



## Entrepreneurship (Joint Master's Programme)

VU University Amsterdam - Fac. der Economische Wet. en Bedrijfsk. - M Entrepreneurship (joint degree) - 2015-2016

The joint VU-UvA MSc in Entrepreneurship provides academic and entrepreneurial skills, as well knowledge of and insight into entrepreneurship. Accordingly, graduates are equipped to analyze theoretical and practical problems in the field of entrepreneurship from a range of perspectives (social, societal, economic, ethical), and are able to be critical about theoretical and practical solutions chosen. Students acquire knowledge of the academic literature in the field of Entrepreneurship and are trained in methods and skills for applying this knowledge in empirical research and the analysis of the policy and practice of entrepreneurship. The master's programme takes one year. The academic year is divided into six teaching periods: four periods of eight weeks and two periods of four weeks. The programme's study load is 60 credits. Credits are expressed in EC: European Credit. Each credit amounts to circa 28 hours studying. Read the [full description](#) of the programme or use the schedule below for information on the individual courses in the programme.

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# Master Entrepreneurship

Programme components:

- [ABRI Honours Programme](#)
- [Master Entrepreneurship- Obligatory courses](#)
- [M ENT - Optional Courses](#)
- [M ENT - Specialization courses](#)

## ABRI Honours Programme

## Master Entrepreneurship- Obligatory courses

Courses:

Name	Period	Credits	Code
<a href="#">Entrepreneurial Finance</a>	Period 4	6.0	E_ENT_EF
<a href="#">Entrepreneurship Research Skills</a>	Period 2	6.0	E_ENT_ERS
<a href="#">Entrepreneurship: Theory and Practice</a>	Period 1	12.0	E_ENT_ETP
<a href="#">Social Dynamics in Entrepreneurship</a>	Period 3	6.0	E_ENT_SDE
<a href="#">Thesis</a>	Ac. Year (September)	12.0	E_ENT_THS
<a href="#">Thesis</a>	Ac. Year (September)	12.0	E_ENT_THSU

## M ENT - Optional Courses

Courses:

Name	Period	Credits	Code
<a href="#">Behavioral Strategy</a>	Period 5	6.0	E_BA_BS
<a href="#">Capita Selecta Entrepreneurship</a>	Period 5	6.0	E_BA_CSENT
<a href="#">Consumer Behavior</a>	Period 5	6.0	E_ENT_CB
<a href="#">Cross Cultural Management</a>	Period 5	6.0	E_BA_CCM
<a href="#">E-Business Development</a>	Period 5	6.0	E_BA_EBD
<a href="#">Enterprising Skills</a>	Period 5	6.0	E_ENT_ESK
<a href="#">Management Consulting</a>	Period 5	6.0	E_ENT_MCON
<a href="#">Managing Creativity</a>	Period 5	6.0	E_ENT_MC
<a href="#">Marketing Strategy</a>	Period 5	6.0	E_ENT_MSTRAT
<a href="#">Online Marketing</a>	Period 5	6.0	E_ENT_OM
<a href="#">Real Estate Management</a>	Period 5	6.0	E_BA_REM

## M ENT - Specialization courses

Courses:

Name	Period	Credits	Code
<a href="#">Cultural Entrepreneurship</a>	Period 4	6.0	E_ENT_CE
<a href="#">Enterprising for a Better World</a>	Period 2	6.0	E_ENT_EBW
<a href="#">Entrepreneurship in Science and Technology</a>	Period 4	6.0	E_ENT_EST
<a href="#">Entrepreneurship in the Service Industry</a>	Period 4	6.0	E_ENT_ESI
<a href="#">Entrepreneurship, Institutions and Corporations</a>	Period 2	6.0	E_ENT_EIC
<a href="#">New Venture Creation and Development</a>	Period 2	6.0	E_ENT_NVCD

## Behavioral Strategy

<b>Course code</b>	E_BA_BS ()
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. M.M. Rietdijk
<b>Examinator</b>	dr. M.M. Rietdijk
<b>Teaching staff</b>	dr. M.M. Rietdijk, dr. A.S. Alexiev
<b>Teaching method(s)</b>	Lecture
<b>Level</b>	400

### Course objective

This course is aimed at students who are interested to know how individuals can contribute to change and success in their organisation's strategy. The course is suitable for students willing to acquire strategy skills and capabilities during their study. The course aims at cultivating an engaged and responsible attitude among the students as future organisational change agents.

### Course content

The content combines insights from cutting-edge academic research with attention to the personal development of the course participants. Master's students are thus encouraged to understand strategic management challenges from the perspective of those who are responsible for these decisions. The course consists of three main parts: lectures, workshops and computer based fluency training:

- in the lectures, students will discuss advanced knowledge on strategic decision making, management team processes and principles of corporate governance. In an open discussion format, the aim is to learn

from the experience of others, as it has been accumulated and systematised by management researchers;

- in the workshops, students will learn about practical applications of applied behaviour analysis in strategic management settings and about the scientific principles governing these applications. The objective here is to develop a mind set for behavioural change, both for oneself and with regard to others. As an assignment, students will apply the principles of strategic behaviour change to a company, a single case experiment;
- during the computer based program, students will master the strategic behaviour change principles to fluency. It is an online open book test that takes several days. You can proceed at home after studying the book and attending the lectures. Fluency learning means that students will master the content of the course to an A level. Students can even start the course before the course starts.

#### **Form of tuition**

- lectures;
- workshops;
- computer based fluency training.

#### **Type of assessment**

- examination;
- finishing the computer based fluency training;
- Performance Improvement Plan Report, about 12 pages.

#### **Course reading**

Daniels, A.C. & Bailey, J.S. ed. (2014). Performance Management. Changing behavior that drives organizational effectiveness. 5th edition. Atlanta: Performance Management Publications.

#### **Remarks**

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/enrolment-courses-and-exams/index.asp>

## Capita Selecta Entrepreneurship

<b>Course code</b>	E_BA_CSENT (61452180)
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	prof. dr. E. Masurel
<b>Examinator</b>	prof. dr. E. Masurel
<b>Level</b>	400

#### **Course objective**

This elective enables student to perform a research internship (either as an integral part of their thesis, or as a standalone project).

#### **Course content**

This course enables students to perform a research internship. This can be an internship relevant for answering (part of) the research question of their thesis, but does not necessarily have to be; it can also be a

standalone research internship. In both cases this should concerns an internship of at least one month (full-time). Students who want to integrate an internship in their thesis process should announce this early on (to the Master's thesis co-ordinator) and should start arranging the internship early (i.e. already in January or February).

**Form of tuition**

Stand-alone research / thesis work, with the aid of a supervisor (which can but does not necessarily have to be the thesis supervisor).

**Type of assessment**

Research paper.

**Course reading**

To be decided by the Capita Selecta supervisor.

**Remarks**

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp>

## Consumer Behavior

<b>Course code</b>	E_ENT_CB ()
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Level</b>	400

## Cross Cultural Management

<b>Course code</b>	E_BA_CCM (61452100)
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. S.G.M. van de Bunt
<b>Examinator</b>	dr. S.G.M. van de Bunt
<b>Teaching staff</b>	prof. dr. A.M.R. Trompenaars, dr. S.G.M. van de Bunt, drs. B. Blokpoel
<b>Teaching method(s)</b>	Lecture, Seminar
<b>Level</b>	400

**Course objective**

Upon completion of this course, students have accomplished:

Knowledge:

- students have increased awareness of students' own cultural assumptions and respect for other cultural and historical perspectives;
- students have developed and expanded knowledge and understanding about: the basic (historical) drives behind national and organisational

cultural differences, the impact of cultural differences on cross cultural issues in organisations, M&As, and methodology issues in cross cultural research;

- students have acquired an understanding of the importance and effectiveness of integrating value differences as a key (international) leadership strategy and capacity.

