

WEEK 3: INTRAPRENEURSHIP

Lectures and assessments	21 hours
Company visits and presentations	3 hours
Group work, individual preparation and reading	24 hours
Total duration	48 hours
Number of credits	2 US/4 ETCS

OBJECTIVES	<p>This course aims at improving managers' entrepreneurial leadership and business building skills. Professor will describe different attitudes and paths for corporate entrepreneurship, i.e. the process by which teams within an established company conceive, launch and manage new businesses because of companies' assets or market opportunities.</p> <p>During the course, participants will be provided with specific tools and ways of thinking to help them build the confidence and competence to respond effectively to one of the greatest challenges of our time: pursuing an evolutionary advantage over time.</p>
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CONTENTS	<ul style="list-style-type: none"> <p style="margin: 0;">• <u>Session 1 - Entrepreneurial leadership</u></p> <p style="margin: 0;">In this session, we understand entrepreneurship and innovation as complementary processes that need to be managed. Here hence we will discuss how corporate entrepreneurs need to operate within large companies.</p> <p style="margin: 0;"><i>Suggested readings:</i></p> <ul style="list-style-type: none"> - "The Entrepreneurial Mindset". Chapters 1 & 2 - "The Innovator's DNA" <p style="margin: 0;">• <u>Session 2 - Exploiting and developing New Business Opportunities</u></p> <p style="margin: 0;">We will provide tools and methods in order to recognize in the external environment new opportunities, to evaluate and prioritize them, and to translate these opportunities into viable business project.</p> <p style="margin: 0;"><i>Suggested readings:</i></p> <ul style="list-style-type: none"> - "Framing the Challenge: Develop and Entrepreneurial Mindset". - "The Lean Startup", E.Ries <p style="margin: 0;">• <u>Session 3 – Mega Trends and Exponential Times</u></p> <p style="margin: 0;">In this session we will present the main trends and global challenge in order to design new effective value proposition</p> <p style="margin: 0;"><i>Suggested readings:</i></p> <ul style="list-style-type: none"> - "Crossing the chasm", G.A. Moore <p style="margin: 0;">• <u>Session 4 - Leveraging on Intrapreneurship Pillars: part I</u></p> <p style="margin: 0;">We will learn how to structure intrapreneurship initiatives inside an already established company. The solution is not a single magic formula, but it is a "customized mix" of works and activities on four different pillars: processes, organizational structure, people and IT tools. Moreover we will discuss about models and best practices to implement successfully intrapreneurship plan.</p> <p style="margin: 0;"><i>Part I: processes, organizational structure</i></p> <p style="margin: 0;"><i>Suggested readings:</i></p> <ul style="list-style-type: none"> - Case study IESE: "Samsung's European Innovation Team". - "Exponential Organizations", S. Ismail <p style="margin: 0;">• <u>Session 5 - Leveraging on Intrapreneurship Pillars: part II</u></p> <p style="margin: 0;">We will learn how to structure intrapreneurship initiatives inside an already established company. The solution is not a single magic formula, but it is a</p>
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	<p>"customized mix" of works and activities on four different pillars: processes, organizational structure, people and IT tools. Moreover we will discuss about models and best practices to implement successfully intrapreneurship plan. <i>Part II: people and IT tools</i></p> <p><i>Suggested readings:</i></p> <ul style="list-style-type: none"> - Article: "Aiming for an evolutionary advantage". - "Start with Why", S.Sinek <ul style="list-style-type: none"> • <u>Session 6 - Designing Innovative Business Models</u> <p>We will provide mindset and tools to become "Entrepreneur" inside large organizations, beat existing challenges and break inertia. In particular we will learn how to design and to innovate existing business model in order to lead the change and take advantage from the future mega trends.</p> <p><i>Suggested readings:</i></p> <ul style="list-style-type: none"> - "Business Model Generation", A.Osterwalder <ul style="list-style-type: none"> • <u>Session 7 - Communicating a Business Plan and Pitching New Business Ideas</u> <p>Finding ways to effectively communicate a new business opportunity and move people to act on it. Developing your pitching skills in order to generate excitement about a new business idea.</p> <p><i>Suggested readings:</i></p> <ul style="list-style-type: none"> - "The art of the start", G. Kawasaki
BIBLIOGRAPHY	<p>This is a list of compulsory readings:</p> <ul style="list-style-type: none"> • "The Entrepreneurial Mindset". Chapters 1 & 2 in: R. McGrath and I. Mc. Macmillan. Harvard Business School Press, Boston, MA. 2000. • The Innovator's DNA, by Jeffrey H. Dyer, Hal Gregersen, Clayton M. Christensen, HBS dec.2009 • Article HBS Press: "Aiming for an evolutionary advantage". • Case study IESE: "Samsung's European Innovation Team". <p>This is a list of suggested books and articles:</p> <ul style="list-style-type: none"> • Framing the Challenge: Develop and Entrepreneurial Mindset in: R. McGrath and I. Mc. Macmillan. Harvard Business School Press, Boston, MA. 2000. • A.Osterwalder, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers, John Wiley & Sons Inc, 2010 • The Lean Startup, by Eric Ries • Crossing the chasm:marketing and selling disruptive products to mainstream Customers, by Geoffrey A. Moore • G. Kawasaki, The art of the start, Portfolio, 2004 • J. Mullins, R. Komisar, Getting to Plan B: Breaking Through to a Better Business Model, Harvard Business Press, 2009 • W. Sahlman, How to write a great business plan, Harvard Business Review, July-August, 1997. • Exponential Organizations: Why new organizations are ten times better, faster, and cheaper than yours, by Salim Ismail • Start with Why: How Great Leaders Inspire Everyone to Take Action, by Simon Sinek
TEACHING METHOD	The course will be based on interactive workshop, guest speakers and case studies.
ASSESSMENT	<p>The final grade is comprised of:</p> <ul style="list-style-type: none"> • Class participation • Group presentations of role play on business model innovation

	<ul style="list-style-type: none"> Individual results on final test on key learning points
Syllabus updated	September 2015
FACULTY: 	<p>Luca Cinquepalmi is the Head and Founder of an Entrepreneurship & Innovation Center based in Rome in the ELIS Center. He is also member of Extended Faculty of MIP-Business School at Polytechnic of Milan, Faculty member of Sole24Ore Business School, and lecturer at GEM. His field of teaching is Entrepreneurship, Business Development and Innovation Management. In the past, he has worked for several years as Project Manager in Strategy Consulting sector, leading consulting project focused on Innovation and Business Strategies for some of the main Italian and International Companies belonging to Telecommunication, Media, ICT and Utilities industries (i.e. Cisco System, Microsoft, HP, Ericsson, Vodafone, SKY, Alcatel Lucent, Sab Miller, Enel, IBM, Eni, H3G, Poste Italiane, Rai, Telecom Italia, EMC2, Autostrade per l'Italia, Ferrovie dello Stato, etc.). Finally Luca works also as Strategic Advisor for Public Institution and as Entrepreneur he has supported the launch of several startups. The last one is MVPBLD.com, a lean startup engine based in Silicon Valley.</p>