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.

-Course programme 2016-2017 master Entrepreneurship (Joint degree)
-Academic calender 2016-2017
-Teaching and Examination Regulations 2016-2017 Master programmes (Joint degree)
<table>
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<td>Vak: Management Consulting (Periode 5)</td>
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<td>Vak: Real Estate Management (Periode 5)</td>
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Master Entrepreneurship - Obligatory courses

Below are the obligatory courses.

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Master Entrepreneurship - Optional courses

Choose 1 course from the list or an external course. In case you choose an external course, you need permission from the exam board in advance.

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Master Entrepreneurship - Specialization courses I

Choose 1 of 3 courses.

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Master Entrepreneurship - Specialization courses II

Choose 1 of 3 courses.

Vakken:

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<tr>
<td>Entrepreneurship in the Service Industry</td>
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Master Entrepreneurship - Thesis

The thesis can be written at the VU or at the UvA.

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Honours Programme in Business Research (ABRI)

For talented and ambitious students, the programme offers the MSc Honours Programme in Business Research. This prestigious programme (20 additional EC) offers students the chance to look beyond the scope of their own specialization and to tackle and experience a broad variety of organisational and managerial issues. Students will be well-trained to look at research questions from different angles and be immersed in advanced research method skills. It is a step toward a successful academic or related research-oriented career.

Your programme
The MSc Honours Programme in Business Research provides talented students the opportunity to equip themselves with skills and experience needed to enter advanced positions in business research and consulting. The programme allows students cross disciplines, work closely with top researchers and to learn more about business beyond the scope of their specialization. The exposure to the variety of research tracks allows students to further design their specialization and to create their own unique career profile. The programme is worth of additional 20 EC on top of the regular Master’s programme. Courses include, Honours Research Colloquia, Statistical Quantitative Research Methods, Qualitative Research Methods and Academic Writing Master Class. The programme concludes with an individual proposal for research.

Your future career
Upon successful completion of the honours programme, students will be awarded the title Master of Science in Business Administration (if that is your regular master). The Honours programme will be recorded in the diploma. Completing the MSc Honours Programme in Business Research gives you an advantage over regular Master’s students when applying for academic research positions within or outside universities. One such career option is to enter a PhD trajectory. Besides academia there are also many research-related careers such as consulting and public administration that are also excellent career options.

Specific admission requirements
A bachelor’s degree in Business Administration or related field. High motivation and interest in research, 7.5 GPA or higher. Also see www.abri.vu.nl.

Programme
The programme runs every year between January and August (with courses until June), and consists of two obligatory courses and one elective course.

Opleidingsdelen:
- Honours Programme in Business Research (ABRI) - Obligatory courses
- Honours Programme in Business Research (ABRI) - Elective courses

Honours Programme in Business Research (ABRI) - Obligatory courses

Two courses are obligatory.

Vakken:

<table>
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<tr>
<th>Naam</th>
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<th>Code</th>
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<tr>
<td>Academic Writing Master Class</td>
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Honours Programme in Business Research (ABRI) - Elective courses

Choose 1 of 2 courses.

Vakken:

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</table>

Master Entrepreneurship - General information
Learning outcomes

All Master's students must develop into honorable academics, responsible practitioners and responsible members of society. Much priority is given to achievement of the highest possible level of know-how and expertise in the field of the relevant Master's Programme. All Master's students must be able to operate at an academic level in terms of intellectual development and the quality of their work.

The following attainment targets have been formulated on the basis of these general principles.

