

VICTORIA MANAGEMENT SCHOOL

MGMT 413 - INNOVATION AND ENTREPRENEURSHIP

Trimester 2 2006

COURSE OUTLINE

Contact Details

Course Coordinator: Dai Gilbertson, J.P., FANZAM, Ph.D., MS, B.Com(Hons)
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Administration Assistant: Tricia Lapham
Office: Rutherford House Room 919
Telephone: 463 5381

Start Date: 11 July 2006
Format: One three hour session each week.
Seminar Times: Tuesday, 11.30 am – 2.20 pm
Location: RLWY 128

Course Overview

This course provides graduates of the VMS honours programme with a theoretical and applied grounding in both innovation and creativity. In keeping with this guiding philosophy it attempts to produce

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

Course Objectives

This course does not focus on just small business enterprise.

At the conclusion of the course, you should have improved your ability to:

- Analyse ‘innovation potential’ at the personal and organisational level.
- Diagnose key barriers to innovation and plan remedial action.
- Plan an organisational intervention focused on enhancing innovation.
- Write a case study research report and case analysis.

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

Pedagogy

One purpose of an elective course is to allow students to focus on an area of personal interest guided by key research interests and activities of the academic staff member.

The approach is thus one of joint and guided exploration – the ‘Socratic method’.

Session content will blend presentation and discussion of issues, led by the course supervisor, and will provide appropriately for discussion and presentations by students.

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), as well as other relevant academic journals such as Harvard Business Review, Strategic Management Journal, New Zealand Strategic Management, journals published by the Academy of Management, and Long Range Planning etc.

Key Texts

Burns, P. (2006). *Corporate Entrepreneurship: building an entrepreneurial organisation*. New York : Palgrave McMillan.

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

Course Content

The programme will be 12 seminars (S).

S1. Introduction, Orientation and Expectations

The course coordinator will give an overview lecture giving his paradigm or way of viewing innovation and change – the Black Magic recipe!

Part 1 The entrepreneurial DNA

S2. Entrepreneurial DNA

B Text:

Chapters 1 and 2

H Text:

Section A

S3. Entrepreneur Spiderman

B Text:

Chapters 3 and 4

H Text

Section B

Part 2 Leading and managing the entrepreneurial organisation

S4. Entrepreneurial Leadership/ Creating the Entrepreneurial Culture

B Text:

Chapters 5 and 6

H Text

Section C

S5. Building the Entrepreneurial Organisation

B Text:

Chapter 7

H Text

Section D

S6. Managing the Entrepreneurial Organisation/ Entrepreneurial Strategies

B Text:

Chapters 8 and 9

H Text

Section E

Part 3 Strategies for entrepreneurial organisations

S7. Life Cycle and Portfolio Strategies/Growth

B Text:

Chapters 10 and 11

H Text

Section F

Part 4 Encouraging creativity and innovation

S8. Entrepreneurial Innovation

B Text:

Chapter 12

H Text:

Section G

S9. Encouraging Creativity

B Text:

Chapter 13

H Text

Section H

S10. Encouraging Marketing and Product Innovation

B Text:

Chapter 14

H Text

Section I

Part 5 Conclusions and Implications

S11. Corporate entrepreneurship audit – a workshop on Andrews Research.

S12. Conclusions and implications both personal and organisational.

Expected Workload

A minimum of fifteen hours per week will be required for this course, including mid-trimester break period.

Assessment

All assessments will be individual.

There will be three assignments:

1. Major Applied Innovation and Entrepreneurship Project

60%

Each student will develop a project that they wish to research concerning any aspect of applied innovation and entrepreneurship. The project will require both desk research and fieldwork that will be written up in the form of a case study with appendices. One possible line of enquiry would be to consult the TRADENZ website and investigate an organisation that has won awards for innovation and entrepreneurship.

Due Date: October 10th at the final class meeting

2. ‘Socrates in a suitcase’ question

20%

Each student will complete the question ‘What is creativity and how can we create organisations that foster it?’ This will be modelled on the chapters in the book ‘*Socrates in a Suitcase*’ that will be handed out in class. Note that related literature must be woven in with the responses of a variety of people with whom you have ‘conversations’.

Due Date: August 15th at the class meeting.

3. A journal with weekly insights followed by an (oral examination) interview with Dr Gilbertson (up to 30 minutes)

20%

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 materials prior to the class, further research on the topic for the week and assembly of your ideas into a weekly ‘**Personal Experience Executive Summary**’ that will allow you to make a material contribution to the seminar.

The weekly ‘Personal Experience Executive Summaries’ will form Part A of your journal.

Your weekly ‘Personal Experience Executive Summaries’ should form the basis of your ‘**Master Personal Insights**’ and these will be the basis of a weekly class discussion and finally, an oral examination.

Your ‘Master Personal Insights’ will form Part B of your journal.

Contributions will be assessed on the quality of the insights (not regurgitation of facts) offered by the student as a result of their reading of various material, discussions and personal research.

Due Date: October 10th

Weekly Sessions

Students will take principal responsibility for a class session that incorporate insights from the text, further research that has done and applied examples of NZ creativity and innovation. A handout of the presentation for all class members must be provided.

All students are required to read the assigned chapters and to list their key learning points/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 grade.

Usually, two full days will be set aside for scheduled appointments with all students to ensure that projects are on track and issues are addressed. One day will be scheduled early in the course, the other about two-thirds of the way through.

Mandatory Course Requirements

To fulfil mandatory course requirements students must:

- Obtaining 40% in each of the assignments,
- Students must attend **all** class sessions, and
- All items to be handed in must be submitted by their due dates.

Your status on meeting Mandatory Course Requirements will be posted on Blackboard.

Communication of Additional Information

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

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>).

Handing in assignments

Students must prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Grading guidelines

The following broad indicative characterisations of grade will apply in grading assignments and the exam:

A+	excellent performance in all respects
A	excellent performance in almost all respects
A-	excellent performance in many respects
B+	very good, some aspects excellent
B, B-	good but not excellent performance
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment.

Penalties - for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. The penalty is 2 of the marks available for an assignment submitted after the due time on the due date for each part day or day late. Saturdays, Sundays and public holidays will be included when counting the number of days late. Assignments received more than

7 days after the due date will not be accepted and the student will automatically fail the Mandatory Requirements.

- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. Extensions to submission deadlines for any assigned work will only be granted in exceptional circumstances.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, in advance, to the Course Coordinator, providing documentary evidence of the reasons of their circumstances.

All such applications must be made before the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.

- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement), that precludes an application in advance, students should make contact with the Course Coordinator as soon as possible, and make application for waiver of a penalty as soon as practicable.
- (v) Word limits should be adhered to, especially so when they provide a guide to limiting the student's coverage of a topic. The penalty will be 10% of the grade for an assignment which is 10% over the word limit.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services 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 Student and Academic Services Office on (04) 463 5376.

Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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.
- Forms for FCA Student and Academic Services (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at www.vuw.ac.nz.

Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy 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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at 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. The University defines plagiarism as follows:

The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.

It is still plagiarism even if you re-structure the material or present it in your own style or words.

Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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 Impairments

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email disability@vuw.ac.nz. The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

Student Support

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email student-services@vuw.ac.nz) is available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/.

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email education@vuwsa.org.nz) is located on the ground floor, Student Union Building.

Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta
Room 210, Level 2
Railway West Wing
Tel. (04) 463 8997
Email: Puawai.Wereta@vuw.ac.nz

Fa'afai Seiuli
Room 109 B
14 Kelburn Parade
Tel. (04) 463 5842
Email: Faafoi.Seiuli@vuw.ac.nz