

**Course Outline 2016**  
**COMENT 708: BUSINESS ANALYSIS FOR RESEARCH**  
**COMMERCIALISATION (30 POINTS)**

**Quarters 2 & 3 (1164 & 1166)**

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### **Course Prescription**

The course develops a multi-disciplinary set of competencies for research commercialisation, entrepreneurship and technology ventures. It draws upon core concepts, models and knowledge from the disciplines of Accounting/Finance, Marketing, IP and Commercial Law. Emphasis will also be placed on linkages between the disciplinary concepts and methods and how they are applied in specific situations.

### **Goals of the Course**

The main goal of the course is to enable students to identify issues, risks and opportunities that arise in the research commercialisation process. Students will be introduced to analytical approaches, methods and tools for carrying out business analysis for research commercialisation from the disciplines of Accounting and Finance, Marketing, IP and Commercial Law. While gaining knowledge about tools and methods from each discipline, students will develop the understanding of how to combine and apply these skill sets for business analysis in the different stages of research commercialisation following pathways such as venture formation, licensing and partnering.

### **Learning Outcomes**

By the end of the course it is expected that students will be able to:

1. Identify and describe core tools of analysis and concepts from the disciplines of Accounting/Finance, Marketing, IP and Commercial Law with relevance for research commercialisation;
2. Demonstrate how to apply particular tools of analysis and concepts to research commercialisation according to a particular stage of research commercialisation;
3. Identify and evaluate correlations, linkages and mutual implications between disciplinary tools of analysis and develop an understanding of how to integrate different disciplinary tools and concepts to assess research commercialisation opportunities; and
4. Effectively communicate issues related to business analysis in both oral and written forms to core stakeholders in the research commercialisation process.

## Teaching and Learning

Compulsory 1 hour “backbone” sessions will be conducted after most Friday sessions (from 6-7pm). Each backbone session will cover topics and issues of more practical relevance in relation to the research commercialization process. Speakers for each backbone session will be announced at a later point.

The class will meet for 19 x 3 hour sessions. At the end of the course the class will meet for 2 x 1.5 hour sessions. Class time will be used for a combination of lectures and applied discussions of case studies and examples. In addition to attending classes, students should be prepared to spend additional eight to ten hours per week on activities related to this course. These activities include carrying out the required readings and preparing for class tests and the assessments.

Through our class time together, you will refine your conceptual understanding of the material in the readings and be provided with opportunities to demonstrate your application of the ideas and tools.

## Content Outline

The course is divided into 5 stages:

- I. **Foundation topics.** Theoretical introduction of each discipline, core concepts and definitions.
- II. **Early stage commercialisation.** Students will become familiar with the most critical aspects and obstacles of this stage where high levels of uncertainty generally occur.
- III. **Development.** At this stage, progress in a few areas of the research commercialization process takes place and uncertainty levels begin to phase out.
- IV. **Pre-market introduction.** Students will become familiar with the key issues that arise prior to product launch.
- V. **Post market introduction/growth.** Students will examine issues concerning survival in marketplace and key steps for sustainable growth.

The timetable is set out at the bottom of this document.

## Assessment

Assessment consists of six pieces of course work, including an oral presentation.

Assessment Task	Weight	Due Date	Learning Outcomes Assessed
1. In-Class Test	15%	21 May 12 noon	1
2. Individual Report	30%	27 June	1,2,4
3. Group Presentation (10%) and Group Report (30%) - with Peer Moderation	40%	Presentation: 3 September – Report: 2 September	1,2,3,4
4. Oral Individual Exam	15%	6 and 7 September	1,2,3,4

### **1. In-Class Test**

This is an individual task. It is worth **15%** of your final grade.

You will be required to answer a set of short questions, problem questions or multi-choice questions.

The test will be sat on **Saturday 21 May at 12.30pm**. You should allocate at least 2 hours for the test.

### **2. Individual Reports**

This is an individual assignment worth **30%** of your final marks. It is comprised of three components that address issues involved in the early stage of commercialising a new idea from each discipline covered in the course.

The report is due on **Monday 27 June at 9am**. Details will be provided in class.

### **3. Group Report and Group Presentation**

This is a group assignment comprising **40%** of your final marks.

The first component is a group report due on **Friday 2 September at 11.59pm** (30%). The second component is a group presentation on **Saturday 3 September** (10%).

Further details about the group assignment will be provided before the semester break. You should note that your marks for the group assignment will be influenced by a peer assessment component.

### **4. Oral Individual Examination**

This is worth **15%** of your final marks.

The focus of the oral assessment is a reflection on the principles/tools/practices learned in the course. Details will be provided before the semester break. The draft dates for the oral examinations are **Tuesday 6 September and Wednesday 7 September**.

## **Teaching Staff**

### **Course Co-ordinator and IP and Commercial Law**

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## **Marketing**

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## **Additional Learning Resources**

### **IP and Commercial Law:**

For further references to intellectual property aspects the course we recommend Ian Finch (ed.), *James & Wells Intellectual Property Law in New Zealand* (2<sup>nd</sup> ed, Brookers, Wellington, 2012).

For further reference to other legal aspects covered in the course we recommend Jeremy Hubbard "Principles of Law for New Zealand Business Students" (4<sup>th</sup> ed, Pearson, Auckland, 2010).

