



## **International College of Management Sydney**

In association with



**MACQUARIE**  
UNIVERSITY ~ SYDNEY

**Macquarie University**  
**Division of Economic and Financial Studies**  
**Graduate Accounting and Commerce Centre**

## **ICMS812 - Entrepreneurial Leadership**

# **Unit Outline** **Semester 2- 2008**

*Students in this unit should read this unit outline carefully at the start of semester.  
It contains important information about the unit.*

### **Lecturers:**

**Mr Cedric Spencer and Mr Darryl Courtney-O'Connor**  
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## MACQUARIE UNIVERSITY

### ICMS812 – ENTREPRENEURIAL LEADERSHIP

**Year and Semester:** 2008, Semester 2 (8 August to 14 November)

**Unit convenor:** Mr Cedric Spencer

**Prerequisites:** None

### ABOUT THIS UNIT

ICMS812 – Entrepreneurial Leadership (4 cp) is an elective subject of Master of International Business (MIB) and Master of Commerce in Business (MCB). The aim of this unit is to enable students to acquire leadership skills and knowledge of general management, with entrepreneurial leadership at the core. The unit provides theoretical understanding and practical application of entrepreneurial leadership.

ICMS812 is designed to provide essential knowledge and leadership skills to meet the challenges of entrepreneurial leadership in the 21<sup>st</sup> Century. ICMS812 is based on the premise that the modern intelligent organisation – whether it is a start-up, an SME or a large established company – it must adapt and change by using leadership and entrepreneurial skills. The unit is designed to impart specific knowledge, raise awareness of business growth, provide basic business and scientific/entrepreneurial leadership skills and instil students' capability to examine, analyse and evaluate various leadership theories that are essential for business improvement.

The key learning objectives of this unit include:

- Appreciate interdisciplinary study of entrepreneurial leadership from start-ups to SMEs to large established businesses.
- Understand complex interactions among current trends in business, economics, and social scientific and technological inputs.
- Understand the process and behaviour of business leaders and appreciate the art and science of entrepreneurship, leadership and change management.
- Acquire generic skills in a range of entrepreneurship, leadership and change management topics.
- Appreciate problem based learning by analysing case studies and journal articles on renowned entrepreneurs and global leaders in the business world.
- Understand complexities in management skills, entrepreneurship, leadership and knowledge in change management.

### TEACHING STAFF

Convenors: Mr Cedric Spencer  
Office: Ground Floor, Kelly House, ICMS  
Email: [cspencer@icms.edu.au](mailto:cspencer@icms.edu.au)  
Consultation hours: by appointment on Friday mornings

Mr Darryl Courtney-O'Connor, CEO, Touraust Corporation.

*Cedric Spencer* has over 20 years of business management experience and he was nominated in 1993 for the Entrepreneur of the Year Award in Singapore. He is a member of the NSW Law Society and has taught at other universities in Sydney. He is currently completing his Doctor of Business Administration Degree and a Juris Doctor Degree. However, he has completed a Master of Business Degree and Graduate Diploma in 1995; he completed a Graduate Diploma in Laws in 2006; and he has some other diplomas and professional qualifications in Distribution, Transport and Logistics Management. Cedric brings to us a lot of industrial experience ranging from business start-ups to IPO; turning around a multimillion dollar retail chainstore; and implementing change. Cedric has lived and worked in a number of countries and he attended the 1st Trade Mission to China which was conducted by the Singapore Trade Development Board in 1993.

*Darryl Courtney-O'Connor* is the Founder and Executive Chairman of Touraust Corporation, an organisation that is leading Australia in the development of service industry education, specifically in tourism, hospitality and events management, as well as managing some of the country's best known hotel brands. Touraust Corporation is one of Australia's most dynamic privately owned companies. Ranked in the top 500 largest private organisations in Australia (Business Review Weekly, August 2004), Touraust Corporation has focused the development and expertise over the past 17 years on operating businesses with a focus on the Accommodation and Education Industries. The corporation has two operating divisions: Constellation Hotel Group and International College Management, Sydney (ICMS).

## CLASSES

The unit will be conducted by a combination of structured lectures, class discussions, case studies and workshops. The lecture program is designed to impart essential knowledge of theory and practice of entrepreneurial leadership. The case study analysis, class discussions, workshops, and interactive sessions are planned to develop leadership skills and hands on application of entrepreneurial leadership. Students are expected to actively participate in class discussions in order to critically examine leadership theories and practices. The unit will involve close interactions between lecture and students therefore class attendance and participation is expected. Students will have to be engaged in case study development and collaborative exercises.

