FACULTY BEHAVIOURAL, MANAGEMENT AND SOCIAL SCIENCES (BMS)

MASTER TRACK OF THE PROGRAM
BUSINESS ADMINISTRATION

ENTREPRENEURSHIP, INNOVATION & STRATEGY (EIS)

UNIVERSITY OF TWENTE.

Entrepreneurship, Innovation & Strategy prepares you for a successful career in entrepreneurship/ intrapreneurship and for the professional practice of innovation

1 INTRODUCTION TO ENTREPRENEURSHIP, INNOVATION & STRATEGY

WHY STUDY ENTREPRENEURSHIP, INNOVATION & STRATEGY (EIS)?

Innovative start-ups aim to disrupt existing industries or create new industries altogether, fostering economic growth and competitiveness. Incumbent organizations also depend for their growth on entrepreneurial mindsets and skills, helping them to cope with increasingly dynamic and uncertain environments.
The EIS track is designed to help students prosper in the spheres of creating business opportunity and corporate innovation management. To this end, we focus on the most recent and important theories that will help you to manage innovation and entrepreneurship in business, in addition to providing you with practical tools that will strengthen your strategic skills in order to succeed in future entrepreneurship and innovation projects.
Students will learn the core essentials of international entrepreneurial management and explore the areas of creativity and opportunity recognition/evaluation and conceptual business models, with a specific emphasis on the high-tech context. Emphasis is on how to implement such complex factors by considering the level of the individual, team, organization, network, ecosystem and society, thus incorporating responsible business practices.
The ultimate goal of this track is to prepare students for leadership and the direction of innovation in all its scope, from the management of corporate innovation systems (new products, services, business models and processes) to the creation of new international business opportunities and models (entrepreneurship).

KEY STRENGTHS

- **Key focus on innovative and entrepreneurial processes in new and existing organizations**
- **Teaching rooted in engaged scholarship: practice also matters!**
- **Unique entrepreneurial ecosystem of the university**
- **International orientation**
- **Opportunity to further specialize via a second master (double degree) in Berlin**
- **Wide variety of exciting career opportunities**

2 THE COURSES

1. INTERNATIONAL ENTREPRENEURSHIP: A STRATEGIC TECHNOLOGY PERSPECTIVE

Course coordinator: Dr. Rainer Harms
Contact: r.harms@utwente.nl
Given in quartile: 1A

WHAT WILL YOU LEARN?

The objective of the course is to learn about state of the art theories in the field of international technology entrepreneurship. Upon completion of this course, the student:

- **will have state of the art knowledge of the field of international technology entrepreneurship research,**
- **will have a deep theoretical understanding of ITE research in general and the entrepreneurial process in particular,**
- **is able to critically reflect theoretical contributions to the field,**
- **is able to apply / reflect theoretical contributions in the real business world.**

CONTENT

International New Technology Based Ventures (INTBV) are an exciting place to work. They emerge from individual or team-based entrepreneurial action, from within (technical) universities, or within established companies. While the entrepreneurial process is challenging for any type of entrepreneurial action, entrepreneurs in INTBV are faced with additional technological uncertainty in often complex and dynamic technological and regulatory environments, and of liability of foreignness/outsidership.

To contribute to the challenging work of INTBV, students need to understand the origins, processes, and results of entrepreneurial action in these types of ventures. As the field of study is rapidly evolving, students need to be on the forefront of knowledge in this field, if they want to contribute in a meaningful way. This is why this course emphasises a scientific approach to the subject. However, students will also interact with life technology entrepreneurs from the UT campus and elsewhere to reflect theory on practice.

The content will revolve around:
*) The impact of the general technological environment on economic and business challenges of INTBV
*) The emergence and management of INTBV

EC'S

5

TEACHING

Assignments, lectures and self-study.

EXAMINATION

Presentations: 30% (group); Practice reflections: 20% (group); Written exam: 50% (individual). All assignments will have to be passed in order to pass this class.

