

# Entrepreneurship in Architecture and the Built Environment

Course Guide 2019-2020

 TU Delft

MAKING  
IMPACT

# Colophon

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# Introduction

This is the course guide of the course Entrepreneurship in Architecture and the Built Environment AR0131, an elective for all five MSc-tracks from the faculty of Architecture and the Built Environment at Delft University of Technology. This guide provides you with basic information about the course structure, content, grading and deliverables, in combination with Brightspace.

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# 1

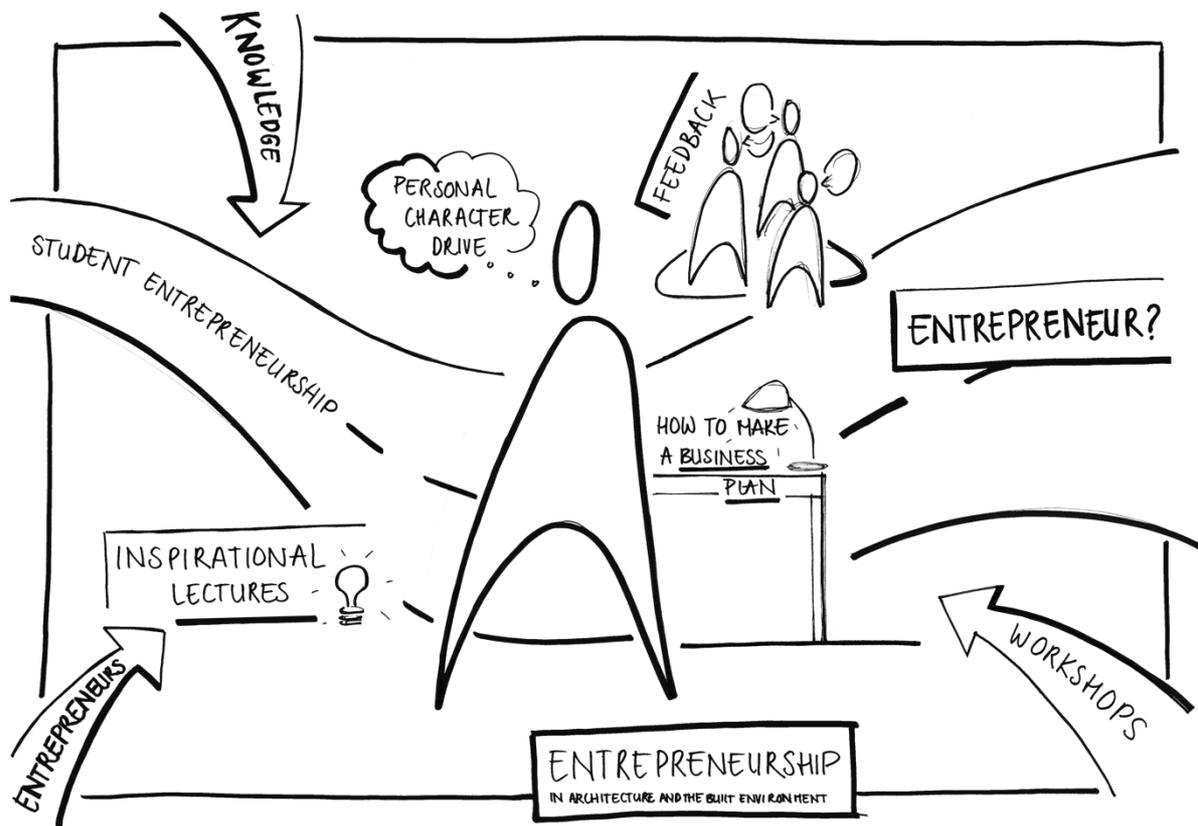
## Entrepreneurship in Architecture and the Built Environment

### 1.1 Introduction

This elective course is developed for students (either architecture, urbanism, technology, or management) who like to investigate the opportunities for starting a venture in the built environment or want to develop an entrepreneurial attitude in taking on exciting challenges in the built environment.

In this course, students are guided in developing their ideas about a self-owned venture (design-firm, innovator, service provider, project management expert, etc.). A venture that gives them freedom for personal development, pursuing personal goals. Within the course, the student's competencies are central and joint work is being done on the development of an entrepreneurial plan, making use of an entrepreneurial mindset. The course is provided by a team of teachers with an entrepreneurial background from the faculty of 'architecture and the built environment' complemented with teachers from the 'Delft Centre for entrepreneurship'.





