Course Outline 2018
GLMI 711: STRATEGIC ENTREPRENEURSHIP AND INNOVATION
Semester 1

Course Prescription
Examines the challenge of strategising in highly uncertain situations such as knowledge intensive start-ups and introduction of new products or processes. Reviews key theories of strategy and strategising, and applies tools for strategic management and analysis.

Programme and Course Advice
This course is designed to allow students to deepen and expand their critical understanding of innovation and entrepreneurial strategy and processes in organisations.

Goals of the Course
Increasingly turbulent and unpredictable environment commands organisations and individuals to be able to better prepare for the unknown future and be able to deal with various uncertainties under constant resource constraints. Such demands often put strategic innovation and entrepreneurship, characterised by high levels of risk and uncertainty, at the forefront of strategy.

This course aims to:
• provide you with a solid understanding of (relevant) innovation and entrepreneurship theoretical frameworks and models
• equip you with a range of tools and frameworks to help in dealing with uncertainties related to innovation and entrepreneurship
• equip you with an understanding of how innovation interplays with a wider range of stakeholders and how firms create and capture value through innovation and technology
• equip you with the ability to apply (innovation) theories and frameworks in critical manner
• provide you with an opportunity to work on a real-life innovation / entrepreneurship related issue

Learning Outcomes
By the end of this course it is expected that you will be able to:
1. Demonstrate a clear conceptual understanding of how innovative firms strategize in situations with high uncertainty
2. Apply knowledge of strategic management and analysis to identify and critically assess strategic alternatives in highly uncertain situations and support their analysis with relevant research.

3. Effectively communicate in both oral and written form the key inputs and outcomes related to the process of strategic analysis.

4. Critically assess the literature on strategy and strategizing when applying theory and models to real cases.

**Content Outline**

*The table below provides you with an exemplar of weekly themes and Q&A sessions. As the class is focused on a real-life problem provided by a client organisation, the final structure of sessions and themes need to be tailored for the specific of the strategic issue. The themes might also be changed during the semester as the context changes and new information emerges. Despite these challenges, this approach will provide you with a taste of dealing with real-life experience in dealing with innovation in constantly changing context.*

*Please note that for various unforeseeable reasons, the case company might need to cancel their participation and the class will be structured around a published case study.*

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<tr>
<th>Week</th>
<th>Note these are example topics and are subject to amendments once the case organisation has been confirmed.</th>
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| 1    | Introduction to course.  
1. On critical analysis (Assignment 2)  
2. What is strategic innovation and entrepreneurship? |
| 2    | Why innovation is hard?  
1. Organising for and managing innovation: sources of innovation  
2. Exploration and exploitation tensions |
| 3    | Key innovation dynamics  
1. Value creation and appropriation in I&E |
| 4    | Understanding and dealing with uncertainty in I&E: session 1  
1. Flux and types of uncertainty  
2. Portfolio management |
| 5    | Understanding and dealing with uncertainty in I&E: session 2  
1. Stakeholder analysis and mapping  
→ Client Organisation Q&A |
|      | mid semester break |
| 6    | Understanding and dealing with uncertainty in I&E: session 3  
1. Scenario planning / TRM to prepare for uncertain future  
2. Mapping plausible futures for the case organisation |
| 7    | Corporate venturing and intrapreneurship for I&E  
→ Client Organisation Q&A |
| 8    | Changing nature of innovation  
1. Open Innovation: key dynamics  
2. TBC |
| 9    | Additional Session related to Group Project  
→ Client Organisation Q&A (TBC) |
| 10   | Additional Session related to Group Project |
| 11   | Presentations for Group Assignment |
| 12   | Course review and presentations feedback  
→ Final reports due |

*depending on the availability of the client organisation AND quality of presentations.*
Learning and Teaching
The course relies on independent studying and preparation for each session: you are expected to spend around 115h over the semester on reading and study for the course! Instead of traditional lectures, the class uses a mix of in-class discussions, students’ presentations and group activities. To get maximum benefit from the course, it is essential that you prepare before each session as the class relies on active participation in in-class activities and discussions.

The course invites multi-disciplinary approaches by relating to literature in the areas of strategy, organizational economics, entrepreneurship, organizational behaviour, as well as current news. You will be encouraged to bring examples from outside of the readings or your prior experiences.

As a part of developing academic rigour, the class will further stress the importance of critical thinking when working with theory and various frameworks.

Teaching Staff
Dr Frank Siedlok
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Office hours: Mondays 12-1pm and by prior appointment

Learning Resources
There is no textbook prescribed for the class. Instead we will use a range of journal articles, book chapters, movies, games and news. All readings will be available through Canvas / Talis. You will find there a list containing Core and Additional readings. However, it is expected that you will access and use other readings during the course.

Assessment

100% Coursework comprising:
Assignment 1 – Class contribution 20%
Assignment 2 – Critical review of readings (individual written report) 20%
Assignment 3 - Reflective essay (individual) 20%
Assignment 4 – Applied project (peer assessed) 40%

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<tr>
<th>Learning Outcome</th>
<th>Assignment 1: Class participation</th>
<th>Assignment 2: Critical review</th>
<th>Assignment 3: Reflective essay</th>
<th>Assignment 4: Group project</th>
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**Inclusive Learning**
Any impairment-related requirements to be discussed face-to-face and/or in written form with the course convenor/lecturer and/or tutor.

**Student Feedback**
This is a new course and, hence, your engagement and feedback would be much welcomed. Alongside the centrally coordinated class evaluation (online), there would be opportunities to discuss the content, assessment and adopted pedagogy of the course. You are always welcome to talk to me about the class.