

course booklet

Summer School 2023

COURSES

Innovation & Entrepreneurship in the Service Sector
Innovation Strategy
International Human Resource Management
International Management
International Marketing
Introduction to International Business
Summer School: Data Science - An Overview
Summer School: Entrepreneurship in Family Firms
Entrepreneurship: TBA

course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	Innovation & Entrepreneurship in the Service Sector		
Module			
Course Unit Code	IFLV6593	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2023	ECTS Credits allocated	3.000

SPECIAL INFORMATION

Name of Lecturer	Vincent Magnini, PhD
Objective of the Course (Learning Outcomes)	Within the context of entrepreneurial firms, the overarching purpose of this course is to improve students' ability to generate and implement innovative concepts within service sector industries to enhance competitiveness. More specifically, the objectives are to apply innovation to: 1) the customer interfaces; 2) the internal dynamics within the firm that influence innovation; and 3) the external marketing activities.
Mode of Delivery	
Course Contents	Fostering cultures in entrepreneurial firms in which a steady stream of innovative ideas is generated, implemented, and evaluated using the following framework: Interactional marketing: This course addresses how to apply such innovative concepts in the area of customer interface through service design, script deviation, and atmospherics. Internal marketing: The culture of innovation should be throughout the entrepreneurial firm; therefore, internal dynamics of team performance and motivation are examined. External marketing: Because all entrepreneurial firms must entice potential customers to try their offerings, innovative practices in social media and guerilla marketing are also covered. All of the above concepts will be taught using a blend of theory and practice. That is, academic research will anchor innovative strategies and tactics.
Recommended Reading	Recommended reading: Anning-Dorson, T., Hinson, R. E., Amidu, M., & Nyamekye, M. B. (2018). Enhancing service firm performance through customer involvement capability and innovativeness. <i>Management Research Review</i> , 41(11), 1271-1289. Barrett, M., Davidson, E., Prabhu, J., & Vargo, S. L. (2015). Service innovation in the digital age: key contributions and future directions. <i>MIS quarterly</i> , 39(1), 135-154. Biswas, D., Szocs, C., Chacko, R., & Wansink, B. (2017). Shining light on atmospherics: How ambient light influences food choices. <i>Journal of Marketing Research</i> , 54(1), 111-123. Magnini, V. P., Crotts, J. C., & Zehrer, A. (2011). Understanding customer delight: An application of travel blog analysis. <i>Journal of Travel Research</i> , 50(5), 535-545. Salunke, S., Weerawardena, J., & McColl-Kennedy, J. R. (2013). Competing through service innovation: The role of bricolage and entrepreneurship in project-oriented firms. <i>Journal of Business Research</i> , 66(8), 1085-1097. Vilaplana, A., & Yamanaka, T. (2015). Effect of Smell in Space Perception. <i>International Journal of Affective Engineering</i> , 14(3), 175-182. Vink, J., Edvardsson, B., Wetter-Edman, K., & Tronvoll, B. (2019). Reshaping mental models—enabling innovation through service design. <i>Journal of Service Management</i> , 30(1), 75-104. Wetter-Edman, K., Vink, J., & Blomkvist, J. (2018). Staging aesthetic disruption through design methods for service innovation. <i>Design Studies</i> , 55, 5-26. Witell, L., Snyder, H., Gustafsson, A., Fombelle, P., & Kristensson, P. (2016). Defining service innovation: A review and synthesis. <i>Journal of Business Research</i> , 69(8), 2863-2872. Witell, L., Gebauer, H., Jaakkola, E., Hammedi, W., Patricio, L., & Perks, H. (2017). A bricolage perspective on service innovation. <i>Journal of Business Research</i> , 79, 290-298.

