



Hes·so

Haute Ecole Spécialisée
de Suisse occidentale
Fachhochschule Westschweiz
University of Applied Sciences
Western Switzerland

MASTER

HES-SO
of Science in Business Administration

Major in Entrepreneurship (Innovation and Growth)



SCHOOL OF BUSINESS ADMINISTRATION
HAUTE ÉCOLE DE GESTION (HEG) DE FRIBOURG
HOCHSCHULE FÜR WIRTSCHAFT (HSW) FREIBURG



Entrepreneurial Spirit

Entrepreneurship is a mindset that is frequently associated with innovation and growth. Successful entrepreneurship is a cohesive process of planning, idea development, creativity and risk-taking. The main reasons for studying entrepreneurship are to create entrepreneurial awareness, to develop analytical and creative skills, and to encourage students to transform themselves into entrepreneurs or entrepreneurial employees. The study of entrepreneurship has grown significantly throughout the world over the past 10 years, and is now one of the most popular subjects in business schools.

The Master of Science in Business Administration is based on a joint concept of the University of Applied Sciences Western Switzerland (HES-SO) composed of Business Schools in Geneva, Neuchâtel, Vaud, Valais, Fribourg and the Ecole Hôtelière de Lausanne (EHL). The course in Entrepreneurship (Innovation and Growth) is organized by the School of Business Administration of Fribourg, which is cooperating actively with the HES-SO Valais and University of Liechtenstein for the instructional and research areas of the new Master's studies.

Students graduating with a "Master of Science in Business Administration, Major in Entrepreneurship (Innovation and Growth)" are attractive employees in today's business society. Their capabilities as potential entrepreneurs substantially increased and their future responsibilities include various managerial and change agent positions in private industry or public organizations. They are well suited for strategic management positions in small and large enterprises, where new ventures, technological development, globalization and competition are areas of importance.

An additional feature of our Master's Program – comprised of an intelligent mix of theory and practical work – is that it encourages part-time employment by the student. That's why we are convinced that our future graduates will have excellent prospects on the job market. This brochure provides valuable insight into our Business School and our Master's Program. We would be pleased to welcome you soon to the School of Business Administration Fribourg (HEG-FR).



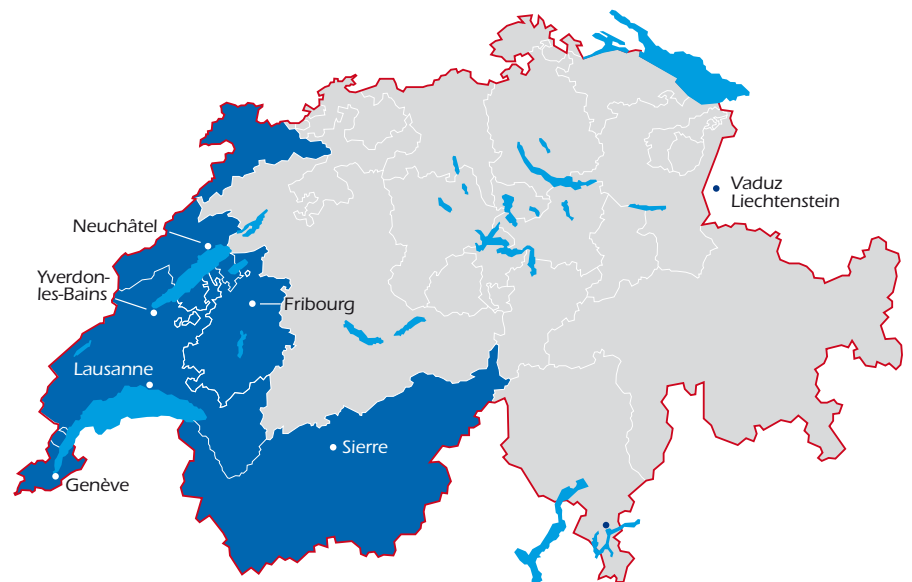
Dr. Lucien Wuillemin Director HEG Fribourg (left) and Prof. Dr. Rico Baldegger Academic Director (right)





University of Applied Sciences Western Switzerland (HES-SO)

The HES-SO, a vast reservoir of competencies, ideas, innovation, creativity and knowledge is taking a leading role in the socio-economic development of the country and is proudly contributing to the growth of Western Switzerland. The introduction of a joint Master's of Science (HES-SO) program in Business Administration points to the dynamic strength of the University of Applied Sciences of Western Switzerland. The school constitutes the largest network of tertiary education in Switzerland and has currently approximately 13'000 students enrolled in its various programs – 3'500 in economics, of which 490 are studying at the School of Business Administration in Fribourg.



