



## Course syllabus

Faculty Board of Business, Economics and Design  
School of Business and Economics

4FE510 Business Administration IV - Know-Who Based  
Entrepreneurship, 15 högskolepoäng

Business Administration IV - Know-Who Based Entrepreneurship, 15  
credits

**Main field of study**

Business Administration

**Subject Group**

Business Administration

**Level of classification**

Second Level

**Progression**

A1N

**Date of Ratification**

Approved by the Board of the School of Business and Economics 2009-12-10

The course syllabus is valid from autumn semester 2010

**Prerequisites**

Special eligibility: Bachelor in Business Administration, with at least 22,5 ECTS in  
Marketing.

### Expected learning outcomes

After completing this course the student should be able to:

- A wide range of case studies and real-life examples from current company situations will broaden the business perspective and competence in growth strategy implementation
- Design a clear vision and strategic framework for growth through innovation
- Create and capture the best opportunities for profitable growth
- Identify and address additional barriers to innovation
- Master creation & implementation of a new business

Most importantly, this course will develop your managerial capability to inspire creativity and leverage networking for knowledge creation in new and better ways to accomplish your specific business objectives. These capabilities will be conveyed through several interrelated elements:

- A wide range of case studies and real-life examples from current company situations will broaden the business perspective and competence in growth strategy implementation



- The management challenges that the students are asked to handle to design and implement new growth through innovation strategies in “real” companies will build their self-confidence and interpersonal skills to take proactive joint-leadership in building a winning team
- An innovation competition will enhance your assertiveness and presentation skills to sell a well-thought through new business idea to top-management or business investors
- Your learning will be accelerated by discovering the practical background to important theories and applying management models and processes in a “real-life” context.

## Content

The course is based on research findings within the subject area in relation to the context of social sciences.

### **Block I: Know-Who Based Entrepreneurship for Born Globals, 5 ECTS**

This block takes you through the basics of know-who based management of knowledge for accelerated innovation. The concept will be fully explained and exemplified through a combination of theory and case examples from absolute best-practice companies like a Finnish telecom company, a Swedish Born Global that introduced the C-Pen and the Anoto technology and a highly innovative German engineering-intensive company.

### **Block II: From Knowledge Creation to Market Implementation through the Growth Through Innovation Process, 5 ECTS**

This block takes the students through the basics of how to build and leverage a climate of structured creativity and entrepreneurship to drive growth through innovation. A networked approach and methodology to create a new business will be introduced – the Growth Through Innovation Process, used by leading companies across several industries. This starts with defining a vision and strategic framework for growth, followed by brainstorming sessions to create new ideas, which are then taken through a filtering technique based on screening and ranking. The best ideas are turned into high-level business plans, which will be presented and reviewed in class.

### **Block III: New Value Creation Through Implementation Across Innovation Networks, 5 ECTS**

This block first introduces how Knowledge Networks can be applied to drive entrepreneurship and Growth Through Innovation in a company of any size. You may choose to design your own knowledge network to support the implementation of the business idea you developed in block II. Secondly, we know that university alliances and strategic intelligence can add brainpower and creative thinking to a company of any size, but how exactly should such alliances and intelligence be managed to secure technology and knowledge transfers of such nature that there is an immediate positive innovation impact? How can you leverage university research and strategic intelligence to build a new business? Block III gives you new answers to these questions by coupling theories on networking with new empirical research on how a handful best-practice companies of various industries and size manage to build networks with university research and acquire strategic intelligence that lead to significant results in terms of commercialized innovation. Among others, you will gain deep insight into how Bang & Olufsen and Porsche acquire and transform academic brainpower and other external intelligence into powerful innovation vehicles. Finally, this block introduces and applies the learning and personal visioning dimension of implementation for accelerated value creation. The whole course is rounded off with a dialogue on how to perform the appropriate leadership for entrepreneurship, which is also the last chapter of the coursebook.

