



ACCG827 – Entrepreneurship and Business Strategy

UNIT OUTLINE

Semester 1, 2007

Offered: Semester 1, 2007 (Fall)

Unit convenor: Sam Burshtein

Prerequisites: Familiarity with basic business concepts such as accounting, finance, and marketing.

ABOUT THIS UNIT

Entrepreneurship and Business Strategy (ACCG827, 4cp) is a postgraduate unit offered by the Macquarie Institute for Innovation (MII).

ACCG827 aims to provide students with an awareness of the importance of entrepreneurship within the broader economic environment, and to familiarise them with some key aspects of entrepreneurial process and strategy.

The unit is organised around three distinct topics:

- Topic 1 – The nature of Entrepreneurship (Weeks 1-3)
- Topic 2 – Acting as an Entrepreneur (Weeks 4-8, 12)
- Topic 3 – Entrepreneurial Strategy (Weeks 9-12)

Key issues covered in this course include:

- Introduction to Entrepreneurship
- Understanding Technology and Innovation
- Establishing and building the new enterprise
- Business Plan Development
- Entrepreneurial Strategy

TEACHING STAFF

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Thursdays 17:00 to 18:30
or by appointment

CLASSES

Classes for ACCG827 consist of a 2-hour lecture followed by a 1-hour tutorial.

In Semester 1, 2007, classes will held on Thursdays in C5A 310:

- Lecture: 1400-1600
Tutorial: 1600-1700

LEARNING OUTCOMES

The course aims to Introduce the entrepreneurial sector (and innovation in particular) as key drivers of economic development and present them as viable career options.

Students will examine the role of entrepreneurship in a macroeconomic context, and aim to become familiar with the venture creation process – including issues related to identification and development of opportunities, the entrepreneur’s role in shaping the vision and strategy for the initiative (or venture), the importance of developing effective organisational and social systems, and changes in the entrepreneur’s role as the venture develops.

The students will also be exposed to issues often seen as peripheral, but arguably critical in the entrepreneurial context, in particular the role of socio-economic systems and perceptions in shaping emerging technologies, and the ethical/moral implications of “business” thinking.

Upon completing this unit, students are expected to have a solid understanding of the role of entrepreneurial activity in society, and have a strong foundation for more specialised study in the field.

LEARNING RESOURCES AND TEXT

The required text for ACCG827 is:

Entrepreneurial Strategy, 4ed, by Phillip A. Wickham
ISBN: 0-273-70642-X

The text will be available from the campus Co-Op bookshop.

The main text will be supplemented by readings that will be handed out in class or made available as Web references.

Additionally, the following represent valuable references and/or further reading, providing a richer presentation of some of the key ideas canvassed in this course

- Bhide AV (2003), *The Origin and Evolution of New Businesses*, Oxford University Press
- Christensen C & Raynor M (2003), *The Innovator's Solution*, HBS Press
- Drucker P (1985), *Innovation and Entrepreneurship*, Harper & Row
- Ghemawat P (2005), *Strategy and the Business Landscape*, 2ed, Prentice Hall
- Hughes TP (2004), *American Genesis: A Century of Invention and Technological Enthusiasm, 1870-1970*, University of Chicago Press
- Moore GA (2005), *Dealing with Darwin: How Great Companies Innovate at Every Phase of Their Evolution*, Portfolio Hardcover
- Warsh D (2006), *Knowledge and the Wealth of Nations*, W. W. Norton

Other suggested readings will be identified throughout the semester.

WEBCT

Lecture notes for each lecture will be posted on WebCT **subsequent** to the lecture.

To Access WebCT go to <http://online.mq.edu.au>. (Note that there is no **www** prefix).

When the Login window appears, enter your Macquarie Student ID number and password. After logging in, click on ACCG827 to access this unit.

TEACHING AND LEARNING STRATEGY

Students in ACCG827 are expected to take significant responsibility for the learning process, and the unit emphasizes class participation and group-work. In particular, a significant proportion of assessment is based on group assignments, and student peer-evaluations will form a substantial element of the final grade.

Some material in the course will be presented by guest lecturers.

UNIT ASSESSMENT

Assessment is intended to demonstrate that the students have satisfied the key learning objectives of the unit. Because students are expected to work in teams on the various assessment tasks, much of the final mark will reflect group performance.

Students are expected to evaluate the participation of their team members, and resulting evaluation will determine up to 25% of each student's final mark.

ASSESSIBLE WORK

There are three distinct assessment elements – assignments, an exam, and peer evaluations.

