MGMT20132 *Innovation and Sustainable Business Development*
Term 1 - 2024

All details in this unit profile for MGMT20132 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

Rapid technological development and increased globalisation brings with it a wealth of new business and societal opportunities and challenges as competitive advantages of societies, nations and companies continue to change. This unit focuses on developing your ability to think creatively about anticipating and responding to these developments and to identify opportunities and directions of sustainable growth. The unit develops your abilities to recommend practical innovation systems and programs for organisations. The unit improves your skills in analysing and synthesising information and developing solutions to improve the long-term sustainability of a business or organisation. You learn about concepts, principles, tools and techniques relevant to all phases of idea generation, concept development and commercialisation of new business models, new business processes, new products, new services and solutions to societal challenges. This unit identifies and explores the issues in implementing these solutions, while recognising the competencies, power and access to resources of the individual and the organisation. If you have successfully completed the unit MGMT20128 you should not enrol in this unit.

Details

Career Level: *Postgraduate*
Unit Level: *Level 9*
Credit Points: *6*
Student Contribution Band: *10*
Fraction of Full-Time Student Load: *0.125*

Pre-requisites or Co-requisites

There are no requisites for this unit.
Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure (Higher Education Coursework)](#).

Offerings For Term 1 - 2024

- Brisbane
- Melbourne
- Online
- Sydney

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment
Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

Regional Campuses
Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

Metropolitan Campuses
Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview
1. **Written Assessment**
Weighting: 50%
2. **Written Assessment**
Weighting: 50%

Assessment Grading
This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the University's Grades and Results Policy for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the CQUniversity Policy site.
You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the CQUniversity Policy site.

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Student Unit Evaluations and feedback

Feedback

Students continue to provide positive feedback about this unit. An example: "I have found this unit to be one of the most valuable I have completed as part of the MBA. The tools and their practical application have been invaluable to me. I admit it was challenging as I do not come from an area of work that I would consider "innovative", however being able to see how to use the tools to develop and assess new ideas for the business has been so powerful to the point that I have started incorporating them into my standard work environment."

Recommendation

The ongoing unit improvement activities must be continued to maintain the unit focus on contemporary developments in innovation and sustainable business development concepts and practices.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Discuss the range of innovation strategies and paths available to ensure future sustainability and viability of a business or organisation
2. Critically analyse information that provides insight into innovation and business development processes
3. Develop and evaluate innovative solutions to improve the sustainability and viability of a business or organisation
4. Recommend practical innovation systems and programs that foster and commercialise innovative solutions for organisations
5. Critically evaluate one's own personal capabilities and the resources available to implement innovation and business development projects
6. Effectively communicate commercially, socially viable and ethical innovation systems and business proposals for businesses and organisations

Alignment of Learning Outcomes, Assessment and Graduate Attributes

Legend: ▬ N/A Level | ○ Introductory Level | ● Intermediate Level | ● Graduate Level | ○ Professional Level | ○ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
1 - Written Assessment - 50%	●	●	●	●	●	●
2 - Written Assessment - 50%	●	●	●	●	●	●

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
1 - Knowledge	○	○	○	○	○	○
2 - Communication	○	○	○	○	○	○
3 - Cognitive, technical and creative skills	○	○	○	○	○	○
4 - Research		○				○
5 - Self-management	○				○	○
6 - Ethical and Professional Responsibility	○				○	○
7 - Leadership				○	○	○
8 - Aboriginal and Torres Strait Islander Cultures						

Textbooks and Resources

Textbooks
MGMT20132

Prescribed

Disciplined Entrepreneurship Workbook
(2017)
Authors: Aulet, B.
John Wiley and Sons
Hoboken , New Jersey , USA
ISBN: 9781119365785
Binding: eBook
MGMT20132

Supplementary

Disciplined Entrepreneurship
(2013)
Authors: Aulet, B.
John Wiley and Sons
Hoboken , New Jersey , USA
ISBN: 9781118720812
Binding: eBook

View textbooks at the CQUniversity Bookshop

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Zoom (both microphone and webcam capability)

Referencing Style

All submissions for this unit must use the referencing style: American Psychological Association 7th Edition (APA 7th edition)
For further information, see the Assessment Tasks.

