

## Module Description Forms

### New Venture Leadership

Unit Code: HEI611

Duration	Contact Hours	Campus	Prerequisite	Corequisite
1 Semester	33 Hours	Hawthorn	Nil	Nil

### Credit Points:

12.5 Credit Points

### Related Course/s:

A Stage 1 unit in the [Master of Entrepreneurship and Innovation \(MEI\)](#) suite

### Aims & Objectives:

This unit is the first in the stream of subjects in the MEI that focus on organisation and leadership and in particular the people dimension of organisations. The aim is to provide a foundation for understanding organisation dynamics, as businesses/enterprises are established and develop. This understanding is necessary to avoid over-emphasising some areas of business/enterprise development while ignoring others.

### Teaching Methods:

Class Sessions involving Discussions, Case Exercises, Field Work Assignments and Active Participation of all Class Members

### Assessment:

Team Project and Presentation 60%, Individual Project and Presentation 40%

### Generic Skills Outcomes:

By completion of this unit students will be able to:

- Apply their knowledge of self in relation to business/enterprise development and related organisation dynamics.
- Work more effectively in teams and in leading groups and teams.
- Appraise critically, the contribution of leadership and organisation behaviour to the development of an entrepreneurial enterprise.
- Use the selected frames of human resources, structural, political and symbolic for analysing the inter-relatedness of structure and behaviour in organisational settings.
- Identify blocks related to introducing innovation in new and existing enterprises.

### Content:

The unit introduces students to a systematic way of thinking about, and analysing organisation behaviour. In another sense though it is not introductory, because all of us come to class with

experience of organisations and assumptions about what promotes or inhibits innovation. The syllabus is structured around a 'multiple frames' perspective (human, structural, political, symbolic) with a significant emphasis on leadership. This approach provides a focused and integrated, coverage of the mainstream management literature, while challenging the student to discover his/her own blind-spots and preferences. The unit encourages students to explore their own approaches to leadership and management. Another important element of the subject design is its emphasis on learning through field-work assignment rather than relying on classroom teaching. To this end, the group assignment requires students to develop through interaction, a general competence for multi-frame analysis.

Topics Covered during the unit:

- Organisation behaviour – terminology and models
- Group and team behaviour
- Group and team leadership
- Leadership for businesses/enterprise development
- Organisation Frames and frame analysis: Human – the dynamics of human resources; Structural – the structural arrangements in organisations; Political – power and power issues; Symbolic – the culture of the organisation

### **Textbooks:**

Reference material and prescribed texts are listed in the subject outlines each semester.

### **Recommended Reading:**

Dubrin, AJ & Dalglish, C, *Leadership an Australasian Focus*, Wiley and Sons, Queensland, 2003.

## New Venture Financial Management

Unit Code: HEI621

Duration	Contact Hours	Campus	Prerequisite	Corequisite
1 Semester	33 Hours	Hawthorn	Nil	Nil

### Credit Points:

12.5 Credit Points

### Related Course/s:

A Stage 1 unit in the [Master of Entrepreneurship and Innovation \(MEI\)](#) suite.

### Aims & Objectives:

There are two parts of a business, the operational part and the financial part. The operational part concerns itself with creating and delivering value to customers, whereas the financial part concerns itself with the flow of money through the business. The operational part of the business requires a range of resources (people, inventory, and working capital, tangible and intangible assets); these resources are funded by the financial part of the business. In some ways the financial part of the business is the most important resource a business needs. Money is the resource we use to acquire all the other resources we need to operate the business. Often however the financial part of the business is the least understood.

The way we operate the business directly impacts the finances and in turn impacts the resources the business has at its disposal. The interplay between operations and finances is often not well understood by the operators of emerging and high growth businesses. The short, medium and long term consequences of decisions and actions are often not fully understood and ramifications may be fatal to the company's aspirations.

This subject aims to teach students the rules of the money game and how the operations of a business will impact the financial position of the business. The requirements of working capital and fixed capital will be explored along with how growth impacts finances, how to read and interpret financial data, how to use financial data to make decisions, how to use financial data to predict future financial position and capital needs.

### Teaching Methods:

Lecture and Workshop, Class Sessions involving Discussions, Case Exercises and Active Participation of all Class Members

### Assessment:

Individual Assignments 40%, Individual Class Contribution 15%, Group Assignment and Presentation 45%

### Generic Skills Outcomes:

By the end of the semester, students will be able to:

- Identify and explain aspects of financial information which are important in the decision making process.
- Demonstrate mastery of fundamental accounting concepts and basic practical financial modelling techniques.
- Apply financial theory in the financial analysis of a venture.
- Demonstrate effective use of accounting information.
- Explain the limitations of accounting information.