**Skills:**

- students are able to diagnose the influence of cultural differences that play a role in intercultural relationships and M&As;
- students are able to apply methodology to elicit, chart and reconcile cultural dilemmas that occur in a business context;
- students are able to clarify the cultural factors, influencing their project assignments, by applying models used in cross-cultural research.

### **Course content**

This course introduces students to integrated principles and models of cross-cultural management. It aims to provide a new paradigm for looking at business management practices in a global context and, thereby, prepare students to act effectively in international business environments. It demonstrates how cultural diversity, as opposed to single cultural orientation, is more effective at creating lasting solutions to business challenges / dilemmas. Subtheme

The recent economic crisis has unleashed a storm of critic and reflection about the state of international business. From all corners of the globe, there is growing call for a different kind of (corporate) leadership: less selfish and bonus-oriented, and more concerned with the sustainable wellbeing of company and society. This interest and attention to rethinking the paradigms of leadership in a global context has prompted the inclusion of a sub-theme within the course. This academic year this course will pay special attention to Servant-Leadership as principle and way of life that guides a leader's capacity to both direct the organisation and its people while at the same time work in their service. This theme will be explored in an historical and cross-cultural perspective with reference to the Thinkers50.com.

### **Form of tuition**

The course consists of six lectures and additional seminars, which includes the Servant-Leadership symposium as an integral part of the course. The lectures are meant to provide input for students to enable them to apply their acquired knowledge in the seminars. A spiral learning approach will be adopted, whereby an approach to dealing with culture and cultural differences will be constantly related to different business topics throughout the lectures. The sequence of lectures and seminars will likely be as follows.

The first two lectures address the issue of culture, cultural models and an approach to dealing with cultural difference. The focus will be on outlining the scientific context of the cross-cultural management field and explaining the relevance of culture in society and business. Several cultural models, including the Trompenaars & Hampden-Turner culture model, are introduced as tools for understanding national and corporate cultural differences. Building on this knowledge, students will be introduced to dilemma reconciliation methodology as a means of explaining how we can benefit from cultural differences for sustainable company growth, e.g. how to deal and serve successfully in 21st century business realities like international mergers and acquisitions. The following two lectures will apply culture to the relevant business topics of e.g. marketing and accountancy. The topic of cross-cultural

leadership will be addressed in the symposium Servant-Leadership. This symposium will count as a combined lecture and seminar event, and is followed by a final future oriented lecture on culture and innovation.

### Type of assessment

Team assignment and individual examination

### Remarks

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp>

## Cultural Entrepreneurship

<b>Course code</b>	E_ENT_CE ()
<b>Period</b>	Period 4
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	prof. dr. mr. N.M. Wijnberg
<b>Examinator</b>	prof. dr. mr. N.M. Wijnberg

### Course objective

Upon completion of this course students have:

- knowledge and understanding of leading theories, models and debates in Entrepreneurship and Management in the Creative Industries;
- knowledge of current research in Entrepreneurship and Management in the Creative Industries;
- knowledge of business issues and challenges in an international and societal context;
- knowledge of different approaches and solutions to business issues;
- the ability to apply theories and frameworks to practical cases and managerial problems;
- the ability to apply academic research methods to analyse business and management issues;
- the ability to critically reflect on current business research;
- the ability to articulate a well-balanced judgment or solutions in reference to current business or managerial cases, supported by appropriate theories and arguments;
- the ability to report clearly and concisely;
- sensitivity to deal with ethical dilemmas, social responsibility and sustainability as relevant business issues;
- the ability to cooperate and communicate constructively in multidisciplinary and international teams.

### Course content

This course is a specialization course in the Master Entrepreneurship. It is suitable for students with an interest in the theory and practice of entrepreneurship and innovation, as well as in the dynamics of the creative and cultural industries, ranging from movies, TV, music and computer games to museums and theatres. The course also deals with wider-ranging economic and sociological aspects of these industries, for instance, the factors determining the success of hybrid products, or the impact of internet on changing patterns of demand, as well as the opportunities for entrepreneurs to market their products, find financing, expand internationally and develop new business models. By

focusing on the factors determining the success/failure of particular entrepreneurial ventures or innovations the students will put the various theoretical approaches to work. Students will work in small groups to write weekly assignments about that week's literature. Each week, selected groups will give classroom presentations about their weekly assignment in which they propose and answer a question arising from the literature and discuss one case-study that is pertinent to that question. Issues that will be covered include - apart from entrepreneurship and innovation themselves - the economics of reviews and awards, the dynamics of genres and styles, leadership in creative organisations, the impact of art policy and subsidies.

### **Form of tuition**

Weekly: two two-hour lectures (or, if circumstances make it necessary, one three-hour lecture). In the second lecture, there will also be presentations by the students of their assignments. Attendance is mandatory.

### **Type of assessment**

The final grade consists of:

- individual: examination (60%): written; open book; open questions.
- teamwork: assignments and presentations (40%).

Conditions to pass the course:

- the score for the examination must be 5.5 or higher;
- mandatory attendance.

Resit:

- in the case of a resit only the individual assignment can be retaken;
- results obtained for the group assignment will remain valid.

Additional information:

- attendance is obligatory.

### **Course reading**

On <https://blackboard.ic.uva.nl> URL. Topics for the meetings in weeks 1 to 6 & (provisional! Please check blackboard at the start of the course):

- week 1, Cultural Markets:

- o Bradshaw, A. & Holbrook, M.B. (2007). Remembering Chet: theorizing the mythology of the self-destructive bohemian artist as self-producer and self-consumer in the market for romanticism. *Marketing Theory*, 7(2), pp. 115–136. <http://mtq.sagepub.com/content/7/2/115> URL;

- o Dubois, S. (2012). Recognition and renown, the structure of cultural markets: evidence from French poetry. *Journal of Cultural Economics*, 36, pp. 27–48.

<http://link.springer.com/article/10.1007/s10824-011-9153-3> URL;

- o Wijnberg, N.M. (1997). Art and Appropriability in Renaissance Italy and the Netherlands of the Golden Age: The Role of the Academy. *The Economist*, 145(2), pp.139-158.

<http://link.springer.com/article/10.1023/A:1002909303504> URL;

- o Velthuis, O. (2003). Symbolic meanings of prices: constructing the value of contemporary art in Amsterdam and New York galleries. *Theory and Society*, 32(2), pp. 181-215.

[http://www.jstor.org/stable/3108578?seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/3108578?seq=1#page_scan_tab_contents) URL.

