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ABSTRACT

The term intrapreneurship was coined by Pinchot III (1985). He states describes an intrapreneur as “a person within a large corporation who takes direct responsibility for turning an idea into a profitable finished product through assertive risk-taking and innovation”. Intrapreneurship means acting like an entrepreneur within a larger organizational set up. Organizations have identified intrapreneurial employees as being intrinsically motivated, energetic and enthusiastic, inventive, capable of generating ideas for new products and services, and with proper resource allocation even implement these ideas for attaining a sustained competitive advantage. This would not only create more competitors for the organization but also the company may lose its opportunity for renewal and growth. In contrast, this could have a disastrous effect on an organization’s economic development. In the long run intrapreneurial environments promote expansion and economic growth. Fostering an intrapreneurial environment means taking risks, not all risks will pay off, but many will.

Thus in the context of increasing market globalization and free trade, firms must innovate constantly to improve their flexibility, competitiveness, and reactivity. Many authors have highlighted the importance of intrapreneurship as a sine qua non to foster innovation in organizations and business units. Organizations today understand the need to identify and nurture intrapreneurs, by providing them with a springboard to express their creative potential for a long term competitive advantage.

Considering the fact that Intrapreneurship emerged as a concept only recently, there is a paucity of literature in the Indian academic sources. A look at the review of literature reveals that most of the authors have used the terms intrapreneurship and corporate entrepreneurship interchangeably. A major goal of this doctoral dissertation is to study the gap between the employee and the employer with regard to Intrapreneurial constraints and opportunities in the organization. Even if this is a case study of a single Indian organization; the findings can be applied to most of the organizations in general.

The conceptual framework of Intrapreneurship examined in the past, views it as a business strategy for survival—the indicators of which are organizational support, resource allocation, flexibility in structures and systems etc. The present study has been undertaken with an aim to identify and critically analyze the various factors affecting Intrapreneurship in an organization (in this case: Splendor Inc.), using both quantitative and qualitative methods. A prime focus of this research work is to gain an overview of the various experiences Splendor has had with their efforts to Intrapreneurship. This is an exploratory study and may be considered as one of the pioneering works adding to the body of literature on intrapreneurship within the Indian academic circles. Case study method has been used to build knowledge on this new and effective way of employee engagement. The researcher through means of this paper tries to draw attention to the fact that Intrapreneurship can be used not just for attaining competitive advantage and survival in the market but also be used as an effective HR strategy for its employees.