



International
Institute of
Entrepreneurship

Graduate Certificate // Graduate Diploma // Masters Entrepreneurship and Innovation

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GRADUATE CERTIFICATE

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PARTNERS



ENT70018

Entrepreneurial Intention, New Venture and Innovation

This subject combines theory and experiential assignments to introduce the principles associated with assessing possible venture opportunities, including innovation processes that lead to new ventures and or corporate renewal and revitalisation. Introduction to rapid screening techniques address the underlying business concept, the base technology/social need, benefits to customers, potential markets, financial feasibility, risk and benefits to the organisation and the next steps to take. A robust opportunity-screening guide (tool) forms part of a 'live-opportunity' screening experience. The subject covers the role of entrepreneurial behaviour, intention and intuition in identifying and developing new ventures. It examines areas including the role of innovation for growth and wealth creation, effective innovation processes and the associated management issues. Students will apply several practical tools to facilitate the innovation process.

Students who successfully complete this subject will be able to:

1. Apply coherent and advanced knowledge of new venture creation and innovation and the corporate lifecycle
2. Critically evaluate how established corporations can renew and revitalise through innovation and corporate activities
3. Critically evaluate the role of creative individuals on the corporate environment
4. Communicate proficiently in a professional manner as a member or leader of a diverse group of people

Content

- Business and social opportunity assessment, evaluation and exploitation in all phases of the corporate lifecycle (formation, growth, restructuring, succession)
- Entrepreneurial thinking
- Macro environment and innovation/Micro environment and the innovation process in a firm
- Forecasting methods and scenario techniques
- Corporate renewal and revitalisation through innovation and entrepreneurial activities
- Innovation process, open innovation and business models
- Technological innovation and its adaptation and diffusion
- Protection strategies for IP

ENT60009

Opportunity Discovery, Creativity and Design

This subject provides the fundamental knowledge base and skills necessary for anyone wishing to study or work as an innovator and/or entrepreneur. The processes and evaluation techniques taught in this subject can be applied to entrepreneurship and innovation in any context: new businesses, existing businesses (small or large), not-for-profit, public service. The subject aims to critically reflect on real world innovations and entrepreneurial practice using key ideas, concepts, models, procedures, tools, methods and literature in the innovation and entrepreneurship disciplinary environment. Design and discovery principles are applied in order to discover and test product-market fit.

Students who successfully complete this subject will be able to:

1. Apply coherent and advanced knowledge concepts, techniques and tools in regard to discovery and development of entrepreneurial opportunities
2. Apply the fundamentals of entrepreneurship to develop business skills and apply for customer development.
3. Critically analyse business models in startup development and develop skills in building business models
4. Demonstrate integrity, ethical conduct, accountability, respect and a developing awareness of professional practices and cultural norms in a global and sustainable context
5. Work collaboratively in groups analysing, presenting and applying a range of startup tools in order to discover and develop the opportunity

Content

- Creativity and design thinking
- Opportunity Discovery
- Creativity within organisations
- Innovative business models and business strategies
- The design thinking cycle (problem definition, design, iteration, prototyping, action and reflection)
- Hybrid value chain and the co-creation approach

ENT60007

Project Management in Entrepreneurial Ventures

This subject aims to provide students with the skills and tools to manage projects in an entrepreneurial environment. When discussing entrepreneurial environments, the subject considers intrapreneurial (corporate or public sector), large scale innovation, and startup environments. Students will learn about the role of venture funding in project and product development how to critically analyse such concepts as MVP (minimum viable product), Agile Project Management, and Expert Leadership and their contribution to project success in an entrepreneurial environment. The subject will critically analyse personal opportunities to develop entrepreneurial activities within the student's own role.

