



APPLIES TO ACADEMIC YEAR 2003/2004

GRA 3109 Corporate Entrepreneurship and Innovation

Program

N/A

Responsible for the course

Atle Midttun and Nils Otto Ørjasæter

Department

Innovation and Economic Organisation

Term

According to study plan

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

Christensen, Clayton, M. 1997. *The innovator's dilemma : when new technologies cause great firms to fail* . Boston, Mass. : Harvard Business School Press.

Selected reading: Introduction, and chapters 2,8,9,10

Foster, Richard and Sarah Kaplan. 2001. *Creative destruction: why companies that are built to last underperform the market, and how to successfully transform them* . New York : Doubleday.

Selected reading: Introduction and chapters 1,2,7,8

Hamel, Gary. 2000. *Leading the revolution*. Boston, Mass.: Harvard Business School Press.

Selected reading: Introduction and chapters 1,2,3,8,9

Block, Zenas and Ian C. MacMillan. 1995. *Corporate venturing: creating new businesses within the firm*. Harvard Business School Press. 1-112, Introduction, and Ch1-Ch4.

Burgelman, Robert A., Leonard Sayles. 1988. *Inside Corporate Innovation: strategy, structure and management skills*. T New York : Free Press. 17-91; 122-150, Ch2-Ch5 and Ch8-Ch9.

Davis, Julie L. and Suzanne S. Harrison. 2001. *Edison in the boardroom: how leading companies realize value from their intellectual assets*. Wiley. 1-18, Introduction.

Jones, Tim. 2003. *Innovation leadership : identifying and understanding the top performers*. To

be published in R&D Management spring 2003. 1-19.

Noteboom, Barth. 1999. "Innovation, learning and industrial organisation" *Cambridge Journal of Economics* 23: 127-150

Rivette, Kevin G. and David Kline. 2000. *Rembrandts in the attic: unlocking the hidden value of patents*. Boston, Mass. : Harvard Business School Press.

Richards, Sally. 2002. *Inside Business incubators & corporate ventures*. New York : Wiley.

Fitzsimmons, Chris and Tim Jones. 2002. *Managing intellectual property* . Oxford: Capstone.

Recommended literature

Rest of the books given above.

Noteboom, Barth. 1999. "Innovation, learning and industrial organisation" *Cambridge Journal of Economics* 23: 127-150

Rivette, Kevin G. and David Kline. 2000. *Rembrandts in the attic: unlocking the hidden value of patents*. Boston, Mass. : Harvard Business School Press.

Richards, Sally. 2002. *Inside business incubators & corporate ventures*. New York : Wiley.

Fitzsimmons, Chris and Tim Jones. 2002. *Managing intellectual Pproperty* . Oxford: Capstone.

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 (70%)

Exam: 3 hours written exam (30%)

Evaluation code(s)

GRA 31093 (100%)

Aids at the examination

Paper: all

Exam: Non-programmable calculator

Makeup exam

Next ordinary exam for this course