

School of Management

## **MMBA565 INNOVATION AND ENTREPRENEURSHIP**

Trimester One 2012

### **COURSE OUTLINE**

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#### **Names and Contact Details**

##### **Sally Davenport**

Room: RH911, Rutherford House

Phone: 463 5144

Email: [sally.davenport@vuw.ac.nz](mailto:sally.davenport@vuw.ac.nz)

Website: [www.vuw.ac.nz/vms](http://www.vuw.ac.nz/vms)

NB. I tend to keep office hours of 9am-5pm but as I am currently seconded to a half-time role as a Commissioner at the NZ Productivity Commission, I will not always be available. If you would like to meet with me it would be best to email me to set up an appointment.

#### **Trimester Dates**

Teaching Period: Monday 5 March – Friday 8 June

Study Period: Monday 11 June – Thursday 14 June

Examination Period: Friday 15 June – Wednesday 4 July (inclusive)

#### **Withdrawal from Course**

1. Your fees will be refunded if you withdraw from this course on or before Friday 16 March 2012. The standard last date for withdrawal from this course is Friday 18 May.
2. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an ‘*Application for Associate Dean’s Permission to Withdraw Late*’ including supporting documentation. The application form is available from either of the Faculty’s Student Customer Service Desks.

#### **Class Times and Room Numbers**

Day Monday 5.40-7.30pm

Room GB LT4

#### **Course Content**

Creativity with innovation, leadership, critical thinking and action oriented research are some of the most crucial dimensions of strategic management facing business executives, policy makers and, of course, entrepreneurs, in New Zealand.

## Course Learning Objectives

On successful completion of the course students should be able to:

- Understand the different sources of innovation and main influences on how innovations evolve;
- Appreciate the economic, social and political contexts within which innovative and entrepreneurial activity take place;
- Select appropriate management strategies and frameworks as they apply to innovative/entrepreneurial activity;
- Articulate and critique innovation issues and strategies as exposed in case studies and readings;
- Understand the ‘lived experience’ of those undertaking innovative/entrepreneurial activity in New Zealand;

## Course Delivery

The course will meet once per week and each session will be guided by themes linking the assigned textbook reading, lecturer-lead presentation and discussion, case studies, visitors and other supporting activities. Whilst theory and international thinking on innovation and entrepreneurship will inform the course, its focus will be on comparing and contrasting this with the actual experiences of New Zealand innovators and entrepreneurs and those involved in supporting their activities (eg. IP lawyers, policy managers etc) who will be guest lecturers and subjects of the assignment. Blackboard will be used for course communication.

## Expected Workload

Workload expectation for this course is 150 hours, spread over preparation for class and completion of assignments (about 10 hours per week and 30 hours during the mid-trimester break). It is also expected that every student will be an active and constructive member of class, including participation in class discussions and engagement with visitors as well as respecting fellow students (listening to other views, prompt arrival at class etc).

## Readings

The course text is: Innovation and Entrepreneurship (2<sup>nd</sup> edition) by John Bessant and Joe Tidd (B&T), Wiley, 2011 (\$97). The associated website [www.iande.info](http://www.iande.info) contains extra resources. I have also included at the end of the outline, a list of electronic references for those of you who would like to delve deeper into the academic background of some of the topics.



## Assessment Requirements

A student's overall grade in the course will be determined in the following manner:

### **1. Assignment: Understanding the Experiences of Innovative/Entrepreneurial New Zealanders** **50%**

The intent of this assignment is to interact with an active entrepreneur or entrepreneurial scientist in order to enable you to gain an understanding of the realities and practicalities of innovative/entrepreneurial activity in New Zealand and to allow you to compare this with the material that is covered in the classroom and your own reading/experience. It is split into two parts: the first being a series of commentaries based on weekly interviews with an entrepreneurial New Zealander, the second is a report which draws on these interviews and integrates this with your own research into/views on the topic. (This assignment addresses the second and fifth learning objectives specifically.) Assignments are to be emailed to Sally Davenport no later than 5pm on the due date.

#### **Part A: Group - Entrepreneurship Reflection, max 3000 words** **15%**

This group project will combine data collected by each individual member into a group reflection on the topic. Each student will be paired with a suitable and willing entrepreneur/entrepreneurial scientist. Candidates are available from Industrial Research, Creative HQ and Victoria University. You may nominate your own candidate, such as someone from your own organisation who has been an innovator or from your social networks that fits the 'active entrepreneur' criterion. Other actors involved in entrepreneurship such as commercialisation managers or policy managers with an innovation responsibility are also possible candidates. Your selection needs to be discussed with Sally Davenport and **confirmed by the beginning of week 3**.