Content

- Understanding the terms: what is an entrepreneur, an intrapreneur and a professional manager. What are their characteristics and traits?
- The role of the enterprising leader in project management
- The entrepreneurial life cycle and the role project management plays
- Determinants of a viable entrepreneurial project
- Conditions which stimulate the emergence of enterprise and entrepreneurship
- Understanding the strategic orientation of your enterprising business
- The benefit(s) of feasibility studies
- Negotiation within the entrepreneurial firm and project management
- How to understand and analyse risk in entrepreneurial ventures and during its life cycle
- Managing and dealing with limited resources
- Funding sources for entrepreneurial projects

MKT60006

Strategic and Entrepreneurial Marketing

This subject adopts a general management perspective, and explores how marketing contributes to corporate strategy and how marketing influences and is influenced by other functions within the organisation. Students will learn to be effective members of entrepreneurial teams, to comprehend a world characterised by uncertainty and change, and to identify and evaluate opportunities.

Students who successfully complete this subject will be able to:

1. Apply coherent and advanced knowledge of marketing theories and concepts in diverse contexts and applications using critical thinking
2. Apply problem solving, design and decision-making methodologies to identify and provide innovative solutions to complex problems with intellectual independence
3. Apply marketing fundamentals to the analysis, design and operation of a business model using appropriate marketing methods and tools, applied in a variety of contexts
4. Communicate proficiently in professional practice to a variety of audiences, function as an effective member or leader of a diverse team
5. Apply knowledge of research principles and methods to plan and execute a piece of research with some independence

Content

- Marketing Management: Basic Concepts
- The marketing environment
- Marketing research and information systems
- Market segmentation, targeting and positioning
- Buyer behaviour
- Integrated marketing communication
- Product management and new-product development
- Pricing considerations and approaches
- Making distribution decisions
- Branding and positioning
- Creating competitive advantage and marketing planning

FIN60004

Entrepreneurial Finance

This subject aims to equip entrepreneurs in the start-up space as well as managers/owners of smaller to large-size businesses with the financial literacy they need to understand and model the financial implications of business decisions and to communicate effectively with accounting and finance professionals. Traditional business financial principles are taught from the perspective of the needs of a start-up venture, a small/mid-sized enterprise and a larger corporation. Theory and models are complemented with case studies and speakers illustrating different financing and investment models.

Students successfully completing this subject will be able to:

1. Apply advanced and coherent knowledge of business valuation techniques across the corporate lifecycle from start-up to more mature corporates
2. Critically evaluate a flexible financial model for the entire lifecycle of a corporate
3. Critically evaluate the sources of funding available across the corporate lifecycle
4. Critically evaluate the funding needs, including timing, from early stage to maturity of a corporate
5. Work collaboratively on a real business venture design and present a proposal for funding that is consistent with venture needs and financial stakeholder perspectives.

Content

- The basic corporate finance framework and its elements (the investment, finance, dividend decisions)
- The difference between finance for entrepreneurs and established businesses
- Developing a financial model for a new venture
- Business valuation principles and methods
- Sources of funding for entrepreneurial ventures
- Developing a funding strategy for a new venture

ENT70019

Venture Planning

This subject builds on prior and existing knowledge in relation to a) discovering a business idea and b) researching, recognising, evaluating and screening the feasibility of a business opportunity, and aims at developing a strategy development planning framework for a new venture to meet a business and/or a societal need. This subject focuses on the start-up, growth and maturity phases of a new venture's lifecycle, exploring the strategy development stage (business model generation, business planning, growth and maturity potentials). This subject assumes prior knowledge on a) feasibility analysis, b) industry analysis, c) market analysis, d) competitor analysis and e) product/service prototype development. This subject is largely interactive and process-orientated. The processes and tools taught in this subject can be largely applied to entrepreneurship and innovation in any context: new businesses, existing businesses (small or large), not-for-profit, public service.

