

# Cases in Entrepreneurship

Module guide 2016 - 2017  
AMSIB

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# 1. Module overview

This guide gives you an overview of the minor Entrepreneurship and its subsequent modules. More detailed information can be found on the DLWO (<https://dlwo.dem.hva.nl>)

## 1.1 Content

In the Minor Entrepreneurship we study, discuss and experiment with a combination of traditional and contemporary business development insights, methods, theories and tools in order to facilitate you to start your own business or develop (incept) a new business concept for an existing company with an omnidirectional scope.

The minor differentiates itself from other Entrepreneurship programs in its 3 pillar approach to Entrepreneurship;

1. Theory & research in entrepreneurship → deepening your understanding of entrepreneurship and its various disciplines from an academic perspective, by actively conducting research, as well as studying and reflecting upon practical case studies and research papers on the various issues that are concerned in building a successful businesses, either as an individual startup or as part of a corporate entrepreneurial initiative;
2. Entrepreneurship in practice → experiencing entrepreneurship from a practical perspective, co-creating innovative business concepts with various stakeholders, creating, testing, iterating, pivoting, redesigning, testing, iterating, etc., and
3. Development of personal entrepreneurial skills & behaviour → developing your entrepreneurial skills such as pitching, presenting, customer orientation, customer development, selling, buying, negotiating, planning and dealing with diversity and internationalization.

In het module Cases in Entrepreneurship we zoom in on a combination of research findings, theories and case studies regarding 4 specific topics within the field of entrepreneurship to grasp a deeper understanding by means research, reflection and discussions. A total of 4 topics will be offered.

The topics discussed are:

1. Blue Ocean Strategies; Opportunity discovery/creation
2. Circular Economy & Social/Sustainable Entrepreneurship (i.c.w. circle economy)
3. Entrepreneurial eco-systems in a global world (i.c.w. PhD L. Devito)
4. Entrepreneurial skills & behaviours in an intercultural setting  
Incl. Success- and Failure in Entrepreneurship

The module consists of 4 lectures, each covering one of the topics listed above, 4 case study workshops and 4 rounds of discussions, presentations, pitches and debates.

## 1.2 Learning goals



#	You can:
1.	Justify your opinion based on proper academic research
2.	Debate vision and viewpoint based on proper academic research
3.	Discuss the concept of blue oceans and value creation and its essence for a business to be successful
4.	Explain what organisations require when adopting circular economic and/or social strategies
5.	Explain and justify the choice for setting up or expanding a company in a particular part of the world, comparing various entrepreneurial ecosystems across the old and new world economies
6.	Criticize the elements in an enterprise that represent potential success or failure and how to manage the risks of failure
7.	Identify and justify the elements in an external environment that support an entrepreneurial ecosystem
8.	Evaluate the necessary skills to successfully start and run a business across various cultural regions and in various international and intercultural settings

Appendix 1 defines the relationship of the learning goals within this module with your programme's profile competences.

### 1.3 Coherence with other modules

The module Cases in Entrepreneurship provides the theoretic deepening of your understanding of the area of Entrepreneurship, much of which is put in practice in the module Entrepreneurship. There is a strong interlinkage with Managing Entrepreneurship and Innovation as well as with Entrepreneurship, building upon shared case studies to see issues from different angles and providing a deeper understanding of the issues essential for starting, building and/or changing a successful company.

In addition, the module "Cases in Entrepreneurship" builds upon the Research subjects by the necessity to conduct extensive secondary research for the various assignments.

Prior understanding of Management & Organisation and Marketing Management is a must in order to grasp the commercial and organisational importance and impact of the topics discussed.



