***1. Coursework brief*:** The individual coursework is a 2500 word (max) essay and assesses a student’s ability to identify and understand theories and relate them to different business contexts and situations. In addition, assesses a student’s ability to undertake research-reading, conceptualise, analyse and write incisively and clearly.

* ***First***, you are required to select either *‘organisation structure theory’*or *‘****leadership theory****’* in the scholarly field of corporate entrepreneurship, review the academic literature and substantially explain aspects with regard to your chosen theory [approx. 1200 words].
* ***Second***, choose *two* large entrepreneurial organisations and their founders, then, apply your selected theory (Leadership Theory) to each large entrepreneurial organisation and detail similarities and differences between the organisations as well as their founders. [approx. 800 words].

*Introduction [approx. 250 words] and Conclusion [approx. 250 words]*

*First Part (1200 words) and Second Part (800 words) TOTAL- 2500 WORDS*

**STRUCTURE FOR PART 1**

Paragraph 1

Define and explain Transactional/Traditional paradigm. Understand the style for example autocratic. The Great Man Leadership theory can also be mentioned/linked.

Paragraph 2

Define and explain Transformational paradigm. Understand the style.

Paragraph 3

Define and explain Visionary Leadership paradigm. Understand the style which is used.

Paragraph 4

Define and explain Entrepreneurial Entrepreneurship. Situational leadership theory for example social and communication and contingent leadership. Ensure that Entrepreneurial leadership refers to social skill and Zott and Huys study. This paragraph should be longer then paragraphs 1-3.



***Rubric-grading criterion.***

*Intellectual quality of introduction*: establishment of central topic and key issues, overview of structure of the writing and coverage

*Use of theory*: consultation and understanding of appropriate theories/frames/concepts

*Comparative analysis*: comparative organisation, coverage and discussion

*Intellectual quality of conclusion*: summary of central topic and key issues

*Academic writing style*: attention to grammar, punctuation, spelling and syntax

*Quality of references and sources*: evidence of consulting academic journals, books and other relevant reading, presentation of references according to Harvard format.

***Structure and tips [you are permitted to use sub-headings].***

*Introduction.* Map-scope the study – put another way, set the boundary of the study, including specifying the research context and background, overarching theory and key concepts, overview of the structure of the writing [approx. 250 words].

*Main body – academic review.* The largest section of writing informed by what is already known e.g. where you demonstrate your *research* and understanding of *theory* and concepts. There is a systematic identification and presentation of theories and key concepts that are particular to a specific topic-question. Being critical means considering previous studies and offering definitions and explanations and/or examination [approx. 1200 words].

Saunders et al (2007:5) stresses that: *‘research is something that people undertake in order to find out things in a systematic way…systematic suggests that research is based on logic’.*

Sutton and Straw (1995:375) point out: *‘theory is about the connections between phenomena, events…identifying what comes first as well as the timing of events…delves into understanding processes so as to understand the systematic reasons for a particular occurrence.’*

Saunders et al (2007:33) suggests that theory *‘should inform’* your assertions and/or observations e,g examples.

*Tip* – organise your writings in distinct-identifiable paragraphs that clearly relate to theory and concepts.

*Main body – comparative analysis of two cases.* Selection of two large entrepreneurial companies and comparative analysis that reflect relevant theory and concepts outlined in the academic review should be integrated in a coherent and detailed manner. That is, integrate company and management related statements, reports, press releases, statistics and/or other secondary sources pertaining to your two chosen large entrepreneurial companies [approx. 800 words].

*Tip:* Develop a list of similarities and differences. What are the similarities and differences? Weight them. What is the picture?

\*If you see that there are largely differences, a systematic illumination of these differences is needed.

\*If you see that there are largely similarities, a systematic illumination of these similarities is needed.

*Tip*: Use ‘transitional expressions’ (e.g. similarly, likewise, in a similar way, for both, on the other hand, conversely, on the contrary, in contrast).

*Tip*: Choose a method for the main-body (e.g. point-by-point OR sub-section by sub-section).

For instance, sub-by-sub approach would reflect a 350 word paragraph pertaining to entrepreneurial leader 1, then, a 350 word paragraph pertaining to entrepreneurial leader 2. You focus on applying aspects of the literature review and identifying the entrepreneurial leader's behavior/approaches etc. You demonstrate largely similarities or largely differences between entrepreneur 1 and 2. Lastly, you develop a 100 word paragraph and summarise where main similarities or differences are.

*Conclusion.* Short synthesis-summary of the writing, in particular, reconsidering the question-background and main presentation of theories, concepts and arguments [approx. 250 words].

