

BMA787
Entrepreneurship

Semester 2, 2009

This unit will be offered in:

Hobart

The lecturer responsible will be:

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Australian Innovation Research Centre

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<http://www.utas.edu.au/mgmt/student.htm>

Introduction to the Unit

Entrepreneurship is a way of looking at business that is focused on opportunities, creativity and innovation. It is about having a passion for doing the things that are important to you. Entrepreneurship is about creating wealth in all of its forms including money, independence and influence. It is about challenge and persistence. A challenge too many is to understand how the world around us changes, who changes it, and how we as individuals relate to this continual process of change. The principal aim of this unit is to introduce a set of tools and techniques that will enable you to make sense of the world you live in, whilst also having the freedom to dare to dream.

The aim of this unit is to provide you with the ability to recognise commercial opportunities and the insight, self-esteem, knowledge and skills to act on them. Entrepreneurship is not for the faint-hearted, the timid, those who cannot cope with ambiguity or those who want black and white answers. It is for individuals who are self-motivated, resourceful and persistent. It is for those who have a sense of humour, who have a passion for implementing new ideas, who can learn from failure and bounce back from it, and who are willing to take calculated risks in their entrepreneurial endeavours. Ultimately, entrepreneurship is the process of creating your own opportunities for satisfaction.

Enrolment in the unit

Unless there are exceptional circumstances, students should not enrol in BMA units after the end of week two of semester, as the School cannot guarantee:

- that any extra assistance will be provided by the teaching team in respect of work covered in the period before enrolment; and
- that penalties will not be applied for the late submission of any piece or pieces of assessment that were due during that period.

Learning Outcomes

On completion of this unit, you should be able to:

- Assess the market opportunity for a new idea.
- Assess the risks associated with commercialising a new idea.
- Determine the specific conditions under which you can create and capture value.
- Demonstrate an understanding of theory related to the process, context, and outcomes associated with entrepreneurship in practice in a logical and coherent manner.
- Analyse a business plan so that you are capable of pitching it or making logical investment judgments towards it.

Generic Graduate Attributes

The University has defined a set of generic graduate attributes (GGAs) that can be expected of all graduates (see <http://www.utas.edu.au/tl/policies/index.htm>). By undertaking this unit you should make progress in attaining the following attributes:

- **Knowledge** related to entrepreneurship will be developed through a student-centred process that requires you to manage and reflect upon your own learning, assist in the development and application of knowledge within a workshop environment. This will be assessed during individual and group presentations, your contribution to the workshop discussion sessions and your submitted written work.
- **Communication Skills** will be developed across a range of mediums, including oral, verbal, written, and visual, that depend upon your ability to listen, understand, and empathise with members of your group

and/or workshops. This will be assessed during individual and group presentations, your contribution to the workshop discussion sessions and your submitted written work.

- **Problem Solving Skills** will be developed by applying your initiative, creativity and planning and organising abilities to ensure you assist in the development of a range of strategies and solutions to the tasks you encounter. This will be assessed during individual and group presentations, your contribution to the workshop discussion sessions and your submitted written work.
- An awareness of **global perspectives** and issues of **social responsibility** related to the process of entrepreneurship will be developed during discussion in workshops and within the assignments.

Texts

Prescribed Texts

English, J. & Moate, B. 2009. *Discovering new business opportunities*. Sydney: Allen & Unwin

Moltz, B.J. 2008. *Bounce: Failure, resiliency, and confidence to achieve your next great success*. New Jersey: John Wiley.

School Publications

Students must obtain the following electronic publications which are available from the School of Management website:

<http://www.utas.edu.au/mgmt/student.htm>

Writing Assignments: A Guide

Referencing Style Manual

Recommended Reading

The publications listed below are highly recommended for further reading on the topics covered in the unit.

Selected References

Agarwal, R., Echambadi, R., Franco, A.M. & Sarkar, M.B. 2004. Knowledge transfer through inheritance: Spin out generation, development, and survival. *Academy of Management Journal*, 47 (4): 501-522.

