



HvA International Business School
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Managing Entrepreneurship & Innovation

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1. Module overview

This guide gives you an overview of the module Managing Entrepreneurship and Innovation. More detailed information can be found on the DLWO (<https://dlwo.dem.hva.nl>)

1.1 Content

Technological developments constantly disrupt markets and hence organisations have to adapt themselves to these changes in order to maintain their market position. The speed and impact of innovations threatens the well-being of organisations continuously. This capability of people and organisations to keep up or even excel in these times by means of innovation will be central in this module.

We observe mature market players who are there for a while serving customers in their traditional way. Conversely we see small teams of young ambitious entrepreneurs active to push the dominant market players from their throne by disruptive innovations. The innovation that is central in the course pays attention to both corporate and start-up innovation activities.

In this module you will learn how to use principles of efficiency and effectivity and how to use these to build competitive advantage, the objective for successful innovation. Innovation models and innovation strategies will be introduced and applied.

1.2 Learning goals

#	You can:
1.	Demonstrate how effectivity and efficiency are related to building competitive advantage.
2.	Describe in your own words how competitive advantage can be translated into sustainable corporate and competitive strategies
3.	Use the different methodologies and frameworks for the innovation process
4.	Demonstrate the design of effective and innovative organisations.
5.	Identify leadership principles in relation to innovation and contingencies
6.	Identify mediators for new venture team performance
7.	Identify cultural issues in relation to innovation and contingencies
8.	Demonstrate issues about scalability and ecosystems of innovations
9.	Demonstrate different organisational change paradigms

The learning objectives will be attained by a combination of lectures, case studies, interactive discussions and self-study. Students write a number of papers that show their mastery of the learning objectives.

Appendix 1 defines the relationship of the learning goals within this module with your programme's profile competences.

1.3 Coherence with other modules



This module is related to other parts of the Entrepreneurship minor, such as contemporary Entrepreneurship and cases and fundamentals in Entrepreneurship. This module is consecutive to

IBMS modules on Human Resource management, Introduction to Management, Marketing management and Marketing strategy.

1.4 Study materials & recommended further reading

Required study materials:

Academic and management literature		
Title	Author(s)	Where to find this material?
Creating Competitive Advantage	Ghemawat, P. and Rivkin J.W. (1999)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
Thinking about Strategy	Stoelhorst (2008)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
Competitive Forces	Porter (2008)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
Core Competences	Prahalad and Hamel (1990)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
What is Strategy?	Porter (1996)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
Fashion or Fit?	Mintzberg (1981)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
Influence of leadership on innovation process	Oke (2009)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
New Venture Teams	Klotz & Hmieleski (2014)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
Organisational Culture and Innovation	Büschgens, Th, Bausch, A. & Balkin, D.B. (2013)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
To succeed on the long term, focus on the middle term	Moore G.A. (2007)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
Match your innovation strategy to your innovation ecosystem	Adner (2006)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
An overview of Change Paradigms	Caluwé, L. & Vermaak, H. (2002)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation

Recommended further reading:

Other study materials		
Title	Author(s)	Where to find this material?
Eager sellers, stoney buyers	Gourville (2006)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
The innovators dilemma	Christensen (1997)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation
How to build your network?	Uzzi & Dunlap (2006)	DLWO/Minor Entrepreneurship/Managing Entrepreneurship and Innovation

1.5 Questions and who to contact



Questions about the module's content and study materials can be addressed to your lecturer(s) during the lessons. The consultation hours of the individual lecturers as well as their office location can be found in the lecturers' profile on the DLWO.

2. Set-up of this module

2.1 Teaching methodology

Class meetings mainly consist of lectures, business case analysis and interactive discussions of the various topics. Interaction will be central in the course. Students need to be well prepared when coming to class in order to participate in the discussions.

In principle theoretical approaches fail the connection to the real life business world. That's why we introduced the Case Learning Method in this module. Written business issues become central in the class discussions. The practical situation are always ambiguous, so no real simple solution may be expected. We will jointly explore these issues.

2.2 Assignments

Team assignments form a substantial part of this module. Teams will be composed in class, based on matching interest, capabilities, time tables and personal preferences. It is expected that students organise the team assignments activities in their free time. To keep the team unified and to equally divide the work load, a peer assessment will be part of the assessment

The assessment model(s) for the assignment(s) can be found in Appendix 2.