2. MANAGEMENT AND GOVERNANCE OF INNOVATION AND CREATIVITY

Course coordinator: Dr. Klaasjan Visscher
Contact: : k.visscher@utwente.nl
Given in quartile: 1A

WHAT WILL YOU LEARN?

After completing this course, students will:

- **understand classic and recent theories in the field of management and governance of innovation and creativity,**
- **be able to critically reflect on conceptual and empirical contributions to theory in this field,**
- **be able to critically analyze designs of structures, strategies, networks and policies for innovation and creativity,**
- **be able to develop a research question and write an academic paper on a topic in innovation management and governance.**

CONTENT

This is a research oriented course that aims to provide students with deep insights on creativity and innovation and its management and governance, on micro-, meso- and macro-level (individual, team, organization, network, ecosystem and society). Through in-depth discussion of literature and examples, students will get a profound understanding of important contributions to the field. They will learn to assess these contributions from an academic and practical perspective, and will get the opportunity to contribute themselves to knowledge development.

This course consists of weekly close-reading sessions, in which students discuss two related academic texts on a specific topic, together with a lecturer. To prepare, students need to read and the texts and carry out a preparatory assignment.

Topics per week are: Individual antecedents of creativity and innovation; Team antecedents of creativity and innovation; Innovation networks within and between firms; Clusters for innovation; Innovative organizational forms; Innovation ecosystems and regimes; National and regional innovation systems; and Public Innovation Policy.
For the final assignment students are asked to write a paper on a topic in the field of Management and Governance of Innovation and Creativity. You may choose to write a literature review, an essay, or a theory-based case analysis on a topic of your choice. Your analysis should further elaborate the conceptual or empirical subject matter dealt with in close readings, or a closely related theme.

EC'S

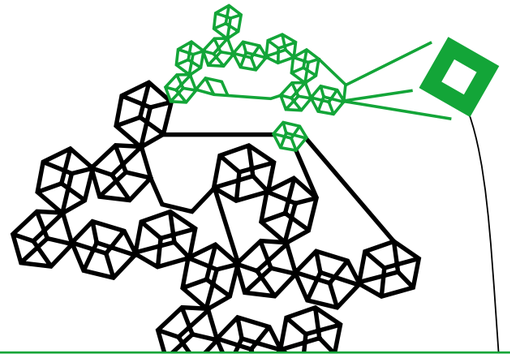
5

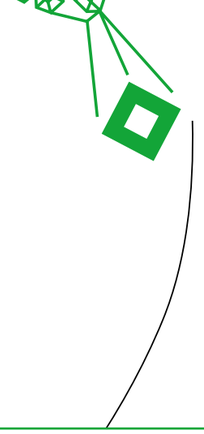
TEACHING

Assignments, lectures and self-study.

EXAMINATION

Weekly statements 30% (individual);
Final assignment 70% (individual).





3. GLOBAL STRATEGY & BUSINESS DEVELOPMENT

Course coordinator:
Dr. Kasia Zalewska-Kurek
Contact: k.zalewska-kurek@utwente.nl
Given in quartile: 2A

WHAT WILL YOU LEARN?

After this course students are able to:

- **explain the most important theories and models of business strategies, business models, foresight, and network strategies,**
- **critically reflect on conceptual and empirical contributions of the discussed literature to the strategic management and business development literature and practice,**
- **analyze and explain the effects of globalization and sustainability on business strategy, business models and network strategy and explain the success and failure of firms and their business models from the perspective of their foresight strategies and subsequent strategic and marketing choices,**
- **provide recommendations for future research based on results of an analysis of strategies, business model and strategic foresight of organisations,**
- **recognize and formulate strategic problems including current and future opportunities for business development based on real-life cases,**
- **design solutions for strategic and marketing problems for business development based on proper foresight techniques.**