## LEARNING RESOURCES AND SUPPLEMENTARY TEXT

Central to this course is the integration of theory and practice, and the approach taken in the course is very much 'hands on'. Your participation through workshops, case study work and reflective learning underpins the course. There will therefore be a much greater emphasis than usual on devolving responsibility for learning to you.

The students will be provided with a reading list (see below), supplementary reading materials, and case studies. Students are expected to download necessary reading material from the Macquarie University library's website.

**Prescribed Text:**

1. Morris, M, Kuratko, D and Covin, J (2008) *Corporate Entrepreneurship & Innovation: Entrepreneurial Development within Organisations* (2<sup>nd</sup> ed). Thomson, USA.  
ISBN 13: 978-0-324-25916-2  
ISBN 10: 0-324-25916-6

**Recommended Texts:**

1. Schaper, M. and Volery, T. (2007) *Entrepreneurship and Small Business: A Pacific Rim Perspective*, 2 e, John Wiley & Sons.  
ISBN 13: 978-0-470-81082-8  
ISBN 10: 0-470-81082-3
2. Daft, R (2008) *The Leadership Experience* (4<sup>th</sup> ed). Thomson, USA.  
ISBN 13: 978-0-324-53968-4  
ISBN 10: 0-324-53968-1

## LEARNING OUTCOMES

The learning outcomes of ICMS812 are:

- Knowledge and understanding of:
  - the basic concepts of leadership, corporate entrepreneurship and innovation processes
  - the theoretical and practical application of leadership theories in international context
  - the basic knowledge of leadership culture and behaviour
  - the key leadership elements of success in terms of business concept identification and assessment, market focus, intellectual property, planning, funding and operations;
  - the importance of, and some basic techniques for, market and financial analysis, building the business team, business models and business strategy development.
- Skills and knowledge of:
  - Critical evaluation of leadership and entrepreneurship
  - Interpretation of leadership theories
  - leadership skills associated with specific elements of the entrepreneurial process;
  - the ability to identify, investigate and synthesise of relevant information for leadership development processes.

## TEACHING AND LEARNING STRATEGY

The unit will continue to build a highly participative learning environment. Students will be challenged to read, think, analyse and apply ideas in a professional manner.

Students will also be required to apply many of the concepts, models, skills and practices of leadership, innovation and entrepreneurship. This unit is taught in a combined lecture, workshop/seminar format. Class sessions are primarily devoted to discussing readings, resource materials, web-exercises and practical experiences that students have undertaken both inside and outside of class. The students are expected to devote minimum of 3 hours “outside of class time” per week to their individual assignment, group project, exercises, readings and cases. The course is based on active learning methods. Full participation is required, not optional.

At the end of each lecture topic, the students should be able to:

1. Identify, explain and critically apply key frameworks, theories and models of “best practice” relating to the entrepreneurial leadership;
2. Identify and critically assess the impact of major contextual factors (societal, sectorial and organizational) affecting the management of leadership in Australian and international businesses; and
3. Demonstrate competence in problem-solving skills associated with major ‘entrepreneurship and leadership problems’ (such as the stages of entrepreneurship, types of leadership, change management process, and organisational behavior and innovation) in the specific context of their workplace.

## UNIT OUTLINE

### Semester 2, 2008

All classes will be conducted from 10am – 1pm on Friday each week at the Manly Campus (8 August to 14 November). Mid Semester Break is from 22 September – 5 October, 2008.

Week	Date	Lecture and Tutorial	Assessment Due
1	8 August 2008	Introduction to the Course; the Concept of Entrepreneurial Leadership; the New Entrepreneurial Imperative (Morris et al 2008, chapter 1)	
2	15 August 2008	The Unique Nature of Corporate Entrepreneurship; Levels of Entrepreneurship in Organizations – Entrepreneurial Intensity (Morris et al 2008, chapters 2 and 3)	
3	22 August 2008	The Gift of Dreaming (I): Virtues and Values, Relationships and Culture (conducted by Mr Darryl Courtney-O’Connor)	Guest Lecturer
4	29 August 2008	The Forms of Corporate Entrepreneurship; Entrepreneurship in Other Contexts: Non-Profit and Government Organizations (Morris et al 2008, chapters 4 and 5)	

