



American University of Ras Al Khaimah

AURAK Syllabus

Course & Instructor Information

Course Title: Innovation, Entrepreneurship, and Sustainability

Course Code: UNIV 200

Credit Hours: 3.0

Course Description:

The course aims to equip the next generation of leaders in the UAE with an innovative and entrepreneurial mindset and related core skills. The course explains the essential qualities of entrepreneurs and analyses how they use innovation and develop sustainable business models. Design thinking, lean start-up, and business model innovation are key frameworks that underpin the course.

Additional Information about the course:

This course provides students with practical and simulated experience of designing and running a new business venture. It is designed to enhance students' creativity and innovation skills.

Course Textbooks and Materials:

Alkhazraji, Khalid M. and Shawn Olds N. (2016) *Entrepreneurship and Small Business Management - A New Approach to Innovation for GCC Entrepreneurs*. UAE: Hamdan Bin Mohammed Smart University Publishing House.

Other Resources:

Further Reading Texts:

Burns, P. (2022) *Entrepreneurship and Small Business: Start-up. Growth and Maturity*, London: Palgrave MacMillan.

Burns, P. (2020) *New Venture Creation: A framework for entrepreneurial start-ups*, London: Palgrave MacMillan.

Byers, T. H. Richard, C. Dorf, A. Nelson, J. (2014) 4th edition. *Technology Ventures*, NY: McGraw-Hill.

Bessant, J. and Tidd, J. (2015) *Innovation and Entrepreneurship*. NJ: John Wiley.

Burns, P. (2013) *Corporate Entrepreneurship*, London: Palgrave MacMillan.

Bygrave, W. D. and Zacharakis, A. (2014) *Entrepreneurship*, NJ: John Wiley.

Hisrich, R.D. Peters, M. and Shepherd D. A. (2012) *Entrepreneurship*, NY: McGraw-Hill Education.

Research Articles and Case Studies:

Tahseen A. and Burns. P. (2019). Designing an Organization for Innovation in Emerging Economies, Organizations and Markets in Emerging Economies 10 (1).

Tahseen A. and Burns. P. (2018) Entrepreneurial Architecture: A Framework to Promote Innovation in Large Firms, Journal of Entrepreneurship. Sage Publications, 27 (2), 151-179.

Tahseen Arshi, A. Entrepreneurial Case Studies, in P. Burns (2018) *New Venture Creation: A framework to promote Entrepreneurial Startups*. London: Palgrave MacMillan.

Web Resources:

*Available in Library as hard copy or pay online through:

<https://estore.hbmsu.ac.ae/product/entrepreneurship-small-business-management-new-approach-to-innovation-for-gcc-entrepreneurs>

www.gem.org

www.securecanvas.net

Course Learning Outcomes (CLOs)

<p>Course Learning Outcomes At the end of this course, students should be able to:</p>
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CLO 1	Demonstrate an in-depth understanding of the key concepts and principles of entrepreneurship and innovation, highlighting its multi-disciplinary boundaries.
CLO 2	Propose innovative solutions through creative thinking and applying entrepreneurship tools and strategies to solve complex problems.
CLO 3	Analyze environmental, social, and economic issues underlying sustainability and develop business models that positively impact society.
CLO 4	Evaluate entrepreneurial skills and take the initiative and responsibility to imbibe these skills, reflecting on its benefits to personal careers, economy, and society.

Program Learning Outcomes (PLOs) and Mapping Course to Program Outcomes

Please see the APPENDIX for the Course to Program Learning Outcomes Mapping.

Assessment Activities

The dates for quizzes, exams, and submission of assignments are specified in the schedule. You will be graded in this class based on the number of points you earn for quizzes, exams written assignments, or other activities, including your class participation. Keep track of your scores in Blackboard.

Assessment Activities and Grading Weight	Class participation (portfolio) 10% (Individual)	Business Opportunity Proposal (Report) 15% (Individual)	Business Plan (Presentation) 20% (Group)	Business Plan (Full investor pitch) 25% (Group)	Case Study (Report) 30% (Individual)
CLO 1	X				X
CLO 2		X	X	X	
CLO 3		X	X	X	
CLO 4	X				X

Grading Scale

The grading system and scale for AURAK, as established by the Board of Trustees, is as follows:

AURAK Grading System and Scale		
Grade	Percentage Scores	Grade Points
A	95-100	4.00
A-	90-94	3.70
B+	86-89	3.30
B	83-85	3.00
B-	80-82	2.70
C+	76-79	2.30
C	73-75	2.00
C-	70-72	1.70

D+	66-69	1.30
D	60-65	1.00
F	0-59	0.00

An "S" grade reflects satisfactory, or passing, work in a course (i.e., equivalent to grade of C or higher for graduate students. A "U" grade reflects unsatisfactory, or failing, work in a course. S/U will have no effect on the GPA.