CONTENT

This course draws on the basics of a business strategy translated into a business model and the usefulness of a business model for a firm in today's rapidly changing markets and global contexts. We map consequences of (global and sustainable) business models for strategy and business development. We will work successively through each part of the business model framework and beyond, each week discussing a part in more depth. Following the structure of a business model, the topics include customer value analysis, customer relationships, value proposition, capabilities, resources and activities. We elaborate on the strategic role of partners, for instance strategic alliances and joint ventures as part of a business model (and strategy) including its developmental stages. Furthermore, the importance of the external environment (competitor) and other societal stakeholders will be discussed for developing strategies and business models, specifically emphasizing sustainability as strategy.
Throughout the course, we elaborate on how parts of a business model relate to each other and how any change in one part affects the opportunities and challenges for strategic change and business development. In doing so, we will work with cases of firms who are challenged with strategic, marketing and business development problems and systematically analyses the cases using the business model, we will draw implications for strategic change and business development. Besides, we will probe into the future of a business using strategic foresight techniques and from there develop business model that will help to bring the future into existence.

EC'S

5

TEACHING

Lectures, tutorials, project work, self-study.

EXAMINATIONS

The final mark consists of group assignments (40%) and an individual research paper (60%). A minimum mark of 5.5 is required for the research paper. The final mark on the course is awarded when the student has completed all course elements.

4. STRATEGIC TECHNOLOGY MANAGEMENT AND INNOVATION

Course coordinator:
Dr. ir. Erwin Hofman
Contact: e.hofman@utwente.nl
Given in quartile: 2A

WHAT WILL YOU LEARN?

After completing this course, students will:

- **understand classic and recent theories in the field of strategic technology management and innovation,**
- **be able to critically reflect on conceptual and empirical contributions to theory in this field,**
- **be able to critically analyze and align the design of organizations, products and strategies for innovation,**
- **be able to analyze the coherence (fit) between product/service designs and organizational architectures in project case and / or develop a research question and write an academic paper on this.**

CONTENT

The course follows a double target: on the one hand students get a ground-laying understanding on several key topics on strategic technology management and innovation both, at a high academic standard and with an exposure to business practices. Interactive lectures on particular aspects of STM&I enable students to understand and discuss advanced topics presented by their professors. Then, students form project teams to work on a practical assignment which they subsequently present to their peers and a business coach. Topics extend the knowledge developed in the introductory lectures, which establish a common understanding in the class. Project assignments are drawn from multiple industries such as the financial services industry, construction industry, health care industry, gaming and computer and software industries. Focal topics include: roadmapping for strategy and innovation; managing in an age of modularity; and platform strategies and related business models (with subtopics: organizational platforms, product family platforms and platform driven innovation, and platform ecosystems).

EC'S

5

TEACHING

Lectures, tutorials, project work, self-study.

EXAMINATIONS

Project assignment 50% (group), exam 50% (individual).

3 EIS TEAM

THE SPECIALIZATION IN ENTREPRENEURSHIP, INNOVATION & STRATEGY IS TAUGHT BY FACULTY MEMBERS FROM NIKOS AND THE TMS DEPARTMENT. THE NETHERLANDS INSTITUTE FOR KNOWLEDGE INTENSIVE ENTREPRENEURSHIP (NIKOS) IS THE LARGEST DEDICATED ENTREPRENEURSHIP RESEARCH GROUP IN THE NETHERLANDS AND ONE OF THE LARGEST IN EUROPE. THE STAFF MEMBERS OF THE TECHNOLOGY MANAGEMENT & SUPPLY (TM/S) DEPARTMENT ADD THEIR HIGH-LEVEL EXPERTISE ON INNOVATION PROCESSES TO FORM A TRACK THAT IS FIRMLY ROOTED IN THE LATEST RESEARCH AND BUSINESS INSIGHTS.

