

COURSE SPECIFICATION DOCUMENT

Academic School/Department: Business and Economics

Programme: BA (Hons) Business Administration with
Combined Studies

FHEQ Level: 6

Course Title: Entrepreneurship Strategy

Course Code: ENT 6210

Course Leader: Sabine Spangenberg

Student Engagement Hours: 120

Lectures: 30

Seminar / Tutorials: 15

Independent / Guided Learning: 75

Semester: Fall/Spring/Summer

Credits: 12 UK CATS credits
6 ECTS credits
3 US credits

Course Description:

Entrepreneurship, with its emphasis on innovation, is seen to be the means by which both businesses and economies achieve sustained competitive advantage. The course will focus on company start-ups and growth of firms. It will cover the financing and venture capital aspect of entrepreneurial practice. Innovation, technology and marketing will be covered as areas of strategic action. The course aims to develop a deep understanding of opportunity, innovation and enterprise in micro and macro organisations. It seeks to provide students with insights to problems and issues associated with establishing and managing the development of any innovative enterprise or project.

Prerequisites: ENT 5200

Aims and Objectives:

The course aims to allow students to formulate an awareness of strategic areas, to critically appraise the related theory and practice of entrepreneurial strategy. At the same time the

course will provide students with the opportunity to apply theory to practice, thereby enabling them to learn by doing.

Programme Outcomes:

A2, A3, A4, A5, A7

B1, B2, B3, B4, B5

C1, C2

D1, D2

A detailed list of the programme outcomes is found in the Programme Specification. This is maintained by Registry and located at:

<https://www.richmond.ac.uk/programme-and-course-specifications/>

Learning Outcomes

Knowledge and

Understanding

- Understand the theories of strategy and entrepreneurial strategy
- Understand the Concept of Entrepreneurial Strategy An introduction to strategic thinking
- Understand the impact of entrepreneurial strategic approaches and process of strategic management
- Understand the fallacies of Strategic Planning, predetermination, detachment and of formalization.

Cognitive Skills

- Apply theories of entrepreneurial strategy through the formulation, implementation and evaluation of a strategic plan for an entrepreneurial organization.
- Apply strategic formulation and functional Strategies
- Be able to develop strategies which facilitate competitive advantage

Professional skills

- Critically evaluate and discuss the strategies that can stimulate entrepreneurship
- Understand how strategy creates and defines entrepreneurial opportunity
- Be able to evaluate financial statements in terms of evidence
- Be able to communicate effectively both verbally and in writing in relation to the topic

Key Skills

- Effective oral and written communication skills in a range of media.
- Ability to develop strong analytical skills through listening and reflecting.
- Knowledge and understanding in the context of the subject.

- Time management: organising and planning work.
- Independent working.
- Planning, monitoring, reviewing and evaluating own learning and development

Indicative contents

- Critical assessment and evaluation of theories of entrepreneurial strategy i.e. Mintzberg's 5 Ps of strategy
- Identification and exploitation of the business opportunity in a modern environment dependent on rapid communication, innovation, technology and marketing
- Application of Porter's strategy theory within a practical setting - the strategic window, identifying and analyzing the gap, scanning for opportunity, positioning the new venture and sustaining competitiveness
- Choice and selection of appropriate financial mechanisms to support growth and development, particular ways of financing and venture capital.
- Making use of the business plan as an entrepreneurial tool assessing the role of information systems as a driver for innovation and growth.
- Analysis and evaluation of the requirements for growth.
- Examination reflection upon and conveyance of strategies for entrepreneurial growth.

Assessment:

The assignment is designed to test the student's ability to identify the significant dimensions of a specific strategic situation selected, analyze them to focus on the vital issues and the relevant constraints and then to suggest and appraise possible strategies with a view to identifying the optimum. The assessment is composed of a Case Study Report and one 2 hour written examination.

The examination will be used to test subject-specific knowledge and the ability to employ the analytical skills developed in the Course.

This course conforms to the University Assessment Norms approved at Academic Board.

Teaching Methods:

Students will be exposed to a variety of teaching methods. Formal lectures will feature, but the emphasis of the delivery will rest with a semi-formal delivery style intended to encourage an active student participation and further group discussion of case work, writing and analysis, exposure to audio-visual resources.

Bibliography:

Indicative Text

Analoui, F & Karami, A (2003), *Strategic Management: in Small and Medium Enterprises*, London: Thomson.

Recommended

Carter, S & Jones-Evans, D (2006), *Enterprise and Small Business*, 2nd Edition, London: Prentice Hall

Grundy, T & Brown, L (2002), *Be Your Own Strategy Consultant: Demystifying Strategic Thinking*,
London: Thomson

Hitt, M., Camp, S & Sexton, D (2002), *Strategic Entrepreneurship: Creating a New Mindset*,
Oxford: Blackwell.

Hitt, M & Hoskisson, R (2005), *Strategic Management: Competitiveness and globalisation*, London: Thompson.

Meyer, G & Heppard, K (2000), *Entrepreneurship as Strategy: Competing on the Entrepreneurial Edge*, London: Sage

Mintzberg, H, Lampel, J, Quinn, J & Goshall, S (2003), *The Strategy Process: Concepts, Contexts and Cases*, Harlow: Pearson

Porter, M.E. (1980) *Competitive Strategy*, Free Press, New York, Free

Press. Rae, D (2007) *Entrepreneurship: From Opportunity to Action*,

London: Palgrave. Thompson, J (2001), *Strategic Management*,

London: Thomson.

Todeva, E. (2006), *Business Networks: Strategy and Structure*, New York: Taylor &

Francis. Whickham, P (2004), *Strategic Entrepreneurship*, Harlow: Prentice Hall.

Journals

Enterprise and Innovation Management Studies
Management Journal Entrepreneurship and Regional Development

Strategic
Journal

*of small Business and enterprise Development Entrepreneurship Theory and Practice
International Entrepreneurship and
Management Journal International Journal of Enterprise and Innovation
Journal of Business Venturing*

*Please Note: The core and the reference texts will be reviewed at the time of designing
the semester syllabus*

Change Log for this CSD:

Major or Minor Change ?	Nature of Change	Date Approved & Approval Body (School or LTPC)	Change Actioned by Academic Registr y