

Preparations for Sessions 7 and 8 – Designing the entrepreneurial corporation

Session 7: Tuesday, January 31

Session 8: Wednesday, February 1

Sessions 7 and 8 will be organized in a seminar format. The aim for both sessions is to expose you to different perspectives on how to design the entrepreneurial corporation and to promote critical reflection on these ideas. For this purpose, you all need to work actively with the assigned readings. Each of you will be: (i) assigned one paper to read carefully and present to the others, and (ii) expected to formulate at least one question or reflection for one of the other papers that will be discussed in class (see the table on the next page; note that you will have something to prepare for each of the two sessions.)

1. What are you expected to prepare?

You will have about 15 minutes to present “your” paper to the others (a formal PowerPoint presentation is optional – choose the format you are most comfortable with).

What you should present to the others:

- ***A very brief overview of the paper*** – What are core ideas of the paper? (Be very concise, don’t ‘retell’ the paper – what is it everybody needs to know?)
- ***Insights/Challenges*** – What does it say about designing the entrepreneurial corporation?
- ***Formulate a key message/lessons learned*** –What have you learned about designing the entrepreneurial corporation in this paper?

For the assigned paper that you are not presenting: Formulate at least one question or reflection that we can discuss in class. Read your assigned paper with a curious, critical¹ mind and share questions or thoughts you may have had when reading it. The questions and thoughts can be about something that you find interesting, unclear, could be difficult to implement, et cetera. We will bring up and discuss these questions after each respective paper has been presented.

¹ Reading a paper with a critical mind is not about finding flaws in the paper. Rather, it is about engaging with the text and contemplating the ideas and arguments put forth.

For all other papers: Read those papers more lightly, in order to join the discussion after each of the presentations.

2. What will you prepare for when?

Session 7: Tuesday, January 31

	Paper to present	Formulate at least one question or reflection for (Session 8)
Irina, Yang	Galbraith (1982) – Designing the innovating organization	Kanter, Richardson, North & Morgan (1991) – Engines of progress: Designing and running entrepreneurial vehicles in established companies (Eastman Kodak)
Reza, Lynn	Kanter (1985) – Supporting innovation and venture development in established companies	Kanter, North, Richardson, Ingols & Zolner (1991) – Engines of progress: Designing and running entrepreneurial vehicles in established companies (Raytheon)
Sofia, Matthijs	Knight (1987) – Corporate innovation and entrepreneurship: A Canadian study	Reeves, Fuller & Guitérrez-López (2018) – The playful corporation
Jason, Raja	Sykes (1986) – Lessons from a new venture program	Kanter & Richardson (1991) – Engines of progress: Designing and running entrepreneurial vehicles in established companies (Ohio Bell)

Session 8: Wednesday, February 1

	Paper to present	Formulate at least one question or reflection for (Session 7)
Thiago, Magnus	Kanter & Richardson (1991) – Engines of progress: Designing and running entrepreneurial vehicles in established companies (Ohio Bell)	Sykes (1986) – Lessons from a new venture program
Caitlin, William	Kanter, Richardson, North & Morgan (1991) – Engines of progress: Designing and running entrepreneurial vehicles in established companies (Eastman Kodak)	Knight (1987) – Corporate innovation and entrepreneurship: A Canadian study
Ice, Rakhi	Kanter, North, Richardson, Ingols & Zolner (1991) – Engines of progress: Designing and running entrepreneurial vehicles in established companies (Raytheon)	Galbraith (1982) – Designing the innovating organization
Samar, Ioseb, Rebecca	Reeves, Fuller & Guitérrez-López (2018) – The playful corporation	Kanter (1985) – Supporting innovation and venture development in established companies