

MIM S1 03 Entrepreneurship: Theory and Practice (3 SWS)

Time and Location

Semester: Autumn term 2019

Credit Points: 5

Time: Mo, 13.15 – 15.30

Location: MAD 126

Content and Objectives:

This unit introduces the students to the field of entrepreneurship and planning for new business initiatives in the global business environment. Topics include entrepreneurial attitudes, abilities and behaviors; (open) innovation; opportunity recognition; first-mover advantages and disadvantages and entrepreneurial business models. The objective of this course is to get familiar with required skills to start a business and evaluate business ideas of others. In this context, it is relevant to identify, conceptualize, plan, finance, launch, manage and harvest new ventures in its particular environment. These topics are therefore discussed in this course. Lectures, class discussions, readings and case studies are the learning tools in this course.

Prerequisites: None

Basic Readings:

Boudreau, K.: Notes on Designing Your Company (January 3, 2018). Harvard Business School Strategy Unit Working Paper No. 16-131. Available at SSRN: <https://ssrn.com/abstract=2784718> or <http://dx.doi.org/10.2139/ssrn.2784718>

Hisrich, R. D. & Peters; M. P.: Entrepreneurship, 8th or 9th Edition, McGraw Hill, 2009/2013 or **Hisrich, R. D., Peters; M. P. & Shepherd, D.A.:** Entrepreneurship, 10th Edition, McGraw Hill, 2017.

Westhead, P., Wright, M. & McElwee, G.: Entrepreneurship: Perspectives and Cases, Prentice Hall, 2011.

Zimmerer, T. W. & Scarborough, N.M.: Essentials of Entrepreneurship and Small Business Management, 5th Edition, Pearson Education, 2007 or **Scarborough, N.M. & Cornwall, J.R.:** Essentials of Entrepreneurship and Small Business Management, 9th Edition, Pearson Education, 2018.

First Lecture: September 16, 2019

Course Outline:

What is Entrepreneurship? (September 16 & 23 & 30)

Welcome and Introduction to the Course

- Getting to know each other
- Module Overview
- Course overview
- Objectives of the Course

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Working with Case Studies

- Case study overview
- Assignment details

Lecture: Introduction to the Field of Entrepreneurship

- Joseph A. Schumpeter as a pioneer of entrepreneurship
- Insight: What is Entrepreneurship?

Interactive Session: The Nature and Importance of Entrepreneurs

- A Quiz
- Mini-Case: A Chilly Idea
- Reports on entrepreneurial success stories
- Mini-Case: If at First You Don't Succeed, So What!?
- Mini-Case: Never Too Young

Readings:

Hisrich, R. D. & Peters, M. P.: Entrepreneurship, McGraw Hill, 2002, Chapter 1.

Westhead, P., Wright, M. & McElwee, G.: Entrepreneurship: Perspectives and Cases, Prentice Hall, 2011, Chapter 3.

Zimmerer, T. W. & Scarborough, N. M.: Essentials of Entrepreneurship and Small Business Management, 5th Edition, Pearson Education, 2007, Chapter 1.

Innovation & Entrepreneurial Activities in the Context of the Firm Environment (October 07, 21 & 28 & November 04)

Lecture: Entrepreneurial Activities and Innovation

- Creativity and innovation
- Local environment and innovation: entrepreneurial milieus and ecosystems
- Types of innovation

Interactive Session: Innovation

- Innovation in the automobile industry (including a guest lecture by Dr. Oke Beckmann, MHP Management- und IT-Beratung GmbH, A Porsche Company, **October 21**)
- User-driven innovation
- Open innovation

Interactive Session: Entrepreneurial Activities in the Context of the Firm Environment

- The global firm environment
- Mini-Case: Reinventing the Wheel

Case Study I: »Curana: Managing Open Innovation for Growth in SMEs (A&B)«, Richard Ivey School of Business Foundation Case, 2017 (**October 28**).

- Role of the entrepreneur in changing a strategy
- Open innovation & open innovation network
- Small family-owned firm in the bicycle industry and the entrepreneurial process

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Case Study II: »Xiaomi: Designing an Ecosystem for the ‘Internet of Things’«, Lloyd Greif Center for Entrepreneurial Studies, USC Marshall School of Business Case Study, 2017. **(November 04)**

- Corporate entrepreneurship & shifting corporate culture
- Entrepreneurial ecosystem development
- Co-design/Co-creation with customers

No session on October 14 – autumn break!

Readings:

Chesbrough, H.W.: Open Innovation, in: Research-Technology Management, July-August 2012, pp. 20-27.

Chesbrough, H.W. and Appleyard, M.M.: Open Innovation and Strategy, in: California Management Review 50, 2007: 57–76.

Grant, R. M. & Jordan, J.: Foundations of Strategy, John Wiley & Sons Ltd., 2012, pp. 87-93.

Hisrich, R. D. & Peters; M. P.: Entrepreneurship, McGraw Hill, 2002, Chapter 2 & 3.

Malecki, E. J.: Entrepreneurship and entrepreneurial ecosystems, in: Geography Compass 12 (3), 2018.

Matzler, K., Veider, V. & Kathan, W.: Adapting to the Sharing Economy, in: MIT Sloan Management Review 56 (2), Winter 2015: 71-77.

Rohde, S., Royer, S. & Burgess, J.: Exploiting locational resources in a world of global value chains: Strategic considerations for clustered firms and cluster managers, in: Connell, J., Agarwal, R., Sushil & Dhir, S. (Eds.): Global Value Chains, Flexibility and Sustainability, Springer, 2018: 15-31.