Students who successfully complete this subject will be able to:

1. Apply coherent and advanced knowledge on lean start-up principles associated with the launch and growth of entrepreneurial ventures.
2. Apply knowledge and understanding of strategic business planning within an entrepreneurial context
3. Apply planning, problem solving, strategic and decision-making methodologies to implement innovative business solutions to complex problems with intellectual independence
4. Communicate and present in a proficient and professional manner as a member or leader of a diverse group of people

Content

- Business Model and Strategic Planning Process for Entrepreneurial Ventures (lean start-up principles; business model and planning; customer segments; distribution channels; value proposition and marketing strategy)
- Business Models and Values (values; vision and mission; values-based marketing; ethics-establishing a strong ethical culture; brand values)
- Legal foundations and Intellectual Property
- Business Model and Business Planning Process (purpose, structure and content; business plan outline and development; financial plan; strategic plan; presenting/pitching a business plan with confidence)
- Raising money for starting and growing businesses (valuation; financing and funding a new venture; harvesting the venture and investments)
- Preparing, Evaluating and Managing the Challenges of Entrepreneurial Growth (using the business model to strategize; strategies for growth)
- The entrepreneurial firm's international expansion process (international growth strategies; franchising)
- Maturity (exit routes; success; failure; business valuation; succession planning)

ENT70012

Growth Management

This subject concentrates on developing students' understanding of their own ability to lead and manage an enterprise as it moves through stages of growth. Without this awareness of self, students limit their opportunities to create successful enterprises; to form strategic alliances; and to progress their business to its full potential. Addressing the dynamics of growth that need to be managed, with an emphasis on managing human capital, students will develop an appreciation of the power of organisational culture to enable or impede growth and performance, and an understanding that culture develops whether or not it is actively managed or nurtured. These dynamics of growth apply whether growth is from small to large, young to mature, private to public, shareholders to stakeholders, simple to complex, potential loss to realised profit, risky to secure.

Students who successfully complete this subject will be able to:

1. Critically analyse a variety of leadership and management styles in the context of the dynamics of a growing organisation
2. Apply coherent and advanced knowledge of personal leadership style and behaviour preferences and take action to address personal limitations that potentially limit leadership effectiveness
3. Critically evaluate the role of organisational culture, and identify the visible and invisible manifestations of organisational culture
4. Communicate proficiently in professional practice to a variety of audiences, function as an effective member or leader of a diverse team

Content

- Business opportunities and their market potential
- Stages of business growth and the problem and opportunities to be managed in each stage
- Recognise the increasing complexity of the growing enterprise
- Tools and techniques needed to manage and sustain growth
- Strategic options and opportunities for entrepreneurs and young companies in the growth phase
- The importance of branding in the context of growth
- Franchising as one multiplication strategy for young companies
- Leadership and management styles with respect to leading a growing organisation

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Futures Thinking and Foresight

This subject aims to broaden students' awareness of emerging futures by introducing them to, and providing them with, a solid grounding in a variety of contemporary futures/foresight concepts, tools, techniques and methods. The subject focuses on both the theoretical and practical aspects of undertaking future-focused exploratory studies aimed at fostering innovation or strategic/policy responses, and seeks to build expertise and confidence in each student's ability to produce defensible "futures assessments" on topics chosen for their interest or relevance to societal, organisational or personal objectives, using pertinent foresight techniques.

(The subject will model and encourage students' thinking to move between personal, organisational and 'bigger picture' societal issues with a view to understanding and responding to social change and the impacts of innovation on existing organisational and societal structures and operating models.)

Students will be required to undertake a number of tasks that use different futures techniques and foresight methods as part of an overall structured foresight process culminating in a reasoned "futures assessment" report on a topic of interest chosen by the student. Students should therefore come to the subject with a topic of interest already in mind, together with whatever preliminary exploration of that topic they have already undertaken prior to the subject, as a base upon which to build their emerging futures research practice.

Students who successfully complete this subject will be able to:

1. Critically reflect on real world artefacts using key ideas, concepts, models, tools, methods, overview 'maps' and literature in the Futures Studies and Foresight disciplinary environment
2. Hypothesise on what constitutes their own 'integral' approach to their professional and 'futures research' practice
3. Research a chosen topic of interest utilising relevant content from the subject and document the findings in a reasoned 'futures assessment' report
4. Critically understand the strengths and weaknesses of a range of foresight techniques and methods
5. Design a purpose-built future-focussed investigative research process to examine a chosen topic of interest utilising suitably-chosen foresight techniques and methods, including the creation of a scanning approach that surveys emerging futures-relevant information related to the chosen topic
6. Employ 'layered methods' to analyse and investigate material found during scanning to develop 'deeper' insights into underlying systemic, worldview and social change dynamics and processes
7. Use 'scenario thinking' to assess and better prepare for a variety of plausible alternative futures as a basis for more robust futures-aware planning