5	5 September 2008	The Gift of Dreaming (II): Beliefs, Strategy and Vision (conducted by Mr Darryl Courtney-O'Connor)	Guest Lecturer
6	12 September 2008	Entrepreneurship: definition and evolution; The personality of entrepreneurs; The nature of small business (Schaper & Volery 2007, chapters 1, 2, 4)	Individual essay
7	19 September 2008	Industry Tour – Star City Casino	Excursion
<b>Mid-Semester Break 22 September – 5 October 2008</b>			
8	10 October 2008	Options for going into business; Preparing a business plan; Financing new and growing business ventures (Schaper & Volery 2007, chapters 5, 7, 9)	
9	17 October 2008	Introduction to leadership – what does it mean to be a leader. Understand the meaning of leadership. (Daft 2008, chapter 1)	
10	24 October 2008	Leading change – recognise social and economic pressures for change in today's organisations. (Daft 2008, chapter 15)	
11	31 October 2008	Control and Entrepreneurial Activity; Sustaining Entrepreneurial Performance in the 21st Century Organization (Morris et al, 2008, chapters 14 and 15)	Group report
12	7 November 2008	Group presentation – in class Review of journey – exam hints	Group presentation
13	14 November 2008	Final Exam	End of course!

*Note: Changes may be made to the schedule during the semester.*

### ASSESSMENTS

Nos.	Date	Assessment Activity	Percentage (%)
1	12 September 2008 (Wk 6)	Individual Essay (2,000 words)	20%
2	31 October 2008 (Wk 11)	Group Report (5,000 words)	30%
3	7 November (Wk 12)	Group Presentation	10%

4	14 November 2008 (Wk 13)	Final Exam	40%
		<b>Total</b>	<b>100%</b>

### Assessment 1- Individual essay (20%)

***This essay is due on Week 6 (12 September 2008).*** Your task is to analyse a case study of an organisation. You will be given the case study in Week 2. Your assessment task is to critically analyse the case study and write a concise, clear and well edited essay addressing the identified problems and issues within the given organisation and you are to provide a recommended or solution to the committee. You are to be as specific as possible while addressing the issues but you must write a concise, clear and well edited essay of no more than 2,000 words.

You are required to consult and provide full reference of information. There is no limit on the number of references. You should balance your reference sources from books, edited books, Internet (www), journal articles from the full-text databases, current affairs magazines and newspapers. ***The use of WIKIPEDIA online encyclopaedia is not allowed because of the anonymous authors.*** You must use the **Harvard style (author date) referencing system** to acknowledge your sources of information (both in-text and as a reference list at the end). ***All sections except the reference list (Bibliography) at the end are included in the 2,000 word count.***

- **Note:**
  - To maximize their effectiveness, color pictures, graphs and diagrams (or any exhibits) that are in color should be printed in color.
  - It is preferable for you to use the *Commonwealth Government Style Manual for Authors, Editors and Printers* (1994). This is available at: [http://www.agimo.gov.au/information/publishing/style\\_manual](http://www.agimo.gov.au/information/publishing/style_manual). This site also has useful information on referencing and formatting your assignments.
  - Here are some examples of latest writing styles:
    - Proper English grammar and form means:
      - Formal written style – e.g. no contractions (isn't, aren't).
      - Proper use of punctuation marks.
      - Sentences with nouns and verbs.
      - No changing tenses or plurals to singular.
      - Use words correctly.
    - The five commandments of plain English are:
      - Write as plainly as possible
      - Avoid long sentences
      - Use the active rather than the passive voice
      - Avoid archaic words and phrases
      - Be concise – when you are finished, stop!
    - Finally, when you think that you have finished...
      - Good writing is re-written writing.
      - Spell check and proof read.

- Always print the ‘final’ copy of your assignment 24 hours before it is due.
- Keep both a hard copy and disc.

