



APPLIES TO ACADEMIC YEAR 2012/2013

## **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 Innovation and Economic Organisation

### **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**

#### **Acquired Knowledge**

Throughout the course students should:

- Develop knowledge of management processes and management challenges of start-up enterprises.
- Learn about the board's role and work
- Acquire knowledge of what impedes or promotes scaling and super growth

#### **Acquired Skills**

After completing the course, students will:

- Be able to develop action plans for SMEs
- Be able to develop interview guide for discussions with contractors
- Be able to present the results of interviews and analysis

#### **Reflection**

Students will develop an understanding of the establishment and growth involves intensive work processes, and thereby show respect for the contractor's situation. They will also be able to reflect on ethical challenges related to the management perspective in the different phases in an entrepreneurial business.

#### **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

Scarborough, Norman M. 2011. Essentials of entrepreneurship and small business management. 6th ed. Pearson

##### **Articles:**

Akrich, M., M. Callon and B. Latour. 2002. The key to success in innovation Part II: The art of choosing good spokespersons. International journal of innovation management.. 6 (2)

Akrich, M., M. Callon and B. Latour. 2002. The key to success in innovation Part I: The art of

interessement. International journal of innovation management. 6 (2)  
 Brettel, M., Engelen, A. and Voll, L. 2010. Letting Go to Grow - Empirical Findings on a Hearsay. Journal of small business management. Vol 48. s. 552-579  
 Gupta, Vipin, Ian C. MacMillan, and Gita Surie. 2004. Entrepreneurial leadership: developing and measuring a cross-cultural construct. Journal of business venturing. 19 (2). 241-260  
 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  
 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 group sessions	25
Preparation for the exam	30
<b>Total recommended use of time</b>	<b>200</b>

#### Coursework requirements

Students must solve two assignments tasks throughout the semester. The first assignment is individual and is related to the curriculum review and board simulation. The second is a group project where groups of up to three students shall interview an entrepreneur and write a report of the interview. The assignments are given and distributed at the beginning of the semester, and students must present their results in plenary. Feedback will be given after the presentation. The assignments are presented using Power Point and the slides in addition with notes shall be posted on It's Learning. Scope: 10 - 15 slides. Both assignments and presentations must be conducted in order to attend oral exam.

#### Use of hours

#### Coursework requirements

Two assignments and belonging presentations must be conducted and approved in order to attend the final oral exam. "See Learning process and workload.

**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**

Re-sit examination are held at the time of the next scheduled course. By a re-sit examination all evaluation elements must be be retaken.

**Additional information**