Intrapreneurship
MBA 695.01
Spring 2007  2nd module
Tuesday, 6:30-9:20pm
Bryan Rm. 204

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Brief description:

Intrapreneurship (corporate entrepreneurship – CE) is the practice of entrepreneurial skills and approaches by or within an organization. This course will examine the challenges and opportunities for both employees and companies in creating and maintaining a culture that fosters intrapreneurial endeavors.

Course Materials: A collection of readings from various business journals, periodicals and vignettes. Most if not all will be provided to students electronically or in written form. No textbook has been assigned.

Pre-requisites:

MBA 602 & 604

*Those students with prior/current business experience will benefit most from this course. This is pertinent since intrapreneurship must be studied in the context of corporate cultures as they exist today. Students will be able to relate the concepts covered in class with past and current business experiences and judge the impact of these concepts on their position and organization, collectively. We will be using your current corporate experiences to evaluate the concepts presented in this course. Although not required as a pre-requisite, MBA 620 (Competitive Analysis & Strategy Formulation) will add clarity and structure to your understanding of the concepts to be analyzed in this course.

Course Description:

What is intrapreneurship? Who is an “intrapreneur”? Obviously basic questions to a course on the subject, but the reality is that the definition of both is contingent on the context it’s used in.

Intrapreneurship can be defined as the process that allows for individuals and groups within a structured organization to think, develop and execute value-creation for the firm unencumbered by the stated organizational processes, procedures, rules and regulations while still having access to corporate resources to reach their intended goals.

Therefore the “intrapreneur” is a person(s) who becomes empowered to create these new products or services without implied or stated constraints leading to value-creation for the organization.

So, what drives intrapreneurship? Why are some large organizations better at it than others? Is it a necessary component of a firm’s DNA? If so, how do you embed it into the corporate culture? What leadership skills are necessary? Why bother with it? All reasonable questions that will be examined and hopefully, answered in this course.

Intrapreneurship (corporate entrepreneurship) has the ability to leverage a company’s internal resources and market knowledge to increase their value proposition to existing and new market arenas. CE has been
heralded as a true competitive advantage for organizations that have successfully created a culture that allows CE to flourish. But CE is not without its challenges. The primary, inherent challenge in many companies today is the ability to diffuse the risk-adverse or political cultures of traditional companies that tend to stifle opportunities for innovative approaches to support this process. “Large companies worldwide are on a journey to create organizational cultures, conditions and processes that facilitate innovation and enable large numbers of employees to move from an employee mindset to an entrepreneurial mindset. Very few companies have actually succeeded in making this transition.” (DVR Seshadri, Vikalpa, Vol 31, #1, 1-3/06)

In this course we will look at the subject from the eyes of the organization, the processes to support intrapreneurship and the entrepreneurial individual. We will look back over the history of CE to examine the rise of intrapreneurship, the basis of support for such a philosophy and how the concept has morphed through various stages to its current position in the world of organizational dynamics. We will review the role of CE in building and sustaining innovation within organizations, the role of corporate culture in driving CE and the impact of leadership styles towards successful, CE-driven companies.

Cognitive Course Objectives:

Upon successful completion of this course, students should be able to:

1. Understand the historical relevance and concepts of corporate entrepreneurship (intrapreneurship).
2. Evaluate the reasons why traditionally-organized companies find this culture so challenging.
3. Identify the elements of a corporate culture that either inhibit or support the process of intrapreneurship.
4. Analyze how intrapreneurial activities relate to a company’s ability to drive innovation throughout the organization.
5. Compare the attributes of various organizations regarded as leaders of intrapreneurship and analyze the benefits of such.
6. Understand the synergy necessary between leadership, corporate culture and organizational dynamics to drive successful intrapreneurship.
7. Construct a personal model of intrapreneurial activities to be used as a reference tool in your career development.

Class Format and Expectations:

The focus of this course will be on developing and/or strengthening the student’s abilities to identify personal and organizational traits that lend themselves to, or separate from, the concepts of intrapreneurship. Therefore much of our classroom time will be spent combining lectures, classroom presentations and discussions on various segments of the course. Class time will be weighed towards constructive discussion and challenges of the readings assigned. As such, it is expected that all assigned reading will be completed prior to the beginning of each class period. Value for the student will derive from the interchange of classroom discussions and interactions, along with the assignments posted.

