

## ET5213 Managing New Ventures Course Outline

<b>Course Code</b>	ET5213
<b>Course Title</b>	Managing New Ventures
<b>Pre-requisites</b>	Nil
<b>No of AUs</b>	3
<b>Contact Hours</b>	Lectures: 26 Business Case Studies: 5 Business Case Presentations: 5 External Speaker: 3

### Course Aims

This course aims to help the students relate theoretical concepts of strategy and organization design with practical and execution issues of managing new ventures in today's economy. Strategies for new venture development and key elements that propel scaling up as well as impede growth will be explored. You will understand the process from starting a new venture to the growth and development of the venture, as well as concepts such as entrepreneurial motivation, new venture types, competitive analysis, go-to market strategies, raising funds for start-ups, harnessing human capital, and execute operations for sustainable growth.

### Intended Learning Outcomes (ILO)

By the end of this course, you should be able to:

ILO1: Describe and discuss the aggregate picture of managing new ventures in today's economy.

ILO2: Demonstrate broad knowledge in new venture development process from the aspects of market strategies, business models, fund raising, operations for profitability and sustainable growth.

ILO3: Determine relevant forms of new ventures with different entrepreneurial motivations and business scenarios.

ILO4: Conduct competitive analysis and formulate go-to market strategies.

ILO5: Identify and evaluate the risks and challenges of managing new ventures and apply relevant knowledge and skills for problem solving.

ILO6: Apply specific knowledge and skills for tasks related to formulating go-to-market strategies, managing human resource, collaborating with value chain partners, and developing growth strategies.

### Course Content

1. Entrepreneurs and New Ventures: What & Why
2. New Venture Development: How & Who
3. Forms of New Ventures: What kind
4. Product and Service Development
5. Develop the Performance Management System
6. Financial Management
7. How to Raise Start Up Capital
8. Managing A Venture – Human Capital
9. Managing A Venture – Operations, Profitability and Sustainability
10. Value Chain and Collaboration
11. Growth Strategies and Risk Management
12. Dynamic capabilities and Agility
13. Group Project Presentation

### Assessment (includes both continuous and summative assessment)

Component	Related Programme LO or Graduate Attributes	Weighting	Team/ Individual	Assessment Rubrics
1. Class Participation	ILO1, ILO2	20%	Individual	Appendix 1
2. Mid-term Continuous Assessment	ILO1, ILO2, ILO3	20%	Individual	MCQ
3. Project Presentation <sup>1</sup>	ILO4, ILO5, ILO6	40%	Team	Appendix 2
4. Final Reflection Report	ILO1, ILO2, ILO5	20%	Individual	Appendix 3
<b>Total</b>		100%		

### **Class Participation**

- Classroom discussion is vital to the learning process in this course. Each student is expected to contribute to class discussions and appropriate marks will be awarded continuously throughout the course on the basis of the quality of one's contribution. Assessment criteria will include demonstration of analytical capability, integrative thinking, and interpersonal and communication skills. Merely showing up for class does not constitute a contribution.

### **Mid-term Continuous Assessment**

- There will be a continuous assessment scheduled in Session 7. The assessment format will be multiple-choice questions (MCQs). Students will be given 30 minutes to complete the assessment during the class session. Topics covered from Session 1 to Session 6 will be tested. This assessment will motivate students to develop a critical understanding of the essential theories and concepts learned in this course.

### **Group Project / Project Presentation**

- Students will work in a group of 3-5 students, supervised by the course instructors. Each team will need to work through and come up with a detailed analysis of an identified major challenge of a new venture. In addition, each team will also need to come up with recommended solution to address the challenge.
- At the end of the T-Challenge, each team will submit a deck of PowerPoint slides for the final project presentation (maximum presentation time of 20 minutes and every team member must present – videos and other props can be included in the presentation – and 10 minutes of Question-and-Answer)

### **Final Reflection Report**

- Each student needs to submit a written report not exceeding 20 pages (Times New Roman 12-font size, double spacing, excluding cover page, tables, figures, charts, references and appendices).
- In this report, the student shall review how the team has applied relevant theories and tools learned in this course to identify the new venture challenge and come out with the recommended solution. In addition, the student shall reflect personal efforts and key learnings from the project.

