



APPLIES TO ACADEMIC YEAR 2008/2009

GRA 3109 Corporate Innovation

Program

Master in Innovation and Entrepreneurship, Master of Science in Business and Economics, Specialization Course

Responsible for the course

Atle Midttun

Department

Department of Innovation and Economic Organisation

Term

According to study plan

ECTS Credits

6

Language of instruction

English

The course provides an overview of challenges and options facing the enterprise in sustaining intrapreneurship and innovation as a key to commercial success. The course introduces core economic/financial, organizational, technological and knowledge perspectives on innovation and how these factors interplay in dynamic value creation.

The course also focuses on operative models and techniques for corporate innovation, including, incubator systems, spin-inns and spin-offs, venture-systems and how they can play together 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.

The course will also provide a first introduction to the complex interplay between firms, industrial networks and public institutions in industrial development and innovation.

Conceptually this interplay is analysed within a systems of innovation perspective

The students will be assigned investigations and analysis of actual models of innovation in Norwegian firms, as part of the course-work.

Learning outcome

The course will enhance the students' basic theoretical understanding of corporate innovation and familiarize them with practical applications in core Norwegian enterprises within telecommunication, energy, the maritime and service-sectors based on ongoing research at the NSM.

Prerequisites

A bachelors degree qualifying for admission to the MSc Program

Compulsory literature

Books:

1999. Boosting innovation: The cluster approach. Paris: OECD. Introduction. (Will be made available by lecturer)

Block, Zenas and Ian C. MacMillan. 1993. Corporate venturing: Creating new businesses within the firm. Boston: Harvard Business School Press.. 1-112, Introduction, and Ch1-Ch4.

Burgelman, Robert A., Leonard Sayles. 1988. Inside Corporate Innovation: Strategy, structure and management skills. New York : Free Press. 17-91; 122-150, Ch2, 5 8,9.. (Will be made available by lecturer)

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

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

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

Hamel, Gary. 2000. Leading the revolution: How to thrive in turbulent times by making innovation a way of life. Rev. ed. Boston: Harvard Business School Press. Selected reading: Introduction and chapters 1,2,3,8,9

Richards, Sally. Inside business incubators & corporate ventures. 2002. New York : Wiley.
(Will be made available by lecturer)

Articles:

Edquist, Charles. 1997. Systems of innovation approaches: Their emergence and characteristics. I: Systems of Innovation: Technologies, institutions and organisations. Cheltenham: Elgar
Jones, Tim. 2003. Innovation leadership : identifying and understanding the top performers. R&D Management. spring. s. 1-19
Lazonick, William. 2002. Innovative Enterprise and Historical Transformation. Enterprise & Society. Vol 3, March. pp 3-47
Lundvall, B-Å. 1998. Why study national systems and national styles of innovation. Technology Analysis & Strategic Management. Vol 10 no 4
Noteboom, Barth. 1999. Innovation, learning and industrial organisation. Cambridge Journal of Economics. 23: 127-150
Porter, Michael. 1998. Clusters and the new economics of competition. Harvard Business Review

Recommended literature

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
- Introduction to innovation systems and dynamic processes
- Different systems' approaches and their contributions to understanding innovation

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

In this course class attendance is mandatory. Unexcused absence can result in a lower score. Specific Information regarding student evaluation will be provided in class.

Evaluation

Paper: maximum 25 pages and 3 students pr. paper 70%

Exam: 3 hours written exam 30%

Mandatory class participation and presentations

Evaluation code(s)

GRA 31093 (100%)

Aids at the examination

Paper: all

Exam: bilingual dictionary.

Exam aids at written examinations are explained under exam information in our web-based Student handbook. Please note use of calculator and dictionary.
<http://www.bi.edu/studenthandbook/examaids>

Makeup exam

Re-takes are only possible at the next time a course will be held. When the course evaluation has a separate exam code for each part of the evaluation it is possible to retake parts of the evaluation. Otherwise, the whole course must be re-evaluated when a student wants to retake

an exam. Retake examinations entail an extra examination fee.

Honor Code

Academic honesty and trust are important to all of us as individuals, and represent values that are encouraged and promoted by the honor code system. This is a most significant university tradition. Students are responsible for familiarizing themselves with the ideals of the honor code system, to which the faculty are also deeply committed.

Any violation of the honor code will be dealt with in accordance with BI's procedures for cheating. These issues are a serious matter to everyone associated with the programs at BI and are at the heart of the honor code and academy integrity. If you have any questions about your responsibilities under the honor code, please ask.