



## Entrepreneurship (MSc)

VU University Amsterdam - Fac. der Economische Wet. en Bedrijfsk. - Entrepreneurship (joint degree) - 2014-2015

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](#)
- [M ENT - Optional Courses](#)
- [M ENT - Obligatory courses](#)
- [M ENT - Specialization courses](#)

## ABRI Honours Programme

## M ENT - Optional Courses

Courses:

Name	Period	Credits	Code
<a href="#">Behavioral Strategy</a>	Period 5	6.0	E_BA_BS
<a href="#">Business Cases in New Technology</a>	Period 5	6.0	E_ENT_BCNT
<a href="#">Capita Selecta Entrepreneurship</a>	Period 5	6.0	E_BA_CSENT
<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="#">Real Estate Management</a>	Period 5	6.0	E_BA_REM
<a href="#">Services Marketing</a>	Period 5	6.0	E_ENT_SMKT

## M ENT - Obligatory courses

Courses:

Name	Period	Credits	Code
<a href="#">Entrepreneurial Law and Finance</a>	Period 4	6.0	E_ENT_ELF
<a href="#">Entrepreneurship Research Skills</a>	Period 3	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 2	6.0	E_ENT_SDE
<a href="#">Thesis</a>	Ac. Year (September)	12.0	E_ENT_THS

Thesis	Ac. Year (September)	12.0	E_ENT_THSU
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## 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 organization'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 organizational change agents.

### Course content

The content combines insights from cutting-edge academic research with attention to the personal development of the course participants. Master 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 learning.

In the lectures, you 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 systematized by management researchers.

In the workshops, you will learn about practical applications of applied behavior analysis in strategic management settings and about the scientific principles governing these applications. The objective here is to develop a mindset for behavioral change, both for oneself and with regard to others. As an assignment, you will apply the principles of Strategic Behavior Change to a company, a single case experiment.

During the computer based program, you will master the strategic behavior 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 you will master the content of the course to an A level. You can even start the course before the course starts!

#### **Form of tuition**

- Lectures
- Workshops
- Computer-based Fluency Training

#### **Type of assessment**

- Exam
- Finishing the web-based fluency training
- Performance Improvement Plan Report, about 12 pages.

#### **Course reading**

Daniels, A.C. & J.S. Bailey (2014, 5e ed.) Performance Management. Changing behavior that drives organizational effectiveness. Atlanta: Performance Management Publications. (IPV de druk uit 2004).

## **Business Cases in New Technology**

<b>Course code</b>	E_ENT_BCNT ()
<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

#### **Course objective**

Upon completion of this course students have:

- understanding of the important role of science and technological research as a source of innovation;
- understanding of university knowledge transfer process;
- the ability to analyse the role technology has in introducing business innovations;
- understanding of and evaluate the business feasibility and sustainability of new technology;
- the ability to to develop a business case for new technology.

Upon completion of the course students will have demonstrated knowledge and understanding of the role of science and technological research as a

source of innovation, the role of technology in business innovations, and be able to analyse, discuss and reflect and present their knowledge

### **Course content**

The course focuses on Schumpeterian entrepreneurship; entrepreneurship based on innovation; New Combinations leading to the creation of innovative, new fast growing business that replaces existing businesses; Creative Destruction that is based on innovation from scientific and technological research.

Among the topics to be discussed in the course are: Schumpeterian entrepreneurship, entrepreneurship as a method, university technology transfer, cases in technology entrepreneurship, the role of technology for business innovation.

Students are encouraged and expected to actively participate in discussing the articles (discussion seminars), and presenting case studies (students presentations).

The teaching, learning in the course consists of lectures, video lectures by leading scholars and experts (MOOC), discussion seminars, student's presentations and guest lectures. All course sessions are interactive requiring input from the students.

### **Form of tuition**

Lectures, case study, self study, guest lecture and student presentations.

### **Type of assessment**

The final grade consists of:

individual: case study 1: assignment (30%);

case study 2: assignment, report and presentation (30%).

teamwork:business case: assignment,report and presentation (40%).

Conditions to pass the course:

the score for both assignments must be 5.5 or higher.

Resit:

- both the individual assignments can be retaken within the time frame offered by the lecturer. All course assignments must be submitted before the resit;

- results obtained for the group assignments will remain valid;

- the resit consists of an additional term paper on a subject to be defined. The additional paper cannot be a redo of one that was already submitted. All course assignments must be submitted before a student is allowed to take the resit.

