

MNGT3009: Business Development and Growth BINUS 2024



THE UNIVERSITY OF
NEWCASTLE
AUSTRALIA

MISSION: To develop a unique business school identity which is distinctive in the marketplace and provides a clear value proposition for students. This will be achieved by embedding the themes of entrepreneurship and innovation, digitalisation and data within our programs and embracing sustainability, work integrated learning and a commitment to social justice.

OVERVIEW

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| Course Description | Successful creation of an enterprise brings with it another challenge, that of sustained growth. This course builds on the 2000 level course Business Venturing by focusing on business development and sustainability (rather than the creation) of growth firms. The course examines concepts of entrepreneurship and key entrepreneurial processes, strategies and techniques that well - established firms may embrace to grow and succeed in this age of rapid, volatile, discontinuous change. |
| Contact Hours | Integrated Learning Session Face to Face On Campus 2 hour(s) per Week for Full Term Students are expected to complete 4 hours of guided learning via online preparation, lectures, interactive workshops, tutorials, discussion groups or self-directed learning and an additional 6 hours of independent study per week. |
| Unit Weighting | 10 |
| Assumed Knowledge & Pre-Requisites | Any Assumed Knowledge or Pre-Requisites for this course have been previously satisfied by the successful completion of courses within the approved student study plan. |
| Workload | Students are required to spend on average 120-140 hours of effort (contact and non-contact) including assessments per 10 unit course. |
| Course Learning Outcomes | On successful completion of this course, students will be able to: <ol style="list-style-type: none">1. Identify, articulate and select relevant contemporary business sustainability strategies;2. Predict, evaluate and select emerging trends that may impact company growth;3. Identify core personal entrepreneurial traits and skills required to lead successful company growth and sustainability;4. Demonstrate entrepreneurial decision making and rationale to ensure the long-term growth and sustainability of a business; and5. Recommend an appropriate business exit strategy when given a business scenario. |

COURSE OUTLINE

www.newcastle.edu.au

CRICOS Provider
00109J

ASSESSMENT DETAILS

This course has 3 assessments. Each assessment is described in more detail in the sections below:

| | Assessment Name | Due Date | Involvement | Weighting | Learning Outcomes |
|---|--|--|-------------|-----------|-------------------|
| 1 | Applied Learning Assessment | Friday, Week 4 by 11:59 pm Friday, Week 8 by 11:59 pm | Individual | 40% total | 1,2,4 |
| 2 | Written Reflection on an In Class Sales Activity | Friday, Week 10 by 11:59 pm | Individual | 30% | 3,4 |
| 3 | Individual Case Analysis | Friday, Week 13 by 11:59 pm | Individual | 30% | 1,2,3,4,5 |

Please note: students are advised that all assessments must be submitted in English. Assessment items not submitted in English will receive a mark of zero.

Results of individual assessment items and final results, including those provided via the Learning Management System (LMS) are 'unofficial results' until they are confirmed as finalised by the School Assessment Body and the Head of School or delegate. Finalised results are released directly to students on the Fully Graded Date of the relevant Semester/Trimester.

Time referenced is time in Jakarta, Indonesia

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| Late Submissions | The mark for an assessment item submitted after the designated time on the due date, without an approved extension of time, will be reduced by 10% of the possible maximum mark for that assessment item for each day or part day that the assessment item is late. Note: this applies equally to week and weekend days. |
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Assessment 1 - Applied Learning Assessment

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| Assessment Type | Written Short Answer Assignment |
| Purpose | The purpose of this assessment is to ensure students are able to demonstrate their analysis and recommendations of potential solutions to issues/problems posed using the relevant course content covered each week. |
| Description | Students are required to complete two rounds of short-answer questions throughout the semester. Answers are in response to questions issued by the facilitator and relate to the course content covered in the previous and current week/s of the semester. Students will be provided with scenarios, asked to analyse the situations and make recommendations that address the problem posed. Two submissions are required throughout the semester and workshop time will be provided in class the week before the assessment is due to allow students time to explore, discuss and address the problem posed in each question. |
| Weighting | 40% - total marks (20 marks per assessment round) |
| Length | Answers Round 1, 800 words 20% Answers Round 2, 800 words 20% |
| Due Date | Answers Round 1 – Friday, Week 4 by 11:59 pm Answers Round 2 – Friday, Week 8 by 11:59 pm |
| Submission Method | Online – via Turnitin |
| Assessment Criteria | The following four (4) criteria will be applied to assess each forum post: <ul style="list-style-type: none"> Evidence of a clear understanding of the issue/problem presented. Demonstrated ability to apply growth and sustainability approaches to the case study situation provided referring to relevant course content material and resources. Demonstrated ability to apply critical thinking to the situation presented. Demonstrated ability to construct an argument that provides a realistic rationale for the solutions presented in the answer. |
| Return Method | Online |
| Feedback Provided | Online – feedback provided with the return of the assessment |