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<sup>1</sup> Peer evaluation will be used in moderating the grading of project presentation and final written report for each individual team member's score.

### Formative feedback

Feedback will be provided in writing in response to their written submission. Ideas will be judged on its merit, impact, and feasibility.

Students will be encouraged to “find his voice” during the team and individual presentations. At the same time, sufficient time will be provided to promote discourse and clarification, and to collectively derive a higher level of abstraction and deeper level of conviction so as to persuade. It is envisaged that the classroom environment should be more accommodating to encourage confidence building.

### Learning and Teaching approach

Approach	How does this approach support you in achieving the learning outcomes?
Reading	Intensive study is required to break into the field of managing growth. Students needs to read deeply to formulate a broad view of what makes a company tick, and with that grasp of on-going challenges, deciding which direction to grow becomes more informed, disciplined and intuitive.
Picking a specific topic of interest to write	To promote independent thinking and development of business judgment and linking to an area of direct interest to the student.
Individual research & networking with the entrepreneurs and executives	Students explore entrepreneurial ideas through peer-to-peer learning. Promotes intensive and authentic conversations about direction as well as gaps in understanding. The students are encouraged to approach entrepreneurs and understand their mentality, as well as the management style. Moving out of their comfort zone within the school, and reaching out to the industry, through their networks and cold calling to simulate how life is like as a new venture entrepreneur or management executive.

### Reading and References

#### Textbook:

New Venture Management | The Entrepreneur's Roadmap for Development, Management, and Growth by Donald F. Kuratko, Jeffrey S. Hornsby | ISBN 0367466724

#### Reference

1. Introduction to Entrepreneurship Essentials  
<https://online.hbs.edu/courses/entrepreneurship-essentials/>
2. Entrepreneurship 101 with Gordon Jones | Harvard i-Lab  
[https://www.youtube.com/watch?v=7loBUOsy\\_ew](https://www.youtube.com/watch?v=7loBUOsy_ew)
3. MIT Entrepreneurship Lesson: What Do You Need to Start a Business  
[https://www.youtube.com/watch?v=sw-i3T4OjY4&list=PLQykyC1zr8f\\_ZcAZoTz-rruBBOP4Fmii5&index=6](https://www.youtube.com/watch?v=sw-i3T4OjY4&list=PLQykyC1zr8f_ZcAZoTz-rruBBOP4Fmii5&index=6)
4. The Explainer: What is a Business Model:  
<https://www.youtube.com/watch?v=C-vGu2mL38>
5. Stanford Webinar: Business Models for Entrepreneurs and Innovators:  
<https://www.youtube.com/watch?v=inQ8bATUoFM>

