

National University of Singapore
NUS Business School
Department of Management and Organisation

MNO4313D/MNO4861C SILHCM Corp Entrepreneurship & Business Model Evaluation (Semester 1, AY2024-2025)

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Course Description

This Course focuses on corporate entrepreneurship. Corporate entrepreneurship refers to the process of organizational renewal and relates to two distinct but related domains: innovation and new venturing. This Course focuses on two primary objectives. The first objective is to enable the students to apply entrepreneurship-related concepts in practice. The second objective is to broaden the students' education by enabling them to appreciate the application of entrepreneurship knowledge to companies. To achieve these objectives, the Course provides an overview of the major elements of entrepreneurship and innovation, with special focus on corporate entrepreneurship. The students will also have the opportunity to meet company representatives in new business development or corporate entrepreneurship to understand their challenges and strategic approaches in creating value for their organizations.

Learning Outcomes

After the course, the students will be able to

- Understand the challenges and risks faced by corporate entrepreneurs
- Learn how the lean startup approach can help organizations commercialize innovation to sustain a competitive advantage
- Comprehend the innovation and entrepreneurship value chain from intellectual property to innovation management so as to better create and capture value for your organization
- Appreciate the importance of identifying and engaging stakeholders to create shared value
- Understand how corporations identify, finance and incubate innovation to achieve and sustain entrepreneurial performance.

Topics

What is Corporate Entrepreneurship (CE)

- innovation & entrepreneurial process (business planning)
- four models of CE

Developing Strategy and creating competitive advantage

- Vision & Mission
- Intent and Strategic Planning
- Performing situational analysis
- Value Chain, Life Cycles, Business Model

Fostering Creativity

- Generating new ideas
- Design thinking
- Crowd-sourcing

Customer development

- Validating the idea

Engaging stakeholders & Creating Shared Value

- Open innovation – Collaboration & Network

Building value through mergers & acquisition

- Opportunities vs Risks

Financing/Incubating/Financing the idea

- Structuring the company for corporate entrepreneurship
- Bringing new business to corporations

Innovation Climate

- constructing entrepreneurial culture, internal politics of venturing

Achieving & sustaining entrepreneurial performance

- Constraints

Leading, assessing, control, sustaining entrepreneurial performance

Assessment

Individual Assessment		Group Assessment	
Class Participation	20%	Group Report: Company Analysis	40%
Individual Assignment & in-class presentation	30%	Group Presentation: Company Analysis	10%
Total:	50%		50%

Class Participation (20%)

This course uses learning methods that require active involvement (e.g., discussions, exercises, presentation, etc.). Thus, attendance is required for every class session. You are expected to come to class ready to discuss the assigned readings. Absence, lateness, and lack of preparation each have a negative impact on your class participation grade.

Individual Assignment & in-class presentation

- **Case Analysis & Facilitation (15%)**

Every student will be assigned a week where he/she will lead/facilitate the class in case discussion. Before the session commences, the student will upload to [Canvas/Files/Case Analysis Facilitation](#) folder his/her facilitation materials (no more than 5 powerpoint slides for facilitation)

- **CE Advocate (15%)**

Every student will be assigned a week where he/she will be an advocate of the CE topic/ framework/ tools covered in that week by providing value-add and perspectives of how that topic-of-the-week is applicable for his/her target company and its related industry. Before the session commences, the student will upload to [Canvas/Files/CE Advocate](#) folder his/her presentation materials (no more than 5 powerpoint slides for presentation)

- Please read carefully “**Individual Assignment**” document in the [Canvas/Assignment](#) folder for details.

Group Report: Company Analysis (40%)

Students may form teams of 4 for the group project. They may select a company that is based in Singapore (may be a MNC or SME) to analyze how it embarks on corporate entrepreneurship (new business development), understand the challenges the company encounters, how it deals with them and the outcome. Using both secondary research (desktop) and primary research (interview), the project team will reflect on the learnings, derive insights and highlight implications using applicable frameworks and concepts covered in class.

Group Presentation: Company Analysis (10%)

Project teams will present their Company Analysis during Week 13 (approximately 15 minutes per project team depending on actual number of project teams).

Readings and Lesson Preparation

Compulsory reading:

Cheah, S., Foo, M.D., & Wu, L. 2019. *Unlikely Innovation: How Corporations Innovate to Lead Their Markets*, Cengage, ISBN-13: 9789814866460. Please refer to reading list on [Canvas/Course Readings](#).

Schedule

This course description and outline are subject to change. Changes will be announced in class.

Profile of Instructor

Refer to <https://discovery.nus.edu.sg/4518-lai-yin-sarah-cheah/>