

Articulating learning outcomes

The delivery and learning outcomes below are suggestions and not intended to be prescriptive or limiting, as these can be added to and tailored as required. These have been grouped into themes for clarity; each theme is interconnected and should be approached holistically.

Creativity and innovation

Ideas led by an entrepreneurial approach are founded on the ability to think and act creatively and innovatively.

Delivery should include opportunities for:
○ Creative thinking ○ Conceptualisation ○ Innovation ○ Problem solving ○ Understanding the value of intellectual property ○ Value creation from different markets
Learners should be able to:
○ Generate multiple ideas, concepts, proposals, solutions, or arguments in response to identified problems and opportunities ○ Think speculatively, employing both convergent and divergent approaches to arrive at appropriate solutions.

Opportunity recognition, creation and evaluation

At the heart of the entrepreneurial process is the recognition of real opportunities from a spectrum of possible ideas. Where possible, educators should engage with industry to provide relevant, up-to-date working materials.

Delivery should include opportunities to:
○ Recognise or create multiple opportunities through actively making connections ○ Make connections as a result of problem solving, evaluating and assessing ideas ○ Develop relevant subject expertise and awareness of contemporary issues, evidenced in strategies for recognising opportunity. For example, as enterprise and entrepreneurship are led by ideas, it is important for students to develop awareness of how to manage Intellectual Property.
Learners should be able to:
○ Identify, analyse and respond to relevant opportunities ○ Develop and produce multiple solutions to enhance existing provisions, and identify problems, shortfalls and similar challenges

Decision making supported by critical analysis, synthesis and judgement

Entrepreneurs and ‘intrapreneurs’ (entrepreneurship within an existing organisation) rely on the ability to combine new and emerging insights to make decisions, even when these are based on limited or unclear data or on emotional considerations such as well-being. Decisions to act are made within a context of uncertainty and through iterative processes.

Delivery should include opportunities to:

- Research and collect evidence
- Critically analyse evidence
- Make decisions under uncertainty
- Use judgement to take calculated risks
- Take the initiative to take action or make changes
- Demonstrate financial literacy in the context of their learning

Learners should be able to:

- Source and retrieve relevant contextualised information
- Evaluate information and formulate arguments, independently and within a team
- Combine analysis with synthesis and decision making, drawn from subject expertise and evaluation of critical incidents
- Be resilient and flexible when faced with change or uncertainty

Implementation of ideas through leadership and management

Successful enterprise and entrepreneurship depend upon the ability to take action, and implement decisions through social processes.

Delivery should include opportunities for:

- Leadership and team management within projects
- Productively linking intention, context and processes with outcome and dissemination, within management structures
- Development and maintenance of effective relationships with audiences, clients, markets, users, and consumers, as well as with participants, co-workers and co-creators
- Evaluation of resilience and adaptability, using effectiveness in relationships as a gauge.

Learners should be able to:

Manage resources in response to a problem or need
Demonstrate enthusiasm for enquiry and the motivation to sustain it

Action and reflection

Individuals successful in enterprise or entrepreneurship often have heightened self-awareness, developed through reflecting on and continually learning from their actions; they use failure to inform their progress.

Delivery should include opportunities for:

- Audits and evaluations before and after entrepreneurial activity
- Developing critical reflection techniques
- Action planning for self-development with SMART objectives
- Reviewing networks
- Use of iterative, discovery and learning processes that include learning from failure
- Reflection on generating novel and associative solutions in response to perceived problems, rather than just the final outcome.

Learners should be able to:

- Critically reflect upon, review and evaluate the solutions they have explored
- Identify personal development needs and other changing factors through the reflective process
- Evaluate their own learning and respond to identified shortfalls (competencies, attributes and behaviour gaps)
- Demonstrate resourcefulness in seeking development guidance or mentoring from both external and internal contacts.

Communication and strategy skills

As well as working within teams, entrepreneurial processes involve the ability to build effective relationships with a variety of stakeholders. Interpersonal skills become well-developed through communication and interaction with others. Effective and adaptive planning is key to developing and implementing strategies.

Delivery should include opportunities for:

- Thinking about and visualising the future, scanning the environment, planning, communicating, influencing, directing, and rationalising
- Building relationships, building trust, influencing, networking, negotiating and reviewing progress
- Multiple forms of communication for a range of audiences, including stakeholders and new media technologies
- Learning how intellectual property and issues of confidentiality impact communication

Learners should be able to:

- Identify and respond to stakeholder needs
- Communicate enthusiasm and passion to 'sell' new ideas, concepts or solutions
- Employ visualisation and flexible planning skills to interact effectively with others, articulate ideas, build trust and present information or outputs to audiences
- Draw on the views of others to inform the development or enhancement of their work
- Provide research and other evidence to suggest how ideas can be taken forward over time, taking changing environments and emerging technologies and concepts into account.

Digital and data skills

Big data coupled with analytical methods such as advanced analytics and AI can inform decision making throughout the innovation process. The development of digital literacy and competencies can inform successful entrepreneurial activities, enhance the ability to identify opportunities, and devise new ways to create value.

Delivery should include opportunities to:

- Explore digital advances and their application
- Critically review the advantages and disadvantages of data-driven decision making
- Engage with industry experts and big data sources
- Review innovation, problem-solving and resilience in the context of data-driven opportunities

Learners should be able to:

- Perceive the importance of digital technologies and the impact on productivity
- Understand technological advances and the ability of different technologies to connect
- Explore technological advances in application to venture creation and effective management