



VICTORIA MANAGEMENT SCHOOL

MMBA 565 Innovation and Entrepreneurship

Trimester 1 2006

COURSE OUTLINE

Contact Details

Course Co-ordinator

Dr Dai Gilbertson, FANZAM, JP.

RH 905

Phone 5145

Email dai.gilbertson@vuw.ac.nz

I am available one hour before class and by appointment.

Class Times and Room Numbers

Tuesday 5.40-7.30pm

RHLT3

Course Objectives

Context

Creativity, innovation and action oriented research are three of the most crucial dimensions of strategic management facing business executives, policy makers and of course entrepreneurs in New Zealand.

In our New Zealand context we need to remember that approximately 85% of New Zealand business organisations employ ten or less people and that the ‘Economic Ministries’ of government are united in the centrality of ‘innovation’ for the creation of wealth for NZ and for increasing innovation in the execution of government portfolios.

Graduates of this MBA class will need to have a thorough grounding in creativity, innovation and action oriented research at both theoretic and applied levels if they are to meet the guiding philosophy of this applied course, namely,

‘Producing thinking managers and innovators for tomorrow’s organizations who can craft cultures that foster creativity and innovation’.

Course Objectives Linked to Assessment

The key objectives of the course are:

- To investigate and make conclusions about the nature of '*entrepreneurial DNA*' in New Zealand
- To investigate and make conclusions about '*corporate entrepreneurship*' in New Zealand
- To be able to analyse 'innovation potential' at the personal and organisational level by analysing and presenting your conclusions concerning NZ Innovation case studies
- To be able to diagnose key barriers to innovation and plan remedial action by analysing and presenting your conclusions concerning NZ Innovation case studies
- To learn and practice action oriented research relating to building an 'innovation culture' with a local organisation of your choice by making contact, formulating a brief, intervening and presenting your conclusions
- To enhance your ability to make Board level presentations by presenting to the class on a weekly basis and finally to the '*MBA Innovation Board*'.

Key is the notion that from doing or action comes theory, which linked to action again, will drive the wheel of insight forward.

Course Content

Session content will blend discussion of case histories, presentation and discussion of issues, lectures, and other material. Speakers will be invited. The Socratic case method will be the dominant pedagogy.

Students will need to be familiar with the current business press (e.g., Export News, Management, NZ Business, National Business Review,) and databases of NZ press material (see faculty librarian, Janet Keilar, for advice on these). Other relevant journals include: Harvard Business Review, Strategic Management Journal, New Zealand Strategic Management, journals published by the Academy of Management, and Long Range Planning.

A feature of this course will be the invitation of an 'MBA Innovation Board' of distinguished practitioners to review your project conclusions and presentations. This is a very demanding process and has been viewed as a programme highlight by past MBA students. Questioning and feedback from senior business and government CEO's has been seen as invaluable. Often the CEO and key senior managers involved in a project are present and contribute to the final presentations.

Readings

The course text book :

Burns, P. (2005). *Corporate Entrepreneurship*. New York: Palgrave.

All cases and articles are in the following books that are also required:

Henry, J. (2001). *Creative Management* (2nd ed.). London: Sage.

Winsley, P., Gilbertson, D. & Couchman, P. (2001). *Managing Innovation in New Zealand* (Vol 3.). Palmerston North: Dunmore.

Assessment Requirements

- 1. Case Question:** Question 3 on page 58 of the Burns text concerning Richard Branson.
Due date 14th March **10%**.
- 2. Presentation:** you have accepted an invitation to make a 30 minute power-point presentation to the Wellington Chamber of Commerce on the topic *'Enhancing creativity and entrepreneurial DNA: a kiwi blueprint for action!'* Develop a power-point presentation making particular reference to BOTH internationally known entrepreneurs such as Richard Branson and New Zealand entrepreneurs who can serve as role models. Ensure that you incorporate the lessons from the text, the readings and cases. Develop notes to go with your power-point slides. Hand in a CD with the presentation and your notes as well as hard copies.
Due date May 16th **20%**.
- 3. Your Plan:** Either an Idea Tracking Case or a Feasibility Plan incorporating a presentation worth twenty marks of the fifty marks allocated. See further elaboration below.
Due date May 23rd **50%**.
- 4. Weekly Report Folder:** throughout the course you will have completed a weekly report and sometimes will have presented your report to the class. These weekly reports and a final 'Master insights and conclusions' section will be assessed. See further elaboration below.
Due date May 23rd **20%**.

All assessment will be individual and all decisions about grading remain with Dr Gilbertson including the quality of presentation on the final day workshop.

Further Elaboration of items 3 and 4 above.

3. Your Plan: Idea Tracking Case **50%**

MBA students have thoroughly enjoyed the idea-tracking case project. Essentially, you are required to investigate the actual process that has occurred when someone has introduced a new idea into a chosen organisation. The idea is then tracked until it was adopted or failed. The process is depicted in words and graphically with key barriers charted and gateways identified. Specific interventions are devised to improve the flow of innovations.

Part A will be a detailed case study that reports findings. Part B of the Case will be your recommendations and interventions.