In terms of knowledge and insight, the outcomes are:
K1. Profound academic knowledge of the background, nature, and central concepts that are used in entrepreneurship research, both theoretically and methodologically.
K2. Academic knowledge of and insight into societal developments that influence entrepreneurship and vice versa: the societal implications of entrepreneurship.
K3. Academic knowledge that will enable the alumnus to recognize, utilize, and combine multiple theoretical perspectives towards entrepreneurship so as to be able to understand and solve complex entrepreneurship problems.
K4. Academic knowledge of and insight into the mechanisms underlying entrepreneurial processes.
K5. The academic knowledge required to assess which research method(s) should be employed to answer a given research question / to meet a particular research aim.
K6. The academic knowledge required to assess business ideas from (combinations of) various disciplines in terms of their innovativeness, viability and quality.
K7. Academic knowledge and insight (in combination with an analytical toolbox) to assess which processes and research efforts (market, financial etc) are required to turn business ideas into reality and to create sustainable value with them.

In skills terms, the outcomes are:

Academic
SA1. The ability to independently design and conduct research of an academic nature, including formulating the issue, sourcing and processing the necessary research sources, and systematically collating, interpreting and analyzing relevant data, drawing relevant conclusions, and reporting about it.
SA2. The ability to find, analyze and critically assess scientific information.
SA3. The ability to systematically and creatively analyze and solve concrete problems.
SA4. The ability to communicate effectively and univocally with experts as well as laymen, both orally as well as in writing.
SA5. A logic, reflexive, critical and independent level of thinking and
working.
SA6. The ability to reflect on and discuss social-ethical aspects in relation to entrepreneurship
SA7. The ability to work individually as well as in multidisciplinary teams.

Entrepreneurial
SE1. The ability to assess, produce, and develop innovative, viable, high-quality research-based ideas in various contexts.

In attitudinal terms, the outcomes are:
A1. Reflecting on economic, business, ethical and societal dimensions and consequences of entrepreneurial behaviour.
A2. An independent, academic and critical attitude and way of working.
A3. 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.
A4. Sufficient meta-cognitive and meta-affective skills to regulate the graduate's own learning process, in terms of self-development and interdisciplinary approach.

Teaching

Tuition is carried out in plenary lectures and work group meetings. Much attention is paid to an active method of studying. This includes writing study papers, working out cases and preparing practical assignments. In this way students become familiar with the application of advanced theory to practical work. It also serves to integrate the theory studied in the individual courses into a comprehensive body of knowledge. Papers are written both individually and in groups of two or three students, thus furthering the students' ability to work in teams.

The small-scale tuition environment provides an excellent opportunity for guidance and feedback by staff and other students. Apart from developing the student's communicative skills in oral and written presentation, much attention is paid to the development of critical judgment in assessing research work of others.

Enrolment for courses and exams

For all courses and all examinations you wish to take you are required to register through VUnet in advance in order to be admitted.

Academic Writing Master Class

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<tr>
<td>Coördinator</td>
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<td>Niveau</td>
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</table>
Doel vak
By the end of this course participants will:
• Have acquired know-how and skills needed for producing a research proposal and/or thesis that can be qualified as academic publication and/or job application, depending on the standards for publication in their (sub-) discipline.
• Have experienced the process of framing and writing an academic output.
Have learned how to adapt their academic writing outcomes to various audiences including scholars and practitioners.

Inhoud vak
This course aims to equip the selective group of MSc Honours students with relevant knowledge and skills to produce a high quality research output. During the course participants will receive hands-on tips on how to deal with important issues such as writing academic English, framing and positioning in specific debates, structuring and argumentation, highlighting their implications for different audiences, and reviewing.

The course is designed as a set of separate master-classes taught by different lecturers, who are experts in the field. By engaging the participants with these experts, the course provides comprehensive insights into writing as an activity. Thus, it can equally serve as basis for participants who wish to pursue an academic as well as a professional career (e.g., consultant, policy making).

Onderwijsvorm
Important to note that this is not a ‘regular’ course as it is designed as a set of separate master-classes. Through the use of published articles and reading material, exercises and hands-on examples from experts, participants will increase the ability to write and publish their work.

The master-classes are designed around a number of activities before (pre-seminar preparation work), during (in-class exercises) and after (master-class assignment) class. The course as a whole is integrated by means of an individual reflection assignment.