6. A Plan is Not a Strategy:  
<https://www.youtube.com/watch?v=iuYIGRnC7J8>
7. From Dreaming to Doing: How We Set and Achieve Goals:  
<https://www.youtube.com/watch?v=OnuJAHJEMKI&list=TLPQMDIwNDIwMjPk12PcjFvtCQ&index=2>
8. Steve Jobs talks about managing people:  
<https://www.youtube.com/watch?v=f60dhe14ARg>
9. How to create a high performance culture:  
<https://www.youtube.com/watch?v=BAdeFHLhKi4>
10. Kirsty Nathoo- Managing Startup Finances (Y Combinator):  
<https://www.youtube.com/watch?v=LBC16jhiwak>
11. What Is A Value Chain Analysis? 3 Steps  
<https://online.hbs.edu/blog/post/what-is-value-chain-analysis>
12. Six steps to successful supply chain collaboration  
<https://www.mckinsey.com/capabilities/operations/our-insights/six-steps-to-successful-supply-chain-collaboration>
13. ESG in The Value Chain  
[https://www.pwc.com/gx/en/issues/esg/esg-asia-pacific/esg-asia-pac-podcast-series/setting-the-stage-for-change.html?gclid=CjwKCAjw586hBhBrEiwAQYEnHc99323zbfNSC3QCxHeNc9l6hWq4BwTA18leiOBL58cOEZp2Q\\_MKqRoC4iYQAvD\\_BwE](https://www.pwc.com/gx/en/issues/esg/esg-asia-pacific/esg-asia-pac-podcast-series/setting-the-stage-for-change.html?gclid=CjwKCAjw586hBhBrEiwAQYEnHc99323zbfNSC3QCxHeNc9l6hWq4BwTA18leiOBL58cOEZp2Q_MKqRoC4iYQAvD_BwE)
14. Human capital, reverse engineering and new venture growth: The moderating role of competitive strategy, Adomako et al, Technovation, 2022
15. Entrepreneurship and growth: the strategic use of external resources, J. Carlos Jarillo, Journal of Business Venturing, 1989
16. How do new ventures grow? Firm capabilities, growth strategies and performance, Chen et al, International Journal of Research in Marketing, 2009
17. Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they?. *Strategic management journal*, 21(10-11), 1105-1121.
18. Baškarada, S. and Koronios, A. (2018), "The 5S organizational agility framework: a dynamic capabilities perspective", *International Journal of Organizational Analysis*, Vol. 26 No. 2, pp. 331-342.
19. Teece, D., Peteraf, M., & Leih, S. (2016). Dynamic Capabilities and Organizational Agility: Risk, Uncertainty, and Strategy in the Innovation Economy. *California Management Review*, 58(4), 13–35.
20. A Proposed Research Model of Entrepreneurial Motivation by Douglas W. Naffziger, Jeffrey S. Hornsby, Donald F. Kuratko
21. What They Don't Teach You at Harvard Business School: Notes from a Street-Smart Executive Paperback – by Mark H McCormack
22. Originals: How Non-Conformists Move the World by Adam M. Grant
23. Turning the Flywheel: A Monograph to Accompany Good to Great by Jim Collins
24. Good to Great: Why Some Companies Make the Leap...And Others Don't by Jim Collins
25. The Execution Premium: Linking Strategy to Operations for Competitive Advantage by Robert S. Kaplan (Author), David P. Norton (Author)
26. Performance Drivers: A Practical Guide to Using the Balanced Scorecard by Nils-Göran Olve, Jan Roy, Magnus Wetter
27. Funding for Start-Ups: A Guide to Fundraising by Yuen Samuel

### (1) General

Students are expected to complete all assigned pre-class readings and activities, attend all seminar classes punctually and take all scheduled assignments and tests by due dates. Students are expected to take responsibility to follow up with course notes, assignments and course related announcements for seminar sessions they have missed. Students are expected to participate in all seminar discussions and activities.

### (2) Absenteeism

Absence from class without a valid reason will affect your overall course grade. Valid reasons include falling sick supported by a medical certificate and participation in NTU's approved activities supported by an excuse letter from the relevant bodies.

If you miss a lecture, you must inform the course instructor via email prior to the start of the class.

### (3) Absence Due to Medical or Other Reasons

If you are sick and not able to attend a quiz or midterm, you must submit the original Medical Certificate (or another relevant document) to the administration to obtain official leave. In this case, the missed assessment component will not be counted towards the final grade. There are no make-up quizzes or make-up midterm.

## Academic Integrity

Good academic work depends on honesty and ethical behaviour. The quality of your work as a student relies on adhering to the principles of academic integrity and to the NTU Honour Code, a set of values shared by the whole university community. Truth, Trust and Justice are at the core of NTU's shared values.

As a student, it is important that you recognize your responsibilities in understanding and applying the principles of academic integrity in all the work you do at NTU. Not knowing what is involved in maintaining academic integrity does not excuse academic dishonesty. You need to actively equip yourself with strategies to avoid all forms of academic dishonesty, including plagiarism, academic fraud, collusion and cheating.

In view of the nature and objectives of the required assignments/CA of this course, the use of generative AI like ChatGPT is not authorised. If relevant instruments adopted by the university suggest a substantial use of generative AI in a student's assignments/CA, the course instructor will investigate the incident in collaboration with CITS (if necessary), to verify whether there has been unauthorised use of GAI that can potentially amount to plagiarism.

If you are uncertain of the definitions of any of these terms, you should go to the <https://entuedu.sharepoint.com/sites/Student/dept/ctlp/SitePages/Academic-Integrity.aspx> for more information.