Aldrich, H.E. (1999). *Organizations evolving*. London: Sage Publications.

Aldrich, H.E. & Kenworthy, A.L. 1999. The accidental entrepreneur: Campellian antinomies and organizational foundings. In J.A.C. Baum & B. McKelvey (Eds.). *Organization science: In honor of Donald T. Campbell*: 19–34. London: Sage Publications.

Aldrich, H.E. & Martinez, M.A. 2001. Many are called, but few are chosen: An evolutionary perspective of the study of entrepreneurship. *Entrepreneurship Theory and Practice*, 25 (4): 41-56.

Levinthal, D.A. 1991. Organizational adaptation and environmental selection – interrelated processes of change. *Organization Science*, 2 (1): 140-145.

Smilor, R.W. 1997. Reflections on a subversive activity. *Journal of Business Venturing*, 12 (5): 341-346.

Journals and Periodicals

Apart from books, you will find it valuable to get into the practice of reading relevant articles from journals and periodicals (including newspapers and magazines).

Unit Structure

This unit will use fortnightly workshops that run for 3 hours on Thursday nights. There are no tutorials or Lectures.

Flexible Learning: MyLO

MyLO software has been incorporated into the delivery of this unit to enhance the learning experience by providing access to up to date course materials and by allowing for online discussion through this web based environment.

To access MyLO from your own computer you will need the appropriate software, and hardware to run that software. See *Learning Online* at <http://uconnect.utas.edu.au/> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on 6226 1818 if you experience difficulties.

Privacy Policy and Notice

The School of Management takes the utmost care to protect the privacy and security of your personal information and to ensure its accuracy.

If you have any concerns about your privacy in MyLO please contact the lecturer-in-charge of this unit or view the University of Tasmania MyLO Privacy Policy Statement available from the university website on <http://www.utas.edu.au/coursesonline/privacy.htm>.

Assessment

In order to pass this unit you must achieve an overall mark of at least 50 per cent of the total available marks. Details of each item of Coursework are provided in the Assignment Topics section.

| Method of Assessment | Value | Due Date | Length* |
|--------------------------------|-------|--------------------------|------------------------|
| Coursework | | | |
| IDEAS Ind. Presentation 1 | 15 | Workshop 3 | Max. Three (3) minutes |
| Workshop Pitching / Investing | 25 | Workshops 3, 5, 6 & 7 | |
| Book Chapter Discussion | 20 | Workshops 2, 4, 5, 6 & 7 | |
| Feasibility Study Presentation | 15 | Workshop 8 | Max. Two (2) Minutes |
| Feasibility Study (written) | 25 | Workshop 8 | Max. 10 A4 Pages |
| Total Marks | 100 | | |

* **Word Limit:** The word count includes such items as headings, in-text references, quotes and executive summaries. It **does not** include the reference list at the end of the assignment.

Study Week

All weekday postgraduate units offered by the School of Management are scheduled to include a Study Week. The dates for this Semester are shown in the attached Study Schedule.

The purpose of the Study Week is to allow students an opportunity to consolidate their studies thus far, and to research coming assignments.

Examination

Format

There is no exam for this unit. All assessment is workshop- and assignment-based.

Scheduled date and place

Your final examination for this unit will be held during the scheduled examination period as indicated by Student Administration in correspondence to you.

Examinations will normally be scheduled Monday to Saturday inclusive. Examinations may be held during the day or evening and students should consult the university information which will be made available towards the end of semester.

You are advised to make any necessary arrangements with employers now for time off during examination period to sit this examination. Your participation at the scheduled time is not negotiable unless there are exceptional circumstances.

Note that you will be expected to sit the examination at your recorded study centre.

Supplementary Examination

Except in special circumstances and on the recommendation of the lecturer-in-charge or the Head of School, a student who fails will not be granted a supplementary examination.

