



MMBA8106

Innovation & Business Development: Competing on the Rate of Learning

Term 4, In person-scheduled-weekday, City 2026

Department of Management

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General Information

Unit convenor and teaching staff

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Credit points

10

Prerequisites

Admission to MBA

Corequisites

Co-badged status

Unit description

Embrace the essence of innovation and business development practices as you work on a business project of your choice. This unit helps you explore pivotal hypotheses - the "what must be true" - for your project to succeed. Mastering this skill enables you to construct solid foundations for any business development project, so it's desirable, feasible and viable. You learn to identify the critical requirements for a successful business development project and expertly formulate assumptions, the crucial step preceding any successful project development. This unit also shows how to develop robust testing strategies to validate these assumptions based on expert opinions and artificial intelligence. This comprehensive approach ensures that you, as a project manager, corporate executive or potential entrepreneur, work on business development projects grounded in reality and survive when market conditions change.

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:

ULO1: Identify the "What must be true?" requirements for a successful business development project.

ULO2: Learn to formulate testable hypotheses that lead to better decision-making.

ULO3: Apply different advanced testing strategies that are based on expert opinions.

ULO4: Develop the ability to conduct pre-mortem analyses for business development

projects.

General Assessment Information

Late Submission Penalties (written assessments)

If you submit your assessment late, 5% of the total possible marks will be deducted for each day (including weekends), up to 7 days. Submissions more than 7 days late will receive a mark of 0.

- **Example 1 (out of 100):**

If you score 85/100 but submit 20 hours late, you will lose 5 marks and receive 80/100.

- **Example 2 (out of 30):**

If you score 27/30 but submit 20 hours late, you will lose 1.5 marks and receive 25.5/30.

Extensions

Automatic short extension: Some assessments are eligible for automatic short extension. You can only apply for an automatic short extension before the due date.

Special Consideration: If you need more time due to serious issues and for any assessments that are not eligible for Short Extension, you must apply for Special Consideration. Need help? Review the Special Consideration page for further details: <https://students.mq.edu.au/study/assessment-exams/special-consideration>

Assessment Tasks

Name	Weighting	Hurdle	Due	Groupwork/Individual	Short Extension	AI Approach
Professional practice: Hypothesis identification and formulation	40%	No	18/10/2026	Individual	No	Open
Professional practice: Root cause analysis (post-mortem)	40%	No	22/11/2026	Individual	No	Open
Skills development: Delphi expert panel design	20%	No	01/11/2026	Individual	No	Open

Professional practice: Hypothesis identification and formulation

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 25 hours

Due: **18/10/2026**

Weighting: **40%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to develop your strategic and critical thinking by defining default and alternative actions, formulating meaningful null hypotheses and identifying “what must be true” hypotheses.

You will conduct analyses to identify a set of ‘what must be true’ hypotheses for your business project and formulate them so that they can be tested using alternative testing strategies.

Skills in focus :

- Critical thinking and problem solving
- Work readiness
- Communication skills

Deliverable(s): Written submission [max 1000 words] Individual assessment

On successful completion you will be able to:

- Identify the "What must be true?" requirements for a successful business development project.
- Learn to formulate testable hypotheses that lead to better decision-making.
- Develop the ability to conduct pre-mortem analyses for business development projects.

Professional practice: Root cause analysis (post-mortem)

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 20 hours

Due: **22/11/2026**

Weighting: **40%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to demonstrate your entrepreneurial and innovative thinking as well as your logical reasoning and ability to perform an appropriate (pre-)post-mortem analysis for your business ideas.

You will perform a (pre-)post-mortem analysis of your business idea and develop a written report outlining the business idea, a structured analysis of hypothetical objectives and outcomes, key successes and failures, lessons learned and recommendations based on the outcomes.

Skills in focus :

- Critical thinking and problem solving
- Communication skills
- Work readiness

Deliverable(s): Written submission [max 2000 words]

Individual assessment

On successful completion you will be able to:

- Learn to formulate testable hypotheses that lead to better decision-making.
- Apply different advanced testing strategies that are based on expert opinions.
- Develop the ability to conduct pre-mortem analyses for business development projects.

Skills development: Delphi expert panel design

Assessment Type ¹: Problem-based task

Indicative Time on Task ²: 15 hours

Due: **01/11/2026**

Weighting: **20%**

Groupwork/Individual: Individual

Short extension ³: No

AI Approach: Open

The purpose of this assessment is for you to demonstrate your ability to develop survey methodology skills by structuring a Delphi expert panel study as part of your testing strategy for key hypotheses (what must be true?).

You will design a Delphi (Expert Panel) Study or similar questionnaire approach to test a set of hypotheses you developed for your chosen business project.

Skills in focus :

- Critical thinking and problem solving
- Discipline knowledge
- Work readiness

Deliverable(s): Written submission [max 1000 words]

Individual assessment

On successful completion you will be able to:

- Identify the "What must be true?" requirements for a successful business development

project.

- Learn to formulate testable hypotheses that lead to better decision-making.
- Apply different advanced testing strategies that are based on expert opinions.

¹ If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- [Academic Success](#) for academic skills support.

² Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation.

³ An automatic short extension is available for some assessments. Apply through the [Service Connect Portal](#).

Delivery and Resources

Check iLearn.

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://policies.s.mq.edu.au\)](https://policies.s.mq.edu.au). 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](#)
- [Assessment Procedure](#)
- [Complaints Resolution Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#)

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

To find other policies relating to Teaching and Learning, visit [Policy Central \(https://policies.mq.edu.au\)](https://policies.mq.edu.au) and use the [search tool](#).

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/admin/other-resources/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 connect.mq.edu.au or if you are a Global MBA student contact globalmba.support@mq.edu.au

Academic Integrity

At Macquarie, we believe [academic integrity](#) – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free [online writing and maths support](#), [academic skills development](#) and [wellbeing consultations](#).

Student Support

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

Academic Success

[Academic Success](#) provides resources to develop your English language proficiency, academic writing, and communication skills.

- [Ask a Study Coach](#)
- [Access StudyWISE](#)
- [Upload an assignment to Studiosity](#)
- [Complete the Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

Student Services and Support

Macquarie University offers a range of [Student Support Services](#) including:

- [IT Support](#)
- [Accessibility and disability support](#) with study
- Mental health [support](#)
- [Safety support](#) to respond to bullying, harassment, sexual harassment and sexual assault
- [Social support including information about finances, tenancy and legal issues](#)

- [Student Advocacy](#) provides independent advice on MQ policies, procedures, and processes

Student Enquiries

Got a question? Ask us via the [Service Connect Portal](#), or contact [Service Connect](#).

IT Help

For help with University computer systems and technology, visit <https://students.mq.edu.au/support/technology/service-desk>.

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.

Unit information based on version 2026.04 of the [Handbook](#)