Planned Learning Activities and Teaching Methods	
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Assessment Methods and Criteria	Exam
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course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	Innovation Strategy		
Module			
Course Unit Code	IFLV6588	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2023	ECTS Credits allocated	3.000

SPECIAL INFORMATION

Name of Lecturer	FH-Prof. Dr. Yevgen Bogodistov
Objective of the Course (Learning Outcomes)	<p>Innovation management at the intersection of Innovation, Digital Technology, and Strategy has to deal with very diverse challenges: e.g., how to unleash creativity in the organization, how to set up an innovation-oriented organisation, how to tap into customer's innovation potential, how to identify the potential value of new digital technologies, how to select the right ideas, how to manage innovation projects and teams, and how to bring innovation successfully to the market and capture the resulting monetary value, and many others.</p> <p>The module sets out to discuss the key challenges that come along with innovation and its strategic implementation. In this course, we try to link environmental challenges with a company's innovation approach.</p>
Mode of Delivery	distance learning/e-learning
Course Contents	<p>In this course, we try to work on three different levels. First, we start with the creativity and how to produce a new idea. Idea creation happens on the individual level. Second, we need to build a bridge from an idea to an innovation which happens on the organisation level. Each organisation needs to see potential in an idea, select few ideas of many, and bring them to the market. Third, we need to think about the market level – how will competitors react on your innovation, how can you protect your idea, how can you position your idea in order to make it sustainable with regard to long-term profits. At the same level, we have to think about the perception of your idea. Perception of innovation is a cultural matter – not every idea fits the market and the consumers' expectations. During our classes, we work on all three levels in order to equip you with knowledge and skills necessary to make you and your organisation profitable. Knowledge: On successful completion of this module, students will be able to: • Distinguish core concepts of innovation and their different forms from incremental to radical • Identify the particularities of digital technologies and how those affect the way innovation management happens • Judge the different components of the innovation strategy and its impact on sustained firm's success • Understand innovation management within a firm • Estimate cultural aspects of innovation Competence: After successfully completing this module, students will be able to: • Ideate and build bridge from an idea to an innovation • Strategically position their innovation • Evaluate strategic options for solving challenges associated with innovation</p> <p>FH-Prof. Dr. Yevgen Bogodistov:</p> <p>During this class, we work on several innovation-related topics. In order to make the structure as interesting as possible, we will have not large topic blocks, but small slots. Each slot is dedicated to a topic or an exercise on the topic. We talk about: 1. Creativity. Can you learn to be creative? 2. Innovation. What do we call innovation? 3. Invention. Is every invention an innovation? 4. Innovation strategy. Can we achieve long-term results with our innovation? 5. Innovation capability? Can we develop one or are we "born" with it? 6. (Sustained)</p>

	Competitive advantage? How long does your idea last? 7. First mover advantage. To lead or to follow? and many others. Moreover, in our simulation game you will learn something interesting about the interactive nature of innovation strategy.
Recommended Reading	<p>Grant, Robert M., and Judith Jordan. 2015. Foundations of Strategy. 2nd ed. Chichester, West Sussex: Wiley</p> <p>Cohen, Wesley M., and Daniel A. Levinthal. 1990. "Absorptive Capacity: A New Perspective on Learning and Innovation." <i>Administrative Science Quarterly</i> 35 (1): 128–52</p> <p>David, P. A. (1985). Clio and the Economics of QWERTY. <i>The American economic review</i>, 75(2), 332-337.</p> <p>Fiske, Alan Page. 1992. "The Four Elementary Forms of Sociality: Framework for a Unified Theory of Social Relations." <i>Psychological Review</i> 99 (4): 689–723</p>
Additional Literature	<p>Pearce, J. & Robinson, R. (2010). Strategic Management – Formulation, Interpretation, and Control. Schilling, M. (2016). Strategic Management of Technological Innovation. New York: McGraw-Hill. Shuradze, Giorgi, Yevgen Bogodistov, and Heinz-Theo Wagner. 2018. "The Role of Marketing-Enabled Data Analytics Capability and Organizational Agility for Innovation: Empirical Evidence from German Firms." <i>International Journal of Innovation and Technology Management</i> 22 (4): 1850037</p>
Planned Learning Activities and Teaching Methods	In this course, we will have a series of lectures with discussion. We also run an innovation strategy simulation (online). Group work is performed both during lectures and as a part of the simulation.
Assessment Methods and Criteria	null

course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	International Human Resource Management		
Module			
Course Unit Code	IFLV6503	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2023	ECTS Credits allocated	3.000