## 1.2 Roadmap of the course

The students will be inspired with theory, inspirational lectures, coaching and skills to become aware if they would like to be an entrepreneur.

Every week at least one talk from the field will inspire the students to think about what entrepreneurship in Architecture and the Built Environment can be.

The students will be challenged by doing assignments in groups and individual. At the end of the course, each student has developed an idea into an entrepreneurial plan and final pitch. As a result of this, students are able to determine whether entrepreneurship is really something for them.

# 2

## Course

### 2.1 Position of Entrepreneurship in Architecture and the Built Environment

The program trains students to gain entrepreneurial skills and knowledge to explore new design- or technology-based business opportunities.

Many small companies are active in the sector, often with young entrepreneurs. In many cases these entrepreneurs are designers or project managers who combine their knowledge and skills with entrepreneurship. The reasons for this are diverse: such as being able to develop a particular vision on architecture, urban design, and enjoying maximum freedom. In addition to this, there is a growing number of young entrepreneurs, with a clear, personal vision of solving the contemporary societal challenges. As an entrepreneur, they try to make a real impact for a better society and built environment.

Research shows that many innovations are not initiated by the established (large) companies in the sector, but by young (starting) companies. As such, this course tries to stimulate the innovative power that is necessary to innovate the sector.



## 2.2 Learning objectives

After finishing the course, the student:

- has developed a broader insight into the value and meaning of entrepreneurship in architecture and the built environment
- has a broader insight into his/her own personal character and drive related to starting a self-owned company
- has more insight about the feasibility of starting the self-owned company, making use of his/her passion, knowledge, skills and network.
- has introductory knowledge about business plans, financing and market influence
- has the ability to critically reflect on his/her entrepreneurial skills and plans
- has the skills to articulate the viable business proposition in a concise and convincing pitch presentation
- knows what the next steps could be realising the self-owned company.

## 2.3 General course information

### *Course Information*

Course name	Entrepreneurship in Architecture and the Built Environment
Course code	AR0131
Course load	5 ECTS
Course level	Master
Course hours	4 hours lectures and 6 hours self-study, assignments, and groupwork per week
Course duration	Q3, 2020

### *Contact information*

Course coordinator	Hans Wamelink
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### Lecturers

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*Professor of Architectural Engineering | Department of Architectural Engineering + Technology*

Drs. A. Giga, PhD

*Researcher and lecturer Entrepreneurial finance and technology start-up development (DCE)*

Prof.ir. C.H.C.F. Kaan

*Professor of Complex Projects | Department of Architecture Chair of Department of Architecture*

Dr. H. Khodaei

*Researcher and lecturer in Entrepreneurship (DCE)*

Prof. Dr.-Ing. U. Knaack

*Professor of Design of Construction | Department of Architectural Engineering + Technology*

Dr.ing. V.E. Scholten

*Director Delft Centre for Entrepreneurship (DCE)*

Prof.dr.ir. J.W.F. Wamelink

*Professor of Construction Management and Entrepreneurship | Department of Management in the Built Environment*

### Coaches

Thijs Asselbergs

Arie Bergsma & Stephan Verkuijlen

Kees Kaan & Vincent Panhuysen

Herman vande Putte

Hans Wamelink

### Guest Lecturers

Dr.ir. M. Bos-de Vos

*Post-doctoral Researcher and lecturer | Product Innovation Management | Management and Organisation*

Ir. T. Bouma and ir. E.M. Bet

*TEAKE BOUMA architectuur/stedenbouw | Els Bet Stedebouwkundige*

Prof.ir. R.J. Dijkstra

*Professor of Urban Design | Department of Urbanism*

Ir. P.J.H. van Heel MBA

*Sector Advisory from ABN AMRO, responsible for the Built and the sector Real Estate*

