**Training Fiche:**

**Striking the balance: Resource and time management within intrapreneurial MSMEs**

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| **Keywords**  **(meta tag)** | Intrapreneur, Intrapreneurship, Organizational Entrepreneurship, Innovation, Change Management, Resource Management, Time Management, Intrapreneurial Management, Mentorship |
| **Language** | English |
| **Objectives / Goals/ Learning outcomes** | This module will prepare you to know more about organizational conditions affecting intrapreneurs, how to manage intrapreneurial skills and give strategic tips for time and resource management.  At the end of this module you will be able to:   * Manage intrapreneurs the right way * Know about the organizational conditions influencing intrapreneurs * Recognize challenges to intrapreneurship promotion |
| **EQF level** | Level 4 |
| **Description** | This module includes information on strategies for time and resource management along with conditions influencing intrapreneurial activities in an organization. |
| **Contents arranged in 3 levels** | 1. **Organizational conditions influencing intrapreneurship**     1. Management support    2. Open communication channels    3. Job discretion and autonomy    4. Rewards and reinforcement    5. Appropriate time and resource supply 2. **Managing intrapreneurs**     1. Managing innovative employees    2. Intrapreneurship as a distinct system    3. Transitioning to intrapreneurial system    4. The mentor    5. Challenges    6. Remedies 3. **Strategies for intrapreneurial management**    1. Behave like a mentor, not a manager    2. Give the team your trust but agree clear goals    3. Agree clear goals, give the team your trust    4. Let them make their own mistakes    5. Hold intrapreneurs accountable |
| **Glossary**  **(5 terms)** | **Corporate Entrepreneurship**  The concept of supporting employees to think and behave like entrepreneurs within the confines of an existing organizational structure. <https://www.afce.co/corporate-entrepreneurship-definition/#:~:text=Corporate%20entrepreneurship%2C%20or%20intrapreneurship%20as,of%20an%20existing%20organisational%20structure>.  **Management Support**  The ability and willingness of management to promote institutional entrepreneurial behavior by championing innovations and innovative ideas to enable increased organizational competitiveness. <https://www.igi-global.com/dictionary/management-small-medium-sized-enterprises/17790>  **Mentor**  A business mentor is an experienced individual who offers independent advice, guidance and support to help you successfully run and grow your business. Every step of the journey, they will be able to provide assistance and encouragement, enabling you to explore new opportunities, develop ideas, gain confidence, and bolster skills. <https://gocardless.com/en-au/guides/posts/what-is-a-business-mentor/>  **Supply Management**  The term supply management refers to the act of identifying, acquiring, and managing resources and suppliers that are essential to the operations of an organization. Also known as procurement, supply management includes the purchase of physical goods, information, services, and any other necessary resources that enable a company to continue operating and growing. <https://www.investopedia.com/terms/s/supplymanagement.asp>    **Intrapreneurial**  The term refer to the entrepreneurial activities for developing an innovative idea or project within a company, using its resources and capabilities. <https://www.investopedia.com/terms/i/intrapreneur.asp> |
| **Self-assessment test (5 multiple choice questions)** | 1. **A successful intrapreneurial team…**    1. Ensures everyone is heard.    2. Challenges its members for growth.    3. **Takes excessive risks.** 2. **Choose the false answer!**    1. **Quantity of resources is more important than the quality provided.**    2. Organization has the power to support or hinder an intrapreneur's efforts.    3. Certain norms of a company may hinder intrapreneurship. 3. **A mentor should not…**    1. Act as an advisor.    2. **Force intrapreneurs to finish their project.**    3. Stop the project if its not productive. 4. **A successful management…**    1. Is dynamic and flexible.    2. Ensures trust throughout organization.    3. **Puts more emphasis on individual success.** 5. **Time and resource supply…**    1. Must be consistent.    2. Must be appropriately distributed.    3. **Is not an indication of management support.** |
| **Related PPT** | GENIE\_PPT\_ Striking the balance.pptx |
| **Bibliography** | 1. Castro Giovanni, G. J., Urbano, D., & Loras, J. (2011). Linking corporate entrepreneurship and human resource management in SMEs. International Journal of Manpower, 32(1), 34–47. 2. Duygulu, E., & Kurgun, O. A. (2009). The effect of managerial entrepreneurship behavior on employee satisfaction: hospitality managers' dilemma. African Journal of Business Management, 3(11), 715–726. 3. Garcia-Morales, V. J., Bolivar-Ramos, M. T., & Martin-Rojas, R. (2014). Technological variables and absorptive capacity's influence on performance through corporate entrepreneurship. Journal of Business Research, 67(7), 1468–1477. 4. Hobcraft, P. (2016). Exploring the intrapreneurial way in large organizations. The HYPE Innovation Blog. Retrieved November 11, 2022, from <https://blog.hypeinnovation.com/exploring-the-intrapreneurial-way-in-large-organizations> 5. Intrapreneur Nation (Ed.). (2021). The beginner's guide to managing innovators and Intrapreneurs. Intrapreneur Nation. Retrieved November 11, 2022, from <https://intrapreneurnation.com/skills/how-to-manage-innovators-intrapreneurs/> 6. Kelley, D. J., Peters, L., & O’Connor, G. C. (2009). Intra-organizational networking for innovation-based corporate entrepreneurship. Journal of Business Venturing, 24(3), 221–235. 7. Kuratko, D. F., & Montagno, R. V. (1989). The intrapreneurial spirit. Training and Development Journal, 43(10), 83–85. 8. Kühn, C., Eymann, T., Urbach, N., & Schweizer, A. (2016). From professionals to entrepreneurs: Human Resources practices as an enabler for fostering corporate entrepreneurship in professional service firms. German Journal of Human Resource Management / Zeitschrift Für Personalforschung, 30(2), 125–154. <https://www.jstor.org/stable/26905333> 9. Marvel, M. R., Griffin, A., Hebda, J., & Vojak, B. (2007). Examining the technical corporate entrepreneurs' motivation: voices from the field. Entrepreneurship Theory and Practice, 31(5), 753–768. 10. Monsen, E., Patzelt, H., & Saxton, T. (2010). Beyond simple utility: incentive design and trade-offs for corporate employee-entrepreneurs. Entrepreneurship Theory and Practice, 34(1), 105–130. 11. Neessen, P. C. M., Caniëls, M. C. J., Vos, B., & de Jong, J. P. (2018, November 29). The intrapreneurial employee: Toward an integrated model of intrapreneurship and research agenda - international entrepreneurship and management journal. SpringerLink. Retrieved November 11, 2022, from <https://link.springer.com/article/10.1007/s11365-018-0552-1> 12. Puech, L., & Durand, T. (2017). Classification of time spent in the intrapreneurial process. Creativity and Innovation Management, 26(2), 142–151. 13. Saleh SD and Wang CK (1993) The management of innovation: Strategy, structure, and organizational climate. IEEE Transactions on Engineering Management 40(1): 14–21. 14. Taminiau Y, Smit W and de Lange A (2009) Innovation in management consulting firms through informal knowledge sharing. Journal of Knowledge Management 13(1): 42–55. 15. Urban, B., & Nikolov, K. (2013). Sustainable corporate entrepreneurship initiatives: a risk and reward analysis. Technological and Economic Development of Economy, 19, S383–S408. 16. Van Wyk, R., & Adonisi, M. (2012). Antecedents of corporate entrepreneurship. South African Journal of Business Management, 43(3), 65–78. 17. Zur, A., & Walega, A. (2015). Routines do matter: role of internal communication in firm-level entrepreneurship. Baltic Journal of Management, 10(1), 119–139. |
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