Additional information:

students who fail to come prepared or participate well might be required to do an extra assignment.

### **Course reading**

1Reference book: Byers, T., Dorf, R. and Nelson, A. (2010). Technology Ventures: From Idea to Enterprise. Third edition, McGrawHill, ISBN 978-0-07-338018-6;

2Case studies, articles, available on Blackboard at <https://blackboard.ic.uva.nl/>

**Remarks**

This course of the Master Entrepreneurship is only available for students registered for this Master's programme. For quality reasons, the course can not admit other students.

## 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 optional course enables students 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 concern an internship of at least 1 month (full-time).

Students who want to integrate an internship in their thesis process should announce this early on (to master thesis coordinator) and should start arranging the internship early (i.e. already in Jan/Feb).

**Form of tuition**

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

**Type of assessment**

Usually a paper

**Course reading**

To be decided by the Capita Selecta supervisor.

**Remarks**

In all cases, the grade will be determined by the supervisor.

## 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

Knowledge:

- Increase awareness of students' own cultural assumptions and respect for other cultural and historical perspectives.
- Develop and expand knowledge and understanding about: the basic (historical) drives behind national and organizational cultural differences, the impact of cultural differences on cross cultural issues in organizations, M&As, and methodology issues in cross cultural research.
- Acquire an understanding of the importance and effectiveness of integrating value differences as a key (international) leadership strategy and capacity.

Skills:

- Diagnose the influence of cultural differences that play a role in intercultural relationships and M&As.
- Apply a methodology to elicit, chart and reconcile cultural dilemmas that occur in a business context.
- 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.

### Course sub-theme

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. In the academic year of 2014-2015, the CCM course will pay special attention to 'Servant-Leadership' as principle and way of life that guides a leader's capacity to both direct the organization 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 6 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 in 2014 will likely be as follows:

Lectures:

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 C business realities like international mergers and acquisitions (M&As). 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 exam

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

- a (more) profound knowledge of the cultural industries;
- the ability to assess, produce, and develop innovative, viable, high-quality ideas in the cultural industries.
- the knowledge required to – specifically within the cultural industries – assess innovative ideas, to turn them into reality and to sustainably, over a sustained duration of time, create value with them.

**Course content**

This course introduces and discusses such topics as the characteristics and challenges of cultural entrepreneurship, the values of culture, how to start cultural enterprises, ways of financing cultural enterprises (in addition to what's being taught in "Entrepreneurial Law and Finance"), creative management and management of creativity, and best

practices of cultural entrepreneurship.

**Form of tuition**

- Lectures
- Work groups

**Type of assessment**

- Conducting a design or research assignment, and reporting about this by means of a paper (80%)
- Presentation (20%)

**Course reading**

To be announced on Blackboard

**Entry requirements**

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

## 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
<b>Level</b>	400

**Course objective**

After following this course, you:

- 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)
- 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.

**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 industrialized economies). More specifically, the learning objectives are:

1. To attain profound knowledge of 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. Gain profound 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.

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-maximization. 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)

### Type of assessment

- Individual preparation of lectures (essays based on literature)
- Case studies
- Final written assignment
- Participation in class

### Course reading

Various academic articles provided by 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

## 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

The objectives for this course are:

- a) To acquire knowledge with regard to enterprising skills
- b) To gain insight into, and develop your own enterprising skills
- c) To develop coaching and mentoring skills.

### Course content

Enterprising Skills allows you 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 you are an entrepreneur (by any definition), self-employment (or zzp'er), freelancer, contract worker, or even as an employee. You will study the research and theory with regard to these skills (or competencies), and then practice these skills in the context of your own life. Moreover, you'll 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 behavior can be expressed in starting a new venture but also in a multitude of

other endeavors. 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, experiential learning

**Type of assessment**

Assignments

**Course reading**

Articles to be found at [www.enterprisingcompetencies.com](http://www.enterprisingcompetencies.com)

Additional literature TBA

## Entrepreneurial Law and Finance

<b>Course code</b>	E_ENT_ELF ()
<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.

**Course objective**

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

- A profound knowledge of the theory and practice of the financing of new entrepreneurial firms (social as well as commercial), and other entrepreneurial initiatives (spin-offs etc.). In other words: students will gain a basic understanding of various sources of finance (such as venture capital, private equity, crowd funding, etc.).
- A basic understanding of legal aspects of setting up new initiatives.

