

Victoria Management School

**MMBA565 INNOVATION AND ENTREPRENEURSHIP**

Trimester One 2011

**COURSE OUTLINE**

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**Course Coordinator**

A/Professor Dai Gilbertson JP FANZAM PhD

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**Assignment Box**

Box 28, Mezzanine Floor, RH

**Teaching Period: Monday 28<sup>th</sup> February – Friday 3<sup>rd</sup> June 2011**

**Study Period: Monday 6<sup>th</sup> June – Thursday 9<sup>th</sup> June 2011**

**Examination Period: Friday 10<sup>th</sup> June – Saturday 2<sup>nd</sup> July 2011 (inclusive)**

**Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
2. The standard last date for withdrawal from this course is 14 May. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation.

The application form is available from either of the Faculty's Student Customer Service Desks.

**Class Times and Room Numbers**

Day Tuesdays 5.40-7.30pm

Room GB LT3

**Introduction**

Creativity with innovation, leadership, critical thinking and action oriented research are some 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 New Zealand and for increasing innovation in the execution of government portfolios.

Graduates of this MBA class will need to have a thorough grounding in creativity with innovation, leadership, critical thinking and action oriented 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 Related Objectives**

This is a graduate applied course in the MBA Programme.

This course is case and project-based and will require a high degree of commitment from all parties. The course will use many strategies to achieve the learning objectives – on-line case studies blended with staff and visitor presentations and a highly involving, applied project. Students will be jointly responsible for their learning that will occur largely in our weekly seminars.

This course is designed for students who wish to take new ideas and make them happen, either as entrepreneurs or intrapreneurs. The foundation of the learning process is the notion that from doing or action comes theory, which linked to action again, will drive the wheel of insight forward.

Participants in this course come from a wide range of backgrounds and this provides fertile ground for the exchange of ideas and experiences from many different perspectives.

The course aims to stretch the student towards forming their own conclusions and insights. Restating the work of others is not a valued outcome. Personal insight based on reflexive thought and sound critical analysis is highly valued.

When you have completed this course you will be able to:

- Manage a process to generate creative ideas by actually doing so and then reflecting within the group on the processes used. This will demand personal *creativity* and group *creativity*. Managing *creative processes* will be vital.
- Understand the process of innovation and leading ideas through all phases from idea conception to adoption and diffusion – ‘making ideas happen’
- Create an environment that helps build a creative and task focused culture that builds on the notion of ‘Black Magic’ by contributing to the weekly sessions. This will demand personal *leadership* and a willingness to confront ones own assumptions and behaviours. This will demand *courage*.
- *Critically analyse* information, ideas, problems and questions, synthesise the data and come up with specific recommendations.
- Learn, practice and enhance personal and managerial skills. Weekly feedback about academic content, presentation skills and insights will be given in the class sessions. *Communicating* to multiple audiences will require planning, practice and presentation skills.
- Be able to investigate and report on our research to discover ‘*what it takes to be a successful entrepreneur in New Zealand*’ by synthesising all of the textbook and New Zealand cases and of course, your own experiences. *Critical analysis and critical thinking* will be demanded in this process.

## Course Delivery

A typical session will usually look like this:

- Dai will introduce the topic and set the context.
- Students will meet in their small groups and share their views on the assigned text and the case studies under review and prepare **their insights** (this is not a restatement of the facts in the case), with Dai moving around each group. In past years students have completed the course using their Study Groups.
- A group will be asked to present to the whole class on their insights and New Zealand application of the case.
- Dai will lead a discussion focussing on application in '*your organisation*'.
- Dai will complete a summary and overview and coach individuals and small groups in the content and delivery of the presentations.

