

**Course Outline 2017**  
**GLMI 711: STRATEGIC ENTREPRENEURSHIP AND INNOVATION**  
**Semester 1 (1173)**

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**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**

Restriction: MGMT 726

**Goals of the Course**

In the increasingly turbulent and unpredictable environment it is necessary for organisations and individuals to be able to better prepare for the unknown future and be able to better deal with uncertainties. This is especially important in the context of innovation and entrepreneurship, characterised by high levels of risk and uncertainty.

This course aims to:

- provide you with a solid understanding of (relevant) innovation and entrepreneurship theoretical frameworks and models
- 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 a range of tools and frameworks to help in dealing with uncertainties related to innovation and entrepreneurship
- equip you with critical thinking skills applicable in solving real-life problems
- 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

Week	Topic
1	Introduction to course. <i>On critical analysis</i> <i>Why strategic innovation and entrepreneurship?</i>
2	Why innovation is hard? <i>Exploration and exploitation tensions</i> <i>Organising for and managing innovation</i>
3	Risk and uncertainty in strategic I&E <i>Operating under uncertainty</i> <i>Portfolio approach to I&amp;E strategy</i> <i>Strategic options, resources and capabilities</i>
4	Key concepts of I&E (I) <i>Diffusion and adoption of ideas</i> <i>Value appropriation</i>
5	Key concepts of I&E (II) Innovation in the case organisation / industry
6	Planning for the future <i>Introduction to scenario planning</i> <i>Trend analysis</i>
mid semester break	
7	Scenarios in case organisation: team presentation
8	Changing nature of innovation: implications <i>Democratization of I&amp;E</i> <i>Creating value collaboratively</i>
9	Stakeholders analysis and mapping
10	Session devoted to team assignment. <i>Additional readings and session focus TBC</i>
11	Group Assignment: presentations*
12	Course review and presentations feedback

\*depending on the availability of the client organisation AND quality of presentations.

NOTE: some changes to timing and/or content might be necessary to accommodate the availability of the client organisation. It is also possible that we might need to use a published case study. The final order and readings for weekly sessions may change, depending on the number of students and the nature of the strategic issue.

## Learning and Teaching

The course uses a mix of in-class discussions, students' presentations and group activities. The success of 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. 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. Critical thinking and engagement with theory is encouraged throughout the course.

The group assignment is based on real-life issue provided by a partner organisation. It will provide you with the opportunity to apply theory to practice, while developing critical thinking. The nature of the assignment will require you to engage with a wide range of readings and additional research.

## Teaching Staff

Dr Frank Siedlok  
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Office hours: Mondays 1-2pm 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 participation (contribution to case discussion)	10%
Assignment 2 – Critical review of readings (individual written report)	25%
Assignment 3 - Applied multi-stage project (peer assessed)	45%
Assignment 4 – Reflective essay (individual)	20%

	Assignment 1 Class participation	Assignment 2 Critical review	Assignment 3 Group project	Assignment 4 Reflective essay
Learning Outcome				
1	x	x	x	x
2	x		x	
3	x		x	x
4		x	x	x

## Inclusive Learning

any impairment-related requirements 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.