



APPLIES TO ACADEMIC YEAR 2011/2012

## **ENT 3673 Managing and developing entrepreneurs and businesses**

### **Programme**

Bachelor in Entrepreneurship (3. year)

### **Responsible for the course**

Elbjørg G Standal, Nils-Otto Ørjasæter

### **Department**

Department of Marketing

### **Term**

According to study plan

### **ECTS Credits**

7,5

### **Language of instruction**

Norwegian

### **Introduction**

This final course focuses on developing and managing businesses in the start-up phase. Particular attention will be paid to management challenges in the different developmental phases of a start-up business. There will be frequent discussions and visits by experienced entrepreneurs and other experts. Students on the course will also evaluate themselves as entrepreneurs and discuss whether they believe they will run a business in all phases of development or whether they will change roles en route.

### **Learning outcome**

The course will provide the students with:

- Knowledge of management processes and challenges in start-up businesses
- Knowledge of the role and work of a board
- Knowledge about what hinders and what promotes scaling- up and supergrowth
- An understanding of how and why a business and entrepreneur often go separate ways
- A summary and synthesis of entrepreneurship as a management activity through synthesizing experiences and insights from the three years of the course
- A good foundation for writing good Bachelor dissertations.

### **Prerequisites**

The course is based on knowledge students are expected to have attained in the previous semesters.

### **Compulsory reading**

#### **Books:**

Bråthen, Tore. 2009. Styremedlem og aksjonær. 2. utg. Fagbokforlaget. Aksjonæravtaler (5 sider) og Del III: Styremedlemmer (36 sider)  
Levorsen, Stein O. 2010. Styrearbeid i praksis : innføring i styrets hovedoppgaver og arbeidsform med eksempler og bedriftshistorier. 7. utg. Universitetsforlaget. 92 sider  
Zimmerer, Thomas W. and Norman M. Scarborough. 2011. Essentials of entrepreneurship and small business management. 6th ed. Pearson/Prentice Hall

#### **Articles:**

Akrich, M., M. Callon and B. Latour. 2002. The key to success in innovation. International Journal of Innovation Management. 6 (2). Part II: The art of choosing good spokespersons  
Akrich, M., M. Callon and B. Latour. 2002. The key to success in innovation. International Journal of Innovation Management. 6 (2). Part I: The art of interessement  
Brettel, M., Engelen, A. and Voll, L. 2010. Letting Go to Grow - Empirical Findings on a Hearsay. Journal of Small Business Management. 48: 552-579  
McGrath, Rita Gunther, Ian C. MacMillan and Sari Scheinberg. 1992. Elitists, risk-takers, and rugged individualists? An exploratory analysis of cultural differences between entrepreneurs and non-entrepreneurs. Journal of business venturing. 7. p. 115-135  
Vipin Gupta, Ian C. MacMillan, and Gita Surie. 2004. Entrepreneurial leadership: developing and measuring a cross-cultural construct. Journal of Business Venturing 19. 241-260

Ørjasæter, Nils-Otto. 2005. Intraprenørskapsprosjekter - organisering og finansiering. Magma. 8 (nr. 4). s 60-72

### Recommended reading

#### Course outline

- The entrepreneur's motivation and vision
- The business idea, business model and business strategy
- Boosting a business and consolidating a business idea
- Managing uncertainty and risk
- The entrepreneur as a business manager
- Recruitment and appointment of staff
- Setting up a board, board composition
- The work of a board
- Management and follow-up of staff
- Developing competencies
- Ownership, financing and influence
- Risk capital

#### Computer-based tools

Students are expected to have access to a PC and be able to use standard software, as well as BI's own information systems (e.g. Blackboard).

#### Learning process and workload

The course consists of 36 hours of lectures, group discussions and business studies. Meetings with entrepreneurs, group work, presentations and discussions will all ensure a high level of interactivity.

#### Recommended workload in hours

Activity	Hours
Participation at lectures	36
Work with the syllabus and preparations for lectures	80
Work on mandatory exercises	29
Selfstudy and groupsessions	25
Preparation for the exam	30
<b>Total recommended use of time</b>	<b>200</b>

#### Coursework requirements

#### Use of hours

#### Examination

Course grades are based on process evaluation with particular emphasis on the students' electronic portfolio and participation in class. The course concludes with an individual oral examination (max. 30 minutes). This final oral examination will use the semester publications (elements of the business plan etc.) as a starting point and candidates will be asked questions to test their understanding of the subject.

#### Examination code(s)

ENT 36731 Oral exam, counts 100% to obtain final grade in ENT 3673 Managing and developing entrepreneurs and businesses, 7,5 credits.

#### Examination support materials

No support materials allowed.

#### Re-sit examination

Make up examinations are held at the time of the next scheduled course. By a make up examination all evaluation elements must be re-taken.

#### Additional information