Five different majors for the Master of Science HES-SO in Business Administration

As a number of varying master study courses have emerged over the past few years, a brief explanation of the different course types is appropriate. The Consecutive Master, or the so-called Bologna-Master, (comprising 90 to 120 ECTS) is part of the educational system. Such master courses are typically pursued directly after completing a Bachelor's degree (includes both business faculties at universities and universities of applied sciences) or after a candidate has gathered several years of professional experience prior to continuing his or her studies.



Having received the authorization of the Federal Department of Economic Affairs, the University of Applied Sciences of Western Switzerland now offers a Master of Science in Business Administration with five distinct majors:

Entrepreneurship (Innovation & Growth), in English/French or English/German

Gestion intégrée des systèmes d'information et de communication (in French – Integrated Management of Information Systems and Communication)

Management public et parapublic (in French – Public and Para-public Management)

Hospitality & Tourism (in English and French)

Management et Ingénierie des services (in French – Management and Service Engineering)

The major Entrepreneurship (Innovation & Growth) is offered by the School of Business Administration Fribourg in collaboration with the HES-SO Valais and University of Liechtenstein. More details and information about this course is included in this brochure. The remaining majors are offered in various other schools of the HES-SO network.

Instruction that is common to all five Master programs takes place in Lausanne. The various modules for each corresponding major are taught in the offering schools (for entrepreneurship in Fribourg).

The Master of Science in Business Administration of the University of Applied Sciences Western Switzerland can best be characterized as follows:

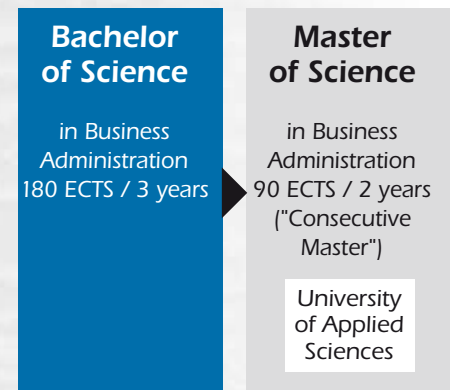
a wide-ranging collaboration among the Universities of Applied Sciences Western Switzerland (HES-SO)

a hands-on course concept

work in small teams of students, researchers and instructors encouraging the development of methodological and social skills

study majors that are clearly distinctive courses offered at other universities

The Bologna system at the university of applied sciences level:



The Master of Science in Business Administration cannot in any way be compared to an Executive MBA or a Master of Advanced Studies (MAS). These courses are postgraduate programs and are intended for executives with considerable professional experience that would like to continue their education in a specific field of expertise.



The School of Business Administration Fribourg (HEG-FR)

The Master studies offered at the HEG Fribourg (in association with HES-SO Valais) are closely aligned with the School of Business Administration Fribourg's existing strategy and well established set of activities. The principal aspects are as follows:

Complementary to the Bachelor's study course

The School of Business Administration Fribourg (HEG-FR) has been offering a major in entrepreneurship for undergraduate students for the past few years. The principal modules are the following:

Venture challenge

Entrepreneurial strategy & innovation

Finance SME

Entrepreneurship competencies

Intercultural management

To cover international aspects, these modules are complemented by International financial accounting

Symbiosis with the Institute for Entrepreneurship and SME Studies

The Institute for Entrepreneurship & SME Studies at the HEG Fribourg was established to carry out applied and basic research in its field of specialty with a focus on transferring essential expertise from its findings to its Bachelor's, Master's, and postgraduate programs. The Entrepreneurship & SME Institute works in close collaboration with the Department of Entrepreneurial Development of the HES-SO Valais.

Complementary to the post-graduate study courses

Teaching with a view to the interdisciplinary needs of SMEs implies an integrated view of the enterprise as is taught in the EMBA, whose objective has always been to transmit a complete view of the various elements of an enterprise (integrated management). Also part of the post-graduate course are classes in environmental management.