We will make extensive use of power point slides

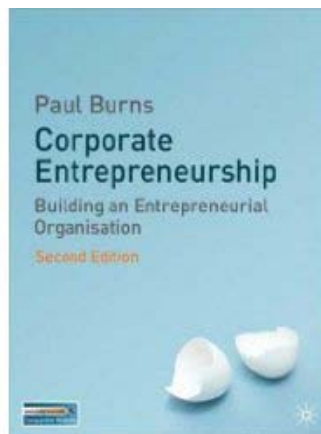
Students are responsible for reading each chapter of the textbook and the use of mindmaps for each chapter is strongly recommended.

## Readings

Students must read the assigned chapter and cases and make a note of their insights before each class session.

The required course text book is:

Burns, P. (2008) *Corporate Entrepreneurship* (Second Edition). New York: Palgrave.



All of the case studies are available on Blackboard except for Whale Watchers Kaikoura which is available on:

[www.landcareresearch.co.nz/publications/researchpubs/Harmsworth\\_report\\_trad\\_values\\_tikanga.pdf](http://www.landcareresearch.co.nz/publications/researchpubs/Harmsworth_report_trad_values_tikanga.pdf)

## Assessment Requirements

A breakdown of the final mark and description of each piece of assessment follows:

Innovation report	Part A for 1 <sup>st</sup> 6 weeks		24%	Deadline: May 3
Innovation report	Part A for 2 <sup>nd</sup> 5 weeks	20%		
	Parts B	6%		
	Part C	<u>10%</u>	36%	Deadline: June 3
Final examination			<u>40%</u>	
Total			100%	

## Innovation Report

The educational purpose of the Innovation Report is to help you make the direct linkages between what is being taught in class, workshops and tutorials, and your personal experiences and observations. Each week you will be attending lectures, completing assigned and other reading, and case analyses. You will also be reading the latest business news and checking web-based resources on innovation. You will need to synthesise all of these opportunities for learning, list unanswered questions, and finally come up with your insights about the particular topic and then complete the learning loop by suggesting ways that your insights can be applied.

There are three parts to your Innovation Report. You must complete part A for the hand in on May 3 and all parts (A, B and C) for the final hand in on June 5.

### Part A – Weekly Powerpoint and Explanatory Notes of Case Studies and Readings

Each week read the case studies and readings in advance and prepare a ten minute Powerpoint presentation that you can present to the class if called upon. Prepare a page of accompanying notes that provides:

- an understanding of the topic using the case studies,
- your key insights into the learning from the case studies,
- your key insights from other reading, lectures and activities,
- and the relevance of these insights to your colleagues in making ideas happen and fostering organisational innovation and change

Label a section of your Innovation Report with Weekly Case Analysis and insert your Powerpoint presentation and your one-page set of notes linked to the points made in your presentation.

### Part B - Composite Mindmap

Using something like a sheet of A3 paper, develop a composite mindmap about the issues you have identified through the cases, readings, lectures and discussions. Add to this composite mindmap each week from your weekly case presentations and then re-organise your data to come up with a polished composite or overall mindmap.

### Part C – Composite Presentation and Notes

Prepare a 20 minute Powerpoint presentation with explanatory notes identifying *‘What it takes to make ideas happen in New Zealand’*. Use the cases, readings, lectures, and activities to inform this presentation.

If mindmaps are handwritten, please remember that a staff member is going to have to read your writing so make it as legible as possible. Use your presentation skills to ensure that all sections are clearly labelled and well presented.

### **Final examination**

The final will be a written 2-hour exam and will cover the contents of the entire course. The best preparation for this exam will be: active participation in class; thoroughness in the individual assignments, as well as participation, presentation and discussion in sessions/lectures.

Assessment of your exams will not be limited to memorising information but will seek to establish a level at which you are able to use knowledge and understanding (C-level, minimum) to apply concepts and analyse situations (B-level minimum), as well as synthesise approaches and evaluate alternatives (A-level).

### **Penalties**

You must submit your assignments on time. After the deadline, we will take off 5% for each day the work is late. Assignments must be submitted on the due day (any time until midnight).