Dr. J.L. Heintz

*Head of Section Design and Construction Management*

Ir. B. Hendriks

*Motown Movement | Super Power*

Ir. S. Mohammadi

*Re:born*

Ir. N. de Ru

*Founder Powerhouse Company*

Ir. L. Teunissen and ir. L. Mosman

*DubbeLL – Buurtontwikkelaars, Project Developers*

Ir. J. Wiedenhoff

*ABT engineers*

YES!Delft

*Operational Director - YES!Delft*

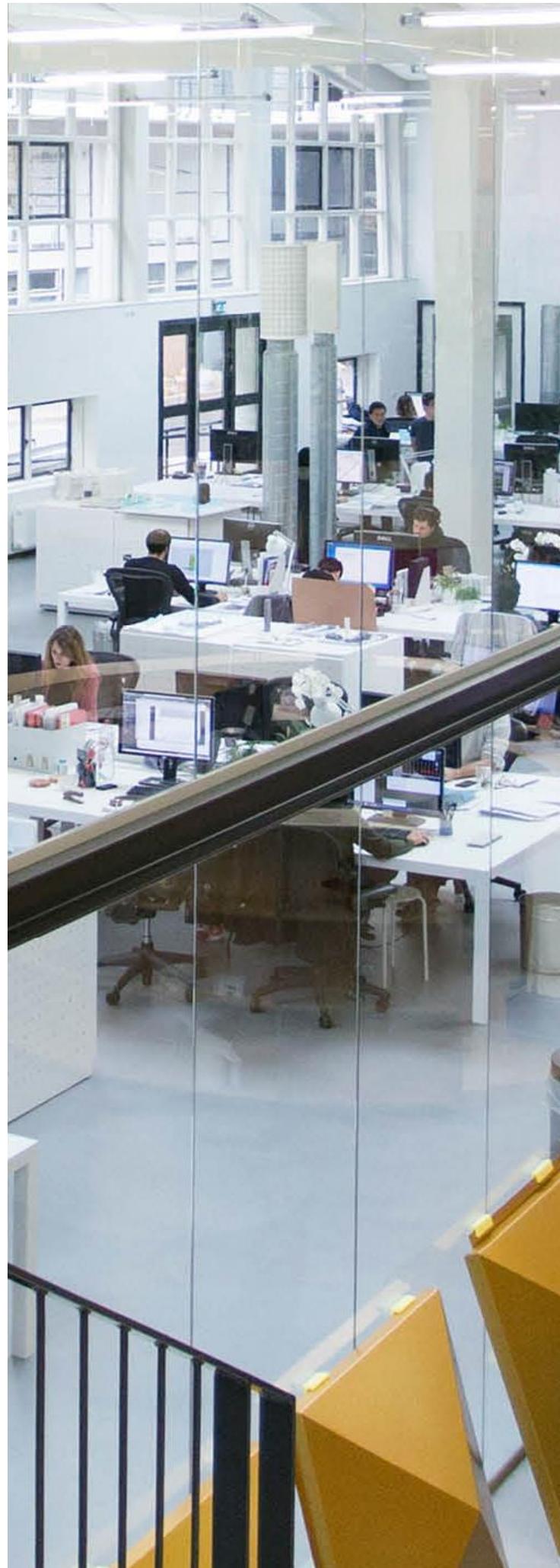
# 3

## Didactics

### 3.1 Effectuation

Many students of the current generation desire to start a business. E.g. within TU Delft there are students starting a tech start-up, trying to market a technology, conceived during their MSc or PhD study. At the design-oriented faculties students like to establish service-based companies, using collected knowledge and their personal skills, such as designing, analysing or organizing.

In the faculty of Architecture and the Built Environment too, many students discover opportunities to start a venture based on what they know and can. The process of starting such a company is well described by the Effectuation Theory, a theory developed by an American scientist named Saras Sarasvathy (see figure 1). She studied many entrepreneurs at the start of their business and concluded that: 'Expert entrepreneurs begin with who they are, what they know and whom they know, and immediately start taking action and interacting with other people. They focus on what they can do and do it, without worrying much about what they ought to do.'



Some of the people they interact with self-select into the process by making commitments to the venture. Each commitment results in new means and new goals for the venture. As resources accumulate in the growing network, constraints begin to accrete. The constraints reduce possible changes in future goals and restrict who may or may not be admitted into the stakeholder network. Assuming the stakeholder accumulation process does not prematurely abort, goals and network concurrently converge into a new market and a new firm'.

