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

MNO4861C SILHCM Corp Entrepreneurship & Business Model Evaluation (Semester 1, AY2026-2027)

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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 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. Through case study, the course highlights how agentic AI supports critical entrepreneurial processes such as idea incubation and early failure detection for strategic pivoting.

Learning Outcomes

After the course, the students will be able to

- Critically evaluate the effectiveness of a corporation's entrepreneurial strategy by integrating situational analysis tools, value chain and life cycle frameworks to analyse the external macro/ micro-environment and internal climate (e.g. resource authority, organizational ownership). *(Bloom's cognitive level of Evaluating)*
- Design an innovative business model by using value proposition/ business model framework and Generative AI to identify opportunities, generate/validate ideas, and develop/evaluate/refine business models. *(Bloom's cognitive level of Evaluating and Creating)*
- Create greater value by integrating the concepts of creating shared value and open innovation to mitigate risks and seize opportunities. *(Bloom's cognitive level of Evaluating and Creating)*
- Appraise the opportunities and risks of deploying Agentic AI and Generative AI across the corporate entrepreneurship value chain—from idea incubation and early failure detection to customer development and due diligence—and formulate a governance framework that balances innovation speed with ethical safeguards. *(Bloom's cognitive level of Evaluating and Creating)*
- Design and propose a corporate entrepreneurship strategy for a company—encompassing innovation climate, collaboration and network—by synthesising insights from secondary research and primary interviews conducted through independent inquiry. *(Bloom's cognitive level of Evaluating and Creating; SOLO's taxonomy of Extended Abstract)*
- Generalise and transfer the spectrum of CE frameworks studied in the course to an unfamiliar industry or organisational context, constructing a coherent, multi-dimensional strategy that accounts for competitive dynamics, stakeholder value creation, and innovation lifecycle management—thereby

demonstrating understanding that extends beyond the cases and readings encountered in class. (*SOLO's taxonomy of Extended Abstract)*

- Independently investigate a real-world corporate entrepreneurship challenge through primary and secondary research, and produce new knowledge by synthesising findings with course concepts to generate insights, implications, and strategic recommendations that are original to the student's inquiry—demonstrating the capacity to extend learned frameworks into previously unexamined contexts and contribute meaningfully to practice. (*SOLO's taxonomy of Extended Abstract)*

Teaching Modes

This Course comprises 3 hours of sectional teaching every week.

Syllabus

Session	Topic	Readings
1	What is Corporate Entrepreneurship – innovation & entrepreneurial process (business planning)	Case Analysis: Huawei: Facing the Green Intelligence Dilemma (Cheah et al., 2026) (*Corporate Entrepreneurship and Sustainability* – recommended text) Reading: 1. Wolcott, R., & Lippitz, M. 2007, 'The Four Models of Corporate Entrepreneurship', *MIT Sloan Management Review*, vol. 49, no. 1, pp. 75-82. (NUS Digital Library)
2	Performing Situational Analysis	Case Analysis: Netflix in India: A Decade of Investment and the Battle for Growth (Gorji et al., 2026), Ivey Publishing. (NUS Digital Library) Reading: 1. Porter, M. 2008, 'The Five Competitive Forces that Shape Strategy', *Harvard Business Review*. Jan2008, Vol. 86 Issue 1, p78-93. (NUS Digital Library) 2. Bradt, G. 2017, 'Consider 5Cs --Customers, Collaborators, Capabilities, Competitors, Conditions--In Onboarding Prep', *Forbes* (follow link)
3	Developing Strategy – Vision & Mission, Intent & Strategic Planning Creating competitive advantage – Value Chain, Life Cycles, Business Model	Case Analysis: UOB: Empowering Enterprises to Grow (Cheah and Ng, 2026) (*Corporate Entrepreneurship and Sustainability* – recommended text) Guest speaker: TBD Reading: 1. Casadesus-Masanell, R.C., & Ricart, J. 2011, How to Design a Winning Business Model, *Harvard Business Review*, Jan-Feb 2011, pp. 100-107 (NUS Digital Library)