Furthermore, the students will have practiced the ability to apply this knowledge through the preparation of a practical assignment.

**Course content**

There are many legal issues entrepreneurs face in setting up and running a new business, or setting up other entrepreneurial initiatives, not in the last place with regards to the financing of the venture/other initiative. This course provides a broad knowledge base of the legal issues as well as a more in-depth knowledge base of the financial issues involved in turning opportunities into action.

**Form of tuition**

- Lectures
- Team feedback

**Type of assessment**

- Individual written exam (60%)
- Team paper based on the preparation of an assignment (40%)

**Course reading**

To be announced on Blackboard

**Entry requirements**

Knowledge of the background, nature, and central concepts within the entrepreneurship research domain, and a basic knowledge of financing & accounting.

## 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.

### Course objective

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

- a (more) profound knowledge of spinoffs and their role in the economy;
- 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 entrepreneurial opportunities. Some of these opportunities are realized 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 offering or service oriented offering.

### Form of tuition

- Lectures
- Work groups

### Type of assessment

- Conducting a design or research assignment, and reporting about this by means of a paper (80%)
- Presentation (20%)

### Course reading

To be announced on Blackboard

### Entry requirements

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

## 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.

### Course objective

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

- a (more) profound knowledge of the services industry;
- the ability to assess, produce, and develop innovative, viable, high-quality ideas in the services industry.
- the knowledge required to – specifically within the services industry – assess innovative ideas, to turn them into reality and to sustainably, over a sustained duration of time, create value with them.

### Course content

This course introduces and discusses entrepreneurial opportunities related to service innovation, including the competitive challenges for service firms in collaborating with partners in open service innovation. This course employs a broad definition of innovation including a variety of forms of innovation and a diversity of organizational practices pertaining to the innovation process, and aims at a deeper understanding of various aspects of service innovation.

### Form of tuition

- Lectures
- Work groups

### Type of assessment

- Conducting a design or research assignment, and reporting about this by means of a paper (80%)
- Presentation (20%)

### Course reading

To be announced on Blackboard

### Entry requirements

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

## Entrepreneurship Research Skills

<b>Course code</b>	E_ENT_ERS ()
<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. 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

- A profound knowledge of the methodological consequences of the specific nature, background, and central concepts pertaining to the entrepreneurship domain.
- 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, execute and report about scientific research.

### Course content

This course prepares students for their master thesis project. Building on the knowledge acquired in the previous two periods, this course provides students with the knowledge and skills required for applying this knowledge in empirical research.

### Form of tuition

- Lectures
- Work groups
- Group feedback

### Type of assessment

- Exam (60%)
- Assignment (40%)

### Course reading

To be announced on Blackboard

### 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.

## 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

### Course objective

- explain, summarize, and compare the practice, institutional, and institutional entrepreneurship perspectives of intrapreneurship to peers, colleagues and entrepreneurs (K1-K3);
- analyze, differentiate, and organize these multiple perspectives of intrapreneurship into meaningful and related parts (K4);
- evaluate strengths and weaknesses of these multiple perspectives of intrapreneurship (K5) and use these skills to design science-based solutions to overcome common obstacles to intrapreneurship (SA2-SA7);
- apply multiple perspectives of intrapreneurship to solve case-based problems and develop ideas for internal venturing projects in specific institutional contexts (SE1);
- critically assess intrapreneurial ideas in terms of their innovativeness, viability and quality, as well as how to turn them into real business projects in larger institutional environments (K6, K7);

- develop the attitude to work independently on assignments, reflect on his/her own work, on the work of his/her peers, and that span multiple perspectives (A1-A4).

### Course content

Entrepreneurs working within existing organizations (intrapreneurs) aim to change and transform existing social structures to bring about new economic, social, institutional, and cultural environments. This course reviews, evaluates, and analyzes the elements that constrain and enable intrapreneurship using practice theory, institutional theory, and institutional entrepreneurship perspectives. Students will further apply these perspectives to develop science-based venturing projects in specific contexts.

