



APPLIES TO ACADEMIC YEAR 2009/2010

GRA 3158 Leadership and Strategies for Innovation and Entrepreneurship

Programme

Master of Science in Innovation and Entrepreneurship, Specialization Course

Responsible for the course

Department

Department of Innovation and Economic Organisation

Term

According to study plan

ECTS Credits

6

Language of instruction

English

Introduction

Master in Innovation and Entrepreneurship
Specialization course in Leadership Track

Learning outcome

This course is a sub-area of the field of Entrepreneurial Strategy and Leadership which includes both the knowledge of how to create strategies for innovation and entrepreneurial leadership as well as how to implement that knowledge via action programs at varying levels of the organization - including business, product, and functional areas.

This course will use a combination of books, articles, and cases to understand:

- 1) how to create and implement innovation strategies in entrepreneurial-oriented firms;
- 2) what the emerging challenges are for young and rapidly growing firms; and
- 3) some of the promising avenues and techniques for solution.

What the student can expect to have learned after completing the course:

1. knowledge of innovation strategies and how to implement them;
2. knowledge of the field of leadership, especially as applied to innovation;
3. competence in understanding strategic issues in entrepreneurial firms, especially in rapidly changing competitive environments; and
4. understanding of the strategic decision-making process from cognitive, behavioral and economic perspectives in innovation-oriented firms.

Prerequisites

A bachelor degree qualifying for entrance to the master program in innovation and entrepreneurship.

Compulsory reading

Books:

Brand, Stewart. 2000. The clock of the long now : time and responsibility. London : Phoenix

Articles:

- A list from relevant journals and edited volumes will be provided on the first day of class.

Other:

During the course there may be hand-outs and other material on additional topics relevant for the course and the examination.

Recommended reading

Course outline

The course is designed to address the following questions:

1. How do companies mobilize resources and create processes that generate innovation-focused strategies?
2. What type of leadership competencies and processes facilitate and increase the effectiveness of innovation-focused firms?
3. What tends to prevent innovation leadership and strategies from developing?
4. What should managers, especially in the early stages of their careers, do to increase their likelihood of being innovation leaders in the longer term?

Issues to be covered will include:

- Strategy innovation processes;
- Strategic process in rapidly growing industries;
- Changing paradigms in leadership;
- Balancing exploration and exploitation processes;
- Leadership for innovation.

Computer-based tools

Learning process and workload

The structure of the course will be highly interactive and current. Preparation and discussion of in-depth cases and highly current readings will expose you to the major issues, challenges, and realities of formulating and implementing organizational strategies in entrepreneurial firms.

1. One major assignment for the course will be a research paper approximately 10 to 12 pages in length (excluding references and exhibits), with two options:
 - a) to develop or apply several strategy models or integrative frameworks to understanding the long-term strategy of an innovative company, or
 - b) to write a paper using leadership theories or frameworks to analyze the competencies and style of an innovation leader.
2. Another assignment for the course is to write and present a synopsis paper (2 pages, excl. references and exhibits) exploring and reflecting on the topic leadership for innovation

Please note that while attendance is not compulsory in all courses, it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage/Blackboard or text book.

Examination

25% Quality of Class Contribution and Participation.

50% Research Paper - on innovation strategy or leadership, written in pairs.

25% Synopsis Paper and presentation - on leadership for innovation, written individually.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information may be relevant for requirements for term papers or other hand-ins, and/or where class participation can be one of several elements of the overall evaluation.

Exam code(s)

GRA 31581 accounts for 100% of the final grade in the course GRA 3158.

Examination support materials

Not applicable – no exam

Re-sit examination

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.

Additional information

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 academic integrity. If you have any questions about your responsibilities under the honor

code, please ask.