Read more about the NIKOS department: **www.utwente.nl/bms/nikos**
Read more about the TMS department: **www.utwente.nl/bms/tms**

STAFF

EIS TRACK COORDINATOR

Dr. Isabella Hatak
Isabella Hatak is Associate Professor of Strategic Entrepreneurship at NIKOS, University of Twente. She holds a postdoctoral qualification (venia legendi) and a Ph.D. from the WU Vienna University of Economics and Business as well as a MSc in coaching and organizational development and a MA in international business studies. Isabella's research focuses on the value-creating interplay of opportunity-seeking and advantage-seeking behaviors in the course of creating a new organization (e.g. mature entrepreneurship, entrepreneurial stress/burn-out) and within existing organizations (e.g. management innovation, trust-based interorganizational cooperation, entrepreneurial behavior in academia). Her research on the behavior of the individual entrepreneur and the influences upon that behavior has been published in e.g., Journal of Business Venturing, Journal of Business Ethics, Family Business Review, Technological Forecasting & Social Change, Journal of Managerial Psychology, Journal of Economic Psychology. For her research, she received several awards such as the JSBM Editor's Choice Award, ICSB Best Paper Award, COMS Best Paper Award, WU Top-Journal Awards, and the Dr. Maria-Schaumayer-Prize. Moreover, Isabella is an academically certified systemic coach, HR developer and organizational consultant.

TU BERLIN DOUBLE DEGREE COORDINATOR

Dr. Michel Ehrenhard
Dr. Michel Ehrenhard is an Assistant Professor of Entrepreneurial Leadership at NIKOS and the coordinator of the double degree program in Innovation and Entrepreneurship offered with the TU Berlin. He is a visiting professor at the Leadership Center of the University of Texas at Dallas and was a visiting scholar at the University of Minnesota. He has published in journals such as Technological Forecasting & Social Change, Social Science & Medicine and the Journal of Organizational Change Management. His research focuses on understanding why and how managers aand entrepreneurs create, sustain and resist disruptive social and organizational change. He has worked with organizations in a wide variety of sectors, but particularly in professional services (incl. government, finance and nonprofits), ICT, and (health) care. Michel holds a PhD in Business Administration from the University of Twente, for which he received the 2010 Best Dissertation Award of the Public and Nonprofit division of the Academy of Management – the oldest and largest scholarly management association in the world.

STAFF

INVOLVED STAFF

Dr. Matthias de Visser

Matthias de Visser is an assistant professor in innovation management. He obtained an MSc and PhD degree in Business Administration at the University of Twente. His work has been published in Journal of Product Innovation Management, Technovation, and Creativity and Innovation Management. His research focuses on drivers of explorative and exploitative innovation in mature manufacturing firms. Current research projects focus on automation of R&D project portfolio management based on text mining techniques, innovation in criminal organizations, and composition of new product development teams.

Prof. dr. Petra de Weerd-Nederhof

Petra de Weerd-Nederhof holds the chair of Organization Studies and Innovation and combines this with the function of Department Head of NIKOS (department of Entrepreneurship, Strategy, Innovation, International Management and Marketing). She is also programme director of the BSc and MSc programmes of (International) Business Administration. Her current research and teaching is focused on organizational aspects of innovation management. She is the academic advisor for UT's Twente Graduate School, where she leads the master excellence track Research Honours which prepares master students for a research career (PhD) and is linked with the TGS Award Bridging Fund. Her specialties are Creativity and Innovation Management, Organizing Collaborative Innovation, and Graduate and Doctoral Education.

Prof. dr. Aard J. Groen

Aard Groen is full professor of Innovative Entrepreneurship and Valorization at the University of Twente and the University of Groningen respectively. He is the scientific director of NIKOS, the Netherlands Institute for Knowledge Intensive Entrepreneurship and dean of entrepreneurship at the University of Groningen. His research interest is knowledge intensive entrepreneurship in networks. He is a designer and leader of Venture Lab International – an ambitious facility to support high-tech, high-growth enterprises. This is also an important living lab to teach and research entrepreneurship. Furthermore, he is one of the designers of "Competencies for Innovations", a project in which we contribute to better understanding of the enhancement of innovation competencies in the manufacturing industry, by actively working with such firms. He received his MSc in Public Administration from the University of Twente and his PhD in Business Administration from the University of Groningen.