- week 2, Entrepreneurship & Risk & Innovation:
  - o Menger, P-M. (1999). Artistic labor Markets and careers. Annual review of Sociology, 25, pp. 541-574.  
[http://www.jstor.org/stable/223516?seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/223516?seq=1#page_scan_tab_contents) URL;
  - o Hayward, M.L.A. Shepherd, D.A. & Griffin, D. (2006). A Hubris Theory of Entrepreneurship. Management Science, 52(2), pp. 160-172.  
[http://www.jstor.org/stable/20110496?seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/20110496?seq=1#page_scan_tab_contents) URL;
  - o Mol, J.M., Chiu, M.M. & Wijnberg, N.M. (2012) Love me Tender: New Entry in Popular Music. Journal of Organizational Change Management, 25 (1), pp. 88-120.  
<http://www.emeraldinsight.com/doi/full/10.1108/09534811211199619> URL;
  - o Ebbers, J.J. and Wijnberg, N.M. (2012) Nascent Ventures Competing for Start-up capital: Matching Reputations and Investors, Journal of Business Venturing, 27(3), pp. 372-384.  
<http://www.sciencedirect.com/science/article/pii/S0883902611000255> URL.
- week 3, Management of creative production:
  - o Cowen, T. (1996). Why I do not Believe in the Cost Disease: a Comment on Baumol. Journal of Cultural Economics, 20, pp. 207-214.  
<http://www.gmu.edu/centers/publicchoice/faculty%20pages/Tyler/why-i-do-not-believe.PDF> URL;
  - o Dunham, L. & Freeman, R.E. (2000). There is no Business like Show Business: Leadership Lessons from the Theatre. Organizational Dynamics, 29(2), pp. 108- 133.  
<http://www.sciencedirect.com/science/article/pii/S0090261600000188> URL;
  - o Turbide, J. & Laurin, C. (2009). Performance Measurement in the Arts Sector: The Case of the Performing Arts. International Journal of Arts Management, 11(2), pp. 56-70. [http://www.jstor.org/stable/41064987?seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/41064987?seq=1#page_scan_tab_contents) URL;
  - o Bhansing, P.V., Leenders, M.A.A.M. & Wijnberg, N.M. (2012). Performance Effects of Cognitive Heterogeneity in Dual Leadership Structures in the Arts: The Role of Selection System Orientations. European Management Journal, 30(6). pp. 523-536.  
<http://www.sciencedirect.com/science/article/pii/S0263237312000369> URL.
- week 4, Critics & Publics:
  - o Eliashberg J. & Shugan S.M. (1997). Film Critics: Influencers or Predictors? Journal of Marketing, 61, pp. 68-78.  
[http://www.jstor.org/stable/1251831?seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/1251831?seq=1#page_scan_tab_contents) URL;
  - o Shrum, W. (1991) "Critics and Publics: Cultural mediation in Highbrow and Popular Performing Arts", American Journal of Sociology, 97 (2), pp. 347-375. [http://www.jstor.org/stable/2781380?seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/2781380?seq=1#page_scan_tab_contents) URL;
  - o Gemser, G., van Oostrom, M. & Leenders, M.A.A.M. (2007). The Impact of Film reviews on the Box Office Performance of Arthouse versus Mainstream Motion Pictures. Journal of Cultural Economics. 31, pp. 43-63. <http://link.springer.com/article/10.1007/s10824-006-9025-4> URL;
  - o Dempster, A. (2006). Managing Uncertainties in the Creative Industries: Lessons from Jerry Springer The Opera. Creativity and Innovation Management, 15(3), pp. 224-233.  
<http://onlinelibrary.wiley.com/doi/10.1111/j.1467-8691.2006.00391.x/abstract> URL.
- week 5, Competition & Classification:
  - o Vasconcelas, F.C. & Kirschbaum, C. (2005). Jazz Field Evolution: a Dialogue between musicians and critics. Research paper.
  - o Anand, N. & Watson, M.R. (2004.) Tournament Rituals in the Evolution of Fields: The Case of the Grammy Awards. Academy of Management Journal, 47(1), pp. 59-80.

[http://www.jstor.org/stable/20159560?origin=crossref&seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/20159560?origin=crossref&seq=1#page_scan_tab_contents) URL;

o Hsu, G. (2006). Jacks of all trades and masters of none: Audiences' reactions to spanning genres in feature film production. *Administrative Science Quarterly*, 51, pp. 420-450.

[http://www.jstor.org/stable/25426914?seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/25426914?seq=1#page_scan_tab_contents) URL;

o Kuijken, B., Leenders, M.A.A.M., Wijnberg, N.M. & Gemser, G. (2014). Mind the gap: the effect of differences in classification by the production and consumption side of the market on music festival success. research paper.

- week 6, Art policy & cultural entrepreneurship: subsidized vs commercial:
  - o Wijnberg, N.M. (1994). Art and Technology: A Comparative Study of Policy Legitimation. *Journal of Cultural Economics*, 18, pp. 3-13. <http://scholar.google.nl/scholar?hl=nl&q=wijnberg+art+policy&btnG=&lr> URL;
  - o O'Hare, M. (2008). Arts policy research for the next 25 years: a Trajectory after Patrons Despite Themselves. *Journal of Cultural Economics*, 32(4), pp. 281-291. <http://link.springer.com/article/10.1007/s10824-008-9081-z> URL;
  - o Alexander, V.A. (1996). Pictures at an Exhibition: Conflicting pressures in Museums and the Display of Art. *American Journal of Sociology*, 101(4), pp. 797-839. [http://www.jstor.org/stable/2782231?seq=1#page\\_scan\\_tab\\_contents](http://www.jstor.org/stable/2782231?seq=1#page_scan_tab_contents) URL;
  - o Bakhshi, H. & Throsby, D. (2010). Culture of Innovation, An economic analysis of innovation in arts and cultural organizations. NESTA, June 2010. [http://www.nesta.org.uk/sites/default/files/culture\\_of\\_innovation.pdf](http://www.nesta.org.uk/sites/default/files/culture_of_innovation.pdf) URL.

### Entry requirements

Knowledge of the background, nature, and central concepts within the entrepreneurship research domain.

### Remarks

This course is only available for students registered for the Master's programme in Entrepreneurship. For quality reasons, the course cannot admit other students.

## E-Business Development

<b>Course code</b>	E_BA_EBD (61452300)
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	prof. dr. ir. J.W.M. Gerrits
<b>Examinator</b>	prof. dr. ir. J.W.M. Gerrits
<b>Teaching method(s)</b>	Lecture, Study Group
<b>Level</b>	400

### Course objective

Upon completion of this course, students:

- know the economic foundations of e-business: network economics and information economics;

- know current business models of e-business and e-commerce;
- can develop a business model, business case and business plan for a venture;
- can present your business plan to potential investors;
- understand the value of business networks to develop a venture.

### Course content

This course is a workshop for setting up new e-business initiatives. The theory part of the course provides students with theories and models as a basis to develop e-business initiatives and includes such topics as network economics, funding and business planning. In the application part of the course, students will develop a plan for starting up a new e-business venture. In order to develop the necessary network for starting up a company, students will be introduced to start-ups, relevant business networks and funding partners.

### Form of tuition

Lecture / project

### Type of assessment

written interim examination: 60 percent of the final grade paper: 40 percent of the final grade. Exam should be 5.5 or higher

### Course reading

- Águila-Obra, A.R. del, Padilla-Meléndez, A., Serarols-Tarrés, C. Value creation and new intermediaries on Internet. An exploratory analysis of the online news industry and the web content aggregators, *International Journal of Information Management*, Volume 27, Issue 3, June 2007, 187-199;
- Brousseau, E., & Penard, T. (2007). The Economics of Digital Business Models: A Framework for Analyzing the Economics of Platforms. *Review of Network Economics*, 6(2), 81-114;
- Casadesus-Masanell, R., & Ricart, J.E. (2010). From Strategy to Business Models and onto Tactics. *Long Range Planning*, 43(2-3), 195-215;
- Economides, N. (1996). The economics of networks. *International journal of industrial organization*, 14(6), 673–699. Elsevier;
- Enders, A., Hungenberg, H., Denker, H., & S. (2008), The long tail of social networking. Revenue models of social networking sites. *European Management Journal*, 26(3), 199-211;
- Fjeldstad, Ø.D., & Ketels, C.H.M. (2006). Competitive Advantage and the Value Network Configuration. *Long Range Planning*, 39, 109-131;
- Freeman, J. & Engel, J. Models of Innovation: Startup and Mature Corporations. *California Management Review*. 2007;50(1):94;
- Osterwalder, A., (2010). Business model canvas. [http://en.wikipedia.org/wiki/Business\\_Model\\_Canvas](http://en.wikipedia.org/wiki/Business_Model_Canvas) URL;
- Peppard, J., & Rylander, M.A. (2006). From Value Chain to Value Network: Insights for Mobile Operators. *European Management Journal*, 24 (2-3), 128-141;
- Rich, S., & Gumpert, D. How to write a winning business plan. *Harvard Business Review*. 1985;3:3–8;
- Sahlman, W. How to write a great business plan. Harvard Business Press; 2008;
- Shafer, S., Smith, H., & Linder, J. (2005). The power of business models. *Business Horizons*. 48(3), 199-207;
- Teece, D.J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*, 43, 172-194;
- Varian, Hal R. (2003), *Economics of Information Technology*;
- Zider, B. How Venture Capital Works. *Harvard Business Review*. 1998;28(2): 131-139.

