in a globalised world. However, the specific outcomes reflect different expectations for these levels of study.

We strongly advise you to choose a range of courses which assist your development of these skills, e.g., courses assessing written and oral communication skills, and to keep a record of your achievements against the Program Learning Goals as part of your portfolio.

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Learning Goal 8: Risk Management
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Students should be able to appraise risk and to develop risk mitigation strategies applicable to business undertaken within uncertain and volatile environments

2. ACADEMIC HONESTY AND PLAGIARISM

The University regards plagiarism as a form of academic misconduct, and has very strict rules regarding plagiarism. For UNSW policies, penalties, and information to help you avoid plagiarism see: http://www.lc.unsw.edu.au/plagiarism/index.html as well as the guidelines in the online ELISE and ELISE Plus tutorials for all new UNSW students: http://info.library.unsw.edu.au/skills/tutorials/InfoSkills/index.htm.

To see if you understand plagiarism, do this short quiz: http://www.lc.unsw.edu.au/plagiarism/plagquiz.html

For information on how to acknowledge your sources and reference correctly, see: http://www.lc.unsw.edu.au/onlib/ref.html

For the ASB Harvard Referencing Guide, see the ASB Referencing and Plagiarism webpage (ASB >Learning and Teaching>Student services> Referencing and plagiarism)

3. STUDENT RESPONSIBILITIES AND CONDUCT

Students are expected to be familiar with and adhere to university policies in relation to class attendance and general conduct and behaviour, including maintaining a safe, respectful environment; and to understand their obligations in relation to workload, assessment and keeping informed.

AGSM MBA Programs and UNSW policies

In general, UNSW policies apply to staff and students of AGSM MBA Programs. Where there are additional points or procedures which apply specifically to AGSM MBA Programs they are set out on the AGSM website:
If students are in doubt about the policy or procedure relating to a particular matter they should seek advice from the Student Experience.


3.1 Workload

It is expected that you will spend at least ten hours per week studying this course. This time should be made up of reading, research, working on exercises and problems, and attending classes. In periods where you need to complete assignments or prepare for examinations, the workload may be greater.

Over-commitment has been a cause of failure for many students. You should take the required workload into account when planning how to balance study with employment and other activities.

3.2 Attendance

Your regular and punctual attendance at lectures and seminars is expected in this course. University regulations indicate that if students attend less than 80% of scheduled classes they may be refused final assessment.

3.3 General Conduct and Behaviour

You are expected to conduct yourself with consideration and respect for the needs of your fellow students and teaching staff. Conduct which unduly disrupts or interferes with a class, such as ringing or talking on mobile phones, is not acceptable and students may be asked to leave the class. More information on student conduct is available at: https://my.unsw.edu.au/student/atoz/BehaviourOfStudents.html

3.4 Occupational Health and Safety

UNSW Policy requires each person to work safely and responsibly, in order to avoid personal injury and to protect the safety of others. For more information, see http://www.ohs.unsw.edu.au.

3.5 Keeping Informed

You should take note of all announcements made in lectures, tutorials or on the course web site. From time to time, the University will send important announcements to your university e-mail address without providing you with a paper copy. You will be deemed to have received this information. It is also your responsibility to keep the University informed of all changes to your contact details.
4. SPECIAL CONSIDERATION AND SUPPLEMENTARY EXAMINATIONS

You must submit all assignments and attend all examinations scheduled for your course. You should seek assistance early if you suffer illness or misadventure which affects your course progress. For both general and specific information on 'special considerations' contact Student Experience and the lecturer-in-charge: Also see http://www.asb.unsw.edu.au/currentstudents/agsmmba/academicinformation/assessmentsandexaminations/Pages/default.aspx#exams

and myUNSW


General Information on Special Consideration:

1. All applications for special consideration must be lodged online through myUNSW within 3 working days of the assessment due date (Log into myUNSW and go to My Student Profile tab > My Student Services channel > Online Services > Special Consideration). You will then need to submit the originals or certified copies of your completed Professional Authority form (pdf - download here) and other supporting documentation to Student Central. For more information, please study carefully the instructions and conditions at: https://my.unsw.edu.au/student/atoz/SpecialConsideration.html.