Toetsvorm
The grade for this course will be based on:
• 4 Master-class assignments (20% per assignment; cumulative 80% of the total grade)
• Individual Reflection assignment (20%)

Pre-seminar preparation work and in-class exercises – Although this coursework is not graded per-se, it has been developed to facilitate personal development and active participation in class. Therefore, participants are expected to hand in work prior to each seminar, even if not attending a seminar (see Attendance below). If not prepared, 1 point can be deducted from the final grade of the particular master-class assignment.

Attendance is obligatory for all the four master-classes. A one-time absence may be permitted, but only when a valid reason is provided.

Literatuur
A set of academic articles and other reading materials will be made available for each session via Blackboard.
Vereiste voorkennis
This course is only available for students accepted to the MSc Honours Programme in Business Research (offered by ABRI Graduate School).

Behavioral Strategy

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<td>Hoorcollege</td>
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<td>Niveau</td>
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Doel vak
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.

Inhoud vak
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.

Onderwijsvorm
- lectures;
- web-based fluency training;
- web-based Performance Improvement Plan for changing a specified
performance
- tutorials

Toetsvorm
- examination of scientific papers;
- Computer based fluency training and examination about Organizational Behavior Management (OBM) theory;
- Performance Improvement Plan Web based program finished

Literatuur

Overige informatie
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

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

Inhoud vak
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).

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

Toetsvorm
Research paper.

Literatuur
To be decided by the Capita Selecta supervisor.

Overige informatie
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

Cross Cultural Management

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<td>Niveau</td>
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**Doel vak**

Upon completion of this course, students have accomplished:

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 issues in and between organizations.
- 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, global business interactions, and (online/local) communities by applying models used in cross-cultural research.
- Analyze business and leadership challenges from different value perspectives.
- Apply a methodology to elicit, chart and reconcile cultural dilemmas that occur in a business context.

**Inhoud vak**

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 and innovative solutions to business challenges/dilemmas. The recent economic crisis has unleashed a storm of criticism 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 and cross-cultural business context.
has prompted the inclusion of a sub-theme within the course. In the academic year of 2016-17, 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 a symposium, included in this course.

Onderwijsvorm
The CCM course consists of 6 lectures and 3 seminars, which includes a symposium. The lectures are meant to provide input for students to enable them to apply their acquired knowledge in the seminars and individual assignment. Throughout the lectures a spiral learning approach will be adopted whereby an approach to dealing with culture and cultural value differences will be constantly related to different business topics.

Toetsvorm
Team assignment and individual examination

Overige informatie
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

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<td>Fac. der Economische Wet. en Bedrijfsk.</td>
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<tr>
<td>Coördinator</td>
<td>prof. dr. mr. N.M. Wijnberg</td>
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<tr>
<td>Examinator</td>
<td>prof. dr. mr. N.M. Wijnberg</td>
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Doel vak
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.
Inhoud vak

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.

Onderwijsvorm

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.

Toetsvorm

Attendance is obligatory.

The final grade will consist of the weighted average of the grade (60%) for the exam and the grade (40%) for the group work (assignments and presentations). A weighted average of at least 5.5 is a passing grade, even if one of the two parts is under 5.5.

The exam format is open-book written examination.

The grade for the group work will remain valid for the resit of the exam.

Literatuur

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:
http://www.jstor.org/stable/3108578?seq=1#page_scan_tab_contents
• week 2, Entrepreneurship & Risk & Innovation:
http://www.jstor.org/stable/223516?seq=1#page_scan_tab_contents
http://www.jstor.org/stable/21010496?seq=1#page_scan_tab_contents
• week 3, Management of creative production:
http://www.gmu.edu/centers/publicchoice/faculty%20pages/Tyler/why-i-do-not-believe.PDF
• week 4, Critics & Publics:
http://www.jstor.org/stable/1251831?seq=1#page_scan_tab_contents
• week 5, Competition & Classification:


- week 6, Art policy & cultural entrepreneurship: subsidized vs commercial:

Vereiste voorkennis
A valid registration in the MSc Entrepreneurship.