National and international recognition

The "International survey on collegiate entrepreneurship 2006" (a European study) and the "Swiss survey on collegiate entrepreneurship 2006" carried out by the University of St. Gallen and the European Business School have placed the School of Business Administration Fribourg (HEG-FR) together with the HES-SO Valais at the top of the Swiss ranking for universities of applied sciences as well as Swiss universities when it comes to their development of their students' creativity and entrepreneurial thinking.





International activities

The School of Business Administration Fribourg (HEG-FR) has been organizing the exchange of professors in the field of entrepreneurship and SMEs for the last 6 years.

Guest professors from internationally renowned partner universities coming from all over the world teach classes side-by-side with resident professors and course instructors. Former students who have established their own successful companies will be strongly associated with the program in order to share their hands-on practical experience in building their businesses.

This Master's course reflects the school's past ten years of strategic orientation in entrepreneurship and the internationalization of small and medium-sized enterprises. A number of research activities, various courses, and an international congress (CIFEPME 2006) serve as proof of all those efforts. The international focus of this Master's program is strongly influenced by the close partnerships maintained with the University of Liechtenstein, the HEC Montréal and the University of Quebec in Trois-Rivières, Canada, Tecnológico de Monterrey in Mexico, the University of Montpellier, the Ecole de Management of Grenoble (France), University of Vermont (United States) and Zhejiang University in Hangzhou, China.



Active cooperation for the Master in Entrepreneurship

The School of Business Administration of Fribourg is cooperating actively with the HES-SO Valais and University of Liechtenstein for the instructional and research areas of the new Master's studies.



Hes·SO VALAIS
WALLIS

Prof. Antoine Perruchoud
HES-SO Valais
Department of Entrepreneurial Development



**HOCHSCHULE
LIECHTENSTEIN**

Prof. Dr. Urs Baldegger
Van Riemsdijk-Chair for Entrepreneurship
Hochschule Liechtenstein



Why a Master in Entrepreneurship?

For a long time too little attention has been paid to developing the enterprising spirit paired with the willingness to take on the risk of starting new ventures. These are as vital in existing enterprises, big and small, as they are for start-up companies as well as for the public sector. The School of Business Administration Fribourg (HEG-FR) has enjoyed great success in this field at the Bachelor level: research has shown that students of HEG Fribourg and HES-SO Valais have better than average entrepreneurial skills (www.guesss.com).

The School of Business Administration Fribourg (HEG-FR) is expanding its course portfolio by offering a Consecutive "Master of Science in Business Administration, Major in Entrepreneurship (Innovation and Growth)" including the following attributes:

Professional: The Master's program responds to the needs of private companies and the public sector.

Scientific: The Master's program is based on solid scientific principles.

Modular: The Master's program is composed of various modules applying different methodological approaches (advanced level lectures, workshops, practical learning projects and entrepreneurial laboratories). During regular school operations, lectures are held Thursdays (entire day), Fridays (entire day) and on Saturday mornings, thus part-time employment working a 40-50% position is feasible - even desirable.

International: The Master's program is built on the basis of an extensive domestic and international collaboration. It benefits from the fact that teachers come from diverse backgrounds and a wide selection of different universities.

Multilingual: The Master's program is offered in two language pairs: English/French and English/German.

Officially authorized: The School of Business Administration Fribourg (HEG-FR) has received formal authorization from the Federal Office for Professional Education and Technology (OPET) to create and teach this Master's program on a permanent basis.

Philosophy of Master in Entrepreneurship

The consensus among management scholars and practitioners is that entrepreneurship drives economic growth in both established and emerging markets. Although entrepreneurship is often still associated with small markets or newly created firms, recruiters are increasingly looking to attract people with proven entrepreneurial skills and thought patterns.

In a complex and constantly changing economic environment, management requires a dynamic perspective in which change, innovation and flexibility are central dimensions. The ability to build new businesses and to create entrepreneurial environments within established companies is becoming ever more important. Those are only a few reasons why the study of entrepreneurship is gaining in status as an independent discipline.



Entrepreneurial success – whether in small companies, large international firms or public organizations – is firmly grounded in the ability to understand the changes in the world of business, and in the skill to create new enterprises to exploit those emerging opportunities.

The relentless pursuit of finding innovative new ideas and products is at the core of the entrepreneurial mindset. Developing new ideas alone will not lead to success; these ideas and concepts must also be commercialized and brought to market. This purposeful combination of creativity and practical application can take place in either new or existing businesses.