The CEO of the organisation you worked with on your case study will then be invited to your presentation at the last workshop day. We will discuss the format and timing during a class session.

Twenty of the fifty marks will be allocated on the quality of the presentation on the day to the External Board.

OR

3. Your Plan: A Feasibility Plan

Some students will prefer to focus on starting a new venture. Accordingly, they will be required to complete all of the steps in a full feasibility plan and a power-point presentation. If students elect this option then a suitable venture capital Board will be created.

Victoria University cannot in any way guarantee confidentiality of an idea. If confidentiality is required it will be a matter for the individual to make suitable arrangements.

4. Weekly Reports

As is appropriate for a post-graduate course, classes will be conducted on the basis that course members have as much to learn from each other as from the academic staff. To make an effective contribution will require careful reading of texts and case studies prior to the class and assembly of your ideas into a 'weekly report of insights and conclusions' that you will share with the whole class, so you will need to make sufficient copies for everyone.

Students will be assigned principal responsibility for presenting all components of a class session, that is review of text, readings and case study.

All students are required to read the assigned case and readings and to list their key insights. Often students other than the presenters will be called upon to comment. Inability to respond or lack of preparation will be reflected in the overall final grade.

The Final Day

The culmination of the course is a one-day workshop where external managers, staff and course members meet to review the major projects. In the past all course members have attended this exciting day where we share our research insights.

Penalties

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A "zero" mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course co-ordinator prior to the deadline date.

Mandatory Course Requirements

To obtain 'terms':

- All classes must be attended including 'the final day workshop'
- All assessment materials must be handed in on the due date

To pass this course, students are required to obtain at least forty percent of the marks available for each of the assessment items outlined earlier.

Victoria MBA Grading Standards are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

Very Good Category

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds "competency".

Good Category

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

Satisfactory Category

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

Marginal Category

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

Unsatisfactory / Failure Category

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Referencing

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

Communication of Additional Information

Important announcements and other materials will be placed on the Blackboard system and students should frequently consult it.

Lecture Schedule – MMBA 565

1. Feb 28 **Introduction, Orientation and Expectations**

An overview lecture giving his paradigm or way of viewing innovation and change – *the Black Magic recipe!*

Part 1 The entrepreneurial DNA

2. March 7 **Entrepreneurial DNA**

Burns Text:

Chapters 1 and 2

Henry Text:

Section A

Winsley et al Text:

Case 2

3. March 14 **Entrepreneur Spiderman**

Burns Text:

Chapters 3 and 4

Henry Text:

Section B

Winsley et al Text:

Case 3

Part 2 Leading and managing the entrepreneurial organisation

4. March 21 **Entrepreneurial Leadership/ Creating the Entrepreneurial Culture**

Burns Text:

Chapters 5 and 6

Henry Text:

Section C

Winsley et al Text:

Case 4

5. March 28 **Building the Entrepreneurial Organisation**

Burns Text:

Chapters 7 and 8

Henry Text:

Section D

Winsley et al Text:

Case 5

6. April 4 Managing the Entrepreneurial Organisation/ Entrepreneurial Strategies

Burns Text:
 Chapters 9
Henry Text:
 Section E
Winsley et al Text:
 Case 6

Part 3 Strategies for entrepreneurial organisations

7. Date TBA Life Cycle and Portfolio Strategies/Growth

Burns Text:
 Chapters 10 and 11
Henry Text:
 Section F
Winsley et al Text:
 Case 7

Part 4 Encouraging creativity and innovation

8. May 2 Entrepreneurial Innovation

Burns Text:
 Chapters 12
Henry Text:
 Section G
Winsley et al Text:
 Case 8

9. May 9 Encouraging Creativity

Burns Text:
 Chapters 13
Henry Text:
 Section H
Winsley et al Text:
 Case 9

10.May 16 Encouraging Marketing and Product Innovation

Burns Text:

Chapters 14

Henry Text:

Section I

Winsley et al Text:

Case 10 and 11

11. May 23 Corporate entrepreneurship audit – a workshop

12. May 30. Conclusions and implications both personal and organisational

Each student will present the final section of their weekly report

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications. To check for opening hours call the office on (04) 463 5376.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1).The office is available for the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

Check with the Student Administration Office for opening times (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:
www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at:
www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course

requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Manaaki Pihipihinga Maori and Pacific Mentoring programme (Faculties of Humanities and Social sciences and Commerce and Administration).

- **What:** Academic Mentoring for Maori and Pacific students studying at all levels in the above faculties. Weekly sessions for an hour with a mentor to go over assignments and any questions from tutorials or lectures. Registered students can use the faculty's study rooms and computer suite at any time at Kelburn and Pipitea.
- Mature student and Post grad network

If you would like to register as a mentor or mentee please contact the coordinator.

Where:

Melissa Dunlop
Programme Coordinator
Room 109 D
14 Kelburn Parade: back courtyard
Ph: (04) 463 6015
Email: Maori-Pacific-Mentoring@vuw.ac.nz

Please Note: A mentoring room will also be running at Pipitea Campus starting January. Please contact the Programme Coordinator for details.