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

This course is organised by UvA. The course coordinator is Prof.dr. N. Wijnberg. For more information, please go to http://studiegids.uva.nl and http://rooster.uva.nl.

E-Business Development

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<td>Coördinator</td>
<td>prof. dr. ir. J.W.M. Gerrits</td>
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<td>Examinator</td>
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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.

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.

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.

Inhoud vak
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.

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

Toetsvorm
• 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.

Literatuur
Academic articles provided by the course instructor.

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

Aanbevolen voorkennis
A valid registration in the MSc Ent. Prior experience with the topic of social entrepreneurship is an asset, but not obligatory.

Overige informatie
This course is only available for students registered for the Master's programme in Entrepreneurship. For quality reasons, the course cannot admit other students. Prior experience with the topic of social entrepreneurship is an asset, but not obligatory. 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

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<td>Coördinator</td>
<td>dr. M.W. van Gelderen</td>
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Doel vak
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.
Inhoud vak
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.

Onderwijsvorm
Lectures and experiential learning

Toetsvorm
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.

Literatuur
Articles to be found at http://www.enterprisingcompetencies.com  URL.
Geoff Colvin - Talent is Overrated (2010)
Additional literature to be announced.

Intekenprocedure
Please note that there is a capacity cap of 45 students

Overige informatie
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

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**Doel vak**
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 an understanding of various sources of finance (such as venture capital, private equity, crowd funding, etc.). Furthermore, the students will have practiced the ability to apply this knowledge through the preparation of a practical assignment.

**Inhoud vak**
There are many 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 or other initiative. This course provides in-depth knowledge of the financial issues involved in turning opportunities into action.

**Onderwijsvorm**
Lectures and team feedback.

**Toetsvorm**
- individual written examination (60%, two hours, open questions);
- team assignments on case studies in the form of presentation and reports (40%).

To get a passing grade for the course, students will need to have at least a 5.0 on the individual written examination and at least a 5.0 for the team assignments. The total average should be 6 or higher to pass the course.

A resit is allowed for the assignments and the individual examination. However, the revision of an assignment is capped at 6. For the resit of the exam (two hours, open questions) no grade cap applies. Students who failed the course in the previous academic year must do all assignments again.

**Literatuur**
The reference textbook for this course is:

All case studies and supplement material will be announced on blackboard.ic.uva.nl.

**Vereiste voorkennis**
A valid registration in the MSc Entrepreneurship.

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

This course is organised by UvA. The course coordinator is Dr. R. Perez Ribas. For more information, please go to [http://studiegids.uva.nl](http://studiegids.uva.nl) and [http://rooster.uva.nl](http://rooster.uva.nl).
Entrepreneurship in Science and Technology

Doel vak
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.

Inhoud vak
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.

Onderwijsvorm
Lectures and work groups.

Toetsvorm
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.

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

Vereiste voorkennis
A valid registration in the MSc Entrepreneurship.

Overige informatie
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.

This course is organised by UvA. The course coordinator is Dr. G.T. Vinig. For more information, please go to http://studiegids.uva.nl and http://rooster.uva.nl.

Entrepreneurship in the Service Industry

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<td>dr. W. van der Aa</td>
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<td>Examinator</td>
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**Doel vak**
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.

**Inhoud vak**
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 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.

**Onderwijsvorm**
Lectures and work groups

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

**Literatuur**
To be announced on https://blackboard.ic.uva.nl URL
Vereiste voorkennis
A valid registration in the MSc Entrepreneurship.

Overige informatie
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.

This course is organised by UvA. The course coordinator is Dr. W. van der Aa. For more information, please go to http://studiegids.uva.nl and http://rooster.uva.nl.

Entrepreneurship Research Skills

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Doel vak
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.

Inhoud vak
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;
Onderwijsvorm
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.

Toetsvorm
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.

Literatuur

Vereiste voorkennis
- 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.