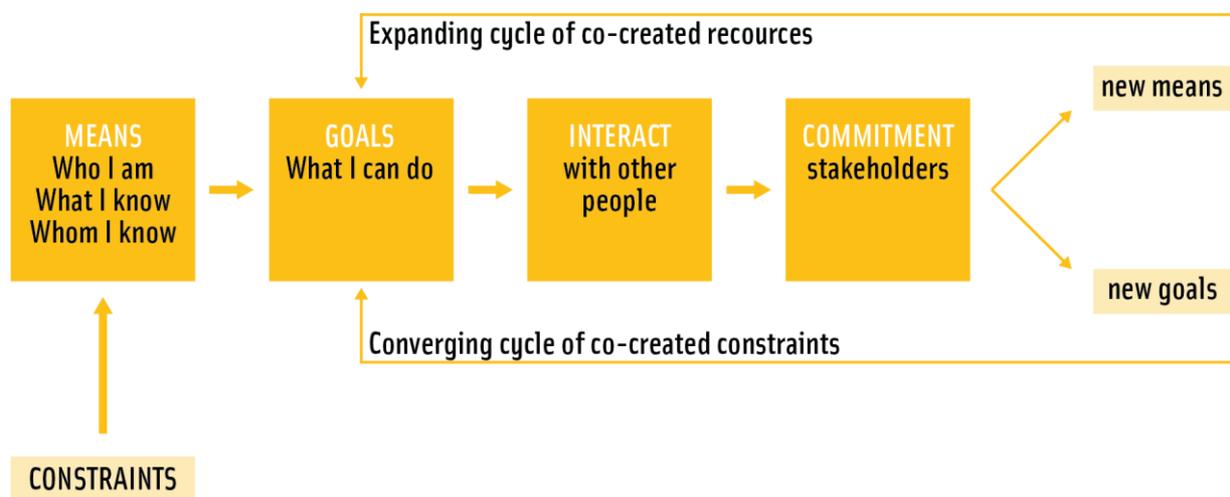


Figure 1 Effectuation Theory by S. Sarasvathy

During the course Entrepreneurship in Architecture and the Built Environment, students will perform the first two steps of the Effectuation model: with help of their available means students will think about their possible goals, transferring their ideas into an entrepreneurial plan.

### 3.2 Didactic Principles and method of working

The effectuation theory described in the previous section has been an important starting point in the development of the course and translated to the weekly themes as described in figure 2.

environment, as well as the characteristic experiences of the entrepreneurs involved. The theory lectures are given by TUD teachers (Delft Centre for Entrepreneurship), the inspirational lectures by entrepreneurs, both from inside and outside the university.

	1	2	3	4	5	6	7	8	9	10
WEEK THEME	introduction	discovering entrepreneurship	being an entrepreneur	developing your idea	feedback	vision, client and added value	Revenue model	how to pitch	final pitch	reflection
INSPIRATIONAL LECTURES		Entrepreneurs	Entrepreneurs	Entrepreneurs	Entrepreneurs	Entrepreneurs	Entrepreneurs			
THEORY LECTURES	introduction	Entrepreneurial thinking	being an entrepreneur	market analysis	who is your customer?	architectural business models	making a revenue model	pitch workshop		
PERSONAL ASSIGNMENT	reading articles	make a business sketch	personal scan	draft business plan	detailing plan and roadmap		preparing pitch	pitch to group	final pitch	writing a report
GROUP (WORK)	collecting information entrepreneurs	interviewing entrepreneurs	discussing scans	discussing plans	feedback blueprints	feedback results	feedback results	choose 1 plan		

Figure 1: Course structure AR0131

Eventually, students will discover how they can use their knowledge and skills to set up a first idea for the company, test this against the needs of potential clients, and society and then further optimise it, resulting in their first entrepreneurial plan.

In principle, the students develop their entrepreneurial plan on an individual basis. If a group of students have a joint idea, they also can develop their entrepreneurial plan for the venture together.

Although the assignments are on an individual basis, the students will be guided as a group. In the first three weeks, the assignments, and the group coaching, are aimed at jointly discovering what entrepreneurship in the built environment actually entails. From week 4 on, it is about developing your own plan. At the end of the course, the students finish this entrepreneurial plan and reflect on the process they have gone through.

