

<b>Entrepreneurial Process</b>			
Edition	2018-2019	Elective choice	Yes
Status	Open	Contractonderwijs	Yes
Catalog number	4602SBBP5	Exchange	No
EC	5	Study Abroad	No
Level	300	Evening course	No
Language	English	A-la-Carte & Aanschuifonderwijs	Yes
Blackboard	Yes	Honours Class	No

## Course description

In this course, we aim to study entrepreneurship process within established companies, i.e., Corporate Entrepreneurship (CE). Discussing the reasons why CE is socially and economically desirable, we focus on the impediments of corporate entrepreneurship from an organizational point of view. In doing so, we underline the roles of employees and managers of different hierarchical positions in the process through reading and analyzing how established companies boost growth and innovation from within or employing external venturing instruments. We also zero in on other organizational elements such as strategy, structure, network, culture, leadership to understand better how established companies can keep up with the entrepreneurial revolution of our era and stay competitive.

This course is designed for an audience of diverse interests: students with entrepreneurial intentions who aim to pursue a corporate job as an intrapreneur, R&D analyst, manager, business analyst, consultant, investor, and alike. Via investigating cases from various industries in this course, we leverage different audience backgrounds in science, engineering, medical science, and so forth.

Topics covered:

This course provides students training in the use of key concepts and frameworks related to CE specially intrapreneurship and other corporate venturing strategies, entrepreneurial structure design, leadership styles, and culture.

## Course objectives

The primary objective of this course is to provide students with the knowledge and skills to navigate entrepreneurial projects in (large and) established companies. We seek to meet this objective by improving students' entrepreneurial knowledge and abilities. At the end of this course, students can recognize different stages of CE and their requirements, analyze the barriers of corporate entrepreneurship initiative, strategize for navigating an entrepreneurial initiative within an established company, understand how to secure critical organizational resource-holders' support for intrapreneurial ideas, compare and interpret internal vs. external venturing opportunities, evaluate spin-in and spin-off conditions, plan and evaluate corporate entrepreneurship projects concerning its organizational characteristics such as strategy, structure, culture, and identity, as well as leadership, and relate CE and corporate social responsibilities to create value.

## Timetable

Semester 1:

\* Course: November 22<sup>nd</sup> 2018 – January 22<sup>nd</sup> 2019

\* Exam: January 28<sup>th</sup>, 10:00 – 13:00 hours

Please check the latest version of the schedule on the SBB [website](#).

## Mode of instruction

The course emphasizes interactive teaching that focuses on real-life case studies.

## Course Load

- 10 classes (lectures 13:30-14:15, seminars, 14:30-15:15, and tutorials 15:30-16:15)
- Preparation for each seminar
- (Group) assignments
- 3-hour exam

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### Assessment method

Final exam (40%); Assignments (40%); Class preparation and participation (20%)

In order to pass students must have a total grade of at least a 6 (six). The final grade is rounded off to the nearest half or integer.

### Individual assignment 1

Part 1 - Write a literature review of maximum 700 words including title, headings, without references, (12-point Times New Roman, line spacing: 1.5). The review includes a summary of two of the four papers listed for the first class by your choice. The review should include purpose, theoretical foundation, and main results of the chosen papers, plus your reflection about the papers. Submit your literature review in PDF or word format via Blackboard no later than 13:00 Thursday 22<sup>nd</sup> November.

Part 2 – Find a large established company with a decent record of CE as a case. Write about the case company, motivate your choice, and indicate the type of CE they are associated with, in less than 300 words. Submit your case report in PDF or Word format via Blackboard no later than 17:00 Tuesday 27<sup>th</sup> November 2018.

Attention: Since you may decide to work on your individual case for your group assignment as well, it is recommended to look for a company which is less probable to be picked by your classmates—maybe a local large established company would be a better candidate. For the group assignment, different groups cannot work on the same case.

### Individual assignment 2

Write an essay maximum 700 words on the effects of two different leadership styles, e.g., transformational, paradoxical, narcissistic leadership, on different types of CE, e.g., intrapreneurship, corporate venture capital activities, and so forth. Use theories and examples to support your arguments. Submit your case PDF or word format via Blackboard no later than 17:00 Tuesday 27<sup>th</sup> November 2018.

### Group assignment

Pick one case from your group members' cases which are presented in the individual assignment-1 part-2. (For the group assignment, different groups cannot work on the same case.) Discuss and apply a maximum of three theories from papers in your reading list to elaborate on the influence of various organizational elements e.g., leadership, identity and culture, management, and structure of your case company on its CE. In maximum 3000 words, write about your case, theories, findings, and conclusions and submit it via Blackboard no later than 17:00 Thursday 10<sup>th</sup> January 2019.

In your case study you indicate core issue(s) concerning CE at your case company, analyze the issue(s) driving the problem, elaborate on alternative solutions using theories (and maybe more general literature), and make a conclusion and put forward recommendations.

