

BA (Hons) Global Business and Entrepreneurship with Foundation Year

Module Handbook

Module code: [GBEN5001]

Module name: [Business Ideas and Opportunities Generation]

Level: [5]

Credits: [20]

Total learning hours: 200

Cohort: [Oct 2023]

Teaching period: [Monday 27th October – Sunday 30th November 2025]

Module Lead: [Mohamed Widatallah]

Deputy Module Lead: [TBC]

Brookes Attributes developed in this module:

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| <input checked="" type="checkbox"/> Academic literacy | <input checked="" type="checkbox"/> Research literacy | <input type="checkbox"/> Digital and information literacy |
| <input checked="" type="checkbox"/> Active citizenship | <input checked="" type="checkbox"/> Critical self-awareness and personal literacy | |

Introduction

We would like to welcome you to this module and look forward to working with you! To get the most out of this module, it is important that you consistently attend your classes throughout the teaching period. This will enable you to:

- get to know your lecturer and other students to enhance your experience and learn from each other
- benefit from access to the experience of your lecturer and being able to ask them questions directly
- receive ongoing feedback on your progress and support on your assessment.

Please begin by familiarising yourself with this handbook. If you have questions about the module content, ask your lecturer during class or on MS Teams.

Your Programme Handbook contains important information about relevant policies, regulations, and all available student support services, including our wellbeing offer. You will also find key contacts for your programme and a summary of all the modules you will study to earn your award.

Module information

This module is one part of a coherent package of modules that all contribute to the achievement of your programme learning outcomes (see your programme handbook for details) and to your student learning journey at GBS.

This module builds on the learning from the following module(s),

- [GBEN4001 - Entrepreneurial Recognition, Ideas and Opportunities – This module provided you with the opportunity to work collaboratively in groups, while also encouraging you to re-evaluate your views and assumptions. It developed a set of skills enabling the competent management of business ideas, opportunities, teams, and resources.]

In addition, this module will prepare you for the following modules:

GBEN5002 - Digital Marketing and Social Media in Business- The knowledge and skills developed here will support progression into studies, particularly in the area of digital marketing, where you will apply your analytical, problem-solving, and creative abilities to the design and implementation of marketing strategies.

Module aims

This module builds on the foundational knowledge and skills developed in GBEN4001 Entrepreneurial Recognition, Ideas and Opportunities, by shifting the focus from idea exploration to strategic evaluation and problem-solving in real-world business contexts. You will be required to shift from problem identification and idea validation to independently analysing a real business failure and propose viable entrepreneurial solutions using design thinking and minimal viable product development.

The module combines both theoretical and practical approaches, drawing on academic research and theories of entrepreneurship to support the practical development of skills required to establish a new business. The module aims to:

1. Develop your ability to critically analyse real-world business challenges and identify the underlying causes of failure or missed opportunities
2. Allow you to develop and analyse business ideas, opportunities, and business models
3. Enhance your entrepreneurial thinking by applying design thinking techniques to generate innovative and viable business solutions.

Module learning outcomes (LOs)

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

LO1	Analyse the opportunities and challenges of a real-world business.
LO2	Formulate solutions for a real-world business problem.
LO3	Apply an entrepreneurial mindset and design thinking techniques to evaluate and develop viable business solutions.

Changes to the handbook

Any changes to this module that are made in response to student and other feedback will be included in this section.

Date of change	Reason for change	Details of change made
Summer 2025	Programme modifications were made to the programme in summer 2025 based on student and staff feedback to improve student outcomes & engagement.	The module aims, learning outcomes, assessments, learning hours, and reading lists were updated.

Module delivery

Learning hour breakdown

The table below gives you a breakdown of the total study hours expected for this module.

Scheduled learning and teaching activities	Contact hours
Lectures	30
Seminars	0
Practical classes/workshops	20
Tutorials	0
Fieldwork/external visits	0
Guided independent study	Learning hours
Directed/independent study	100
Preparation for assessments	50

Placement/ Study Abroad	0
TOTAL:	200

What will be covered each week?

Week and Session	Overview of session	Independent study	Learning Outcomes
Week 1, Session 1	<p><u>Entrepreneurial Foundations</u></p> <p>Understanding Entrepreneurship in the 21st Century - Entrepreneurial Practice.</p> <p>Welcome to Level 5: This is your first step into studying entrepreneurship at a higher level. In this session, we will set the scene by thinking about what entrepreneurship means in today's rapidly changing world.</p> <p>What is Entrepreneurship? We will look at how different people define entrepreneurship, why those definitions matter, and how ideas of entrepreneurship have changed over time.</p> <p>Entrepreneurial Ecosystems: You will explore the networks, support systems, and wider environments (such as finance, technology, and culture) that help entrepreneurs turn ideas into reality.</p> <p>Different Types of Entrepreneurs: We will discuss the many "routes in" to entrepreneurship (from start-ups and</p>	<p>Read it:</p> <p>You are expected to review your lecture notes from today's session and revisit the definitions of entrepreneurship in Chapter 1: Introduction to Entrepreneurship, pp.1–65 from Barringer, B.R., and Ireland, R.D. (2021) <i>Entrepreneurship: Successfully launching new ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Try it: You should try producing a short reflection on which definition is considered most useful and why; post your thoughts in the Moodle forum</p>	LO2/LO3

<p>social enterprises to corporate innovators) and what makes each type distinctive. We will consider the traits and characteristics; You will complete a psychometric test to compare your traits and characteristics to those of an entrepreneur.</p> <p>Intrapreneurship: Large companies need to innovate and maintain an entrepreneurial spirit. You will explore the concept of intrapreneurship.</p> <p>Myths: You will consider myths that have developed and if they are true or not.</p> <p>By the end of the session, you should start to see how entrepreneurship connects to your own future plans.</p> <p>Reflective Journal: Reflect on the different types of ecosystems that exist in the business world. Write down your favourite entrepreneurial myth that you have debunked today.</p>	<p>Watch it: Choose one of the films listed in the session slides and watch the story of how great brands and companies were founded such as McDonald's, and how companies such as Blackberry fell from market leader to nothing. Beware, these films are made by Hollywood and are open to exaggeration of the facts for entertainment purposes but still provide key learnings for any would-be entrepreneur. Post your findings in the Moodle forum.</p> <p>Read it: These suggested sources available on GBS library should help you:</p> <p>Chapter 1: Introduction to Entrepreneurship, pp.1–65 from</p>	
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		<p>Barringer, B.R., and Ireland, R.D. (2021) <i>Entrepreneurship: Successfully launching new ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 1: Defining Your Industry Focus and the Type of Business You Want to Start, pp.7–32 from Meyer, M.H., and Crane, F.G. (2014) <i>New venture creation: An innovator's guide to entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p>	
Week 1, Session 2	<p>Opportunity Recognition & Ideation</p> <p>Real World Examples of Success and Failure: A range of examples, from huge companies to independent businesses, will be shared throughout this session to show you the key reasons for success or failure. The top five factors contributing to success will be identified with timing being the number one reason for why new companies are successful.</p>	<p>Read it: You should aim to review the session slides and examples covered today. Consider the number of examples where business ideas and concepts have been copied and repeated in new markets and then improved on.</p>	LO2

