National University of Singapore
NUS Business School
Department of Management and Organisation

MNO4313D Corporate Entrepreneurship

Semester 2, AY2015/2016

Module Instructor & Coordinator*: <u>Dr Sarah Cheah*</u>

Module Description:

This Module focuses on corporate entrepreneurship. Corporate entrepreneurship refers to the process of organizational renewal and relates to two distinct but related domains: innovation and new venturing. This Module focuses on two primary objectives. The first objective is to enable the students to apply entrepreneurship-related concepts in practice. The second objective is to broaden the students' education by enabling them to appreciate the application of entrepreneurship knowledge to companies. To achieve these objectives, the Module provides an overview of the major elements of entrepreneurship and innovation, with special focus on corporate entrepreneurship. The students will also have the opportunity to meet corporate entrepreneurs to understand their challenges and strategic approaches in creating value for their organizations.

Learning Outcomes:

After the course, the students will be able to

- Understand the challenges and risks faced by corporate entrepreneurs
- Learn how the lean startup approach can help organizations commercialize innovation to sustain a competitive advantage
- Comprehend the innovation and entrepreneurship value chain from intellectual property to innovation management so as to better create and capture value for your organization
- Appreciate the importance of identifying and engaging stakeholders to create shared value
- Understand how corporations identify, finance and incubate innovation to achieve and sustain entrepreneurial performance.

Modes of Teaching and Learning:

Sectional Teaching
Group project
Case analysis
Guest lectures from corporate entrepreneurs

Syllabus:

What is Corporate Entrepreneurship (CE)
- innovation & entrepreneurial process (business planning)
- four models of CE

Developing Strategy and creating competitive advantage
- Vision & Mission
- Intent and Strategic Planning
- Performing situational analysis
- Value Chain, Life Cycles, Business Model

Fostering Creativity
- Generating new ideas
- Design thinking
- Crowd-sourcing

Customer development
- Validating the idea

Engaging stakeholders & Creating Shared Value
- Open innovation – Collaboration & Network

Building value through mergers & acquisition
- Opportunities vs Risks

Financing/Incubating/Financing the idea
- Structuring the company for corporate entrepreneurship
- Bringing new business to corporations

Innovation Climate
- constructing entrepreneurial culture, internal politics of venturing

Achieving & sustaining entrepreneurial performance
- Constraints
- Leading, assessing, control, sustaining entrepreneurial performance

Readings:

Readings relating to the various corporate entrepreneurship concepts and cases of companies that have adopted CE practices such as P&G, Aguas Danone, Philips, GE and Linkedin will be recommended.

Assessment (%):

Components	Weight
Group Project	50%
Individual Assignment	40%
Class Participation	10%
Subtotal	100%

ACADEMIC HONESTY & PLAGIARISM

Academic integrity and honesty is essential for the pursuit and acquisition of knowledge. The University and School expect every student to uphold academic integrity & honesty at all times. Academic dishonesty is any misrepresentation with the intent to deceive, or failure to acknowledge the source, or falsification of information, or inaccuracy of statements, or cheating at examinations/tests, or inappropriate use of resources.

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Additional guidance is available at:
http://www.nus.edu.sg/registrar/adminpolicy/acceptance.html#NUSCodeofStudentConduct

Online Module on Plagiarism:
http://emodule.nus.edu.sg/ac/