



August 20<sup>th</sup> -26<sup>th</sup> 2015, Stockholm School of Economics

**Course Director:**

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**CEMS Faculty:**

Karl Wennberg, Associate Professor, Stockholm School of Economics (SSE)

Aviad Pe'er, Assistant Professor, Rutgers Business School, USA

Anna Brattström, Assistant Professor, Lund University

**Live Case Sponsors:**

Skype & BCG

**Course Description:**

Perhaps the most essential question for corporations in the 21st century is how to foster a culture of continuous entrepreneurship within their organizations, and how to leverage that to develop and launch profitable innovative projects and new business activities.

But what is entrepreneurship to begin with and how can we approach it? Entrepreneurship is a self-organized and goal directed phenomenon, which comprises sets of processes, activities, and behaviors that unfold over time, aimed at the creation of new business activities. Starting, running, and expanding a business demands a whole lot from any entrepreneurial team.

This course lays the ground for students' potential to work as innovation managers, project leaders, and change agents in their future career. The course is designed to provide students with insights into the problems and opportunities involved in managing entrepreneurship in existing organizations.

The course is further based on "live cases" where leading corporations present their current innovation and business problems, and puts students in charge to suggest

ways to address those problems. Students work in teams guided by one academic tutor and one tutor at the case corporation.

The course is run by experienced lecturers in Management, Entrepreneurship and Marketing, and guest lecturers from senior management at the case corporation.

### **Teaching Philosophy:**

*Multi-disciplinary approach.* Since Corporate Entrepreneurship is not a distinct discipline but brings in perspectives from Entrepreneurship, Innovation Studies, HRM and Strategic Management, the theories and models applied in this module draw on a number of social science disciplines and traditions. In turn, the application of these models and frameworks in a live company case will serve to increase your active knowledge base to effectively incorporate Corporate Entrepreneurship in future careers.

*Multi-method pedagogical format.* To meet the course objectives, we offer a series of lectures and guest presentations, live company projects, as well as an individual exam where students are encouraged to integrate theoretical models as well as apply their learning in real company application. The live cases are designed to embed our "Learning by Doing" pedagogical philosophy. The individual examination is designed to support the application of concepts and frameworks and encourage reflection within your own particular interest.

*Active learning and shared responsibility.* We strongly believe this CEMS Block Seminar course can and should be a highly collaborative learning effort in which students work *proactively* (i.e. preparing before arrival) and *collaboratively* (i.e. through communicating and sharing responsibilities) in preparing, addressing, and delivering the live case. Key to successful learning is through preparation of readings assigned, as well as active participation in classroom discussions and the live case.

### **Intended Learning outcomes:**

The intended learning outcomes for the Block Seminar are for the student to be able to:

- define and discuss corporate entrepreneurship
- understand and explain common challenges when deciding to embark on an entrepreneurial project
- understand and demonstrate how a company can remain entrepreneurial even under reality's most challenging conditions
- explain the attributes of entrepreneurial teams and argue for how various strategies can be employed when deciding to create a viable entrepreneurial team



- understand the “problem” of motivation in corporate entrepreneurship; its antecedents, its effects, and its relation to entrepreneurship, and how it can be stimulated and sustained
- recognize the importance of emotions in general and well-being in particular to entrepreneurship and innovativeness in the organization
- realize the power of perspective taking; prepare and develop your own (entrepreneurial) mindset for success

Aside from these general learning outcomes students are expected to incorporate some of the models and methods covered in the course, as well as apply their skills developed during the course, to analyze the conditions for Corporate Entrepreneurship in a mature organization.

### **CEMS Block Seminar Assessment:**

Examination consists of one group component (preparation, presentation, and hand-in of the case).

Grading follows the A-F system.

### **Live Cases:**

An overview of the different companies and your specific projects will be distributed before the course, together with pre-readings. Before the course starts on August 20<sup>th</sup>, the case and suggested readings will provide the necessary literature and frameworks to be applied in the projects. Some desk-top research on your case company before you start the course will enhance your work. Each project will have a contact point with the corporate project sponsor who will be able to give some guidance in the project work once the course starts, however the main guidance will come from your CEMS case tutor. Key to a good project will be a critical examination of the questions posed, research showing a good understanding of the company and their products, challenges in the industries in which they operate, and well-motivated ideas for addressing the questions of hand.

### **Description of the end deliverables to the live case company**

- End deliverables include a project report from each group (max 10 pages) and a verbal presentation to sponsors and CEMS faculty on August 26<sup>st</sup>.
- Each project will have 15 minutes to present and 10 minutes for discussion. Time your presentation well! You will be cut of at 15 minutes.
- Both project report and presentations should be emailed to [nadav.shir@hhs.se](mailto:nadav.shir@hhs.se) before 8.00 am on August 26<sup>th</sup>.



## Preparation and Assigned Readings:

There is no given textbook for this course. Instead we will assign you few articles and/or cases to be read before the Seminar and/or prior to each module. The reason is that there is a lack of good books and instead of having you buying a very expensive American textbook we will provide you with relevant and interesting academic as well as non-academic literature.