	<p>How to Generate New Ideas and identify Opportunities and What the Difference is: You will start to build your knowledge about how to generate new ideas but more importantly, the difference between ideas and opportunities. We will look at how opportunities can come from trends, market gaps, or solving a problem.</p> <p>Mind Mapping: Learn how to effectively mind map and work with others to develop ideas.</p> <p>Pain Points: Consider and learn about pain points you experience in your everyday life and if they can be entrepreneurial opportunities.</p> <p>Introduction to the Assignment Brief: The assignment brief will be introduced so you can start to link the lessons you learn to the tasks you have to complete.</p> <p>Who Won and Why Formative Task (LO1)</p> <p>You will work in groups and challenge yourself on different levels of ability (mild, medium, and hot) to explore different types of entrepreneurs, select one of them, and look at what</p>	<p>Please make sure you read the assignment brief and bring some questions that arise from this to discuss in your class in your next session.</p> <p>Watch it: This week's Moodle forum task features a video of a serial entrepreneur sharing his journey, the highs, the lows, and the valuable lessons he's learned along the way. You will hear firsthand about the pitfalls and mistakes he made, and how you can avoid them in your own entrepreneurial journey. Share some of your findings in the Moodle forum.</p> <p>Try it: Try your new skill in mind mapping new ideas and developing them into opportunities. Try to look at the world through an entrepreneur's</p>	
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	<p>they achieved and what opportunities they potentially missed. Share your thoughts with the class.</p> <p>Reflective Journal: Think of, and write down, an opportunity that you would like to turn into a business idea.</p>	<p>eyes and mindset - what opportunities can you see? Please upload to the forum on Moodle.</p> <p>Consider it: Can you think of any other companies that have made the same mistake as Blockbuster?</p>	
Week 2, Session 1	<p>Frameworks & Market Context</p> <p>Business Models and Value Creation: In this session, you will examine different types of business models and how businesses create and capture value, focusing on tools such as the Business Model Canvas (BMC) and the Value Proposition Canvas.</p> <p>Case Study Analysis: You will explore a real-life business to show you how the framework is effectively applied; you will then get the chance to practise applying the framework yourself.</p> <p>Reflective Journal: Write down the elements of BMC you found the most powerful and how these could shape the business opportunity.</p>	<p>Try it: You are required to select a start-up or SME (small and medium size enterprise) and map out its Business Model Canvas using the framework explained in the lecture slides. Refer to Chapter 4: Developing an Effective Business Model, pp.147–183 from Barringer, B.R., and Ireland, R.D. (2021) <i>Entrepreneurship: Successfully launching new ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Upload your work to the form on Moodle.</p>	LO1

	<p>For further challenge on Business Models refer to both Barringer (above) and Chapter 2: Conduct a Reality Check on the Venture Concept and its Business Model, pp.144–175 from Meyer, M.H., and Crane, F.G. (2014) <i>New venture creation: An innovator's guide to entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p> <p>Identify one example of business model innovation and briefly reflect on its implications. This reflection does not need to be submitted but should be noted in your reflective journal to support your future assignment work.</p> <p>Read it: A tool that serves to develop a convincing value proposition for investors that is explicitly connected to the sustainable development goals</p>	
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		<p>(SDG's) of the United Nations - Schutselaars, J., Romme, A.G.L., Bell, J., Bobelyn, A.S.A., and Scheijndel, R. (2023) <i>Designing and testing a tool that connects the value proposition of deep-tech ventures to SDGs</i>. Designs, 7(2), p.50. Available at: https://doi.org/10.3390/designs7020050</p> <p>Watch it: See the inventor of the Business Canvas Model discuss how to use it - Stanford eCorner (2012) <i>Alexander Osterwalder: Tools for Business Model Generation</i> [YouTube video]. 26 January. Available at: https://www.youtube.com/watch?v=8GlbCg8NpBw (Accessed: 20 October 2025).</p>	
Week 2, Session 2	Market Analysis: You will explore how to analyse markets using secondary research, which will provide you with the base data to conduct primary research to validate your	Read it: Sign up to Mintel Spotlight which provides free current customer insights in several industries: Mintel	LO1/ LO2