Weekly Course Information

Schedule of Course Topics, Required Reading, and Assignments and Assessments (Including scheduling of laboratory, studio, external visits and other non-classroom sessions, as appropriate)				
Week	Topic	Required Readings	Assignment, Assessment (with grade weighting) & Due Date	Mapping of CLO's to Assessments
1 31 Aug	Introduction to Entrepreneurship and Innovation	Alkhazraji and Olds (2016) Ch. 1 Burns (2018) Ch. 1		
	Entrepreneurship and Innovation and its importance (with a particular focus on GCC).	Alkhazraji and Olds (2016) Ch. 4	Participation in each class activity will count towards 10% of the total grade	1, 4
2 7 Sep	Developing a Supporting Environment for Innovative Entrepreneurship	Alkhazraji and Olds (2016) Ch. 3 Burns (2016) Ch. 1		
	Creating an Entrepreneurial Ecosystem (with a focus on UAE)	GEM Country Report		
3 14 Sep	Entrepreneurial Traits and Characteristics	Burns (2016) Ch.3 Bygrave and Zacharakis (2014)		
	Entrepreneurial Case Studies	Burns (2018)		
4 21 Sep	Creativity and Entrepreneurship	Alkhazraji and Olds (2016) Ch. 5 Burns (2016) Ch. 4, 5		
	Opportunity Analysis and Idea Generation	Hisrich et al. (2012) Ch.4		
5 28 Sep	Creative Confidence: Design Thinking	Byers et al. (2014) Bygrave and		
	Prototyping and	Zacharakis (2014) Ch.	Business	2, 3, 4

	experimenting	3	Opportunity Proposal (15%) 27 Sept	
6 6 Oct	Sustainability and Business Model Development	Jorgensen and Pederson, (2018) Chapters 1, 2 and 14		
	Business Model Canvas SUCURE framework	Alexander Osterwalder www.strategyzer.com www.securecanvas.net >		
7 12 Oct	Advancing Sustainability: Lean Start-up	Burns (2018) Ch.4 Burns (2016) Ch.6		
	Business Model Innovation	Bygrave and Zacharakis (2014) Ch. 4		
8 19 Oct	Elevator Pitch- Presenting as an Entrepreneur	Dragons Den and Shark Tank Videos		
	Pitching for Investment	Dragons Den and Shark Tank Videos	Business Plan Group Presentation (20%) 18th October	2,3
9 26 Oct	Business Plan Basics 1: Marketing the Entrepreneurial Venture	Alkhazraji and Olds (2016) Ch. 14 Burns (2018) Ch.14		
	Business Plan Basics 2: Legal, Operational and Management Considerations	Bygrave Zacharakis (2014) C 7 Hisrich et al. (2012) Ch.7	Business Plan Project due (25%) 25 October	2, 3
10 2 Nov	2 Business Plan Basics 3: Financing an Entrepreneurial Venture	Alkhazraji and Olds (2016) Ch.12 Burns (2018) Ch.12, 13 Burns (2016) Ch.11, 14		

	Evaluating financing options: Debt versus Equity	Bygrave and Zacharakis (2014) Ch. 9,11		
11 9 Nov	Legal forms of Ownership- sole traders, partnerships	Alkhazraji and Olds (2016) Ch. 7 & 9 Burns (2016) Ch. 9		
	Franchising	Bygrave and Zacharakis (2014) Ch. 12		
12 16 Nov	Challenges of Growth and Change	Burns (2016) Ch. 12		
	Entrepreneurial Leadership	Tahseen and Burns (2018)		
13 23 Nov	Innovation and Entrepreneurship Success and Failure in Large Firms	Burns (2016) Ch. 8 Bessant and Tidd (2015) Tahseen A. (2017) Journal article		
	Corporate Entrepreneurship	Burns (2016) Ch. 8		
14 30 Nov	Entrepreneurial Architecture	Burns (2016) Ch. 19 Burns (2013) Ch. 3, 4, 5, 6		
	Social Entrepreneurship	Tahseen and Burns (2018) Journal Article	Participation Portfolio submission (10%) (29 November)	1,4
15 7 Dce	Sustainability and Entrepreneurship	Alkhazraji and Olds (2016) Ch. 19 Burns (2016) Ch.1		
	Occupational Factors Affecting Entrepreneurship and Innovation	Alkhazraji and Olds (2016) Ch. 19 Burns (2016) Ch.1	Submission of Case Study Final Report (30%) 6 December)	1, 4

