

EEE 4263 & 5263  
**Corporate Entrepreneurship**  
Spring 2015 – Online

Spears School of Business  
Oklahoma State University

**INSTRUCTOR:** Dr. Steven Griggs  
**OFFICE HOURS:** Tues/Thurs 10:00 PM – 11:00 PM, or by appointment  
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### Course Prerequisites

Students are encouraged to take EEE 5113, but it is not a required prerequisite.

### Course Objectives

This is an overview course on corporate entrepreneurship. It is not designed to cover all of the aspects of the corporation that affect the firm's organization, strategy and performance, but rather is designed to introduce students to some of the core concepts and analytical tools used in corporate entrepreneurship as part of the overall corporate strategy to renew a company's product lines or services, or offer totally new products and services, which can include new technologies, major new markets entered, and importantly, new ventures created within or spun off by the company. Specifically, the course will focus on four broad areas:

- company need for entrepreneurial behavior
- people required for entrepreneurial behaviors
- how the firms capitalize on entrepreneurial behaviors
- how firms develop and sustain competitive advantage through corporate entrepreneurship
- conducting and writing an entrepreneurial assessment of several mature companies

To help you achieve the above objectives, and to help hone your understanding, we will use a combination of pedagogical approaches: (1) class lecture on key theoretical concepts, tools, and management approaches to strategy and their application in organizations; (2) class discussion of aforementioned topics via threaded discussion on the class Desire2Learn; and (3) Team case analysis on Xerox's Palo Alto Research Center and Semco..

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## **Text and Supplemental Materials**

Morris, M.H, Kuratko, D.F, and Covin, J.G., 2010 Corporate Entrepreneurship & Innovation, 3<sup>rd</sup> Edition, Cengage Learning Publishing

Smith, K.S. and Alexander, R.C., 1999 Fumbling the Future: How Xerox Invented then Ignored, the First Personal Computer, toExcel publishing

Semler, Ricardo, 1993, Maverick: The Success Story Behind the World's Most Unusual Workspace, Hachette Book Group

### Class Case Material:

Harvard Business School Publishing online cases: (a link will be sent out at the beginning of the semester to be able to purchase the cases at student discount prices)

- 1) Corporate Entrepreneurship for Dummies, HBS 2005 BAB114
- 2) Apple Computer 2005, Harvard Case Set 705469
- 3) Howard Head and Prince Manufacturing, HBS 9-388-079 May 1992
- 4) Innovation at HP: The Role of the Innovation Program Office, Stanford Graduate School of Business 2008 SM-172
- 5) Innovation at 3M Corporation, HBS 9-699-012 July 2002
- 6) IDEO Product Development, HBS 2007 9-600-143

Class Desire2Learn online readings and business cases.

## **Desire2Learn**

There is a class website available at <http://oc.okstate.edu>.

Use your okay username and password

Contact the IT Help Desk at (405) 744-4357 for log-in troubleshooting

Desire2Learn will be the primary means of communicating outside of class. You will find the syllabus, announcements, assignments, and other information on the class website. We will also use the Desire2Learn to continue class topic discussions outside of class.

## **Evaluation**

### Undergraduate Students

Class Participation – 10%

Team Project: Corporate Entrepreneurial case study – 30%

Midterm Exam – 30%

Final Exam – 30%

### Graduate Students

Class Participation – 10%

Team Project: Corporate Entrepreneurial case study – 30%

Individual Project: 20%

Midterm Exam – 20%

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Final Exam – 20%

- A 100-90
- B 90-80
- C 80-70
- D 70-60
- F < 60

The class policy is no makeup exams or class assignments. If for an excused reason you miss assignment due dates, consideration will be given toward your final grade. I reserve the right to adjust borderline grades in the student's favor in exceptional circumstances.

