



## **International College of Management Sydney**

In association with



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

## **ICMS812 - Entrepreneurial Leadership**

# **Unit Outline** **Semester 1- 2008**

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

### **Lecturers:**

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## MACQUARIE UNIVERSITY

### ICMS812 – ENTREPRENEURIAL LEADERSHIP

**Year and Semester:** 2008, Semester 1

**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 be a start up, SME or a large established company—must adapt and change 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 leadership
- Understand complex interactions among business, economics, social and scientific and technological inputs
- Understand the process and behaviour of business and scientific/entrepreneurial leadership,
- Acquire generic skills in a range of leadership topics
- Appreciate problem-based learning in leadership development
- Understand complexity in entrepreneurial skills and knowledge

## TEACHING STAFF

Convenors: Mr Cedric Spencer

- Office: Ground Floor, Kelly House, ICMS
- Email: [cspencer@icmd.edu.au](mailto:cspencer@icmd.edu.au)
- Consultation hours: by appointment on Thursday 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 that 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 attachment), supplementary reading materials, 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 Text:

2. Baron, R and Shane, S, (2008) *Entrepreneurship: A Process Perspective* (2<sup>nd</sup> ed). Thomson, Canada.  
ISBN 13: 978-0-324-36558-6  
ISBN 10: 0-324-36558-6
3. Bolton, B and Thompson, J (2003) *The Entrepreneur in Focus: Achieve your potential*, Thomson, UK.  
ISBN 1-86152-918-X

## 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 ‘leadership problems’ (such as types of leadership, leadership process and behavior, and leadership in innovation) in the specific context of their workplace.

## UNIT OUTLINE

### Semester 1, 2008

All classes will be conducted from 10-1pm on Friday each week at Manly Campus. Mid Semester Break is from 17-30 September, 2007.

Week	Date	Lecture and Tutorial	Assessment Due
1	28 February 2008	Introduction to the Course; the Concept of Entrepreneurial Leadership; the New Entrepreneurial Imperative (chapter 1)	
2	6 March 2008	The Unique Nature of Corporate Entrepreneurship; Levels of Entrepreneurship in Organizations – Entrepreneurial Intensity (chapters 2 and 3)	

3	13 March 2008	The Gift of Dreaming (I): Virtues and Values, Relationships and Culture (Guest Lecturer: Mr Darryl Courtney-O'Connor)	
4	20 March 2008	The Gift of Dreaming (II): Beliefs, Strategy and Vision (Guest Lecturer: Mr Darryl Courtney-O'Connor)	
5	27 March 2008	The Forms of Corporate Entrepreneurship; Entrepreneurship in Other Contexts: Non-Profit and Government Organizations (chapters 4 and 5)	
6	3 April 2008	Industry Tour – Star City Casino	
7	10 April 2008	Human Resources in the Entrepreneurial Organization: The Creative Individual & The Organizational Perspective (chapters 6 and 7)	Individual essay
<b>Mid-Semester Break (14-27 April 2008)</b>			
8	1 May 2008	Corporate Strategy and Entrepreneurship; Structuring the Company for Entrepreneurship (chapters 8 and 9)	
9	8 May 2008	Developing an Entrepreneurial Culture; Constraints on Entrepreneurial Performance (chapters 10 and 11)	
10	15 May 2008	Leading the Entrepreneurial Organization; Assessing Entrepreneurial Performance (chapters 12 and 13)	Group report
11	22 May 2008	Control and Entrepreneurial Activity; Sustaining Entrepreneurial Performance in the 21st Century Organization (chapters 14 and 15)	
12	29 May 2008	Revision	
13	5 June 2008	Final Exam	End of course!

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

## ASSESSMENTS

Date	Assessment Activity	Percentage (%)
10 April 2008 (Wk 7)	Individual Essay (2,000 words)	25%
15 May 2008 (Wk 10)	Group Report (3,500 words)	20%
5 June 2008 (Wk 13)	Final Exam	55%
	Total	100%

### Assessment 1- Individual essay (25%)

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/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 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 at the end are included in the 2,000 word count. This essay is due on Week 7 (10 March 2008).***

### **Assessment 2- Group project: The Entrepreneurial Audit (20%)**

You have to form a group of three or four members. 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. The group report is no more than 2,500 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 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, Contents Page, relevant Recommendations, Conclusion and Reference List. *The 2,500 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 is due on Week 10 (15 May 2008).*** 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*. My suggestion would be 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 two pages or less. The body of the paper should follow, and this should be the actual critique. 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).

### **Assessment 3: Final Examination (55% - 2 Hour Duration)**

The final examination covers everything that has been taught in the course. It consists of four essay questions, each requiring the application of theory and research to workplace scenarios. You have to answer three questions.

The final exam will take place in Week 13 during regular class time. You will have two hours to write the exam, plus 10 minutes reading time at the beginning of the exam.

The final exam *must* be taken when scheduled. The only exception to not sitting an examination at the designated time is because of documented illness or unavoidable disruption. In these circumstances you may wish to consider applying for Special Consideration. Information about unavoidable disruption and the special consideration process is available at: <http://www.reg.mq.edu.au/Forms/APSCons.pdf>

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 four assignments, use a cover (or title) page that provides the following information:

- (a) your full name and student number;

- (b) contact details: email address, postal address and phone number;
- (c) unit code and name (ICMS812 – Entrepreneurial Leadership);
- (d) assignment number and assignment title;
- (e) 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.)

**3. Presentation of Assignments.** Assignments should meet normal academic and professional standards of presentation, including:

- (a) all pages, excluding the cover page, should be numbered;
- (b) page margins should be at least 2.5 cms on all four edges;
- (c) assignments should be free of typographical & grammatical errors;
- (d) Time New Roman font type and font size of 12 points should be used.
- (e) Harvard style referencing system should be used.

**4. 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.

**5. 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.

**6. 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 Undergraduate 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>.