**Content:**

Topics covered during the unit:

- Sales/Cash Conversion Cycle
- Inventory/Purchasing/Payments Cycle
- Financial Statements
- Production Scheduling
- Financial Analysis
- Product Costing
- Cost Volume Profit decisions
- Financing Operations
- Budgeting and Forecasting

**Textbooks:**

Reference material and prescribed texts are listed in the subject outlines each semester.

**Recommended Reading:**

Atrill, P, McLaney, E, Harvey, D & Jenner, M, *Accounting an Introduction*, 2nd edition, Pearson Education Australia, 2003.

## New Venture Marketing

Unit Code: HEI631

Duration	Contact Hours	Campus	Prerequisite	Corequisite
1 Semester	33 Hours	Hawthorn	Nil	Nil

### Credit Points:

12.5 Credit Points

### Related Course/s:

A Stage 1 unit in the [Master of Entrepreneurship and Innovation \(MEI\)](#)

### Aims & Objectives:

This unit of study provides an introduction to marketing concepts and principles but takes a 'guerilla', 'small business' and 'start-up' perspective. This means resources are tight and networks are important.

### Teaching Methods:

Class Sessions involving Discussions, Presentations, Case Exercises, Student Start-Up Workshops and Active Participation of all Class Members

### Assessment:

Individual Assignments 50% and Group Assignment and Presentation 50%

### Generic Skills Outcomes:

At the completion of the course, successful candidates will be able to:

- Make 'market/customer driven' not 'product driven' decisions.
- Differentiate offerings to a substantial and sustainable market.
- Develop a 'doable and realistic' marketing plan which links the marketing mix (4p's) to a dynamic external environment and market segment needs.
- Conduct low budget 'guerrilla marketing research'.
- Validate market opportunities with mix of 'rational' research and intuition.
- Integrate segmentation, targeting and positioning.
- Develop 'smell of an oily rag' promotional campaigns.
- Integrate product, price, promotion and distribution activities.
- Develop a marketing culture both within a start-up and with external alliance partners.
- Use marketing principles to obtain external funds and/or resources.

### Content:

Topics covered during the unit:

- Entrepreneurial Marketing Strategy
- New Product Strategy
- Marketing Research
- Segmenting Targeting and Positioning
- Branding
- Viral Marketing
- Public Relations
- Distribution
- Pricing
- CRM/Company Culture
- Raising Finance

**Textbooks:**

Reference material and prescribed texts are listed in the subject outlines each semester

**References:**

Required Reading References:

Buskirk, B & Lavik, M, *Entrepreneurial Marketing* 1st edn. Thomson-South Western, 2004.

Hoffman, et al., *Marketing Principles and Best Practices*, ISBN:0324 22518 0

Supplementary Reading References:

Refer Full Subject Outline on Blackboard.

## Opportunity Evaluation

Unit Code: HEI691

Duration	Contact Hours	Campus	Prerequisite	Corequisite
1 Semester	33 Hours	Hawthorn	Nil	Nil

### Credit Points:

12.5 Credit Points

### Related Course/s:

A Stage 1 unit in the [Master of Entrepreneurship and Innovation \(MEI\)](#)

### Aims & Objectives:

Upon completion of this course students will have obtained the tools and mindset to:

- Define the differences between an idea and an opportunity.
- Explain the different criteria surrounding new business ventures and innovation strategies.
- Analyse the risk attached to grasping opportunities.
- Utilise criteria to successfully screen opportunities.
- Identify how to find information that can be used in screening opportunities.
- Recognise personal criteria that can be used in evaluating new ventures & innovation strategies.
- Conduct their own evaluation process on potential opportunities.
- Confidently evaluate other proposed new ventures or innovation strategies presented to them.

### Teaching Methods:

Lectures, Class Sessions involving Discussions, Case Exercises and Active Participation of all Class Members

### Assessment:

Individual Work 55%; Group Assignment and Presentations 45%

### Generic Skills Outcomes:

Learners bring to Swinburne University of Technology a range of experiences and graduate with individual understandings, abilities and attitudes. Within this context it is the intent of Swinburne that all its graduates:

- Are capable in their chosen professional, vocational or study areas.
- Operate effectively in work and community situations.
- Are adaptable and manage change.
- Are entrepreneurial in contributing to innovation and development within their business,

- workplace, or community.
- Are aware of environments.

### **Content:**

The focus of this unit is how to determine the difference between ideas and value creation making business opportunities and covers the broad areas of:

- Financial and non financial requirements for evaluating opportunities
- Personal Business requirements
- The people dynamics
- The options for growth

Topics covered during the unit:

- Introduction to Innovation
- Sources of Innovation
- Opportunity Recognition
- Environmental Analysis
- New Venture Screening Guide
- Initial Screen
- Business Concepts
- Market/Product
- Market Analysis
- Competitive advantage issues
- Management/Entrepreneurial team
- Fatal Flaws
- Economics of the Business/Organisation
- Validation of Assumptions
- Implementation Issues
- Presentation Skills
- Alternative Business Growth Strategies/ Value Creation Strategies
- Techniques for evaluating Innovation Strategies
- Types of innovation and their appropriateness
- Product life cycles

### **Textbooks:**

Reference material and prescribed texts are listed in the subject outlines each semester.

### **Recommended Reading:**

Aaker, D, *Strategic Marketing Management*, 7th edn. (US version), John Wiley & Sons, Hoboken, NJ, 2005.

Timmons, J, *New Venture Creation: Entrepreneurship for the 21st Century*, 6th edn. McGraw-Hill/Irwin, Boston, MA, 2004.

### **References:**

Selected articles will be set up on the library internet site and through Blackboard for students to access.

## Foresight Methods 1

Unit Code: HBF541

Duration	Contact Hours	Campus	Prerequisite	Corequisite
1 Semester	Two 3-day workshops (6 days in total)	Hawthorn	Nil	Nil

### Credit Points:

12.5 Credit Points

### Related Course/s:

A unit of study in the Master of Management (Strategic Foresight).

### Aims & Objectives:

After taking this unit of study students will:

- understand the range of analytic and interpretative methodological options available to practitioners and organisations;
- recognise the strengths and weaknesses of key methodologies and tools, and their suitability for various purposes;
- have direct experience of several key methodologies and tools; and
- be ready to apply one or more of the key methodologies in a real-world context.

### Teaching Methods:

A combination of presentations, discussions, practical activities and, where appropriate, experiential activities.

### Assessment:

A mix of individual (90%) and group work (10%) will make up the final mark.

### Generic Skills Outcomes:

Learners bring to Swinburne University of Technology a range of experiences and graduate with individual understandings, abilities and attitudes. Within this context it is the intent of Swinburne that all its graduates:

- are capable of their chosen areas
- operate effectively in work and community situations
- are adaptable and manage change
- are entrepreneurial in contributing to innovation and development within their business,

- workplace or community
- are aware of the dynamic nature of environments.

### **Content:**

The purpose of this unit of study is to survey a range of analytic and interpretative methodologies used in Futures Studies/foresight so as to provide students with an overview of what methodologies are available, and to provide experience of some of them.

A few representative methodologies will be examined in some depth, in order to give students a solid theoretical and practical understanding of the main types of methodologies, and so that they can make informed judgements and decisions about the use of particular methodologies in applied foresight work.

Topics covered: The overall structure is based around a taxonomy of different types of futures/ foresight methodologies. We will examine the different types in turn, and undertake an activity which is representative of that type (and appropriate to the learning context).

### **Recommended Reading:**

- Glenn, JC & Gordon, TJ. (2003) *Futures research methodology* (v2.0). Washington, DC, American Council for the United Nations University.
- Inayatullah, S. (1998) 'Causal layered analysis: poststructuralism as method'. *Futures* 30, 815-29.
- Lempert, RJ, Popper, S & Bankes, SC. (2003) *Shaping the next one hundred years: new methods for quantitative, long-term policy analysis*, Santa Monica, CA, USA, RAND Corporation.
- Schwartz, P. *The art of the long view*. 96. Sydney, Prospect Media. 91.
- Slaughter, RA. (1999) *Futures for the third millennium: enabling the forward view*. Sydney, Prospect Media.
- van der Heijden, Kees. (1996) *Scenarios: the art of strategic conversation*. Chichester, UK, Wiley.
- Voros, J. (2003) A generic foresight process framework. *Foresight* 5, 10-21.
- Voros, J. (2003) *Reframing environmental scanning: a reader on the art of scanning the environment*. Australian Foresight Institute monograph series. Melbourne, Swinburne University Press.

### **References:**

- Bell, W. *Foundations of futures studies. (2003-2004.)* New Brunswick, NJ, USA, Transaction Publishers.
- Slaughter, RA, Inayatullah, S & Ramos, JM. (2005) *The knowledge base of futures studies*. Brisbane, Australia, Foresight International.