### **Class Participation (Threaded Discussions)**

Because much of this course is based on readings and case analyses, your active participation in threaded discussions on Desire2Learn is considered very important in this class. Preparation of the assigned readings and cases are essential. Participation will be assessed both objectively (i.e. count of postings) and subjectively (quality of postings) via your postings to threaded discussions on Desire2Learn. Be aware that quantity cannot make up for quality. I will post threaded discussion questions for the cases, but it is your responsibility to raise questions and discuss the readings and lecture material. Threaded discussions are expected to last up to a week and start on the day specified in the syllabus. Some of the specific things that have an impact on effective participation and on which you will be graded include:

- Are the points you make relevant to the discussion? Are they linked to the comments of others and to the themes that the class is exploring together?
- Do the comments add to our understanding of the situation? Are they incisive? Do they cut to the core of the problem?
- Is there a willingness to challenge the ideas that are being expressed?
- Is there a willingness to test new ideas, or are all comments "safe" (such as repetition of case facts without analysis or conclusions, or of a comment already made by someone).
- Does the participant integrate material from past classes or the readings where appropriate? Do the comments reflect cumulative learning over the course, or does the participant merely consider each case in isolation.

**NOTE: Threaded Discussions will start on the date listed and will be good for one week. After which, the responses will be evaluated. Further comments will not be included in your grade for that discussion.**

A good starting point is look at the case discussion questions and analysis requirements provided on the class Desire2Learn. These are general questions and analyses that should help you begin to organize your thoughts for the case, and will form the basis of the case discussion in class.

### **Team Project: Entrepreneurial Case Study**

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Part of your grade is conducting an Entrepreneurial Assessment of two companies with different approaches to corporate entrepreneurship. The books listed above “Fumbling the Future” and “Maverick” will be your source material for the assessment. All students are expected to participate and team evaluations can influence your team project grade. It is expected all course material will be used as part of the assessment of these two companies. All students are responsible for the reading the two books. The assessment should review the type & style of entrepreneurial activities these two companies employ, a critique of company strategy and structure, a critique of their successes and failures, and recommendations of how they could improve their performance based on what you have learned this semester. The assessment should be at a minimum 15 pages, single space, Times New Roman 12 point.

### **Graduate Students Individual Project:**

The Graduate Students in this course will read, review, and comment on selected academic journal articles listed below. These papers add to the course material and/or put a different spin on topics within this course. Course material should be used to comment on these papers and suggest way that these papers could be used within a mature company. The deliverable for this assignment should be on the order of a 10 page paper, single space, Times New Roman 12 point.

“Big Bang Disruption”, HBR March 2013

“Capturing the Value of Synchronized Innovation”, MIT Sloan Summer 2013

“Collective Genius”, HBR June 2014

“Creating Value Through Business Model Innovation”, MIT Sloan Spring 2012

“The Discipline of Creativity”, MIT Sloan Winter 2014

“How Innovative Is Your Company’s Culture?”, MIT Sloan Spring 2013

“How to Position Your Innovation in the Marketplace”, MIT Sloan Winter 2014

“Organizing R&D for the Future”, MIT Sloan Spring 2013

“Why It Pays to be a Category Killer”, HBR March 2013

### **Midterm Exam**

The midterm exam will cover the material discussed in class up until the exam date. The exam will most likely be essay, although I reserve the right to change the exam format. The exam is open book and must be returned to the instructor by noon on the due date.

### **Final Exam**

The final exam will cover all material in throughout the semester and will concentrate on the decision making skills that you have developed while taking this course. The exam will most likely be an essay, although I reserve the right to change the exam format. The exam will open book and must be returned to the instructor by noon on the due date.