Doelgroep
A valid registration in the MSc Ent

Overige informatie
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.
This course is organised by both VU and UvA. The course coordinators are Dr. J. Sol (UvA) en Dr. J.K. Verduijn (VU).

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

Entrepreneurship, Institutions and Corporations

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Doel vak
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;

Inhoud vak
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.
Onderwijsvorm
Lectures and work groups.

Toetsvorm
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.

Literatuur
• 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);
• Keil, T. (2004). Building External Corporate Venturing Capability. Journal of Management Studies, 3(July);

Vereiste voorkennis
A valid registration in the MSc Entrepreneurship.

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

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.

Weekly: two three hour lectures, plus a tutorial in week 2.

The final grade consists of:

• one individual assignment (25%);
• one assignment in pairs (25%);
• written final examination (open question exam) (individual) (50%).

The final grade will be the weighted average of the three assessments (with 25/25/50% weights). Results can compensate for each other; however, a minimum of five must be obtained for each assessment in order
to contribute to the final result.

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.

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

Vereiste voorkennis
A valid registration in the MSc Ent

Overige informatie
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.

This course is organised by UvA. The course coordinators are Dr. J. Sol (UvA) and Dr. J.K. Verduijn (VU). For more information, please go to http://studiegids.uva.nl and http://rooster.uva.nl.

Honours Research Colloquia

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Doel vak
By the end of this course students will:
1) Be aware of key research topics in ten business fields.
2) Be acquainted with differences in research designs and methods applicable to separate business fields.
3) Have experienced first-hand how students' own disciplinary backgrounds can inform and enable research and practices in other business fields.
Have initiated and composed a high quality research proposal.

Inhoud vak
This course focuses on introducing a selected group of talented students, representing different disciplines and different Master degree specializations, to advances in business research in 10 business fields:
corporate finance; distribution and supply chain logistics; strategy and entrepreneurship; human resources management; knowledge, information and networks; marketing; operations research; organizational behavior;
accounting and control, and organization theory. Next to introducing students to the advanced business research topics, the course also addresses specifics of the research conducted in different business fields, including the types of research questions studied, the relevant methods used, and the implications flowing from this research.

The course aims to serve as an intellectual platform for future business leaders and academics. It involves students representing different disciplines and is therefore designed to enable cross-disciplinary debates leading to identifying “new” problems calling for urgent attention of business practitioners and researchers. These debates are also aimed at becoming an important source of knowledge creation for the students’ individual course assignment – a research proposal. It concerns a theory development on an original business topic and a description of a potential study and aims at developing the skills to be able to find and develop a topic that is concrete and relevant, and write it in such a way that it attracts potential sponsors.

**Onderwijsvorm**
The course consists of 10 weeks, plus introduction. Each week is dedicated to one business field referred to as a ‘module’. Each module consists of 4 hours sessions.

Small teams are formed that will consist of students from a similar discipline to enable stronger debates between teams during the course. Teams are responsible for formulating research propositions for each week.

Sessions are typically structured in three major ‘blocks’:
1st part: lecture by a representative of the research group; often a full professor
2nd part: presentations by teams of the compulsory articles of the theme of the week
3rd part: interactive plenary discussion led by the professor

**Toetsvorm**
The grade for this course consists of 70% individual research proposal; and 30% for the in-class team presentation of assigned articles.

**Literatuur**
A set of approx. 4 academic articles each week that are distributed via Blackboard.

**Vereiste voorkennis**
This course is only available for students accepted to the MSc Honours Programme in Business Research (offered by ABRI Graduate School).

### Management Consulting

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**Doel vak**

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.

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**Inhoud vak**

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.

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**Onderwijsvorm**

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

**Toetsvorm**

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.

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

Overige informatie
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.

This course is organised by UvA. The course coordinator is Dr. F.D. Belschak. For more information, please go to http://studiegids.uva.nl and http://rooster.uva.nl.

Managing Creativity

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**Doel vak**
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.

