



[ENTRE] ENTREPRENEURIAL LEADERSHIP AND MANAGEMENT

Introduction

“Entrepreneurial Leadership and Management” is a foundational course in entrepreneurship. It is centered on the insight that in today’s rapidly evolving business environment entrepreneurial leadership and management skills are quintessential for general managers. The course introduces cutting-edge material on entrepreneurship – tools, techniques, frameworks – that allow you to learn the basics of entrepreneurial leadership. At the same time, the course encourages you to adopt a holistic perspective on building a new business, and it allows you to integrate, synthesize and apply what you have learned so far in the program.

Objectives

The course pursues two main objectives. First, it aims at enabling you to turn an idea into a value-creating organization, in various contexts: for example, a new profitable business model in a corporate setting, a new venture for a family business, a start-up, but also a social venture that alleviates poverty or saves lives. As such, the course is likely to offer you valuable guidance and tools for your future careers as leaders in business and society. Second, the course addresses your potential doubts about whether you “have what it takes” to be an entrepreneurial leader. We do this by opening up the “black box” of entrepreneurship, and by building on the scientific evidence that has been revealed to date to illuminate this important phenomenon.

Learning Outcomes

- Adopt an entrepreneurial mindset
- Generate and evaluate ideas for new business (corporate, start-up or social)
- Develop such ideas into business concepts
- Design value-creating business models
- Anticipate and overcome key resource constraints
- Organize business-building actions in a smart way
- Identify and test key assumptions for new venture initiatives
- Recognize and manage risk
- Embrace and learn from failure
- Pitch your ideas effectively to win support from others

Competences

General Competences

- To explain and discuss business situations in a rigorous, effective way using both formal and informal procedures, and providing relevant information to support their observations and conclusions
- To distinguish and categorize relevant information effectively for launching new businesses
- To interpret the global context in order to analyze and judge the potential an opportunity and its threats
- To apply business techniques that integrate the interests of all parties to develop a business

Specific Competences

- To apply a structured, rigorous analysis process of business situations that encompasses all the dimensions of the business (personnel, strategy, finance, etc.) and concludes with the preparation of a reasonable, feasible business plan
- To develop business plans rigorously, with an understanding of each of the processes, in order to present real business plans to investors
- To understand and evaluate cultures of innovation and entrepreneurship within one's own business (intrapreneurship)

Content

This course explores the following central questions: What makes an entrepreneur and what do entrepreneurs do? How do entrepreneurs effectively conceptualize, design and build new ventures? How do they execute successfully under extremely difficult circumstances? The course is designed, accordingly, in two modules:

Module 1 Conceptualizing the New Venture

The sessions in this module explore the entrepreneur's behavior, the nature of business opportunities, the importance of business modes, and the processes of building a business. They introduce a series of frameworks and tools to help in the design, evaluation and planning of a new venture.

Module 2 Implementing the New Venture

An entrepreneur's fundamental challenge is to "create something from nothing." That is, in order to bring a new venture to life, entrepreneurs need to acquire, build, and manage key resources and capabilities in the face of uncertainty, doubt, low power and resource scarcity. In the sessions in this module, we will discuss the key challenges with respect to resource acquisition, and how to overcome them.

Methodology

The primary course material will be a series of cases illustrating the different aspects of the entrepreneurial process. You will be also provided with supplementary readings, exercises and lectures that will introduce, explain and illustrate useful concepts and frameworks. Some of the material is based on my new book on "Business Model Innovation Strategy" (Wiley, 2021), from which five chapters serve as anchor readings for the course. Finally, we will have also the opportunity to share experiences and discuss with experienced guest speakers.

Evaluation

Grading is based on an individual assignment (10%), individual participation in class and contribution to class learning (50%), and your final pitch, on which you will be graded as a team (40%). Individual participation and contribution to class learning will be determined by active participation in class discussions both in terms of quality and quantity and your ability to demonstrate that you have prepared the materials and questions assigned to a particular class.