Assessment 2 – Written Reflection on an In-Class Sales Activity

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| Assessment Type | Written Assignment |
| Purpose | The purpose of this assignment is to assess students' ability to reflect on their personal entrepreneurial traits and skills necessary to lead successful business development and growth. |
| Description | Students will complete an in-class activity in Week 9 (The Sales Process – Application) |

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| | and using feedback provided to them about their participation they are required to complete a 2000 word reflection reviewing their performance. This reflection must include self-analysis referenced back to relevant sales process theories. |
| Weighting | 30% |
| Length | 2000 words |
| Due Date | Friday, Week 10 by 11:59 pm |
| Submission Method | Online – via Turnitin |
| Assessment Criteria | The following five (5) criteria will be applied for evaluation of this assessment: <ul style="list-style-type: none"> • Demonstrated ability to complete self-analysis about performance. • Ability to compare and contrast performance to theoretical framework. • Ability to identify performance improvement opportunities for future situations. • Clarity of written expression. • Ability to reference academic sources (4 minimum) to required standards |
| Return Method | Online |
| Feedback Provided | Online – feedback provided with the return of the assessment |

Assessment 3 - Individual Case Analysis

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| Assessment Type | Case Analysis |
| Purpose | The purpose of this assignment is to assess students' ability to analyse and apply their understanding of growth strategies to a real-world business case study. |
| Description | Students are required to complete a 2000 word case analysis using the Australian business case explored throughout the semester. Students will be asked to summarise the growth strategies the business has already employed and to make recommendations on future strategies that the business may adopt to ensure ongoing and sustainable growth in the market. Students will be required to demonstrate skills in critical thinking, analysis, research and argument formulation. Students will be expected to draw on the learning completed each week and demonstrate their understanding of selected critical elements required for business growth and sustainability. |
| Weighting | 30% |
| Length | 2000 words |
| Due Date | Friday, Week 13 by 11:59 pm |
| Submission Method | Online – via Turnitin |
| Assessment Criteria | The following five (5) criteria will be applied for the evaluation of this assessment: <ul style="list-style-type: none"> • Evidence of critical analysis of the nominated business. • Evidence of applied learning to a business case. • Evidence of research undertaken to support recommendations presented in the case analysis. • Evidence of critical analysis of the topic outlined in the question. • Ability to reference academic sources (8 minimum) to required standards. |
| Return Method | Online |
| Feedback Provided | Online – feedback provided via essay return |

SYLLABUS

Course Content

Topics in the course include but are not limited to the following:

1. Theories and practice of business growth.
2. Key global trends and practices in business sustainability.
3. Entrepreneurial strategies, processes and techniques to pursue ongoing firm growth and success, including the use of mergers and acquisitions, developing strategic relationships, securing finance and developing appropriate organisation structures.
4. Identifying and developing internal company benchmarks to manage growth and sustainability and therefore apply appropriate decision-making strategies.
5. Identifying core entrepreneurial competencies required to lead company growth and sustainability.
6. Exit strategies for the developed business.

Course Materials

References for course readings will be provided under the Online Readings/Course Reserves tab on CANVAS. Students will be expected to source reading references themselves using NEWCAT and online journal databases. In some instances, copies of selected readings will be available online in Course Reserves
Please refer to the course CANVAS site for details of additional recommended texts.