**Inhoud vak**
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.

**Onderwijsvorm**
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.

**Toetsvorm**
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.

**Literatuur**
Study material is available on [https://readers.uva.nl](https://readers.uva.nl)

**Overige informatie**
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.

This course is organised by UvA. The course coordinator is Dr. J.J. Ebbers. For more information, please go to [http://studiegids.uva.nl](http://studiegids.uva.nl) and [http://rooster.uva.nl](http://rooster.uva.nl).

**New Venture Creation and Development**

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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.

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.

Lectures, work groups and group feedback.

Written individual exam (60%)
Individual essay (5%)
Group assignment (35%)

No compensation. All three must be sufficient (> 6.0)

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

To be announced on Blackboard.

A valid registration in the MSc Entrepreneurship.

This course is only available for students registered for the Master's programme in Entrepreneurship. For quality reasons, the course cannot admit other students. 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.
Upon completion this course students have the ability to:
- explain theories that are relevant to comprehending various aspects of online word-of-mouth marketing;
- analyse and evaluate academic research on online word-of-mouth marketing topics;
- analyse relevant marketing questions in today’s online world, using theories from various disciplines;
- explain what kind of consumer data are typically available within an (online) company;
- decide which data are necessary for solving the online marketing question / issue;
- apply techniques for making data driven marketing decisions;
- present and discuss their analyses and findings.

The course gives the students more in-depth insight in online marketing in particular the phenomenon of word-of-mouth (WOM) as happens on social media. This is accomplished by establishing a firm theoretical foundation. As the issues in online marketing are multi-disciplinary, academic publications from several fields will be discussed. The theoretical foundation is then translated into business practice to make sure students are capable of applying theory in the field of business. At the end of the course students are expected to have an in-depth insight in the phenomenon related with online WOM; relevant theories concerning these phenomena and the implications of these phenomena for theories of marketing and business practice.

To start, we will discuss how the rise of social media and related changes in consumer and company behaviour have changed the field of marketing, with respect to theory and practice. Next, we will go into more detail and will provide insight into how people behave online and how they are influenced. We will discuss theories from psychology, marketing and related fields. Next, we focus on how this behaviour can be researched by analysing the digital footprint (e.g., likes on facebook), expressed text (twitter, reviews), and images (instagram, flickr). The course will discuss the online WOM marketing developments from a broad perspective, so topics like social influence, online sentiment and emotions will be included.
between theory and marketing practice. All meetings (both theory- and practice-oriented) are predominantly interactive with a strong focus on student input.

**Onderwijsvorm**
Weekly: a plenary two-hour lecture and an interactive two-hour seminar.

**Toetsvorm**
The final grade consists of:
- individual: a two-hour digital examination (60%): open-ended questions.
- teamwork: assignment (40%): a written report and a presentation component.

Conditions to pass the course: the score for the individual 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 group assignment remain valid.

**Literatuur**
Academic articles from several disciplines like marketing, and psychology journals; lecture slides; case materials.

**Aanbevolen voorkennis**
Knowledge of SPSS.

**Overige informatie**
This course is part of the Business Lab. In the Business Lab students of all tracks work together on real life business cases.

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.

This course is organised by UvA. The course coordinator is Prof. W.M. van Dolen. For more information, please go to [http://studiegids.uva.nl](http://studiegids.uva.nl) and [http://rooster.uva.nl](http://rooster.uva.nl).

**Qualitative Research Methods**

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Doel vak
Participants learn to conduct various elements of qualitative research that eventually aims at publishing qualitative research (design, data collection, data analysis, writing). Each session has its own detailed learning outcomes, as explained in the course manual.

Inhoud vak
The course enables a selected group of MSc Honours students to conduct in-depth, analytical, complexity-structuring empirical research. Students learn to conduct the various parts of qualitative research that fit with the elements of a qualitative research publication (methodology and methods, literature, empirical findings, discussion/analysis, conclusion). This advanced course is based on seminal work in journals such as AMR, AMJ, OSci, JMS, SMJ, ASQ and taught by faculty who will use their own practical experience with publishing qualitative research.

