ISM UNIVERSITY OF MANAGEMENT AND ECONOMICS

APPROVED BY
THE STUDY COMMISSION
Minutes No. 02-12-2026-15
as of 27th August 2026

ENTREPRENEURSHIP AND TECH-BASED BUSINESS DEVELOPMENT

Course code	*MNG264*
Compulsory in the programmes	*Entrepreneurship and Innovation*
Level of studies	*Undergraduate*
Semester	*Autumn*
Number of credits	*6 ECTS; 24 hours of lectures, 24 hours of seminars, 112hours of individual work.*
Coordinating lecturer	*Dr. Bahman Peyravi*
Course prerequisites	*None*
Language of instruction	*English*

Course description

The course introduces key concept related to the topic of entrepreneurship starting with the goals and context of entrepreneurship and how it fits with innovation all the way to creating new ventures, exploiting knowledge and intellectual property and thus generating and capturing new value. The material is explicitly linked to the place of technologies and societal challenges for entrepreneurship. The course is based on numerous practical real-life cases, examples and managerial tools.

Learning outcomes

Course learning outcomes (CLO)	Degree level learning objectives (Number of LO	**Study methods**	**Assessment methods**
CLO1 To be able to recognise and to describe different entrepreneurial paths	LO4LO7	Individual study Case discussions Reading and discussions	Final exam, group and individual tasks
CLO2 To be able to recognise the main parts of an entrepreneurial process	LO6 LO7 LO13	Individual study Reading and discussions	Final exam, group and individual tasks
CLO3 To be able to recognise the main sources of ideas for development	LO1LO9	Individual study Reading and discussions	Final exam, group and individual tasks
CLO4 To be able to see the big innovation picture from a technological and corporate perspective.	LO1 LO2 LO16	Individual study Discussions	Final exam, group and individual tasks
CLO5 To be able to link entrepreneurship opportunity to advancements in technology, internal organisational and individual development	LO2 LO13LO14	Individual study Discussions	Final exam, group and individual tasks

ACADEMIC HONESTY AND INTEGRITY

The ISM University of Management and Economics Code of Ethics, including cheating and plagiarism are fully applicable and will be strictly enforced in the course. Academic dishonesty, and cheating can and will lead to a report to the ISM Committee of Ethics. With regard to remote learning, ISM remind students that they are expected to adhere and maintain the same academic honesty and integrity that they would in a classroom setting.

AI USAGE

All course participants must comply with the ISM University of Management and Economics Artificial Intelligence Policy published on the e-learning platform. More detail application of the tools will be explained by the instructor of the course. Please consult in advance possibilities to use AI in every case.

COURSE OUTLINE

Topic	In-class hours	Readings
1.Introduction. creativity, entrepreneurship and innovation. The foundation of Entrepreneurship.	4	
2. Entrepreneurship definition. Entrepreneurship as a socio-economic phenomenon, Ethics and social responsibility of entrepreneurial activities. Entrepreneurship as a global social movement. Developing entrepreneurial mindset.	4	Essentials of Entrepreneurship and Small Business Management, 9th edition, *Norman M. Scarborough and Jeffrey R. Cornwall, Pearson Education 2019.* Chapter 1 activities. Entrepreneurship : the practice and mindset / Heidi M. Neck, Christopher P. Neck, Emma L. Murray. Los Angeles : SAGE, 2018. Chapter 1
3. Technology and science; The strategic management of technology and innovation; Industry dynamics of technology and innovation - source of innovation & types and patterns of innovation; Creativity and innovation as keys toward entrepreneurial success, Entrepreneurship types. Social entrepreneurship. Intrapreneurship.	4	Coursebook: Strategic management of technological innovation. Part 1; Chapter 1, Fourth Edition, Melissa A.Schilling Page 13-65 Essentials of Entrepreneurship and Small Business Management,. Chapter 2 activities. Entrepreneurship : the practice and mindset / Heidi M. Neck, Christopher P. Neck, Emma L. Murray. Los Angeles : SAGE, 2018. Chapter 4
4. Feasibility analysis and the business model; Business plan and the forms of business ownership	4	Essentials of Entrepreneurship and Small Business Management, 9th edition, *Norman M. Scarborough and Jeffrey R. Cornwall, Pearson Education 2019.* Chapter 2 activities.
5. Developing the existing business; Franchising and the entrepreneur.	4	Essentials of Entrepreneurship and Small Business Management, 9th edition, *Norman M. Scarborough and Jeffrey R. Cornwall, Pearson Education 2019.* Chapter 3 activities.
Midterm topics (1-5)		
6. Trend driven innovation. New business sources. Technological and social trends. Search of new opportunities for business Group presentations.	4	Internet sources: https://www.weforum.org www.gartner.com www.trendwatching.com www.trendhunter.com
7. Building marketing plan; e-commerce and the entrepreneurship. Group presentations	4	Essentials of Entrepreneurship and Small Business Management, 9th edition, *Norman M. Scarborough and Jeffrey R. Cornwall, Pearson Education 2019.* Chapter 4 activities.