### **University Policy**

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### Drop Policy

See the most recent OSU catalog

at: <http://www.okstate.edu/registrar/AcademicCalendar/AcademicCalendarMain.html>

### Academic Integrity

As a reminder, the University has a policy on academic honesty. You are expected to abide by the procedures set forth in the document in all matters pertaining to this course. For more information, please go to:

<http://academicintegrity.okstate.edu/ai-violation.htm>

### Special Accommodations for Students

Any student in this course who has a disability that may prevent him or her from fully demonstrating his or her abilities should contact the instructor as soon as possible, so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunity. For more information about OSU Student Disability Services, please go

to: <http://www.okstate.edu/ucs/stdis/>

## Schedule and Assignments

This schedule should not be viewed as absolute. I reserve the right to add or delete from this schedule. Changes may be necessary to accommodate time and other constraints. Discussion questions for each case can be found on the class Desire2Learn.

The Desire2Learn reading assignments should be viewed as supplemental to the class lecture materials and online discussions. Time constraints also make it impossible to cover each topic in every chapter in great detail. You are, nonetheless, responsible for the material. If you have questions about material not covered, please email me.

<b>Jan 13</b>	Lecture: 1 ⇒ Introduction to Course ⇒ Nature of Entrepreneurship ⇒ Human Behavior and Organizational Needs (PAEI Model)
	Reading Material: ⇒ Text Chapter 1 ⇒ Desire2Learn readings: <ul style="list-style-type: none"> <li>▪ "Building Breakthrough Businesses Within Established Organizations", HBR May 2005</li> <li>▪ "Bridging the Gap Between Stewards and Creators", MIT Sloan Winter 2007</li> </ul>
<b>Jan 20</b>	Lecture: 2 ⇒ What It Means for a Company to Be Entrepreneurial ⇒ Entrepreneurial Intensity ⇒ Economic Cycles and Innovation
	Reading Material: ⇒ Text Chapter 3 ⇒ Desire2Learn readings: <ul style="list-style-type: none"> <li>▪ "Innovations from the Inside", Management Review Sep 1997</li> <li>▪ "Intrapreneurship and the Reinvention of the Corporation", Business Horizons May-June 1988</li> <li>▪ "Managing Innovation in Small Worlds", MIT Sloan Fall 2006</li> </ul>
	Assignments: ⇒ Desire2Learn Open Threaded Discussion 1: <ul style="list-style-type: none"> <li>▪ "Corporate Entrepreneurship for Dummies", HBS 2005</li> </ul>
<b>Jan 27</b>	Lecture: 3 ⇒ The Truth About the Entrepreneur ⇒ Obstacles to Entrepreneurship
	Reading Material: ⇒ Text Chapter 2 & 11
<b>Feb 3</b>	Lecture: 4 ⇒ Forms of Corporate Entrepreneurship ⇒ Creativity in the Corporation