	<p>market and customer personas. This involves looking at wider market trends, competitors, and customers. You will learn how to identify the number of customers, their behaviours, the size of demand, and whether the demand is growing.</p> <p>Industry and Market Analysis: You will consider how to examine the structure and size of an industry, spot opportunities, and recognise risks. You will also reflect on major players in the market and how much influence they hold through using Porter's Five Forces framework.</p> <p>Market Research: You will be introduced to tools and methods for gathering market intelligence such as Mintel or IBIS World reports. This includes analysing current and future trends, scanning the environment for change, and spotting possible threats on the horizon.</p> <p>Competitor Analysis: You will use matrices to map competitors, identify their strengths and weaknesses, and see how they are positioned in the market. This will help you understand where your business might fit and how it can stand out.</p>	<p>(2025) <i>Insights</i>. Available at: https://www.mintel.com/insights/ (Accessed: 20 October 2025).</p> <p>Read it: An example of a green marketing strategy including sustainability - Zhang, Y. (2024) 'Analysis of corporate green marketing strategy based on PESTLE model: A case study of Starbucks', <i>Frontiers in Business Economics and Management</i>, 17(2), pp. 422–426. Available at: https://doi.org/10.54097/2rbnwe57 (Accessed: 20 October 2025).</p> <p>Read about competitor analysis in Chapter 5: Industry and Competitor Analysis, pp.187–219 from Barringer, B.R., and Ireland, R.D. (2021) <i>Entrepreneurship: Successfully launching new ventures</i>. 6th edn. New Delhi: Pearson Education India.</p>	
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<p>Market Intelligence & Environment Scanning: You will practise environment scanning, using tools like PESTLE and Porter's Five Forces. These help you spot political, economic, social, technological, legal, and environmental factors, as well as the industry forces that shape competition and strategy.</p> <p>Industry Mutations, Trends & Disruptions: You will look at how industries evolve and sometimes get disrupted by new entrants, technologies, or shifts in customer expectations. Case studies will show how companies that failed to adapt lost their competitive edge.</p> <p>Competitor Analysis & Positioning: You will apply SWOT and positioning matrices to assess competitors. This helps to visualise market gaps and decide where your product or service could be placed to attract customers.</p> <p>USP / ESP: You will reflect on Unique Selling Points (USPs) and Emotional Selling Points (ESPs). These define what makes your offer distinctive and how it connects with customers on both rational and emotional levels.</p>	<p>Watch it: See Michael Porter himself discuss his model 'Porters 5 Forces' Harvard Business Review. (2008) <i>The Five Competitive Forces That Shape Strategy</i> [YouTube video], 30 June. Available at: https://www.youtube.com/watch?v=mYF2_FBCvXw</p> <p>Read it: Brown, L. (2024) <i>Netflix PESTEL/PESTLE Analysis & Recommendations (Case Study)</i>. Panmore Institute, 19 November. Available at: https://panmore.com/netflix-pester-pestle-analysis-recommendations-case-study</p>	
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	<p>The Art of Prompt Engineering Formative Task (LO1): You will get the opportunity to use ChatGPT to explore and compare some business models provided. You will then complete a comparison activity to identify the difference in quality of output based on the quality of the prompt provided.</p> <p>Reflective Journal: Write down the importance of understanding and analysing the market that you want to enter and what can you do to keep yourself up to date with the changing market.</p>		
Week 3, Session 1	<p>Innovation & Design Thinking: In this session, we will turn our attention to innovation, a powerful force that drives entrepreneurship forward and sometimes reshapes whole industries.</p> <p>What is Innovation? We will think about what innovation means in practice and why it matters for entrepreneurs who want to stay ahead.</p> <p>Incremental vs. Disruptive Innovation: You will explore the difference between small, step-by-step improvements and big, game-changing ideas that transform markets.</p>	<p>Read it: Go back to the core readings Chapter 2: Recognising Opportunities and Generating Ideas, pp.71–103 from Barringer, B. R. (2021)</p> <p><i>Entrepreneurship: Successfully Launching New Ventures.</i> 6th edn. New Delhi: Pearson Education India.</p> <p>Review how they explain different types of innovation. Make notes on at least one incremental and one disruptive innovation example from the</p>	LO2

	<p>Emerging Technologies: You will look at exciting new developments like Artificial Intelligence (AI), the Internet of Things (IoT), and blockchain, and consider how they create both opportunities and risks for entrepreneurs.</p> <p>Case Studies of Failure: Not all innovations succeed. We will examine examples of failed innovations and reflect on the lessons entrepreneurs can learn from them.</p> <p>By the End of the Session: you should understand the different forms innovation can take, why emerging technologies are important, and how to spot both the opportunities and pitfalls that come with innovation in business.</p> <p>Reflective Journal: Write down the different kinds of innovation that can take place in the business world.</p>	<p>last five years that you can connect to these chapters.</p> <p>Watch it: Look up a short documentary clip, TED Talk, or film, about how new technologies such as AI, IoT, or blockchain are changing businesses. Think about how these innovations can succeed or fail.</p> <p>How IoT, Blockchain and AI can transform the supply chain (video)</p> <p><u>YouTube</u> Link: https://www.youtube.com/watch?v=cFQZuwd5UUo <u>YouTube</u></p> <p>Blockchain and IoT: The Next Big Thing (video) <u>YouTube</u> Link: https://www.youtube.com/watch?v=TMu8RmZYyhm</p>	
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	<p>Discuss it: Post one example of an innovation that failed and add your view on why it didn't succeed in the Study Forum on Moodle. Respond to at least one of your peers' posts on the forum.</p> <p>Reflect: Think about your own daily life - is there a product, service, or app you use that has been improved through small steps (incremental innovation) or completely reshaped (disruptive innovation)? Jot down your thoughts in your Reflective Journal and upload to the forum on Moodle.</p> <p>Here are some take away reading tasks which will help support with your learning from today's session:</p> <p>Chapter 2: Recognising Opportunities and Generating Ideas, pp.71–85 from Barringer, B. R. (2021)</p> <p><i>Entrepreneurship: Successfully</i></p>	
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		<p><i>Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 3: Feasibility Analysis, pp.107–144 from Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p>	
Week 3, Session 2	<p>Design Thinking & MVP Development: In this session, we will focus on design thinking, practical approaches to problem-solving that puts people at the centre of innovation. You will also be introduced to the idea of the Minimum Viable Product (MVP) - a way to test business ideas quickly and effectively.</p> <p>What is Design Thinking?: We will explore the design thinking process step by step, showing how entrepreneurs to use empathy, creativity, and testing to turn problems into opportunities.</p> <p>The Importance of Empathy: Understanding your customers is the foundation of design thinking. We will look at</p>	<p>Read it: Chapter 3: Feasibility Analysis, pp.107–144 from Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Watch it: Check out Tom Wujec's TED Talk <i>Build a tower, build a team</i> (TED, 2010). It shows how prototyping and testing small ideas can rapidly lead to better solutions the same principle behind MVPs. It shows how</p>	LO2