SPECIAL INFORMATION

Name of Lecturer	Dr. Karin Sixl-Daniell
Objective of the Course (Learning Outcomes)	
Mode of Delivery	distance learning/e-learning
Course Contents	Human Resources in an International Context helps students to develop the skills and provides the tools and frameworks necessary for a manager to function effectively in an international business setting. The topics in this course include the analysis of national environments for HRM, challenges and opportunities in IHRM and the management of expatriates as well as a range of cases and discussion topics.
Recommended Reading	Parboteeah P., Cullen J. (2018): International Business: Perspectives from developed and emerging markets. Routledge - you can access the book via the following links: Perlego: https://bit.ly/38oL5ck Proquest: https://bit.ly/2UZ8wWw Stone, R. J. (2013). Human Resource Management. 8th ed. Australia: John Wiley & Sons http://open.lib.umn.edu/humanresourcemanagement/ Sparrow P. (2016): Globalising Human Resource Management. Routledge Rees G. (Ed.) (2014): Strategic Human Resource Management. An international perspective. Sage Crawshaw J.R., Budhwar B.S., Davis A. (Eds.) (2014): Strategic human resource management. An international perspective. Sage Please also see the respective weeks' readings.
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and individual and group work.
Assessment Methods and Criteria	null

course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	International Management		
Module			
Course Unit Code	IFLV6594	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2023	ECTS Credits allocated	3.000

SPECIAL INFORMATION

Name of Lecturer	Prof. Dr. Christian Schuchardt
Objective of the Course (Learning Outcomes)	<p>Knowledge and understanding (extension, consolidation and understanding of knowledge):</p> <ul style="list-style-type: none">• Consolidation of general basic issues of company internationalization, its steps and strategies• Understanding the typical challenges of management decision making in an international or global context, the role of customer behavior, market and environment, country and market related research, country market selection and risk assessment, market entry strategies as well as of selected management decision areas within the global management context between standardization and differentiation. <p>Using, applying and generating knowledge (applying and transferring knowledge, Scientific innovation):</p> <ul style="list-style-type: none">• Identify and explore the external factors which impact upon the international strategies of companies in the global context and assess differences in country environments;• Identify data sources and apply research methods relating to customers, trade and competitors in a global market context;• Select and apply tools and techniques to evaluate country markets and country risks for international country and market selection;• Assess the typical international market entry strategies;• Identify and explore issues, reasons and basic forms of intercultural differences and their possible impact on international team environments <p>Communication and cooperation:</p> <ul style="list-style-type: none">• Being able to collaborate in an intercultural team to generate suitable joint work outcomes on an academic level (joint in-class group work);• Increased sensitivity for international as well as intercultural issues and differences and resulting challenges as well as having trained applied communicative solution approaches in an intercultural diverse team collaboration;• Developing leadership skills by applying and coordinating international strategic management concepts in intercultural team work contexts in case and group work settings; <p>Reflection of academic and professional identity:</p> <ul style="list-style-type: none">• Interpret the implications of different environmental aspects on international management decisions, including cultural impacts• Reflect on their learning, acting and intercultural communication and collaborative intellectual as well as behavioral learning during the group and class exercises;• Identify, assess and articulate their current abilities in relation to transferable skills in an intercultural context required by employers and for the development of their studies and other activities. (reflective statement)• Develop and applying intercultural competencies and collaboration skills in group work and case presentations in class;
Mode of Delivery	