Work to be Submitted and Weight		Due Date	Target Date for Feedback
Discussion Leadership (15%)	Selected Week		within 7 days
Paper Review (15%)	Selected Week		within 7 days
Topic Summary (15%)	Friday after Selected Week		With final marks
Team evaluations (25%)	With Case Analysis		Final Result
Exam (30%)	Final Week		Final Result

ASSIGNMENTS

Assignments are to be done in groups. In the first week of class, students will be organized in groups of 5 to 7, to work together on each assignment. Each group member will receive the same mark for each group assignment – putting an emphasis on effective group dynamics and encouraging joint responsibility.

Each of the three assignments will be associated with a particular week of class, so each group must select (in advance) the topic they wish to focus on for each assignment (and the related date of submission).

ASSIGNMENT 1: DISCUSSION LEADERSHIP (15%)

For the chosen week, the group will prepare (and deliver) a 15-20 minute presentation/lecture summarising the key points of that week's topic/readings, and will lead a 20-30 minute class discussion of the issues they identified/canvassed.

[This presentation/discussion will be followed by the main lecture, where the lecturer will aim to put the week's topic into a broader perspective]

ASSIGNMENT 2: PAPER REVIEW (15%)

For the chosen week, the group will prepare/deliver a 10-15 minute presentation that reviews one of the academic papers listed in the “Key Readings” section of that week’s chapter. (The course convenor must approve the choice of paper in advance.)

The presentation should explain the issues being canvassed in the paper, the approach taken by the author, the final conclusion reached in the paper, and the team’s own view/perspective on that conclusion.

[This presentation will usually take place at the end of the main lecture, in the tutorial period.]

ASSIGNMENT 3: TOPIC REVIEW (15%)

For the chosen week, the group will prepare/deliver a 3-4 page (1000 words) written summary of the topic and the issues discussed.

The review should review the key ideas canvassed in the readings and class, and a summary of what the team members learned (and will “take away”) from that week’s readings/discussion (and how they expect to apply it in their own life/career).

[The review is to be submitted at ERIC by 5:00pm on Friday of the week following the lecture.]

TEAM EVALUATIONS (25%)

Each group will receive an allocation of 10 marks per group member. Each group member must then apportion the resulting total between the group members, awarding each member a grade between -10 (yes, a negative mark may be awarded) and +25 marks.

A student may not award more than 15 to themselves, and total must equal the total points available.

Evaluations may be submitted through ERIC or by e-mail, and will be held confidential.

Failure to submit a “team evaluation” will result in a loss of 10 marks for that student.

FINAL EXAM (30%)

An informal exam will be held in the final week’s class. The exam will comprise multiple choice and short answer questions, and a short case study.

The exam is a required element of assessment, and failure to attend the exam will result in a “Fail” grade for the course.

ASSIGNMENT PRESENTATION AND SUBMISSION

Submission Procedures: All written assignments are to be submitted (in hard-copy) to ERIC, on the ground floor of building E4B. Note that document presentation quality is assessable and will be reflected in the final mark. Please use a readily readable font.

Cover Page: Each written assignment should have a cover (or title) page that details:

- (a) each author's full name and student number;
- (b) the "lead" author's contact details (email address and phone number);
- (c) unit code (ACCG827) and assignment number.

Late Submissions. It is the students' responsibility to submit each assignment on or before the due date. Late submissions will be subject to a penalty at the rate of 10% of the assignment's maximum mark for each day late.

Students who wish to defer the submission of an assignment must submit their request setting out their reasons (with any supporting documentation) in writing at least 48 hours before the due date. In most cases, such deferral will still result in a penalty, but the penalty would be significantly less than for being late without prior approval.

Feedback. We will endeavour to mark and return assignments within seven days of receipt, so that you can benefit from the feedback.

Plagiarism. Students should be aware of the University's policy on Plagiarism. Any work submitted must be the author's own work, and any externally sourced material must be properly acknowledged and cited. See <http://www.student.mq.edu.au/plagiarism/>.

Week 1 (March 1, 2007)

Introduction – Business, Strategy, & Entrepreneurship

Focus: Introductions, review of the course outline, group allocations, brief review of the terminology and ideas canvassed in the course.

Read: Wickham, Chapter 1 (*pages 3-25*)

Week 2 (March 8, 2007)

Understanding Entrepreneurship (I)

Focus: Looks at the role of entrepreneurship in the macro-economic context, as a key driver of economic development. Particular emphasis is on the role of entrepreneurs in challenging entrenched systems of resource deployment and behaviour by deploying productivity enhancing innovations.

Read: Wickham, Chapter 6 (*pages 124-151*)
Wickham, Chapter 7 (*pages 159-165, 168-170*)

Week 3 (March 15, 2007)

Understanding Entrepreneurship (II)

Focus: Examines the role entrepreneurs in a social context, with particular focus on issues such as social entrepreneurship, stakeholder theory, and how some entrepreneurs can, by their activities, redefine social standards, values, and expectations. Also examines the issue of entrepreneurial personalities, and the extent to which entrepreneurship is a cognitive trait.