## 1.4 Study materials & recommended further reading

### Required study materials:

Title	Author(s)	Where to find this material?
Transforming the nature of new product development	Pitta, D and Pitta, E (2012)	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Blue Ocean Strategy
Blue Ocean Strategy	Kim, W.C. and Mauborgne, R. (2004)	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Blue Ocean Strategy
Failing Forward: Real options reasoning and entrepreneurial failure	McGrath, R. in The Academy of Management Review, Vol 24, No1, Jan 99-pp 13030	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Failure
Towards the Circular Economy; Accelerating the scale-up across global supply chains	Ellen Mac Arthur & McKinsey & Company (2014)	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Circular Economy
Guided Choices towards a Circular Business Model	Joustra, De Jong & Engelaar (2013)	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Circular Economy
Entrepreneurial Skills for Growth-Oriented Businesses	Cooney, T.M. (2012)	<a href="http://www.oecd.org/cfe/leed/Cooney_entrepreneurship_skills_HGF.pdf">http://www.oecd.org/cfe/leed/Cooney_entrepreneurship_skills_HGF.pdf</a>
Global Entrepreneurship Monitor 2015	Singer, S., Amoros, J.E. and Moska, D.	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Global Entrepreneurship
Entrepreneurial Ecosystems & Growth Oriented Entrepreneurship	Mason, C. and Brown, R. (2014) OECD LEED	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Ecosystems

## Recommended further reading:

Other study materials		
Title	Author(s)	Where to find this material?
Disruptors sell what customers want and let competitors sell what they don't want	Blanding, M. (2013) in President & Fellows of Harvard College, Feb 2015	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Blue Ocean Strategy
Coping with entrepreneurial failure	Singh, S., Corner, P. and Pavlovich, K (2007)	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Failure
Future in Fashion: The sustainable supply chain – Master Thesis UvA AMSEB	Kuijstermans, Lonneke, supervised by L. Divito (2014)	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Circular Economy
Guided choices towards a circular business model	Joustra, DJ, de Jong, E. and Engelaer, F. (2013) – C2CBizz	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Circular Economy
Europe's Circular Economy Opportunity	McKinsey Center for Business & Environment (2015)	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Circular Economy
Misfortunes or Mistakes? Cultural sensemaking of entrepreneurial failure	Cardon, M.S., Stevens, C.E. and Potter, D.R. (2009)	DLWO/Minor Entrepreneurship/Cases in Entrepreneurship/Global Entrepreneurship

## 1.5 Questions and who to contact

Questions about the module's content and study materials can be addressed to your lecturer(s) during the lessons. The consultation hours of the individual lecturers as well as their office location can be found in the lecturers' profile on the DLWO.



## 2. Set-up of this module

### 2.1 Teaching methodology

**Objectives:** In this module, students learn key aspects of entrepreneurship and entrepreneurial management through the intensive study of a number of relevant, practically-oriented cases. Students are also acquainted with research in entrepreneurship, and become familiar with the multidisciplinary nature of entrepreneurship.

Prerequisite knowledge: MR 1: Market Research 1

The module is given in the form of seminars mostly based on Business School cases and research papers. The cases deal with the following themes: Value creation and blue ocean strategies, creativity and culture for entrepreneurship, (open) innovation and social entrepreneurship. The cases are discussed interactively. Homework will cover these cases as well as 4 sets of academic readings.

## 3. Assignments

Assignments / Tests	Weight (%)	Due Date	Submission	Feedback
<b>Debates / Discussions / Presentations / Pitches</b>	20%	Class week 2, 3, 5, 7, 9, 10, 12	Participation in class	In class
<b>Written Assignments</b>	80%	Class week		
<ul style="list-style-type: none"> <li>Blue Ocean Strategy (individual paper 1000 words)</li> <li>Circular Economy &amp; Social Entrepreneurship Recommendation (presentation &amp; debate in team of 2)</li> <li>Entrepreneurial Ecosystems around the world (Paper &amp; presentation in team of 2)</li> <li>Entrepreneurial Skills for Growth oriented business (Individual reflection paper - 1000 words)</li> </ul>		P1 Week2 P2 Week3  Week 5  Week 10  Week 12	DLWO	DLWO
	100%			

The assignment details and assessment model(s) for the assignment(s) can be found in Appendix 2.

## 4. Exams

There is no central exam for this module.





## 5. Assessment

The assessment methods used in this module are summarised below. The table also shows how the grade for this module will be calculated.