	<p>how to “step into their shoes” to discover what people really need, not just what you assume they want.</p> <p>Testing Ideas Early: Rather than waiting until a product is perfect, entrepreneurs often test early versions (prototypes) to get real feedback. We will discuss why these matter and how they can save time, money, and frustration.</p> <p>What is an MVP? You will learn how an MVP works: the simplest version of a product that still delivers value. We will use real-world examples to see how companies launched MVPs, learned from their users, and adapted to build successful businesses.</p> <p>Eureka - Rethinking the Failure Formative Task (LO2): You will work in groups to find the causes of a product failure using design thinking. You will then redesign a new MVP (Minimal Viable Product) for the failed product and present it to the class.</p> <p>By the End of the Session: You should understand the design thinking process, why empathy is key to innovation, and how creating and testing an MVP helps entrepreneurs reduce risks and improve their chances of success.</p>	<p>prototyping and testing small ideas early can lead to better solutions the same principle behind MVPs. TED (2010) <i>Build a tower, build a team Tom Wujec</i> [YouTube video]. Available at:</p> <p>https://www.youtube.com/watch?v=H0yKBitO8M (Accessed: 20 October 2025).</p> <p>Try it: Create a very simple MVP for one of your own ideas this could be a drawing, a short description, or even a mock-up. Keep it basic but focused on solving one clear customer problem.</p> <p>Discuss it: Share your MVP work in the Moodle Study Forum. Explain which customer needs it addresses and invite feedback from your peers. Comment on at least one other student’s post.</p>	
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	<p>Reflective Journal: Write down your thoughts on the importance of empathy in designing a product or MVP.</p>	<p>Reflect: Create a short empathy map for your potential customer group. Think about what they <i>see, hear, think, feel, and do</i>. Record your insights in your reflective journal.</p> <p>Here are some take away reading tasks which will help support with your learning from today's session:</p> <p>Chapter 3: Defining the Needs of Target Customers and Getting Into Their Hearts and Minds to Start, pp.51–75 from Meyer, M.H., and Crane, F.G. (2014) <i>New venture creation: An innovator's guide to entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p>	
Week 4, Session 1	<p>Mindset, Sustainability & Finance - The Entrepreneurial Mindset & Resilience: In this session, we'll look at the entrepreneurial mindset - the way successful entrepreneurs</p>	<p>Read it: Chapter 9: Building a New Venture Team, pp.337–367 from Barringer, B. R. (2021)</p>	LO3

	<p>think and approach challenges. We will see why qualities like resilience, adaptability, and persistence are so important, especially when things do not go to plan.</p> <p>What is the Entrepreneurial Mindset? We will explore how entrepreneurs view challenges as opportunities, and why their mindset often makes the difference between giving up and moving forward.</p> <p>Resilience and Adaptability: Entrepreneurs often face setbacks, from funding issues to product failures. We will discuss how resilience (the ability to bounce back) and adaptability (the ability to adjust) help them survive and grow.</p> <p>Pivoting Strategies: Sometimes sticking to the original plan is the wrong move. We will examine how entrepreneurs use pivoting - changing direction while staying focused on their overall goal – to recover, adapt, and ultimately succeed.</p> <p>Learning from Failure: Failure is not the end; it is a learning opportunity. We will look at how entrepreneurs reflect on mistakes, build persistence, and use those experiences to fuel future success.</p> <p>By the End of the Session: You should understand what it means to have an entrepreneurial mindset, why resilience</p>	<p><i>Entrepreneurship: Successfully Launching New Ventures.</i> 6th edn. New Delhi: Pearson Education India.</p> <p>Focus on how resilience and persistence are described as critical parts of the entrepreneurial mindset.</p> <p>Highlight two examples of strategies entrepreneurs use to recover from setbacks.</p> <p>Research it: Find a short business news article (e.g., BBC Business, Financial Times, or Forbes) about an entrepreneur who faced failure but later succeeded. Note how they demonstrated resilience and adaptability.</p> <p>Discuss it: Post your chosen entrepreneur case in the Moodle Study Forum. Explain what went wrong, how they responded, and whether their</p>	
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	<p>and adaptability are key, and how learning from failure can shape long-term success.</p> <p>Reflective Journal: Think of an instance where you failed initially and then you managed to bounce back by pivoting your actions/strategy. How did you feel?</p>	<p>response fits the resilience strategies outlined in the readings.</p> <p>Reflect: Write a journal entry about a time you faced a challenge. Consider how you dealt with it and what you would do differently now after learning about the entrepreneurial mindset. Post this in the forum.</p> <p>Here are some take away reading tasks which will help support with your learning from today's session:</p> <p>Chapter 8: Preparing the Proper Ethical and Legal Foundation, pp.247-282 from Barringer, B. R. (2021)</p> <p><i>Entrepreneurship: Successfully Launching New Ventures.</i> 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 8: Sustainability and the New Venture, pp.229-264 from Meyer, M. H. and Crane, F. G. (2014) <i>New Venture</i></p>	
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		<i>Creation: An Innovator's Guide to Entrepreneurship.</i> 2nd edn. Thousand Oaks, CA: SAGE Publications.	
Week 4, Session 2	<p>Sustainability & Financial Viability: In this session, we will bring together two important themes in entrepreneurship, sustainability and financial viability. You will see how balancing profit with ethics can shape the long-term success (or failure) of a business.</p> <p>What is Sustainability in Entrepreneurship? We will explore what it means for businesses to act responsibly - thinking not just about profit, but also about people and the planet.</p> <p>Financial Basics for Entrepreneurs: We will look at some simple but essential financial tools, like understanding costs, revenue, and break-even points, and why they matter for new ventures.</p> <p>Case Study Comparisons: We will compare real-world cases - one where sustainability and finance worked hand-in-hand to drive long-term success, and another where ignoring ethics or finances led to failure.</p>	<p>Read it: Chapter 8: Preparing the Proper Ethical and Legal Foundation, pp.247-282 from Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures.</i> 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 8: Sustainability and the New Venture, pp.229-264 from Meyer, M. H. and Crane, F. G. (2014) <i>New Venture Creation: An Innovator's Guide to Entrepreneurship.</i> 2nd edn. Thousand Oaks, CA: SAGE Publications.</p> <p>Pay attention to how these chapters explain sustainability in</p>	LO3