General Classroom participating & assignments:

Although lecturing will serve as one tool in our kit of learning’s for this course, my intention is to act more as a facilitator of discussions and challenges as opposed to a lecturer. The subject matter at hand is broad
and encompassing in the framework of organizational dynamics and various opinions exist on its place in organizational cultures today. Therefore, by building an understanding of the subject, students will arrive at their own conclusions of its importance and place in business today. For this reason, we will be using various “opinion” documents on the subject matter, rather than one text that would serve as the footprint or guide.

For these reasons it will be imperative for all students to participate in the classroom discussions. As such, classroom participation will account for a larger percentage of the total grading than typically seen in prior courses.

**Course Evaluation components:**

<table>
<thead>
<tr>
<th>Component</th>
<th>% of final grade</th>
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<tbody>
<tr>
<td>Case work (3 cases to be assigned)</td>
<td>10% each = 30% of total</td>
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<tr>
<td>Course project:</td>
<td>30% of total</td>
</tr>
<tr>
<td>Classroom participation:</td>
<td>25% of total</td>
</tr>
<tr>
<td>Final exam/case:</td>
<td>15% of total</td>
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**Evaluation components explained:**

**Case work:**

Three short cases will be assigned from the readings in the course. Students will be required to prepare responses to questions posed and defend their position. Students will submit their documents prior to the start of the respective class. Case documents will not be assigned a particular length. It will be up to each student to determine the content of their work in reference to the questions posed.

**Course Project:**

The course project will require pairs of students to act as corporate entrepreneur consultants by evaluating the level of intrapreneurship and intrapreneurial activities within a local organization. Therefore each pair of students will venture out into the local business community and select a company to perform a “health audit” of entrepreneurial behavior.

It is hoped that the student pairs will conduct this audit on their existing employer. If unavailable, each pair will select and obtain the necessary permission from a local (large) corporation.

The “health audit” document will be provided to the students as a guide to complete the project. As consultants you will conduct a survey among employees (management through individual contributors) of the selected organization and create a formal proposal/document, covering the following topics, to be distributed to the selected organization and presented in class:

- Assessing the firm’s “entrepreneurial intensity”.
- Diagnosing the internal work environment for CE
- Analyze & report on:
  - Management support of CE
  - Work discretion & autonomy
  - Reinforcement of CE
  - Organizational boundaries
  - Time availability
Communicating:

For purposes of this course, many articles will be posted on Blackboard in various sections including Course Documents & E-Reserves. I will request that you check your personal e-mail (E-Spartan) daily for messages and/or assignment changes.

Inclement Weather: UNCG will remain open during adverse weather conditions until and unless the Chancellor makes the administrative decision to postpone/cancel class. Students can obtain details on those decisions by calling the Adverse Weather line at 336-334-4400, or accessing the website at: www.uncg.edu/iss/weather.htm.

Honor Code: Honor Code:

By the singular act of registering for this course, you are agreeing to abide by the UNCG Academic Integrity Policy. All written work submitted must be original and produced by the student/team for this class only. If you are for any reason unfamiliar with the contents of the code, please review it on the school’s website. Violations will be pursued.

Biographical sketch of Instructor:

Joseph Erba, Jr. is a part-time lecturer at Bryan School of Business at UNCG. He currently teaches undergraduate and graduates courses at UNCG and surrounding institutions. He holds a bachelor’s degree in Business Administration, as well as a MBA from Babson College of Wellesley, Massachusetts. He holds 30+ years of business experience in a variety of fields including financial services (for which he earned the Chartered Life Underwriter and the Chartered Financial Consultant designations) sales, marketing, operations, distribution, supply-chain management and executive leadership. Among others, he has held the position of Vice-President of Order Fulfillment and Supply Chain Management for Steelcase, Inc. the world’s largest office furniture manufacturer, as well as President and CEO of two organizations, Revest, Inc. of Atlanta, GA and Brayton International of High Point, N.C.

