MGSM859

New Enterprise Management

Term 4 North Ryde 2019

Department of Management

Contents

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General Information

Unit convenor and teaching staff
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by appointment

Credit points
4

Prerequisites
MGSM850 and MGSM835

Corequisites

Co-badged status

Unit description
Tens of thousands of new enterprises are established annually across the globe. Many fail within a few years but many others succeed, either continuing as small to medium businesses or growing to become major corporations operating nationally or globally. Google, Dell, Dick Smith Electronics, The Body Shop, Qantas, Facebook, Bakers Delight; all grew from small beginnings due to the drive and passion of entrepreneurs committed to creating something valuable from very little. This unit, New Enterprise Management (NEM), deals with the fundamentals of managing the establishment, growth sustainability potential sale of a new enterprise. Key considerations include initial investigations of the external environment (customers, competitors, etc), business planning, risk management, structure, project management, financing and staffing.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at https://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

> Evaluate and critically reflect on a range of concepts, models and approaches that represent the theory of new enterprise management and apply them to practical situations.

Identify, evaluate and critically reflect on the economic, technological, societal, and global dimensions of entrepreneurship and integrate ethical, social and environmental considerations for responsible new enterprise management.

Work professionally in teams to experience all aspects of a new enterprise management and demonstrate interpersonal, leadership and communication skills, both written and verbal.

Assessment Tasks

Name	Weighting	Hurdle	Due
Group Report & Presentation	50%	No	4 Oct through 28 Oct
In-class case study assessment	30%	No	28 Sept through 13 Oct
In-class participation	20%	No	4 Oct through 20 Oct

Group Report & Presentation

Due: **4 Oct through 28 Oct**

Weighting: **50%**

Team work: New Enterprise project

Due: 4 Oct through 28 Oct

Weighting: 50% (25 + 25)

This assessment comes in **two parts**. The first part is the pitch presentation of your new enterprise project and the second part is the written business report of your new enterprise project.

All students will join a team to work on their new enterprise project. You will remain together in your team for the entire duration of the unit. It is important that you assemble a team of diverse, energetic, creative and vibrant team members each with different skill sets and drive that they bring to your new enterprise project.

Part 1: New Enterprise Pitch Presentation (Individual and team mark(50/50) worth 25%)

Due: **Sunday 20 Oct 2019**

Approx. 15-minutes per team presentation during class time depending on class size. BEFORE the presentation (i.e., **by 19 Oct**), **you must submit your team's powerpoint to iLearn**. Penalty applies if powerpoint slides are not submitted before the pitch presentation. All students must be present in during presentations. Absence without approved "Special Considerations" will be awarded 0 marks. Refer to Assessment guidelines posted on iLearn.

Each team must give a stand-up presentation of its new enterprise project in a pitch presentation. This presentation aims to impress and convince investors or other stakeholders to

support your project. Marks are awarded based on both individual presentation and the overall team presentation (50/50). Strategize and make every effort to capture the confidence and imagination of your audience. Be creative, professional and credible. Each and every team member must be involved in the presentation. The feedback from the presentation will be useful in refining the written report, which is part 2 of the team project.

More details about this assessment will be presented in class and on iLearn.

Part 2: Written report (Individual and team mark(50/50) worth 25%)

Due: The written report is due Monday 28 Oct by 5pm. Submit on our iLearn site.

Late reports will incur a 10% penalty per 24-hour period that they are late. Weekend days and public holidays each count as one day. Penalty does not apply in cases in which an application for Special Consideration is made and approved prior to the submission due date. If the revised extended deadline is not met, late penalty applies. Refer to Assessment guidelines posted on iLearn.

Your new enterprise project report is a professional document that presents your new enterprise opportunity and project within a framework that includes business models. These business models should show how value is created, delivered and captured. Your new enterprise will encompass entrepreneurial creativity in solving a problem and/or identifying gaps that are not filled by the current market (if it's a new venture) or your organisation (if it refers to entrepreneurial activity within your/an organisation). Your new project can be commercially focused to deliver financial value or a socially focused to deliver social good. Note that even though you will need to devote to the unit at least 100 hours outside class, you cannot reasonably expect to set up a new enterprise in the usual time span of a single term. Marks are awarded based on both individual report sections and the overall team report (50/50).

More details about this assessment will be presented in class and on iLearn.

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In-class case study assessment

Due: **28 Sept through 13 Oct**
Weighting: **30%**

In-class case study assessment

Students work in teams of four (4) on a case study that they have read and prepared ahead of time. Case studies and questions will be posted on iLearn. Students will be marked on their individual response to questions (10%) as well as their team response (5%) following discussion. There will 1 in-class case study dry run and 2 in-class assessment each worth 15%.

Phases

Timing

Activity

Phase 1: Preparation

Pre-Seminar

Students read the materials and read and prepare the relevant case study.

Phase 2: Individual Readiness Assurance

In-class

Students join their team and write their individual responses to the case study questions on the designated individual activity sheet. The purpose of the individual responses is to provide evidence to the lecturer, and to fellow team members, that a student has done some preparation before the seminar.