Course Contents	<p>Prof. Dr. Christian Schuchardt:</p> <ul style="list-style-type: none"> • Discussion the drivers of globalisation, internationalisation of companies in theory and practice: motives, processes and strategies, strategic framework, the international information base: foreign environment as central challenge, models of environmental analysis, management information needs, international information sources, the international market research process, target markets: selection and evaluation of target markets, risk evaluation, target country portfolio, international market segmentation, market entry: market entry strategies (MES), ownership strategies between market and co-operation, joint ventures and licenses • Selected strategic and operative issues of functional business areas in the international and global setting: marketing, sales, production, R&D, IT, purchasing, personnel etc.
Recommended Reading	<ul style="list-style-type: none"> • Material given in class or through the SAKAI Online Platform (major slides used in class) • Keegan, Warren, J., Green, Mark C. (2020): Global Marketing. 9th Ed., Pearson, Harlow, UK, et al. • Hollensen, Svend (2020): Global Marketing. A decision-oriented approach. 8th Edition. Pearson, Harlow, UK, et al. • De Wit, B. (2020): Strategy. An International Perspective. 7th Edition Cengage, Andover U.K. • Case studies from various sources (SAKAI data base and handouts)
Additional Literature	<ul style="list-style-type: none"> • Dereksy, H. (2013): International Management. Managing across Borders and Cultures. Text and Cases. Global Edition, 8th Ed., New York • Dülfer, E., Joestingmeier, B. (2011): International Management in intercultural diverse Areas. 2nd ed. Muenchen • Gooderham, P.M., Grogard, B., Nordhaug, O. (2013): International Management in Theory and Practice. Cheltenham, U.K. • Hollensen, S. (2013): Global Marketing. A decision-oriented approach. 6th Edition. Prentice Hall, London, New York, et al. • Luthans, F., Doh, J.P. (2011): International Management: Culture, Strategy, and Behavior. Mcgraw-Hill Publ.Comp., 8th ed., New York • Kotabe, M.; Helsen, K. (2000): Global Marketing Management, 2nd ed., N.Y. • Mead, T.J., Andrews, R. (2009): International Management. 4th Ed., Wiley & Sons., Hoboken, N.J. • Morschett, D., Schramm-Klein, H., Zentes, J. (2010): Strategic International Management. Text and Cases 2nd. Ed., Wiesbaden
Planned Learning Activities and Teaching Methods	<p>The course applies an interactive mix of lectures, discussions, individual and group work. The learning experience will consist of</p> <ul style="list-style-type: none"> • Lectures with joint discussions of theory concepts, models and techniques • Multi-media teaching methods and case seminars <p>Self-managed learning:</p> <ul style="list-style-type: none"> • Individual and in-group study of provided learning material • Case work in groups • Peer presentations and case study reports are presented in class
Assessment Methods and Criteria	<ul style="list-style-type: none"> • In-class group presentations • Reflective Statement

course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	International Marketing		
Module			
Course Unit Code	IFLV6512	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2023	ECTS Credits allocated	3.000

SPECIAL INFORMATION

Name of Lecturer	Rene Dentiste Mueller, Ph.D.
Objective of the Course (Learning Outcomes)	The objectives of the course are to have students: 1) have a raised consciousness of the importance of viewing international marketing management strategies from a global perspective; 2) learn fundamental principles and theories of international marketing; and 3) develop professional skills needed for identifying and analysing important cultural and environmental uniqueness of any nation or global region.
Mode of Delivery	face-to-face
Course Contents	Scope and Challenge of International Marketing- globalization and population trends, rational of internationalization, and emerging markets New trends such as green marketing, corporate social responsibility and social media. The International Marketing Environment different context (political and economic environments, cultures, norms, laws). Multinational trade agreements and strategies related to products, pricing, logistics, and integrated marketing communications and explored. The courses will examine international marketing and marketing decisionmaking by focusing on country differences and how managers develop strategies for coping. Emphasis is placed on marketing techniques and methods of expanding participation in foreign markets. Daily quizzes will be given on assigned readings
Recommended Reading	Mueller: Levitt, T (1983) The Globalization of Markets by T Levitt. Harvard Business Review (1983) May-June Ghemawat, P ((2001) Distance Still Matters, Harvard Business Review, Sept. QUICK READINGS • The Global Halal market • Local vs Global Brands • Bottom of the Pyramid • Should You Care about Country of Origin Impact? • How Ikea Tweaked its products • Why Oakley's "Asian fit" sunglasses aren't racist, just science • For Brands Moving to Asia, Ensure Sizing Isn't Lost in translation • Mercedes Sprinter Van
Additional Literature	Cateora and Graham (any edition) International Marketing , McGraw Hill: New York
Planned Learning Activities and Teaching Methods	Planned learning activities and teaching methods - Lecture, Case Studies, Project-Based Learning
Assessment Methods and Criteria	Short projects (4) and exam.

