

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

## **MNO4313D Corporate Entrepreneurship**

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### **Course Description and Objectives**

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 actual industry projects. To achieve these objectives, the Module provides an overview of the major elements of entrepreneurship and innovation, with special focus on corporate entrepreneurship. One special highlight of this Module is that companies will take part as our industry project collaborator. To enrich the learning experience of the students, these companies propose challenge topics for the industry projects for the students work on. The challenge topics that companies may consider could fall into one of the following categories:

1. Organization has a business idea involving a new product, process or business model innovation, and would like the students to work on the business idea
2. Organization has business problem or need, and would like the students to propose a business idea to address the problem or need, and work on the business idea.

For this Module, companies such as A\*STAR, Philips and Nestle have proposed interesting challenge topics targeting at industries including food and beverage, sports, health and wellness, lighting, information-communication and assistive technologies for the handicapped. Students will form project teams of 2 or 3 to work with the company representatives, to analyze market opportunity and competitive threats, develop viable business models and propose business plans for the companies. For more details on the projects, please refer to IVLE.

### **General Structure**

This Module comprises 3 hours of lecture and tutorial every week. The Module is offered once a year for a period of 13 weeks: January to April. Students' progress on their projects will be monitored during the period and their performance will be assessed at the end of the period.

### **Module Topics & Sessions**

<b>Session</b>	<b>Topic</b>	<b>Readings/Activities</b>
1	What is Corporate Entrepreneurship – innovation & entrepreneurial process (business planning)	Case Analysis: P&G  Reading: 1. The Four Models of Corporate Entrepreneurship
2	Performing situational analysis	Case Analysis: Aguas Danone  <i>Guest Speaker: A*STAR (TDB)</i>  Reading: 1. Marketing Analysis Toolkit – Situational Analysis 2. The Five Competitive Forces that Shape Strategy
3	Developing Strategy – Vision & Mission, Intent and Strategic Planning  Creating competitive advantage – Value Chain, Life Cycles, Business Model	Case Analysis: Starbucks  Reading: 1. How to Design a Winning Business Model
4	Fostering Creativity – generating new ideas, design thinking, crowd-sourcing	Case Analysis: Philips  <i>Guest speaker: Philips (TBD)</i>  Reading: 1. Design Thinking
5	Customer development - validating the idea	Case Analysis: Aguas Danone– revisited  Reading: 1. Why the Lean Start-Up Changes Everything 2. The Four Steps to the Epiphany
6	Engaging stakeholders & Creating Shared Value  Group Presentation – Interim Update	Case Analysis: Nestle  <i>Guest speaker: Nestle (TBD)</i>  Group Presentation – Interim Update  Reading: 1. Creating Shared Value
7	Open innovation – Collaboration & Network  Group Presentation – Interim Update	Case Analysis: GE  Group Presentation – Interim Update  Reading: 1. What kind of collaboration is Right for you?

Session	Topic	Readings/Activities
8	Building value through mergers & acquisition  Opportunities vs Risks	Case Analysis: <i>CCS (TBD)</i>  <i>Guest speaker: CCS (TBD)</i>  Reading: 1. <i>How do Different Types of M&amp;A Facilitate Strategic Agility (TBD)</i> 2. <i>Managing Risks: A New Framework (TBD)</i>
9	Financing the idea – Structuring the company for corporate entrepreneurship	Case Analysis: Unilever  Reading: 1. How Open Innovation can help you cope in Lean Times 2. Corporate Venturing
10	Incubating the idea – Bringing new business to corporations	Case Analysis: LinkedIn  Reading: 1. Managing Internal Corporate Venturing Cycles
11	Innovation Climate – constructing entrepreneurial culture, internal politics of venturing  <b>Submission of all project groups' business plans (reports and presentations) due on Session 11</b>	<i>Guest speaker: TBD</i>  Reading: 1. Meeting the Challenges of Corporate Entrepreneurship
12	Achieving & sustaining entrepreneurial performance - constraints, leading, assessing, control, sustaining entrepreneurial performance	Group Presentation: Business Plan  Reading: 1. Sustainable Corporate Entrepreneurship: Evolving and connecting with the organization
13	Wrapping it up  <b>Submission of Individual Assignment due on Session 13</b>	Group Presentation: Business Plan

### Matters of Assessment

Individual Assessment		Group Assessment	
Class Participation	20%	Group Report: Business Plan	40%
Individual Assignment & in-class presentation	30%	Group Presentation: Business Plan	10%
<b>Total:</b>	<b>50%</b>		<b>50%</b>

## **Class Participation**

This course uses learning methods that require active involvement (e.g., discussions, exercises, presentation, etc.). Thus, attendance is required for every class session. You are expected to come to class ready to discuss the assigned readings. Absence, lateness, and lack of preparation each have a negative impact on your class participation grade.

## **Individual Assignment & in-class presentation**

Students will submit by **Session 13** individual assignments that may require interviews with key stakeholders based on assigned topics. More details will be provided during the course. Every student will also give a presentation on the topic relating to the session theme in class. The presentation should be no more than 5 minutes to give an overview of the most important contents of respective texts of that session.

## **Group Report: Final Business Plan**

Students will form entrepreneurial teams and remain in those entrepreneurial teams throughout the seminar. They will be given some time to go through the organization project proposals before their selection on a first-come-first-served by Week 2. Once the teams have finalized their project topics, the students will schedule a meeting with the organization representatives with regard to the project. To ensure clarity of requirements and expectations, organizations are recommended to set aside one hour to meet the student project team in Week 3 or Week 4. After the meeting, the students will start work on the business idea proposed by the organization by analyzing its market opportunity and competitive threats, developing a viable business model and proposing a Business Plan. The entire curriculum has been structured in a systematic manner, and the session readings/cases carefully selected to equip students with the relevant frameworks, tools and examples to enable them to develop the key components of their Business Plans. In Week 6 and 7, the teams will present the current status of their industry project, how the conceptual frameworks and tools covered during the session relate to their project, and in what way they can make use of the content for the further development of their project. The teams will submit their Business Plans to the Course Instructor and organization representatives by **Session 11**.

## **Group Presentation: Business Plan**

Project teams will present their Business Plan during Week 12 or 13 (approximately 10 minutes per project). Organization representatives will be invited to attend the team presentation.