



**Faculty of Commerce & Administration
Victoria Management School**

MMBA 535: ADVANCED STRATEGIC MANAGEMENT

Course Coordinator

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Course Background & Objectives

Globalization, information technology, and advances in life sciences are fundamentally changing the world and increasing the pace and competitive intensity of business. Amidst this dynamic change, business leaders must be equipped to plan, communicate, lead, and deliver results amidst revolutionary change. The objective of MMBA 535 is to provide you with substantial exposure and hands on experience to high velocity, high complexity technology-based industries, with particular emphasis on business planning for start up and emerging companies operating in New Zealand in a global context. At the end of this course, students will be able to prepare a comprehensive and effective business plan which may be used to obtain financing and serve as a blueprint for starting and managing a technology-based company. Learning objectives include:

- Describe the key steps required to build and manage a technology-based company, taking technology from research to the marketplace and developing a successful high-growth company
- Understand the concepts of technology-driven, high growth, as well as the competencies, skills, know-how and experience, attitudes, resources and networks that are sufficient to pursue different innovative opportunities
- Demonstrate how to avoid mistakes often made in conceiving, organizing and operating a new technology-based enterprises
- Develop strategies to address legal issues and protect intellectual property (IP)
- Think creatively, solve problems in completely unstructured situations and improve your communication skills
- Understand funding options including grants, co-development, angel financing, venture capital, and other outside funding sources
- Understand how and why to create a business plan and be able to effectively communicate their vision to various audiences

Lecture material: The lectures will follow approximately the following sequence:

Week	Date	Topic	Readings/Materials
1	25/02/2008	Introduction: Technology, Innovation and Business	<ul style="list-style-type: none"> * Kleiner, R. (2003) Recombinant Ideas. <i>Strategy & Business</i>, Issue 37. * Pisano, G. (2006) Can Science Be A Business? <i>Harvard Business Review</i>, pp. 114-125 * Excerpt from <i>Twelve O'Clock High</i> movie and discussion
2	3/03/2008	Building and Capturing Value: Ideas, Intellectual Property, and Innovation	<ul style="list-style-type: none"> * Fisher, L. (1997) The Rocky Road from Start-Up to Big-Time Player: Biogen's Triumph Against the Odds, <i>Strategy & Business</i>, Issue 8 * Lakhani, K., Jeppesen, L., Lohse, P. and Panetta, J. (2006) The Value of Openness in Scientific Problem Solving. Working Paper * Schramm, C. (2004) Accelerating Technology Transfer and Innovation, IP Commercialization and Research Spinouts Conference
3	10/03/2008	Developing a Business Plan for High Growth, Technology-Based Firms	<ul style="list-style-type: none"> * Bhidé, A. (1994) How Entrepreneurs Craft Strategies That Work <i>HBR</i>, pp. 150-161 * Stevenson, H. and Roberts, M. (2006) <i>New Venture Financing</i>; HBS (2005) <i>Entrepreneur's Toolkit</i>. Ch 4 Building a Business Model and Strategy: How They Work Together. Exerpt from <i>Entrepreneur's Toolkit: Tools and Techniques to Launch and Grow Your Business</i>. HBS Press: Boston. * Markides, C. and Geroski, P. (2004) The Art of Scale: How to Turn Someone Else's Idea Into a Big Business. <i>Strategy & Business</i>
4	17/03/2008	Does location matter? Industry Clusters--Local Myths and Global Realities	<ul style="list-style-type: none"> * Ahn, M. and Meeks, M. (2007) Building A Conducive Environment For Life Science Based Entrepreneurship And Industry Clusters, <i>Journal of Commercial Biotechnology</i> * Dehoff, K. and Sehgal, V. <i>Innovators Without Borders</i>. <i>Strategy and Business</i>, Issue 44.
5	24/3/08:	No class due to Easter Holiday	
6	31/03/2008	Presentation/Paper 1	<ul style="list-style-type: none"> * Team Presentation/Paper: IRL/Glycosyn Case * Ahn, M., Davenport, S. Ackerley, D. (2007) <i>IRL Case Study in Technology-based entrepreneurship</i>. VUW Working Paper.
7	7/04/2008	Part II: Leading a technology-based firm	<ul style="list-style-type: none"> * Rebecca J. White, Rodney R. D'Souza and John C. McIlwraith (2007) Leadership in Venture Backed Companies: Going the Distance. <i>Journal of Leadership & Organizational Studies</i>; 13; 121; * Ancona, D. Malone, T., Orlikowski, A. and Senge, P (2007) In Praise of the Incomplete Leader, <i>Harvard Business Review</i>, pp. 92-100. * Plato, <i>The Republic</i>, Book VII
8	14/4/08:	No class due Trimester break	
9	28/4/08:	No class due Trimester break	
10	5/05/2008	Team building and turnarounds in technology-based firms	<ul style="list-style-type: none"> * Kozlowski, S. and Ilgen, D. (2007) The Science of Team Success. <i>Scientific American</i>, pp. 54-61; * Miles, S. and Watkins, M. (2007) The Leadership Team: Complimentary Strengths or Conflicting Agendas? <i>Harvard Business Review</i>, pp. 90-98 * Goffee, R. and Jones, G. (2007) Leading Clever People. <i>Harvard Business Review</i>, pp. 72-79. * Excerpt from <i>Apollo 13</i> movie and discussion
11	12/05/2008	Governance, Growth and Greek Choirs: What is the Role of Boards of Directors?	<ul style="list-style-type: none"> * Sonnenfeld, J. (2002) What Makes Great Boards Great?, <i>Harvard Business Review</i>, pp. 1-9; (2) Bamford, J. and Ernst, D. (2005) Governing Joint Ventures, <i>McKinsey Quarterly</i>. * Herb, E, Leslie, K, Price (2001) Teamwork at the Top. <i>McKinsey Quarterly</i>, Vol 1. * Heaney, S. (2003) Sophoclean, <i>The New Yorker Magazine</i>, March 3, p. 78 * Sophocles, <i>Antigone</i>
12	19/05/2008	Presentation/Paper 2	Team Presentation/Paper: <i>Growing Gecko Press</i>
13	26/05/2008	Part III: Raising Capital--Negotiating from Private to Public	<ul style="list-style-type: none"> * Thucydides, 431 BC, <i>History of the Peloponnesian War</i>, Chapter XVII Sixteenth Year of the War - The Melian Conference - Fate of Melos * Stancill, J. (1986) How Much Money Does Your New Venture Need?, <i>HBR</i>.
		Final Presentations/Papers: Business Planning	<ul style="list-style-type: none"> Team Presentation/Paper: <i>Magritek</i> Ahn, M. and Davenport, S. (2007) <i>Magritek: A Case Study of Global Technology-based Entrepreneurship from New Zealand</i>. Working Paper