You should meet with the entrepreneur/entrepreneurial scientist weekly for an interview of up to 1 hour, at least 3 times. The interviews are entirely open-ended conversations but your topics/questions should be based on the material covered in class and/or the experiences that the interviewee wishes to talk about. In addition, interviewees will be asked to complete a standard risk management questionnaire (this will be discussed in week 2).

Ethics approval for this assignment is pending, but you will have an information sheet to provide to your entrepreneur and a consent form to gain their approval for you to use the interview data for your group assignment. These will be discussed further in the first class, but it is most important that you abide by the confidentiality aspect of the agreement and not discuss the interviews in a way in which the entrepreneur can be identified with anyone other than the course coordinator. It is suggested you use a pseudonym for each interviewee in your group discussions.

Each student should produce a succinct reflective commentary on each interview (suggest a max of 500 words). These commentaries must be more than just a summary of interview content – they should include personal reflection based on the course work and/or your own experience. These commentaries are to be appended to the group report.

Discuss your interviews and the commentaries with your group. Together you will produce a summary report drawing upon the commentaries, for example, by comparing and contrasting your experiences interviewing the subjects. The summary report should be a maximum of 3000 words, and include a one page executive summary suitable for sending to your interviewees. This report is to be submitted by email by **Friday April 27**.

## **Part B: Project Report, max 3500 words**

**35%**

The report for this project will build upon the group report and material covered in class. It will also require individual investigation into the topic, such as through secondary data searching of media sources or the writing of other commentators on the topic. The report is to be a summary of your research/your views of what it takes/means to be an innovator or entrepreneur in New Zealand. It is likely that you will need to focus the report on 2 or 3 themes rather than try to cover all the topics in the course. It is suggested that you include in the report:

- A summary of pertinent themes/issues from your reading of the general literature on innovation and entrepreneurship (textbook and other sources as appropriate) that are relevant to your report;
- Coverage of the relevant New Zealand context, for example, historical trends and/or the structure of the economy and how this might influence innovative/entrepreneurial activity;
- Illustration of your points using data (eg quotations) from your own interviews, from the group report, from guest lecturers or from the media;
- Personal reflection on the issues through a comparison with your reading;
- Succinct executive summary of key points, as well as an introduction and conclusion.

This report is to be submitted by email by **Friday May 18**.

## **2. Examination - 3 hour closed book**

**50%**

The examination will cover material covered in class and the textbook but will be aimed at assessing your ability to synthesise and reflect upon issues including using your own experience within and outside of the course. The format will be discussed in week 11, but is likely to consist of an essay topic and a case study.

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the period from **Friday 15 June – Wednesday 2 July 2012**.

*Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.*

### **Further Reading (Optional)**

All should be available electronically. If you have problems with access please email me for a copy.

- Franke, von Hippel & Schreier, Finding Commercially Attractive User Innovations : A Test of Lead-User Theory, *J. Product Innovation Management*, 2006, 23, 301-315.
- Jeppesen & Fredericksen, Why Do Users Contribute to Firm-Hosted User Communities ? The Case of Computer-Controlled Music Instruments, *Organization Science*, 2006, 17, 45-63.
- Brabham, Crowdsourcing as a Model for Problem Solving: An Introduction and Cases, *Convergence*, 2008, 14, 75-90 (Available through Google Scholar)
- Danneels, Disruptive Technology Reconsidered : A Critique and Research Agenda, *Journal Product Innovation Management*, 2004, 21, 246-268.

- Kaplan & Tripsas, Thinking about Technology: Applying a Cognitive Lens to Technical Change, *Research Policy*, 2008, 37, 790-805.
- Markides, Disruptive Innovation : In Need of a Better Theory, *Journal Product Innovation Management*, 2006, 23, 19-25.
- Sarasvathy, Causation and Effectuation : Toward a Theoretical Shift from Economic Inevitability to Entrepreneurial Contingency, *Academy of Management Review*, 2001, 26 (2), 243-263.
- Nahapiet & Ghoshal, Social Capital, Intellectual Capital and the Organizational Advantage, *Academy of Management Review*, 1998, 23, 242-266.
- Boschma, Proximity and Innovation : A Critical Assessment, *Regional Studies*, 2005, 39, 61-74.
- Gilsing, Lemmens & Duysters, Strategic Alliance Networks and Innovation : A Deterministic and Voluntaristic View Combined, *Technology Analysis & Strategic Management*, 19, 227-249.
- Luk, Yau, Sin, Chow & Lee, The Effects of Social Capital and Organizational Innovativeness in Different Institutional Contexts, *Journal of International Business Studies*, 2008, 39, 589-612.
- Shane & Venkataraman, The Promise of Entrepreneurship as a Field of Research, *Academy of Management Review*, 2000, 25, 217-226.
- Alvarez & Barney, Discovery and Creation : Alternative Theories of Entrepreneurial Action, *Strategic Entrepreneurship Journal*, 2007, 1, 11-26. (Not on ProQuest but through VUW Library electronic access)
- Cools & Van den Broeck, The Hunt for the Heffalump Continues : Can Trait and Cognitive Characteristics Predict Entrepreneurial Orientation?, *Journal of Small Business Strategy*, 2207/08 18, 23-41.
- Cassiman, Chiara Di Guardo & Valentini, Organising R&D Projects to Profit From Innovation: Insights From Co-opetition, *Long Range Planning*, 2009, 42 (2), 216-233. (available through ScienceDirect)
- Woiceshyn & Daellenbach, Integrative capability and technology adoption: Evidence from oil firms, *Industrial & Corporate Change*, 2005, 14(2), 307-342.
- Royer, Why Bad Projects are so Hard to Kill, *Harvard Business Review*, 2003, February, 49-56.
- Maguire, Hardy & Lawrence, Institutional Entrepreneurship in Emerging Fields : HIV/AIDS Treatment Advocacy in Canada, *Academy of Management Journal*, 2004, 47, 657-679.
- Hargreave & Van de Ven, A Collective Action Model of Institutional Innovation, *Academy of Management Review*, 31, 864-888.