Session	Topic	Readings
4	Fostering Creativity – generating new ideas, design thinking, using Generative AI to identify opportunities	Case Analysis: E-Paarvai- AI-based Disruptive Innovation in Cataract Screening (Sunder and Mamidi, 2023), *Indian School of Business* (NUS Digital Library) Reading: 1. Bonsall, A., & Meister, A. (2025). Use Design Thinking to Navigate Ambiguity. *Harvard Business Review*, October 8, 2025. (NUS Digital Library)
5	Customer development - validating the idea, applying Generative AI to develop/evaluate business models	Case Analysis: Allied Bank Limited – Deploying GenAI to Reinvent Banking Customer Experience in Pakistan (Cheah and Ng, 2026). (*Corporate Entrepreneurship and Sustainability* – recommended text) Reading: 1. Job, A., Choudary, S.P., Pidun, U., & Sprong, J. (2026). Look for New Ways to Create Value When Deploying Gen AI. *Harvard Business Review*, February 27, 2026. (NUS Digital Library) 2. de Vericourt, F., & Dahlander, L. (2024). Do Lean Startup Methods Work for Deep Tech. *Harvard Business Review*, October 7, 2024. (NUS Digital Library)
6	Engaging stakeholders Creating Shared Value	Case Analysis: Nestlé S.A: Serving Up Sustainable Food (Cheah et al., 2026) (*Corporate Entrepreneurship and Sustainability* – recommended text) Guest speaker: TBD Reading: 1. Porter, M., & Kramer, M. 2011, Creating Shared Value, *Harvard Business Review*, Jan-Feb 2011, pp. 62-77. (NUS Digital Library)
	Recess week	
7	Open innovation – collaboration and network Building value through mergers & acquisition, opportunities vs Risks, deploying advanced technologies for due diligence	Case Analysis: CapitaLand: The Road to Real Estate Net Zero (Cheah and Ng, 2026) (*Corporate Entrepreneurship and Sustainability* – recommended text) Reading: 1. Pisano, G., & Verganti, R. 2008 'What kind of collaboration is Right for you? *Harvard Business Review*, Dec 2008, pp. 78-86. (NUS Digital Library) 2. Holgersson, M., Dahlander, L., Chesbrough, H., & Bogers, M. L. (2024). Open Innovation in the Age of AI. *California Management Review*, 67(1), 5-20. (NUS Digital Library)

Session	Topic	Readings
8	Incubating the idea – Bringing new business to corporations, data-driven approach (e.g. Agentic AI) to incubate new ideas, detect early failures for strategic pivoting	Case Analysis: Walmart – Agentic AI and the Future of Shopping (Sawhney, 2026), *Kellog Case Publishing.* (NUS Digital Library) Reading: 1. Burgelman, R., & Valikangas, L. 2005, 'Managing Internal Corporate Venturing Cycles', *MIT SMR* (NUS Digital Library)
9	Financing the idea – Structuring the company for corporate entrepreneurship	Case Analysis: SE Ventures (Karp, 2025)*, Harvard Business School* (NUS Digital Library) Guest speaker: TBD Reading: 1. Carlson, E., Safavi, M., & Sauvage, N. 'What Successful Corporate Venture Capital Funds Do Differently', *Harvard Business Review*, March 9, 2026 (NUS Digital Library) 2. Chesbrough, H. and Garman, A. 2009, 'How Open Innovation can help you cope in Lean Times', *Harvard Business Review*, Dec 2009, pp. 68-76. (NUS Digital Library) 3. Lerner, J. 2013, 'Corporate Venturing', *Harvard Business Review*, Oct 2013, pp. 87-94. (NUS Digital Library)
10	Innovation Climate – constructing entrepreneurial culture, internal politics of venturing	Case Analysis: Huawei: Facing the Green Intelligence Dilemma (Cheah et al., 2026) (*Corporate Entrepreneurship and Sustainability* – recommended text) Reading: 1. Garvin, D., & Levesque, L. 2006, 'Meeting the Challenges of Corporate Entrepreneurship', *Harvard Business Review*, Oct 2006, p. 102-112. (NUS Digital Library) 2. Meyer, E. 2024, 'Build a Corporate Culture That Works', *Harvard Business Review*, Aug 2024 (NUS Digital Library)
11	Achieving & sustaining entrepreneurial performance – Constraints, tools to monitor internal ventures for scaling/ growth	Case Analysis: Sterling Bank- Driving Impact through Corporate Entrepreneurship and Venturing in Emerging Markets (Ofoedu and Prats, 2025), *IESE Business School* (NUS Digital Library) Reading: 1. Ofoedu, C., & Prats, M.J. 2025, 'Sterling Bank: Driving Impact through Corporate Entrepreneurship and Venturing in Emerging Markets', *IESE Business School*, February 2025 (NUS Digital Library)

Session	Topic	Readings
	Risks and safeguards of using AI in business context	2. Ruggiano, M., & Li, M. 2026, 'Defining the Value Chain of Ethical AI: A Framework for Managing the Opportunities and Risks of Ethical Artificial Intelligence', *Darden Business Publishing*, April 2026 (NUS Digital Library)
12	Field trip or guest speaker *TBD*	Submission of all project groups' company analysis (reports and presentations)
13	Wrapping it up Group Presentation	Group Presentation: Company Analysis

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). The objectives of the Case Analysis & Facilitation are to enable students to critically evaluate a company's CE initiatives and create new ideas for the company by applying the relevant tools and frameworks covered in class.

- **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). The objectives of the CE Advocate session are to enable students to apply integrated understanding to new contexts, creating new knowledge.

- Refer "**Individual Assignment**" document in the **Canvas/Assignment** folder for details.

Group Report: Company Analysis (40%)

Students may form teams for the group project. They may select a company that is based in Singapore (may be a MNC or SME) to analyse how it embarks on corporate entrepreneurship (CE) or 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 students will identify and evaluate the company's existing CE strategy, and design and propose a new CE strategy for the company.

Group Presentation: Company Analysis (10%)
Project teams will present their Company Analysis during Week 13 (approximately 10-15 minutes per project team depending on number of project teams).

- Refer "**Group Assignment**" document in the **Canvas/Assignment** folder for details.