Onderwijsvorm
The course consists of 5 full-day sessions. Each session is dedicated to one element of a qualitative research process, and will consist of two parts, typically structured as follows: a morning part in which the topic is introduced and discussed and an afternoon part in which participants interactively work on a relevant assignment. All participants are expected to complete the assignments individually.

Toetsvorm
Students have to hand in 4 individual assignments, linked to the sessions, of which the best three are graded. The assignments can be based on the honours student’s Master’s thesis project (if that fulfils the requirements). Assignments and exact evaluation criteria for grading will be explained during the sessions.

Part of passing the requirements of this course is that attendance is mandatory, being absent for more than one day leads to not passing the course. Besides attendance, a number of mandatory in-class assignments need to be handed in (not for grades). Active participation in discussions in class is expected as research is engaging in a debate and a willingness to do so should also be shown in class.

Literatuur
A set of academic articles will be made available via Blackboard. The literature is assumed to have been read prior to each session.

Vereiste voorkennis
This course is only available for students accepted to the MSc Honours Programme in Business Research (offered by ABRI Graduate School).

Real Estate Management

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Doel vak
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.

Inhoud vak
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.

Onderwijsvorm
Lectures, including a guest lecture by a real estate specialist.

Toetsvorm
Written examination. Duration 2 h and 45 min. Open questions. No interim results.
Social Dynamics in Entrepreneurship

**Literatuur**
- additional course material will be provided on Blackboard.

**Overige informatie**
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

**Doel vak**
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.

**Inhoud vak**
This course looks at entrepreneurship as a process (entrepreneuring) 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. Entrepreneuring 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.

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

**Toetsvorm**
Assessment:
- Weekly individual assignments (50%)
- Final individual paper (50%)
Resit
Students must have a cumulative average of weekly individual assignments above 5.0, and have above a 5.0 for the final individual paper to pass the course.
Students who fail the weekly individual assignments (i.e. cumulative average score is below 5.0) have the opportunity to resit by submitting an additional individual assignment.
Students who fail the individual paper are allowed one more opportunity to improve their paper, but the grade is capped at a 6.0.

**Literatuur**
To be provided by the lecturer.

**Vereiste voorkennis**
A valid registration in the MSc Entrepreneurship.

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

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

**Statistical Quantitative Research Methods**

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<tbody>
<tr>
<td>Periode</td>
<td>Periode 4+5</td>
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Doel vak
During this course students will learn about how to:
- Understand the qualities and pitfalls of survey research.
- Analyze survey data on quality and validity.
- Test and interpret structural equation models.

Inhoud vak
This course offers a selected group of MSc Honours students an overview of advanced statistical quantitative methods in different research design settings. Students are taught to make informed decisions regarding choices of statistical analysis techniques. The emphasis is on advanced and recent techniques that are used in top business journals including Accounting, Organizations & Society, Organization Science, and The Journal of Marketing among others. These methods include for example structural and simultaneous equation models, partial least-squares models, models relating to self-selectivity and endogeneity.

This course offers an introduction to several important topics in conducting research. Students will learn about statistical methods, such as the chi square test, t-test and the F-test. Next to statistics, other research topics, such as data collection and survey design, will be treated. The focus will be on how data collection can lead to surprising results in analysis, and how the various analysis methods are related to one another. Finally the course will teach students how to develop and test structural equation models (SEM) and provides hands on experience to use software to test these models.

Onderwijsvorm
The course consists of 7 days, each day is dedicated to one research topic, and will typically consist of a session in which the topic is introduced and one in which there is time for practice by means of in-class assignments. Lab sessions will be organized to give students hands-on experience.

Toetsvorm
The final grade is based on the average of the five best assignments (out of a maximum of 6). Attendance is mandatory. Being absent for more than one session leads to not passing the course. There is no written exam.

