

University of Indianapolis
Graduate School of Business
Course Syllabus

Course Information

Course Number and Title MBA 633 – Leading Entrepreneurial Organizations
Session and Year Summer, 2008
Section MBA 633 – 50
Time/Location R 5:45 p.m. – 8:45 p.m. / Esch Hall – Room 016

Instructor: Terry J. Schindler, PhD, Assistant Professor of Management
Telephone: 317-788-2065 (Office) 765-342-4354 (Home)
E-Mail: tschindler@uindy.edu
Office/Office Hours: EH 052M / Thursdays 4:30 p.m. – 5:30 p.m., and by appointment

Texts: *Corporate Entrepreneurship & Innovation 2e*, by Michael H. Morris, Donald F. Kuratko and Jeffrey G. Covin, Thomson South-Western, 2008

Intrapreneuring in Action: A Handbook for Business Innovation, by Gifford Pinchot and Ron Pellman, Berrett-Koehler Publishers, Inc., 1999

Note: Students are strongly encouraged to read business periodicals. Case research may be supplemented by, and supported with, corporate, and public media information.

Purpose:

This syllabus provides an overview of the course purpose and plan. Successful organizations emphasize learning to sustain their competitive advantage. This course will focus on the study of entrepreneurship and intrapreneurship. Areas of emphasis include uncovering the methodologies and characteristics that foster innovation and achieve meaningful change in business that lead to the creation and implementation of profitable business opportunities.

Course Objectives:

As a result of participation in this course, students will:

- Understand the building blocks of corporate entrepreneurship [intrapreneurship]
- Understand the characteristics of entrepreneurial leadership
- Understand how to lead and manage innovation efficiently and effectively
- Understand the difference between innovation, creativity, and learning
- Understand the characteristics of a learning organization
- Assess the appropriate environment to support innovation
- Be able to apply the entrepreneurial process to the operations of a department or functional area within an established organization
- Recognize and evaluate the ethical dimensions of corporate entrepreneurial behavior

Course Requirements:

Reading: It is anticipated that each student will have read the assigned material prior to the class period during which the chapter will be discussed. Please refer to the class outline (*please note that the outline may change throughout the semester*). Class meetings may involve experiential learning activities.

Class Discussion/Participation/Attendance: Each student will be responsible for *sharing questions and insights* with other class members. Each class member will be evaluated on the quantity and quality of their *participation*. Students are encouraged to bring to class items from literature, media, work environment, etc. that relate to class topics. Students will be asked to share these items at the beginning of each class period. *Each student is expected to bring in and share at least, but not limited to, one (accounts for 10% of the Class Discussion/Participation grade) item during the semester.* Items shared must have a cover page including the following information:

1. Name, Course title and date.
2. Title and source of the item.
3. Class related topic, theory, concept, model, issue, etc. being addressed.
4. Three key points of learning and/or application derived from the item.

Note: Sharing more than one item will be used by the instructor to make decisions on borderline grades.

Regular *attendance* is important in the business world, as well as an important part of the academic process. Students are expected to *attend* class regularly and to manage schedules in order to meet demands of this course and other activities. Students engaged in University-sanctioned activities are responsible for alerting faculty in advance of their absences. Absent students must contact the professor to arrange make-up work. Make-up work for students is at the discretion of the professor. If the student is absent, five (5) points will be subtracted from *Class Discussion/Participation*.

Academic Dishonesty/Plagiarism: Cheating or plagiarism will not be tolerated and will result in severe penalties. Cheating or plagiarism will be handled according to the student handbook.

Electronic Devices: *Use of cell phones during class is prohibited. All electronic devices* must be turned off and stowed away during exams.

Grading:

<i>Class Discussion/Participation/Attendance</i>	100 Points
<i>Summary of Articles</i>	50 Points
<i>Final Research Paper</i>	150 Points
<i>Final Research Paper Presentation</i>	15 Points
<i>Exams</i>	200 Points
<i>Homework Assignments/Pop Quizzes</i>	TBD

Grading Scale:

A	= 95%-100%
A-	= 90%-94.9%
B+	= 85%-89.9%
B	= 80%-84.9%
B-	= 75%-79.9%

Course Schedule and Tentative Outline:

Date	Day	Topics/Readings
May 15	Thursday	Introduction of Class Members Discussion of Class Content Challenges/Concerns relative to Leading Entrepreneurial Organizations
May 22	Thursday	<i>Corporate Entrepreneurship & Innovation</i> – Ch 1-3 <i>Intrapreneurship in Action</i> – Ch 1-2
May 29	Thursday	<i>Corporate Entrepreneurship & Innovation</i> – Ch 4-5 <i>Intrapreneurship in Action</i> – Ch 3-4
June 5	Thursday	<i>Corporate Entrepreneurship & Innovation</i> – Ch 6-8 <i>Intrapreneurship in Action</i> – Ch 5-6 Summary of Articles Due
June 12	Thursday	<i>Corporate Entrepreneurship & Innovation</i> – Ch 9-10 <i>Intrapreneurship in Action</i> – Ch 7-8 ***** Field Trip to CIK Industries *****
June 19	Thursday	Mid-term Exam
June 26	Thursday	<i>Corporate Entrepreneurship & Innovation</i> – Ch 11-12 <i>Intrapreneurship in Action</i> – Ch 9-10
July 3	Thursday	**** No Class ****
July 10	Thursday	<i>Corporate Entrepreneurship & Innovation</i> – Ch 13-14 <i>Intrapreneurship in Action</i> – Ch 11-12
July 17	Thursday	<i>Corporate Entrepreneurship & Innovation</i> – Ch 15 <i>Intrapreneurship in Action</i> – Ch 13-14
July 24	Thursday	Research Term Papers Due In-class Presentation of Research Papers
July 31	Thursday	Final Exam <i>Course Evaluation</i>

Written Assignments:

Outline for Summary of Articles

Review conventional and current literature on one of the following subjects:

- Any topic listed in the *Table of Contents* of the texts
- Other topics (*upon approval from course instructor*)

Select two articles on the topic you choose by two different authors. Write a 4-page paper using the following format:

Heading:

Your name

Course Title

Date

Title and Author of each article

Source of each article

Compare/Contrast the Articles

Use either narrative or outline form to compare/contrast the main points, themes, etc. of each article.

