



APPLIES TO ACADEMIC YEAR
2002/2003

GRA 3109 Corporate Entrepreneurship and Innovation

Program

Master of Business and Economics Program, Master of Science in Business Administration (MScBA)

Responsible for the course

Atle Midttun and Nils Otto Ørjasæter

Department

Innovation and Economic Organisation

Term

Spring

ECTS Credits

6

Objective

The course provides an overview of organisational options facing the enterprise in developing entrepreneurship and innovation within its value-chain. This includes venture-systems, incubator systems, spin-inns and spin-offs and the interplay between them within the context of the firm and its immediate surroundings. Based on theoretical and practical applications, the course discusses the strengths and weaknesses of each form as well as the challenges of combining various and partly competing models within the firm.

The course will combine theoretical overviews with practical applications in core Norwegian enterprises within telecommunication, energy, the maritime and service-sectors based on ongoing research at the NSM. The students will be assigned investigations and analysis of actual models of innovation in Norwegian firms, as part of the course-work.

Prerequisites

At least one specialisation course in the Innovation, Entrepreneurship and Business Development programme

Compulsory literature

(The literature will be provided in a compendium)

Antoncic, B. and Hisrich, R.D. 2001. "Intrapreneurship: Construct refinement and cross-cultural validation." *Journal of Business Venturing* , 16: 495-527.

Ashkenas, R., Ulrich, D., Jick, T. and Kerr, S. 2002. *The boundaryless organization: Breaking the chains of organizational structures*. 2nd ed. San Francisco: Jossey-Bass. (selected chapters)

Burgelman, R.A. 1983. "Corporate entrepreneurship and strategic management: Insights from a process study". *Management Science*, 29(12): 1349-1364.

Guth, W.D. and Ginsberg, A. 1990. "Guest editors' introduction: Corporate entrepreneurship." *Strategic Management Journal* , 11:5-15.

Hedlund, G. 1994. "A model of knowledge management and the N-form corporation." *Strategic Management Journal*, 15 (Summer special issue): 73-90.

Luchsinger, V. and Bagby, D.R. 1987. "Entrepreneurship and intrapreneurship." *SAM Advanced Management Journal* , 52(3): 10-13.

Miles, R.E., Snow, C.C., Mathews, J.A., Miles, G. and Coleman, Jr, H.J. 1997. "Organizing in the knowledge age: anticipating the cellular form." *Academy of Management Executive*, 11: 7-

24.

Pettigrew, Andrew M. and Evelyn M. Fenton, eds. 2000. *The innovating organization*. London: Sage. (selected chapters)

Stopford, J.M., and Baden-Fuller, C.W.F. 1994. "Creating corporate entrepreneurship." *Strategic Management Journal*, 15(7):521-536.

Vesper, Karl H. 1990. *New venture strategies*. Rev. ed. Englewood Cliffs, NJ: Prentice-Hall.

Recommended literature

Castells, Manuel. 1996. *The rise of the network society*. Oxford: Blackwells. (selected chapters)

Davis, Trevor. Januar 2000. *Innovation and growth a global perspective*. PriceWaterhouseCoopers. 83 s.

Jones, G.R., and Butler, J.E. 1992. "Managing internal corporate entrepreneurship: An agency theory perspective." *Journal of Management*, 18(4): 733-749.

Sætre, Alf Steinar 2001. *Intrapreneuship: An exploratory study of selected Norwegian industries*. Trondheim: Department of Industrial Economics and Technology Management, Norwegian University of Science and Technology, GREI. (selected chapters)

Wandsvik, T. and Waage, S.J. 1998. *Intraprenørskap som strategi for bedriftsutvikling: En gjennomgang av utvalgt teori og empiriske studier*. Trondheim: Norwegian University of Science and Technology (selected chapters)

Course outline

operative tools for innovation management

- incubator systems
- internal venture systems
- managing spin-offs
- managing spin-inns
- integrating the innovation and regular production systems
- integrating innovation and sales systems
- internal variation-generating and selection- mechanisms in industrial firms
- business strategies for innovation in complex and evolving firms
- case examples

Computer-based tools

standard

Course structure

36 hours divided into regular lectures and workshops including paper presentations

Evaluation

Paper: maximum 10 pages and 3 students pr. paper

Exam: 3 hours written exam

Evaluation code(s)

GRA 31091 Paper, 70%

GRA31092 Written exam, 30%

Aids at the examination

Paper: all

Exam: none

Makeup exam

Next ordinary exam for this course