	<p>Do the Right Thing for the World Formative Task (LO3):</p> <p>You will mind map sustainability and ethical issues present in online retail business. You will then discuss in pairs and share with the class - how do these factors impact the business decisions?</p> <p>By the End of the Session: You should understand how sustainability and financial planning work together, and why both are crucial for building a business that lasts.</p> <p>Reflective Journal: Write down your beliefs on the responsibilities of an entrepreneur in the world today and their role in looking after it.</p>	<p>entrepreneurship and outline basic financial tools like break-even analysis.</p> <p>Research it: Find a recent business news article about a company that claims to be sustainable. Look at how it balances ethical or environmental goals with making a profit.</p> <p>Discuss it: Share your chosen company in the Moodle Study Forum. Explain one way it demonstrates sustainability and one financial challenge it faces. Compare your observations with the principles from the core readings.</p> <p>Reflect: Take one of your own business ideas or create a simple one. Draft a quick financial viability check - for example, outline your main costs, expected revenue, and a rough break-even point. Note how sustainability</p>	
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		<p>considerations might affect these numbers.</p> <p>Here are some take-away reading tasks which will help support your learning from today's session:</p> <p>Chapter 8: Preparing the Proper Ethical and Legal Foundation, pp.247-282 from Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 8: Sustainability and the New Venture, pp.229-264 from Meyer, M. H. and Crane, F. G. (2014) <i>New Venture Creation: An Innovator's Guide to Entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p>	
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Week 5, Session 1	<p>The Big Picture – Part I: This session is all about taking a step back and bringing everything together. We will revisit the key ideas and frameworks from Weeks 1 to 4 so that you can see how they connect and prepare for your assessment.</p> <p>Looking Back at Entrepreneurship Foundation: We will review the definitions of entrepreneurship, different types of entrepreneurs, and the ecosystems that support them.</p> <p>Opportunity Recognition and Business Models: You will revisit how opportunities are spotted (and sometimes missed), and how tools like the Business Model Canvas help entrepreneurs design value.</p> <p>Innovation and Design Thinking: We will recap the differences between incremental and disruptive innovation, explore lessons from failed innovations, and remind ourselves how design thinking and MVPs help reduce risks.</p> <p>Mindset, Sustainability, and Finance: We will bring together the themes of resilience, adaptability, sustainability, and financial viability to show how they shape long-term entrepreneurial success.</p> <p>By the End of the Session: You should have a clearer “big picture” view of the module so far and feel more confident</p>	<p>You are required to prepare a revision mind-map connecting frameworks from Weeks 1 and 2, using the following core readings as reference points</p> <p>Chapter 1-5: Decisions to Become an Entrepreneur; Developing Successful Business Ideas; Developing an effective Business Model; Industry and Competitor Analysis, pp.1-219 from Barringer, B. R. (2021)</p> <p><i>Entrepreneurship: Successfully Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 1-4: Defining the Focus of your Venture, pp.7-76 from Meyer, M. H. and Crane, F. G. (2014) <i>New Venture Creation: An Innovator's Guide to Entrepreneurship</i>. 2nd edn.</p>	LO1, LO2, LO3
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	<p>about applying these ideas to your own work and the upcoming assessment.</p> <p>Reflective Journal: Reflect and write down what key skills you have used/developed while completing this module.</p>	<p>Thousand Oaks, CA: SAGE Publications.</p> <p>Read it: Revisit the key chapters from the core texts that you've studied so far. Use these to remind yourself of the main theories and frameworks.</p> <p>Chapter 1-5: Decisions to Become an Entrepreneur; Developing Successful Business Ideas; Developing an effective Business Model; Industry and Competitor Analysis, pp.1-219 from Barringer, B. R. (2021)</p> <p><i>Entrepreneurship: Successfully Launching New Ventures.</i> 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 3: Feasibility Analysis, pp.107–144 from Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures.</i> 6th edn. New Delhi: Pearson Education India.</p>	
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	<p>Chapter 8: Preparing the Proper Ethical and Legal Foundation, pp.247-282 from Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 9: Building a New Venture Team, pp.337–367 from Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 1-4: Defining the Focus of your Venture, pp.7-76 from Meyer, M. H. and Crane, F. G. (2014) <i>New Venture Creation: An Innovator's Guide to Entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p>	
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	<p>Chapter 5-7: Defining the Focus of your Venture, pp.77-144 from Meyer, M. H. and Crane, F. G. (2014) <i>New Venture Creation: An Innovator's Guide to Entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p> <p>Try it: Create a short set of 5–6 revision questions from these chapters. Write your own answers in note form, using the core books as a reference.</p> <p>For example:</p> <ul style="list-style-type: none">• What are the main differences between incremental and disruptive innovation?• How does the Business Model Canvas help an entrepreneur create value?• What strategies can entrepreneurs use to build resilience?	
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	<ul style="list-style-type: none">• Why is sustainability important for long-term business success? <p>Discuss it: Post one of your questions (and your answer) in the Moodle Study Forum. Try answering a question posted by a classmate to test your understanding.</p> <p>Reflect: Think about which topics you found easiest and which you struggled with. Note these in your reflective journal so you can focus your preparation before the assessment.</p> <p>Here are some take away reading tasks which will help support with your learning from today's session</p> <p>Chapter 1-5: Decisions to Become an Entrepreneur; Developing Successful Business Ideas; Developing an effective Business Model; Industry and Competitor Analysis, pp.1-219.</p>	
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		<p>Chapter 3: Feasibility Analysis, pp.107–144; Chapter 8: Preparing the Proper Ethical and Legal Foundation, pp.247-282; Chapter 9: Building a New Venture Team, pp.337–367 from Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Chapter 1-4: Defining the Focus of your Venture, pp.7-76; Chapter 5-7: Defining the Focus of your Venture, pp.77-144 from Meyer, M. H. and Crane, F. G. (2014) <i>New Venture Creation: An Innovator's Guide to Entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p>	
Week 5, Session 2	The Big Picture – Part II: This is your chance to pull everything together and get practical support for your upcoming assignment. We will revisit the main ideas from	Read it: Go back over your lecture notes and the assessment brief. Revisit the key chapters already covered in the module. Highlight sections that	LO1, LO2, LO3

	<p>Weeks 1 to 4, practise applying them, and link them directly to what you will need to do in your written report.</p> <p>Big picture review: We will consolidate key frameworks from opportunity recognition and business models to innovation, resilience, and sustainability and discuss how they connect to real-world entrepreneurship.</p> <p>Assignment Support: You will have time to review the assignment brief with your lecturer, ask questions, and check your understanding of what is expected. We will look at how to use the theories from this module in your case analysis and recommendations.</p> <p>Entrepreneurial Practice Activities: We will run short activities where you will apply design thinking, resilience strategies, and financial basics to quick case examples. These exercises will help you practise the same skills you will need for your assessment.</p> <p>By the End of the Session: You should feel more confident about the assignment, understand how to connect theory to practice, and have experienced hands-on activities that reinforce the entrepreneurial mindset.</p>	<p>connect directly to your upcoming assignment.</p> <p>Here's the fully updated version of that section using your current core books and keeping the same clear structure</p> <p>Chapter 1-5: Decisions to Become an Entrepreneur; Developing Successful Business Ideas; Developing an effective Business Model; Industry and Competitor Analysis, pp.1-219.</p> <p>Chapter 3: Feasibility Analysis, pp.107–144; Chapter 8: Preparing the Proper Ethical and Legal Foundation, pp.247-282; Chapter 9: Building a New Venture Team, pp.337–367 from Barringer, B. R. (2021)</p> <p><i>Entrepreneurship: Successfully Launching New Ventures.</i> 6th edn. New Delhi: Pearson Education India.</p>	
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	<p>Reflective Journal: Reflect and write down what key learnings you will take from completing this module.</p>	<p>Chapter 1-4: Defining the Focus of your Venture, pp.7-76; Chapter 5-7: Defining the Focus of your Venture, pp.77-144 from Meyer, M. H. and Crane, F. G. (2014) <i>New Venture Creation: An Innovator's Guide to Entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p> <p>Try it: Choose a recent failed business (big or small) and, in one page of notes, apply two frameworks from the module (e.g., Business Model Canvas, PESTLE, or Design Thinking). This will help you practise analysis for your own case study.</p> <p>Reflect: Write a short journal entry on which area of the assignment feels most challenging right now (e.g., research, analysis, recommendations).</p>	
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		<p>Note what support or resources you need to improve in that area.</p> <p>Barringer, B. R. (2021) <i>Entrepreneurship: Successfully Launching New Ventures</i>. 6th edn. New Delhi: Pearson Education India.</p> <p>Meyer, M. H. and Crane, F. G. (2014) <i>New Venture Creation: An Innovator's Guide to Entrepreneurship</i>. 2nd edn. Thousand Oaks, CA: SAGE Publications.</p>	
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Module reading