SCHEDULE

| Week | Topic | Workshop Activities |
|------|--|---|
| 1 | Course Introduction & Expectations | To be posted on course CANVAS site |
| 2 | Growth vs Start Up | To be posted on course CANVAS site |
| 3 | Leadership Decision Making | To be posted on course CANVAS site IN-CLASS WORKSHOP ACTIVITY |
| 4 | Decision Making Tools | To be posted on course CANVAS site Assessment 1 due: Friday, Week 4 by 11:59 pm |
| 5 | Funding Growth | To be posted on course CANVAS site |
| 6 | Strategic Operations Planning | To be posted on course CANVAS site |
| 7 | Entrepreneurial Wellbeing | To be posted on course CANVAS site IN-CLASS WORKSHOP ACTIVITY |
| 8 | The Sales Process - Theory | To be posted on course CANVAS site Assessment 1 due: Friday, Week 8 by 11:59 pm |
| 9 | The Sales Process - Application | To be posted on course CANVAS site |
| 10 | International Growth | To be posted on course CANVAS site Assessment 2 due: Friday, Week 10 by 11:59 pm |
| 11 | Risk Management & Ethics in Small Business | To be posted on course CANVAS site |
| 12 | Exit Strategies | To be posted on course CANVAS site |
| 13 | Course Review | To be posted on course CANVAS site Course Review Assessment 3 due: Friday, Week 13 by 11:59 pm |

CONTACTS

School Offices

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ADDITIONAL INFORMATION

Grading Scheme

This course is graded as follows:

| Range of Marks | Grade | Description |
|----------------|-----------------------|--|
| 85-100 | High Distinction (HD) | Outstanding standard indicating comprehensive knowledge and understanding of the relevant materials; demonstration of an outstanding level of academic achievement; mastery of skills*; and achievement of all assessment objectives. |
| 75-84 | Distinction (D) | Excellent standard indicating a very high level of knowledge and understanding of the relevant materials; demonstration of a very high level of academic ability; sound development of skills*; and achievement of all assessment objectives. |
| 65-74 | Credit (C) | Good standard indicating a high level of knowledge and understanding of the relevant materials; demonstration of a high level of academic achievement; reasonable development of skills*; and achievement of all learning outcomes. |
| 50-64 | Pass (P) | Satisfactory standard indicating an adequate knowledge and understanding of the relevant materials; demonstration of an adequate level of academic achievement; satisfactory development of skills*; and achievement of all learning outcomes. |
| 0-49 | Fail (FF) | Failure to satisfactorily achieve learning outcomes. If all compulsory course components are not completed the mark will be zero. A fail grade may also be awarded following disciplinary action. |

Communication Methods

*Skills are those identified for the purposes of assessment task(s).

Communication methods used in this course include:

- CANVAS Course Site: Students will receive communications via the posting of content or announcements on the CANVAS course site.
- Email: Students will receive communications via their student email account.
- Face to Face: Communication will be provided via face to face meetings or supervision.

Course Evaluation

Each year feedback is sought from students and other stakeholders about the courses offered in the University for the purposes of identifying areas of excellence and potential improvement.

Oral Interviews

As part of the evaluation process of any assessment item in this course an oral examination may be conducted. The purpose of the oral examination is to verify the authorship of the material submitted in response to the assessment task. The oral examination will be conducted in accordance with the principles set out in the [Oral Examination Guidelines](#). In cases where the oral examination reveals the assessment item may not be the student's own work the case will be dealt with under the [Student Conduct Rule](#).

Academic Misconduct

All students are required to meet the academic integrity standards of the University. These standards reinforce the importance of integrity and honesty in an academic environment. Academic Integrity policies apply to all students of the University in all modes of study and

**Adverse
Circumstances**

in all locations. For the Student Academic Integrity Policy, refer to <https://policies.newcastle.edu.au/document/view-current.php?id=35>.

The University acknowledges the right of students to seek consideration for the impact of allowable adverse circumstances that may affect their performance in assessment item(s). Applications for special consideration due to adverse circumstances will be made using the online Adverse Circumstances system where:

1. the assessment item is a major assessment item; or
2. the assessment item is a minor assessment item and the Course Co-ordinator has specified in the Course Outline that students may apply the online Adverse Circumstances system;
3. you are requesting a change of placement; or
4. the course has a compulsory attendance requirement.

Before applying you must refer to the Adverse Circumstances Affecting Assessment Items Procedure available at:

<https://policies.newcastle.edu.au/document/view-current.php?id=236>

**Important Policy
Information**

The 'HELP for Students' tab in UoNline contains important information that all students should be familiar with, including various systems, policies and procedures.

This course outline was approved by the Head of School. No alteration of this course outline is permitted without Head of School approval. If a change is approved, students will be notified and an amended course outline will be provided in the same manner as the original.

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