Bologna at Universities of Applied Sciences

The Bologna Declaration strives to create a unified area of higher education in Europe, and began with the introduction of Bachelor courses at Swiss Universities of Applied Sciences. These "undergraduate studies" last three years and were first introduced during the winter semester of 2005/06 academic year. The first Consecutive Master study programs started in September 2008 at Swiss Universities of Applied Sciences, fulfilling the Bologna Concept of a two-level educational system at such institutions. These "graduate studies" require four semesters (incl. Master's Thesis) to complete.

The objective of a University of Applied Sciences Consecutive Master's program is to provide on-going specialized and higher management training, which is both scientifically-based and practice-oriented. It teaches specialized know-how, methods, competencies, problem-solving abilities and social and leadership skills at a higher level. The studies will have a strong focus on the strategic aspects of business in an international environment.

In contrast to the Bachelor's education, particular emphasis will be placed on closely examining a variety of models and contemporary management theories, applied to case studies and practical examples from the business world. This provides the graduate student with the necessary skill set to systematically study and analyze company problems arising from both the internal and external environment and in turn allow them to make the right decision to solve any problem they may encounter in their careers. In addition, the basic methods of practice-oriented research activities will be taught and applied by means of school projects and real-life work.

Objectives

Learning how to think in an entrepreneurial way and gaining the ability to take decisive and all-inclusive action are some of the key qualifications and fundamental building blocks of a "Master of Science in Business Administration, Major in Entrepreneurship (Innovation and Growth)" program. Special attention will be given to the development of action-oriented analytical competencies and to the development of outstanding interpersonal skills. The program will also seek to foster a sense of personal commitment and openness to non-routine tasks in future mid- to high-level positions.

The program intends to contribute to the development of the enterprising spirit and to prepare students for general management functions in any enterprise. It also prepares students for consulting positions to small and medium-sized businesses.

Career prospects

Graduates of the "Master of Science in Business Administration, Major in Entrepreneurship (Innovation and Growth)" program are expected to be able to enter into a wide range of entrepreneurial careers, ranging from positions at start-up companies to domains where expertise in international commerce, global competition and technological development are key skills required for the job. Their acquired knowledge will also equip them well for professional challenges in areas such as strategic analysis, decision making and change management.

Graduates will be able to direct profit centers at multinational corporations, independently run innovative companies, take on the management of an existing business, or create new enterprises.



Master Program

The "Master of Science in Business Administration, Major in Entrepreneurship (Innovation and Growth)" program is organized in a series of modules that are carefully integrated, yet distinct in their diverse methodological approaches. Advanced level lectures, workshops focusing on the theoretical and scientific foundation of the various disciplines, special events and action-learning projects simulating the challenges of economic life, an entrepreneurial laboratory where students will learn by doing, discussions with entrepreneurs, complex project meetings, and a business plan competition provide for an action-oriented character to the program. Two weeks study trips abroad complete this attractive study program.

Semester 1	Semester 2	Semester 3	Semester 4
General Management (12 ECTS)	General Management (6 ECTS)	Major Modules (12 ECTS)	Major Modules (5 ECTS)
	Major Modules (13 ECTS)		
Research Methods (9 ECTS)	Applied Research Projects (8 ECTS)	Applied Research Projects (10 ECTS)	Master Thesis (15 ECTS)

Program Design

GM – GENERAL MANAGEMENT (18 ECTS)

The University of Applied Sciences of Western Switzerland (HES-SO) jointly offers a line-up of GM modules. Students choose 6 modules out of 10. The GM modules focus on functional and theme-oriented issues. The aim is to further develop professional, managerial and leadership competencies. The GM modules are instructed predominantly in Lausanne and partially in Fribourg, depending on the course language. The program may include the following modules (all with 3 ECTS):

Ethical Management - **A**dvanced Finance - **L**eadership and Personal Development - **I**nternational Economics and Politics - **I**nternational Business - **T**rends in Marketing - **B**usiness Intelligence - **F**amily Business - **G**overnance of Information Systems - **H**uman Systems Design

RM – RESEARCH METHODS (9 ECTS)

As with the GM modules, the Research Method modules are taught either in Lausanne or Fribourg. The main purpose is to develop and strengthen methodological and research competencies. Successful completion of the later research projects as well as the Master's Thesis is based on the transferred knowledge of these modules. All three modules (all with 3 ECTS) are mandatory:

Philosophy of Science - **R**esearch Methods - **R**esearch Instruments



MA – MAJOR MODULES (30 ECTS)

The Major modules form the core of the Master study program. Subject matter will also be based on applied practice projects and the Master's Thesis. The purpose is to build entrepreneurial competence by offering practical opportunities to coach creativity, quick-wittedness and insight. The Major modules are carried out in direct collaboration with the economic environment. The program features entrepreneurs as guest speakers or co-teachers, mentors and coaches.

