MGMT104 ENTERPRENEURIAL MANAGEMENT

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COURSE DESCRIPTION
There is a pressing need for entrepreneurial management in firms. This course examines corporate management and corporate entrepreneurship. It also explores models, applications and ways in which corporations can be more entrepreneurial. Topics covered in the course are corporate management versus corporate entrepreneurship; building an entrepreneurial firm; the role and function of mission and goals and corporate philosophy; developing organization values and culture to support entrepreneurship; human resource management and corporate entrepreneurship; effecting organization change – overcoming resistance to change; technology management and corporate entrepreneurship; corporate venturing; rewards and motivation.

LEARNING OBJECTIVES
By the end of this course, students will be able to:
- Identify the systems required in an organization for the involvement of every individual in entrepreneurship
- Suggest management practices that facilitate entrepreneurship in large organizations
- Describe the processes behind the entrepreneurial approach to corporate management
- Analyze management challenges to the introduction of corporate entrepreneurship, identify possible solutions and suggest steps to be taken
- Acquired the knowledge to become an entrepreneurial manager in the corporate world of work.

PRE-REQUISITE/ CO-REQUISITE/ MUTUALLY EXCLUSIVE COURSE(S)
Please refer to the Course Catalogue on OASIS for the most updated list of pre-requisites / co-requisites for this particular course. Do note that if this course has a co-requisite, it means that the course has to be taken together with another course. Dropping one course during BOSS bidding would result in both courses being dropped at the same time.

ASSESSMENT METHODS

<table>
<thead>
<tr>
<th>Assessment Component</th>
<th>Marks</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class participation</td>
<td>20 %</td>
<td>Attendance at all classes is expected in order to score well for participation. Absence from classes may result in a higher weighting for participation.</td>
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<tr>
<td>Group Paper Presentation</td>
<td>10%</td>
<td>Each group will be given a paper to present to the class and take questions from the class and the instructor thereafter.</td>
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<tr>
<td>Test 1</td>
<td>10%</td>
<td>Dates to be provided in first session</td>
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<tr>
<td>Test 2</td>
<td>20%</td>
<td>[Tentative scope: an integration and synthesis of all cases &amp; videos] Dates and details to be provided in class</td>
</tr>
<tr>
<td>Group Project</td>
<td>40%</td>
<td>Details to be provided in course schedule</td>
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Note: there will be NO final exam for this course
ACADEMIC INTEGRITY
All acts of academic dishonesty (including, but not limited to, plagiarism, cheating, fabrication, facilitation of acts of academic dishonesty by others, unauthorized possession of exam questions, or tampering with the academic work of other students) are serious offences.

All work (whether oral or written) submitted for purposes of assessment must be the student’s own work. Penalties for violation of the policy range from zero marks for the component assessment to expulsion, depending on the nature of the offence.

When in doubt, students should consult the course instructor. Details on the SMU Code of Academic Integrity may be accessed at http://www.smuscd.org/resources.html.

INSTRUCTIONAL METHODS AND EXPECTATIONS
Discussion, Presentations, Tests, Role Play, Project Work and Assignments

Group Work:
Students will be grouped into course groups once they have signed up for the course. The groups will then be assigned cases and presentations where they will prepare for the designated sessions during the course. Students will also be given a Group project to complete. Details of this will be announced later.

Class Attendance:
In order to enhance maximum contribution to learning, it is important that students attend all classes. Failure to attend at least 11 of 13 classes (without legitimate written reason for not attending, e.g. due to illness, may result in the non-awarding of a course grade).

Punctuality: in order to minimize disruption while class is in progress students are asked to be seated no later than 5 minutes past the start of class and after the break.

Laptop computers: these will be permitted in class for course-related work only.

RECOMMENDED TEXT AND READINGS
Recommended Texts and Readings:
3. Course Pack of Cases [absolutely necessary].
4. A Century of Innovation- the 3M Story [to be accessed on the 3M website].
## COURSE SCHEDULE

<table>
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<tr>
<th>Week</th>
<th>Topic</th>
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| 1    | • Introduction to course, administration, course expectations, assessment methods, group formation.  
      • What is Corporate Entrepreneurship?  
      • Why is Entrepreneurship or Innovation Necessary?  
      • Beginning at the top – what should a corporation be about?  
      • The role of the Manager – What is management? Who is an entrepreneur? Who is a Manager? Who is an entrepreneurial manager? |
| 2    | • The Entrepreneurial Imperative in Established Organisations  
      a. Conflict of goals – profit vs. entrepreneurship or other goals  
      b. Fixation with profit as corporate goals  
      • Role of Entrepreneurs & managers  
      • Case Discussion – James McNerney and 3M: Making a Good Company Better? (Course Pack)  
      • Video & Discussion: 3M and the Post-It Note  
| 3    | • Corporate Purpose & Philosophy  
      • Case Discussion – Ingvar Kamprad and IKEA (Course Pack)  
<table>
<thead>
<tr>
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</table>
| 4    | • Corporate Values  
   • Case Discussion – IBM Values: Old vs. New  
   • Video & Discussion:  
     1. Gary Hamel – Creating the Future  
     2. Swatch – Transforming an Industry  
   • Test 1 |
| 5    | • Corporate Enterprising Culture  
   • Case Discussion – W.L. Gore – Culture of Innovation (Course Pack)  
   • Video & Discussion: Implementing Strategy - Managing through Organizational Culture  
| 6    | • Managers and what they can do to effect change  
   • Case Discussion – Internal Entrepreneurship at the Dow Chemical Company (Course Pack)  
| 7    | • Key Skills for Project completion  
   • Group Project Proposal and Approval |
| 8    | • Recess/Term Break |
| 9 | • Entrepreneurial Leadership and decision-making  
• Case Discussion – GE’s Growth Strategy: The Immelt Initiative (Course Pack)  
• Test 2 |
|---|---|
| 10 | • Mindset, Entrepreneurial Attributes and their Development in a Corporate Environment  
• Case Discussion – Apple B (Course Pack)  
• Video & Discussion: Steve Jobs – One Last Thing |
| 11 | • Organizational Structures & Cultures  
• Video & Discussion: Leadership for Innovation – How to Create Collective Genius  
| 12 | • Entrepreneurial Management and Ethics  
• Case Discussion – Enron: What Went Wrong? (Course Pack)  
• Video & Discussion: Enron – a case of entrepreneurship and innovation gone wild?  
• Course Wrap up |
| 13 | There will be no class. Students can have a final consultation session with the Instructor, if needed. Projects are due at 12.00 noon on 17 Nov 2014. |