Special Consideration and Student Difficulties

If a student is experiencing difficulties with their studies or assignments, have personal or life planning issues, disability or illness which may affect their course of study, they are advised to raise these with their lecturer in the first instance. Students may also contact the Student Adviser, who will be able to help in identifying the issues that need to be addressed, give general advice, assist by liaising with academic staff, as well as referring students to any relevant University-wide support services. The Student Adviser is located in room 318a in the Commerce Building in Hobart and is contactable by phone on 6226 1916. In Launceston the Student Adviser is located in room A168 in Building A and is contactable by phone on 6324 3312. There is also a range of University-wide support services available including Student Services, International Services and Learning Development. Please refer to the *Current Students* homepage at:
<http://www.utas.edu.au/students/index.html>

Should a student require assistance in accessing the Library, visit their website for more information at
<http://www.utas.edu.au/library/>

Students who have completed their examinations and who feel that they have been disadvantaged due to illness or other circumstances affecting their study, may fill out a form to request that their lecturer takes this into consideration when marking the examination. Forms should be submitted directly to the relevant school, accompanied by appropriate supporting documentation, as soon as possible after the completion of the examination. Granting of special consideration is at the discretion of the lecturer and school. The relevant form can be found at the following website:
http://www.studentcentre.utas.edu.au/examinations_and_results/forms_files/index.htm#eits

Students with a non-English speaking background may be permitted to take a bilingual dictionary into an exam. This dictionary must not be annotated, that is, it must have no notes written in it. In order to use a bilingual dictionary students must request permission from the Student Centre.

Submission of Coursework

Lodging Coursework

All Coursework must have the School of Management Assignment Cover Sheet and Title Page attached, both of which are available as a blank template from the School of Management website:
<http://www.utas.edu.au/mgmt/student.htm>

All assignments must include the tutor's name on the assignment Cover Sheets when they are handed in. If this is not done the assignment will not be accepted and therefore marked.

Please remember that you are responsible for lodging your Coursework on or before the due date. We suggest you keep a copy. Even in the most 'perfect' of systems, items sometimes go astray.

Note that you may also be required to submit an electronic copy of your Coursework. More details of this will be given in Lectures.

Hobart students: Lodge in assignment box at room 316, Commerce & Economics Building.

Launceston students: Lodge in assignment box beside room A170.

All coursework must be handed in at 2.00 pm on the due date.

Late Coursework

Written Work

Extensions will only be granted on medical or compassionate grounds and will not be granted because of work or other commitments. Requests for extensions should be **made in writing** to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the extension sought.

Late assignments which have **not** been granted an extension will, at the lecturer's discretion, be penalised by deducting ten per cent of total marks for each full day overdue.

Assignments submitted more than six days late will normally not be accepted by the lecturer-in-charge.

Tests

Students who are unable to sit a test on medical or compassionate grounds (work or other commitments are not considered 'compassionate grounds') may request that they be permitted to submit alternative Coursework.

Please do not expect a special test to be held for you if you choose to go on holidays or undertake other activities on the scheduled date. If you do need to request alternative Coursework, you should do so in writing to the lecturer-in-charge prior to the due date. Medical certificates or other evidence must be attached and must contain information which justifies the request. The telephone number of the doctor should also be included.

Return of Coursework

Coursework will be returned during classes or it can be collected from the lecturer's or tutor's room at nominated times; it will not be available from the School's offices.

Plagiarism

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- using an author's words without putting them in quotation marks and citing the source;
- using an author's ideas without proper acknowledgment and citation; or
- copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline—Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/ord9.pdf>

The University reserves the right to submit (or to require you to submit) assignments to online plagiarism detection software, and might then retain a copy of the assignment on its database for the purpose of future plagiarism checking.

Occupational Health and Safety (OH&S)

The University is committed to providing a safe and secure teaching and learning environment. In addition to specific requirements of this unit you should refer to the University's policy at:
http://www.admin.utas.edu.au/hr/ohs/pol_proc/ohs.pdf

Mixed-Mode Learning

The teaching strategy for this unit is based on a model called *student-centred learning* in which you have a great deal of autonomy and control over how you learn, when you learn and where you learn. An important implication of student-centred learning, however, is that you will need to assume total responsibility for your own learning experience. This approach to learning may differ from your experiences in other university subjects.