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Attendance Policy

Regular student attendance and class participation are essential for students to meet course expectations and to succeed in their studies. The following are benefits associated with attending classes:

- Opportunity to participate in active learning
- Opportunity to demonstrate preparation for class
- Opportunity to engage with the faculty member teaching the course, classmates, and the course material

The following are requirements of the university's attendance policy:

- Students must provide a satisfactory reason for being absent from class, to the course instructor, in advance of missing a class.
- Students must observe protocols for online course attendance (e.g., having camera turned on).
- Students must arrive on time for class and must not depart early from the class. Persistent late arrival at, or early departure from, class meetings may result in being counted as absent from class.

If students fail to attend 20% of the scheduled classes for the semester the following will be the consequence:

- Students will receive a notice that they have been withdrawn from the course, receiving a grade of either W or F (or U).

- W if the 20% absence is reached prior to the deadline for withdrawing from a course with a grade of W.
- F (or U) if the 20% absence is reached after the deadline for withdrawing from a course with a grade of W.

Accommodations for Students of Determination

Students of determination may find they require additional support, services, or considerations. AURAK will endeavor to support students of determination of those with special needs where resources are available. Accommodations will be provided, for students with verified needs, allowing equal access to educational facilities, programs, services, and activities at AURAK. Accommodations are never applied retroactively – only students who have previously requested and have been approved for supporting accommodations can have them apply to a given academic semester/course. Students needing support must make the request from the Office of Support Services located in Building D.

Other Relevant Policies

A. Academic Integrity

The Honor Code

The American University of Ras Al Khaimah strongly supports the concept of academic integrity and expects students and all other members of the AURAK community to be honest in all academic endeavors. The AURAK Honor Code can be found in the AURAK Student Handbook.

The role of the Honor Code and associated Academic Integrity Policy is to protect the academic integrity of the university, encourage consistent ethical behavior among students, and foster a climate of honorable academic achievement. The Honor Code is an integral part of university life and students are responsible, therefore, for understanding and abiding by the code's provisions. While a student's commitment to honesty and personal integrity is assumed and expected, this Code and associated policy and procedures provides clarity of expectations.

Expectations

Cheating, plagiarism, and all other forms of academic fraud are unacceptable; they are serious violations of university policy. AURAK expects all students to be familiar with university policies on academic integrity. The university will not accept a claim of ignorance – either of the policy itself or of what constitutes academic fraud – as a valid defense against such a charge.

Violations of Academic Integrity

Violations of academic integrity constitute academic fraud. Academic fraud consists of any actions that serves to undermine the integrity of the academic process or that gives the student an unfair advantage, including:

- Inspecting, duplicating or distributing test materials without authorization.
- Cheating, attempting to cheat, or assisting others to cheat – relevant here is the prohibition on being in possession of a mobile telephone or similar electronic device during a test or examination. In case such devices are found with a student, the student will be deemed to have attempted to cheat and will be subject to disciplinary action under the Student Academic Integrity Policy.
- Altering work after it has been submitted for a grade.
- Plagiarizing.
- Using or attempting to use anything that constitutes unauthorized assistance. **PLEASE NOTE:** Faculty members may prohibit the use of generative AI, including though not limited to, generative AI such as Open AI ChatGPT and Canva, in completing assignments. When such prohibitions have been communicated by the faculty member, incorporating information from such sources into your assignment submission will be treated as a serious violation of academic integrity expectations.
- Fabricating, falsifying, distorting, or inventing any information, documentation, or citation.

Plagiarism

One of the most common violations of academic integrity is plagiarism. Plagiarism can be intentional or unintentional. However, since each student is responsible for knowing what constitutes plagiarism, unintentional plagiarism is as unacceptable as intentional plagiarism and thus will bring the same penalties.

Plagiarism – submitting the work of others as one's own - is a serious offense. This includes submitting work obtained from AI writers such as Open AI Chat GPT, as well as other forms of generative AI. In the academic world, plagiarism is theft. Information from sources – whether quoted, paraphrased, or summarized – must be given credit through specific citations. When a student paraphrases a work, it is still necessary to cite the original

source, even when the information has been provided by generative AI writers and/or sources. Merely rearranging a sentence or changing a few words is not sufficient. The citation style should be appropriate for the discipline and should clearly indicate the beginning and ending of the referenced material. All sources used in the preparation of an academic paper must also be listed with full bibliographic details at the end of the paper, as appropriate in the discipline. **PLEASE NOTE:** Faculty members may prohibit the use of generative AI in completing assignments. When such prohibitions have been communicated by the faculty member, incorporating information from such sources into your assignment submission will be treated as a serious violation of academic integrity expectations.