Literatuur
A set of academic articles and materials will be made available for each session via Blackboard and are expected to be read before a session starts.

Vereiste voorkennis

<table>
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<td>Fac. der Economische Wet. en Bedrijfsk.</td>
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<tr>
<td>Coördinator</td>
<td>prof. dr. H. van Herk</td>
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<td>Examinator</td>
<td>prof. dr. H. van Herk</td>
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<tr>
<td>Docent(en)</td>
<td>dr. M.H. Morren</td>
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<td>Lesmethode(n)</td>
<td>Werkgroep</td>
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This course is only available for students accepted to the MSc Honours Programme in Business Research (offered by ABRI Graduate School).

**Thesis**

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**Doel vak**

By conducting the research for the master thesis the student has to finally demonstrate the mastering of the following competences:

1. Formulating a clear research problem that fits within the field of entrepreneurship, and has scientific and practical relevance.

2. Presenting the problem in a theoretically relevant manner; The student 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. Studying the problem in a suitable way, using an empirical approach which is reflected in:
   - a clear description of the method (in terms of data sources used, respondents selected, techniques used, operational definitions et cetera)
   - a correct application of the research method and interpretation of the data and findings

4. 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. Identifying shortcomings and of making practical and theoretical recommendations that are based on conclusions, and that are comprehensible, detailed, relevant, and realistic.

6. Reporting the research properly, indicated by
   - a clear, consistent, and structured presentation;
   - correct use of language;
   - correct and complete references

7. Performing the research in an independent way

**Inhoud vak**

The Master's thesis must be written about a subject that is closely related to the field of entrepreneurship. The main purpose of a Master’s thesis is to train the ability to independently develop and conduct
original and relevant research. A thesis should contribute something new to existing academic knowledge within the field of interest. This means that a Master’s thesis is very much the type of project that will push students to make the most of their intellectual abilities. The insights gained while writing a Master’s thesis are useful for both an academic career and a career within a business organization, as the academic skills needed to do sound research are also important for solving problems that companies may face. The thesis is an individual project that will be supervised by a dedicated supervisor.

**Toetsvorm**

**Thesis**

**Vereiste voorkennis**

Students need to have passed the following two courses before February 1st: “Entrepreneurship Theory & Practice” & “Entrepreneurship Research Skills”.

**Overige informatie**

The thesis is coordinated bij dr. Y. Engel (UvA).

The allocation of supervisors to students takes place once a year and is coordinated by the thesis coordinator. Students need to apply for thesis supervision before January 9th by completing an online survey. In this survey students provide an (initial) research question and a short description of their preferred thesis topic. The thesis coordinator will use this information to match students with supervisors.

The deadline for handing in the final thesis is 1 July. This is also the date that supervision stops.

The resit deadline is August 16th. Submissions between the July 1 and August 16 deadlines are seen as a revision. As a result, students that hand in their thesis after July 1 cannot graduate Cum Laude.

Policy in case of failing to meet the 2nd deadline:

- Students who miss the August 16 deadline are subject to a grade cap of 6.5.
- Students miss the August 16 deadline need to re-enroll in the program and pay tuition fees for at least one additional semester.
- The deadline for submitting the final thesis in semester 1 is January 30.
- If the thesis is not a pass ([Missing ITEM: ] round of feedback (by email), and the student needs to submit the revised version by March 24.
- If the thesis handed in between January 30 and March 24 is not a pass ([Missing ITEM: ] their thesis.
- Late submissions in semester 2 need to comply with the deadlines of regular students in the program that are mentioned above.
- Finally, students have the option to make a completely new start with their thesis. This means they start over on April 1 (of the next year) with the new cohort. Students that choose this option need to contact the thesis coordinator by email before November 15. Be aware, however, that all course credits will be lost if you do not finish the thesis within 2 years of starting the program. In other words, this is a very risky option.

**Thesis**
### Overige informatie

For course description: see E_ENT_THS.