## **Examinations**

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period.

The final examination for this course will be scheduled at some time during the period from Friday 15 June – Wednesday 4 July (inclusive).

## **Penalties**

Commentaries that are submitted late (ie not within the week of the interview) will not be subject to feedback from the course coordinator. In fairness to other students, assignments (final commentaries/report) submitted after the respective deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Unless prior arrangements have been made with the course coordinator, assignments more than one week late will not be accepted and will receive zero marks. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course coordinator prior to the due date.

## **Mandatory Course Requirements**

To meet Mandatory Course Requirements, students are required to:

- a. Submit the group report by the due date;
- b. Submit the project report by the due date; and
- c. Obtain at least 40 per cent of the marks available (ie 20 marks out of the 50) for the final examination.

## **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details made available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

## **Communication of Additional Information**

Additional information, eg of material of potential interest or changes to classes, will be conveyed to students via class announcements and through announcements on the Blackboard site for MMBA 565. Email notifications will be usually sent when an item is loaded onto Blackboard. However, it is important that students visit the course Blackboard site regularly in case this does not occur, and also check which email address is being used by Blackboard. It is probably sensible to use your VUW address as your default communication address, to avoid any communications being 'spammed' in the system.

## **Use of Turnitin (if applicable)**

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**For the following important information follow the links provided:**

### **Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

### **General University Policies and Statutes**

Find key dates, explanations of grades and other useful information at [www.victoria.ac.nz/home/study](http://www.victoria.ac.nz/home/study)

Find out about academic progress and restricted enrolment at

<http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy), except qualification statutes, which are available via the Calendar webpage at

<http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at

[www.victoria.ac.nz/home/about\\_victoria/avcacademic/default.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx)

**AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

**Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/>

**Te Putahi Atawhai**

**Maori and Pacific Mentoring Programme**

[http://www.victoria.ac.nz/st\\_services/tpa/index.aspx](http://www.victoria.ac.nz/st_services/tpa/index.aspx)

### Course Content and Schedule

<b>Lecture</b>	<b>Date</b>	<b>Topic</b>	<b>Readings/Key Tasks</b>
1.	5/3	Course Introduction Refresher of Key Concepts Societal Context	B&T Chapter 1 Assignment Discussion
2.	12/3	Entrepreneurship & New Ventures Entrepreneurial Traits & Styles Developing the Venture	B&T Chapter 4, 7, 10 Selection of Interviewee
3.	19/3	Sources of Innovation Lead Users Open Innovation/Crowd Sourcing	B&T Chapter 5 Confirmation of Interviewee
4.	26/3	Value Creation Capabilities Causation & Effectuation	B&T Chapter 9,12
5.	2/4	Value Capture Knowledge Management Managing Intellectual Property	B&T Chapter 11
<b>Mid-Trimester Break – 6 to 22 April 2012</b>			
6.	23/4	Models of Innovation Disruptive Innovation	B&T Chapter 6 Group Report due Friday April 27
7.	30/4	Exploiting Networks Proximity and Social Capital	B&T Chapter 8
8.	7/5	Managing Innovation Building an Innovative Organisation Leading Innovation	B&T Chapter 13
9.	14/5	Discourse and Innovation Institutional Entrepreneurship Social Entrepreneurship	B&T Chapter 2 Report due Friday May 18
10.	21/5	Innovation & Policy National Systems of Innovation	B&T Chapter 3
11.	28/5	Course Debrief Examination Briefing	
12.	4/6	Queen's Birthday – no class	Prep for Exam