

Graduate Certificate // Graduate Diploma // Masters Entrepreneurship and Innovation *Subject outlines and content*

GRADUATE CERTIFICATE

ENT70018

Entrepreneurial Intention, New Venture and Innovation

ENT60009

Opportunity Discovery, Creativity and Design

PRM60001

Project Management in Entrepreneurial Ventures

MKT60006

Strategic and Entrepreneurial Marketing

GRADUATE DIPLOMA

FIN60004

Entrepreneurial Finance

ENT70019

Venture Planning

ENT70012

Growth Management

MGT80001

Futures Thinking

MASTERS

ENT80031

Venture in Action

ENT80032

Innovation Discovery and Technology Transfer

LAW80009

Governance Strategy and Leadership

INF80046

Managing Digital

How to apply



Please contact the IIE program office for more information
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ENT70018

Entrepreneurial Intention, New Venture and Innovation

This subject introduces the principles associated with assessing possible venture opportunities, including innovation processes that lead to new ventures and/or corporate renewal and revitalisation. The subject covers the role of entrepreneurial behaviour (mindset), 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. Emphasis is placed on developing an organisational innovation culture committed to delivering customer recognised value in the market place. 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 & 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 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 regarding 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 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 and 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.

Students who successfully complete this unit will be able to:

1. Apply critical and advanced knowledge of the role of the project leader in an entrepreneurial or startup environment;
2. Critically evaluate the role of interdisciplinary teams and key stakeholders in supporting projects and operations within the entrepreneurial firm;
3. Critically analyse how to move a product from ideation to implementation;
4. Communicate proficiently and in a professional manner and operate as a leader or member of a diverse team;
5. Apply knowledge and understanding to an applied group research project using project management practice within an entrepreneurial context.

Content

- Understanding the terms: what is an entrepreneur, an intrapreneur and a professional manager. What are their characteristics and traits.
- How a startup environment differs from corporate innovation
- The role of the project manager in an entrepreneurial environment
- The entrepreneurial life cycle and the role project management plays
- Determinants of a viable entrepreneurial project
- 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 unit 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, business model generation tools, linking business model to business plan, building the foundations and strategies for growth, reaching maturing and exit strategies (success, failure and succession) and internationalisation strategies;
2. Apply advanced 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 a particular 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 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

MGT80001

Futures Thinking

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. It also 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.

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. Research a chosen topic of interest utilising relevant content from the unit and document the findings in a reasoned 'futures assessment' report;
3. Communicate proficiently and in professional practice to a range of audiences and act as a member or leader of a team;
4. Critically apply 'layered methods' to analyse and investigate material found during 'futures scanning' to develop 'deeper' insights into underlying systemic, worldview and social change dynamics and processes;
5. Utilise '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 unit 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 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

LAW80009

Governance Strategy and Leadership

This subject addresses the governance strategy and leadership needs of business and social enterprises in Australia. It examines the fundamental purpose, strategic vision and values of organisations, as approved by the organisation's board of directors. It investigates the form, content and processes by which a board of directors approves a company's purpose, strategy and values and how it monitors, measures, assesses and reports on the implementation of these requirements. The subject equips students with knowledge and understanding of how board strategy, ethics, and culture form part of corporate governance.

Students who successfully complete this subject will be able to:

1. Critically evaluate and apply governance strategy and corporate leadership in various organisation types;
2. Apply business fundamentals to the analysis, design and operation of a strategic governance framework of a governance charter for an organisation, drawing on a range of sources and stakeholder perspectives, justifying its applicability to that organisation;
3. Reflect on the characteristics of the board in setting its governance strategy and examine the behaviour of the board of directors as a social system;
4. Research an organisation's approach to corporate strategy and leadership and building a sustainable strategy for its organisation, making recommendations for improvement and measurement of effectiveness;
5. Communicate proficiently in professional practice to a variety of audiences.

Content

- Governance - defining the strategic purpose, vision, objectives and values of a corporation
- Articulating possible sustainability, corporate social responsibility and cultural values as part of a board's governance strategy
- Developing a governance strategy and/or framework for different enterprises
- Sensitising students to the role of culture, ethics and legal compliance in governance strategy and board leadership
- Examining and analysing methods for implementing and measuring the success of a company's strategic values and objectives organisations
- Examining and analysing the role of reporting in governance strategy
- International and cross-cultural issues in governance

INF80046

Managing Digital

This subject investigates current issues in the changing digital landscape, from the impact of new and emerging technologies on industry sectors and the workplace, to the challenges business leaders face in managing the digital enterprise securely. Using a thematic approach to contemporary issues in digital business management this subject will challenge the traditional assumptions of working with technology in business and examine the role of managers leading areas of digital change. In this subject you will consider the problems that new and emerging technologies present, the solutions they provide and the approaches that can be taken to managing digital.

Students who successfully complete this subject will be able to:

1. Demonstrate a critical understanding of the key issues, challenges and priorities for business managers in working with new and emerging technologies in different business contexts;
2. Critically analyse the different business models, frameworks and approaches business leaders are bringing to the application of new and emerging technologies in different markets, industries and sectors, including new and disrupting business models;
3. Develop a critical appreciation of the role of information asset management in meeting the strategic goals of contemporary organisations;
4. Critically evaluate the role of executive management and leadership in digital business management;
5. Research and apply knowledge of emerging trends in technology, individually or as a group, to new business ideas and communicate about these effectively to a diverse range of stakeholders.