Entrepreneurial Intention and New Venture (5 ECTS)

The module "Entrepreneurial Intention and New Venture" begins with a short brush-up, in which the most important terms and definitions of management theory will be reviewed on the basis of an integrated management model. This will form the foundation of a reference framework based on which the central issues of establishing and developing an enterprise will be studied. Entrepreneurship will be understood as a process by which new business opportunities are discovered, evaluated and exploited. This process applies to all phases of a company's lifecycle: its formation, growth, and restructuring as well as the challenge of business succession.

Innovation & Technology Entrepreneurship (5 ECTS)

This module teaches the fundamental concepts of Innovation and Technology Entrepreneurship: for example, describing and classifying technologies or compiling research reports for economists (e.g. nanotechnology). Management and innovation processes will also be discussed during this class, including the design of research and development activities. The protection of intellectual property (IP) is another core theme that will be addressed by this module.

Business Planning (5 ECTS)

This module teaches the objectives, structure, and the most important components of a business plan. Parallel to class instruction, innovative business ideas which must satisfy the evaluation criteria of customer benefits, market attractiveness, business model and money-making potential will be developed in project groups. The business idea will then be converted into a business plan which embraces all relevant elements of strategic and operative planning. The result of the project work will be presented to a jury for evaluation.

Entrepreneurial Finance (5 ECTS)

In the module "Entrepreneurial Finance", the financial and tax challenges facing companies from start-up and growth funding to all aspects surrounding the financing of a business succession will be discussed. In addition to the various forms of funding and its components, emphasis will be placed on company valuation for young and fast-growing enterprises. Furthermore, special forms of funding, such as Mezzanine, Leasing and Factoring will be explained. A final and essential element of the program includes an insight into Private Equity and Venture Capital financing.





Program Design

Entrepreneurial Marketing & International Entrepreneurship (5 ECTS)

The module "Entrepreneurial Marketing & International Entrepreneurship" is divided into two parts and first addresses the special challenges of marketing young enterprises. For example, low-budget marketing or the marketing and sales of high-tech products and services are some of the aspects highlighted during this class. Internationalizing SMEs will form the second main block of topics. In addition to the theoretical aspects of market entry strategies or ways of internationalizing SMEs, this course also covers actionable methods to successfully work in an international environment addressing both organizational and cultural aspects.

Growth Management (5 ECTS)

The module "Growth Strategies" is devoted to the fundamental strategic and operative issues in transforming a young enterprise into a growing one. A frame of reference will be developed on this basis which allows the central questions of growth and development of an enterprise to be addressed and mastered successfully. Not only will the opportunities be discussed, but also the problems arising with the rapid and oftentimes chaotic growth of an emerging company.

ARP – APPLIED RESEARCH PROJECTS (18 ECTS)

As an essential cornerstone of the Master's program, students will carry out applied research projects either individually or in a group. Research topics must correspond with the curriculum of the study program. Student's research projects are supported by the institutes of the School of Business Administration Fribourg and HES-SO Valais.

It is required that these projects meet the following requirements:

The project must fit in within the theme framework of entrepreneurship (innovation and growth).

It is essential that the project's objective be to solve a clearly defined practical problem.

The project must be realized in cooperation with an existing company or a real start-up project.

The scientific quality of the project must adhere to the highest requirements and standards.

MT – MASTER'S THESIS (15 ECTS)

The Master's Thesis must be developed in line with the major theme of the Master's program. It has to include a major practical component and has to contain an innovative or creative aspect. The thesis must be conducted based on scientific criteria and lead to concrete and measurable results. It can be related to a personal project and may gather inspiration from it.