## Course Instructors

Instructor	Office Location	Phone	Email
Dr Liu Ler Wen	NTU Entrepreneurship Academy		lerwen.liu@ntu.edu.sg or smie@ntu.edu.sg

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## Planned Weekly Schedule

Week	ILO	TOPICS	Remarks
1	ILO 1, 2	<p><b>Entrepreneurs and New Ventures: What &amp; Why</b></p> <ul style="list-style-type: none"> <li>• Overview of the course</li> <li>• The entrepreneur's motivation and purpose</li> <li>• Starting a new venture</li> <li>• From ideation to conceptualization</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• 'New Venture Management' by Donald F. Kuratko, Jeffrey S. Hornsby</li> <li>• Introduction to Entrepreneurship Essentials <a href="https://online.hbs.edu/courses/entrepreneurship-essentials/">https://online.hbs.edu/courses/entrepreneurship-essentials/</a></li> <li>• Entrepreneurship 101 with Gordon Jones   Harvard i-Lab <a href="https://www.youtube.com/watch?v=7loBUOsy_ew">https://www.youtube.com/watch?v=7loBUOsy_ew</a></li> </ul>	
2	ILO 2	<p><b>New Venture Development: How &amp; Who</b></p> <ul style="list-style-type: none"> <li>• Market Research and competitive analysis</li> <li>• Value proposition</li> <li>• Target customers and why</li> <li>• Communicate ideas and innovation</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• 'New Venture Management' by Donald F. Kuratko, Jeffrey S. Hornsby</li> <li>• MIT Entrepreneurship Lesson: What Do You Need to Start a Business <a href="https://www.youtube.com/watch?v=sw-i3T4OjY4&amp;list=PLQykyC1zr8f_ZcAZoTz-rruBBOP4Fmii5&amp;index=6">https://www.youtube.com/watch?v=sw-i3T4OjY4&amp;list=PLQykyC1zr8f_ZcAZoTz-rruBBOP4Fmii5&amp;index=6</a></li> </ul>	
3	ILO 3	<p><b>Forms of New Ventures: What kind</b></p> <ul style="list-style-type: none"> <li>• Sole Proprietorships</li> <li>• Partnerships</li> <li>• Private Limited</li> <li>• Legal Considerations</li> <li>• Country specific laws, rules and regulations</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• 'New Venture Management' by Donald F. Kuratko, Jeffrey S. Hornsby</li> </ul>	
4	ILO 2	<p><b>Product and Service Development</b></p> <ul style="list-style-type: none"> <li>• Design</li> <li>• Process</li> <li>• Supply chain</li> <li>• System integration</li> <li>• Customer and partners</li> </ul>	
5	ILO 2, 3, 6	<p><b>Develop the Performance Management System</b></p> <ul style="list-style-type: none"> <li>• Develop &amp; plan the strategy</li> </ul>	

		<ul style="list-style-type: none"> <li>• Launching the strategic initiatives</li> <li>• Stakeholders Management &amp; Aligning Organization Units and Employees</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• ‘Performance Drivers’ by Nils-Göran Olve, Jan Roy, Magnus Wetter</li> <li>• A Plan is Not a Strategy: <a href="https://www.youtube.com/watch?v=iuYIGRnC7J8">https://www.youtube.com/watch?v=iuYIGRnC7J8</a></li> <li>• From Dreaming to Doing: How We Set and Achieve Goals: <a href="https://www.youtube.com/watch?v=OnuJAHJEMK1&amp;list=TLPQMDIwNDIwMjPk12PcjFvtCQ&amp;index=2">https://www.youtube.com/watch?v=OnuJAHJEMK1&amp;list=TLPQMDIwNDIwMjPk12PcjFvtCQ&amp;index=2</a></li> <li>• Steve Jobs talks about managing people: <a href="https://www.youtube.com/watch?v=f60dheI4ARg">https://www.youtube.com/watch?v=f60dheI4ARg</a></li> <li>• How to create a high performance culture: <a href="https://www.youtube.com/watch?v=BAdeFHIhKi4">https://www.youtube.com/watch?v=BAdeFHIhKi4</a></li> </ul>	
6	ILO 2, 6	<p><b>Financial Management</b></p> <ul style="list-style-type: none"> <li>• Basic financial literacy</li> <li>• Sales Forecasts</li> <li>• Budgeting</li> <li>• Basic types of capital</li> <li>• Source of capital</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• Kirsty Nathoo- Managing Startup Finances (Y Combinator): <a href="https://www.youtube.com/watch?v=LBC16jhiwak">https://www.youtube.com/watch?v=LBC16jhiwak</a></li> </ul>	
7	ILO 2, 6	<p><b>How to Raise Start Up Capital</b></p> <ul style="list-style-type: none"> <li>• Public and private financing</li> <li>• Alternative sources of funding</li> <li>• Negotiations</li> <li>• Legal perspectives</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• ‘Funding for Start-Ups: A Guide to Fundraising’ by Yuen Samuel</li> </ul>	
8	ILO 2, 6	<p><b>Managing A Venture – Human Capital</b></p> <ul style="list-style-type: none"> <li>• Building A business based on quality</li> <li>• Attract the best multi-tasking diversified talents</li> <li>• Aim for the global markets</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• ‘New Venture Management’ by Donald F. Kuratko, Jeffrey S. Hornsby</li> </ul>	
9	ILO 1, 2, 5, 6	<p><b>Managing A Venture –Operations, Profitability and Sustainability</b></p>	