## Type of Instruction

The tuition consists of lectures, classroom teaching, seminar exercises, case studies and group exercises. Participation in case study exercises, seminar exercises etc, is compulsory, as is the preparation for these. The course includes teaching material exclusively in English.



Assessment of the student's performance is carried out by means of active class-participation, written examinations and by the submission of solutions to case studies achieved in groups. Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 6 weeks after the normal examination date. The grading is based on a balanced assessment of class-participation and written exam papers as well as the students' ability to present and discuss report contents. Students are offered full transparency in terms of how their detailed performance is assessed. Class performance is assessed based on:

- Written exams on Know-Who Based Entrepreneurship and on Strategic Intelligence (Block 1 and 3) (50%);
- The business concept or business case presentation – focused on degree of innovation and understanding of critical issues to address for successful implementation of the business case (25%);
- Content insight and name-dropping – showing insight into the class material, awareness of relevant authorities (authors) and current business issues through valuable and relevant contributions to the dialogue in class with good presence and energy level (25%);

The written papers are also assessed according to fulfillment of clearly communicated performance criteria – communicated and reviewed extensively in class. These papers are submitted at the end of each block.

Results are graded using one of the terms Passed with distinction, Pass or Fail. The grading following the international ECTS scale will also be given: A - Excellent, B - Very Good, C - Good, D -Satisfactory, E - Sufficient, FX - Fail (complementary) or F - Fail. The grade is set depending on how well the student has fulfilled the learning outcomes. Pass with distinction requires deeper, more elaborated and complex discussions around the same learning outcomes.

### Examination

The course is assessed with the grades Fail (U), Pass (G) or Pass with Distinction (VG).

The grading is based on assessment of the written exams, reports and the student's ability to present and discuss report contents. Results are graded using one of the terms Passed with distinction, Pass or Fail, and A-F according to the ECTS scale.

Students who do not achieve a satisfactory result in the examinations are permitted to make a second attempt approximately 5-8 weeks after the normal examination date. The student will have a minimum of five occasions for written exams in relation to the syllabus to which the student was accepted. Usually 3 occasions per academic year.

### Course Evaluation

A written evaluation is conducted and compiled in a report, which is filed at the department. The result and actions, if taken, are communicated to the teacher responsible for the course and presented to the students in the way most appropriate according to the teacher responsible for the course. Other types of evaluations, such as continuous during the course or oral communication with the students, can occur and is encouraged to secure continuous quality improvement.

### Required Reading and Additional Study Material

#### Obligatory literature

Harryson, S. (2006) Know-Who Based Entrepreneurship: From Knowledge Creation to Business Implementation, Edward Elgar Publishing, Cheltenham, UK.

Harryson, S. and Lorange, P. (2005) Bringing the College Inside. Harvard Business Review, December 2005, pp. 30-32.

Harryson, S. (2002) Why Know-Who Trumps Know-How, *strategy+business*, Issue 27, 2nd Quarter, pp. 16-21.

Harryson, S. (1997) "From Experience: How Canon and Sony Drive Product Innovation Through Networking and Application-Focused R&D", *Journal of Product Innovation Management*, July, Vol 14, No. 4, pp. 288-95.

Additional teaching material

PPT-presentations made available during the course.

Reference literature

Harryson, S., Kliknaitė, S. and Dudkowski, R. (2007). Flexibility in Innovation Through External Learning: Exploring two Models for Enhanced Industry-University Collaboration. *International Journal of Technology*

Harryson, S. and Kliknaite, S. (2005) Anoto – From Creation to Commercialization through Relationships, Teaching Case for the Stanford Technology Ventures Program (STVP)

Harryson, S., Kliknaite, S. and Dudkowski, R. (forthcoming 2006) "Making Innovative Use of Academic Knowledge to Enhance Corporate Technology Innovation Impact", *International Journal of Technology Management*, 28 pages.

Harryson, S., Kliknaite, S. and Dudkowski, R. (forthcoming 2006) "Learning in Industry-University Alliances for Flexible Exploration and Exploitation of Innovation", *International Journal of Technology Management*, 28 page