6116MEI_OP Team assignments (40%)	Materials to be used
<p>Total of 4 team assignments with the following topics:</p> <ol style="list-style-type: none"> 1. Innovation strategies 2. Organization design and innovation 3. Leadership, teams and innovation 4. Corporate culture and innovation <ul style="list-style-type: none"> • Teams of 5 students • Assignments will be available on DLWO about two weeks before deadline. (see paragraph 5 for details) • Each assignment is a paper of max 1800 words (word count), excluding cover page, table of contents and bibliography • Structure: AMSIB reporting guidelines (on DLWO) • Reports to be uploaded on DLWO prior to the deadline • Assignments will be assessed for explanation and demonstration. • Assignments will be graded with feedback in the form of comments within two weeks. • A peer assessment after the fourth assignment determines your individual grade, being the group grade adjusted for your individual performance (individual grade may deviate max 30% from group grade, either up or down) 	<ul style="list-style-type: none"> • ME&I cases • ME&I assignments • ME&I Lectures (slides) • ME&I weekplanner for deadlines



2.3 Exams

6116MEI_TS Written Exam (60%)	Materials to be studied	Exam period	Learning Goals
<ul style="list-style-type: none"> Written exam consisting of open and case questions covering all topics and materials discussed during the module. <ul style="list-style-type: none"> The exam business case will be available for preparation on DLWO not later than 5 days prior to the exam <p>Exam duration: 2 hours</p> <p>Assessment criteria:</p> <ul style="list-style-type: none"> Answers should be concise and to the point with sound argumentation. This argumentation should link to the course material. Case questions always link theoretical aspects in the course to real life business practice. Answers should therefore reveal the linkages. <p>Grading and feedback:</p> <ul style="list-style-type: none"> See assessment model Written Exam (see Appendix 2) Feedback during exam review 	<ul style="list-style-type: none"> ME&I articles ME&I assignments ME&I Lectures (slides) All materials discussed in class 	S1T, S2T	1-9

2.4 Assessment

The assessment methods used in this module are summarised below. The table also shows how the grade for this module will be calculated.

#	Description	Assessment Form	Learning goal(s) #	Due date Lecture week	Weight (%)
1	<p>Team assignments</p> <ol style="list-style-type: none"> Innovation strategies Organization design and innovation Leadership, teams and innovation Corporate culture and innovation <p>A peer assessment after the fourth assignment determines your individual grade, being the group grade adjusted for your individual performance (individual grade may deviate max 30% from group grade, either up or down)</p>	papers	1,2,3 3,4 5,6, 7	Wk 5 Wk 6 Wk 8 Wk 10	40% 1/4 1/4 1/4 1/4
2	Written Exam	Open end and case questions	1-9	S1T, S2T (exam periods)	60%
					100%



2.5 Resit

If the average grade obtained for this module is below 5.5 you must do a resit. Which resit(s) you must do depends on which part(s) is/were insufficient. The different situations are illustrated in the table below.

Situation:	The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1 <ul style="list-style-type: none"> Average grade for the whole module ≥ 5.5 <p>The team can decide to resit one of the four assignment (not more) in any case. The new grade will replace the old one. (so not the highest grade counts)</p>	<p>No resit needed</p> <p>The resit assignment will be equivalent to the original assignment</p>	<p>N.A</p> <p>10% of module grade (or 25% of the Team assignments grade)</p>	<p>N.A.</p> <p>S1T, S2T (exam periods)</p>
2 <ul style="list-style-type: none"> Average grade for the whole module < 5.5 <p>In case of a resit an additional individual assignment shall be conducted</p> <p>Individually written exam resit</p>	<p>The resit assignment will be equivalent to the original assignment</p> <p>Equivalent to original, so combined closed book, open end – and case questions.</p>	<p>10% of module grade (or 25% of the Team assignments grade)</p> <p>60% of module grade</p>	<p>S1T, S2T (exam periods)</p>

2.6 General regulations

- 1 You are required to prepare for lessons. If you come to class unprepared, the lecturer has the right to deny you access to the lesson. What is requested of you in terms of lesson preparation is stated below and/ or on the DLWO for this module.
- 2 You must bring a laptop to school for each class. It is your responsibility to make sure that the battery lasts throughout each lesson. If you fail to bring a laptop to class and/or if the battery does not last throughout class, this is regarded as not being prepared. A lecturer then has the right to deny you (further) access to that lesson.
- 3 The assignments will not be graded if the level of English is inadequate or if other non-compliance with the AMSIB Reporting Guidelines is verified. If that is the case, you have to hand in your assignment again in the appointed resit period.