## Remarks

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp>

## Enterprising for a Better World

<b>Course code</b>	E_ENT_EBW ()
<b>Period</b>	Period 2
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. C.M.J. Wickert
<b>Examinator</b>	dr. C.M.J. Wickert
<b>Teaching method(s)</b>	Lecture, Study Group

## Course objective

The aim of this course is to gain insight into the different forms of social entrepreneurship in different social, cultural and geographic contexts (e.g. social entrepreneurship in developing countries and in industrialised economies). More specifically, the learning objectives are to:

1. understand and be able to critically assess the nature of social and environmental problems, locally and globally, that have fostered the creation of social entrepreneurship, including the specific mechanisms and challenges underlying this phenomenon. This knowledge will help to evaluate similarities and differences between social and conventional forms of entrepreneurship;
2. obtain academic knowledge of the background, nature, and central concepts that are used in social entrepreneurship research, both theoretically and methodologically. This knowledge will provide the ability to design science-based practical solutions regarding entrepreneurial initiatives directed towards solving societal problems;
3. develop a practice perspective on the phenomenon of social entrepreneurship by visiting a social enterprise, interviewing social entrepreneurs, and solving real-life problems. This knowledge will allow to develop, manage and assess actual social entrepreneurial activities and promote a "social entrepreneurial mindset" in terms of the ability to recognize and creating opportunities to become a social entrepreneur;
4. acquire skills in executing and writing academic research (literature review, data collection, analysis and reporting) on the topic of social entrepreneurship in different contexts and addressing different social problems;
5. practice ability to critically reflect and assess the economic, business, social, environmental, and ethical dimensions and societal implications of different forms of entrepreneurial behaviour, with a focus on social entrepreneurship.

## Course content

This course deals with the question how entrepreneurial activity can be a vehicle for creating a better world, an idea often described under the umbrella term social entrepreneurship. Social entrepreneurship is a form of entrepreneuring that aims at sustainably and innovatively solving social, environmental and economic problems, and thus departs from the

classic understanding of entrepreneurship as merely oriented at exploiting opportunities of profit-maximisation. Social entrepreneurship can be non-profit, for-profit or a hybrid form and represents a phenomenon that has gained increased attention both in practice as well as in academic research. The Netherlands in particular host plenty of social enterprises that aim to address local social problems such as homelessness or education, as well as social enterprises targeting global problems such as climate change or even slavery. The course gives in-depth insight into the changing social and environmental conditions that gave rise to social entrepreneurship and aims to acquaint students with such forms of entrepreneurship, and how they are different from conventional entrepreneurship. In building on research-based theoretical knowledge obtained throughout the course, students will learn to analyse social entrepreneurship in real-life settings and foster their ability to develop and assess actual ideas following the spirit of social entrepreneurship. Guest-lectures of social entrepreneurs from the Netherlands will allow students to better understand current developments and challenges in the field. In general, both theoretical perspectives as well as practical initiatives are explored in this course.

### **Form of tuition**

- lectures, incl. active participation and discussion;
- group work (written assignments and case studies).

### **Type of assessment**

- preparation of lectures (essays based on literature) (individual; 45% of total grade)
- case studies (team; 20%)
- final written assignment (team; 20%)
- participation in class (individual; 15%)

Resit:

- in the case of a resit only the individual assignment can be retaken;
- results obtained for the group assignment will remain valid.

Additional information:

attendance is obligatory.

Conditions to pass the course:

- The scores for both the individual and team assignments must be 5.5 or higher. Failing grades cannot be compensated.

### **Course reading**

Academic articles provided by the course instructor.

### **Entry requirements**

A basic knowledge of the central concepts pertaining to the research domain of entrepreneurship

### **Recommended background knowledge**

Prior experience with the topic of social entrepreneurship is an assess, but not obligatory

## Remarks

Prior experience with the topic of social entrepreneurship is an asset, but not mandatory. This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp>

## Enterprising Skills

<b>Course code</b>	E_ENT_ESK ()
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. M.W. van Gelderen
<b>Examinator</b>	dr. M.W. van Gelderen
<b>Teaching method(s)</b>	Lecture

### Course objective

Upon completion of this course, students have:

- acquired knowledge with regard to enterprising skills;
- gained insight into, and developed enterprising skills;
- developed coaching and mentoring skills.

### Course content

This course allows students to study as well as practice the so-called soft skills underlying entrepreneurship, such as generating ideas for opportunities, taking action, perseverance, teamwork, networking, and influence. These skills are becoming ever more essential whether the student is an entrepreneur (by any definition), self-employed (or zzp'er), freelancer, contract worker, or even as an employee. Students will study the research and theory with regard to these skills (or competencies), and then practice these skills in the context of their own life. Moreover, students will also develop coaching and mentoring skills which are also highly relevant to any work in the entrepreneurial context. The level of analysis in this course is the individual: this course is not about enterprising firms but about enterprising people. Enterprising behaviour can be expressed in starting a new venture but also in a multitude of other endeavours. Still, while the unit of analysis in this course is the individual, the competencies that are studied and practiced are highly relevant in the case that someone starts or run her own venture.

### Form of tuition

Lectures and experiential learning

### Type of assessment

All (3) assignments are individual. Percentage: 40/30/30. All assignments need to be passed (no compensation).

### Resit

A second chance is allowed for all 3 assignments. However, the mark that one can obtain for a revision is capped at 6. For second chance submissions of entirely new assignments, no grade cap applies.

### Course reading

Articles to be found at <http://www.enterprisingcompetencies.com> URL.  
Additional literature to be announced.

### Remarks

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp> URL.

## Entrepreneurial Finance

<b>Course code</b>	E_ENT_EF ()
<b>Period</b>	Period 4
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. R.P. Ribas
<b>Examinator</b>	dr. R.P. Ribas
<b>Level</b>	400

## Entrepreneurship in Science and Technology

<b>Course code</b>	E_ENT_EST ()
<b>Period</b>	Period 4
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. T. Vinig
<b>Examinator</b>	dr. T. Vinig

### Course objective

Upon completion of this course, students:

- can analyse and understand the process of university technology transfer;
- have attained a (more) profound knowledge of spinoffs and their role in the economy;
- have attained the ability to evaluate the business potential and feasibility of innovations from scientific research, and for the developing of innovative business models for new product or service venture based on innovation from scientific research.

### Course content

Research in science and technology is an important and ongoing source for innovation and entrepreneurial opportunities. Some of these opportunities are realised through university spinoffs. This course will discuss the process and (economic) importance of spinoffs in general, and university spinoffs in particular. Scientific and technological innovations can lead to high-tech product offerings or service oriented offering. The students will be introduced to science and technology entrepreneurship through case studies and by working on a course project.

**Form of tuition**

Lectures and work groups.

