

## COURSE SPECIFICATION DOCUMENT

**NOTE:** ANY CHANGES TO A CSD MUST GO THROUGH ALL OF THE RELEVANT APPROVAL PROCESSES, INCLUDING LTFC.

<b>School:</b>	Business and Economics
<b>Programme:</b>	Masters of Business Administration
<b>FHEQ Level:</b>	7
<b>Course Title:</b>	Entrepreneurship and Innovation Management
<b>Course Code:</b>	ENT 7110
<b>Course Leader:</b>	Dr Ben Shenoy
<b>Student Engagement Hours:</b>	200
Lectures:	39
Seminar / Tutorials:	6
Independent / Guided Learning:	155
<b>Semester:</b>	Spring
<b>Credits:</b>	20 UK CATS credits 10 ECTS credits 4 US credits

### **Course Description:**

This course explores two related topics: innovation and entrepreneurship.

For firms to achieve and maintain a competitive advantage, they need to innovate faster and more effectively than their competitors. This course provides an overview of innovation as a complex process which goes from the recognition of opportunities to the launch of new products, services or business models. The innovation process will be complemented with an analysis of the current trends regarding the evolution of the concept of innovation. Concepts beyond product innovation such as open innovation, disruptive innovation, creativity, business model innovation and ambidexterity will be encountered throughout the course.

Innovation takes place within organisations large and small. The course will also look at entrepreneurship: the process of innovation within smaller firms. It will explore the nature of entrepreneurial and innovative management within small

organisations as well as more established ones. A multidisciplinary approach: linking with organisational systems to cultures – will be adopted. The course provides a variety of perspectives on the creation and evolution of entrepreneurial ventures. It covers important aspects of launching a business from initial idea to growth and international expansion. It considers planning, marketing, financial, legal, control and human elements associated with the start up, acquisition or operation of a business from the entrepreneurial point of view. The course will address the need to manage effectively in environments that are uncertain and complex, and where appropriate strategic responses have to be crafted in recognition of limited resource and indeterminate outcomes.

**Prerequisites:** N/A

**Aims and Objectives:**

The aim of the course is to introduce the student to the nature of entrepreneurial management. The course aims to provide students with the ability to

- Discuss what is meant by entrepreneurial management.
- Evaluate the contribution of entrepreneurial management to sustainable competitive advantage.
- Assess and appraise risk management in different organisational entrepreneurial contexts.
- Identify a range of strategies to overcome barriers to entrepreneurial management.

**Programme Outcomes:**

A1, A2, A3, A4, A5  
B1, B2, B3, B4, B5  
C1, C2, C3, C5  
D1, D4, D5

A detailed list of the programme outcomes are found in the Programme Specification.

This is located at the archive maintained by the Academic Registry and found at:  
<http://www.richmond.ac.uk/content/academic-schools/academic-registry/program-and-course-specifications.aspx>

**Learning Outcomes:**

By the end of this course, successful students should be able to:

**Subject Knowledge and Understanding**

1. Assess the requirement for entrepreneurial management within established organisations.
2. Assess and evaluate the need for continual strategic renewal of established organisations.
3. Evaluate factors influencing entrepreneurial management.
4. Learn to manage different forms of corporate venturing, given specific organisational cultures, and structures.

**Cognitive Skills**

1. Evaluate statements in terms of evidence.
2. Define terms adequately, and generalize appropriately.
3. Apply entrepreneurship and innovation ideas and knowledge to a range of business and other situations.

**Subject Specific, Practical and Professional Skills**

1. Engage as team members in group work that will require intellectual, reflective and analytical application.

**General/Transferable Skills**

1. Effective oral and written communication in a range of traditional and electronic media.

**Indicative Content:**

- The significance of innovation and its relationship to a firm's wider strategic issues.
- Innovation as an end-to-end process.
- The factors that increase the likely success of innovations.
- The nature of entrepreneurial management.
- Different forms of entrepreneurial management.
- Developing strategies for growth.
- Leadership and management in an innovative/entrepreneurial context.
- Assessing and managing innovation/entrepreneurial risk.
- Overcoming barriers to corporate entrepreneurship.

**Assessment:**

This course conforms to the Richmond University Standard Assessment Norms approved at Learning and Teaching Policy Committee found at:  
<http://www.richmond.ac.uk/content/academic-affairs/academic-standing.aspx>.

**Teaching Methodology:**

A range of teaching methods will be used including lectures, workshops, tutorials and guest lecturers.

**Bibliography:**

See syllabus for complete reading list

***Indicative Text(s):***

Barringer, B. & Ireland, R. (2012). *Entrepreneurship*, (4<sup>th</sup> Edition), London: Pearson

Storey, D. & Greene, F. (2010). *Small Business and Entrepreneurship*, London: Pearson

Barrow, C., Barrow, P. & Brown, R. (2012). *The Business Plan Workbook*, (7<sup>th</sup> Edition), London: Kogan Page.

Kao, R. (1997). *An Entrepreneurial Approach to Corporate Management*, London: Prentice Hall.

Kirby, D. (2003). *Entrepreneurship*, Maidenhead: McGraw Hill.

Londstroom, A. & Stevenson, L. (2005). *Entrepreneurship Policy: Theory and Practice*, London: Springer.

Stokes, D. & Wilson, N. (2006). *Small Business Management and Entrepreneurship*, London: Thomson.

Timmons, J. & Spinelli, S. (2008). *New Venture Creation*, Maidenhead: McGraw Hill.

***Journals***

California Management Review (University of California, Berkeley).

Harvard Business Review (Harvard Business School).

Sloan Management Review (MIT).

Academy of Management Journal (AC Mgt).

British Journal of Management (Blackwell).