course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	Introduction to International Business		
Module			
Course Unit Code	IFLV6535	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	
Semester	Spring 2023	ECTS Credits allocated	3.000

SPECIAL INFORMATION

Name of Lecturer	Professor Dr. Donald Sparks, PhD
Objective of the Course (Learning Outcomes)	After taking this class, students will: 1. Understand the fundamental theories and practices of international business; Recognize and appreciate the complexity of entering an international market; Understand the relationship between government and international business; and, Better understand the impact of physical, cultural, political, legal and financial forces in international business.
Mode of Delivery	
Course Contents	This course provides students with an overview introduction to international business, presenting views from both the home and host country perspectives. The wide range of international business topics covered includes the future of globalization, foreign direct investment, international trade and trade blocs, emerging markets, foreign exchange, global sourcing, marketing, and other international economic concepts. This course provides a solid foundation for the subsequent courses in international business.
Recommended Reading	"Globalization" "Globalization and International Linkages"; "International Trade Theory"; "Government Policy and International Trade"; "Regional Economic Integration"; "The Foreign Exchange Market"; "Introducing Economic Development: A Global Perspective"; "Regional Trade Agreements: Myths and Misconceptions"; "The Spread of International Trade Agreements"; "Who cares about Fair Trade? An Introduction to the Journal of Fair Trade and the Fair Trade Society"; "The Fairness of Fair Trade"; "Free Trade vs Fair Trade, Again"; "The Economics of Fair Trade"; "The Truth About Trade: What Critics get Wrong about the Global Economy"; "Trade, Development and Inequality"
Additional Literature	Selected articles from the Economist and other publications.
Planned Learning Activities and Teaching Methods	The class will include interactive lectures, in-class debates, group discussions and presentations and a field trip to the mint in Hall in Tirol.
Assessment Methods and Criteria	Assessment includes an in-class final exam, a map test, participation in debates and presentations.

course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	Summer School: Data Science - An Overview		
Module			
Course Unit Code	IFLV0099	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	1
Semester	Spring 2023	ECTS Credits allocated	3.500

SPECIAL INFORMATION

Name of Lecturer	Dr. Peter Schwazer, Walter Boyajian, PhD, Mag. Mario Tuta		
Objective of the Course (Learning Outcomes)			
Mode of Delivery			
Course Contents	• Introduction: What is Data Science? • Statistical Inference • Exploratory Data Analysis Data Science Process • Three Basic Machine Learning Algorithms • Machine Learning Algorithm and its Usage • Feature Generation and Feature Selection • Recommendation Systems: Building a User-Facing Data Product • Mining Social-Network Graphs • Data Science and Ethical Issues		
Recommended Reading			
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and individual and group work.		
Assessment Methods and Criteria	null		

DAY 4: THE MONEY: Financing & financial planning

- Business Plan and budget planning
- Finance Strategy: Types of funding, funding structure and instruments
- Grants & third party funds: how to apply and setting up a proposal (+exercise to practice)
- Venture Philanthropy / High Engagement Philanthropy, Impact Investors

DAY 5: THE PLAN: Business planning & Pitch Training

- Business Planning and company formation
- Strategic Management for Entrepreneurs
- Pitching your business idea (incl. creating a pitch video)

Recommended Reading

Planned Learning Activities and Teaching Methods

The course will be delivered fully online using MCI's online learning infrastructure (Learning Management System, Video-Conferencing Tool, other tools as needed). Participants will be introduced to the main features as part of the kick-off session.