#	Description	Form	Learning goal(s) #	Lecture week	Weight (%)
1	Blue Ocean Strategy Analysis	Paper	3, 6 & 7	1, 2 and 3	20%
2	Circular Economy & Social Entrepreneurship analysis & recommendation	Paper & Presentation	4 & 6	4, 5 and 6	20%
3	Entrepreneurial Ecosystems & Cultures	Paper & Presentation	5, 7 & 8	7 and 8	20%
4	Self reflection on personal development in relation to topics, articles and discussions	Paper	8		20%
5	Contribution to Debates & Discussions	Participation in the discussions in class	1 & 2	2, 3, 4, 6, 8, 10 and 12	20%
					100%

## 6. Resit

If the average grade obtained for this module is below 5.5 you must do a resit. Which resit(s) you must do depends on which part(s) is/were insufficient. The different situations are illustrated in the table below.

Situation:	The resit will consist of the following test(s):	Your average module grade after resit will be calculated using the following weights:	The resit(s) will be scheduled in:
1	<ul style="list-style-type: none"> <li>Average grade for the whole module <math>\geq 5.5</math></li> </ul>	No resit needed	N.A.
2	<ul style="list-style-type: none"> <li>Average grade for the whole module <math>&lt; 5.5</math></li> </ul>	Assignments must be retaken during the semester. Maximum obtainable grade in the resit is 6,0	Average over all assignment = 80% of the grade. Debates & discussions cannot be retaken



## 7. General regulations

- 1 You are required to prepare for lessons. If you come to class unprepared, the lecturer has the right to deny you access to the lesson. What is requested of you in terms of lesson preparation is stated below and/ or on the DLWO for this module.
- 2 You must bring a laptop to school for each class. It is your responsibility to make sure that the battery lasts throughout each lesson. If you fail to bring a laptop to class and/or if the battery does not last throughout class, this is regarded as not being prepared. A lecturer then has the right to deny you (further) access to that lesson.
- 3 The assignments will not be graded if the level of English is inadequate or if other non-compliance with the IBS Reporting Guidelines is verified. If that is the case, you have to hand in your assignment again in the appointed resit period.

## 8. Lesson plan

Lecture week	Prepare for lesson	Lesson
1	No preparation	Lecture: <b>Intro Blue Ocean Strategy</b>
2	Study papers “Blue Ocean Strategy” and “Transforming the nature of new product development”  <b>Part 1 Assignment 1:</b> Assess an industry of choice (industry of your business venture) to critically map current demand and supply	Workshop Creating a blue ocean strategy  <i>(Phoneblocks, AirBnB or Uber)</i>
3	<b>Part 2 Assignment 1:</b> Create a Blue Ocean Strategy following the 7 step approach	Discussions & Debates of various industries researched & analyzed
4	<u>Read:</u> “Towards the Circular Economy; page 10-23”	Lecture on social & sustainable entrepreneurship & the need for circular economic thinking; Watch: True Cost
5	What can you do as a person and as a venture to create a more equal / better world? Prepare <b>assignment 2</b> – circular economy & sustainable entrepreneurship	Discussions about preparations
6	<u>Read:</u> Europe’s Circular economy opportunity  Consider 1 or 2 opportunities for circular business in your industry	From Circular to Social and from Commercial to Social entrepreneurship  Guest speakers: Lori Devito – Denim And Nick de Groot – Aviation

Lecture week	Prepare for lesson	Lesson
7	<u>Read:</u> “Social and Commercial Entrepreneurship: Same, Different or Both?”	Case study using research implications on page 19 of article 2
8	Global Entrepreneurial Ecosystems: Read article “Entrepreneurial Ecosystems & Growth oriented Entrepreneurship”	<b>Entrepreneurial Ecosystems</b> – National, Regional and Geopolitics & impact on entrepreneurship
9	<b>Assignment 3: Part 1</b> – Analyze 1 of the 8 global civilizations – human traits, cultural characteristics, internal differences, ecosystems	Discussion & Debates on Ecosystems (whole class – group presentations & discussions)
10	<b>Assignment 3: Part 2</b> – Identify potential stakeholders to internationalize your business. Prepare a document indicating how to set up your business in that region.	Presentations & Debates Class split 50/50
11	Read “Entrepreneurial Skills for Growth-Oriented Business and “What makes Entrepreneurs Entrepreneurial”	“Entrepreneurial Characteristics & Skills in a global context
12	<b>Assignment 4:</b> Critical reflection on your own entrepreneurial skills development	Discussion & Module evaluation

## Appendix 1: Relationship with your programme's profile competencies