You have access to the GBS library (see Moodle or library@globalbanking.ac.uk) and specific elements of the [OBU library](#).

The sections below detail your module reading list. This includes 'core reading', which are the texts you are required to read as part of the module, as well as a list of recommended readings to enhance your learning further.

Core reading

- Barringer, B. R. (2021) *Entrepreneurship: Successfully launching new ventures*. 6th edn. New Delhi: Pearson Education India.
- Meyer, M. H. and Crane, F. G. (2014) *New venture creation: An innovator's guide to entrepreneurship*. Thousand Oaks: SAGE Publications.

Recommend reading

- Neck, H. M., Neck, C. P. and Murray, E. L. (2021) *Entrepreneurship: The practice and mindset*. 2nd edn. Thousand Oaks, CA: SAGE Publications.]

How will I be assessed?

The assessment strategy for this module is designed to evaluate both your theoretical understanding and your ability to apply concepts to real-world business challenges. It aims to test critical thinking, analytical ability, and practical problem-solving skills, while also encouraging the development of professional and academic competencies.

Your ability to write clearly and concisely is an important academic and professional skill. While there are no automatic penalties for exceeding the word count, your mark will be impacted if your work is overly long or short, as you will not have been able to show sufficient knowledge or the ability to be able to write a clear argument.

For information on extenuating circumstances, additional support and assessment guidance, please refer to your programme handbook.

Consult the [GBS policy on how you can and cannot use Artificial Intelligence \(AI\)](#) legitimately during this assessment.

Component 1

Type of assessment:	Written assignment (individual)
Component weighting:	Contributes 100% of the total module grade.
Learning outcomes assessed:	LO1, LO2, LO3

Component details

You are required to critically analyse the provided SustainWear business case and propose practical solutions, drawing on entrepreneurial theories, design thinking approaches, and relevant academic research. Your task is to apply theoretical frameworks to diagnose problems, identify opportunities, and design a feasible solution. To achieve this, you must support your analysis with appropriate academic literature and credible industry sources, integrating them to justify and strengthen your arguments.

The focus of the assignment should analyse the business failure by applying relevant entrepreneurial and intrapreneurial theories and recommend viable recovery or improvement strategies that integrate both theoretical insight and practical application. You should examine the root causes of failure using recognised business frameworks, identify opportunities the company missed, and design a Minimal Viable Product (MVP) that could have helped SustainWear survive or pivot successfully. You should also consider the commercial, operational, financial, and social or environmental implications of your solution, and reflect on broader lessons for entrepreneurs working in sustainability-focused industries. Finally, you will assess the viability of your proposed solution and reflect on the broader lessons for entrepreneurs working in fast-changing, sustainability-driven industries.

The case study narrative ends with several possible strategic directions. These are included as examples to stimulate your analysis, not as definitive answers.

It is important that you support your analysis with a range of academic and relevant professional sources, using appropriate referencing throughout.

You should present your report in a clear academic style including an introduction, main body, conclusion, and reference list. Sub-headings are encouraged to improve clarity. The report should be 3,000 words in length, with a permitted range of ±10%. The word limit excludes the title page and the reference list. Any appendices are not included in the word limit but should only contain supporting material.

SustainWear is a fictitious organisation created for this assignment. You are not required to research the company itself. The following narrative is the dataset you must use.

References to industry practices within the narrative (for example, sustainability certifications, transparency tools, or circular economy initiatives) are provided to give context in the fashion industry; they are not model answers.

Consult the GBS policy on how you can and cannot use Artificial Intelligence (AI) legitimately during this assessment. |

Report Structure

1. Introduction to the Business Failure

Provide a concise overview of SustainWear, introduce the scope and objectives of the report, outline the analytical frameworks that will be applied, and present the structure of the discussion.

2. Analysis of the Business Failure

Evaluate the root causes of SustainWear's collapse by applying at least two relevant theoretical frameworks. As SustainWear is a fictitious case created for educational purposes, your analysis should be based on the case narrative provided and supported

with appropriate academic literature and credible industry sources to present a well-structured analysis.

3. Identification of Missed Opportunities / Market Gaps

Identify and critically assess the opportunities that SustainWear failed to capitalise on, particularly in areas related to sustainability, consumer trust, and brand positioning.

4. Proposed Solution – Minimal Viable Product (MVP)

Present a clear MVP or pivot strategy that directly addresses SustainWear's weaknesses and repositions the company competitively. Integrate design thinking principles and an entrepreneurial mindset in developing the proposal.

5. Viability Assessment of the MVP

Critically evaluate the feasibility of the proposed MVP. Your assessment must address four dimensions of viability: market demand, scalability, financial sustainability, and social or environmental impact.

6. Conclusion and Reflection

Summarise the key findings of your analysis and reflect on the broader lessons for entrepreneurs and intrapreneurs operating in fast-changing, sustainability-driven industries.

Case Study (Fictitious): SustainWear

1. Early Development (2017 to 2018)

SustainWear was founded in Manchester in 2017 by three graduates, Ella Roberts, Sam Patel, and Hannah Lawson. Their shared ambition was to challenge fast fashion by producing affordable, ethically sourced clothing for environmentally conscious consumers. They raised £75,000 from grants and savings and launched a first line of unisex Tshirts and hoodies made from organic cotton and bamboo fibre, manufactured through Fair Trade certified suppliers in Portugal. Marketing relied on digital storytelling, including supplier

profiles and sustainability content. By the end of 2018, the business had achieved £600,000 in sales, mostly to women aged 18 to 30 in the United Kingdom (UK).