Consult documents under the title of “*How to Analyse a Case Study*” by GCU on Blackboard and “Naumes, W. and Naumes, M.J., 2014. *The art and craft of case writing*. Routledge” (available online through LU library) for information on how to write a case analysis.

### Blackboard

Yes (students will be enrolled in Blackboard one month before the start of the course).

### Reading list

Burns (2013) is the main textbook of the course.

Burns, P., 2013. *Corporate entrepreneurship: innovation and strategy in large organizations*. Macmillan International Higher Education. ISBN: ISBN 978-0-230-30403-1, DOI 10.1007/978-1-137-29259-9

### Class 1 – Introduction

Burns (2013), Part 1 (Chapter 1 & 2)

Anthony, Callen and Tripsas, Mary, *Organizational Identity and Innovation* (June 6, 2016). The Oxford Handbook of Organizational Identity, Forthcoming. Available at SSRN: <https://ssrn.com/abstract=2790968>

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Gilbert, Clark G. (2005). 'Unbundling the Structure of Inertia: Resource Versus Routine Rigidity.'. *Academy of Management Journal*, **48**(5), pp.741–763.

Fisher, Greg, Kuratko, Donald F., Bloodgood, James M., et al. (2017). 'Legitimate to whom? The challenge of audience diversity and new venture legitimacy'. *Journal of Business Venturing*, **32**(1), pp.52–71.

Ahuja, Gautam, and Morris Lampert, Curba (2001). 'Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions'. *Strategic Management Journal*, **22**(6-7), pp.521–543.

### Class 2 – Leadership and culture for CE

Burns (2013), Part 2 (Chapter 4 & 5)

Engelen, Andreas, Gupta, Vishal K., Strenger, Lis, et al. (2015). 'Entrepreneurial orientation, firm performance, and the moderating role of transformational leadership behaviors'. *Journal of Management*, **41**(4), pp.1069–1097.

Lewis, Marianne W., Andriopoulos, Constantine, and Smith, Wendy K. (2014). 'Paradoxical Leadership to Enable Strategic Agility'. *California Management Review*, **56**(3), pp.58–77.

### Class 3 – Structure and CE (1)

Burns (2013), Part 2 (Chapter 6)

Biancani, Susan, McFarland, Daniel A., and Dahlander, Linus (2014). 'The Semiformal Organization'. *Organization Science*, **25**(5), pp.1306–1324.

Foss, Nicolai J., Lyngsie, Jacob, and Zahra, Shaker A. (2015). 'Organizational design correlates of entrepreneurship: The roles of decentralization and formalization for opportunity discovery and realization'. *Strategic Organization*, **13**(1), pp.32–60.

### Class 4 – Structure and CE (2)

Gibson, Cristina B., and Birkinshaw, Julian M. (2004). 'The antecedents, consequences, and mediating role of organizational ambidexterity'. *Academy of Management Journal*, **47**(2), pp.209–226.

Hill, Susan A., and Birkinshaw, Julian M. (2014). 'Ambidexterity and survival in corporate venture units'. *Journal of management*, **40**(7), pp.1899–1931.

Burgers, J. Henri, and Covin, Jeffrey G. (2016). 'The contingent effects of differentiation and integration on corporate entrepreneurship'. *Strategic Management Journal*, **37**(3), pp.521–540.

### Class 5 – Management and CE (1)

Burns (2013), Part 3 (Chapter 7)

Hornsby, Jeffrey S., Kuratko, Donald F., Shepherd, Dean A., et al. (2009). 'Managers' corporate entrepreneurial actions: Examining perception and position'. *Journal of Business Venturing*, **24**(3), pp.236–247.

Burgelman, Robert A., and Välikangas, Liisa (2005). 'Managing internal corporate venturing cycles'. *MIT Sloan Management Review*, **46**(4), p.26.

### Class 6 – Management and CE (2)

Burns (2013), Part 3 (Chapter 8)

Ren, Charlotte R., and Guo, Chao (2011). 'Middle Managers' Strategic Role in the Corporate Entrepreneurial Process: Attention-Based Effects'. *Journal of Management*, **37**(6), pp.1586–1610.

*Optional reading:* Bartlett, Christopher A., and Ghoshal, Sumantra (1993). 'Beyond the M-form: Toward a managerial theory of the firm'. *Strategic Management Journal*, **14**(S2), pp.23–46.

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Class 7 – External corporate venturing

Burns (2013), Part 4 (Chapter 11)

*Other literature will be announced before the class.*

Class 8 – Corporate Social Responsibilities and CE

Burns (2013), Part 4 (chapter 9, pages 290 - 300)

Class 9 – CE project tutoring / Industry guest lecturer

Burns (2013), Part 5 (chapter 14)

Class 10 – CE project presentation

No reading