While plagiarism detection software can assist identifying plagiarism, there is no “percentage of matching content” threshold for determining that content in a written assignment has been plagiarized. Indeed, the presentation of a single striking phrase originally written by another without attribution to the original source can constitute plagiarism, even though the percentage of matching content found by plagiarism-checking software might be very small.

Faculty and Student Expectations

- Every student, faculty member, and administrator is responsible for upholding the highest standards of academic integrity. Every member of the AURAK community shall honor the spirit of this policy by refusing to tolerate academic fraud.
- It is the responsibility of the instructor to provide students with additional guidelines for what constitutes “authorized” and “unauthorized” assistance.
- It is the responsibility of every student to seek clarification if in doubt about what constitutes “authorized” and “unauthorized” assistance. In cases involving collaborative work, all students within the collaborative group may be help responsible for violating the code if any member of the group receives, accepts, or utilizes “unauthorized” assistance.
- Students are required to obtain permission prior to submitting work, any part of which was previously or will be submitted in another course. The instructor has the option of accepting, rejecting, or requiring modification of the content of previously or simultaneously submitted work.

A student who suspects that a violation of academic integrity has occurred should report the violation to the dean or to the Office of the Provost. In this report, the student should describe any action taken, such as talking with the person involved or with a faculty or staff member. Every effort will be made to preserve the anonymity of the student reporting the incident;

Possible penalties for academic fraud include: Formal warning, Reduction in grade for the assignment, Reduction in the grade for the course, A failing grade for the assignment, A failing grade (F) in the course, and/or Dismissal or Expulsion from the University.

Please refer to the relevant section in the *Student Handbook* and ensure a clear understanding of the provisions of the University Honor Code and the Student Academic Integrity Policy.

B. Concerns about grades or other course matters.

Students are responsible for their learning experiences. If you are concerned about a class matter, first discuss it with the instructor. If the matter is not resolved, the next step is to meet with the Chair of the department in which the course is taught. If you still have a concern, meet with the Dean of the school in which the course is taught. The matter is likely to be resolved before it reaches that point, but if it is not, then visit the Associate Provost for Academic Affairs. Students who decide to “jump to the top” will be referred “back” to the appropriate next step.

C. Assignments

University policy is that assignments are due on the date indicated when the assignment is made. Instructors may refuse to accept late assignments or lower the grade that would be otherwise given.

D. Mobile Phones

All mobile phones and other communication devices should be turned off before entering the classroom. Students may NOT have mobile telephone or other electronic devices in their possession while completing examinations. Any violation will be deemed as having attempted to cheat.

E. Diversity and the Use of English

English is the common language of the AURAK campus for everyone. It is the only language to be used in the classroom. AURAK brings together students and faculty from diverse cultural and linguistic backgrounds, which is one of the strengths of the university. This diversity provides an opportunity to share our different experiences and enlarge our understanding of the world.

APPENDIX

Program Learning Outcomes (PLOs) : General Education

Program Learning Outcomes At the completion of the program, students should be able to:	
PLO 1	PLO 1 Solve abstract, familiar and non-routine problems without assistance using appropriate information drawn from relevant fields of work or disciplines.
PLO 2	PLO 2 Present collaborative group analyses of topics that include complex ideas and integrate multiple points of view.
PLO 3	PLO 3 Analyze empirical data using appropriate information retrieval and analysis methods, tools and techniques to arrive at informed, verifiable solutions to abstract, familiar and non-routine problems.
PLO 4	PLO 4 Articulate the ethical and moral aspects of possible courses of action in particular situations and explain the consequences which might follow with reference to intercultural issues at regional, national and global levels.

Mapping Course to Program Learning Outcomes : General Education

The learning outcomes of this course contribute to meeting one or more of the program learning outcomes as shown below, with the contribution designated as “high”, “medium”, or “low”:				
	PLO 1	PLO 2	PLO 3	PLO 4
CLO 1	<i>high</i>	<i>medium</i>		
CLO 2	<i>high</i>		<i>high</i>	
CLO 3	<i>medium</i>	<i>high</i>	<i>medium</i>	<i>medium</i>
CLO 4		<i>medium</i>		<i>high</i>