

Syllabus

1. Programme information

1.1. Institution	THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES
1.2. Faculty	BUCHAREST BUSINESS SCHOOL
1.3. Department	ECONOMIC DEVELOPMENT OF THE COMPANY
1.4. Field of study	BUSINESS ADMINISTRATION
1.5. Cycle of studies	MASTER STUDIES
1.6. Education type	FULL-TIME / PART-TIME
1.7. Study programme	INDE Romanian-French MBA
1.8. Language of study	English
1.9. Academic year	2016-2017

2. Information on the discipline

2.1. Name	Corporate Entrepreneurship								
2.2. Code									
2.3. Year of study	2	2.4. Semester	2	2.5. Type of assessment	Exam	2.6. Status of the discipline	O	2.7. Number of ECTS credits	5
2.8. Leaders	C(C)								
	S(S)								

3. Estimated Total Time

3.1. Number of weeks	14,00		
3.2. Number of hours per week	3,00	of which	
		C(C)	2,00
		S(S)	1,00
3.3. Total hours from curriculum	42,00	of which	
		C(C)	28,00
		S(S)	14,00
3.4. Total hours of study per semester (ECTS*25)	125,00		
3.5. Total hours of individual study	83,00		
<i>Distribution of time for individual study</i>			
Study by the textbook, lecture notes, bibliography and student's own notes	34,00		
Additional documentation in the library, on specialized online platforms and in the field	14,00		
Preparation of seminars, labs, assignments, portfolios and essays	28,00		
Tutorials	3,00		
Examinations	3,00		
Other activities	1,00		

4. Prerequisites

4.1. of curriculum	NA
4.2. of competences	NA

5. Conditions

for the C(C)	Classrooms disposing of multimedia equipment and internet access
for the S(S)	Classrooms disposing of multimedia equipment and internet access

6. Acquired specific competences

PROFESSIONAL	C1	The analysis and evaluation of the business status, the estimation of perspectives, the identification of strengths and weaknesses, of business potential and of possible ways of action
PROFESSIONAL	C4	Designing solutions and/or capitalization of opportunities regarding the achievement of objectives and performance criteria
PROFESSIONAL	C5	Formulation and substantiation of decisions in a holistic manner, which integrates the interests of all the factors directly involved or bilaterally affected.
PROFESSIONAL	C6	Designing and redesigning businesses, implementation of activity plans (planning, organizing, resource management, processes management, performance management, risk management, change management)
PROFESSIONAL	C7	Internationalization, regionalization, globalization of the business

7. Objectives of the discipline

7.1. General objective	Identifying frameworks and tools to understand a company potential to internal venturing, utilizing intrapreneurial devices to develop an innovative culture and developing strategies and tactics to improve managerial performance
7.2. Specific objectives	<ul style="list-style-type: none"> a. Develop a basic knowledge of what is corporate entrepreneurship and how entrepreneurship within a corporation is similar to or different from start-up entrepreneurship b. Evaluate the reasons why traditionally-organized companies find it so challenging c. Identify the elements of a corporate culture that either inhibit or support the process of intrapreneurship d. Analyze how intrapreneurial activities relate to a company's ability to drive innovation throughout the organization e. Compare the attributes of various organizations regarded as leaders of intrapreneurship and analyze the benefits of such f. Understand the synergy necessary between leadership, corporate culture and organizational dynamics to drive successful intrapreneurship g. Construct a personal model of intrapreneurial activities to be used as a reference tool in your career development

8. Contents

8.1. C(C)		Teaching/Work methods	Recommendations for students
1	What is corporate entrepreneurship? Entrepreneurial dynamics	PPT presentation/ lecture, business case	Case to be prepared: Shaping Spaarbeleg: real and unreal
2	What is corporate entrepreneurship? Strategic renewal, open innovation	PPT presentation/ lecture, business case	Case to be prepared: Shaping Spaarbeleg: real and unreal
3	How to develop intrapreneurial behaviors? Intrapreneurial orientations	PPT presentation/ lecture, business case, workshop	Cases to be prepared: Johnsonville Sausage Co. (A) Google's Project Oxygen: Do Managers Matter?
4	How to develop intrapreneurial behaviors? Intrapreneurial intentions	PPT presentation/ lecture, business case, workshop	Cases to be prepared: Johnsonville Sausage Co. (A) Google's Project Oxygen: Do Managers Matter?