2. Please note that documentation may be checked for authenticity and the submission of false documentation will be treated as academic misconduct.

3. Applications will not be accepted by teaching staff. Student Experience will be automatically notified when you lodge an online application for special consideration.

4. Decisions and recommendations are only made by Student Experience, not by tutors.

5. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.

Special Consideration and the Final Exam:

Applications for special consideration in relation to the final exam are considered by an AGSM Student Experience panel to which lecturers-in-charge provide their recommendations for each request.

If you attend the regular final exam, you are extremely unlikely to be granted a supplementary exam. Hence if you are too ill to perform up to your normal standard in the regular final exam, you are strongly advised not to attend. However, granting of a supplementary exam in such cases is not automatic. You would still need to satisfy the criteria stated above.
5. STUDENT RESOURCES AND SUPPORT

The University and the ASB provide a wide range of support services for students:

- **AGSM Student Experience**
  Advice and direction on all aspects of enrolment, timetables and graduation.
  Ground Floor – Blue Counter, AGSM Building (G27),
  Ph: 9931 9400
  E: studentexperience@agsm.edu.au

- **eLearning Support**: For online help using Moodle, follow the links from [http://teaching.unsw.edu.au/moodle-students](http://teaching.unsw.edu.au/moodle-students)

**For login issues**
Contact the UNSW IT Service Centre:
Hours: Monday–Friday 8am – 8pm
       Saturday–Sunday 11am – 2pm
Email: ITServiceCentre@unsw.edu.au
Phone: (02) 9385 1333; International: +61 2 9385 1333

**For assistance in using Moodle, including how to upload assessments**
Contact the AGSM Elearning Coordinator:
Hours: Monday – Friday, 9am – 5pm
Email: elearning@agsm.edu.au
Phone: (02) 9931 9541; International: +61 2 9931 9541

**For help with technical issues and problems**
Contact the External TELT Service Centre:
Hours: Monday–Friday 7.30am – 9.30pm
       Saturday–Sunday 8.30am – 4.30pm
Email: externalteltsupport@unsw.edu.au
Phone: (02) 9385 3331; International: +61 2 9385 3331

- **ASB Education Development Unit (EDU)**
  Academic writing, study skills and maths support specifically for ASB students.
  Services include workshops, online and printed resources, and individual consultations.
  EDU Office: Room GO7, Ground Floor, ASB Building (opposite Student Centre); Ph: +61 2 9385 5584; Email: edu@unsw.edu.au

- **UNSW Learning Centre** [www.lc.unsw.edu.au](http://www.lc.unsw.edu.au)
  Academic skills support services, including workshops and resources, for all UNSW students. See website for details.

- **Library training and search support services**:
  [http://info.library.unsw.edu.au/web/services/services.html](http://info.library.unsw.edu.au/web/services/services.html)
● **IT Service Centre**: Technical support for problems logging in to websites, downloading documents etc. [https://www.it.unsw.edu.au/students/index.html](https://www.it.unsw.edu.au/students/index.html)
UNSW Library Annexe (Ground floor)

● **UNSW Counselling and Psychological Services**
[http://www.counselling.unsw.edu.au](http://www.counselling.unsw.edu.au)
Free, confidential service for problems of a personal or academic nature; and workshops on study issues such as ‘Coping With Stress’ and ‘Procrastination’.
Office: Level 2, Quadrangle East Wing; Ph: +61 2 9385 5418

● **Student Equity & Disabilities Unit**  [http://www.studentequity.unsw.edu.au](http://www.studentequity.unsw.edu.au) Advice regarding equity and diversity issues, and support for students who have a disability or disadvantage that interferes with their learning. Office: Ground Floor, John Goodsell Building; Ph: +61 2 9385 4734