Read: Wickham, Chapter 8 (*pages 180-185*)
Wickham, Chapter 9 (*pages 192-209*)
Other readings will be made available before class.

Week 4 (March 22, 2007)
Strategy in a Business Context

Focus: An introduction to the fundamental principles of business strategy, with an emphasis on changes in strategic emphasis over the industry/firm life cycle.

Read: Ghemawat P, *Competition and Business Strategy in Historical Perspective*,
HBS Note 798-010

Ghemawat P, *Creating Competitive Advantage*, HBS Note 798-062

Week 5 (March 29, 2007)
Thinking About Technology and Innovation (SCOT)?

Focus: Introduces students to a perspective on the nature of technology which sees specific technological capabilities as part of a broader social system, where a particular invention is shaped by perceptions and expectations of the existing “techno structure”. Building on the SCOT (Social Construction of Technology) perspective, discusses factors impact the extent to which a new technological insight may succeed or fail in gaining social acceptance (and thus commercial success.) The topic (and associated readings) will also look at the process of innovation – how production new ideas become adopted by society.

Read: Readings will be handed out before class or available on WebCT or e-Reserve.

Week 6 (April 5, 2007)
The Entrepreneurial Process (I)

Focus: The process by which entrepreneurs create/identify and exploit opportunities with emphasis on the entrepreneur’s role in defining the new venture’s vision and a clear transition path to achieving this vision. Also discussed is the need to gather, integrate, and effectively deploy the specialized resources needed to achieve the desired social/economic transformation.

Read: Wickham, Chapter 10 (*pages 221-234*)
Wickham, Chapter 11 (*pages 235-249*)
Other readings will be made available before class.

Easter Recess (April 6, 2007 to April 22, 2007) – No Classes

Week 7 (April 26, 2007) The Entrepreneurial Process (II)

Focus: A more detailed discussion of the issues associated with the creation and development of entrepreneurial initiatives. Particular emphasis is given to acquisition and management of key resources, and the process by which entrepreneurs create/identify and exploit opportunities (with emphasis on the entrepreneur's role in defining the new venture's vision and a clear transition path to achieving this vision). Also discussed is the need to gather, integrate, and effectively deploy the specialized resources needed to achieve the desired social/economic transformation, and organisational issues.

Read: Wickham, Chapter 12 (*pages 255-266*)
Wickham, Chapter 13 (*pages 273-287*)
Wickham, Chapter 14 (*pages 293-296*)
Other readings will be made available before class.

Week 8 (May 3, 2007) The Business Plan

Focus: The importance and limitations of planning in entrepreneurial ventures. The internal business plan vs. the fundable business plan. Funding the venture.

Read: Wickham, Chapter 19 (*pages 374-397*)
Wickham, Chapter 20 (*pages 398-410*)
Other readings will be made available before class.

Week 9 (May 10, 2007) Entrepreneurial Strategy (I)

Focus: The entrepreneur's role in defining the opportunity and shaping the vision. The entrepreneur as a "change agent". Positioning the venture and growth strategy over the industry life cycle.

Read: Wickham, Chapter 16 (*pages 321-327*)
Wickham, Chapter 17 (*pages 334-341*)
Wickham, Chapter 18 (*pages 349-366*)
Other readings will be made available before class.

Week 10 (May 17, 2007)
Entrepreneurial Strategy (II)

Focus: Positioning the venture against competition. Identifying key leverage points and gaps in the market. Disruptive Innovation and Industry Transformation.

Read: Wickham, Chapter 21 (pages 429-435)
Wickham, Chapter 22 (pages 441-450)
Wickham, Chapter 23 (pages 458-468)
Other readings will be made available before class.

Week 11 (May 24, 2007)
Entrepreneurial Strategy (III)

Focus: Launching and developing the venture. Building momentum and securing long term viability. Planning for growth.

Read: Wickham, Chapter 24 (pages 475-485)
Wickham, Chapter 25 (pages 493-207)
Wickham, Chapter 26.1-26.2 (pages 514-517) 26.6-26.8 (pages 530-539)
Other readings may be made available before class.

Week 12 (May 31, 2007)
What do we take away from Management Education AND Course Review

Focus: A discussion of how management education impacts our view of the world, and consequently our moral and ethical frameworks.

Followed by a course review.

Read: Ghoshal S, *Bad management theories are destroying good management practices*, Academy of Management Learning and Education, 4(1):75-91.
(will be made available before class).

Week 13 (June 7, 2007)
Exam (in class)

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.

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>.