Lectures:

- Time and Dates: Mondays, 19:40-21:30
- Room: GB G04

Textbook & Reading Materials: All readings will be provided.

Assessment: The final grade will be based upon contributions from:

	<u>% Weight</u>	<u>Due Date</u>	<u>Objectives Covered</u>
Attendance/Participation	10%		1-7
Paper/Presentation #1	30%	31st March	1-2,4,5
Paper/Presentation #2	30%	19th May	1,2,5
Paper/Presentation	<u>30%</u>	26th May	1-7
	100%		

- **Team Paper & Presentation #1:** Please carefully review the provided IRL Fodosine case study, independently research, and answer the following questions below. The paper should be 2-4 pages, double-spaced; and the Powerpoint presentation delivered via personal computer should no more than 5 slides.
 - What is this product and what is it's development history?
 - What attributes makes this product unique?
 - What business lessons can be learned from this product?
- **Team Presentation #2:** Gecko Press, a Wellington-based firm specializing in children's books needs your help to develop breakthrough ideas and business plans which can be used to raise capital and generate significant growth. Please develop a joint business plan paper and presentation. The team presentation must be presented on Powerpoint via personal computer with no more than 10 slides and will be judged by the CEO and instructor.
- **Team Paper/Presentation #3:** Please carefully review the provided Magritek case study, independently research, and answer the following questions below. The paper should be 2-4 pages, double-spaced; and the Powerpoint presentation delivered via personal computer should no more than 5 slides.
 - What is this product and what is it's development history?
 - What attributes makes this product unique?
 - What business lessons can be learned from this product?

Referencing: Please use the APA (American Psychological Association) for referencing. The Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/research/reference/referencingguides.aspx>).

Deadlines: Ample warning of dead-lines for assignments is given. Assignments are to be handed in at the Monday lecture in the week indicated above. Assignments handed in late without adequate excuse will be penalised up to 5% per day overdue. 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 controller prior to the deadline date.

Mandatory Course Requirements: To meet Mandatory Course Requirements, students are required to participate, complete individual assignments, and contribute equitably to all group work. Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade. Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not. Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

Victoria MBA Grading Standards are as follows:

Excellent Category: A- (75 – 79%) to A (80 – 84%) to A+ (85 and above %): 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.

Communication of Additional Information: Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for MMBA 535.

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 or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme: Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the

Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus. For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.