### **Accounting and Finance:**

For further references to aspects of accounting and finance for early stage companies you could reference:

*Entrepreneurial Finance* by Leach and Melicher, 4th edition, South Western Cengage learning. ISBN -13 978-0-538-47815-1

However, this text provides more detailed information than we will cover in class.

Other reputable introductory accounting and finance textbooks also cover many of the key concepts we will discuss in class.

You may also review "*Fuel for your Business*" published by the NZ Venture Capital Association. Copies of this resource should be available on short-loan at Kate Edgar.

Teaching Schedule						
Stage	Week	Date	Time	Room	Subject	Main topics
Foundation	W1	8 Apr	3-6	223	IP & Com. Law	<b>Introduction to the Course</b> <b>What is Law and Intellectual Property (IP)?</b>
Foundation	W1	9 Apr	9-12	223	A & F	<b>Finance and Accounting</b> <ul style="list-style-type: none"> <li>• Introduction to key Accounting and Finance Concepts</li> <li>• Financial markets</li> <li>• Venture life-cycle</li> <li>• Purpose and structure of financial statements</li> </ul>
Foundation	W2	22 April	3-6	223	Marketing	<b>What is Marketing?</b> Foundation concepts and principles <ul style="list-style-type: none"> <li>• Definition and Evolution</li> <li>• Macro orientation</li> <li>• Value creation</li> </ul>
Early stage	W2	23 April	9-12	223	IP & Com. Law	<b>IP Identification, Creation and Ownership</b>
Early stage	W3	6 May	3-6	223	A&F	<b>Financial Models and Analysis</b> <ul style="list-style-type: none"> <li>• Financial Statements</li> <li>• Free cash flows and working capital</li> <li>• Break-even analysis</li> <li>• Cost/volume profit analysis</li> <li>• Financial Statement Analysis</li> </ul>
Early stage	W3	7 May	9-12	223	Marketing	<b>Early Stage Market Opportunity Identification, Exploration and Screening (I)</b> <ul style="list-style-type: none"> <li>• Marketing and the New Product Development opportunities and issues</li> <li>• Preparing for your Market Validation process: Structuring the problem at hand</li> <li>• Criteria for prioritization of opportunities</li> </ul>
Early stage	W4	20 May	3-6	223	IP & Com. Law	<b>Protecting Ideas At An Early Stage</b>
Early stage	W4	21 May	8.30-11.30	223	Marketing	<b>Early Stage Market Opportunity Identification, Exploration and Screening (II)</b> <ul style="list-style-type: none"> <li>• Examining, testing and validating market opportunities – Beginning with customers</li> <li>• The Market Validation process - The logic of Ready? Aim? Fire?</li> </ul>
Assessment	W4	21 May	12-2	223	Assessment	<b>In-class Test</b>

Development	W5	3 Jun	3-6	223	IP & Com. Law	Using IP Law to Protect Innovation
Development	W5	4 Jun	9-12	223	A & F	<b>Financial Models and Valuation</b> <ul style="list-style-type: none"> <li>Financial Models</li> <li>Valuation of new ventures</li> <li>Tools of Finance: NPV, IRR, Payback</li> </ul>
Quarter Break						
Development	W6	8 July	3-6	223	Marketing	<b>In-Depth Market Study and Analysis (I)</b> <ul style="list-style-type: none"> <li>Environment, industry and technology analysis and assessment</li> <li>Customers, competitors and market analysis and assessment</li> <li>Life cycles - analysis and assessments</li> </ul>
Development	W6	9 July	9-12	223	A&F	<b>Valuation of New Projects / Entities</b> <ul style="list-style-type: none"> <li>Application of Finance Tools to evaluate and value new projects and entities</li> <li>Relevant cash flows</li> </ul>
Development	W7	22 July	3-6	223	IP & Com. Law	Using IP to Protect The Distinct Identity of Innovation
Development	W7	23 July	9-12	223	Marketing	<b>In-Depth Market Study and Analysis (II)</b> <ul style="list-style-type: none"> <li>Need /Solution opportunities - assessment and validation</li> <li>Prioritization of value opportunities</li> </ul>
Pre-market	W8	5 August	3-6	223	Marketing	<b>Pre-Market Entry Analysis and Planning</b> <ul style="list-style-type: none"> <li>Product/market life cycle option – assessment and selection</li> <li>Go-to-market marketing programme assessments and selection</li> </ul>
Pre-market	W8	6 August	9-12	223	A & F	<b>Raising capital</b> <ul style="list-style-type: none"> <li>Valuation gap</li> <li>Funding instruments to close the valuation gap</li> <li>Impact of funding rounds</li> <li></li> </ul>
Pre-market	W9	19 August	3-6	223	A&F	<b>Cost of Capital</b> <ul style="list-style-type: none"> <li>Required rates of return</li> </ul> <b>Post-market A&amp;F</b> <ul style="list-style-type: none"> <li>Debt and equity raising</li> <li>Exit considerations</li> <li>Course review</li> </ul>
Pre-market	W9	20 August	9-12	223	IP & Com. Law	Using Contracts and Agreements to Exploit IP

Post-market	W10	2 September	3-7	Case Room 4 (level 0)	Combined Session	Managing IP Issues Post Market (Law) Post-Market Entry and Planning (Marketing)
Assessment	W10	3 September	9-12	Case Room 4 (level 0)	Assessment	Group Presentations
Oral Examination (Draft date 6 and 7 September 2016).						