Teaching Contacts

Tage Andersson Unit Coordinator
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Schedule

Week 1: Introducing innovation, the process, and the toolbox - 04 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Introducing innovation, the process, and the toolbox	Moodle learning resources Aulet (2013, 2017) Preface and Introduction	Workshop

Week 2: Developing the innovation strategy - 11 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Developing the innovation strategy	Moodle learning resources Aulet (2013, 2017) Competitive advantage - Why you and not a competitor? DE steps 10 and 11	Workshop

Week 3: Generating opportunity insight to shape the innovative business idea - 18 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Generating opportunity insight to shape the innovative business idea	Moodle learning resources Aulet (2013, 2017) Getting started - DE step 0	Workshop

Week 4: Identifying the customer, their problems, needs, and desires - 25 Mar 2024

Module/Topic	Chapter	Events and Submissions/Topic
Identifying the customer, their problems, needs, and desires	Moodle learning resources Aulet (2017) A practical guide to primary market research. Aulet (2013, 2017) Initial market - Who is your customer? DE steps 1, 2, 3, 4, and 5.	Workshop

Week 5: Ideating, prototyping, and testing customer solutions, products, and services - 01 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Ideating, prototyping, and testing customer solutions, products, and services	Moodle learning resources Aulet (2013, 2017) Value creation – What can you do for your customer? DE steps 6, 7, 8, and 9.	Workshop

Vacation Week - 08 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Take a break and get refreshed	There are no readings for this week	There is no workshop for this week

Week 6: Innovating the business model and assessing its complexity - 15 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Innovating the business model and assessing its complexity	Moodle learning resources Aulet (2013, 2017) Product unit economies - Can you make money? DE steps 15 and 16.	Workshop **Novel value proposition and self-reflection** Due: Week 6 Friday (19 Apr 2024) 11:45 pm AEST

Week 7: Reducing innovation uncertainty and risk - 22 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Reducing innovation uncertainty and risk	Moodle learning resources Aulet (2013, 2017) Design and build – How do you produce the product? DE steps 20, 21, 22, and 23	Workshop

Week 8: Designing new sales channels and processes - 29 Apr 2024

Module/Topic	Chapter	Events and Submissions/Topic
Designing new sales channels and processes	Moodle learning resources Aulet (2017) Windows of Opportunity/Triggers Aulet (2013, 2017) Customer acquisition – How does your customer acquire your product? DE steps 12 and 13 Aulet (2013, 2017) Sales – How do you sell your product? DE step 18	Workshop

Week 9: Designing new business operations, value chains, and ecosystems - 06 May 2024

Module/Topic	Chapter	Events and Submissions/Topic

| Designing new business operations, value chains, and ecosystems | Moodle learning resources | Workshop |

Week 10: Establishing new business projects, units and ventures - 13 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Establishing new business projects, units and ventures	Moodle learning resources Aulet (2013, 2017) Overall Economics – Does your product make money? DE step 17 and 19	Workshop

Week 11: Scaling the business to increase value creation and capture - 20 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
Scaling the business to increase value creation and capture	Moodle learning resources Aulet (2013, 2017): Scaling – How do you scale your business? DE steps 14 and 24	Workshop

Week 12: Reflecting to capture learning from innovation - 27 May 2024

Module/Topic	Chapter	Events and Submissions/Topic
		Workshop
Reflecting to capture learning from innovation	Moodle learning resources	**Novel business proposition and self-reflection** Due: Week 12 Thursday (30 May 2024) 11:45 pm AEST

Assessment Tasks

1 Novel value proposition and self-reflection

Assessment Type
Written Assessment

Task Description
This assessment must be completed by students individually. The assessment is designed for students to develop innovation insight and practices aimed at developing a novel value proposition (solution, product, or service that is new or original) for an existing business or organisation and aligned with the strategic trajectory of the business or organisation. The assessment is also designed for students to self-reflect on their own innovation capabilities and practices. The assessment involves writing a 2000-word report for a novel value proposition within an existing business or organisation in response to the assessment task, guidance and marking rubric provided on the unit website in Moodle. You are strongly encouraged to discuss your assessment ideas and suggestions in class with fellow students and your local lecturer before you complete and submit the assessment.