Dr. Rainer Harms

Dr. Rainer Harms is an associate professor of Entrepreneurship at NIKOS. Among other activities, he coordinates the International Entrepreneurship research group at UT. Prior to this position, he was an assistant professor at NIKOS and at the Department of Innovation Management and Entrepreneurship, University of Klagenfurt, Austria (Habilitation), and researcher at the WWU Münster, Germany (Doctorate). Rainer was a visiting professor at the Vienna University of Economics and Business (Wirtschaftsuniversität Wien), at Klagenfurt University, and at Universitat Autònoma de Barcelona.

Dr.ir. Erwin Hofman

Erwin Hofman is assistant professor in strategic innovation management at the Department of Technology Management and Supply, University of Twente. He holds a master's degree in Industrial Engineering and Management and obtained his Ph.D. from the University of Twente. In addition he served as visiting scholar at New York University, Northeastern University, and the University of Missouri-Kansas City in the United States. Erwin Hofman has published articles in Research Policy, Journal of Product Innovation Management, Building Research and Information, Technology Forecasting and Social Change, The Service Industries Journal, and others. Together with his co-authors Erwin won several best paper awards and research grants. His current research focuses on innovation management, modularity, and the governance of NPD alliance networks. He has advised international firms in diverse industries such as construction and financial services on the implementation of the modular design concept and new product/service platform development.

Bjorn Kijl MSc

Bjorn Kijl is a research associate in Business Model Innovation and Platform Markets at the Netherlands Institute for Knowledge Intensive Entrepreneurship (NIKOS) at the University of Twente. He holds an M.Sc. (cum laude) in Business Information Technology and is in the final stage of his Ph.D. research. He is the operational lead of the European Institute of Innovation & Technology funded ICT Labs Business Development Accelerator and was a visiting researcher at ESADE Business School in Barcelona. Additionally, he is a founding partner of Kingfisher Capital, a business model and investment research boutique that serves tens of thousands of private as well as professional investors. He is also co-author of the first Dutch bestseller about the investor Warren Buffett.

Prof. dr. Stefan Kuhlmann

Stefan Kuhlmann is Chair of the Department of Science, Technology, and Policy Studies (STePS) and leader of the Twente Graduate School programme "Governance of Knowledge and Innovation". He is an Editor of Research Policy and President of the "European Forum for Studies of Policies for Research and Innovation." For more than 30 years Stefan Kuhlmann has been involved in studies of research and technological innovation as social and political processes – with changing entrance points and perspectives. Since the late 1980s he has analysed science, research and innovation systems and public policies, focusing on the dynamics of governance. Until summer 2006 he was managing director of the Fraunhofer Institute for Systems and Innovation Research (ISI), Karlsruhe/Germany, and Professor of Innovation Policy Analysis at the Copernicus Institute, University of Utrecht, The Netherlands. Stefan Kuhlmann studied political science and also history (University of Marburg, Germany; graduation 1978); 1986 he received the degree of PhD in political science (Dr.rer.pol.), at University of Kassel, Germany; 1998 he got a 'habilitation' (2nd doctorate) in political science at this university.

STAFF

Dr. Raymond Loohuis
Raymond Loohuis is an assistant professor. His teaching areas are Business Marketing and Strategy at the University of Twente (NIKOS – the Netherlands Institute for Knowledge Intensive Entrepreneurship). He holds a Ph.D. degree in business administration and a MBA obtained at the TSM business School in the Netherlands. His research focus is on adapting dynamics business relationships and networks. Before his academic career, Raymond worked in the steel, automotive and aviation industry as Business Marketer were he obtained professional skills that are of great value for teaching and research purposes. Raymond is a frequent reviewer of the Industrial Marketing Management Journal and a member of EGOS (European Group of Organisation Studies)

Dr. ir. Sandor Lowik
Sandor Löwik works as assistant professor at the department of NIKOS. He holds a M.Sc. degree in Industrial Engineering and Management and a B.Eng. degree in Building Services and Equipment at Utrecht University of Professional Education. He has twelve years of industrial experience in the field of Operations Management at a manufacturer of medical devices (3 years) and at two different providers of technical services (resp. 6 and 3 years). His research focuses on absorptive capacity, networks and organization of innovation. The central question that guides his research is how small and medium-sized enterprises (SMEs) organize their innovation processes, to manage their liabilities of smallness. His PhD research related to how SMEs develop and maintain absorptive capacity to recognize, assimilate, transform and exploit new knowledge from external partners.