### Type of assessment

- Group assignment (40%)
- Individual assignments through period (60%)

### Course reading

- Antoncic, B., & Hisrich, R. D. (2003). Clarifying the intrapreneurship concept. *Journal of Small Business and Enterprise Development*, 10(1), 7–24.
- Duncan, W. J., Ginter, P. M., Rucks, A. C., & Jacobs, T. D. (1988). Intrapreneurship and the Reinvention of the Corporation. *Business Horizons*.
- Morse, C. (1986). The delusion of intrapreneurship. *Long Range Planning*, 19(6), 92–95.
- 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
- Feldman, M. S., & Orlikowski, W. J. (2011). Theorizing Practice and Practicing Theory. *Organization Science*, 22(5), 1240–1253.
- Rouse, J. (2006). Practice theory. In D. M. Gabbay, P. Thagard, & J. Woods (Eds.), *Handbook of the Philosophy of Science* (Vol. 15). Elsevier.
- Rindova, V., Barry, D., & Ketchen, D. J. (2009). Entrepreneurship as Emancipation. *Academy of Management Review*. doi:10.5465/AMR.2009.40632647
- Johannisson, B. (2011). Towards a practice theory of entrepreneuring. *Small Business Economics*.
- Lepoutre, J., & Valente, M. (2012). Fools breaking out: the role of symbolic and material immunity in explaining institutional nonconformity. *Academy of Management Journal*, 55(2), 285–313.
- Voronov, M., De Clercq, D., & Hinings, C. (2013). Institutional complexity and logic engagement: An investigation of Ontario fine wine. *Human Relations*, 66(12), 1563–1596.
- Goodrick, E., & Salancik, G. G. (1996). Organizational discretion in responding to institutional practices: Hospitals and cesarean births. *Administrative Science Quarterly*, 41(1), 1–28.
- Battilana, J., Leca, B. and Boxenbaum, E. (2009). 'How actors change institutions: Towards a theory of institutional entrepreneurship'. *Academy of Management Annals*, 3(1), 65–107.
- Rindova, V., Barry, D. and Ketchen, D.J. (2009). 'Entrepreneurship as emancipation'. *Academy of Management Review*, 34, 477–491.
- Zimmerman, M. A., & Zeitz, G. J. (2002). Beyond survival: Achieving new venture growth by building legitimacy. *Academy of*

## 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. M.W. van Gelderen
<b>Examinator</b>	dr. M.W. van Gelderen
<b>Teaching method(s)</b>	Lecture, Study Group
<b>Level</b>	400

### Course objective

Upon having successfully passed this course,

- The student will have gained insight into the background, nature, and central concepts within the research domain of entrepreneurship;
- The student will have gained insight into the societal developments that influence entrepreneurship as well as the societal and ethical implications of the entrepreneurship phenomenon;
- The student will be able to demonstrate an academic knowledge base that enables him/her to recognize, utilize, 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;
- Will have worked on their ability to assess, produce, and develop innovative, viable, high quality research-based entrepreneurial ideas in various contexts;
- Will 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;
- Are able to find, analyze and critically assess scientific information;
- Are able to systematically and creatively analyze 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

Lectures

### Type of assessment

One individual assignment (25%), one group (pairs) assignment (25%), exam (50%)

## Course reading

A range of journal articles will be specified by the lecturers and communicated on Blackboard.

## 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:

- an understanding of management consulting and its effects in and on organisations;
- skills to deal creatively and systematically with management issues and to work at the clarification or solution of a problem applying relevant theoretical and methodological choices;
- understanding of the ethical considerations and requirements for management consulting in modern times;
- skills in presenting results and advising organisations on the basis of research;
- the ability to cooperate, communicate, and work in a team toward achieving a joint goal;
- the ability to find, evaluate, and connect management consulting-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.
- 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 might be required to do an extra assignment.

### Course reading

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

### Remarks

This course of the Master Entrepreneurship is only available for students registered for this Master's programme. For quality reasons, the course can not admit other students.

## 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 creativity and its effects on organisational performance;
- an understanding of how to manage creativity in organisations at the individual and the group level;
- the ability to distil theory from academic papers and present findings to an audience of peers;
- an understanding of how to design organisations that are conducive to tapping creativity;
- the ability to apply the theory of managing creativity to management practice;
- improved their experience in working in 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 positively and pro-actively contribute to class discussions. Students will work in small (around four people) groups to prepare and give class presentations, and to solve case-based assignments in which they need to apply and test the theories that they read as part of the compulsory literature of this course. Attendance is mandatory.

### Type of assessment

The final grade consists of:

- individual: examination (60%): written; 3 hours.

- teamwork-: assignment (30%): case study; presentation (10%).

Resit:

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

Additional information:

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

### Course reading

Studymaterial is available on Blackboard at <https://blackboard.ic.uva.nl>.

### Remarks

This course of the Master Entrepreneurship is only available for students registered for this Master's programme. For quality reasons, the course can not admit other students.