		<ul style="list-style-type: none"> <li>• Manage unconventionally yet with confidence</li> <li>• Staying flexible and strive for consistency</li> <li>• Be profitable and manage cashflow</li> <li>• The sustainability perspective</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• 'New Venture Management' by Donald F. Kuratko, Jeffrey S. Hornsby</li> </ul>	
10	ILO 2, 6	<p><b>Value Chain and Collaboration</b></p> <ul style="list-style-type: none"> <li>• Understanding the value chain</li> <li>• Components of a value chain</li> <li>• Value chain analysis</li> <li>• Collaboration strategies in supply chain / value chain</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• What Is A Value Chain Analysis? 3 Steps <a href="https://online.hbs.edu/blog/post/what-is-value-chain-analysis">https://online.hbs.edu/blog/post/what-is-value-chain-analysis</a></li> <li>• Six steps to successful supply chain collaboration <a href="https://www.mckinsey.com/capabilities/operations/our-insights/six-steps-to-successful-supply-chain-collaboration">https://www.mckinsey.com/capabilities/operations/our-insights/six-steps-to-successful-supply-chain-collaboration</a></li> <li>• ESG in The Value Chain <a href="https://www.pwc.com/gx/en/issues/esg/esg-asia-pacific/esg-asia-pac-podcast-series/setting-the-stage-for-change.html?gclid=CjwKCAjw586hBhBrEiwAQYEnHc99323zbfNSC3QCxHeNc9l6hWq4BwTA18leiOBL58cOEZp2Q_MKqRoC4iYQAvD_BwE">https://www.pwc.com/gx/en/issues/esg/esg-asia-pacific/esg-asia-pac-podcast-series/setting-the-stage-for-change.html?gclid=CjwKCAjw586hBhBrEiwAQYEnHc99323zbfNSC3QCxHeNc9l6hWq4BwTA18leiOBL58cOEZp2Q_MKqRoC4iYQAvD_BwE</a></li> </ul>	
11	ILO 2, 4, 5, 6	<p><b>Growth Strategies and Risk Management</b></p> <ul style="list-style-type: none"> <li>• Resource-based view</li> <li>• Venture capabilities</li> <li>• New venture growth strategies and performance</li> <li>• Internal and external forces of crisis and troubles</li> <li>• Managing risks associated with rapid growth</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• Human capital, reverse engineering and new venture growth: The moderating role of competitive strategy, Adomako et al, Technovation, 2022</li> <li>• Entrepreneurship and growth: the strategic use of external resources, J. Carlos Jarillo, Journal of Business Venturing, 1989</li> <li>• How do new ventures grow? Firm capabilities, growth strategies and performance, Chen et al, International Journal of Research in Marketing, 2009</li> </ul>	
12	ILO 1, 2, 5, 6	<p><b>Dynamic Capabilities and Agility</b></p> <ul style="list-style-type: none"> <li>• Dynamic capabilities: what are they?</li> </ul>	

