



university of
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Campus Fryslân

MSc Sustainable Entrepreneurship



Study guide 2019 – 2020

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Introduction to the programme



Welcome!

The Master's programme in Sustainable Entrepreneurship aims to support the transformation of an unbalanced world economy driven by neoclassical industrial economies to a sustainable society founded on balancing the interests of people, planet and profits. The transition process would benefit from young professionals with more academic knowledge and experience who can demonstrate that sustainable business models can be financially successful as well. Educating these young professionals for a sustainable future is the aim of our programme.

The content of the programme is fully dedicated to successful sustainable entrepreneurship from an academic perspective. The programme covers all key elements in developing, implementing and evaluating sustainable business models, from leadership to structure, strategic alliances, context, policy-making and performance. For each of these key elements, we offer state-of-the-art academic perspectives on mainstream and sustainable theories. The research in the programme is transdisciplinary: in the learning community, knowledge and values of stakeholder are integrated with academic knowledge.

The programme will be accommodated in a newly established faculty of the University of Groningen; Campus Fryslân. Campus Fryslân offers a unique and connected knowledge institution situated at the interface of academia, industry, government and civil society, with a Bachelor's programme in Global Responsibility and Leadership, several Master's programmes and about 50 PhD students. Campus Fryslân is located in Leeuwarden and its educational activities are offered in de Beurs.

In this study guide, you will find information on our educational concept, the curriculum, an example of a weekly schedule, and all the course descriptions. On the last page you will find our contact information, please do not hesitate to use that if you have any further questions.

We look forward to welcoming you in Leeuwarden.

Warm regards,

On behalf of the SE team
Prof. Gjalt de Jong
 Director Centre of Sustainable Entrepreneurship

Educational concept

Leadership is key in the business model of sustainable entrepreneurship because the value systems of the entrepreneur determine the strategic choice of sustainability. We translate the business model of successful sustainable entrepreneurship into seven different leadership roles, based on the mindsets of Gosling and Mintzberg, the seven habits of leadership defined by Steven Covey and the seven value systems delineated by Graves.

Within a particular course, you will work on assignments individually, in pairs or in a team. Throughout the programme, working groups, paper discussions, interactive lectures, literature study, tutorials, consultancy sessions and presentations are used as teaching methods. Each course includes research, leadership or entrepreneurship labs, in which you develop your own competencies and skills on these topics.

Each block includes several guest lectures given by invited experts in the field. In the entrepreneurship labs, students will also collaborate with stakeholders in the field, for example, by means of case studies, interviews, expert panel meetings, research agendas and discussing solutions to business challenges at the Circular Minds Conference. During this event, you will be presenting your view on sustainable entrepreneurship and share the result of your Leadership project with our stakeholders.

Research-driven

We place priority on developing skills that allow you to learn from the success and failure of sustainable entrepreneurs strategies. We challenge you to consider and share personal impressions and competences. You will work on real-world projects and actual business challenges.

The programme is grounded in research-driven education, which is an important element of educational policy at the University of Groningen. Our research approach is not only research-driven, but is also transdisciplinary. In the programme, we collaborate with stakeholders from outside the academic world. Stakeholder knowledge, as well as stakeholder values, are integrated with academic knowledge.

A year-long case study

At the start of the programme, in the foundation course unit, students select a key question and case, which may originate from a regional or national company, policy institute or social organization. It may also concern typical challenges facing Friesland, such as how to develop business models in sustainable agriculture or how to develop resilient villages in regions with decreasing and ageing populations and low levels of economic growth. Students will reflect on this main question throughout their studies. They will use and apply insight from each course to formulate answers and solutions to the sustainability challenges and cases adopted at the start. The stakeholders and participants in the learning community will present questions related to similar challenges over the years. In doing so, students in different year cohorts will address such challenges in a longitudinal setting. This will foster cross-cohort learning with, for example, the 2019-2020 cohort transferring their knowledge and solutions to the 2020-2021 cohort.

Overview of the curriculum

The Master's in Sustainable Entrepreneurship covers all the key elements, from developing and implementing sustainable management and business models to evaluating them, and from leadership to structure, strategic alliances, context, policy-making and performance. For each, we offer state-of-the-art academic perspectives on mainstream and sustainable theories.

The full-time master's consists of four blocks of 15 EC. Each of the first three blocks consists of three courses of 5 EC. In the last block, the students work on their Leadership project. The schematic outline below presents the structure of the curriculum.

