

Strategic Management & Entrepreneurship (in China)

Course Teacher: Claudio Feijóo

Course Code:

Teaching Language: English

Targeted Students: Master (research)

Contact Hours: 54

Extracurricular class hours 108

Prerequisites:

Number of learners: Less than 40

Academic Year: Fall

Credits: 3

1. Course Description

After completing the course, students are expected to understand and be able to use a number of very practical methods to manage innovative and entrepreneurial projects and performance indicators as part of a company or organization strategy.

This subject departs from the idea that the new methods originated in the entrepreneurial arena in the last decade can be extremely useful for managers as they allow to understand the customer better and from the start, rapidly adapting any theoretical project to realistic metrics, acknowledging the fact that innovation and business models are created in a learning process, and that innovation can be “engineered” to increase the chances of success of any organization.

From a strategic perspective, organizations need to use new approaches to innovation and entrepreneurship to guarantee their competitive advantages in the mid to long term. Open innovation schemes or lean approaches to customers have become key elements of a renewed strategic management.

The course consists of several parts. It starts with an introduction to a revisited strategic management, including economic foundations and the increasingly relevant role of innovation and entrepreneurship. From here a number of cases and projects will be selected for the students to team work on them. All the projects will loosely follow the lean approach to innovation using methodologies such as creative thinking, value creation, ecosystem analysis, business model canvas and lean startup. It will also include practical sessions about other aspects of the strategic management with a view on innovation and entrepreneurship such as the role of organizational structure, technology, communication, IPR and internationalization.

The course will emphasize the practical side of the tools and will introduce related key concepts on the innovation / entrepreneurial ecosystems with a particular focus on China / Shanghai.

During the course, students will team work in a practical project of their own that will be presented, discussed and evaluated in a final pitch session.

2. Course Objectives and Requirements

1) Course Objectives

This is a practical graduate-level course on tools and methodologies for strategic managers based on new developments in entrepreneurship and innovation.

There are three major objectives of this course: (i) to provide students with some conceptual and practical tools to improve their strategic management skills in particular on innovation-related projects and situations; (ii) to provide students with the general rationale and ordered logical steps when approaching innovation from a strategic management perspective; (iii) to provide hands-on knowledge on tools, methods and approaches to tap on innovation and entrepreneurship from the perspective of strategic management.

2) Requirements

Students are recommended to enjoy practical interest in innovation and entrepreneurship. Ideally, they should have an innovation strategy for a company or organization of their own, although this is not a strict requisite since during first classes some cases will be provided for the students so they can choose.

Sessions will include work on projects to be developed and discussed during the classes. Therefore, it is highly recommendable to bring a laptop or tablet with basic applications (word processor, presentation software, spreadsheet) and Internet connection. Students are also requested to read the references assigned to each session and to provide results for the assignments.

3. Course Arrangement

Session	Time	Subject
1	2h	Introduction to the course. Presentation of students (background and motivation). Background: The increasing relevance of innovation and entrepreneurship.
2	2h	What it is strategy? Why do we care? China context

3	4h	The evolution of strategy. Theoretical approaches to strategy. Economic foundations of strategy. The role of innovation and entrepreneurship in strategy
4	4h	Cases in strategic management & entrepreneurship. Idea market. Team setting and assignment. Individual work assignment.
5	2h	Strategy formulation.
6	8h	Value creation, competitive advantage, learning from experience, strategic fit.
7	4h	Business and lean model canvas in a strategic setting. Tools and methodologies for high-risk, high-uncertainty environments
8	4h	Entrepreneurship: concepts & ecosystem. Industry / external / ecosystem analysis
9	2h	Internal analysis. Resources and capabilities
10	2h	Strategy implementation. Goals and metrics. Business-level strategy
11	2h	Aligning strategy and organizational structure.
12	2h	International strategy. Location strategy. Global integration – Local adaptation. The effects of distance
13	4h	Visit to Chinaccelerator and related initiatives. Guest lectures from incubators, accelerators and open innovation initiatives
14	2h	Communications strategy. Managing resistance and other implementation risks. Governance and control.
15	2h	Open innovation and corporate entrepreneurship
16	2h	Corporate social responsibility and sustainability
17	2h	Preparing the pitch: How to. Pre-mortem analysis. Beyond the pitch
18	4h	Workshops (pitch) for presentation and discussion of results of workgroups projects

4. Teaching Methods

- 1) This course uses a combination of lectures, discussion, group work, independent

reading to accomplish learning objectives.

2) Cross-cultural communication will be emphasized in the teaching process. Students will be separated into several groups. In each group, Chinese students and foreign students work together for case assignment and final project.

5. Performance Evaluation: Means & Ratio

The evaluation will be based on the individual assignments and teamwork:

- Individual assignments / exam: 40%
- Teamwork (including pitch): 40%
- Contributions / Attendance during classes: 20%

The criteria for evaluation will be:

- Understanding of the concepts explained
- Ability to apply them in an actual strategic setting
- Contributions to discussion
- Thinking outside the box

6. Textbook, References and Reading Materials

1) Documentation

Each of the sessions of the programme will have specific documentation, including selected references to research further into the topic.

In addition, for some of the sessions some publicly available documents will be delivered to the students as readings before the session.

All the documentation will be uploaded in Schoology as well as a discussion forum and evaluation of assignments. Code for the course will be announced in the wechat group for the course.

The wechat group will be launched during the first class.

2) References and reading material:

- [1] Economic Foundations of Strategy, Joseph T. Mahoney, Sage Publications Inc, 2005.
- [2] Osterwalder, A., Pigneur, Y., & Clark, T. (2010). Business model generation: A handbook for visionaries, game changers, and challengers. Hoboken. NJ: Wiley.
- [3] Blank, S., & Dorf, B. (2012). The startup owner's manual. K&S; Ranch.
- [4] Ries, E. (2011). The lean startup: How today's entrepreneurs use continuous innovation to create radically successful businesses. Random House LLC.
- [5] Execution: The Discipline of Getting Things Done, Larry Bossidy & Ram Charan, Random House, 2011.
- [6] The Behavioral Foundations of Strategic Management, Philip Bromley, Blackwell Publishing, 2005.