Conclusions

State and discuss the conclusions drawn from your analysis of the two articles.

Application

Explain/discuss principles, concepts, methods, tools, etc. can be employed by companies/organizations to maximize efficiency and effectiveness.

Note 1:

- Use the headings above to separate the sections of your paper
- The Conclusions and Application sections must constitute 2/3 of the paper.

Note 2: The following will assist you in completing this assignment:

Analysis

1. What are/is the main **conclusion(s)** (may be stated or unstated; may be recommendations, explanations, and so on, conclusion indicator words and ‘therefore’ test may help.)? *‘Therefore’ – There are certain words and phrases which people characteristically use to indicate that they are arguing a case – that they are presenting reasons for a conclusion. The obvious word people use in this context is ‘therefore’.*
2. What are the **reasons** (data, evidence) and their **structure**?
3. What is **assumed** (that is, implicit or taken for granted, perhaps in the **context**)?
4. Clarify the **meaning** (by the terms, claims or arguments) which need it?

Evaluation

5. Are the reasons **acceptable** (including explicit reasons and unstated assumptions – this may involve evaluating factual claims, definitions and value judgments and judging the **credibility** of a source)?

6. (a) Does the reasoning **support** its conclusion(s) (is the support strong, for example 'beyond reasonable doubt', or weak?)
(b) Are there **other relevant consideration/arguments** which strengthen or weaken the case? (You may already know these or may have to construct them.)
7. What is your **overall evaluation** (in light of 1 through 6)?

Source: *Critical Thinking: An Introduction*, Alec Fisher, Cambridge University Press, 2007

Research Term Paper:

The term paper will be a research study about entrepreneurial leadership based on information the student has learned about through books, magazines, broadcast media, Internet, etc.

Length: Minimum seven (7) pages excluding exhibits and cover sheet. Maximum length is ten (10) pages excluding exhibits and cover sheet.

Note: Must include a minimum of four sources.

See *Research Term Paper Grading Guidelines* that will be used as a rubric for grading the Research Term Paper.

Paper Format Requirements:

- All papers must be typed using Arial or Times New Roman, 12-point font, double-spaced, 1" margins left and right.
- Number your pages.
- Cite all sources using APA (*American Psychological Association*) or MLA (*Modern Language Association of America*)
- All papers must be stapled.

Note: UIndy provides an excellent Writing Lab – go to <http://english.uindy.edu/writinglab/writinglab.html> for information.

In-class Presentation of Research Paper

You will make a brief presentation of the results of your research paper to the entire class.

- a. Develop a presentation that will last about 5 minutes
- b. Following each presentation, approximately 5 minutes will be allowed for Q & A, but closely monitored in the interest of time.
- c. You must use visual aids. (*PowerPoint capability will be available*).
- d. You must submit a hard copy of the presentation to the instructor on **Thursday, July 24**.

Late Policy:

All written assignments are due at the beginning of class on the scheduled date. All written and oral assignments submitted or completed late will be subject to one full letter grade penalty per class day unless a previous arrangement has been made with the instructor.

Research Term Paper Grading Guidelines

Student Name _____	Date _____
Course: <u>MBA 633 – Leading Entrepreneurial Organizations</u>	Assignment _____

Content/Development—60%

<p><u>Subject Matter—30%</u></p> <ul style="list-style-type: none"> • Key elements of assignments covered • Content is comprehensive/accurate/persuasive • Displays an understanding of relevant theory • Major points supported by specific details/examples • Research is adequate/timely • Writer has included minimum of four (4) sources 	
<p><u>Higher-Order Thinking—30%</u></p> <ul style="list-style-type: none"> • Writer compares/contrasts/integrates theory/subject matter with work environment/experience • At an appropriate level, the writer analyzes and synthesizes theory/practice to develop new ideas and ways of conceptualizing and performing 	

Organization—10%

<ul style="list-style-type: none"> • The introduction provides a sufficient background on the topic and previews major points • Central theme/purpose is immediately clear • Structure is clear, logical, and easy to follow • Subsequent sections develop/support the central theme • Conclusion/recommendations follow logically from the body of the paper 	
--	--

Style/Mechanics—30%

<p><u>Format--10%</u></p> <ul style="list-style-type: none"> • Citations/reference page follows guidelines • Properly cites ideas/info from other sources – ALA, MLA • Paper is laid out effectively--uses, heading and other reader-friendly tools • Paper is neat/shows attention to detail <p><u>Grammar/Punctuation/Spelling--10%</u></p> <ul style="list-style-type: none"> • Rules of grammar, usage, punctuation are followed • Spelling is correct <p><u>Readability/Style--10%</u></p> <ul style="list-style-type: none"> • Sentences are complete, clear, and concise • Sentences are well-constructed with consistently strong, varied structure • Transitions between sentences/paragraphs/sections help maintain the flow of thought • Words used are precise and unambiguous • The tone is appropriate to the audience, content, and assignment 	
--	--

Comments / Grade