Assessment Methods and Criteria

Due to the strong practical relevance, it makes sense to use the already running projects of the BKMC Scholars as examples to apply the learning content, i.e. the program will be based on an approach that combines compact input on the relevant topics with real-life projects currently being worked on by the scholars. This form of project-based learning will allow for effective combination of theoretical input that is immediately applied, strengthening understanding, transfer and learner motivation. For example, buddy pairs can be formed in which a learner who already has a project works together with a learner who does not yet have one, and important learning can be achieved for both sides (intercultural exchange, peer feedback and new ideas for one's own project, concrete example of application). This strategy would also strengthen the collaboration and social networking opportunities amongst participants, creating strong connections in the online setting.

course description

Winter & Summer Schools

GENERAL DATA

Course Unit Title	Summer School: Entrepreneurship in Family Firms		
Module			
Course Unit Code	IFLV6543	Type of Course Unit	ILV
Level of Course Unit	Bachelor	Year of Study	1
Semester	Spring 2023	ECTS Credits allocated	3.000

SPECIAL INFORMATION

Name of Lecturer	FH-Prof. PD MMag. Dr. habil. Anita Zehrer, Mag. Gundula Glowka, Valerie Nickel, BSc, BSc, MSc
Objective of the Course (Learning Outcomes)	<p>This module aims to provide students with a core understanding of entrepreneurship, theory and practice through a blend of theoretical and experiential learning activities. This course explores and develops an understanding of entrepreneurship and the wider enterprise business environment. The course explores and covers theoretical concepts relating to entrepreneurship, idea development, creativity and innovation management, market analysis, strategic planning, resource management, operations management, financial planning, ethical/social enterprise, marketing and the role of the digital environment, as well as growth and internationalisation. Illustrated with real-life examples, this course aims to provide students with a critical understanding of the process of entrepreneurship both in theory and in practice.</p> <p>Specifically, the course aims to:</p> <ul style="list-style-type: none">• To raise awareness of the importance of entrepreneurship in the 21st century.• Introducing students to establish and emerging entrepreneurship methodologies.• Provide a deeper understanding of contemporary issues related to entrepreneurship theory and practice.• Demonstrate the role and importance of entrepreneurship to the Global economy.• Illustrate the ways in which entrepreneurship occurs in a variety of contexts.• Develop an understanding of entrepreneurial fundamentals (from opportunity identification and idea development to marketing and operations).• Develop student knowledge of the internal environment of the enterprise and its operations.• Enable students to acquire and develop an understanding of key entrepreneurial skills and tools.• Understand how businesses grow and the changing role of the entrepreneur.• Provide the opportunity to practice some entrepreneurial skills.• Provide practical experience of setting up a business• Develop understanding of organisational forms and structures.• Introduce students to the marketing function and business planning.• Develop student understanding of the interconnectedness between core elements of the business and its operation. <p>2</p> <ul style="list-style-type: none">• Enable students to acquire and develop understanding, knowledge and skills related to managing an entrepreneurial venture.• Enhance business skills via an understanding of the practical application of theoretical knowledge through assessment and guest speakers.• Engagement with the wider entrepreneurial ecosystem• To assist the development of skills (particularly critical evaluation of academic research, diagnostic, problem solving, team/group working, communication, written, presentation and IT skills) through both formative classroom based work and summative assessment. <p>The course involves lectures and tutorials, both of which will be highly interactive. Class participation is compulsory both in individual and group</p>