Each 5EC course consists of 28 contact hours for academic and lab components, complemented with several guest lectures throughout the courses. This results in 32 contact hours per course. In block 4, you have 16 contacts hours for your Leadership project, organized in groups and individually. The final Circular Minds Conference adds 4 contact hours to this. Overall, students will have 308 contact hours across the entire programme.

Each of the four blocks consists of ten weeks, seven of which are teaching weeks. In most of the teaching weeks, students have 14 contact hours. You will have 2 to 4 contact hours of four days per week. Attendance of meetings is mandatory. For the rest of the week, students work on projects in the learning community.

Course	Term 1	Term 2	Term 3	Term 4
Foundations (5 EC)	X			
Leadership (5 EC)	X			
Strategy (5 EC)	X			
Alliances (5 EC)		X		
Business context (5 EC)		X		
Organisations (5 EC)		X		
Performance (5 EC)			X	
Policy (5 EC)			X	
Research methods (5 EC)			X	
Qualitative project (15 EC, facultatief)				X
Quantitative project (15 EC, facultatief)				X

Course descriptions

Title of course	Foundations
Course content	<p>This course will provide foundations to think and analyze the field of sustainable entrepreneurship. The course enables students to identify relevant issues for sustainable companies that operate in an international environment building on the most recent academic insights and learning how to systematically analyze these using relevant and appropriate research methods.</p> <p><i>The research lab</i> in this course reviews the first stages of an entire empirical cycle of research, from defining research questions to a literature review and a theoretical model.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyse research problems and questions in the field of sustainable entrepreneurship 2. Reproduce and apply dominant concepts and theories in the field of sustainable entrepreneurship 3. Critically reflect on and discuss research methods in the field of sustainable entrepreneurship 4. Design a reasoned research question in the field of sustainable entrepreneurship 5. Do a reasoned literature search and analysis in the field of sustainable entrepreneurship 6. Propose a reasoned theoretical model in the field of sustainable entrepreneurship 7. Communicate one's reasoned theoretical research design orally and in writing to peers and experts in the field 8. Successfully collaborate with an individual peer group member in the theoretical design of research in the field 9. Show leadership behaviour and thinking aligning with a sustainability mindset
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Leadership
Course content	<p>Leadership is the first point of departure in designing sustainable entrepreneurship. This course offers an in-depth overview of leadership theories and their effects on the performance of enterprises. In the academic component, students will learn that social, human and personal capital is important for the success of sustainable leadership.</p> <p><i>The leadership lab</i> in this course is dedicated to identifying and reviewing key habits of effective leadership, in general, and sustainable leadership, in particular</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyse research problems and questions for leadership in relation to sustainable entrepreneurship 2. Reproduce and apply dominant concepts and theories for leadership in relation to sustainable entrepreneurship 3. Critically reflect on and discuss research methods for leadership in relation to sustainable entrepreneurship 4. Identify and reflect on personal leadership habits 5. Translate and discuss habits into an individual sustainable leadership portfolio 6. Propose and present an individual portfolio of sustainable leadership 7. Communicate one's authentic sustainable leadership portfolio orally and in writing to peers and experts in the field 8. Successfully manage one's individual leadership performance 9. Show leadership behavior and thinking aligning with a reflective mind-set
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Strategy
Course content	<p>The strategic choice of sustainability is the second important element in the design of sustainable entrepreneurship. The academic component of this course offers an in-depth overview of strategy theories and differentiates mainstream strategies from sustainable strategies. Sustainable strategies determine many elements of an enterprise, including its products, services, prices and market positioning.</p> <p><i>The entrepreneurship lab</i> enables students to develop a new business model for a circular and sustainable organization using a canvas business model method.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyse research problems and questions of strategy in relation to sustainable entrepreneurship. 2. Reproduce and apply dominant concepts and theories of strategy in relation to sustainable entrepreneurship. 3. Critically reflect on and discuss research methods of strategy in relation to sustainable entrepreneurship. 4. Recognize and understand the key elements of a generic business model. 5. Design a new business model for sustainable entrepreneurship. 6. Convincingly propose and present a new business model for sustainable entrepreneurship. 7. Communicate a new sustainable business model orally and in writing to peers and experts in the field. 8. Successfully collaborate with a group of peer members in the field. 9. Show leadership behaviour and thinking aligning with a worldly mindset.
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Alliances