Lectures are given every week to feed the students with all kind of theories, related to the weekly theme. Additionally, inspirational lectures will be given. The aim of these inspirational lectures is to show the variety of companies in the built

# 4

## Week scheme

### 4.1 Weekly program

The course consists of inspirational lectures, theory lectures, coach meetings, personal assignments and group work.

The lectures will be held every week on Monday- and Friday afternoon. The week will be introduced by one of the course coordinators, and theory lectures will be provided by the teaching staff. The individual or/and group assignments will be explained Monday afternoon.

During the inspirational lectures, external lecturers (and in some cases also TU Delft lecturers) will address cases from practice on Friday – providing interesting insights in entrepreneurship from the field.

MON	TUE	WED	THU	FRI	
<input type="checkbox"/>	coach meeting				
theory lectures	<input type="checkbox"/>	<input type="checkbox"/>	deadline assignment	inspirational lectures	

*The coach meeting will be planned by the students and their coach.*

In summary: on Mondays theory lectures and an explanation of the assignment, on Friday the inspirational lectures and throughout the week students will meet with their coach.



## 4.2 Detailed, provisional lecture scheme

This scheme is last updated on 04-02-2020, check Brightspace for updates.

	Speaker	Topic	Speaker	Topic
3.1	<b>Monday</b> 10-02-2020	<i>Opening Hans Wamelink</i> <b>Introduction</b>	<b>Friday</b> 14-02-2020	<b>Introduction</b>
	13:45	Hans Wamelink Intro to the course; learning objectives, structure, schedule and deliverables		
	14:30	Thijs Asselbergs Starting your company; General introduction to Entrepreneurship in AGBE; 'the BE flavour'		
	15:15	<i>break</i>		
	15:30	Hanieh Khodaei Types of entrepreneurs; examples from several sectors, including technology based entrepreneurship; life stages of a company		
	16:15	Hans Wamelink Explanation assignment 1 'interviewing entrepreneurs', and preparing interviews with entrepreneurs		
3.2	<b>Monday</b> 17-02-2020	<i>Opening Hans Wamelink</i> <b>Discovering Entrepreneurship</b>	<b>Friday</b> 21-02-2020	<i>Opening Thijs Asselbergs</i> <b>Discovering Entrepreneurship</b>
	13:45	Victor Scholten Entrepreneurial thinking; general theory	13:45	
	14:30	Victor Scholten Entrepreneurial thinking; Effectuation theory	14:30	Ulrich Knaack International Perspective on entrepreneurship in A+BE
	15:15	<i>break</i>	15:15	<i>break</i>
	15:30	Hans Wamelink Explanation assignment 2: making first sketch	15:30	Jaap Wiedenhoff International Perspective on entrepreneurship in A+BE
3.3	<b>Monday</b> 24-02-2020	<i>Opening Hans Wamelink</i> <b>Being an Entrepreneur</b>	<b>Friday</b> 28-02-2020	<i>Opening Hans Wamelink</i> <b>Being an Entrepreneur</b>
	13:45	Hanieh Khodaei Entrepreneurial skills	13:45	Martijn Pool Space & Matter
	14:30	Hanieh Khodaei Entrepreneurial skills	14:30	John Heintz Historical Perspective on entrepreneurship in A+BE
	15:15	<i>break</i>		
	15:30	Hans Wamelink Explanation of assignment 3: imaging personality and means		
3.4	<b>Monday</b> 02-03-2020	<i>Opening Hans Wamelink</i> <b>Developing your idea</b>	<b>Friday</b> 06-03-2020	<i>Opening Hans Wamelink</i> <b>Developing your idea</b>
	13:45	Hanieh Khodaei and Victor Scholten Developing a blueprint for your entrepreneurial plan	13:45	Teake Bouma and Els Bet The success of a network of entrepreneurs
	14:30	Hanieh Khodaei and Victor Scholten Market analysis/client value proposition	14:30	Saman Mohammadi Sustainable Development   RE:BORN
	15:15	<i>break</i>		
	15:30	Hanieh Khodaei and Victor Scholten Explanation assignment 4: developing blueprint		
3.5	<b>Monday</b> 09-03-2020	<i>Opening Hans Wamelink</i> <b>Feedback</b>	<b>Friday</b> 13-03-2020	<i>Opening Thijs Asselbergs</i> <b>Feedback</b>
	13:45	Aleksandar Giga Who is your customer?	13:45	Bob Hendrikk Super Power en Motown movement
			14:30	Kees Kaan Service based entrepreneurship
3.6	<b>Monday</b> 16-03-2020	<i>Opening Hans Wamelink</i> <b>Vision, client and added value</b>	<b>Friday</b> 20-03-2020	<i>Opening Hans Wamelink</i> <b>Vision, client and added value</b>
	13:45	Marina Bos-de Vos Architectural Business Models	13:45	Petran van Heel Financing and grants
			14:30	Nanne de Ru Entrepreneur