Prof. Dr. Holger Schiele
Holger Schiele is Diplom-Ökonom (Master of Economics and Business Administration). He has studied in Maastricht and in Hanover. He obtained both, his Ph.D. ("Strategic management in value creating systems. Cluster-based environmental anaylsis, tool, application to the oil industry", 2000) and his habilitation (venia legendi) in business administration ("Innovations from and with suppliers", 2008) from Leibniz Universität Hannover. Besides academia, he has worked for ten years at the strategy department of Preussag AG, as consultant for PricewaterhouseCoopers and as project manager with h&z business consulting. Holger Schiele has taught a wide variety of courses, ranging from organisation, strategy and innovation management to purchasing classes, both at undergraduate, graduate and executive levels. In Twente he is responsible for classes in management and organisation of technological innovation, the supply management seminar and the new master class "innovations in the supply chain", as well as the supervision of students in their final assignments.

Martin Stienstra MSc
Martin Stienstra MSc is a lecturer and researcher in International Entrepreneurship at NIKOS. He is also co-coordinator of the university-wide Crossing Borders minor, which includes internships abroad and international study tour projects. He has conducted commissioned research projects for e.g. the European Union and the ITC. Martin has field experience in Europe, Russia, Asia (China, Malaysia, Singapore, and Pakistan), Canada, Egypt, the Caribbean and the Middle-East (West bank and Israel). He obtained a BSc in Public Administration (Saxion University of Applied Sciences) and an MSc in Business Administration from the University of Twente.

Dr. ir. Tijs van den Broek
Tijs van den Broek is a researcher and lecturer at the University of Twente in the fields of social media, corporate social responsibility, and social movements. He also coordinates inter-disciplinary research on online health campaigns at the University of Twente, for which his team won a Twitter datagrant in 2014. Academically, he obtained a master's degree in both Industrial Engineering & Management and Psychology (cum laude) from the University of Twente, and defended (cum laude) his dissertation 'When Slacktivism Matters' at the same university.

Dr. Rik van Reekum
Dr. Rik van Reekum is an assistant professor at NIKOS and coordinator of the university-wide Innovation, Entrepreneurship and Business Development minor. Rik earned his BBA (in HRM) at the Hanze Hogeschool Groningen and his MSc as well as PhD in Management & Organization at the University of Groningen. After his term as a research trainee in Groningen, Rik worked for four years as an assistant professor at the Radboud University of Nijmegen. Having finished his dissertation, he switched to the Institute for Strategy, Technology and Policy of the Dutch Organization for Applied Scientific Research (TNO-STB). At the end of 2003 he returned to academia joining the then newly established Centre of Business Studies at Leiden University, mainly working for the Science-based Business Program of the Faculty of Mathematics and Natural Sciences until August 2007 when he moved to NIKOS.

Dr. Klaasjan Visscher
Klaasjan Visscher is assistant professor of Organization and Innovation Studies. He holds a master degree in 'Industrial Engineering & Management' and in 'Philosophy of Science, Technology & Society' (with distinction). He obtained his Ph.D. at the University of Twente in 2001, with a thesis on Design Methodology in Management Consulting. His research has focused on organizational design processes, consulting practices, and the development of innovative organizations. His current research interests include the long-term evolution of organizational and technological innovations, the interaction between firms and technological fields, and artistic entrepreneurship. Klaasjan lectures on innovation management, organization theory, and design methodology. He is core-lecturer at ATLAS University College and also contributes to the International Business Administration bachelor, the Business Administration master, the post-graduate Master of Risk Management, and doctoral programs.