Course content	<p>The second important step in implementing the design of a sustainable enterprise concerns collaboration of the focal organization with its external partners and stakeholders. Sustainable enterprises are, to a significant extent, open systems for which high-trust connections to partners within and outside the value chains are of the utmost importance. The academic component of this course offers an in-depth overview of the theories of successful alliance management, including partner selection, alliance management and alliance termination.</p> <p><i>The leadership lab</i> of this course reviews personality traits relevant to sustainable collaboration.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyse research problems and questions of alliances in relationship to sustainable entrepreneurship; 2. Reproduce and apply dominant concepts and theories of alliances in relation to sustainable entrepreneurship; 3. Critically reflect on and discuss research methods of alliances in relationship to sustainable entrepreneurship; 4. Identify and reflect on personal leadership traits; 5. Translate and discuss personal leadership traits into an individual sustainable collaboration portfolio; 6. Propose and present an individual portfolio of sustainable collaboration; 7. Communicate one's authentic collaboration leadership portfolio orally and in writing to peers and experts in the field; 8. Successfully manage one's individual leadership performance; 9. Show leadership behaviour and thinking aligning with a collaborative mind-set.
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Context
Course content	<p>The third important step in implementing the design of a sustainable enterprise concerns the positioning of the sustainable enterprise in its external context. Sustainable entrepreneurship is essentially about context. Sustainable entrepreneurs introduce new business models, concepts and products in order to successfully resolve ecological or social challenges they observe in the environment. The academic component of this course offers an in-depth overview of positioning theories and reviews how sustainable enterprises use their particular products, services and price systems to differentiate themselves from mainstream for-profit firms.</p> <p><i>The entrepreneurship lab</i> of this course enables students to design and undertake a case study relevant to sustainability.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyse research problems and questions of context in relation to sustainable entrepreneurship 2. Reproduce and apply dominant concepts and theories of context in relation to sustainable entrepreneurship 3. Critically reflect on and discuss research methods of context in relation to sustainable entrepreneurship 4. Design and test interviews with case peers and experts in the field of sustainable entrepreneurship 5. Collect empirical information of sustainable entrepreneurship by means of case interviews 6. Analyse and report case interview results of sustainable entrepreneurship 7. Communicate case studies of sustainable entrepreneurship orally and in writing to peers and experts in the field 8. Successfully collaborate with a group of peer members in the field 9. Show leadership behaviour and thinking aligning with an action mindset.
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Organization
Course content	<p>The first important step in implementing the design of a sustainable enterprise concerns the organization of the enterprise. Sustainable strategies and sustainable organization need to be aligned to make the sustainable enterprise successful. The academic component of this course offers an in-depth overview of organization theories and reviews the particular elements of structure and culture of sustainable enterprises. The strategic choice of sustainability cannot do without a sustainable organization format.</p> <p><i>The research lab</i> in this course reviews the second stage of an entire empirical cycle of research, from data collection, measurement, analyses to results.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyze research problems and questions in sustainable organization 2. Read and understand quantitative research articles in sustainable organization 3. Structure and visualize data with Stata 4. Understand statistical tools to draw conclusions from data 5. Apply statistical tools to conduct empirical analyses with Stata 6. Examine the robustness of statistical results 7. Present and communicate results of statistical analyses to an audience
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Performance
Course content	<p>The final element of the overall sustainable business model is sustainable performance. The academic component of this course offers an in-depth overview of performance theories and reviews how sustainable enterprises can attain sustainable performance given their unique features. The theoretical foundations for long-term sustainable performance highlight the rare and difficult to imitate character of sustainable enterprise.</p> <p><i>The leadership lab</i> concentrates on sustainable innovation performance. Sustainable enterprises design new products for new markets using new business models. Students will design their portfolio of people, planet, profit and purpose performance innovations.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Apply theories, models and frameworks to analyse the success of sustainable entrepreneurship. 2. Reflect critically on the use of theories, models and frameworks to understand the design, implementation and evaluation of sustainable entrepreneurship. 3. Review performance of sustainable entrepreneurship and reflect on effectiveness of sustainability strategies. 4. Report research results and managerial implications orally and in writing to a broad audience of practitioners. 5. Prioritize, plan and manage time and projects effectively. 6. Meet deadlines and is able to work under pressure. 7. Reflect on the own learning process and on the personal value system and is able to act on that.
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Policy