		<ul style="list-style-type: none"> <li>• The essence of dynamic capabilities and measurement</li> <li>• Dynamic capabilities and venture performance</li> <li>• Dynamic capabilities and organisational agility</li> </ul> <p>Reference:</p> <ul style="list-style-type: none"> <li>• Eisenhardt, K. M., &amp; Martin, J. A. (2000). Dynamic capabilities: what are they?. <i>Strategic management journal</i>, 21(10-11), 1105-1121.</li> <li>• Baškarada, S. and Koronios, A. (2018), "The 5S organizational agility framework: a dynamic capabilities perspective", <i>International Journal of Organizational Analysis</i>, Vol. 26 No. 2, pp. 331-342.</li> <li>• Teece, D., Peteraf, M., &amp; Leih, S. (2016). Dynamic Capabilities and Organizational Agility: Risk, Uncertainty, and Strategy in the Innovation Economy. <i>California Management Review</i>, 58(4), 13–35.</li> </ul>	
13	ILO 1, 2, 4, 5, 6	<p><b>Group Project Presentation</b></p> <ul style="list-style-type: none"> <li>• Student in-class presentations</li> <li>• Expert critics and learning review</li> <li>• Debriefing</li> </ul>	

**Appendix 1: Assessment Criteria for Class Participation (20%)**

Criteria	Weighting	Performance Level		
		Fail standard (0-39)	Pass standard (40-70)	High standard (71-100)
Level of engagement	10%	Contributed infrequently to the course in terms of offering of ideas/ asking of questions/ volunteering answers	Contributed to the course by offering ideas/ asking questions/ volunteering answers at least once in each session.	Proactively contributed to the course by offering ideas/ asking questions/ volunteering answers multiple times every session.
Quality of contribution	10%	Contributions were not relevant and did not reflect understanding of the topics, draw connections, build upon remarks of other students, nor demonstrated critical thinking.	Average number of contributions were relevant and reflected understanding of the topics, draw connections, build upon remarks of other students, and/or demonstrated critical thinking.	Majority of contributions were relevant and reflected understanding of the topics, draw connections, build upon remarks of other students, and/or demonstrated critical thinking.
<b>Total</b>	<b>20%</b>			

**Appendix 2: Assessment Criteria for Project Presentation (40%)**

Criteria	Weighting	Performance Level		
		<b>Fail standard</b> (0-39)	<b>Pass standard</b> (40-70)	<b>High standard</b> (71-100)
Depth of insights into the new venture challenge	5%	Lack of insights into the challenge	Derived sufficient depth of insights into the challenge	Derived a good depth of insights into the challenge
Sourcing and application of suitable theories and tools to address the challenge	10%	Poor efforts in sourcing and application of suitable theories and tools to address the challenge	Satisfactory efforts in sourcing and application of suitable theories and tools to address the challenge	Excellent efforts in sourcing and application of suitable theories and tools to address the challenge
Feasibility and impact of the recommended solution	15%	The solution or recommendation is based on too many or unfounded assumptions, and the impact is rather unclear.	The solution or recommendation is reasonably feasible and relatively impactful.	The solution or recommendation is evidently feasible and has significant impact.
Clarity and engagement of the presentation	10%	The presentation is boring and not engaging.	The presentation is succinct and relatively engaging.	The presentation is succinctly creative and highly engaging.
<b>Total</b>	<b>40%</b>			

### Appendix 3: Assessment Criteria for Final Reflection Report (20%)

Criteria	Weighting	Performance Level		
		Low (0-39)	Pass (40-70)	High (71-100)
Organization of report	5%	Poorly organised; lacking opening, closing, or transition between sections; lacking or improper use of referencing.	Reasonably organised; proper opening, closing and transition between sections; proper use of referencing.	Well organised; smart opening, closing and transition between sections; professional use of referencing.
Review how the team has applied relevant theories and tools to identify the new venture challenge and come out with the recommended solution	7.5%	Poor effort in analysing how the team has applied relevant theories and tools to identify the new venture challenge and come out with the recommended solution	Logical and reasonable analysis on how the team has applied relevant theories and tools to identify the new venture challenge and come out with the recommended solution	Convincing and thorough analysis on how the team has applied relevant theories and tools to identify the new venture challenge and come out with the recommended solution
Reflect personal efforts and key learnings from the project	7.5%	Very limited reflection of personal efforts and key learnings in the project	Reasonable efforts and acceptable quality in the discussion of personal efforts and key learnings in the project	Exemplary efforts and high quality in the discussion of personal efforts and key learnings in the project
<b>Total</b>	<b>20%</b>			