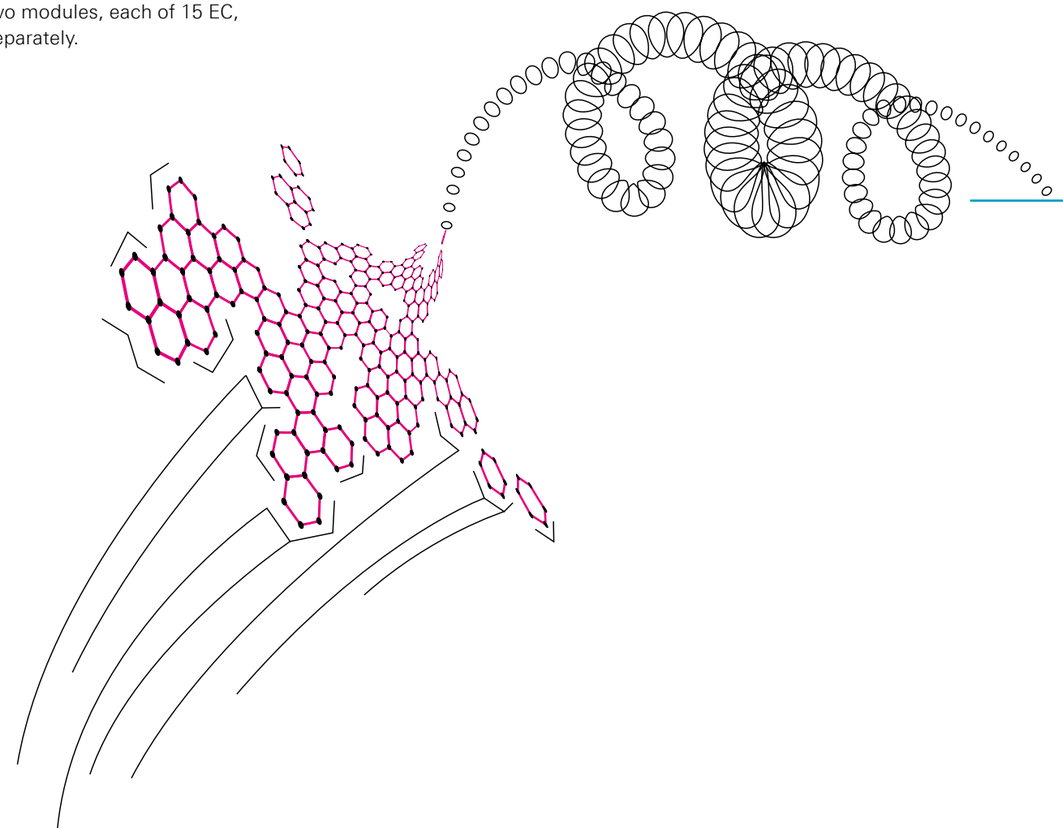
Dr. Kasia Zalewska-Kurek
Kasia Zalewska-Kurek is an assistant professor at NIKOS. She is a sociologist by training and obtained her PhD degree in 2008. She teaches strategy in (International) Business Administration programmes and entrepreneurship in Creative Technologies. Her research focuses on (1) university-industry strategic alliances and creating innovative ecosystems that allow innovation spillover to society. She also researches (2) development of strategies and business models by university spin-offs and (3) entrepreneurial education. She is interested in applying IT technology (AI, machine learning) into social sciences.

4 ENTREPRENEURSHIP & INNOVATION IN THE BACHELOR IBA

INNOVATION & ENTREPRENEURSHIP (15 EC, 2Y, 1B)
Innovation and Entrepreneurship is at the roots of sustained competitive advantage for established as well as newly created companies (Tidd & Bessant, 2009). To manage innovation and entrepreneurship, a wide range of work on the topic has emerged in various disciplines. This diversity poses integration challenges to both instructors and students. The module innovation management and entrepreneurship seeks to integrate this wide body of work into a single coherent framework that helps to understand and manage innovation and entrepreneurship.