3.7	<b>Monday</b> <i>Opening Hans Wamelink</i> <b>23-03-2020</b> <b>Revenue model</b> 13:45 Aleksandar Revenue model Giga Negotiation // networking 14:30 <i>workshop</i>	<b>Friday</b> <i>Opening Hans Wamelink</i> <b>27-03-2020</b> <b>Developing a business plan</b> 13:45 Leon Teunissen and Lars Mosman DubbeLL Buurtonwikkelaars 14:30 Rients Dijkstra Not being an entrepreneur
3.8	<b>Monday</b> <i>Opening Hans Wamelink</i> <b>30-03-2020</b> <b>Pitch workshop</b> 13:45 Pitch <i>workshop</i>	<b>Friday</b> <b>03-04-2020</b> <i>extra time for assignment</i>
3.9	<b>Monday</b> <b>06-04-2020</b> <b>Preparing pitches</b>	<b>Wednesday</b> <b>08-04-2020</b> <b>Final pitches</b>
3.10	<b>Monday</b> <b>10-04-2020</b> <b>Closing week</b> <i>writing an essay</i>	<b>Friday</b> <b>16-04-2020</b> <b>Closing week</b> <i>writing an essay</i>

## 4.3 Theory Lectures

### WEEK 1

**10-02-2020 Prof.dr.ir. J.W.F. Wamelink**

*Intro to the course; learning objectives, structure, schedule and deliverables*

**10-02-2020 Prof.ir. M.F. Asselbergs**

*Starting your company; General introduction to Entrepreneurship in A&BE; 'the BE flavour'*

What makes the architect?

In addition to being a designer, the architect is also an entrepreneur.

1. what does an architect do?
2. how does the architect do that?
3. and why?

Insight and overview is given into the position that the architect can occupy within the force field of client(s), government(s) and the construction industry.

How does the architectural office work, cooperating with consultants and the network? Which responsibilities are involved? Why is innovative thinking and acting necessary and how do you distinguish yourself as an entrepreneurial architect? Which contemporary examples are (not) successful? How does the architect survive his/her changing position? Who is the new architect?

**10-02-2020 Dr. H. Khodaei**

*Types of entrepreneurs*

When commercialize technology and knowledge, startups often lack the resources or network relationships to start and grow. Stage-gate models of startups typically refer to Vohora et al. (2004), who investigated the challenges or barriers that separate their growth stages, suggests the following classification of five broad growth stages: 1) research; 2) opportunity framing; 3) pre-organization; 4) re-orientation; and 5) sustainable returns (Vohora et al. 2004). Between each two stages, Vohora et al. (2004) identified barriers which they refer to as critical junctures, respectively: opportunity recognition, entrepreneurial commitment, credibility, and sustainability. Before the startup can proceed to the next stage, it needs to overcome these critical junctures.

The orientation or type of entrepreneur is essential to the success of the startup to proceed to the next stage. But also various facilitating organizations, such as universities, technology transfer offices (TTOs), science parks, development agencies, venture capital investors and new business incubation centres help startups to navigate their critical junctures, by providing them with access to resources and network relationship.

## **WEEK 2**

**17-02-2020**      **Dr.ing. V.E. Scholten**

### *Entrepreneurial thinking*

Following the stages of growth we will explore how entrepreneurial thinking affects the search for opportunities and how it can capture the value of those opportunities. We will explore the role of administrative and promotor style of entrepreneurial management and how this relates to the stages of growth and how it connects to effectual behaviour.