Retiring from general business activities in early 2004, Mr. Erba established a business consulting practice specializing in strategy development and execution for small business enterprises as well as initiating his formal teaching career in academia. He is affiliated with the Randolph County Small Business Center, where he teaches a program in entrepreneurial studies as well as serving as the facilitator for the development of the Entrepreneurial Business Center to be located in Randolph County. Mr. Erba serves on various committees and boards in the Triad area.
Schedule of Sessions:

#1 3/13/07  What is Intrapreneurship?
- history, concepts
- Entrepreneurship vs. Intrapreneurship

Readings:
- Entrepreneurship & Intrapreneurship: Behaviors, Comparisons & Contrasts, SAM, ‘87
- Some Thoughts on Intrapreneuring, ChrisFoxInc.com
- The Post-It Notes – An Intrapreneurial Success, Art Fry Corporate Scientist, 3M, 5/87
- Corporate Entrepreneurship – Beyond 2 Guys in a Garage; USC Marshall Press, fall/04

#2 3/20/07  Corporate Culture, Innovation & Intrapreneurship
- what enables/ inhibits entrepreneurial thinking in corporation?
- what role does corporate culture play in the concept of CE?

Readings:
- Ch. 1 – Managing Corporate Culture, Innovation & Intrapreneurship – H.Oden
- Intrapreneurship & Corporate Culture – J. Ross, IM, 1-2/87
- Connect & Develop: Inside P&G’s New Model for Innovation – HBR 3/06
- Creating Breakthroughs at 3M – HBR 9-10/99

#3 3/27/07  Corporate Entrepreneurs – The Person
- are they “different” than any other employee?

Readings:
- Intrapreneurship: Developing Entrepreneurship in Large Organizations; McGraw Hill ‘04
- Innovation through Intrapreneurship; The Road Less Traveled: Seshadri & Tripathy, Vikalpa, Vol 31 ‘06
- Private Lives: Fortune 11/27/06
Case Study:

- Tata Steel Industries

#4 4/3/07 Championing Intrapreneurship in Corporate Environments
-understanding the roles necessary to make CE happen.
-evaluating processes and new venture opportunities

Readings:

- Meeting the Challenge of Corporate Entrepreneurship; Garvin & Levesque, HBR 10/06
- Building Breakthrough Businesses Within Established Organizations; Govindarajan & Trimble, HBR 5/05

Case Study:

- Out of the Blue and into the Black; F. Batten, HBR 4/02

#5 4/10/07 Leadership & Intrapreneurship
-how does leadership styles effect the ability of a company to promote CE?
-what role does the leader him/herself play in this game?

Readings:

- The Failure Tolerate Leader; HBR 8/02
- The Immelt Revolution; BusinessWeek on line 3/28/05
- The CEO Stats that Matter; Fortune 10/30/06
- P&G – Teaching an Old Dog New Tricks; Fortune 5/31/04
- Jack; BusinessWeek, 6/8/98

Case Study:

- J. Godfrey & the Polaroid Corp; HBR 4/00

#6 4/17/07 Organizational Approaches to Intrapreneurship
-access the strengths, weaknesses, challenges and opportunities of initiating intrapreneurial activities & philosophies within organizations.

Readings:

- Ch. 17, Contemporary Strategy Analysis; Grant, 5th edition
- Corporate Entrepreneurship: How?; Ramachandran, Devarajan & Sougata, Vikalpa, Vol. 31, #1, ‘06
- Patching: Restitching Business Portfolios in Dynamic Markets; Eisenhardt & Brown, HBR, 6/99
• How One CEO Learned to Fly; *Fortune* 10/30/06

Case discussion:
• Wipro Ltd. Or Capital One Corp.

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#7 4/24/07  *Strategic Competitive Advantages and Intrapreneurship*

Readings:
• Blue Ocean Strategy: From Theory to Practice; Kim & Mauborgne, *California Management Review, Spring’05*
• Life After Jack: Contemporary Strategy Analysis; Grant 5th edition

Presentations:
• Health audit for Corporate Entrepreneurship

Final Exam

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