MINOR: CROSSING BORDERS (15 EC, 3Y, 1A/1B)
This minor offers students opportunities to gain international experience by going abroad for a field study, a study tour, or by working from the Netherlands with international partners. Where possible, the students' study background will be connected to the international project that they will carry out. Crossing Borders consists of two modules, each of 15 EC, which can be taken separately.

HTHT MINOR: INNOVATION, ENTREPRENEURSHIP & BUSINESS DEVELOPMENT (30 EC, 3Y, 1A/1B)
The first module sensitizes (non-business) students for the dynamics of real-life business in a simulation program of almost one week. It also introduces the roles stakeholders and expert professionals play in developing a technology-based start-up into a successful company. The second module adds the subjects of intellectual property management (IPM) and marketing in a high-tech context (HTM). Specific for this more advanced marketing topic is the role of e.g. the new product development process and of patent licensing as a way of exploiting inventions and thereby gaining revenues without having to invest heavily in product development and manufacturing capabilities. The two subjects are complemented with a 7EC project.



5 DOUBLE DEGREE

The University of Twente offers a double degree program in collaboration with the TU Berlin – a university that plays a central role in Berlin's vibrant start-up scene. The double degree program is worth 120 credits and results in two Master's degrees:

- **MSc in Business Administration from the UT (60 credits),**
- **MSc in Innovation Management & Entrepreneurship from the TU Berlin (60 credits).**

The program exists for over five years and in this period has demonstrated to be highly successful in terms of received applications, academic performance of the students in the master, and students' job market opportunities.

This double degree program takes two years to complete and consists of four semesters. Since selection at the University of Twente is mainly based on study progress and motivation, selection at the University of Twente takes place in the first semester of the master in Business Administration. The third and second semester are then spent in Berlin. The final semester is dedicated to the master thesis assignment – which can be executed all over the globe – while formally taking place at the University of Twente with co-supervision by the TU Berlin.

6 CAREER OPPORTUNITIES

WHAT ARE POTENTIAL CAREERS?
Our focus on innovative and entrepreneurial processes allows students to develop skill sets that are relevant for a wide variety of organizations and organizational functions. For this reason, our students do not only start firms, but a fast majority go on to become highly valued business consultants, marketers / business developers, project managers, and researchers – thus contributing to broad improvements in innovation and entrepreneurship in existing organizations. Given the importance of innovation and entrepreneurship for almost all contemporary organizations, our students are obviously in high demand on the labor market. As a student of EIS, you may wish to pursue a career in high-level consultancy, strategic research and development (R&D) management, policymaking, entrepreneurship or academic research.

Evidence of the career opportunities available to our students can be found by examining the LinkedIn connections of our graduates, and how their skills are ranked by these connections. Despite a wide variety of jobs, the greatest skill attributed to our alumni is entrepreneurship. In other words, they are known for being pro-active and innovative. The second most highly ranked skill, research, demonstrates the value that the business community attaches to our engaged scholarship approach, which combines rigorous research with practical relevance. Other skills that have been ranked highly by the connections of our alumni include management consultancy, business strategy, project management, innovation management, management, change management and teamwork, which is of particular importance in contemporary networked societies.

Website of the profile Entrepreneurship, Innovation & Strategy
https://www.utwente.nl/en/education/master/programmes/business-administration/specializations/entrepreneurship-innovation-strategy/

Contacts of the secretary ESIM/NIKOS
Campus building: Ravelijn, RA 2208
P.O. Box 217
7500 AE Enschede
The Netherlands

Contacts of the secretary TM/S
Campus building:
Ravelijn, RA 2113
T: 053 4894512
P.O. Box 217
7500 AE Enschede
The Netherlands

Working hours
Monday / Tuesday whole day
Wednesday / Thursday / Friday until 13.00
T: +31 53-489 4499
E: bms-nikos-esim@utwente.nl