Course content	<p>The successful management and high performance of sustainable organizations cannot do without influence on policy instruments.</p> <p><i>The research lab</i> of this course offers students the opportunity to review national and European best-practice governance and how sustainable enterprises are actively engaged in policy instrument design.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyse research problems and questions of policy in relation to sustainable entrepreneurship 2. Reproduce and apply dominant concepts and theories of policy in relation to sustainable entrepreneurship 3. Critically reflect on and discuss research methods of policy in relation to sustainable entrepreneurship 4. Identify and assess Dutch policy in relation to sustainable entrepreneurship 5. Identify and assess European policy in relation to sustainable entrepreneurship 6. Identify and assess best practices of policy and lobbying in relation to sustainable entrepreneurship using Stata 7. Communicate a critical reflection of policy in relation to sustainable entrepreneurship orally and in writing to peers and experts in the field 8. Successfully collaborate with an individual peer group member in critically reflecting policy in relation to sustainable entrepreneurship 9. Show leadership behaviour and thinking aligning with an influencing mind-set
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Research Methods
Course content	<p>In this course, students prepare their sustainable entrepreneurship project and research to be executed in the next block. The academic component of this course focuses on research design, research philosophy and research ethics. Students benefit from previous courses in which they were extensively trained in all steps of the empirical cycle of research. The entrepreneurship lab enables students to design their individual leadership project in line with the overall aim of the programme. Students will select either a quantitative or qualitative research setting, depending upon their preferences. Subsequently, students will formulate their research questions, research aims, theory and models, and prepare data collection, data analysis and research findings. Students will also formulate their leadership and entrepreneurship development goals.</p> <p><i>The entrepreneurship lab</i> thus offers students the opportunity to prepare their final project in detail, including research and the application of their personal leadership and entrepreneurship profile. Students write an essay exam and develop and present their sustainable entrepreneurship project design.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyse research philosophy dilemma's in the field of sustainable entrepreneurship; 2. Reproduce and apply dominant concepts and theories of research philosophy in the field of sustainable entrepreneurship; 3. Critically reflect on and discuss research philosophy in the field of sustainable entrepreneurship; 4. Motivate the selection of a Sustainable Entrepreneurship Project method; 5. Design and motivate a Sustainable Entrepreneurship Project; 6. Reflect on expected valorization of Sustainable Entrepreneurship Project results; 7. Communicate a Sustainable Entrepreneurship Project orally and in writing to peers and experts in the field; 8. Successfully manage individual leadership performance.
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Title of course	Leadership project
Course content	<p>In the final project, students will conduct independent academic research following their own design, focusing on solving a problem relevant to a corporate sustainability challenge. Students have the opportunity to collect empirical information to answer their research question. Students will either work on a quantitative 'database' project or a qualitative 'case study' project. In choosing one of these projects, students have the opportunity to engage in a quantitative or a qualitative entrepreneurship project. This decision is made in the research methods course in Block 3.</p> <p>Depending on their individual entrepreneurship ambitions and leadership profiles, students will work with regional, national or international sustainable organizations. The Leadership project concentrates on the stages of the cycle of research, based on the theoretical stages developed in the previous course. Students will develop and present their Leadership report to their supervisors and to peers and stakeholders in the Circular Minds Conference.</p>
Course learning outcomes	<p>Upon the successful completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Recognize and analyse research philosophy dilemma's in the field of sustainable entrepreneurship; 2. Reproduce and apply dominant concepts and theories of research philosophy in the field of sustainable entrepreneurship; 3. Critically reflect on and discuss research philosophy in the field of sustainable entrepreneurship; 4. Motivate the selection of a Sustainable Entrepreneurship Project method; 5. Design and motivate a Sustainable Entrepreneurship Project; 6. Reflect on expected valorization of Sustainable Entrepreneurship Project results; 7. Communicate a Sustainable Entrepreneurship Project orally and in writing to peers and experts in the field; 8. Successfully manage individual leadership performance.
Assessment	<p>The course grade consists is the overall rounded weighted average of the next elements:</p> <ol style="list-style-type: none"> a. the essay exam (60%) b. the research report (20%) c. the presentation of the research report (20%)

Weekly Schedule*

	10:00 - 12:00	13:00 - 15:00	16:00 - 18:00
Monday <i>Academic Day</i>	Academic Debate	Research Lab	
Tuesday <i>Self-Study Day</i>	Readings Assignments Reflections		
Wednesday <i>Leadership Day</i>	Academic Debate	Guest Lecture	Leadership Lab
Thursday <i>Self-Study Day</i>	Readings Assignments Reflections		
Friday <i>Entrepreneurship Day</i>	Academic Debate	Entrepreneurship Lab	

* The schedule may be rearranged due to group size

Contact information

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