



APPLIES TO ACADEMIC YEAR 2012/2013

## **GRA 3158 Leadership and Strategies for Innovation and Entrepreneurship**

### **Programme**

Master of Science in Innovation and Entrepreneurship, Specialization Course

### **Responsible for the course**

Mark Kriger

### **Department**

Department of Innovation and Economic Organisation

### **Term**

According to study plan

### **ECTS Credits**

6

### **Language of instruction**

English

### **Introduction**

#### **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 programme in innovation and entrepreneurship.

#### **Compulsory reading**

##### **Books:**

Brand, Stewart. 1999. The clock of the long now : time and responsibility. BasicBooks

##### **Articles:**

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

##### **Other:**

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

#### **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**

A course of 6 ECTS credits corresponds to a workload of 160-180 hours.

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 8 to 10 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 and frameworks to analyze the competencies and style of an innovation leader.

2. Another assignment for the course is to write and present a reflection paper (2 pages plus references and exhibits) exploring and reflecting on the topic leadership for innovation

Attendance is compulsory for the course; it is the student's own responsibility to obtain any information provided in class that is not included on the course homepage / It's learning or text book.

### **Examination**

20% Quality of Class Contribution and Participation.

40% Research Paper - on innovation strategy or leadership, written in pairs.

20% Reflection Paper and presentation - on leadership for innovation, written individually.

20% Two case analyses, each 2 pages long plus exhibits and references - on strategies or leadership for innovation, written in groups of four.

Specific information regarding student evaluation beyond the information given in the course description will be provided in class. This information will be relevant for requirements for term papers and other hand-ins, and class participation.

This is a course with continuous assessment (several exam elements) and one final exam code. Each exam element will be graded using points on a scale (e.g. 0-100). The elements will be weighted together according to the information in the course description in order to calculate the final letter grade for the course. You will find detailed information about the point system and the cut off points with reference to the letter grades on the course site in It's learning.

### **Examination code(s)**

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

### **Examination support materials**

N/A. 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>

### **Re-sit examination**

It is only possible to retake an examination when the course is next taught.

The assessment in some courses is based on more than one exam code.

Where this is the case, you may retake only the assessed components of one of these exam

codes.

Where this is not the case, all of the assessed components of the course must be retaken. All retaken examinations will incur an additional 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.