



APPLIES TO ACADEMIC YEAR 2004/2005

## GRA 3109 Corporate Entrepreneurship and Innovation

### Program

Master of Business and Economics Program, Master of Science in Business, Master of Science in Business (Innovation and Entrepreneurship), Master of Science in Management, Specialization Course

### Responsible for the course

Atle Middtun and Nils Otto Ørjasæter

### Department

Innovation and Economic Organisation

### Term

According to study plan

### ECTS Credits

6

The course provides an overview of challenges and options facing the enterprise in sustaining intrapreneurship and innovation as a key to future commercial success. The course provides an overview of core economics of innovation, the most central organisational options and operative models and techniques for corporate innovation. This includes, various forms organisational decoupling, innovation projects, incubator systems, spin-inns and spin-offs, venture-systems and the interplay between them within the context of the firm and its value network. 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.

### Objective

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. 1993. *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.

Lazonick, William. 2002. "Innovative Enterprise and Historical Transformation". *Enterprise & Society* 3, (March 2002): pp.3-47.

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.

International Energy Agency. 2003. *Creating markets for Energy Technologies*. IEA/OECD 2003

### **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 Property*. Oxford: Capstone.

### **Course outline**

The course will concentrate on the following themes:

- Invention, innovation, entrepreneurship and intrapreneurship, a brief conceptual clarification
- Why is innovation and intrapreneurship important to the firm?
- Innovation as an organisational challenge to the firm
- Innovation as an economic challenge to the firm
- Strategic approaches and process models for intrapreneurship
- IPR and IPR strategies
- Commercialisation methods, ex: spin inns/ spin offs
- Innovation at the boundary: Industrial supplier networks as innovation arenas
- Corporate venturing
- Mergers and Acquisitions as an innovation strategy

### **Case Examples**

To demonstrate practical applications, the course will have invited presentations from leading Norwegian enterprises in class

### **Computer-based tools**

standard, Blackboard/homepage

### **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, bilingual dictionary

### **Makeup exam**

Next time the course is offered