**Type of assessment**

Toetsvorm

- term paper (40%); individual assignment
- course project report (40%) and presentation (20%). Team assignment

Resit:

To be eligible for resit students have to submit all course assignment. The resit will be of the failed (graded less than 5.5) assignment and if pass will replace this part in the course grade.

**Course reading**

To be announced on <https://blackboard.ic.uva.nl/> URL.

**Entry requirements**

Knowledge of the background, nature, and central concepts within the entrepreneurship research domain.

**Remarks**

This course is only available for students registered for the Master's programme Master's in Entrepreneurship. For quality reasons, the course cannot admit other students.

Please go to <http://rooster.uva.nl> URL and the <http://www.student.uva.nl/feb-academicyear>

**Entrepreneurship in the Service Industry**

<b>Course code</b>	E_ENT_ESI ()
<b>Period</b>	Period 4
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. W. van der Aa
<b>Examinator</b>	dr. W. van der Aa

**Course objective**

Upon having successfully passed this course, the student will have attained:

- a profound knowledge of services and services industries and their characteristics, management challenges and opportunities for new value creation;
- the ability to assess, design and develop innovative, viable, ideas for new service businesses;
- the ability to collaborate in a team on a new business idea and to present this idea to a broader audience.

**Course content**

Entrepreneurship and developing new business in services is a hot topic, both for start-ups as for large companies. In this course you will

acquire knowledge and understanding of the content and process of entrepreneurship and innovation in services. Some characteristics of this course are:

- You will explore a various innovation forms and a diversity of practices and processes of service entrepreneurship and innovation.
- You will explore a real-life opportunity as an entrepreneurial designer and developer of a new service.

The course uses an active learning format where you have the opportunity (and the responsibility) to work in a team on your project, to present and discuss your findings during the weekly workshops.

#### **Form of tuition**

Lectures and work groups

#### **Type of assessment**

- Exam (50 % of your grade)
- Team project on developing a new service (40 % of your grade)
- Individual active participation and presentations (10 % of your grade)
- The re-sit will apply to the exam only

#### **Course reading**

To be announced on <https://blackboard.ic.uva.nl> URL

#### **Entry requirements**

Knowledge of the background, nature, and central concepts within the entrepreneurship research domain.

#### **Remarks**

Please go to <http://rooster.uva.nl> URL and the <http://www.student.uva.nl/feb-academicyear> URL

This course is only available for students registered for the Master's programme Master's in Entrepreneurship. For quality reasons, the course cannot admit other students.

## Entrepreneurship Research Skills

<b>Course code</b>	E_ENT_ERS ()
<b>Period</b>	Period 2
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. ir. J.C. van Burg
<b>Examinator</b>	dr. ir. J.C. van Burg
<b>Teaching method(s)</b>	Lecture, Study Group
<b>Level</b>	400

#### **Course objective**

Upon having successfully passed this course, the student will have attained:

- profound knowledge of the empirical research methods that are central to study entrepreneurship;

- the knowledge required to assess which research method(s) should be employed to answer a given research question / to meet a particular research aim;
- the ability to, based on this knowledge, set up and execute scientific research and reflect on the research executed, both individually and in a team;
- the attitude of an independent and critical academic, who is able to bridge boundaries between concepts and methods and is able to reflect on his/her own learning process.

### **Course content**

This course prepares students for their Master's thesis project. The primary focus of the course is to refresh and extend student's ability to conduct empirical research using qualitative and quantitative techniques. The course specifically deals with:

- research design;
- sampling;
- qualitative data collections;
- qualitative data analysis;
- reporting of qualitative data analyses;
- quantitative data collection;
- quantitative data analysis;
- reporting of quantitative data analyses;

### **Form of tuition**

The basic structure of the course consists of six plenary lecture sessions and five tutorials. Each tutorial session is connected to an assignment and the course will be concluded with an exam.

### **Type of assessment**

The assessment consists of two parts:

- assignments: individual lecture preparation assignments and four tutorial assignments, to be done in teams: 40% of the final grade;
- written final examination (two hours), computer-based, consisting of open questions: 60% of the final grade.

To get a sufficient grade for the course, you need to have at least a 5.0 on average for the assignments and at least a 5.0 for the final examination. Of course, the total average should be 5.5 or more to be sufficient.

### **Resit**

In the case of a resit, you can retake the examination and/or revise one or more tutorial assignments by submitting a revision for the tutorial assignments to the tutorial teacher before a set deadline. For revised assignments you can earn a 6.0 at maximum.

### **Course reading**

- Blumberg, B., Cooper, D.R., & Schindler, P.S. (2014). Business Research Methods. McGrawHill, London, 4th European edition. Chapters 1, 5, 6, 8, 10, 11;
- Cumming, G. (2012). Understanding The New Statistics. New York, Taylor & Francis. Chapters 1-5;
- Davidsson, P. (2004). Researching Entrepreneurship. New York, Springer. (Digital edition available in the VU University library: [http://elibrary.vu.nl/VU\\_V1:VRIJE\\_LMS\(NL-Pica\)316100692](http://elibrary.vu.nl/VU_V1:VRIJE_LMS(NL-Pica)316100692) URL ). Chapters 4, 5, 6, 7, 9;
- Edmondson, A. C., & McManus, S. E. (2007). Methodological fit in management field research. *Academy of Management Review*, 32(4), 1155–1179;

- Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Challenges and opportunities. *Academy of Management Journal*, 50, 25-32;
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2013). Seeking qualitative rigor in inductive research *Notes on the Gioia methodology*. *Organizational Research Methods*, 16(1), 15–31;
- Wooldridge, J.M. (2013). *Introductory Econometrics: A Modern Approach*. South Western: Cengage Learning, 5th International Edition. Chapters 1-7.

### Entry requirements

- The knowledge and ability to recognize, utilize, and combine multiple theoretical perspectives towards entrepreneurship, as well as a profound academic knowledge of the background, nature, and central concepts within the entrepreneurship research domain.
- A basic knowledge of research methodology.

### Remarks

This course is only available for students registered for the Master's programme Master's in Entrepreneurship. For quality reasons, the course cannot admit other students.

Please go to <http://rooster.uva.nl> URL

## Entrepreneurship, Institutions and Corporations

<b>Course code</b>	E_ENT_EIC ()
<b>Period</b>	Period 2
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. N.A. Thompson
<b>Examinator</b>	dr. N.A. Thompson
<b>Teaching method(s)</b>	Lecture, Study Group
<b>Level</b>	400

### Course objective

Upon completion of this course students will be able to:

- explain and summarise the concept of intrapreneurship using practice and institutional entrepreneurship perspectives to peers, colleagues and entrepreneurs;
- analyse, differentiate, and organise these multiple perspectives of intrapreneurship into meaningful and related parts;
- evaluate strengths and weaknesses of these multiple perspectives of intrapreneurship;
- apply multiple perspectives of intrapreneurship to solve case-based problems and develop ideas for internal venturing projects;
- use knowledge and skills of intrapreneurship to critically assess potential ideas in terms of their innovativeness, viability and quality as well as how to turn them into real business projects;
- work independently on assignments, reflect on his/her own work and on the work of his/her peers that span these multiple perspectives;

### Course content

In this course, we focus in on entrepreneurship in existing organisations to answer the overarching questions: "What is intrapreneurship?"; "Why do some employees recognise, evaluate and exploit opportunities within existing organisations while others do not?"; and "How do employees engage in intrapreneurship within existing organisations?" The concept of intrapreneurship has become a fully fledging area of academic inquiry touching upon key theories in the academic field of entrepreneurship. This course reviews, evaluates, and analyses the concept of intrapreneurship, the elements that constrain and enable intrapreneurship using practice theory, and how employees engage in entrepreneurship in existing organisation using institutional entrepreneurship theory. Students will further apply these perspectives to develop science-based venturing projects to advance their skills and knowledge of intrapreneurship. By the end of this course, students will have a deeper understanding of entrepreneurship within organisations and be able to use these ideas and critical thinking skills in their Master's Thesis.

