

PROPOSED COURSE OUTLINE FOR ET9133

Academic Year	2020	Semester	2
Course Coordinator			
Course Code	ET 9133		
Course Title	Managing Growing Enterprises		
Pre-requisites	ET9131; ET9132		
No of AUs	3		
Contact Hours	Lectures: 26 Business Case Studies: 4 Business Case Presentations: 7 External Speaker: 2		
Proposal Date			

Course Aims

This course aims to relate theoretical concepts of strategy and organization design with practical and execution issues in a growing enterprise context and studies the key elements that propel scaling up as well as impede growth. Investors commonly look for sustainable and repeatable growth in an enterprise performance, and what differentiates a start-up from making it and falling by the way side.

Intended Learning Outcomes (ILO)

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

- Outcome OT1: Formulate a view of a new product or service that might have potential as a viable business
- Outcome OT2: Develop an adaptive structure or organization to grow and scale
- Outcome OT3: Develop a simple and friendly business plan to attract attention and capital
- Outcome OT4: Present a business idea with conviction

Course Content

Drivers of Growth
Decision Making – As A Team
Business Model Canvas
Exercise on Business Model Canvas
Business Plan
Overseas Expansion Strategies
Accelerating Growth
IPO & Alignment of Key Stakeholders

Assessment (includes both continuous and summative assessment)

Component	Related Programme LO or Graduate Attributes	Weighting	Team/ Individual	Assessment Rubrics
1. Individual Class Participation	Competence, Communication,	20%	Individual	Appendix 1
2. Individual Write-Up	Analysis, Lateral thinking, Research	35%	Individual	Appendix 1
3. Business Plan	Finance, Strategy, Decision Making Communication	30%	Team	Appendix 2 & 2.1 (Peer assessment)
4. Business Plan	Written Communication	20%	Team	Appendix 2 & 2.1 (Peer assessment)

Submission related issues:

- i. Written Report Format: Times New Roman (min. 12 pts), Spacing 1.5, Margin 1-inch
- ii. Soft-copy in PDF or MS Word format to be uploaded into NTULearn in the course link found under 'Assignments' – maximum size 9.9 MB. Combine your entire Written Report into one PDF document which includes your cover page, declaration page (digital signature is acceptable), contents page, report as well as appendices
- iii. Name of file for Written Report
- iv. Name of file for Presentation Slides
- v. Note that there will be individual assessment during presentation and students are encouraged to participate

Additional Submission Requirement – Declaration Form

Self-appointed team leaders from each team are required to fill-in the NTC Declaration Form. The declaration form is to be included as the front cover page of the assignment. Any submission without the declaration form will be deemed as late and grades will be deducted accordingly.

Formative feedback

Feedback will be provided in writing in response to their written submission. Ideas will be adjudged on its merit, impact, and feasibility. The presentation will depend on the layout, the logic and overall ease of access.

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 students in achieving the learning outcomes?
Reading	Intensive study is required to break into the field of managing growth. Students need 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	We want to promote independent thinking and development of business judgment and linking to an area of direct interest to the student.
Team Case study	Students explore entrepreneurial ideas through peer-to-peer learning. Promotes intensive and authentic conversations about direction as well as gaps in understanding. The returns may not be immediate, but through group problem solving, students can become more effective in work groups in future.

Reading and References

Textbook:

By Bill Aulet, (First Edition) Disciplined Entrepreneurship: 24 Steps to a Successful Startup ISBN-13: 978-1118692288, Wiley

Author Bill Aulet is the managing director of the Martin Trust Center for MIT Entrepreneurship as well as a senior lecturer at the MIT Sloan School of Management

Reference

1. McKinsey Survey (Aug 2017) – *Mastering three strategies of Organic Growth*.
2. Blachman, A. (Sep 2018) – Cross-Border Business Is Becoming a Non-Negotiable. Are You Ready? Source: www.entrepreneur.com
3. Kuemmerle, W, *The Entrepreneur's Path to Global Expansion*, MIT Sloan Management Review Vol 46 (No.2), pp 42-49.
4. Skok, D - (2018) *Accelerate Your Start-up – It's Time to Floor It*. Source: <https://www.forentrepreneurs.com/accelerate-your-startup-spend-to-scale-the-business/>
5. Timmons, J. A. & Spinelli, S. *New Venture Creation – Entrepreneurship for the 21st Century*, New York: McGraw Hill/ Irwin.
6. *Organizations: behavior, structure, processes*. By James L. Gibson et al. McGraw-Hill Irwin, online resource (618 p).

7. *Human Resource Management : The Key Concepts*. By: Rowley, Chris. Hoboken : Taylor & Francis Ltd, online resource (321 p.)
8. Von Krogh, G. & Cusumano, M. A. (2001) *Three strategies for managing fast growth*, MIT Sloan Management Review Vol 42 (No.2), pp 53-61.
9. Alex Osterwalder & Yves Pigneurs (2010), *Business Model Generation*, Wiley.

Course Policies and Student Responsibilities

(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, and collusion and cheating. If you are uncertain of the definitions of any of these terms, you should go to the [academic integrity website](#) for more information. Consult your instructor(s) if you need any clarification about the requirements of academic integrity in the course.

Course Instructors

Instructor	Office Location	Phone	Email
Roderick Chia	NTC	6790 6675	roderickchia@ntu.edu.sg

Planned Schedule

Session	Outcome Alignment	Description
1	OT 1-4	Course Introduction - Overview of the course - Serving A Need & Issues faced in the growth stage - Choice of Individual Topic - Team Formation - Preparation of Business Plan
2	OT 1	Drivers of Growth - Market Demand & Concepts of Fulfilling the Need - Disruptive Offerings and market understanding, acceptance - Cost of Customer Acquisition & Channels - Talent
3	OT 2	Decision Making – As A Team - Formation of Management team - roles - Product Offering & development decisions - Sales & Marketing Investment decisions - Hiring decisions
4	OT 1 & 3	Business Model Canvas - The constituent components of the business model canvas - The impact of the components on business
5	OT 3	Exercise on Business Model Canvas
6	OT 3	Live Case Study and Dialogue with Practicing Entrepreneurs
7	OT 3	Business Plan I - Key elements - Assumptions and modelling - How fast to drive? Burn-rate versus growth - Financial metrics
8	OT 1,2,3	Overseas Expansion Strategies - Regional business operation - Regional marketing - Overseas sales channel / e-Commerce
9	OT 3	Business Plan Preparation - Teams
10	OT 4	Presentation of Business Plans – Teams
11	OT 4	Presentation of Cases of Accelerating Growth – Individuals
12	OT 1 & 2	IPO & Alignment of Key Stakeholders - What is an IPO? - Finance Performance - Recruitment, selection, hiring, retention and motivation of employees - Employee stock option scheme - Methods of compensation