The process of learning in this unit is not a passive experience. It includes collaborative activities, goal-driven tasks, intellectual discovery, activities that heighten thinking and activities that provide practice in learning skills. A combination of new technology and traditional resources is used to provide you with a rich variety of learning experiences. **Success in this unit is ultimately dependent on your personal contribution as an active participant in the learning process.**

We shall also use MyLO as a means of distributing information and providing discussion boards. The purpose of this mixed-mode learning format is to enable you to exercise a significant degree of discretion about how you learn, when you learn and where you learn. We want to make the learning process as creative and innovative as the subject matter.

Workshops

Workshops are based on the underlying logic of challenging you to rework your assumptions of the world you live in, and to challenge you to step up and challenge yourself to communicate your passion and intellect. It is important that you arrive well prepared to present as an individual or as part of your group. Throughout the workshop your participation in all learning activities will be assessed and feedback will be given within the workshops.

Managing Your Outcomes

If you are unable to attend workshops, you should discuss with your lecturer what steps you can implement to avoid a loss of opportunity to be assessed. It is not possible to 'catch up next workshop' due to time constraints. If you manage any absence from workshops correctly, there is no reason for you to be penalised. You will only penalise yourself by failing to make alternative arrangements to overcome your absence. The introductory workshop will cover what strategies are acceptable to overcoming an absence from workshops.

Workshop Program

Workshop 1 – July 16

During the first workshop we will familiarise ourselves with the structure and requirements of the unit.

Workshop 2 – July 23

During the second workshop we will have a practice run at the Workshop Pitching / Investing process and discuss chapters 1, 2 and 3 of BOUNCE.

Workshop 3 – July 30

During the third workshop we have your IDEAS presentations and the 1st Workshop Pitching / Investing process.

Workshop 4 – August 13

During the fourth workshop we will discuss chapters 4, 5 and 6 of BOUNCE and discuss your individual progress on your major assignment.

Workshop 5 – August 27

During the fifth workshop we will have the 2nd Workshop Pitching / Investing process and discuss chapters 7, 8 and 9 of BOUNCE.

Workshop 6

During the sixth workshop we will have the 3rd Workshop Pitching / Investing process and discuss chapters 10 and 11 of BOUNCE.

Workshop 7

During the seventh workshop we will have the 4th Workshop Pitching / Investing process and discuss chapters 12 and 13 of BOUNCE.

Workshop 8

During the last workshop we will have your major assignment presentations.

IDEAS Individual Presentation 1

Due Date: Workshop 3

Length: Three (3) minutes

Value: 15 per cent of total marks

During the first few weeks of the semester you must use the IDEAS process to evaluate the commercial potential of an idea of your choice. The aim of this presentation is provide an initial summary of your idea as evaluated using the IDEAS process. You are expected to cover the following issues:

1. *Concept and opportunity*

What is your concept / opportunity? How does your concept / opportunity rate?

2. *Market viability*

Potential demand, market approval and competitive strength – how does your idea rate?

3. *Risk*

Boundary and establishment risks – how does your idea rate?

4. *Business model*

Your skills and experience, your resource profile and your (preliminary) financial assumptions – how does your idea rate?

Note: You will be assessed based on your ability to report to your colleagues how your idea rates across the four areas noted above – within the allocated three (3) minutes. You will loose a 5% penalty for every 10 seconds you exceed the three (3) minute limit.

Book Chapter Discussion

Due Date: Workshop 2, 3, 4, 6 & 7

Length: No set time

Value: 20 percent of total marks

An important and inescapable aspect of being an entrepreneur is having a capacity for coping with failure and developing resiliency. This session is designed to return your feet to earth and allow you some space to contemplate and discuss the challenges of failing and getting back up; over and over. The following criteria will be used to assess your performance.