2. Growth and Investment (2019)

Encouraged by favourable sales and positive coverage, SustainWear expanded distribution into fifteen independent UK retailers and recruited staff in logistics, marketing, and design. To fund growth, the founders secured £3 million in venture capital from an ethical investment fund in exchange for 40% equity. The investment agreement set ambitious targets, including tripling turnover within eighteen months.

A major initiative during this period was the launch of a radical transparency project. The concept aimed to provide customers with blockchain-enabled supply chain data and smart labels that tracked garments from source to sale. The project consumed nearly one-third of the investment but did not produce a market ready product.

3. Expansion and Pressures (2019 to 2020)

In late 2019, SustainWear opened pop-up stores in Berlin, Paris, and Amsterdam to test European demand. This strategy highlighted weaknesses in the business model. The brand was not well known outside the UK, logistics and staffing costs were high, and managerial capacity was limited. Although revenue grew to £2.5 million, profit margins declined because of the cost of sustainable fabrics and certified production.

At the same time, tensions grew among the founders. Ella promoted innovation and strong ethical branding, Sam focused on financial efficiency, and Hannah advocated for influencer partnerships. No founder accepted the role of managing director, and decisions were made by consensus. This approach slowed responses to emerging challenges and reduced investor confidence.

4. Crisis and Collapse (2020 to 2021)

The COVID-19 pandemic intensified existing weaknesses. Pop-up stores closed, supply chains were disrupted, and delays from Portuguese suppliers caused missed seasonal launches. Online sales increased slightly but did not compensate for wholesale and retail losses.

Monthly cash burn rose above £150,000 due to wage and marketing costs. The rate of

product returns exceeded 20% as customers ordered multiple sizes and returned most of them. This tied up inventory and reduced availability for new customers. Leadership disagreements worsened, especially over whether to stop the transparency project or reduce staff numbers. Without a coordinated recovery plan, confidence from investors and creditors collapsed, and by early 2021, SustainWear entered administration.

5. Background Information for Further Analysis

The collapse of SustainWear resulted from a combination of strategic, operational, financial, and external factors. Expansion into European markets before consolidating the UK position stretched resources. Investment in advanced technology was not aligned with the company's technical skills or the readiness of its customers, which diverted funds from core operations. High wage costs and operating expenses reduced profitability and made the cost base unsustainable. Leadership conflict prevented timely decisions. The COVID-19 pandemic and supply chain disruption accelerated an already fragile situation.

6. Post Administration Perspective

Although the company failed, not all value was lost. SustainWear retained a clear ethical brand position, a base of loyal customers, and recognised product quality. These assets could have supported recovery under conditions of tighter financial control, more focused strategy, and measured innovation.

7. Strategic Directions for the Future

At the time of SustainWear's collapse, observers in fashion and sustainability discussed several ways the business, or a similar successor, might reposition itself. One option was digital consolidation in the UK, focusing on direct-to-consumer sales with pre-orders and limited-edition releases to reduce inventory risk and waste. A second option was the introduction of a repair, resale, and recycling programme that would extend product life while strengthening loyalty through a circular model. A third option was to simplify transparency by moving away from blockchain systems and instead publishing a supplier map while seeking recognised sustainability certifications such as B Corporation certification (B Corp) or Global Organic Textile Standard (GOTS).

These directions show that SustainWear's values and assets could have supported

alternative strategies and that even after collapse, the company retained potential routes for reinvention and recovery. This concludes the case narrative.

Formatting guidelines

- Font and size: Arial, size 12.
- Line spacing: 1.5 lines.
- Work should be presented in a formal academic style, including a clear title page with student ID, module title, assessment title, and word count.
- Referencing: All sources must be referenced using the **OBU Harvard style**, both in-text and in the reference list. Ensure the reference list is presented on a separate page at the end of the document.
- File type: Assessments must be submitted as an individual report using the cover page that is available on Moodle module page.

Wherever possible, submitted work will be marked anonymously to ensure impartiality; therefore, please ensure that you include your student ID on your submission instead of your name.

Submission instructions

All files should be submitted before 23:59 on Monday 1st December 2025, via Turnitin on Moodle.

Your assessment includes formative activities that must be completed in class as advised by your lecturer and confirmed on the module pages on Moodle.

We recommend that you aim to submit well before the deadline in case you encounter any problems. This video shows how to submit your work on Moodle. You should retain your digital receipt in case of any issues.

Resits

If you do not meet the pass requirement on the first sit, you will be offered a resit opportunity. There is a dedicated week timetabled for you to receive support from lecturers if you are in this position, and a resubmission deadline.

[The Oxford Brookes University Regulations for Study](#) (6.9) set out the rules governing your entitlements to resit assessments and retake modules.

The mark that you achieve for a resit will be capped at the pass mark unless there was an approved Exceptional Circumstances that agrees an uncapped mark.

How will my work be marked?

Your work will be assessed on the extent to which it demonstrates your achievement of the stated criteria in the level-appropriate marking rubrics provided in this document.

Once the submission date has passed, your module tutors will begin to mark your work.

There are a number of phases to this to ensure fairness is maintained across the whole cohort. Following this process, a sample of work is reviewed by a subject expert at Oxford Brookes University and an External Examiner for the programme to ensure that the standards applied are comparable to those at other institutions.

How will I get feedback?

Feedback on your work will be provided in a range of ways at various times throughout this module to support your learning and help you to improve subsequent work.

Feedback provided throughout the module will not be limited to the assessed tasks but will include areas such as your contribution in class and formative assessments.

Assessment feedback will normally be provided within **15 working days** of submission. All marks are provisional until they have been ratified by the Examination Committee and are visible in your Oxford Brookes student record.

If you would like further information about feedback, or how to use it, please talk to your module leader on this module or your level leader.

Marking rubrics for: | GBEN5001|Business Ideas and Opportunities Generation||

Cohort: October 2023

Criteria	Outstanding 100-85%	Excellent 84-70%	Very Good 69-60%	Good 59-50%	Pass 49-40%	Fail <40%
Introduction (5%)	Provides a concise, comprehensive overview of the company, with exceptional clarity on mission, value proposition, early growth, and failure context. Clearly justifies the importance of studying entrepreneurial failure with reference to	Very strong introduction of the company, covering key elements with clear rationale and structure. Shows strong awareness of sustainability, technology, and consumer trends.	Good overview of the company. Covers most elements with clarity. Several links to sustainability, technology, and consumer trends are present but less developed.	Adequate overview of the company with some gaps in rationale or context. The structure is present but not fully clear. Limited links to sustainability, technology, and consumer trends.	Limited overview of the company with weak or missing rationale. Structure unclear or incomplete.	Little or no introduction, vague or inaccurate description of the company, no clear rationale or structure.