Westhead, P., Wright, M. & McElwee, G.: Entrepreneurship: Perspectives and Cases, Prentice Hall, 2011, Chapter 3.

Zimmerer, T. W. & Scarborough, N. M.: Essentials of Entrepreneurship and Small Business Management, 5th Edition, Pearson Education, 2007, Chapter 2.

The Business Plan & the Business Model (November 11 & 18 & 25)

Lecture: The Business Plan and the Business Model

- Characteristics of a business plan
- How to prepare a business plan?
- How to develop entrepreneurial strategy?
- From business plan to business model
- The business model wheel
- Business models: the examples of old technology and the sharing economy

Case Study III: »Business Models and Fashion Models: Covetella Plans for Growth«, Lloyd Greif Center for Entrepreneurial Studies, USC Marshall School of Business Case Study, 2018. **(November 25)**

- Entrepreneurs and entrepreneurial qualities
- Analysis of business models
- Entrepreneurial growth via international expansion

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Readings:

Amit, R. & Zott, C.: Creating Value through Business Model Innovation, in: Sloan Management Review 53 (3), 2012: 41–49.

Amit, R. & Zott, C.: Crafting Business Architecture: The Antecedents of Business Model Design, in: Strategic Entrepreneurship Journal 9 (4), 2015: 331-350.

Beckmann, O.C. & Royer, S.: Business Models and the Impact of Different Market Contexts: Towards an analytical framework for researchers and practitioners, Danish-German Research Paper No. 5, Flensburg/Sønderborg, September 2016.

Beckmann, O.C., Royer, S. & Schiavone, F.: Old but sexy: Value creation possibilities of old technology-based businesses, in: Journal of Business Models 4 (2), 2016: 1-21.

Hisrich, R.D. & Peters; M.P.: Entrepreneurship, McGraw Hill, 2002, Chapter 7-11.

Teece, D.J.: Business Models, Business Strategy and Innovation, in: Long Range Planning 43, 2010: 172-194.

Zimmerer, T.W. & Scarborough, N.M.: Essentials of Entrepreneurship and Small Business Management, 5th Edition, Pearson Education, 2007, Chapter 3.

Managing, Growing and Ending the New Venture (December 02 & 09)

Lecture: Managing and Growing and Ending the New Venture

- First Mover Advantages and Disadvantages
- Entrepreneurial growth: motives and challenges
- »Types« of organisations
- Ending the venture

Case Study IV: »Jebsen & Jessen Family Enterprise: A Hong from the Cold«, International Institute for Management Development (IMD) Case Study, 2017 (**December 09**).

- Entrepreneurship in family businesses
- Managing fast growth
- Succession management

Readings:

Hisrich, R. D. & Peters; M. P.: Entrepreneurship, McGraw Hill, 2002, Chapter 13, 14, 15 & 17.

Westhead, P., Wright, M. & McElwee, G.: Entrepreneurship: Perspectives and Cases, Prentice Hall, 2011, chapters 7-10.

Conclusions (December 16) - OPTIONAL

Concluding Discussion and Remarks

Feedback & Outlook

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Assignment:

Presentation of Case Analysis: 60% (case analyses to prepare for each student)

Participation in the other Course Activities: 40%

Overview over the cases to be discussed:

Group 1: »Curana: Managing Open Innovation for Growth in SMEs (A&B)«, Richard Ivey School of Business Foundation Case, 2017 (available via Harvard Business School Case-Platform).

Group 2: »Xiaomi: Designing an Ecosystem for the 'Internet of Things'«, Lloyd Greif Center for Entrepreneurial Studies, USC Marshall School of Business Case Study, 2017 (available via Harvard Business School Case-Platform).

Group 3: »Business Models and Fashion Models: Covetella Plans for Growth«, Lloyd Greif Center for Entrepreneurial Studies, USC Marshall School of Business Case Study, 2018 (available via Harvard Business School Case-Platform).

Group 4: »Jebsen & Jessen Family Enterprise: A Hong from the Cold«, International Institute for Management Development (IMD) Case Study, 2017 (available via Harvard Business School Case-Platform).

Deutsche Modulbeschreibung:

Die Veranstaltung »Entrepreneurship: Theory and Practice (MIM S1 03)« bildet ein eigenes Modul im Schwerpunkt **Small Business Management & Entrepreneurship** im Masterstudiengang *International Management Studies*. Die Veranstaltung ist eine kombinierte Vorlesung/ Fallstudienübung mit einem Workload von insgesamt 150 Stunden (davon Kontaktzeit: 45 Stunden mit Vorlesungen und Fallstudiendiskussionen und 105 Stunden Selbststudium bestehend aus Lektüre zur Vor- und Nachbereitung der Veranstaltungen, Vorbereitung von Fallstudiendiskussionen sowie der Präsentation und den dazugehörigen schriftlichen Ausarbeitungen). Es werden 5 CP vergeben. Von den Studierenden im Modul wird mündliche Mitarbeit, das Studium der relevanten Literatur als Vorbereitung auf die Lehrveranstaltungen sowie die Vorbereitung auf die Fallstudiendiskussionen und die aktive Teilnahme an diesen erwartet. Außerdem erarbeiten alle Studierenden eine Fallstudienpräsentation (Präsentation und Diskussionsleitung, Abgabe einer Ausarbeitung dazu).