<b>Individual case study – marking criteria – total 20%</b>
<ul style="list-style-type: none"> <li>• Level of professionalism in presentation and structuring of the entire report e.g., report must not be disjointed and written in appropriate style, grammar, format, referencing, fluency and free of typo errors – <b>10 marks</b></li> </ul>
<ul style="list-style-type: none"> <li>• Critique and analysis presented in the case study (report) must demonstrate a high level of understanding of relevant theories and techniques e.g., ability to identify key issues found in the case study, make sound decisions, and to apply solutions and recommendations from a CEO’s point of view – <b>10 marks</b></li> </ul>

### **Assessment 2- Group project: The Entrepreneurial Audit (30%)**

***The report is due on Week 11 (31 October 2008).*** You have to form a group of three or four members. You will organise, manage and regulate your own group. Your group task is to identify an established company (of your choice) and provide a thorough critique of their operations ***from an entrepreneurial perspective***. Your group should meet at least once a week to follow-up the progress of the project. Each team member should participate equally and enthusiastically towards the final write-up of the group report. Any member without a group will **not** be allowed to submit individually.

The group report is no more than 5,000 words in length. You are required to consult and provide full references of your findings or theories/concept. There is no limit on the number of references. You should balance your reference sources from books, edited books, Internet (www), journal articles from the full-text databases, current affairs magazines and newspapers. ***The use of WIKIPEDIA online encyclopaedia is not allowed because of the anonymous authors.*** You must use the **Harvard style (author date) referencing system** to acknowledge your sources of information (both in-text and as a reference list at the end).

**In your group report, you must include an Executive Summary, a Contents Page, and the relevant Recommendations, Conclusion and Reference List – using the Harvard style (author date) referencing system. *The 5,000 word limit includes all sections except the Executive Summary (maximum ONE page), Contents Page and the Reference List at the end of the report.*** The report must conform to the guidelines for written assessments detailed in this unit outline. This assessment must also conform to rigorous academic standards, especially with regards to referencing.

- **Description:** With this assignment, you are asked to identify an established company and provide a thorough critique of their operations ***from an entrepreneurial perspective***.

- *It is suggested* that you use the model of the entrepreneurial process presented in class as your basic framework and that you tie in as many concepts, issues and ideas from the course as you find appropriate. Your critique should begin with a brief history of the enterprise including its founding, owners and ownership structure, structural form, locations, expansion (both in terms of facilities/locations and in terms of products/markets), and so forth. This history should be no more than one or two pages in length. The body of the paper should follow, and this should be the actual critique and analysis. You should then close with a section of no more than five pages of specific, tangible recommendations for change (the level of specificity should include cost estimates and timetables for implementation of any suggestions).

<b>Entrepreneurial audit – group report marking criteria – total 30%</b>
<ul style="list-style-type: none"> <li>• Level of professionalism in the presentation of the whole report e.g., fluency, free of typo errors and written in appropriate style, format, structure, grammar, proper referencing used – <b>5 marks.</b></li> </ul>
<ul style="list-style-type: none"> <li>• Individual section(s) are complete and internally consistent with sound arguments to support the overall report e.g., report must not be disjointed and any solutions or recommendations must be related to the relevant issues– <b>5 marks.</b></li> </ul>
<ul style="list-style-type: none"> <li>• Demonstrated ability to work effectively as a group and to self-manage a group acting as ‘professional’ business consultants – issues must be addressed in a professional manner e.g., recommendations and solutions must be practically achievable by your client(s) – <b>5 marks.</b></li> </ul>
<ul style="list-style-type: none"> <li>• Ability to provide an honest and accurate peer review and distribution of marks – you must complete a confidential peer group assessment forms if marks are unevenly distributed and is disputed – <b>5 marks.</b></li> </ul>
<ul style="list-style-type: none"> <li>• Demonstrated ability to use and understand the relevant theory and techniques presented in the course e.g., identifying the relevant issues and applying the relevant theories and rules within each section of the report – <b>10 marks.</b></li> </ul>

### **Assessment 3: Group Presentation (10% - 10 minutes)**

*The group presentation is due on week 12 (7 November 2008).* The presentation is to be of 10-15 minutes duration and will be scheduled in class. Students are required to choose a topic from one of the many HBR articles handed out in class – subject to lecturer’s approval. **Note** all materials to be used by each group are to be lodged with the lecturer at the commencement of the lecture in class. The mode and format of the presentation is left to the respective teams, however it should be emphasised that care and professionalism are expected. In particular, you are expected to use visual aids such as PowerPoint and be on time. Marks will be deducted for late starts. Groups may not be allowed to present if they missed the given timeslot – this will result in 0. Only very compelling reasons would be accepted for not showing up on time.



If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. You are advised that it is Macquarie University policy not to set early examinations for individuals or groups of students. Students should also note that supplementary exams are subject to a more rigorous marking procedure owing to the benefit of extra study time for the student.