Criteria	Outstanding 100-85%	Excellent 84-70%	Very Good 69-60%	Good 59-50%	Pass 49-40%	Fail <40%
	sustainability, consumer trends, and technological disruption.					
Identify the causes of the business failure (10%)	Identifies clearly all root causes of the business' failure and allocates a ranking of impact.	Identifies the root causes of the business failure and allocates a ranking of impact.	Finds many of the root causes of the business failure and allocates a ranking of impact	Finds the main causes of the business failure and allocates a ranking of impact.	Finds the minimum number of causes of the business failure and allocates a ranking of impact.	Minimal or no analysis of what caused the failure. No use of frameworks or evidence.
Application of market analysis frameworks (15%)	Outstanding application of appropriate frameworks. Very strong integration of	Thorough evaluation with frameworks applied effectively.	Good evaluation of failure causes with frameworks applied competently.	Adequate evaluation with limited use of frameworks or shallow application.	Evaluation is limited and/or some inaccurate use of frameworks. Some	No relevant evaluation of frameworks. No engagement

Criteria	Outstanding 100-85%	Excellent 84-70%	Very Good 69-60%	Good 59-50%	Pass 49-40%	Fail <40%
	academic sources, sustainability reports, and industry data. Demonstrates outstanding analytical depth and originality.	evidence and literature to support analysis. Shows a strong understanding of failure causes.	evidence/literature used, though less critically integrated.	Limited engagement with evidence.	engagement with theory or data.	with theory or data.
Identification of Missed Opportunities / Market Gaps (10%)	Comprehensive identification of all missed opportunities/market gaps. Strongly supported with evidence.	Identification of missed opportunities/market gaps with clear evidence.	Identification of most opportunities/market gaps supported with some evidence used but limited depth.	Identification of some opportunities with some evidence.	Identification of one or two opportunities, with little supporting evidence.	No clear identification of opportunities or market gaps.

Criteria	Outstanding 100-85%	Excellent 84-70%	Very Good 69-60%	Good 59-50%	Pass 49-40%	Fail <40%
Strategies to build Consumer Trust (15%)	Deeply considers consumer trust, ethics, and sustainability certifications linked to brand story building. Supported with extraordinarily strong academic / industry research.	Strong consideration of consumer trust is linked to sustainability, ethics and brand story telling. Supported with a breadth of academic / industry research.	Good consideration of consumer trust and ethics and brand story Telling. Supported with a reasonable amount of academic / industry research.	Some consideration of ethics, sustainability, and consumer trust. Supported with some academic / industry research.	Little consideration of ethics, sustainability and consumer trust. Little evidence to support from academic or industry sources.	No consideration of ethics, sustainability or consumer trust. No evidence from academic or industry sources.
Proposed Solution – MVP (10%)	Outstanding, innovative, well-developed MVP directly addressing the company's	Excellent, innovative MVP proposal which addresses the company's	Good, innovative MVP proposal that addresses the main	Adequate MVP proposal, but generic or lacking a strong	Weak MVP proposal, showing none or limited links	No viable MVP proposed, or a completely unrelated case.

Criteria	Outstanding 100-85%	Excellent 84-70%	Very Good 69-60%	Good 59-50%	Pass 49-40%	Fail <40%
	company's weaknesses. Demonstrates exceptional entrepreneurial creativity and adaptability.	weaknesses and demonstrates excellent entrepreneurial creativity and adaptability.	weaknesses of the company. It demonstrates strong entrepreneurial creativity and adaptability.	connection to the company's weaknesses. Demonstrates some entrepreneurial creativity and adaptability.	to addressing the company's weaknesses. Lacks entrepreneurial creativity and adaptability.	
Application of Design Thinking (15%)	Exceptional application of design thinking stages. Very strong justification of commercial and social viability with academic/industry	Very strong application of design thinking stages. Strong justification of commercial and social viability supported very well with industry	Good application and evidence of design thinking, though one or two stages may be underdeveloped. Justification is well developed	Adequate application of design thinking but requires further development. Some supporting industry data and good academic	Little evidence of applying design thinking. Justification is very underdeveloped and extremely limited with supporting industry and	None or insufficient evidence of applying design thinking to the MVP. Insufficient or no supporting industry or

Criteria	Outstanding 100-85%	Excellent 84-70%	Very Good 69-60%	Good 59-50%	Pass 49-40%	Fail <40%
	y evidence to support.	and academic evidence.	with supporting academic and industry evidence developed well.	sources to justify your work.	academic sources.	academic sources.
Viability Assessment of MVP (15%)	Outstanding critical, balanced evaluation across four appropriate dimensions such as scalability, financial sustainability, ethics/ESG, and risk management. Insightful risk mitigation	Excellent evaluation of MVP viability across four appropriate dimensions. Risks and mitigations are well discussed. Work supported with a strong depth of academic and	Good evaluation, covering four dimensions with some evidence. Risks identified, but mitigation less detailed. Very good level of research demonstrated.	Adequate evaluation, limited depth in dimensions. A proficient level of research	Weak evaluation, superficial coverage of viability. Demonstrated, however, needs further work.	No meaningful evaluation of MVP viability.

Criteria	Outstanding 100-85%	Excellent 84-70%	Very Good 69-60%	Good 59-50%	Pass 49-40%	Fail <40%
	strategies. Outstanding supporting industry evidence with exceptional academic research demonstrated.	relevant industry sources.				
Conclusion, Reflection, Recommendations (5%)	Outstanding synthesis of findings. Missed opportunities identified and articulated. Reflective, insightful lessons on	Excellent conclusion with reflection on key lessons and implications. Missed opportunities clearly stated	Very good summary and reflection with some particularly good insights shown. Missed opportunities stated with very good	Good summary with some good insights provided. Recommendations are good but need more development.	Weak summary with little reflection. Insights and lessons are limited. Recommendations need a lot	No meaningful conclusion or reflection. Lack of insights and poor or no recommendations.

Criteria	Outstanding 100-85%	Excellent 84-70%	Very Good 69-60%	Good 59-50%	Pass 49-40%	Fail <40%
	entrepreneurial resilience, adaptability, and sustainable innovation with exceptional recommendation s.	with excellent recommendation s.	recommendations.		of development.	