5	Managing the entrepreneurial project. Key players mapping, foggy marketing, navigating uncharted territories	PPT presentation/ lecture, business case, guest speaker	Case to be prepared: Internal Entrepreneurship at the Dow Chemical Company
6	Managing the entrepreneurial project. Managing contradictions	PPT presentation/ lecture, business case, workshop	Case to be prepared: Internal Entrepreneurship at the Dow Chemical Company
7	Assessing the organizational culture. Change management, innovating, radical innovation	PPT presentation/ lecture, business case	Case to be prepared: Hewlett-Packard: The Flight of the Kittyhawk (A)
8	Assessing the organizational culture. Performing a diagnosis, identifying blockers and enablers	PPT presentation/ lecture, business case, workshop	Case to be prepared: Hewlett-Packard: The Flight of the Kittyhawk (A)
9	Building the entrepreneurial organization. Start-up spirit versus large company logic	PPT presentation/ lecture, business case, workshop	Case to be prepared: Igniting an entrepreneurial spirit within Alcatel Lucent
10	Building the entrepreneurial organization. Start-up spirit versus large company logic, typology of spaces, organizational design	PPT presentation/ lecture, business case	Case to be prepared: Igniting an entrepreneurial spirit within Alcatel Lucent

Bibliography

- Morris M.H., Kuratko D.F., and Covin J.J. (2008), *Corporate Entrepreneurship & Innovation*, Thomson/South-Western
- Hisrich, Robert D. and Claudine Kearney (2012), *Corporate Entrepreneurship: How to Create a Thriving Entrepreneurial Spirit Throughout Your Company*, McGraw Hill.
- Gifford Pinchot (1986), *Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Intrapreneur*, Harpercollins
- Neal Thornberry (2001), « Corporate entrepreneurship: antidote or oxymoron? », *European Management Journal*, vol. 19, issue 5, pages 526-533
- Larry Huston, Nabil Sakkab (2006), "Connect and Develop Inside Procter & Gamble's New Model for Innovation", *Harvard Business Review*, March
- Neal E. Thornberry, (2003) "Corporate entrepreneurship: teaching managers to be entrepreneurs", *Journal of Management Development*, Vol. 22 Iss: 4, pp.329 – 344
- Olga Belousova, Benoît Gailly and Olivier Basso (2010), « A conceptual model of corporate entrepreneurial behavior », Research Paper, Center for Research in Entrepreneurial Change & Innovative Strategies, CRECIS, University of Louvain
- Donald Kuratko, Ray V Montagno, Jeffrey Hornsby (1990), « Developing an intrapreneurial assessment instrument for an effective corporate entrepreneurial environment », *Strategic Management Journal*, Volume 11, Pages 49-58
- Schein, E. H. (1984), « Coming to a New Awareness of Organizational Culture », *Sloan Management Review*, 25:2 (Winter) p.3 sq
- Schein E.H. (1983), « The role of founder in creating organizational culture », *Organizational dynamics*, 12 (Summer), p. 13-28
- Robert C. Wolcott and Michael J. Lippitz, "The Four Models of Corporate Intrapreneurship", *MIT Sloan Management Review*, Fall 2007, Vol. 49, No. 1, pp. 75-82

8.2. S(S)		Teaching/Work methods	Recommendations for students
1	What is corporate entrepreneurship? Entrepreneurial dynamics	Business case	Presenting analyses on the case
2	What is corporate entrepreneurship? Strategic renewal, open innovation	Business case	Promoting strategic recommendations, bringing in outside knowledge
3	How to develop intrapreneurial behaviors? Intrapreneurial orientations	Business case, workshop	Presenting analyses on the case
4	How to develop intrapreneurial behaviors? Intrapreneurial intentions	Business case, workshop	Promoting strategic recommendations, bringing in outside knowledge
5	Managing the entrepreneurial project. Key players mapping, foggy marketing, navigating uncharted territories	Business case, guest speaker	Presenting analyses on the case

6	Managing the entrepreneurial project. Managing contradictions	Business case, workshop	Promoting strategic recommendations, bringing in outside knowledge
7	Assessing the organizational culture. Change management, innovating, radical innovation	Business case, workshop	Presenting analyses on the case
8	Assessing the organizational culture. Performing a diagnosis, identifying blockers and enablers	Business case, workshop	Promoting strategic recommendations, bringing in outside knowledge
9	Building the entrepreneurial organization. Start-up spirit versus large company logic	Business case, workshop	Presenting analyses on the case
10	Building the entrepreneurial organization. Start-up spirit versus large company logic, typology of spaces, organizational design	Business case, workshop	Promoting strategic recommendations, bringing in outside knowledge

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9. Corroboration of the contents of the discipline with the expectations of the representatives of the epistemic community, of the professional associations and representative employers in the field associated with the programme

The content is identical with the curricula of the MBA program delivered by the partner university (CNAM) and it is consistent with the curricula of most of MBA programs from all over the world.

In order to better adapt the content to labour market requirements, meetings were deployed with business representatives, business analysts and practitioners from the field, former students from both Romania and France.

10. Assessment

Type of activity	Assessment criteria	Assessment methods	Percentage in the final grade
10.1. C(C)	In Class Team Assignment	A written report to assess the entrepreneurial culture within an organization, a 20 minute PPT presentation	40,00
10.2. S(S)	Class Discussion Participation	In-class participation of the student	10,00
10.5. Final assessment	Final Team Assignments	A case write-up, a 5 page written report	50,00

10.6. Modality of grading	Whole notes 1-10
10.7. Minimum standard of performance	A written report to assess the entrepreneurial culture within an organization, a 20 minute PPT presentation, a case write-up