1. Read the material posted to you and the articles listed below before the Block Seminar starts. The students are advised to be well prepared before each session. Reading the course material will enable the student a better integration of the material and theory covered in class necessary for getting a good grade on the group assignments
2. Familiarize yourself with the case company assigned to you, and their products through browsing their website.
3. Establish contact with your case colleagues in the course by emailing them and discuss how to organize your work. Some planning and preparations preceding the block seminar is highly recommended. Consider tools that would help you coordinate your work before and during the Block Seminar, such as setting up an online forum or shared documents at Google Documents or Dropbox.

## Course Literature:

- Birkinshaw, J., Bouquet, C., & Barsoux, J. 2012. The 5 myths of innovation. *MIT Sloan Management Review*, 52(2).
- Bower, J. L., & Christensen, C. M. 1995. Disruptive technologies: catching the wave. *Harvard Business Review*, January-February: 43-53.
- Cooper, R. G. 1990. Stage-gate systems: a new tool for managing new products. *Business horizons*, 33(3): 44-54.
- Morris, M., Kuratko, D., & Covin, J. G. 2011. *Corporate Entrepreneurship & Innovation*. Thomson South-Western.
- Mullins, J. W. 2007. Discovering “unk-unks”. *MIT Sloan Management Review*, 48(4), 17-21.
- Ryan, Richard M., and Edward L. Deci. Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American psychologist* 55.1 (2000): 68.



Zahra, S. A. & Covin, J. G. 1995. Contextual influences on the corporate entrepreneurship-performance relationship: A longitudinal analysis. *Journal of Business Venturing*, 10(1): 43-58.

### **Seminar Overview:**

The CEMS Block Seminar – Corporate Entrepreneurship, is divided into a sequence of lectures and seminars covering three main foci: the team, the firm, and the individual. Each of these three themes will be carefully introduced by a lecturer who has full responsibility for content and evaluation. A typical session is based on theory, a set of articles or a case that is prepared before class, a class discussion and a lecture part. The following lectures and workshops will be given during the week:

- Introduction to Corporate Entrepreneurship (August 20)
- Disruptive Innovation (August 20)
- Building Effective Teams (August 21)
- Perspective Taking: Team Based Workshop (August 21)
- Innovation Game: Team based Workshop (August 22)
- Motivate to Innovate (August 23)
- Managing Innovation (August 24)
- Job-to-get-done: Team based Workshop (August 24)
- Happiness Spurs Innovation (August 25)

### **Case Tutorship:**

Aviad Peer: (groups 1, 2, 3, 4)

Karl Wennberg: (groups 5, 6, 7, 8)

Nadav Shir: (groups 9, 10, 11, 12)

# CEMS Block Seminar 2015: Corporate Entrepreneurship & Live Case

Tentative schedule (subject to change)



Thursday August 20 Room Ragnar	Friday August 21 Room Ragnar	Saturday August 22 Skevik Farm	Sunday August 23 Skevik Farm	Monday August 24 Room Ragnar	Tuesday August 25 Room Ragnar	Wednesday August 26 Room Ragnar
9.30 – 11.45  <i>Corporate Entrepreneurship: Introduction</i>  Nadav Shir	9.30 -11:45  <i>Building Effective Teams</i>  Nadav Shir	10.00  <i>All students. Gather outside SSE Entrance for walk to boat (Nybrokajen)</i>	09:30 – 12:00  <i>Motivate to Innovate</i>  Nadav Shir	9.30 -12.00  <i>Managing Innovation</i>  Anna Brattström	9.30 -12.00  <i>Happiness Spurs Innovation</i>  Nadav Shir	10.15 -12.00  <i>Presentations of Cases by groups 1-4 <u>only</u></i>  Corporate guests & Faculty
12.00 - Lunch @ SSE Outside of Ragnar	12:00 - Lunch @ SSE Outside of Ragnar	11:00 13:00 <i>Bus to Skevik Farm</i> Lunch	12:30 – Lunch and going back to Stockholm	12:00 - Lunch @ SSE Outside of Ragnar	12:00 - Lunch @ SSE Outside of Ragnar	12.00- Lunch @ SSE Outside of Ragnar
13.30-15.30  <i>Disruptive Innovations</i> Aviad Pe'er	13.30-15.00  <i>Case Coaching</i> Assigned Faculty	13:30-15:00  <i>Case Coaching</i> Assigned Faculty	15:00 – Free time & group work	13.30-15.00  <i>Case Coaching</i> Assigned Faculty	13:30-15.00  <i>Case Coaching</i> Assigned Faculty	13.15-15.00  <i>Presentations of Cases by groups 5-8 <u>only</u></i> Corporate guests & Faculty
16:00 – 18:00  <i>Kick-off party at SSES facilities</i>  <i>Group &amp; Case Announcement</i>	15.00-18.00  <i>Perspective taking Workshop</i>  Nadav Shir	15.00-18.00  <i>Innovation Game Workshop</i>  Karl Workshop		15:00- 18:00  <i>Job-to-get-done Workshop</i>  Aviad Pe'er	15.00-18.00  Group Work	15.15-17.00  <i>Presentations of Cases by groups 9-12 <u>only</u></i>  Corporate guests & Faculty
19.00 – Welcome Dinner @ SSE in the Atrium		19.00 - Dinner at Skevik Farm		Evening Group Work	Evening Group Work	
				19.00 – Light Dinner @ SSE in the Atrium		

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