Main reading for this assignment is **CORE TEXT**

**Burns, P. (2013). *Corporate Entrepreneurship - 3rd edition*. Palgrave Macmillan: New York, London. [especially Parts 1, 2 and 3].**

**FURTHER READING – SELECTED BOOKS**

Drucker, P. (1985). *Innovation and Entrepreneurship.* Butterworth-Heinemann: London.

Hitt, M.A., Ireland, R.D., Camp, S.M. and Sexton, D.L. (2006). *Strategic Entrepreneurship*. Blackwell: Oxford.

Kuratko, D.F., Morris, M.H. and Covin, J.G. (2011). *Corporate Entrepreneurship and Innovation*. South Western Cengage Learning: Mason, OH.

Sathe, V. (2003). *Corporate Entrepreneurship*. Cambridge University Press: Cambridge.

**FURTHER READING – SELECTED ARTICLES**

[Antoncic](http://www.emeraldinsight.com/action/doSearch?ContribStored=Antoncic%2C+B), B. and Hisrich, D. (2004). Corporate entrepreneurship contingencies and organizational wealth creation. *Journal of Management Development* 23, 518-550

Burgers, J., Jansen, J., Van den Bosch, F. and Volberda, H. (2009). Structural differentiation and corporate venturing: The moderating role of formal and informal integration mechanisms. *Journal of Business Venturing*, 24, 206–220.

Chung, L. and Gibbons, P. (1997). Corporate Entrepreneurship: The Roles of Ideology and Social Capital. *Group and Organization Management,* 22, 10-30.

[de Villiers‐Scheepers](http://www.emeraldinsight.com/action/doSearch?ContribStored=Johanna+de+Villiers-Scheepers%2C+M), M. (2012). Antecedents of strategic corporate entrepreneurship. *European Business Review* 24, 400-424.

Hitt, M., Ireland, R., Sirmon, D. and Trahms, S. (2011). Strategic Entrepreneurship: Creating Value for Individuals, Organizations and Society. *Academy of Management Perspectives,* 25, 57-75.

Jones, O. (2005). Manufacturing regeneration through corporate entrepreneurship – Middle managers and organizational innovation. *International Journal of Operations & Production Management,* 25**,** 491-511.

Ireland, R., Kuratko, F. and Morris, M. (2006). A health audit for corporate entrepreneurship: innovation at all levels: part I. *Journal of Business Strategy* 27, 10-17

Kuratko, D., Audretsch, D. (2009). Strategic Entrepreneurship: Exploring different perspectives of an emerging concept’. *Entrepreneurship Theory and Practice,* 33, 1-17.

Lurdes Calisto, M and Sarkar S. (2017). Organizations as biomes of entrepreneurial life: Towards a clarification of the corporate entrepreneurship process. *Journal of Business Research,* 70, 44-54.

Moschieri, C. and Mair, J. (2017). Corporate Entrepreneurship: Partial Divestitures as a Real Option: Corporate Entrepreneurship. *European Management Review,* 14, 67-82.

Stokvic, H., Adriaenssen, D. and Johannessen, J. (2016). Strategic entrepreneurship and intrapreneurial intensity. *Problems and Perspectives in Management,* 14, 348-359.

Thornberry, N.E. (2003). Corporate entrepreneurship: teaching managers to be entrepreneurs. *Journal of Management Development.* 22, 329-344.

Wolcott, R. and Lippitz, M. (2007). The Four Models of Corporate Entrepreneurship. *MIT Sloan Management Review,* 49, 74-82.

**USEFUL JOURNALS**

Entrepreneurship Theory and Practice

Journal of Business Venturing

Strategic Entrepreneurship Journal

International Small Business Journal

Entrepreneurship and Regional Development

Small Business Economics

Journal of Small Business Management

International Journal of Entrepreneurial Behaviour and Research

Journal of Small Business and Enterprise Development

Venture Capital

Academy of Management Journal

Academy of Management Review

Academy of Management Perspectives

Strategic Management Journal

Journal of Management Studies

British Journal of Management

International Journal of Management Reviews

European Management Review

Research Policy

R & D Management

Technovation

Industry and Innovation

**USEFUL WEBSITES**

http://www.nesta.org.uk/

https://ec.europa.eu/growth/smes/promoting-entrepreneurship\_en

https://ec.europa.eu/growth/industry/innovation\_en

http://ec.europa.eu/growth/industry/innovation/facts-figures/scoreboards\_en

http://www.oecd.org/innovation/

https://www.gov.uk/government/organisations/department-for-business-energy-and-industrial-strategy

https://www.forbes.com/forbes/#2827b32437dc

https://hbr.org/

http://sloanreview.mit.edu/

https://cmr.berkeley.edu/

**USEFUL STUDY SUPPORT**

https://www.royalholloway.ac.uk/students/help-support/help-and-support.aspx

Please use your own research also. Minimum of 20 references