- 80 – 100%. A very consistent contribution across and within workshops, with the ability to communicate to your fellow students your comprehension of the personal challenges of entrepreneurship well demonstrated.
- 70 – 79%. A consistent contribution across and within workshops, with the ability to communicate to your fellow students your comprehension of the personal challenges of entrepreneurship well demonstrated.
- 60 – 69%. A consistent effort to contribute across and/or within workshops, with an attempt to communicate to your fellow students your comprehension of the personal challenges of entrepreneurship demonstrated.
- 50 – 59%. Occasional contributions across and/or within workshops, with an attempt to communicate to your fellow students your comprehension of the personal challenges of entrepreneurship demonstrated.
- 0 – 49%. Irregular or no contribution to workshops, with little ability to communicate to your fellow students your comprehension of the personal challenges of entrepreneurship not demonstrated.

Reading Schedule

Workshop 2 Chapters 1, 2 & 3

Workshop 4 Chapters 4, 5 & 6

Workshop 5 Chapters 7, 8 & 9

Workshop 6 Chapters 10 & 11

Workshop 7 Chapters 12 & 13

Prescribed Reading

Moltz, B.J. 2008. *Bounce: Failure, resiliency, and confidence to achieve your next great success*. New Jersey: John Wiley.

Workshop Pitching / Investing

Due Date: Workshops 3, 5, 6 & 7

Length: No set length

Value: 25 per cent of total marks

During the semester you will have four (4) opportunities to participate in sessions designed to help you develop the deep insight, high-level analytical skills, forward thinking and sound judgement needed to make investment judgements regarding the feasibility of several business plans. You will also have an opportunity to further develop your communications skills related to arguing your case as to the respective merits of each business plan. During the first workshop, groups will be formed to argue for and against each.

Essentially, you will either be defending (i.e. pitch) a business plan or deciding whether to invest in a business plan. You will have 1 opportunity to pitch a plan and three opportunities to invest.

Focus of Your Analysis

| | |
|------------|------------------------------|
| Research | Is it appropriate and sound? |
| Marketing | Is it concise? |
| Financials | Are they well constructed? |
| Resources | Are they capable? |
| Strategies | Is there a gap? |
| Team | Do they have credibility? |
| Planning | Do they have a logical plan? |

Your lecturer will assess your group's performance using the criteria below.

- 80 – 100%. A highly skilled defence/investor performance demonstrating deep insight, high-level analytical skills, forward thinking and sound judgement. All issues discussed in a professional and convincing manner.
- 70 – 79%. A skilled defence/investor performance demonstrating insight, sound analytical skills, and sound judgement. All issues discussed in a professional and convincing manner.
- 60 – 69%. A satisfactory defence/investor performance demonstrating sound analytical skills and judgement. Most issues discussed in a professional and convincing manner.
- 50 – 59%. A passable defence/investor performance demonstrating a reasonable level of analytical skills and judgement. Most issues discussed in a professional and convincing manner.
- 0 – 49%. A poor defence/investor performance that fails to demonstrate analytical insight or sound judgement, *regardless of the manner in which the issues are discussed.*

Note: You will have the opportunity to experiment with this task in workshop 2. It is important that you confirm to your lecturer that each member of your group has contributed to your group work sufficiently to be awarded the group's mark.

Feasibility Study

Due Date: Workshop 8

Length: 10 A4 pages (maximum) and 2 minutes presentation

Value: (40 marks in total) 25 marks (written) + 15 marks (presentation)

The purpose of this assignment is to present a complete feasibility analysis of your business opportunity. Use the following outline as the basis for your report and presentation.

Concept and Opportunity (6 marks)

Review, revise and summarise the concept and business opportunity that you identified in presentation 2.

Market Viability (6 marks)

Review, revise and summarise the analysis of the market viability for the business opportunity you described in presentation 3. Identify and evaluate the key elements for: Potential Demand, Market Approval, and Competitive Strength.

Risk (7 marks)

Identify and evaluate the risks involved in your business opportunity. Be sure to cover each of the following risks: **Boundary Risks** – including Regulatory risk, Technology risk, Environmental risk, Socio-economic risk, Dependence risk and any other important boundary risks; **Establishment Risks** – including Planning risk, Marketing risk, Deliverables risk, Liquidity risk, Personal risk and any other important establishment risks.