Module category	Module	ECTS per Semester			
		1	2	3	4
GM (18 ECTS) General Management	Compulsory optional - 6 of 10 E thical Management / A dvanced Finance L eadership and Personal Development I nternational Economics and Politics I nternational Business / T rends in Marketing B usiness Intelligence / F amily Business G overnance of Information Systems H uman Systems Design	4x3	2x3		
RM (9 ECTS) Research Methods	Philosophy of Science	3			
	Research Methods	3			
	Research Instruments	3			
MA (30 ECTS) Major Modules	Entrepreneurial Intention and New Venture		5		
	Innovation & Technology Entrepreneurship (1)		3		
	Innovation & Technology Entrepreneurship (2)			2	
	Business Planning		5		
	Entrepreneurial Finance			5	
	Entrepreneurial Marketing and International Entrepreneurship			5	
	Growth Management				5
ARP (18 ECTS) Applied Research Projects	Innovation Discovery and Technology Transfer		3		
	Business Plan		5		
	Marketing Plan			5	
	Discover New Markets			5	
MT (15 ECTS) Master Thesis	Master Thesis				15
Sum ETCS (1 ECTS = 30 hours workload)		21	27	22	20



Languages

The Master studies can be completed in English/French and English/German. A trilingual combination of the modules is also possible. A bilingual diploma will be awarded to students who complete at least one third of the classes in one of the other languages.

All students must have reached a level corresponding to BEC Vantage or equivalent in English.

Exchange weeks

A two-week (or two one-week) exchange program at a foreign university with a close link to the entrepreneurship topic is included in the Master's program.

Tuition fee

The tuition fee for the Master's Program is CHF 850 per semester. This includes documentation, exams and lectures at foreign universities.

Registration

The registration period ends on May 15th (the nonrefundable registration fee is CHF 150).

The following documents are required and are to be submitted with the application:

- Application form
- Diplomas or acknowledgements
- Letter of Motivation and CV
- 4 Passport photos

Program Start

The academic year starts in mid-September.



The School of Business Administration facilities in Fribourg, Switzerland

Duration & ECTS

In accordance with the principles of the Bologna Declaration and the concept of the Master studies program created by the Conference of Universities of Applied Sciences in the Economics and Service Sector (CES), and adopted by the HES-SO, the "Master of Science in Business Administration, Major in Entrepreneurship (Innovation and Growth)" program consists of 90 ECTS credits distributed as follows: General Management (GM) 18 ECTS, Research Methods (RM) 9 ECTS, Applied Research Projects (ARP) 18 ECTS, Major (MA) 30 ECTS and Master Thesis (MT) 15 ECTS. The program is designed to last four semesters.

The European Credit Transfer and Accumulation System (ECTS) is a standard for comparing the study attainment and performance of students of higher education. One ECTS credit point corresponds to a 25-30 hour workload (lecture, preparation, exam, self-study, project work, etc.).

Location and facilities

The majority of the program is taught in Fribourg. The School of Business Administration Fribourg (HEG-FR) is easily accessible using public transportation. The Swiss Federal Railway system links Fribourg to all major cities in Switzerland and the neighboring countries. The school is fully WIFI-enabled and every student is required to bring a WLAN-capable notebook computer. Students have unlimited access to the school's library. School-subsidized day-care facilities for students with children are available on campus.

General Management Modules and Research Methods Modules are instructed together with the Partner Schools of the HES-SO Network and take place in either Fribourg or Lausanne.

Admission

To be eligible for admission, candidates must:

be holders of a Bachelor/Diploma in Business Administration, Tourism, the Hotel Industry, Hospitality or Computer Management.

be holders of a Bachelor degree in Political Economy, Management, Finance or Computer Management.

hold another degree or title deemed equivalent and permitting admission to the Master, with or without conditions.

Academic Degree

Officially approved degree from the Federal Office for Professional Education and Technology:

Master of Science HES-SO in Business Administration, Major in Entrepreneurship (Innovation and Growth)

This Master provides access to a Doctorate at foreign universities under certain conditions, notably in France, Canada, Mexico and Liechtenstein.

A bilingual diploma will be awarded to students who complete at least one-third of the courses in one of the other languages.



Major in Entrepreneurship

(Innovation and Growth)

Contact



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SCHOOL OF BUSINESS ADMINISTRATION
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HOCHSCHULE FÜR WIRTSCHAFT (HSW) FREIBURG