8. Financial plan, risk and investment management, managing cash flows; Source of financing: equity and debt. Group presentations	4	Essentials of Entrepreneurship and Small Business Management, 9th edition, *Norman M. Scarborough and Jeffrey R. Cornwall, Pearson Education 2019.* Chapter 5 activities.
9. Global aspect of entrepreneurship, Building a New Venture Team and Planning Next Generation Group presentations	4	Essentials of Entrepreneurship and Small Business Management, 9th edition, *Norman M. Scarborough and Jeffrey R. Cornwall, Pearson Education 2019.* Chapter 17 activities.
10. Digital Innovation and Entrepreneurship	4	
11. Capturing Business Value. Creating Social Value	4	
12. Final Presentations of Group Projects. Business Ideas.	4	
Final Exam topics (6-12)		
	Total: 48 hours	
CONSULTATIONS	6	
FINAL EXAM	2	

FINAL GRADE COMPOSITION

Type of assignment	**%**
Group Components 40%	
Group project presentation	20
Class assignments	20
Individual Components 60%	
Midterm	30
Final exam	30
Total:	**100**

Course requirements:

DESCRIPTION AND GRADING CRITERIA OF EACH ASSIGNMENT

(Provide short descriptions and grading criteria of each assignment)

1. The final exam will account for 30% of the final grade. The final exam will include topics (6-12). All the materials that were covered during the lectures and seminars are relevant for the final exam. The lecturer reserves the right to choose the form of the exam (multiple choice/ open answer questions/ essay).
2. The mid-term (30%) will include the topics 1-5. The lecturer reserves the right to choose the form of the midterm (multiple choice/ open answer questions/ essay).
3. Students will prepare group project, which final presentation will be evaluated 20 %
4. Students will receive assignments during the classes and cumulative grade of all assignments will be 20 %. Details of the assignments will be provided during the lectures.

RETAKE POLICY

If final (cumulative) mark of the course, including final exam score, is insufficient, students will be allowed to exercise their right of retake. The retake exam will cover all lectures and case-discussion topics discussed in class during the course. It will replace the 60 % of exams (mid-term and final). Group work cannot be resubmitted later. The lecturer reserves the right to choose the form of the exam (multiple choice/ open answer questions/ essay)

USE OF GENERATIVE ARTIFICIAL INTELLIGENCE

All course participants must comply with the ISM University of Management and Economics Artificial Intelligence Policy published on the e-learning platform. The guidance below sets out how it applies to this course. Entrepreneurship and technology-based business development is a field in which these tools are already part of professional practice, so students are expected to use them competently and to judge critically where their output is generic, outdated or wrong. The guiding rule is simple: AI may support your thinking, but it may not replace it. Students remain fully responsible for everything they submit or present, including any factual error, fabricated reference, invented company detail or unexamined assumption produced by an AI tool. Where a particular use is not covered below, please consult the lecturer in advance.

Group project and final presentation (20%)

In the group project, the use of generative AI is permitted and encouraged. Teams may use AI tools:

- to research the problem, market, industry, technologies and competitors, and to structure and compare what they find;
- to generate and stress-test business ideas, and to challenge the team's own framing and assumptions;
- to support feasibility analysis, business model design, marketing planning and financial planning by producing drafts, checks and alternatives;
- to produce visuals, mock-ups, prototypes and presentation material, and to rehearse for the final presentation;
- to improve the quality of written and spoken English.

What must remain the team's own work is the reasoning the project is assessed on: the choice of idea or opportunity and why it is worth pursuing, the assumptions behind the feasibility and financial plan, the judgement about which option to develop and why the alternatives were set aside, and everything said during the presentation and the questions that follow. Every figure presented must be one the team can explain where it came from and what it assumes. A number that no member of the team can account for will be treated as unsupported regardless of how it was produced.

Claims about markets, competitors, technologies, funding sources and regulation must be verified against a credible source before they are used. AI tools readily invent plausible company details, market sizes and funding figures, and business ideas are exactly where this occurs. AI-generated content is not a source and must not be cited as one; where an AI tool pointed the team towards a useful report, article or case, the team should read that material and cite it directly.