Business Model (6 marks)

Identify and evaluate a business model for implementing your business opportunity. Outline the following elements of your business model: What skills and experience are required, including marketing expertise, technical expertise, financial expertise, operational expertise and managerial expertise?; What resources required, including financial resources, human resources, intellectual resources and network resources?; What are your preliminary forecasts for sales, profitability, cost structure, financial structure and cash flow?

Workshop Presentation (15 marks)

Maximum of 4 minutes and 7 slides. Your presentation needs to be concise and highly polished. Include your overall conclusions about the feasibility of your business opportunity.

Confidentiality Undertaking

The following confidentiality undertaking is a condition of enrolment in this unit. If you are not prepared to be bound by this undertaking, then do not enrol in this unit.

BETWEEN

Students Enrolled in BMA787 Entrepreneurship at the University of Tasmania

RECITALS

- A. The persons officially listed in the University Student Record System (the “**Students**”) who are at any time enrolled in *BMA787 Entrepreneurship* (the “**Course**”).
- B. The persons employed by the University of Tasmania to teach *BMA787 Entrepreneurship* (the “**Lecturers**”).
- C. During the Course the Students may disclose technical, commercial and other information relating to inventions, innovations, designs and business projects of the Students (“**Confidential Information**”).
- D. The Students and the Lecturers agree with each other to keep the Confidential Information confidential.

The parties agree as follows:

- 1. Each of the Students and the Lecturers hereby undertakes to each other:
 - (a) not to disclose any of the Confidential Information to any person at any time;
 - (b) not to use or reproduce any of the Confidential Information otherwise than for the purposes of the Course or permit anyone else to do so;without the prior written consent of the Student to whom the Confidential Information belongs except as required by law.
- 2. Each of the Students and Lecturers hereby undertakes to each of the other Students to return to the Student to whom the Confidential Information belongs any documents embodying any of the Confidential Information at the end of the Course.
- 3. The obligations of this Undertaking do not apply:
 - (a) in relation to a particular Student or Lecturer – to information that was known to that Student or Lecturer prior to the disclosure of the Confidential Information during the Course;
 - (b) in relation to a particular Student or Lecturer – to information that was received by that Student or Lecturer in good faith from a third party owing no duty of confidence to the Student to whom the Confidential Information belongs;
 - (c) in relation to a particular Student or Lecturer – to information that is or becomes published or otherwise enters the public domain otherwise than by disclosure by that Student;

after the expiry of 12 months from the end of the semester.

Study Schedule

Semester 2, 2009

| Week | Start of Week | Text Chapter | Topic | Due Dates |
|--|---------------|--------------|---|------------|
| 1 | 13 July | | Introduction | |
| 2 | 20 July | | Practice Pitching and Book Discussion | CD1 |
| 3 | 27 July | | Pitching and IDEAS Presentations | Ass1, WP1 |
| 4 | 3 August | | <i>Self-Directed Learning</i> | |
| 5 | 10 August | | Book Discussion and Assignment Progress Reports | CD2 |
| 6 | 17 August | | <i>Self-Directed Learning</i> | |
| 7 | 24 August | | Pitching and Book Discussion | CD3 & WP2 |
| Mid-Semester Break 31 August – 4 September | | | | |
| 8 | 7 September | | <i>Self-Directed Learning</i> | |
| 9 | 14 September | | Pitching and Book Discussion | CD4 & WP3 |
| 10 | 21 September | | <i>Self-Directed Learning</i> | |
| 11 | 28 September | | Pitching and Book Discussion | CD5 & WP4 |
| 12 | 5 October | | <i>Self-Directed Learning</i> | |
| 13 | 12 October | | Final Assignment Presentations | Assignment |
| A Calendar/Study Planner showing dates is available from School of Management website at http://www.utas.edu.au/mgmt/student.htm . | | | | |