**21-02-2020**      **Prof. Dr.-Ing. U. Knaack**

### *International Perspective on entrepreneurship in A+BE*

#### Entrepreneurship - focus architectural engineering and international market

This part of the program will focus towards the architectural engineering, the discipline bridging the gap between the design architect and the civil engineer, construction companies and specialized engineering disciplines. Task of the discipline is the translation of an aesthetical driven design into a buildable construction, being feasible in the mean of sustainability, technology and budget. Themes like climate design, façade technology, computational data handling and structural design are in the field of expertise of an architectural engineer.

Next to this the international market is interesting for entrepreneurs – potential projects request in specialization or allowing to transfer knowledge and technology are triggering individual activities. This is flanked with questions of network, communication and availability as well as liability. This part of the program will give a first inside in potentials and challenges, opportunities and limitations.

## **WEEK 3**

**24-02-2020**      **Dr. H. Khodaei**

### *Being an Entrepreneur*

When we think about the global companies, they didn't start with a business plan, they didn't start with a business model canvas, but they did start with the opportunity itself. Opportunity recognition is the first growth stage, so start-ups start the entrepreneurship journey by the opportunity analysis, to start thinking, seeing and acting entrepreneurially. At its core, the opportunity analysis canvas contains a powerful argument that anyone can be a successful entrepreneur by thoughtfully examining the business opportunity. We will discuss the opportunity analysis canvas as a tool for identifying and evaluating new venture opportunities, structured into nine phases for thinking, seeing, and acting entrepreneurially. We will focus on the innovation process as one of the key elements of opportunity identification and we discuss the innovation project approaches. We will focus on the personal traits and entrepreneurial orientation that makes a person behave more entrepreneurial. We will use a method of entrepreneurial assessment to help you reflect on your entrepreneurial posture and we will discuss the innovation process as one of the key elements of opportunity identification.

**28-02-2020**      **Dr. J.L. Heintz**

### *Historical Perspective on entrepreneurship in A+BE*

The Lecture Historical Perspectives on Entrepreneurship in A+BE will examine the nature of the work and payment of architects across several historical periods. The examples discussed will serve to lend perspective on how the architects' relationship to the client has changed in response to the nature of the commission and the relative social status of the two parties. The notion of entrepreneurship comes late to architecture (as it does to most professions) while many figures included in the canon of architectural history have displayed remarkable initiative and acumen in manners, we might now call entrepreneurial.

## **WEEK 4**

**02-03-2020 Dr. H. Khodaei**

### *Developing your idea*

The business model canvas is a blueprint for your entrepreneurial plan. We will discuss the benefits of using the canvas but we will also see that it is, however, a mere presentation of how, eventually, you would organise the business. In reality, entrepreneurship is more a process of change and adaptation, in which the elements of the opportunity canvas resonate. Therefore our entrepreneurial journey will start with a search of a possible market, what problems and challenges do exist and how do they differ across users. How can we select the potential market segment that is more attractive and why is that segment more attractive. We will introduce you some criteria for selecting your beachhead market and end users. Finally we encourage you to think about your market research questions and how to conduct primary market research. Hence, we will focus on market segmentation, persona, end users, niche strategies, plan for validating initial assumptions

## **WEEK 5**

**09-03-2020 Drs. A. Giga**

### *Who is your customer*

This week is all about testing your own assumptions, analyse your business idea and get feedback from your customers through interviews. The more people that you interview, the better your estimate of the true value of your proposition. We will discuss the value of making a brochure by targeting the brochure at your Persona as well as the visual representation of the product. We explore how to identify the core value you offer for your customers and identify the alternatives (competitors) they may turn to in the market. We also elaborate on the way how to obtain data for the competitor analysis and discuss the core value drivers and ways how to protect them. Central is the development of the core of the product/ service as compared to what competition offers or the alternatives that are available for your potential customers. Identify the main value chain players and how they are part of your total offering.

## **WEEK 6**

**16-03-2020 Dr. ir. M. Bos-de Vos**

### *Architectural Business Models*

Why do you need to think about your business model to become a successful entrepreneur? In this interactive session, you will learn what a business model is, what it consists of and how you can design your own business model. Together, we will reflect on what the key opportunities and challenges of your current or future business model are and how you can use these to develop your own entrepreneurial path. Exemplary situations with which architects and other built environment professionals are regularly confronted will serve as a backbone for the discussion.