## ASSIGNMENT PRESENTATION AND SUBMISSION

All ICMS812 assignments submitted for assessment must adhere to the following standards.

1. **Plagiarism.** All assignments in ICMS812 are to be entirely your own individual work if it is a designated Individual Assignment.
2. **Cover Page.** For each of the two assignments, use a cover (or title) page that provides the following information:
  - your full name and student number;
  - contact details: email address, postal address and phone number;
  - unit code and name (ICMS812 – Entrepreneurial Leadership);
  - assignment number and assignment title;
  - an exact word count—not a guess or approximation—of the number of words in the body of your assignment. (Use Word’s Tools menu and click on Word Count.)

**Presentation of Assignments:** All assignments and papers must be word processed on a computer and properly constructed as a paper. Assignments should be in proper English grammar and form. Meaning, it should be free of typographical and grammatical errors. Assignments must meet the normal academic and professional standards of presentation, including:

- printing on one side of paper only;
  - all pages, excluding the cover page, should be numbered;
  - plain A4 size paper to be used (e.g. 21cm x 29.7cm);
  - page margins should be at least 2.5 cm on all four edges (preferably 3.5 cm on the left margin);
  - Time New Roman font type and font size of 12 points should be used;
  - Include a bibliography (where appropriate); and
  - Harvard style (author date) referencing system should be used.
3. **Submission Procedures.** Each assignment should be submitted to the lecturer in hardcopy during the class time in the due week. Special arrangement has to be made for late submission.
  4. **Late Submissions.** Late submissions will incur penalties. The standard penalty is a deduction at the rate of 5% of the assignment’s maximum mark for each day late. All requests for extensions must be in writing, fully documented, and be received before the due date. Requests for late submission are generally only acceptable on formal, “certifiable” medical grounds. However, if you have a

problem please talk to your lecturer as early as possible. Generally speaking, late submissions attract a significant penalty.

5. **Feedback.** We will endeavour to mark and return assignments within 10 days of the due date so that you can benefit from the feedback.

### NOTE ABOUT PLAGIARISM

If you take and use the work of another person—even with their permission—without clearly stating or acknowledging your source, you are falsely claiming that material as your own work and therefore, you are committing an act of plagiarism. This is wrong because:

- It violates the principle of intellectual and scholarly integrity;
- It devalues the grades and qualifications gained legitimately by other students.

The University defines plagiarism in its rules: “Plagiarism involves using the work of another person and presenting it as one's own.” Plagiarism is a serious breach of the University's rules and carries significant penalties. You must read the University's practices and procedures on plagiarism; they can be found in the *Handbook of Postgraduate Studies* or on the web at: <http://www.student.mq.edu.au/plagiarism/>.

The policies and procedures explain what plagiarism is, how to avoid it, the procedures that will be taken in cases of suspected plagiarism, and the penalties if you are found guilty. Penalties may include a deduction of marks, failure in the unit, and/or referral to the University Discipline Committee.

Cheating and/or plagiarism can be a temptation when students are experiencing difficulty with a heavy workload and seek to save time by using others' work. To avoid having students resort to cheating, the University provides many services to help students with their studies. (See Student Support Services below).

### UNIVERSITY POLICY ON GRADING

Academic Senate has a set of guidelines on the distribution of grades across the range from fail to high distinction. Your final result will include one of these grades plus a standardised numerical grade (SNG).

On occasion your raw mark for a unit (i.e., the total of your marks for each assessment item) may not be the same as the SNG which you receive. Under the Senate guidelines, results may be scaled to ensure that there is a degree of comparability across the university, so that units with the same past performances of their students should achieve similar results.

It is important that you realise that the policy does not require that a minimum number of students are to be failed in any unit. In fact it does something like the opposite, in requiring examiners to explain their actions if more than 20% of students fail in a unit.

The process of scaling does not change the order of marks among students. A student who receives a higher raw mark than another will also receive a higher final scaled mark. For an explanation of the policy see:

<http://www.mq.edu.au/senate/MQUonly/Issues/Guidelines2003.doc> or  
<http://www.mq.edu.au/senate/MQUonly/Issues/detailedguidelines.doc>.

## **STUDENT SUPPORT SERVICES**

Macquarie University provides a range of Academic Student Support Services. Details of these services can be accessed at <http://www.student.mq.edu.au>.