### **Form of tuition**

Lectures and work groups.

### **Type of assessment**

This course is designed so that each of the learning goals are achieved through individual and group assessments. Individual assessments make up 70% of the final score while group assessment makes up 30%. The assessment consists of:

- individual assessment:

- o first, students will submit a QAQC preparation for scoring. Each QAQC will be evaluated using a standard rubric form, which provides reliable and valid scoring and feedback on the assignment (24% of final grade);
- o second, individuals will answer questions posed for each week's guest lecture. Students will submit their answers via Blackboard with late assignment not receiving points. They may also be required to provide feedback for other students (6% of final grade);
- o third, each week students are required to prepare a four slide presentation on a case or other material and submit these via Blackboard. They may also be required to provide feedback for other students (6% of final grade);
- o fourth, students will complete two individual writing assignments (24% of final grade);
- o fifth, students will participate in an Oxford style debate (10% of final grade).

- Group assessment:

- o students will also receive final scores based on a group intraventuring proposal and group presentation (30% of final grade).
- To get a passing grade for the course, students will need to have at least a 5.0 on average for individual assessments and at least a 5.0 for the group assessment. The total average should be 5.5 or higher to pass the course.

### **Resit**

If you fail the course, you can improve by submitting a revision of your group assignment (intraventuring proposal) or an individual writing assignment. You can then earn the maximum of a 6.0 on the revision assessment. Students can take a resit only once per academic year.

## Course reading

- Antoncic, B., & Hisrich, R. D. (2003). Clarifying the intrapreneurship concept. *Journal of Small Business and Enterprise Development*, 10(1), 7–24;
- Pinchot, G. (1985). *Intrapreneuring: Why You Don't Have to Leave the Corporation to Become an Entrepreneur*. University of Illinois at UrbanaChampaigns (Chapter 1 and Profile; see Blackboard);
- Morse, C. (1986). The delusion of intrapreneurship. *Long Range Planning*, 19(6), 92–95;
- Thornberry, N. (2001). Corporate entrepreneurship: Antidote or oxymoron? *European Management Journal*, 19(5), 526–533. doi:10.1016/S0263-2373(01)00066-4;
- Sayeed, O. B., & Gazdar, M. K. (2003). Intrapreneurship: Assessing and Defining Attributes of Intrapreneurs. *Journal of Entrepreneurship*, 12(1), 75–89. doi:10.1177/097135570301200104;
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- Nicolaou, N., Shane, S., Cherkas, L., Hunkin, J., & Spector, T. D. (2008). Is the Tendency to Engage in Entrepreneurship Genetic? *Management Science*, 54(1), 167–179. doi:10.1287/mnsc.1070.0761;
- Menzel, H. C., Aaltio, I., & Ulijn, J. M. (2007). On the way to creativity: Engineers as intrapreneurs in organizations. *Technovation*, 27(12), 732–743;
- Parker, S. C. (2011). Intrapreneurship or entrepreneurship? *Journal of Business Venturing*, 26(1), 19–34. doi:10.1016/j.jbusvent.2009.07.003;
- Kistruck, G. M., & Beamish, P. W. (2010). The Interplay of Form, Structure, and Embeddedness in Social Intrapreneurship. *Entrepreneurship Theory and Practice*, 34(4), 735–761. doi:10.1111/j.1540-6520.2010.00371.x;
- Clarke, J. (2011). Revitalizing Entrepreneurship: How Visual Symbols are Used in Entrepreneurial Performances. *Journal of Management Studies*, 48(6), 1365–1391;
- Morrill, C., & Owen-Smith, J. (2002). The emergence of environmental conflict resolution: Subversive stories and the construction of collective action frames and organizational fields. In M. Ventresca & A. Hoffman (Eds.), *Organizations, policy, and the natural environment: Institutional and strategic perspectives* (pp. 90–118). Stanford, CA: Stanford University Press;
- Zimmerman, M. A., & Zeitz, G. J. (2002). Beyond survival: Achieving new venture growth by building legitimacy. *Academy of Management Review*, 27(3), 414–431;
- Rauch, A., Wiklund, J., Lumpkin, G. T., & Frese, M. (2009). Entrepreneurial Orientation and Business Performance: An Assessment of Past Research and Suggestions for the Future. *Entrepreneurship Theory and Practice*, 33(3), 761–787;
- Hayton, J. C. (2005). Promoting corporate entrepreneurship through human resource management practices: A review of empirical research. *Human Resource Management Review*, 15(1), 21–41. doi:10.1016/j.hrmr.2005.01.003;
- Keil, T. (2004). Building External Corporate Venturing Capability. *Journal of Management Studies*, 3(July);
- Denyer, D., Tranfield, D. and Van Aken, J.E. (2008). Developing design propositions through research synthesis. *Organization Studies*, 29, 393–413;
- Van Burg, E., de Jager, S., Reymen, I.M.M.J. and Cloudt, M. (2012). Design principles for corporate venture transition processes in

established technology firms. R&D Management, 42(5), 455-472;  
 Van Burg, E., Romme, A.G.L., Gilsing, V.A. and Reymen, I.M.M.J. (2008).  
 Creating university spin-offs: A science-based design perspective.  
 Journal of Product Innovation Management, 25, 114–128.

**Remarks**

This course is organised by the VU. For more information, please go to the <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp> URL

**Entrepreneurship: Theory and Practice**

<b>Course code</b>	E_ENT_ETP ()
<b>Period</b>	Period 1
<b>Credits</b>	12.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. J.K. Verduijn
<b>Examinator</b>	dr. J.K. Verduijn
<b>Teaching method(s)</b>	Lecture, Study Group
<b>Level</b>	400

**Course objective**

Upon completion of this course, students:

- have gained insight into the background, nature, and central concepts within the research domain of entrepreneurship;
- have gained insight into the societal developments that influence entrepreneurship as well as the societal and ethical implications of the entrepreneurship phenomenon;
- will be able to demonstrate an academic knowledge base that enables the student to recognise, utilise, and combine multiple theoretical perspectives towards entrepreneurship, in combination with the knowledge of and insight in some of the mechanisms underlying entrepreneurial processes, so as to be able to understand particular entrepreneurial dilemmas;
- have worked on their ability to assess, produce, and develop innovative, viable, high quality research-based entrepreneurial ideas in various contexts;
- have worked on the development of an attitude where boundaries between disciplines form no burden and where knowledge, concepts, methods, and perspectives from a range of disciplines are employed to generate new insights;
- will be able to find, analyse and critically assess scientific information;
- will be able to systematically and creatively analyse and solve concrete problems.

**Course content**

At the end of the course, students should have an overview of the (research) domain and its inherent multi-disciplinarity (for example economics, psychology, social sciences, and humanities). They should know about the various approaches, topics, and the central concepts associated with entrepreneurship, and be able to apply these to a practical dilemma. The two assignments are directed towards practical application.

### Form of tuition

Weekly: one three hour-lecture, two two-hour lectures and one two-hour tutorial

### Type of assessment

The final grade consists of:

- one individual assignment (25%);
- one assignment in pairs (25%);
- written final examination (50%).

### Resit

A second chance is allowed for the assignments and the exam. However, the mark that one can obtain for a revision of an assignment is capped at 6. For the re-sit of the exam and for second chance submissions of entirely new assignments, no grade cap applies.