	activities which encourages creative thinking and 'learning by doing'. Class participation is highly rewarded and expected. Moreover, this class is designed to operate as a stepping stone for other classes in the second and third year of your studies. Therefore, you are expected to immerse yourself in its integrated design. Lectures provide the theory, the assignments are linked to practice and tutorials bridge the gap between the theory and practice.
Mode of Delivery	distance learning/e-learning
Course Contents	<p>1. Entrepreneurial Mindset Chapter 1 Learning Objectives 01: To introduce the concept of entrepreneurship and explain the process of entrepreneurial action. 02: To describe how structural similarities enable entrepreneurs to make creative mental leaps. 03: To highlight bricolage as a source of entrepreneurs' resourcefulness. 04: To introduce effectuation as a way expert entrepreneurs sometimes think. 05: To develop the notion that entrepreneurs cognitively adapt 06: To introduce sustainable entrepreneurship as a means of sustaining the natural environment and communities and developing gains for others. 2. Generating and Exploiting New Entries Chapter 3 Learning Objectives 01: To understand that the essential act of entrepreneurship involves new entry. 02: To be able to think about how an entrepreneurial strategy can first generate, and then exploit over time, a new entry. 03: To understand how resources are involved in the generation of opportunities. 04: To be able to assess the attractiveness of a new entry opportunity. 05: To acknowledge that entrepreneurship involves making decisions under conditions of uncertainty. 06: To be able to assess the extent of first-mover advantages and weigh them against first-mover disadvantages. 07: To understand that risk is associated with newness but there are strategies that the entrepreneur can use to reduce risk. 3. Creativity and the Business Idea Chapter 4 Learning Objectives 01: To identify various sources of ideas for new ventures. 02: To discuss methods available for generating new venture ideas. 03: To discuss creativity and creative problem solving techniques. 04: To discuss the importance of innovation. 05: To understand and be able to develop an opportunity assessment plan. 06: To discuss the aspects of the product planning and development process. 07: To discuss aspects of e-commerce. 4. Protecting the idea Chapter 6 Learning Objectives 01: To identify and distinguish intellectual property assets of a new venture including software and websites. 02: To understand the nature of patents, the rights they provide, and the filing process. 03: To understand the purpose of a trademark and the procedure for filing. 04: To learn the purpose of a copyright and how to file for one. 05: To identify procedures that can protect a venture's trade secrets. 06: To understand the value of licensing to either expand a business or start a new venture. 07: To recognize the implications of new legislation that affects board of directors and internal auditing processes for public companies. 08: To illustrate important issues related to contracts, insurance, and product safety and liability. 5. The Business Plan: Creating and Starting the Venture Chapter 7 Learning Objectives 01: To define what the business plan is, who prepares it, who reads it, and how it is evaluated. 02: To understand the scope and value of the business plan to investors, lenders, employees, suppliers, and customers. 03: To identify information needs and sources for each critical section of the business plan. 04: To enhance awareness of the value of the Internet as an information resource and marketing tool. 05: To present examples and a step-by-step explanation of the business plan. 06: To present helpful questions for the entrepreneur at each stage of the planning process. 07: To understand how to monitor the business plan. 08: To understand the importance of contingency planning 6. The Marketing Plan Chapter 8 Learning Objectives 01: To understand the relevance of industry and competitive analysis to the market planning process. 02: To describe the role of marketing research in determining marketing strategy for the marketing plan. 03: To illustrate an effective and feasible procedure for the entrepreneur to follow in engaging in a market research study. 04: To define the steps in preparing the marketing plan. 05: Understanding how to prepare a marketing budget. 06: To illustrate different creative strategies such as social media that may be used to differentiate or position the new venture's products or services. 7. The Organizational Plan Chapter 9 Learning Objectives 01: To understand the importance of the management team in launching a new venture. 02: To understand the advantages and disadvantages of the alternative legal forms for organizing a new venture. 03: To explain and compare the S corporation and limited liability company as alternative forms of incorporation. 04: To understand the implicatio</p>

Recommended Reading	
Planned Learning Activities and Teaching Methods	The course comprises an interactive mix of lectures, discussions and individual and group work.
Assessment Methods and Criteria	null