**Appendix 4.1: CONFIDENTIAL PEER EVALUATION FORM FOR TEAM PROJECT**

~ to be completed online via Eureka in NTULearn

Name: \_\_\_\_\_

Seminar group: \_\_\_\_\_ Team # : \_\_\_\_\_

Please use the Peer Evaluation Rubric in Appendix 2.1b to evaluate your team members on each of the 5 stated attributes (on a scale of 1 to 7). State your ratings for each of your team members in the table below.

Index #	Name of team members	Attributes (on a scale of 1 to 7)				
		1 - RR	2 - CM	3 - CR	4 - CT	5 - RS
1						
2						
3						

If any of your ratings above is < 4, please provide a brief explanation to justify the ratings.

Index #	Brief explanation to justify a rating of < 4

## Appendix 4.2

### Teamwork & Interpersonal Skills (Peer Evaluation) Rubric

Learning Objective: The ability to work effectively with others in a group setting.

Traits	Performance	
<p><b><u>1. Roles and Responsibility (RR)</u></b></p> <p>Behaves professionally by upholding responsibility and assuming accountability for self and others in progressing towards the team's goal.</p>	<p><b>Scant</b></p> <p>Unclear about his/her own role; refuses to take a role in the group; insists to work individually and has limited coordination or communication with others.</p>	<p><b>Substantially Developed</b></p> <p>Always fulfills responsibilities; performs his/her role within the group with enthusiasm and demonstrates willingness to work collaboratively.</p>
<p><b>Evaluation: Scant <u>1</u> 2 3 4 5 6 <u>7</u> Substantially Developed</b></p>		
<p><b><u>2. Communication (CM)</u></b></p> <p>Identifies appropriate mechanisms to coordinate and correspond with team members.</p>	<p><b>Scant</b></p> <p>Modes of communication are not appropriate, causing confusion and miscommunication among team members.</p>	<p><b>Substantially Developed</b></p> <p>Modes of communication are appropriate, and maintaining timely communication and correspondence with team members.</p>
<p><b>Evaluation: Scant <u>1</u> 2 3 4 5 6 <u>7</u> Substantially Developed</b></p>		
<p><b><u>3. Conflict Resolution (CR)</u></b></p> <p>Resolves conflicts using a variety of approaches.</p>	<p><b>Scant</b></p> <p>Does not recognize conflicts or is unwilling to resolve conflicts.</p>	<p><b>Substantially Developed</b></p> <p>Consistently resolves conflicts through facilitating open discussion and compromise.</p>
<p><b>Evaluation: Scant <u>1</u> 2 3 4 5 6 <u>7</u> Substantially Developed</b></p>		
<p><b><u>4. Contributions (CT)</u></b></p> <p>Contributes positive input for the team; effectively utilizes one's knowledge and expertise.</p>	<p><b>Scant</b></p> <p>Largely disinterested in working in a group and refuses to participate; observes passively or is unwilling to share information with other team members.</p>	<p><b>Substantially Developed</b></p> <p><u>Actively attends and participates in all activities and provides meaningful contribution in articulating ideas and opinions.</u></p>
<p><b>Evaluation: Scant <u>1</u> 2 3 4 5 6 <u>7</u> Substantially Developed</b></p>		
<p><b><u>5. Relationship (RS)</u></b></p> <p>Maintains cooperative interaction with other team members regardless of</p>	<p><b>Scant</b></p> <p>Rarely listens to others and does not acknowledge the opinions that differ from his/her own.</p>	<p><b>Substantially Developed</b></p> <p>Engages in respectful relationships with all other members in the team. Embraces and accepts diverse points of view without prejudice.</p>

individual /cultural differences and respects diverse perspectives.

Evaluation: Scant 1 2 3 4 5 6 7 Substantially Developed

**References:**

*Teamwork Value Rubric - Association of American Colleges and Universities.* Retrieved from <http://www.aacu.org/value/rubrics/pdf/teamwork.pdf>