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	<p>Reading Material:</p> <ul style="list-style-type: none"> <li>⇒ Text Chapter 4 &amp; 6</li> <li>⇒ Desire2Learn reading: <ul style="list-style-type: none"> <li>▪ “How to Kill Creativity”, HBR Sep-Oct 1998</li> </ul> </li> </ul>
	<p>Assignments:</p> <ul style="list-style-type: none"> <li>⇒ Desire2Learn Open Threaded Discussion 2: <ul style="list-style-type: none"> <li>▪ Apple Computer 2005, Harvard Case Set</li> </ul> </li> </ul>
<b>Feb 10</b>	<p>Lecture: 5</p> <ul style="list-style-type: none"> <li>⇒ What Should You Focus Your Entrepreneurial Effort On</li> <li>⇒ Managing New Products</li> <li>⇒ Technology Push versus Technology Pull</li> </ul>
	<p>Reading Material:</p> <ul style="list-style-type: none"> <li>⇒ Text Chapter 8</li> <li>⇒ Desire2Learn readings: <ul style="list-style-type: none"> <li>▪ “The Five Stages of Successful Innovation”, MIT Sloan Spring 2007</li> <li>▪ “Boundary Setting Strategies for Escaping Innovation Traps”, MIT Sloan Spring 2005</li> <li>▪ “The Past and Future of Competitive Advantage”, MIT Sloan Winter 2001</li> <li>▪ “Rapid-Response Capability in Value-Chain Design”, MIT Sloan Win 2002</li> </ul> </li> </ul>
	<p>Assignments:</p> <ul style="list-style-type: none"> <li>⇒ Desire2Learn Open Threaded Discussion 3: <ul style="list-style-type: none"> <li>▪ “Howard Head and Prince Manufacturing”, HBS 9-388-079 May 1992</li> <li>▪ “Innovation at HP: The Role of the Innovation Program Office”, Stanford SM-172</li> </ul> </li> </ul>
<b>Feb 17</b>	<p>Lecture: 6</p> <ul style="list-style-type: none"> <li>⇒ Industry Shaking Innovation</li> <li>⇒ Success and Failure of Corporate Entrepreneurship</li> </ul>
	<p>Reading Material:</p> <ul style="list-style-type: none"> <li>⇒ Desire2Learn readings: <ul style="list-style-type: none"> <li>▪ “Why Good Companies Go Bad”, HBR Jul-Aug 1999</li> <li>▪ “The Challenges of Innovating for Sustainable Development”, MIT Sloan Fall 2003</li> <li>▪ “Reinventing Your Business Model”, HBR Dec 2008</li> <li>▪ “Design Thinking”, HBR June 2008</li> <li>▪ “Disciplined Entrepreneurship”, MIT Sloan Fall 2004</li> </ul> </li> </ul>
<b>Feb 24</b>	<p>Lecture: 7</p> <ul style="list-style-type: none"> <li>⇒ Organizational Structure</li> <li>⇒ Product/Service Complexity and the Shaping of Entrepreneurial Organization</li> </ul>
	<p>Reading Material:</p> <ul style="list-style-type: none"> <li>⇒ Text Chapter 9</li> </ul>

	<p>⇒ Desire2Learn readings:</p> <ul style="list-style-type: none"> <li>▪ “Foundations for Growth: How to Identify and Build Disruptive New Businesses”, MIT Sloan Spring 2002</li> <li>▪ “Disruptive Technologies: Catching the Wave”, HBR Jan-Feb 1995</li> </ul>
<b>Mar 3</b>	<b>Mid-term Exam due Mar10 by 4:00 PM</b>
<b>Mar 10</b>	<p>Lecture: 8</p> <p>⇒ Types of Entrepreneurial Organizational Structures</p> <p>⇒ Selection of a Structure</p> <p>Reading Material:</p> <p>⇒ Desire2Learn readings:</p> <ul style="list-style-type: none"> <li>▪ “3M Organized to Innovate”, Management Review July 1986</li> <li>▪ “How Can Big Companies Keep the Entrepreneurial Spirit Alive”, HBR Nov-Dec 1995</li> <li>▪ “The Era of Open Innovation”, MIT Sloan Spring 2003</li> <li>▪ “Why Good Companies Go Bad”, HBR Jul-Aug 1999</li> <li>▪ “Organizational DNA for Strategic Innovation”, California Management Review Spring 2005</li> </ul>
<b>Mar 17</b>	<b>SPRING BREAK</b>
<b>Mar 24</b>	<p>Lecture: 9</p> <p>⇒ Transition to Operations</p> <p>⇒ Framework for Sustainable Entrepreneurship</p> <p>Reading Material:</p> <p>⇒ Desire2Learn readings:</p> <ul style="list-style-type: none"> <li>▪ “Is It Real? Can We Win? Is It Worth Doing?”, HBR Dec 2007</li> <li>▪ “Meeting the Challenge of Corporate Entrepreneurship”, HBR Oct 2006</li> <li>▪ “Extracting Value from Corporate Venturing”, MIT Sloan Fall 2006</li> <li>▪ “Innovation Killers: How Financial Tools Destroy Your Capacity to Do New Things”, HBR Jan 2008</li> <li>▪ “Technology Roadmapping—A Planning Framework for Evolution and Revolution”, Technology Forecasting and Social Change, 2004, 71 pg 5-26</li> </ul>
<b>Mar 31</b>	<p>Lecture: 10</p> <p>⇒ HRM Systems and Corporate Entrepreneurship</p> <p>Reading Material:</p> <p>⇒ Text Chapter 7</p> <p>Assignments:</p> <p>⇒ Desire2Learn Threaded Discussions 4:</p> <ul style="list-style-type: none"> <li>▪ “Innovation at 3M Corporation”, HBS 9-699-012 July 2002</li> </ul>
<b>Apr 7</b>	<p>Lecture: 11</p> <p>⇒ Role of Internal Controls</p> <p>Reading Material:</p> <p>⇒ Text Chapter 14</p> <p>⇒ Desire2Learn readings:</p>