## 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

### 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 organization, and finally, the implementation of the idea, and the growth of the venture.

### Form of tuition

- Lectures
- Work groups
- Group feedback

### Type of assessment

- Exam (60%)
- Assignment (40%)

### 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)

## 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. We 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 analyzed 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

We 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 analyzed 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, we also look at 'the other side' of the financing of real estate, namely, we take the perspective from an (institutional) investor, such as a pension fund, who considers real estate as one of many available asset classes. We 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, securitized real estate, etc), as well as by property type (such as residential versus commercial real estate).

After following this course you 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 investment 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

- Andrew E. Baum, David Hartzell, "Global Property Investment: Strategies, Structures, Decisions", December 2011, Wiley-Blackwell, ISBN: 978-1-4443-3528-6, Paperback, 576 pages.
- Additional course material will be provided on Blackboard

## Services Marketing

Course code	E_ENT_SMKT ()
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<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**

In this course, students will obtain:

- a more profound knowledge of services marketing in particular;
- a broader knowledge of the planning and evaluation of marketing-related service strategies, as well as the competence to analyse, measure and study firms and products with a service-oriented nature, and to formulate a professional marketing policy
- insight into the recent and current developments in the field of services marketing;
- the ability to supply relevant theories, models and other auxiliaries to make service-related decisions within a strategic marketing concept in services marketing;
- the ability to give a scientific basis to own viewpoints at an academic level, and to formulate these views convincingly, both orally (through presentations, debates) and in written form.

### **Course content**

The course creates a marketing-specific framework in which students are challenged to link the various marketing concepts, while looking at the specific problems of services organisations. In order to be able to link theory and practice, students have to tackle many case studies and practice-related problems. In addition to a general introduction about the services sector and services marketing, during the entire course the focus will be on the central research question of how to create added value in services.

### **Form of tuition**

Combined lectures/seminars, three hours per week for a period of six weeks. Attendance and participation are mandatory. Much intensive teamwork is expected. Only students that are present at the first lecture will be able to follow the course. At that moment groups will be formed.

The course programme encompasses discussions of the mandatory articles, the execution of case analyses, a team assignment, finalised by an individual assignment and examination. During class, the focus will be on the independent use of the literature and on its solutions for practice-oriented situations (through case studies). The instructor's role, therefore, should be seen as that of a coach rather than a storyteller. So, the student's own input and his/her sound self-reflection are leading issues.

### **Type of assessment**

The final grade consists of:

individual:

- assignment (30%);
- examination (30%): written; open and multiple choice questions; two hours.

teamwork-:

- assignments (40%): including presentations and participation.

Conditions to pass the course:

- the score for the examination must be 5.5 or higher.

Resit:

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

Additional information:

- attendance and participation are mandatory. Students who miss lectures or fail to come prepared may be required to do an extra assignment. In case a student is unable to make it to class, the lecturer needs to be informed beforehand;
- students who missed the first class without pre-notice may be rejected to follow this course.

### Course reading

A selection of articles from scientific journals will be used for this course.

### Remarks

This course of the Master Entrepreneurship is only available for students registered for this Master's programme. For quality reasons, the course can not admit other students.

## Social Dynamics in Entrepreneurship

<b>Course code</b>	E_ENT_SDE ()
<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. 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 organizing processes, both theoretically and methodologically.
- will have gained academic knowledge of and insight into the social construction of the entrepreneurial identity and vice versa: the societal implications of that construction process.
- will have gained academic knowledge of and insight into the basic organizing processes underlying entrepreneurial processes.
- will have obtained the academic knowledge required to deconstruct business ideas in terms of the underlying sensemaking processes.
- will have gained academic knowledge and insight (in combination with an analytical toolbox) to assess which organizing 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

organizing entrepreneurship.

- will be able to reflect on economic, business, ethical and societal dimensions and consequences of entrepreneurial behaviour from an organizing 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) in which it 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 organize the entire society. The course is designed in the paradigm of social constructionist organization theory, which regards organizing 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 organize, i.e. awareness of organizing 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 analyze organizing processes and skills to translate that insight into strategies to align those processes with a particular entrepreneurial process.

### Form of tuition

6 lectures; 6 working lectures; 1 guest lecture

### Type of assessment

Personal assignment + group assignment

### 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

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

## 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.K. Verduijn
<b>Examinator</b>	dr. J.K. Verduijn
<b>Level</b>	400

## 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.