

CORPORATE ENTREPRENEURSHIP

Professors:

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Course Syllabus

A firm's ability to survive and succeed in an increasingly competitive global arena increasingly depends on its ability to create new revenue streams and pursue new business opportunities.

For start-up companies and many small SMEs, building revenue streams around the company's (limited) resources and assets is part of the daily management, but in larger, older and more consolidated businesses, the pursuit of opportunities is not always systematic.

Large corporations that systematically generate and screen new market opportunities, launch new products and services and develop new markets rely on what we call "Corporate Entrepreneurship".

In this course we will have a closer look at the conditions and tools needed to create corporate entrepreneurs.

The course is structured into four parts namely:

- Part I. The Nature of Entrepreneurship in Established Companies
- Part II. Entrepreneurial Vision and Direction
- Part III. Developing an Environment to Support Entrepreneurship
- Part IV. Entrepreneurial Orientation and the Future

Course Content :

- Part I. The Nature of Entrepreneurship in Established Companies
 - Corporate Evolution and the Entrepreneurial Imperative
 - Applying Entrepreneurship to Established Companies
 - Levels of Entrepreneurship in Organizations: Entrepreneurial Intensity
 - Differences between Start-Up and Corporate Entrepreneurship
- Part II. Entrepreneurial Vision and Direction
 - Who is the Corporate Entrepreneur?
 - Creativity and the Corporate Entrepreneur
 - Product Innovation, Technology and the Corporation
 - Corporate Entrepreneurial Strategy
 - Understanding the Obstacles to Corporate Entrepreneurship
- Part III. Developing an Environment to Support Entrepreneurship
 - Structuring the Company for Entrepreneurship
 - Controls, Numbers and Profit Pool
 - Human Resource Management and Entrepreneurship
 - Company Culture, Change and Failure
- Part IV. Entrepreneurial Orientation and the Future
 - Measuring an Organization's Entrepreneurial Orientation
 - Entrepreneurship in Government Organizations

-The Entrepreneurial Organization of Tomorrow

Because the course will emphasize the use of facts, figures, numbers and examples that support ideas and concepts, all students are expected to read the syllabus and come to class prepared to contribute to discussions and group activities. "Prepared" means having read the assigned materials in advance of class, and invested the needed time and effort to develop insightful opinions.

Class hours & Location

(please check the official University calendar for lessons breaks)

Course policies

Attendance. Attendance is strongly recommended at all regular class meetings. The class discussions on business cases will provide key elements for the exams and the final evaluation.

Class participation. Class discussions are an essential component of the learning process.

Your full participation is expected in the discussion of assigned readings and general course themes. You are expected to complete the readings assigned for each tutorial session in advance of that session, and to attend class prepared to discuss the ideas set forth in those readings. The duly preparation is especially important for the discussion of business cases.

Some of the criteria I shall apply in evaluating your contributions may include:

- Are the points made relevant to the discussion?
- Do they go beyond a mere recitation of case facts, and are implications clearly drawn?
- Is there evidence of analysis rather than expressions of opinions?
- Are the comments linked to those of others?
- Did the contribution further the class's understanding of the issues?
- Is the participant a good listener?

Group written assignments. Work groups will be formed during the course. "Groups" can consist of 1-4 students. The groups will be required to prepare and present 2 assignments. One on the Ikea case, and another on the Oticon case. In both cases, groups will be required to make an academic analysis.

Assignment 1 text: "In the light of the theories and knowledge presented on the nature and form of entrepreneurship and corporate entrepreneurship, please imagine that you are a teaching assistant presenting the IKEA case as a good illustration of independent and corporate entrepreneurship"

Assignment 2 text: "In the light of the theories and knowledge presented on the determinants of corporate entrepreneurship, please imagine that you are a teaching assistant presenting the Oticon case as a good illustration of what drive entrepreneurship in existing organizations"

For both assignment you will be evaluated on completeness, 70% (how much of the theory do you manage to illustrate with the case) and accuracy, 30% (are your illustrations correct). Presentation skills are important but will not be evaluated.

Presentation must be in ppt, max 25 slides. The oral presentation should summarize the group work and last no longer than 10 minutes. All presentations must be send to the professor prior to presentation

Readings and exams

Attending students:

The **textbook** used for this course is:

Corporate Entrepreneurship & Innovation, 2nd Edition

Michael H. Morris | Donald F. Kuratko | Jeffrey G. Covin

ISBN-10: 0324259166 | ISBN-13: 9780324259162 | 448 Pages | Casebound | © 2008 | Published

Business Cases and further required materials (supporting slides, articles and other publications) will be made available

Final grade

The final grade will consist of these elements:

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- **15% Class Participation.** If you go for “attending” I expect you to be in class, be prepared and participate. Records of attendance will be kept
- **40% group written assignment (see above).** Evaluation will be based on *relevance* (“saying the right things”) of business analysis, *rigor* (“saying things right”) of references to theoretical models, and *originality* (applying personal critical views or accessing broader sources of data). Peer-to-peer evaluation may influence individual grades.
- **45% individual final exam (to be held in class, closed books),** evaluated on the basis of points attributed to each question, weighted for importance. You will be asked to take the final exam in the form of a multiple-choice questionnaire, definition of concepts, application of theoretical models to examples. The Final Exam will be held in class, with closed books.

Non attending students:

Additional required readings (for non attending students):

- Rita Gunther McGrath & Ian MacMillan: The Entrepreneurial Mindset – Strategies for continuously creating opportunities in an age of uncertainty, Harvard Business School Press, Boston US, 2000

The exam for non attending students will be based on written assignment covering the course topics and on the written analysis and discussion of a business case.

Syllabus changes. This syllabus could be subject to variations. Any variation in the rules or in the course schedule and topics will be communicated in class.

Session	Contents	Textbook Chapter*	Additional Material
1 – 22/3/2010	The entrepreneurial Imperative	Ch 1	
2 – 22/3/2010	The Nature of Entrepreneurship		Case R&R
3 – 29/3/2010	The unique nature of Corporate Entrepreneurship		Case Dow Chemical
4 – 29/3/2010	As above	Ch 2	
5 – 12/4/2010	Measuring CE	Ch 3	
6 – 12/4/2010	Forms of CE	Ch 4	Case IKEA
7 – 3/5/2010	Group presentations		
8 - 3/5/2010	Group Presentations		
9 – 6/5/2010	Developing an Environment to Support Entrepreneurship		Case Oticon
10 – 6/5/2010	HR	Ch 6 & Ch 7	
11 – 13/5/2010	OD	Ch 9	
12 – 13/5/2010	As above		
13- 17/5/2010	Group Presentations		
14 -17/5/2010	Group Presentations		
15 – 20/5/2010	Strategy and top management support	Ch 8	
16 – 20/5/2010	Culture	Ch 10	
17 – 24/5/2010	Project support systems	Ch 13	
18 – 24/5/2010	As above		Case IBM emerging opportunities
19 – 27/5/2010	Corporate Venture Planning	Ch 13	Case 3M optical
20 – 27/5/2010	As above		

* Kuratko & Morris: Corporate Entrepreneurship - Entrepreneurial Development within Organizations , South West, 2002 2 edition, 2008