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	<ul style="list-style-type: none"> <li>▪ “Involving Suppliers in New Product Development”, California Management Review, Fall 1999</li> <li>▪ “How to Map Your Industry’s Profit Pools”, HBR May-Jun 1998</li> </ul>
<b>Apr 14</b>	<p>Lecture: 12</p> <p>⇒ Leadership for Corporate Entrepreneurship</p> <p>⇒ Current Trends</p>
	<p>Reading Material:</p> <p>⇒ Text Chapter 12</p> <p>⇒ Desire2Learn readings:</p> <ul style="list-style-type: none"> <li>▪ “How Management Innovation Happens”, MIT Sloan Summer 2006</li> <li>▪ “Managing Internal Corporate Venturing Cycles”, MIT Sloan Summer 2005</li> <li>▪ “Skunk works, 1990s-style”, Research Technology Management; Jul/Aug97</li> <li>▪ “Research That Reinvents the Corporation”, HBR Aug 2002</li> <li>▪ “The Lost History of the Transistor ; How, 50 years ago, Texas Instruments and Bell Labs pushed electronics into the silicon age”</li> <li>▪ “Who's the Real Mr. Chips?” Business Week, 6/21/2004</li> </ul>
	<p>Assignments:</p> <p>⇒ Desire2Learn Threaded Discussions 5:</p> <ul style="list-style-type: none"> <li>▪ “Skunk Works Management Style”, AIAA Speech</li> <li>▪ “How Bell Labs Missed the Microchip” IEEE Spectrum, Dec 2006</li> </ul>
<b>Apr 21</b>	<p>Lecture: 13</p> <p>⇒ Corporate Culture, Values, Norms., Expectations, etc. and Corporate Entrepreneurship</p>
	<p>Reading Material:</p> <p>⇒ Text Chapter 10 &amp; 15</p> <p>⇒ Desire2Learn readings:</p> <ul style="list-style-type: none"> <li>▪ “Reverse Engineering Google’s Innovation Machine”, HBR Apr 2008</li> </ul>
	<p>Assignments:</p> <p>⇒ Desire2Learn Threaded Discussions 6:</p> <ul style="list-style-type: none"> <li>▪ “The Art of Managing New Product Transitions”, MIT Sloan Spring 2007</li> <li>▪ “IDEO Product Development”, HBS 9-600-143, April 2007</li> </ul> <p>Assignments due:</p> <ul style="list-style-type: none"> <li>▪ <b>Team Project: Due by 4:00 PM</b></li> </ul>
<b>Apr 28</b>	<p>Lecture: 14</p> <p>⇒ Course Wrap-up</p>
	<p>Reading Material:</p> <p>⇒ Desire2Learn readings:</p> <ul style="list-style-type: none"> <li>▪ “The Future of Corporate Venturing”, MIT Sloan Fall 2003</li> </ul>
	<p>Assignment:</p> <ul style="list-style-type: none"> <li>▪ Final Due by May 5 by 4:00PM</li> </ul>

**May 5**

Assignments:

- Final Due by May 5 by 4:00PM

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