### Course reading

A range of journal articles has been specified by the lecturers. This will be communicated on <https://blackboard.ic.uva.nl>

### Remarks

This course is only available for students registered for the Master's programme Master's in Entrepreneurship. For quality reasons, the course cannot admit other students.

Please go to <http://rooster.uva.nl> and the <http://www.student.uva.nl/feb-academicyear>

## Management Consulting

<b>Course code</b>	E_ENT_MCON ()
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.

### Course objective

Upon completion of the course students have:

- understanding of management consulting and its effects in organisations;
- the ability to analyse problems and challenges organisations face in the field of management consulting;
- the ability to reflect critically on main theories in the field;
- the ability to diagnose problems, dilemmas and interventions from an ethical perspective;
- the ability to present results and advise organisations;
- the ability to cooperate, communicate and work in a team toward achieving a joint goal;
- the ability to find, evaluate, and connect leadership-related scientific literature and apply this to practical questions and in specific contexts.

## **Course content**

Management consulting refers to the industry and practice of helping organisations to improve their performance through the analysis of existing business problems and the development of plans for further improvement. The management consulting sector was a field largely neglected by scholarly investigation; it is only in the 1990s that academic interest in this sector and profession started to grow. Today, the consulting market has grown worldwide significantly faster than gross national products and has become one of the most dynamic service industries in the world. The increasing internationalisation of markets and the increasing number of organisational changes since the 1990s prompt clients constantly to change organisational procedures, structures, cultures and technology. As a consequence, companies buy in external competency from consultants to help solve business problems that the company does not feel able to solve internally. Consultants thus deliver services based on up-to-date management practices and market information, and the consultants' knowledge about analytical procedures and organisational design and change help them offer a variety of services and tasks that clients cannot perform on their own. In this course we provide an overview of the specifics of the management consultancy sector with an emphasis on the management of organisational change. We discuss the skills that are needed, the methods that are used, and the problems that consultants usually are faced with. We aim for a balance between a theoretical overview and discussion of consulting as a field of research and more practice-oriented exercises and cases.

## **Form of tuition**

Interactive lectures: three hours per week over a period of six weeks. Attendance is mandatory.

## **Type of assessment**

The final grade consists of:

- individual: written examination (60%): open questions; two hours. The grade for the written examination must be at least 5.0 to pass the course.
- teamwork: assignment (40%): case study and presentation.

Resit:

- in the case of a resit only the individual assignment can be retaken;
- results obtained for the group assignment will remain valid.

Additional information:

- students who miss more than two classes are required to do an extra assignment.

## **Course reading**

To be announced on <https://blackboard.ic.uva.nl> URL and/or during the first lecture.

## **Remarks**

The courses of the Master's in Business Administration are only available for students registered for this Master's programme or the Master's in Entrepreneurship due to the popularity of the programme. For quality reasons, the courses cannot admit other students.

The course will be coordinated by dr. F.D. Belschak.

Please go to <http://rooster.uva.nl> URL and the <http://www.student.uva.nl/feb-academicyear> UR

## Managing Creativity

<b>Course code</b>	E_ENT_MC ()
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.

### Course objective

Upon completion of this course students:

- have an understanding of leading theories, models and debates in the field of creativity and its effects on organisational performance;
- have an understanding of different approaches to managing creativity in organisations at the individual and the group level;
- are able to evaluate the extent to which current theories about managing creativity can be applied to industry cases;
- are able to report clearly and concisely, both orally and in writing;
- are able to cooperate and communicate constructively in multidisciplinary and international teams.

### Course content

Creativity is about the creation of new and useful ideas. Creativity is seen as a key precursor to innovation. Where creativity is about the generation of new and useful ideas, innovation is about the successful implementation of those creative ideas. If organisations want to be successful in highly uncertain environments, they need to understand how to build an organisational environment that optimally supports and taps creativity. In this course students will gain an understanding of what creativity is, and learn how to manage creativity at different levels within organisations. Students will study creativity at three different levels: the individual, the team, and the organisation. First, individual level creativity is often linked to personality, expertise, and motivation. Second, team level creativity generally tends to benefit from particular forms of diversity of its individual members. Third, organisational level creativity is linked to job design, reward structures, control practices and leadership.

### Form of tuition

The course consists of six weeks of three-hour interactive seminar style classes in which different aspects of the management of creativity will be highlighted. The course is mostly designed around group presentations, class discussions and case assignments. This means that students are expected to prepare for each class, and to pro-actively contribute to class discussions. Students will work in small (around five people) groups to prepare and give class presentations, and to solve a case-based assignment in which they need to apply and test the theories that they read as part of the compulsory literature of this course.

### Type of assessment

The final grade consists of:

- individual: examination (60%): written; three hours.
- teamwork: - one written case assignment (30%), to be handed in before the final session; - presentations (10%).

Conditions to pass the course:

- the grade for the individual examination must be 5.5 or higher;
- attendance is mandatory.

Resit:

- in the case of a resit only the individual examination can be retaken;
- results obtained for the group assignment will remain valid in the academic year in which the course was taken.

Additional information:

- students who miss more than two classes will not be allowed to take the examination.

### Course reading

Study material is available on <https://readers.uva.nl>

### Remarks

This course of the Master's in Business Administration is only available for students registered for this Master's programme or the Master's in Entrepreneurship due to the popularity of the programme. For quality reasons, the courses cannot admit other students.

The course will be coordinated by dr. J.J. Ebbers.

Please go to <https://www.rooster.uva.nl>

## Marketing Strategy

<b>Course code</b>	E_ENT_MSTRAT ()
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Level</b>	400

## New Venture Creation and Development

<b>Course code</b>	E_ENT_NVCD ()
<b>Period</b>	Period 2
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.

<b>Coordinator</b>	prof. dr. E. Masurel
<b>Examinator</b>	prof. dr. E. Masurel
<b>Teaching method(s)</b>	Lecture, Study Group
<b>Level</b>	400

### Course objective

Upon having successfully passed this course, the student will have:

- attained profound knowledge of new venture creation and development, including the specific mechanisms and challenges underlying this phenomenon;
- attained profound knowledge of and the ability to assess particular ideas in terms of their innovativeness, viability and quality, as well as how to turn them into reality (in particular: the knowledge to (systematically) explore new business opportunities, and to growing such opportunities into successfully and sustainably launched ventures);
- further developed the ability to design science-based practical solutions (literature review, data collection, designing and reporting) regarding entrepreneurial initiatives.

### Course content

This course examines the entrepreneurial process from the generation of ideas, to the exploration of their feasibility, through to the creation of an organisation, and finally, the implementation of the idea, and the growth of the venture

### Form of tuition

Lectures, work groups and group feedback.

### Type of assessment

Written exam (60%)

Essay (5%)

Group assignment (35%)

No compensation. All three must be sufficient (pass)

### Resit

Group assignment and essay can be resubmitted (but: grade cap at 6). No grade cap applies to resit of the exam.

### Course reading

To be announced on Blackboard.

### Entry requirements

A profound knowledge of the central concepts and debates pertaining to the research domain of entrepreneurship (ETP)

### Remarks

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp> URL.