Phase 3: Team Discussion

In-class

Students discuss their answers as a team to reach consensus on the case study analysis. Justification, which integrates ideas from individual responses, is written on the designated individual activity sheet.

Phase 4: Feedback

In-class

The lecturer facilitates a class debrief in which teams discuss and defend their positions. This enhances learning through comparison and immediate feedback. The lecturer provides verbal feedback on team performances.

Phase 5: Formal feedback and reflection

Next class

The lecturer returns assessment rubrics from previous week's class. Students respond to formal feedback by modifying learning behaviour through further practice before the next assessment.

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situations.

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- Work professionally in teams to experience all aspects of a new enterprise management and demonstrate interpersonal, leadership and communication skills, both written and verbal.

In-class participation

Due: **4 Oct through 20 Oct**
Weighting: **20%**

Active participation in class discussions and activities will be marked as individual mark worth 20%. Both quantity and quality of contributions matter.

On successful completion you will be able to:

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Delivery and Resources

This Unit is taught in a block and by a **mix of lecture-style and interactive delivery with group discussions, case study analyses, and team work**. Lectures are used to present concepts, theories and tools to provide the framework to pursue entrepreneurial activities. Class activities will be interactive and students can learn best by actively participating in these activities. Participation and learning will be most productive if students **complete the required readings BEFORE class**. **Full attendance and active participation are critical to your learning outcomes and performance in this Unit**. Students are expected to arrive on time and not leave until the class ends.

Required Textbook:

There is no required textbook for this unit. All relevant resources including case studies, articles and other material will be posted to iLearn. You are however invited to read as widely as possible.

Some **suggested readings** you may find useful include the following:

- Entrepreneurship, Theory and Practice
- Harvard Business Review
- Journal of Business Venturing
- Journal of Business Venturing Insights
- Journal of Small Business Management
- International Small Business Journal
- Small Business Economics
- "Creating the Enterprise" by Gartner, W. and Bellamy, M., (2009) Thomson South-Western, Mason,
- "New Venture Creation – Entrepreneurship for the 21st Century, A Pacific Rim Perspective" by Timmons, J.A., et al, (2011) McGraw Hill
- "Business Model Generation" by Osterwalder, A. & Pigneur, Y., (2010) Wiley.

Additional relevant resources

- Global Entrepreneurship Monitor : http://www.gemconsortium.org/
- ABS, Australian: http://www.abs.gov.au
- Innovation Australia : http://www.innovation.gov.au/
- Harvard Business school entrepreneurs http://www.hbs.edu/ entrepreneurs/
- Check iLearn for updates

MGSM iLearn

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MGSM

Please check this site frequently. Where stated in your assessments, you must upload your assessments through the appropriate Turnitin link. IT IS YOUR RESPONSIBILITY TO ENSURE THAT YOU SUBMIT YOUR ASSESSMENTS TO THE CORRECT TURNITIN LINK. Failure to do so will result in a loss of marks.

Technology Use

Students are expected to have knowledge of working with Microsoft Word, Excel and PowerPoint Also it is expected that students get themselves familiar with iLearn, Google Scholar, and other required online databases.

Unit Schedule

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-centr

al). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- Academic Appeals Policy
- Academic Integrity Policy
- Academic Progression Policy
- Assessment Policy
- Fitness to Practice Procedure
- Grade Appeal Policy
- Complaint Management Procedure for Students and Members of the Public
- Special Consideration Policy *(**Note:** The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.)*

Undergraduate students seeking more policy resources can visit the Student Policy Gateway (https://students.mq.edu.au/support/study/student-policy-gateway). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit Policy Central (https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/study/getting-started/student-conduct

Results

Results published on platform other than eStudent, (eg. iLearn, Coursera etc.) or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- Workshops
- StudyWise
- Academic Integrity Module for Students
- Ask a Learning Adviser

Student Services and Support

Students with a disability are encouraged to contact the Disability Service who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

If you are a Global MBA student contact globalmba.support@mq.edu.au

IT Help

For help with University computer systems and technology, visit http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/.

When using the University's IT, you must adhere to the Acceptable Use of IT Resources Policy. The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

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- Work professionally in teams to experience all aspects of a new enterprise management and demonstrate interpersonal, leadership and communication skills, both written and verbal.

Assessment tasks

- Group Report & Presentation
- In-class case study assessment
- In-class participation

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

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PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

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Alignment with MGSM's mission-driven attributes

Leadership: This unit provides the skills to lead a new enterprise to success and the desired end-game.

Global mindset: The unit develops an understanding of the cultural differences in international markets suitable for expansion of a business.

Citizenship: The unit emphasises the social responsibility of new enterprises and through extensive case study analysis explores the importance of ethical decision-making on the part of the founders of these enterprises.

Creating sustainable value: The unit analyses the concepts of firm value chains, firm value propositions and customer value equations, together with innovation, resilience and adaptability as methods to achieve sustainability.

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at https://students.mgsm.edu.au/handbook.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.