## **WEEK 7**

**16-03-2020 Drs. A. Giga**

### *Revenue model*

In the previous lectures we discussed how to create value for your customer. Key is to capture that value in order to make revenues. Part of the analyses for this is the go-to-market strategy and understand the costs it involved and how we can generate a revenue stream that flows back into your company. Now it is important to convince

your target client to try and purchase your offer. How can you reach out to your customers and how do they make their decision to buy your offering. Who is making that decision, and there might be a difference between the ones using and buying your offering. What is your pricing strategy and how can you generate cash flow based on that pricing strategy. Can you produce initial estimates of the cost structure and by when you can expect revenues?

# 5

## Assignments, deliverables and grading

### 5.1 Introduction

As explained in the preceding chapters, this course will help students to develop their entrepreneurial ideas into a sound entrepreneurial plan. The content of this entrepreneurial plan is, among others, dependant on student's means, meaning that the plans can be totally different from student to student. As a result of this, in most assignments the process which the student has gone through will be assessed. In some cases, also the final result will be assessed.

As part of the assessment, the student will be asked to keep a log.



## 5.2 Assignments and group activities

Nr	Start date	Assignment	Deliverable	I/G	Due date	Grading
1	10-2	Interviewing entrepreneurs	Poster/report	G	20-2	P/F
2	10-2	Reading topic related articles	Summary	I	20-2	-
3	17-2	Making first sketch value proposition	Value proposition canvas	I	20-2	-
4	24-2	Use Entrepreneurialscan.com to image personality	Add to log	I	27-2	-
5	24-2	Describe your means	Report (add to log)	I	27-2	-
6	02-3	Develop draft blueprint entrepreneurial plan; execute primary market research	Draft blueprint			-
7	09-3	Design poster with details blueprint entr. plan Organize feedback session in the group	Poster	I/G	12-3	-
8	09-3	Detailed entrepreneurial plan; with analysis of market, elaboration of value proposition, funding, etc.	Entrepreneurial plan	I	09-4	Grade
9	30-3	Prepare final pitch	Pitch	I	08-4	Grade
10	13-4	Write reflection essay; reflecting on personal experiences, development during the course (based on information in log)	Report	I	17-4	Grade

Wk	Group activities	
1	10-2	Discussing possible entrepreneurs to interview; Approaching entrepreneurs Looking for information about companies, and environment Making appointments and division of labour Preparing interviews
2	17-2	Interviewing Making posters and summary
3	24-2	Discussing individual scans with coach  (Change of group composition)
4	02-3	Discussing the individual blueprints with coach Preparing feedback session
5	09-3	Facilitating feedback session in the group
6	16-3	Discussing results feedback session and progress blueprints with coach
7	23-3	Discussing progress with coach
8	30-3	Discussing progress with coach Preparing pitches;
9	06-4	All group members pitch their entrepreneurial plan within their own group; together the group decides which student will pitch during the plenary closing session on Thursday April 9 <sup>th</sup> .

	1	2	3	4	5	6-7	8	9	10
	10/02	17/02	24/02	02/03	09/03	16/03-30/03	30/03	06/04	13/04
GROUP	PREPARING collecting information about entrepreneurs	INTERVIEWING entrepreneurs	PERSONALITY discussing scans	ENTREPRENEUR discussing plans	FEEDBACK blueprints	FEEDBACK discussing results	FEEDBACK discussing results	PITCH choose 1 plan	REPORT write reflection essay
INDIVIDUAL	PREPARING reading articles	VALUE PROPOSITION making a sketch	PERSONALITY personal scan	ENTREPRENEUR draft plan	BLUEPRINT detailing plan		ENTREPRENEUR preparing pitch	PITCH plan to group	
keep a log									

## 5.3 Assessment

You have successfully completed the course when:

1. You have actively and effectively participated in all sessions;
2. Have handed in the group-work assignment (1), and completed the individual assignments 6, 7, 8, 9 and 10.

The final grade is dependent on 3 elements: assessment of assignment 8 Detailed entrepreneurial plan (35%), 9 Final Pitch (30%) and 10 Reflection Essay (35%). These elements are required to be of sufficient level. Grading Rubrics will be made available at the introduction of the assignments.