2.7 Lesson plan

week	Preparation/reading	Content of lecture	Assignment
1	<i>Netflix Case</i>	Entrepreneurship and innovation Ten types of innovation	
2	Ghemawat - Creating competitive advantage <i>Zara's competitive advantage- Case</i>	Management principles Creating competitive advantage Value chain Supply chain	
3	Stoelhorst - Thinking about strategies Prahalad and Hamel - The core Competence of an organization Porter - How Competitive forces shape strategy <i>Allegiant competitive strategy- Case</i>	Introduction to strategies Corporate and competitive strategies	
4	H. Mintzberg – Organization design, fashion or fit? <i>Ceramico -Case</i>	Mintzberg's organization configurations (I)	
5	H. Mintzberg – Organization design, fashion or fit? <i>Sasrutha Industries Ltd - Case</i>	Mintzberg's organization configurations (II)	Hand in: A 1
6	A. Oke -Influence of leadership on innovation processes and activities <i>PAR Springer-Miller Systems (PSMS) part A – Case</i>	Leadership and innovation	Hand in: A 2
7	<i>PAR Springer-Miller Systems (PSMS) part B- Case</i>	Leadership and innovation	
8	Buschgens et al - Organizational Culture and innovation	Corporate culture and innovation	Hand in: A 3
9	Moore GA -To succeed on the long term, focus on the middle term <i>Case PAR Springer-Miller Systems (PSMS) part B- Case</i>	Scalability of Innovation	
10	Adner - Match your innovation strategy to your innovation ecosystem – <i>Case</i>	Innovation ecosystems	Hand in: A 4
11	Caluwe and Vermaak - An overview of Change Paradigms <i>Case: General Electric- Figure it out!</i>	Organizational change	
12		Summary and exam preparation	



Appendix 1: Relationship with your programme's profile competencies

#	You can:
1.	Demonstrate how effectivity and efficiency are related to building competitive advantage.
2.	Describe in your own words how competitive advantage can be translated into sustainable corporate and competitive strategies
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Appendix 2: Assessment model(s)

2.1. Assessment Model Written Assignment

CRITERIA & WEIGHT	GRADE			Score	Comments
	10-8: outstanding to good	7-6: reasonable to passable	5-1: fail		
Introduction (10%)	The introduction provides a clear situational background, the reason for the report, and questions to be answered in the case.	The introduction provides a brief situational background and questions to be answered in the case.	The introduction does not provide a clear situational background and only obvious case questions are mentioned.		
Body (60%)	Case analysis based on the theory discussed in the textbook, but also with the help of other sources. Assumptions have been made based on credible sources.	Case analysis based on the theory discussed in the textbook. Assumptions have been made based only on the theory discussed in the textbook.	Case analysis based on assumptions which are not based on any theory discussed in the textbook, nor any other credible source.		
Conclusion (30%)	Clear answers to questions have been provided, based on logical and valid argumentation.	Clear but brief answers to the questions have been provided.	Answers have been provided that lack a logical argumentation and that are not based on a proper analysis of the case.		
English* Prerequisite	The assignment is written in clear, concise and correct Business English				
Layout & Style* Prerequisite	According to the AMSIB guidelines described in the document 'Reporting - Guidelines for writing and styling business reports'				
* These criteria will not be graded, but if missing or incomplete, the assignment will be rejected.					



2.2. Peer Assessment Model

Please rate your team members individually on a scale of 1 to 5 (1=poor; 5=outstanding). You can include yourself but it is not mandatory.

TEAM Team Member Name	Quality of work	Participation (attended meetings, etc)	Cooperated with group (met deadlines, was accessible, etc)	Communication
Please use this space for additional comments about your team.				