Content

- Managing the digital enterprise
- The Cloud and digital services management
- Data governance and the strategic management of information assets
- Cyber security and IT crises management
- Information ethics

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

2020 Program timetable

Subject Name	Day 1	Day 2	Day 3	Day 4	Day 5	Day 6
Graduate Certificate						
Strategic and Entrepreneurial Marketing (elective)	Sat 28 Mar 8.30am-5.30pm	Sat 4 Apr 8.30am-6.30pm	Sat 18 Apr 8.30am-6.30pm	Sat 2 May 8.30am-5.30pm		
Entrepreneurial Intention, New Venture and Innovation (core)	Fri 15 May 9am-5pm	Sat 16 May 8.30am-5pm	Fri 29 May 9am-5pm	Fri 12 Jun 1pm-9pm	Sat 13 Jun 8.30am-5pm	
Opportunity Discovery, Creativity and Design (core)	Fri 24 Jul 8.30am-4.30pm	Sat 25 Jul 8.30am-3.30pm	Wed 29 Jul 8.30am-3.30pm	Fri 31 Jul 8.30am-4.30pm	Sat 1 Aug 8.30am-3.30pm	
Project Management in Entrepreneurial Ventures (core)	Wed 26 Aug 9am-5pm	Wed 2 Sep 9am-5pm	Wed 9 Sep 9am-5pm	Wed 23 Sep 9am-5pm	Wed 30 Sep 9am-5pm	
<i>Alternative delivery option</i>	Fri 16 Oct 1pm-9pm	Sat 17 Oct 8.30am-5pm	Fri 30 Oct 1pm-9pm	Fri 20 Nov 1pm-9pm	Sat 21 Oct 8.30am-5pm	
Graduate Diploma						
Venture Planning (core)	Fri 1 May 2.30pm-6.30pm	Sat 2 May 8.30am-5.30pm	Fri 8 May 2.30pm-6.30pm	Sat 9 May 8.30am-5.30pm	Fri 29 May 2.30pm-6.30pm	Sat 30 May 8.30am-5.30pm
Entrepreneurial Finance (core)	Fri 15 May 1pm-9pm	Sat 16 May 8.30am-5pm	Fri 22 May 1pm-9pm	Fri 12 June 1pm-9pm	Sat 13 June 8.30am-5pm	
<i>Alternative delivery option</i>	Wed 24 Jun 9am-5pm	Wed 1 Jul 9am-5pm	Wed 8 Jul 9am-5pm	Wed 22 Jul 9am-5pm	Wed 29 Jul 9am-5pm	
Growth Management (core)	Fri 14 Aug 4.30pm-8.30pm	Sat 15 Aug 8.30am-5.30pm	Fri 28 Aug 4.30pm-8.30pm	Sat 29 Aug 8.30am-5.30pm	Fri 11 Sep 4.30pm-8.30pm	Sat 12 Sep 8.30am-5.30pm
Futures Thinking (elective)	Tues 13 Oct 9am-5pm	Tues 20 Oct 9am-5pm	Tues 27 Oct 9am-5pm	Tues 10 Nov 9am-5pm	Tues 17 Nov 9am-5pm	
Masters						
Venture in Action (core)	Thur 5 Mar 5.30pm-7.30pm	Sat 7 Mar 8.30am-5.30pm	Sat 4 Apr 8.30am-3.30pm	Thur 30 Apr 5.30pm-7.30pm	Sat 2 May 8.30am-3.30pm	Sat 23 May 8.30am-5.30pm
<i>Alternative delivery option</i>	Thur 6 Aug 5.30pm-7.30pm	Sat 8 Aug 8.30am-5.30pm	Sat 5 Sep 8.30am-3.30pm	Thur 24 Sep 5.30pm-7.30pm	Sat 10 Oct 8.30am-3.30pm	Sat 31 Oct 8.30am-5.30pm
Innovation Discovery and Technology Transfer (core)	Thur 5 Mar 5.30pm-7.30pm	Sat 14 Mar 8.30am-5.30pm	Fri 3 Apr 8.30am-3.30pm	Thur 30 Apr 5.30pm-7.30pm	Sat 9 May 8.30am-3.30pm	Sat 30 May 8.30am-5.30pm
<i>Alternative delivery option</i>	Thur 6 Aug 5.30pm-7.30pm	Sat 15 Aug 8.30am-5.30pm	Sat 12 Sep 8.30am-3.30pm	Thur 24 Sep 5.30pm-7.30pm	Sat 17 Oct 8.30am-3.30pm	Sat 24 Oct 8.30am-5.30pm
Managing Digital (elective)	Thur 5 Mar 5.30pm-7.30pm	Sat 7 Mar 8.30am-5.30pm	Sat 28 Mar 8.30am-3.30pm	Thur 30 Apr 5.30pm-7.30pm	Sat 9 May 8.30am-3.30pm	Sat 23 May 8.30am-5.30pm
Governance Strategy and Leadership (elective)	Sat 8 Aug 8.30pm-3.30pm	Sat 22 Aug 8.30pm-3.30pm	Sat 5 Sep 8.30pm-3.30pm	Sat 3 Oct 8.30pm-3.30pm	Sat 10 Oct 8.30pm-3.30pm	Sat 24 Oct 8.30pm-3.30pm

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