Assessment Due Date
Week 6 Friday (19 Apr 2024) 11:45 pm AEST

Return Date to Students

Results and feedback will be made available on the unit website within 2 weeks.

Weighting
50%

Assessment Criteria
Your report will be assessed according to the following criteria.
Your report must demonstrate:

1. Logical and persuasive articulation of the big idea; the problem insight; the problem worth solving; the targeted customers; the customer solution (the novel value proposition such as a new product or service); the market size; the competition; the competitive advantage and strategic fit. (This includes all elements in the value proposition canvas by Osterwalder, Pigneur, Bernarda, and Smith (2014, pp. 8-9). The canvas describes the fit between the value proposition and customer segments). 40%
2. Logical and persuasive assessment of critical business model assumptions and uncertainties related to customer desirability; technical feasibility; and financial viability as described by Bland & Osterwalder (2020, pp. 32-33).

16%

3. Logical and persuasive argumentation for the selection of the innovation tools and techniques used to support the report findings and recommendations. Minimum five (5) tools and techniques must be selected from the provided list of tools and techniques. 6%
4. Logical and persuasive application of the selected innovation tools and techniques used to support the report findings and recommendations. Minimum five (5) tools and techniques must be applied from the provided list of tools and techniques. 8%
5. Candid and critical self-reflection about assessment 1 tasks including a reflection on the development of personal innovation capabilities and practices; identification of own personal innovation strengths and weaknesses; supported with suggestions for self-improvement. 10%
6. Clear flow of thought throughout the report with a convincing executive summary; clear and succinct purpose described in the introduction; relevant structure and content within the body of the report; and a clear and succinct conclusion. 6%
7. Critical review skills and integration of relevant academic and professional literature. A minimum of ten (10) academic and professional references must be used. 4%
8. Appropriate in-text referencing and reference list. Adherence to CQUniversity APA reference style. 4%
9. Clarity of expression, grammar and spelling. Appropriate report format with good use of bullet points, illustrations and figures. Within ±10% of the word limit for the report, excluding references and appendices: 2000 words. 6%

In alignment with the CQUniversity Assessment Policy and Procedure, a late submission penalty of five percent of the total available marks for the assessment must be deducted for each full or part calendar day the assessment task is overdue.

References
Bland, D. J., & Osterwalder, A. (2020). *Testing business ideas*. Hoboken, New Jersey: Wiley.
Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2014). *Value proposition design*. Hoboken, New Jersey: Wiley.

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Learning Outcomes Assessed

- Discuss the range of innovation strategies and paths available to ensure future sustainability and viability of a business or organisation
- Critically analyse information that provides insight into innovation and business development processes
- Develop and evaluate innovative solutions to improve the sustainability and viability of a business or organisation
- Recommend practical innovation systems and programs that foster and commercialise innovative solutions for organisations
- Critically evaluate one's own personal capabilities and the resources available to implement innovation and business development projects
- Effectively communicate commercially, socially viable and ethical innovation systems and business proposals for businesses and organisations

2 Novel business proposition and self-reflection

Assessment Type
Written Assessment

Task Description
This assessment must be completed by students individually. This assessment builds on the novel value proposition (solution, product, or service that is new or original) developed for an existing business or organisation in assessment 1. Adjustments to the novel value proposition can be made based on assessment 1 self-reflection and marking feedback. The assessment is designed for students to develop innovation insight and practices by developing a novel business proposition for an existing business or organisation and aligned with the strategic trajectory of the business or organisation. The assessment is also designed for students to self-reflect on their own innovation capabilities and practices. The assessment involves writing a 2000-word report for a novel business proposition within an existing business or organisation in response to the assessment task, guidance and marking rubric provided on the unit website in Moodle.
You are strongly encouraged to discuss your assessment ideas and suggestions in class with fellow students and your local lecturer before you complete and submit the assessment.