Any student caught cheating on an assignment or examination will receive an automatic mark of zero (0) and/or disciplinary actions may be taken under the Statute on Student Conduct. This includes plagiarism (see Blackboard for more information).

### **Communication of Additional Information**

Any additional information or changes will be communicated at the beginning of lectures, added to the MBA565 Blackboard announcements and/or communicated through e-mail to your university address. You will be able to access the course outline, course notes, and other learning material via Blackboard. The address is: <http://blackboard.vuw.ac.nz>.

### **Collaboration**

While the course has a tradition of study group collaboration, all elements in the assessment process 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. You will be expected and encouraged to work in groups on in-term cases and assignments; however where indicated, reports must be individual submissions.

### **Examinations**

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. In accordance with University policy, students must obtain a minimum of forty percent (40%) of the marks available on the final examination in order to pass the course. Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

### **Penalties**

Late assignments will incur a 50% penalty on the assigned mark. Assignments more than two weeks late will not be accepted. In addition, late assignments will not be available by the agreed-to return date.

### **Mandatory Course Requirements**

To meet mandatory course requirements in MBA565, students must:

1. Submit all written assignment reports on time.
2. Attend the final examination and obtain a minimum mark of 40% in the final examination in order to pass the course as a whole.

## **Policy on Remarking**

Every attempt is made to ensure that the marking is consistent and fair to students.

Students may ask for their written work to be remarked. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

- Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form stating which sections you wish re-examined. Write about why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment.

Allow up to 10 days for remarks to be completed.

## **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

## **Email Contact**

Students wishing to contact staff by email should adhere to the following instructions:

- Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg MMBA565\_Smith\_Pauline\_3000223344\_Ass 1 Query
- All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

## **Use of Turnitin**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com> Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

## **General University Policies and Statutes**

**For the following important information follow the links provided:**

### **Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

### **General University Policies and Statutes**

Find key dates, explanations of grades and other useful information at [www.victoria.ac.nz/home/study](http://www.victoria.ac.nz/home/study)

Find out about academic progress and restricted enrolment at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy), except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at [www.victoria.ac.nz/home/about\\_victoria/avcacademic/default.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx)

**AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

**Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/>

**Manaaki Pihipihinga Programme**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)

## Schedule

Wk	Date	Topic	Burns Text	Case Studies
1	Mar 1	Introduction to MMBA 565		
2	Mar 8	The entrepreneurial evolution Entrepreneur super-hero	Ch 1 & 2	Natureshop Online Obo
3	Mar 15	Entrepreneur spiderman Entrepreneurial architecture	Ch 3 & 4	42 Below Switzer
4	Mar 22	Entrepreneurial leadership	Ch 5	Living Nature (Suzanne Hall) Annie's Marlborough
5	Mar 29	Creating an entrepreneurial culture	Ch 6	Whale Watch Kaikoura* Orca
6	Apr 5	Building the entrepreneurial structure / Intrapreneurship and corporate venturing	Ch 7 & 8	No-Tillage Rivera
7	Apr 12	Managing the entrepreneurial organisation Entrepreneurial strategies	Ch 9 & 10	RPS Switchgear ASR
8	May 3	Lifecycle and portfolio strategies Developing strategies for growth	Ch 11 & 12	Global Career Link Beca
9	May 10	Encouraging entrepreneurial innovation	Ch 13	Glidepath Methven
10	May 17	Encouraging creativity	Ch 14	MACPAC Howard Wright
11	May 24	Encouraging marketing and product innovation	Ch 15	Fisher and Paykel Seperex
12	May 31	<i>The profile of an entrepreneurial organisation</i>	P360	Icebreaker Furnware

\*Case study is accessed via [www.landcareresearch.co.nz/publications/researchpubs/Harmsworth\\_report\\_trad\\_values\\_tikanga.pdf](http://www.landcareresearch.co.nz/publications/researchpubs/Harmsworth_report_trad_values_tikanga.pdf)