Class assignments (20%)

Class assignments are completed during the sessions and assess each student's own preparation and understanding. AI tools may be used in them only where the assignment description or the lecturer states that they may. Students are expected to read the assigned chapters and activities themselves; an AI summary read in place of the material will not support the quality of contribution this component rewards.

Intellectual property and confidentiality

This course covers the exploitation of knowledge and intellectual property, and the use of AI tools raises two issues that belong to that topic. First, the intellectual property status of AI-generated material is unsettled and differs between jurisdictions, and such material may reproduce protected content from its training data; it should therefore not be treated as safely original. Second, information entered into a public AI tool does not necessarily remain confidential. Students must not enter into these tools any business idea, invention or technical solution that may later be protected, any confidential or unpublished information belonging to a company, or the personal data of any individual. Material from interviews or customer conversations must be anonymised before it is processed with an AI tool.

Declaration of AI use

All use of AI tools must be referenced and disclosed. The group project deliverable and final presentation must include a short declaration, one slide is sufficient, stating which tools were used, for what purposes, what the team did to verify or correct the output, and where the output was rejected and why. The declaration is not graded on how much or how little AI was used, and honest declaration is never penalised. Undeclared, misrepresented or prohibited use of AI tools is a breach of academic integrity and will be handled under the ISM Code of Ethics.

Mid-term and final examinations (60%)

The mid-term and the final examination are individual and closed. Generative AI tools, AI-enabled devices, browser assistants and any other form of automated support are not permitted during them, and their use is treated as cheating. This applies whichever format the lecturer chooses multiple choice, open answer questions or essay. AI tools may of course be used in preparation, for example to generate practice questions, to test one's own understanding or to explain a concept differently, provided the understanding demonstrated in the examination is the student's own.

Verification and oral defence

The lecturer may at any time ask a team or an individual student to explain the reasoning, sources, data, assumptions or decisions behind their work, in class or in a short discussion, and all team members should be prepared to answer questions on the group project. Being unable to explain or defend submitted work including work produced with the help of AI will be reflected in the grade and may be treated as a case of academic dishonesty and reported to the ISM Committee of Ethics.

Students who are uncertain whether a particular use of AI is acceptable should ask the lecturer before submitting.

REQUIRED READINGS

Essentials of Entrepreneurship and Small Business Management, 9th edition, *Norman M. Scarborough and Jeffrey R. Cornwall, Pearson Education 2019.* Chapter 1 activities.

ADDITIONAL READINGS

Bessant, J. and J. Tidd (2021) Managing innovation. Integrating technological, market and organizational change. Wiley & Sons.
Entrepreneurship : the practice and mindset / Heidi M. Neck, Christopher P. Neck, Emma L. Murray. Los Angeles : SAGE, 2018. Chapter 1

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ANNEX

DEGREE LEVEL LEARNING OBJECTIVES

Learning objectives for the Bachelor of Business Management
Programmes:
International Business and Communication,
Business Management and Marketing,
Finance,
Industrial Technology Management,
Entrepreneurship and Innovation

Learning Goals	Learning Objectives
Students will be critical thinkers	BLO1.1. Students will be able to understand core concepts and methods in the business disciplines
	BLO1.2. Students will be able to conduct a contextual analysis to identify a problem associated with their discipline, to generate managerial options and propose viable solutions
Students will be socially responsible in their related discipline	BLO2.1. Students will be knowledgeable about ethics and social responsibility
Students will be technology agile	BLO3.1. Students will demonstrate proficiency in common business software packages
	BLO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	BLO4.1. Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	BLO4.2. Students will be able to convey their ideas effectively through an oral presentation
	BLO4.3. Students will be able to convey their ideas effectively in a written paper

Learning objectives for the Bachelor of Social Science
Programmes:
Economics and Data Analytics,
Economics and Politics

Learning Goals	Learning Objectives
Students will be critical thinkers	ELO1.1. Students will be able to understand core concepts and methods in the key economics disciplines
	ELO1.2. Students will be able to identify underlying assumptions and logical consistency of causal statements
Students will have skills to employ economic thought for the common good	ELO2.1.Students will have a keen sense of ethical criteria for practical problem-solving
Students will be technology agile	ELO3.1. Students will demonstrate proficiency in common business software packages
	ELO3.2. Students will be able to make decisions using appropriate IT tools
Students will be effective communicators	ELO4.1.Students will be able to communicate reasonably in different settings according to target audience tasks and situations
	ELO4.2.Students will be able to convey their ideas effectively through an oral presentation
	ELO4.3. Students will be able to convey their ideas effectively in a written paper