Assessment Due Date
Week 12 Thursday (30 May 2024) 11:45 pm AEST

Return Date to Students

Results and feedback will be made available on the unit website on Certification of Grades day Friday 5 July 2024.

Weighting
50%

Assessment Criteria
Your report will be assessed according to the following criteria.

Your report must demonstrate:

1. Logical and persuasive articulation of business model description; value proposition development; business operations development; value chain or ecosystem development; financial value capture; competitive advantage; and strategic fit. (This includes elements number 3 to 9 in the business model canvas by Osterwalder & Pigneur (2010, pp. 16-17). The canvas elements 3 to 9 are channels; customer relationships; revenue streams; key resources; key activities; key partnerships; and cost structure. The canvas elements number 1 customer segments and number 2 value proposition were addressed in assessment 1). 40%
2. Logical and persuasive argumentation regarding how business model assumptions and uncertainties related to customer desirability; technical feasibility; and financial viability as described by Bland & Osterwalder (2020, pp. 32-33) have been addressed to date and how they will be addressed in the future. This must be described in a phased development plan. 16%
3. Logical and persuasive argumentation for the selection of the innovation tools and techniques used to support the report findings and recommendations. These must be beyond the tools and techniques used in assessment 1. Minimum five (5) additional tools and techniques must be selected from the provided list of tools and techniques. 6%
4. Logical and persuasive application of the selected innovation tools and techniques used to support the report findings and recommendations. These must be different from the tools and techniques used in assessment 1. Minimum five (5) additional tools and techniques must be applied from the provided list of tools and techniques. 8%
5. Candid and critical self-reflection about assessment 2 tasks including a reflection on the development of personal innovation capabilities and practices; identification of own personal innovation strengths and weaknesses; supported with suggestions for self-improvement. 10%
6. Clear flow of thought throughout the report with a convincing executive summary; clear and succinct purpose described in the introduction; relevant structure and content within the body of the report; and a clear and succinct conclusion. 6%
7. Critical review skills and integration of relevant academic and professional literature. A minimum of ten (10) academic and professional references must be used. 4%
8. Appropriate in-text referencing and reference list. Adherence to CQUniversity APA reference style. 4%
9. Clarity of expression, grammar and spelling. Appropriate report format with good use of bullet points, illustrations and figures. Within ±10% of the word limit for the report, excluding references and appendices: 2000 words. 6%

In alignment with the CQUniversity Assessment Policy and Procedure, a late submission penalty of five percent of the total available marks for the assessment must be deducted for each full or part calendar day the assessment task is overdue.

References
Bland, D. J., & Osterwalder, A. (2020). *Testing business ideas*. Hoboken, New Jersey: Wiley.
Osterwalder, A., & Pigneur, Y. (2010). *Business model generation*. Hoboken, New Jersey: Wiley.

Referencing Style

- [American Psychological Association 7th Edition (APA 7th edition)](#)

Submission
Online

Learning Outcomes Assessed

- Discuss the range of innovation strategies and paths available to ensure future sustainability and viability of a business or organisation
- Critically analyse information that provides insight into innovation and business development processes
- Develop and evaluate innovative solutions to improve the sustainability and viability of a business or organisation
- Recommend practical innovation systems and programs that foster and commercialise innovative solutions for organisations
- Critically evaluate one's own personal capabilities and the resources available to implement innovation and business development projects
- Effectively communicate commercially, socially viable and ethical innovation systems and business proposals for businesses and organisations

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the **Student Academic Integrity Policy and Procedure**. This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?
A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?
A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?
For academic advice and guidance, the Academic Learning Centre (ALC) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?

Be Honest
If your assessment task is done by someone else, it would be dishonest of you to claim it as your own

Seek Help
If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)

Produce Original Work
Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem