#### Module Structure

The module is based around an agile

Enterprise groups with minimal investment

Sharing resources

Success in the module not linked to business

Work is marked on business activity and







Business Agility is the way enterprises react swiftly to changes in their internal and external environments





## **Activities**





#### Cooperation vs Competition

Lots of businesses now recognise the value of cooperation to increese profitability. It is possible for businesses to cooperate and compete with each other at the same time (see Inix below).

An example of cooperation is the autoemotive supply chain- it is in the tier 1 companies interest to organise their suppliers in more cooperative ventures - this can involve sharing manufacturing information across the supply chain (see link below)

#### Module Structure

The module is based around an agile Business model

Enterprise groups with minimal investment

Sharing resources

Success in the module not linked to business

Work is marked on business activity and engagement







### Agility

Business Agility is the way enterprises react swiftly to changes in their internal and external environments

http://www.hrzane.com/hr.glassacy.what.isi bushess.ag.lity We will be using a modified Scrum Framework





### Activities





#### Cooperation vs Competition

Lots of businesses now recognise the value of cooperation to increase profitability. It is possible for businesses to cooperate and compete with each other at the same time (see link below)

# Module Structure

The module is based around an agile Business model

Enterprise groups with minimal investment

Sharing resources

Success in the module not linked to business performance

Work is marked on business activity and engagement







# Timetable (provisional)

	CET310 Sessions
Wk1	Product Course intro Business agility Mohara Agile planning meeting Basic Bookkeeping
Wk2	Effectuation Theory What is a product Bookkeeping basics Agile planning meeting
Wk3	product development Agile planning meeting Innovation and sustainability
Wk 4	Formative Feedback Sprint planning sprint outputs sprint closure
Wk5	People HR What motivates us? Agile planning meeting
Wk6	Agile planning meeting Roles and responsibilities Leadership vs Management
Wk7	Agile planning meeting communication Networking
Wk8	Formative Feedback Sprint planning sprint outputs sprint closure
Wk9	Process Process view of an organisation Geography of an organisation Agile planning meeting
Wk10	Back office systems Agile planning meeting
Wk11	Technology Agile planning meeting
Wk12	Formative Feedback sprint outputs sprint closure

## **Course Components**

#### CET310 - Enterprise Module

The course is structured around around an agile business model. The cohort will be organised into small enterprises. Each student will be encouraged to invest a maximum of £5 (e.g The price of a lunch) or equivalent into their enterprise. There will be three commercial sprints of four weeks duration and a session of formative feedback on the last week of each sprint. Academic material will be introduced as short 15 minute sessions on which to base discussion activities and research. Your portfolio will comprise of three 1000 word sections aligned with the sprints outlined below. You will also submit a 500 word introduction and 500 Word Conclusion to complete the portfolio. Supporting materials (such as business plan, budgeting, diary, academic resources etc) will be submitted to Mohara and shared with the module leader. All work is individually marked although it is generated through working in your group. The success of the module is not linked to business performance. Business activity and engagement is the content on which your marked work is based.

	Sprint 1	Sprint 2	Sprint 3
Academic focus	product	people	process
Portfolio contribution	Research piece on product design and development (500 words) Reflection on your business activity (500 words)	Research piece on people and the organisation (500) Reflection on your business activity (500 words)	Research piece on developing business processes (500 words) Reflection on your business activity (500 words)
lectures	Effectuation theory Business agility innovation and sustainability agile methodology introduction to mahara basics of bookkeeping	Business roles leadership v management 'Human' Resources defining roles communication skills and tips	Business process modelling Geography of business Streamling the process Accounting and accountability
Business outcomes	Business plan budget to actual figures	Business plan2 budget to actual figures	Business plan 3 budget to actual figures
Resources to contribute	Ted talks academic papers	Ted talks Academic papers	Ted Talks Academic Papers

Weekly activities	Agile planing	Agile planning	Agile planning
	meeting	meeting	meeting
	reflection	reflection	reflection
	resource contribution	resource contribution	resource contribution
Monthly activities	Sprint planning	Sprint planning	Sprint planning
	sprint outputs	sprint outputs	sprint outputs
	sprint closure	sprint closure	sprint closure
	portfolio submission	portfolio submission	portfolio submission
	for formative	for formative	for formative
	feedback	feedback	feedback
Final Portfolio- In addition to the sprint sections the final portfolio will be well presented, to include an introduction (500 words) and conclusion (500 words) with supporting materials and resources submitted to Mahara	Research	Research	Research
	reflection on business	reflection on business	reflection on business
	activity	activity	activity
	learning from sprint	learning from sprint	learning from sprint
	short notes from the	short notes from the	short notes from the
	visiting speakers	visiting speakers	visiting speakers
Visiting speakers	Mark Brannigan	Mad communications	Helen Edwards
	Gill Hagan-Green	Hans Waltl	Mark Brannigan

## Portfolio Brief

CET310

D Hagan

Portfolio

Portfalio

Upon successful completion of this module, students will have:

evaluate and access opportunities, support and services for enterprise

Software Enterprise

 Critical understanding of the key concepts and systematic processes involved in software enterprise, including business creation, development, sustainability and growth.

Understanding of the subware and business context locally and internationally, able to critically

Demonstrable ability in the creation, development, growth and sustainability of businesses including
marketing, responding to tends and opportunities, finance and budgets setting (e.g. each flow,
welling, pricing) planning, autuality development, purchasing, product development, managing social
media, business administration, and compliance with relevant legal and financial frameworks.

(pending)

#### CET310

#### Software Enterprise

#### Portfolio

Assignment 1 of 1

Key personal and professional skills to extend personal influence and specific capabilities including information synthesis, risk-taking, decision-making, uncertainty, problem-salving, communication, human necurice issues, and lauderhity.

MODULE CODE:

MODULE TITLE:

ASSESSMENT:

TITLE OF ASSESSMENT:

MODERATED:

LEARNING OUTCOMES

MODULE ASSESSOR:

Assignment 1 of 1

You are required to submit your work within the bounds of the University not are required to success, your work within the doubles of the investigation in Infringement of Assessment Regulations (see your Programme Guide). Plaglarism, paraphrasing and downloading large amounts of information from external sources, will not be tolerated and will be dealt with severely. You should make full use of any source material, which would normally be an occasional sentence and/or paragraph (referenced) followed by your own critical analysis/evaluation. You will receive no marks for work that is not your own. Your work may be subject to checks for originality which can include use of an electronic plagiarism detection service.

Where you are asked to submit an individual piece of work, the work must be entirely your own. The safety of your assessments is your responsibility. You must not permit another student access to your work.

Where referencing is required, unless otherwise stated, the Harvard referencing system must be used (see your Programme Guide).

Please ensure that you retain a duplicate of your assignment. We are required to send samples of student work to the external examiners for moderation purposes. It will also safeguard in the unlikely event of your work going astray.

Submission Date and Time	
Submission Location	Submission via turnitin dropbox in CET310 module space on Sunspace and by your Mohara account

Assignment 1 of 1

#### Portfolio

There are four sections to the portfolio, an introduction and conclusion and three need are roun sections to the portrolling an introduction and conclusion and order sections following the structure of the module. Buch section consists of an academic piece and a reflection. Furthermore there will be supporting resources for each section submitted via a mohara account. The three sections are based around product, people and process.

The module is based around an agile methodology and is loosely based on scrum. There will be three sprints of entrepreneurial activity of 3 week duration each sprint will be followed by a session of formative feedback.

Introduction (500 words)

Conclusion (500 words)

A 500 word literature review of the role of product and product development in small business. This should touch on the notion of product, how business is organised around product and how it can determine the business activity.

A 500 word reflection on your experience of business activity in the preceding sprint in light of the research activity as embodied in the literature review. This should also describe what you did in the sprint and what you learned.

A 500 word literature review of people in the organisation. How they interact and communicate, how they organise themselves into business structures.

A 500 word reflection on your experience of business activity in the preceding sprint in light of the research activity as embodied in the literature review. This should also describe what you did in the sprint and what you learned.

#### Section 3 - Process:

Assignment 1 of 1

A 500 word literature review on developing business processes. Why are business process needed, how are they developed, what constitutes a good business process.

A 500 word reflection on your experience of business activity in the preceding sprint in light of the research activity as embodied in the literature review. This also should describe what you did in the sprint and what you learned.

#### Supplementary Marks

There are up to 15 marks available if you hand in work in time for the formative feedback sessions. The work should be submitted as a zip file to dropbox.

#### Introduction (500 words)

This should introduce the 3 sections of the portfolio (Product People and Process) and a link to you Mohara resources. You should have a paragrah on each section. The introduction should include a short mission staement for your enterprise.

Should be a reflection on the progress and evolution of your enterprise. Has academic theory informed and improved your practice? Have you engaged with the enterprise? You should make a case for the sustainability of the enterprise.

#### Marking Scheme

CET310 Marking Scheme Product			
Reflection	10%		
Timely Hand in	5%		
People			
Literature Review	10%		
Reflection	10%		

Assignment 1 of 1

Timely Hand In	5%
Process	
Literature Review	10%
Reflection	10%
Timely Hand In	5%
Introduction and Conclusion	
Introduction	10%
Conclusion	10%
Supporting Resources (Mohara)	5%
	100%

Assignment 1 of 1

# Agility

Business Agility is the way enterprises react swiftly to changes in their internal and external environments

http://www.hrzone.com/hr-glossary/what-isbusiness-agility

We will be using a modified Scrum Framework <a href="http://scrummethodology.com/">http://scrummethodology.com/</a>





## Roles

There are three main roles in the scrum framework

## Scrum master

The scrum master chairs the meetings and guides their progress The Scrum Master acts as a facilitator for the Product Owner and the team. The Scrum Master does not manage the team. The Scrum Master works to remove any impediments that are obstructing the team from achieving its The Product Owner is responsible for continuously communicating the vision and priorities to the development team.

## The Team

According to Scrum's founder, "the team is utterly self managing." The development team is responsible for self organizing to complete work.

In our case both the scrum master and product owner will be also team members and these roles should rotate around the team

## How it Works

## **Sprints**

# Activity is organised in sprints, which in our case last for four Meetingsks

## Sprint Planning Meeting

At the start of the sprint, a sprint planning meeting is held to decide what will happen within the sprint. You should review what happened in the last sprint and based on that, decide your goals for the next sprint and weekly planning Meeting allocate personnel to carry out those goals. At the start of each week, a weekly planning meeting is held to decide what is to happen that week.

This should start with a review of what happened last week - did you meet your goals? are you within budget? etc.

You will then decide who does what for this week. Minutes
The team should be self organising so it will be a You should make a record of the meetings - collaborative decision on who does what: this will enable you to gauge how effective the team effort has been - these minutes will form a part of your supporting resources

# Sustainability

## What is Sustainability

"is the management and coordination of environmental, social and financial demands and concerns to ensure responsible, ethical and ongoing success."

http://whatis.techtarget.com/definition/business-sustainability

These can represent natural resources that businesses such as fisheries, farming and forestry consume but sustainability can also represent the ability of a business to repay it's debts while still maintaining a viable business.

"corporate sustainability can accordingly be defined as meeting the needs of a firm's indirect and direct stakeholders (such as shareholders, employees, clients, pressure groups, communities etc.), without compromising the needs of future stakeholders as well."

Dyllick, T., Hockerts, K. 2002. Beyond the business case for corporate sustainability. Business Strategy and the Environment. 11(2). p 131

http://www.scu.edu/ethics/practicing/ focusareas/environmental\_ethics/lesson4.html

http://www.theguardian.com/sustainablebusiness/blog/ten-tips-smes-sustainabilitystrategies

# Cooperation vs Competition

Lots of businesses now recognise the value of cooperation to increase profitability.

It is possible for businesses to cooperate and compete with each other at the same time (see link below)

 $\frac{http://xa.yimg.com/kq/groups/23061093/932605587/name/Bengtsson-Kock-Intro+to+borizontNW.pdf}{}$ 

An example of cooperation is the automotive supply chain - it is in the tier 1 companies interest to organise their suppliers in more cooperative ventures - this can involve sharing manufacturing information across the supply chain (see link below)

http://mhlnews.com/labor-management/makeautomotive-supply-chain-oems-must-cooperatecompete

#### Module Structure

The module is based around an agile Business model

Enterprise groups with minimal investment

Sharing resources

Success in the module not linked to business

Work is marked on business activity and engagement







### Agility

Business Agility is the way enterprises react swiftly to changes in their internal and external environments

http://www.hrzane.com/hr.glassacy.what.isi bushess.ag.lity We will be using a modified Scrum Framework





### Activities





#### Cooperation vs Competition

Lots of businesses now recognise the value of cooperation to increase profitability. It is possible for businesses to cooperate and compete with each other at the same time (see link below)

# Activities

### **Effectuation Theory**

http://www.effectuation.org/sites/default/files/documents/ what-makes-entrepreneurs-entrepreneurial-sarasvathy.pdf

Effectuation is a way of thinking that allows entrepreneur to interesting and counterpreneur and appropriate and counterpreneur and appropriate and appropriat

Cause reasoning begins with a pre-determined goal and a

given set of meets and seeks to identify the optimal element to achieve the given goal.

Elling include a given out of mount and allows goals to emerge casting order out of mount and allows goals to emerge casting order to me.

theraul Means; Proyou are year DWCs, Goles and Abilities; Protypes Imme your edisoation, training, expertise and Proyou Immer Your sodel and professional networks

Jeron Veur sodel and professional networks secretaria, social and professional networks secretaria, social and secretaria and secretaria

Activity:

Spend 30 in instent in your groups and discuss the effectual means available or you. Make notes on what you think are your groups strong points and suggest a possible focus for your enterprise You should it hoose one member of your group.

## Agile

#### Activity 2

Hold your monthly planning meeting. You should elect a scrum moster and have someone tak notes of what is discussed. You's should discuss business I deas in the light of the officerusation, activity.

You may cleat a product owner if you wish - someone wh fools ownership of the product.

Decide on the direction your enterprise will take for the next four weeks

You are each encouraged to invest ES (the price of lunds) in your enterprise or equivalent. You should by and decide in this meeting shat you will do sith your capital jor denated

Your meeting records should be submitted as supporting

You should try and meet up at least once before no

## **Effectuation Theory**

http://www.effectuation.org/sites/default/files/documents/what-makes-entrepreneurs-entrepreneurial-sarasvathy.pdf

Effectuation is a way of thinking that allows entrepreneurs to identify opportunities and create new ventures.

Difference between causal and effectual reasoning

Causal reasoning begins with a pre-determined goal and a given set of means and seeks to identify the optimal alternative to achieve the given goal.

Effectual reasoning does not begin with a specific goal. Instead, it begins with a given set of means and allows goals to emerge contingently over time

#### Effectual Means:

Who you are your traits, tastes and abilities;
What you know your education, training, expertise experience;
Who you know Your social and professional networks

http://tedxtalks.ted.com/embed/player/container/1904/857/? layout=&content\_type=content\_item&playlist\_cid=&media\_type=vid eo&content=G64TM91WQMDGW254&read\_more=1&widget\_type\_ci d=syp&referrer=

#### Activity: 1

Spend 30 minutes in your groups and discuss the effectual means available to you. Make notes on what you think are your groups strong points and suggest a possible focus for your enterprise. You should choose one member of your group to share your thoughts with the other groups

Effectuation is a way of thinking that allows entrepreneurs to identify opportunities and create new ventures.

Difference between causal and effectual reasoning

Causal reasoning begins with a pre-determined goal and a given set of means and seeks to identify the optimal alternative to achieve the given goal.

Effectual reasoning does not begin with a specific goal. Instead, it begins with a given set of means and allows goals to emerge contingently over time

## **Effectual Means:**

Who you are your traits, tastes and abilities;

What you know your education, training, expertise experience;

Who you know Your social and professional networks

http://tedxtalks.ted.com/embed/player/container/1904/857/?
layout=&content\_type=content\_item&playlist\_cid=&media\_type=vid
eo&content=G64TM91WQMDGW254&read\_more=1&widget\_type\_ci
d=svp&referrer=

Activity: 1

Spend 30 minutes in your groups and discuss the effectual means available to you. Make notes on what you think are your groups strong points and suggest a possible focus for your enterprise. You should choose one member of your group to share your thoughts with the other groups

# Agile

#### Activity 2

effectuation activity.

Hold your monthly planning meeting You should elect a scrum master and have someone take notes of what is discussed. You should discuss business ideas in the light of the

You may elect a product owner if you wish - someone who feels ownership of the product

Decide on the direction your enterprise will take for the next four weeks and decide what the team members will do in the next week.

You are each encouraged to invest £5 (the price of lunch) in your enterprise or equivalent. You should try and decide in this meeting what you will do with your capital (or donated resources)

Your meeting records should be submitted as supporting documentation (in mohara) for your portfolio

You should try and meet up at least once before next week's session

#### Module Structure

The module is based around an agile Business model

Enterprise groups with minimal investment

Sharing resources

Success in the module not linked to business

Work is marked on business activity and engagement







### Agility

Business Agility is the way enterprises react swiftly to changes in their internal and external environments

http://www.hrzane.com/hr.glassacy.what.isi bushess.eg.lity We will be using a modified Scrum Framework



### Activities





#### Cooperation vs Competition

Lots of businesses now recognise the value of cooperation to increase profitability. It is possible for businesses to cooperate and compete with each other at the same time (see link below)