National University of Singapore
NUS Business School
Department of Management and Organisation

MNO2009 Entrepreneurship

Semester 1, AY2015/2016

Module Instructors & Coordinator*: Dr Vivek Tandon/ Dr Sarah Cheah

---

Module Description:

This course provides an overview of the major elements of entrepreneurship from a macro and micro perspective. The macro perspective includes subjects such as analyzing markets and competitors, business models and strategic approaches, financial issues, and different forms of entrepreneurship. The micro perspective focuses on the persons involved in entrepreneurship. Topics include leadership, motivation and self-regulation, persuasion, networking, and forming a founding team.

Learning Outcomes:

After the course, the students will be able to

- Understand the challenges and risks faced by the entrepreneurs
- Appreciate and articulate the various components of a business model
- Identify the different kinds of resource providers to entrepreneurs
- Identify the different means of protecting new ventures
- Understand the different personal motivations that affect entrepreneurship
- Recognize the impact of various leadership styles on new ventures
- Enumerate the characteristics of a good entrepreneurial team
- Understand few basic negotiation and persuasion strategies

Modes of Teaching and Learning:

Lectures and Tutorials
Group project
Case analysis

Syllabus:

Opportunity Identification - Micro
- Personal strengths and limitations
- Resource strengths and limitations
- Needs, interests, information, passion
- Creativity and Problem solving
- Discontinuities in the environment

Opportunity Identification – Macro
- Entrepreneurship as opportunity discovery, evaluation and exploitation;
- Varieties of entrepreneurship;
- Sources of opportunities;
- Disruptive Innovation
- Opportunity v. Value Proposition

Overview of business models and planning
- What is a business model?
- What are the important ingredients of a business model?
- The importance of planning. What are its key characteristics of a good business plan?

Creating Value and analyzing market

- The 3Cs framework for analyzing Value Proposition;
- Sources for new value proposition;
- Competitive Advantages vs. Disadvantages of new venture: market chasm crossing challenge;
- Porter's five forces analysis of competition in the new venture context.

Entrepreneurial Finance I & Marketing: The Basics
- What are the peculiarities of financial management in entrepreneurial context?
- The importance of Cash for entrepreneurial venture: the perils of incorrect capitalization.
- How to project financial flows?
- The nature of uncertainty facing the new ventures and its impact on financial projections.

Entrepreneurial Finance II: Getting the Funds
- What are the different kinds and sources of funds?
- What are the relative advantages and disadvantages of the different sources? What are the factors to consider in choosing the sources?
- What is the impact of the stage of the venture on funding strategies?

Strategic management of entrepreneurial ventures: protecting the idea.
- Intellectual Property and Other Legal Issues:
- What is intellectual property? What are ways of protecting it and how does it influence the strategy of entrepreneurial firm (e.g. source of funding, identity of partners etc.)

Other forms of entrepreneurship
- Corporate Intrapreneurship:
- What is it? Why do firms allow and/or encourage it? How is it different from traditional notion of entrepreneurship? What are the barriers to this form of entrepreneurship?

- Social Entrepreneurship:
- Why are social entrepreneurial ventures founded? Are their measures of success different? The bottom of the Pyramid initiatives.

Goal Setting and Action Planning
- Developing goals
- Using goal setting as motivational principle
- How to do action planning
- Lean startup
- Customer discovery process

Entrepreneurial Leadership
- What is entrepreneurial leadership?
- Why is it important?
- Transactional vs transformational leadership
- LMX leadership

Person factors and Self-Motivation
- Which person factors are relevant for entrepreneurship
- How to manage one's own person
- How to cope with set-backs / failures
- Making errors
- Causation vs. effectuation

Building a founding team
- Dealing with conflicts
- Developing a good team
- Selecting optimal teams
- How to lead a team through the trough of sorrows in startup journey

Persuasion and Negotiating & Networking
- How to persuade a customer
- How to negotiate with angel investors / VCs
- How to prepare a discussion
- Strong and weak ties

Readings:

(a)   Compulsory/recommended reading:

(b)   Supplementary reading:

(Not compulsory)
Timmons, J. A. & Spinelli S. (2009). New Venture Creation: Entrepreneurship for the 21st Century.
McGraw-Hill/Irwin: Boston, MA.

Assessment (%):

Components	Weight
Group Project	50%
Individual Assignments	35%
Class Participation	15%
Subtotal	100%

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

Plagiarism is 'the practice of taking someone else's work or ideas and passing them off as one's own' (The New Oxford Dictionary of English). The University and School will not condone plagiarism. Students should adopt this rule - You have the obligation to make clear to the assessor which is your own work, and which is the work of others. Otherwise, your assessor is entitled to assume that everything being presented for assessment is being presented as entirely your own work. This is a minimum standard. In case of any doubts, you should consult your instructor.

Additional guidance is available at:
http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct

Online Module on Plagiarism:
http://emodule.nus.edu.sg/ac/

Pre-requisite(s):

None

Preclusion(s):

None