Content

- An overview of concepts, tools, techniques and methods, and 'maps' of the Futures Studies/Foresight territory
- The Generic Foresight Process Framework as a process design template and diagnostic tool
- Input methods; analytical methods; interpretive methods; prospective methods
- Environmental scanning and 'weak signals'
- Layered Methods, including Causal Layered Analysis and social change models
- Scenario thinking and archetypes

ENT80031

Venture in Action

This subject concentrates on developing students' understanding of their own ability to lead, manage and launch an enterprise as it moves through stages of growth. This is a capstone-style subject where students go through the experience of getting a venture to market and beyond. In groups, the students will start a business and generate market traction. This subject aims to enable students to execute on their innovative business idea in the market taking into consideration a strategic exit.

Students who successfully complete this subject will be able to:

1. Apply coherent, advanced and integrated knowledge of entrepreneurship skills, techniques and processes applicable to the latest theoretical and practice based underpinnings of entrepreneurship and innovation
2. Apply the models and frameworks of entrepreneurial growth venture evaluation
3. Critically evaluate innovative new venture funding options
4. Critically analyse exit and harvest strategies appropriate to contextual situations
5. Work collaboratively in groups as members and leaders of teams

Content

- Executing innovative business ideas
- Designing of new product or new service
- Creating and executing experiments to test the viability of your venture
- Creating a launch plan to support the viability of your venture in the marketplace
- Evaluating different exit strategies (sale, liquidation)
- Pitching your start-up to investors

ENT80032

Innovation Discovery and Technology Transfer

This subject concentrates on developing students' understanding of the innovation process in the technological context. The subject aims to develop, via the use of industry mentors, a deeper understanding of technological innovation and its adoption and diffusion and how to manage this process.

At the completion of this subject students will be able to:

1. Critically evaluate the process frameworks for developing new products
2. Critically evaluate the generic New Product Development (NPD) Process
3. Apply entrepreneurship fundamentals to the analysis, design and operation of a customised NPD Process for the development of a new product idea in a particular firm contingency
4. Work collaboratively in teams to manage product development projects and report on milestone achievements
5. Reflect on problem solving and decision making among people with different disciplinary perspectives

Content

- Understand the innovation process in the technology context
- Technological innovation and its adaptation and diffusion
- Getting in touch with unknown technologies
- Knowledge transfer
- Developing innovative business ideas
- Design of new product or new service

ENT80010

Governance and Corporate Leadership

This subject is designed to address the governance and leadership needs of business and social enterprises and entrepreneurs in growing and mature organisations. This subject is a continuation of all stage 1 and stage 2 subjects, and forms part of stage 3 of the MEI, integrating interdisciplinary approaches.

Students who successfully complete this subject will be able to:

1. Critically evaluate and apply governance and corporate leadership in various organisation types
2. Apply business fundamentals to the analysis, design and operation of a model to develop the framework of a governance charter for an organisation, drawing on a range of sources and stakeholder perspectives, justifying its applicability to that particular organisation
3. Reflect on the characteristics of the board in corporate leadership and examine the behaviour of the board of directors as a social system
4. Research an Organisation's approach to corporate social responsibility and building a sustainable organisation making recommendations for improvement to a range of stakeholders
5. Communicate proficiently in professional practice to a variety of audiences, function as an effective member or leader of a diverse team, and use the basic tools and practices of business within project work

Content

- Governance - defining good governance systems, practices and legislative requirements
- Sensitising students to ethical dilemmas and their role in governance and leadership
- Developing a governance charter for an enterprise
- Types, roles and responsibilities of Boards and their relationship with management
- Organisation dynamics at senior executive and Board levels
- International and cross-cultural issues in governance
- Sustainability and corporate social responsibility at Board level
- The Board's role in strategy and strategic management