## Online Marketing

<b>Course code</b>	E_ENT_OM ()
<b>Period</b>	Period 5

<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Level</b>	400

## Real Estate Management

<b>Course code</b>	E_BA_REM (61452040)
<b>Period</b>	Period 5
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	prof. dr. J. Rouwendal
<b>Examinator</b>	prof. dr. J. Rouwendal
<b>Teaching staff</b>	prof. dr. J. Rouwendal, dr. F. Hamelink
<b>Teaching method(s)</b>	Lecture
<b>Level</b>	400

### Course objective

The course provides an introduction to the understanding and the analysis of real estate markets and the investment alternatives available to both debt and equity investors. A large part of the focus will be on residential real estate. Students study both the owner occupied and rental markets and pay particular attention to financial aspects, in particular the mortgage market. The secondary market for mortgages, where institutional investors invest in pools of mortgages, is analysed in detail, in particular in light of the recent financial crisis. The last part of the course deals with other forms of real estate that institutional investors may invest in. This part will cover other property types (offices, commercial real estate, etc.) and investment vehicles, such as REITS. Although the course takes an international perspective, special attention is given to the Dutch situation.

### Course content

Students study the characteristics of mortgage loans used by households to finance the purchase of a house, the functioning of the Dutch housing market including the role of policy interventions (notably mortgage interest deductibility and spatial planning), and the role of housing corporations. The secondary market for debt related to this financing is analysed with a focus on the various instruments (such as CDO's and CMO's) that have played an important role in the current financial crisis. Finally, students also look at the other side of the financing of real estate, namely, students take the perspective from an (institutional) investor, such as a pension fund, who considers real estate as one of many available asset classes. Students will study the main characteristics in terms of risk and returns of the different forms of real estate available to the investor (such as investing in mortgage pools, investing in buildings, securitised real estate, etc.), as well as by property type (such as residential versus commercial real estate). After following this course, students should be able to understand:

- the main characteristics of the most popular types of mortgage loans;

- the pros and cons of fixed rate and adjustable rate mortgages;
- the impact of fiscal measures on mortgage payments;
- the role of the housing corporations on the Dutch rental housing market;
- the importance of the secondary market in mortgages, as well as the available instruments for institutional investors such as pension funds;
- the risk and returns characteristics of the main investments vehicles in real estate available to an institution investor.

Real Estate Management is a joint effort of the departments of Spatial Economics and Finance and Financial Sector Management.

### Type of assessment

Written examination.

### Course reading

- Baum, A.E. & Hartzell, D. (2011). Global Property Investment: Strategies, Structures, Decisions. Wiley-Blackwell, ISBN: 978-1-4443-3528-6, Paperback, 576 pages;
- additional course material will be provided on Blackboard.

### Remarks

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp>

## Social Dynamics in Entrepreneurship

<b>Course code</b>	E_ENT_SDE ()
<b>Period</b>	Period 3
<b>Credits</b>	6.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. P.J. Peverelli
<b>Examinator</b>	dr. P.J. Peverelli
<b>Teaching method(s)</b>	Lecture, Study Group

### Course objective

Upon having successfully passed this course, the student:

- will have gained profound academic knowledge of the background, nature, and central concepts of the research of organising processes, both theoretically and methodologically;
- will have gained academic knowledge of and insight into the social construction of the entrepreneurial identify and vice versa: the societal implications of that construction process;
- will have gained academic knowledge of and insight into the basic organising processes underlying entrepreneurial processes;
- will have obtained the academic knowledge required to deconstruct business ideas in terms of the underlying sense making processes;
- will have gained academic knowledge and insight (in combination with an analytical toolbox) to assess which organising processes are required to turn business ideas into (social) reality and to create sustainable value with them;
- will have acquired the ability to assess, produce, and develop innovative, viable, high-quality research-based ideas in the field of

organising entrepreneurship;

- will be able to reflect on economic, business, ethical and societal dimensions and consequences of entrepreneurial behaviour from an organising perspective;
- will have developed an attitude where boundaries between disciplines form no burden and where knowledge, concepts, methods, and perspectives from a range of disciplines are employed to generate new insights;
- will have learned sufficient meta-cognitive and meta-affective skills to regulate the graduate's own learning process, in terms of self-development and interdisciplinary approach.

### **Course content**

This course looks at entrepreneurship as a process (entrepreneurship) which is done by people with diverse backgrounds and goals in relation to various societal, cultural and political contexts. In that respect, entrepreneurship is regarded as embedded in, and similar in nature to, the general processes of ongoing social interaction in which people organise the entire society. The course is designed in the paradigm of social constructionist organisation theory, which regards organising as a continuous process of ongoing social interaction between actors in their quest to make sense of the world. One consequence of that process is the emergence of social groups of various degrees of complexity. Members of a social group derive a social identity from that membership. As people are included in several social groups, each person has a set of several identities. Entrepreneurship provides the people involved in it with an entrepreneurial identity, which needs to compete with all their other identities. The course will show that the core distinctive feature of the entrepreneurial identity is the skill to organise, i.e. awareness of organising processes and how to employ them to serve the personal goals of the entrepreneur. The objective of this course is to teach students skills to observe and analyse organising processes and skills to translate that insight into strategies to align those processes with a particular entrepreneurial process.

### **Form of tuition**

Six lectures, six work group meetings and one guest lecture.

### **Type of assessment**

The final grade consists of:

- individual paper (70% of the final grade).
- team paper (30% of the final grade).

### **Resit**

Students who failed the individual paper are allowed one more opportunity to improve.

Students who passed the individual paper but are convinced they can do better, are allowed to hand in a new paper, without the right to attain feedback.

Teams who failed the team paper are allowed one more opportunity to improve.

### **Course reading**

To be provided by the lecturer.

### **Entry requirements**

See program entry requirements ([www.uva.nl/msc-entrepreneurship](http://www.uva.nl/msc-entrepreneurship)).

### Recommended background knowledge

The knowledge and ability to recognise, utilise, and combine multiple theoretical perspectives towards entrepreneurship.

### Remarks

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp>

## Thesis

<b>Course code</b>	E_ENT_THS ()
<b>Period</b>	Ac. Year (September)
<b>Credits</b>	12.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. J.J. Ebbers
<b>Examinator</b>	dr. J.J. Ebbers
<b>Level</b>	400

### Course objective

1. The student is capable of formulating a clear research problem that fits within the field of entrepreneurship, and has practical and scientific relevance.
2. The student is capable of presenting the problem in a theoretically relevant manner, knows how to arrive at a useful theoretical framework or model in order to research his/her problem statement. This is demonstrated by a discussion of theories and/or models drawn from various perspectives that are:
  - relevant for the problem at hand
  - state-of-the-art
  - described accurately, in-depth, and critically
3. The student is capable of studying the problem in a suitable way, preferably using an empirical approach which is reflected in
  - a clear description of the method (in terms of sources used, respondents selected, techniques used, operational definitions et cetera)
  - a correct usage of the methods and techniques
4. The student is capable of analyzing the problem critically using relevant theories, models and methods and is able to draw correct, complete, and unequivocal conclusions by providing an answer to the problem, which has been clearly derived from the data.
5. The student is capable of identifying shortcomings and of making practical and theoretical recommendations that are based on conclusions, and that are comprehensible, detailed, relevant, and realistic.
6. The student is capable of reporting the research properly, indicated by
  - a clear, consistent, and structured presentation;
  - correct use of language;
  - correct and complete references
7. The student is capable of performing the research in an ethical and independent way

**Course content**

The master thesis is an opportunity for students to develop a deep understanding of a specific area or issue in entrepreneurship. Through the master thesis students demonstrate proof of their ability to conduct an independent academic research project. The thesis builds on the knowledge students have acquired in the master program.

**Type of assessment**

Thesis

**Entry requirements**

Entrepreneurship Theory & Practice and Entrepreneurship Research Skills.

**Thesis**

<b>Course code</b>	E_ENT_THSU ()
<b>Period</b>	Ac. Year (September)
<b>Credits</b>	12.0
<b>Language of tuition</b>	English
<b>Faculty</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coordinator</b>	dr. J.J. Ebbers
<b>Examinator</b>	dr. J.J. Ebbers