



Business Administration (MSc)

VU University Amsterdam - Fac. der Economische Wet. en Bedrijfsk. - M Business Administration - 2014-2015

The MSc programme Business Administration consists of seven specializations. Although these specializations are in fact presented as separate programs, they are part of the common master's programme MSc Business Administration. Thus, all specializations are based on the same general programme structure, they pay ample attention to research skills and all have a multidisciplinary focus.

The master's programme takes one year. The academic year is divided into six teaching periods: four periods of eight weeks and two periods of four weeks. The programme's study load is 60 credits. Credits are expressed in EC: European Credit. Each credit amounts to circa 28 hours studying.

Read the [full description](#) of the programme or use the schedule below for information on the individual courses in the programme.

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ABRI Honours Programme

M Bus Adm - Financial Man

Courses:

Name	Period	Credits	Code
Advanced Corporate Financial Management	Period 1	6.0	E_BA_ACFM
Advanced Finance, Banking and Insurance	Period 1	6.0	E_BA_AFBI
Advanced Financial Reporting for Business Administration	Period 2	6.0	E_BA_AFR
Advanced Management Accounting	Period 2	6.0	E_ACC_AMA
Bank Management	Period 4	6.0	E_BA_BANKM
Control and Audit	Period 5	6.0	E_ACC_CA
Corporate Governance, Risk Management and Control	Period 5	6.0	E_ACC_CGRMC
Corporate Valuation	Period 2	6.0	E_BA_CV
Empirical Finance and Accounting	Period 3	0.0	E_BA_EFA
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Financial Decision Making	Period 4	6.0	E_BA_FDM
Financial System Design	Period 5	6.0	E_BA_FSD
Institutional Investments	Period 2	6.0	E_BA_IINV
Management Control	Period 4	6.0	E_ACC_MC
Real Estate Management	Period 5	6.0	E_BA_REM
Research Seminar FM	Period 4	6.0	E_BA_RSFIMA
Thesis	Ac. Year (September)	15.0	E_BA_THS_FM

M Bus Adm - Human Res Man

Courses:

Name	Period	Credits	Code
Alliances, Mergers and Networks	Period 2	6.0	E_BA_AMN
Capita Selecta Human Resources Management	Ac. Year (September)	6.0	E_BA_CSHRM
Careers and Organizations	Period 1	6.0	E_BA_CO

Cross Cultural Management	Period 5	6.0	E_BA_CCM
Diversity in Organizations		6.0	E_BA_DIO
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Leadership	Period 4	6.0	E_BA_LS
Management of Sustainable Innovation	Period 2	6.0	X_432739
Organization Development and Change	Period 2	6.0	E_BA_ODC
Performance Management and Control	Period 2	6.0	E_BA_PMC
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2HRM
Small Business Development	Period 2	6.0	E_BA_SBD
Strategy, Control and Design	Period 1	6.0	E_BA_SCD
Thesis	Ac. Year (September)	15.0	E_BA_THS_HRM

M Bus Adm - Inf and Know Man

Courses:

Name	Period	Credits	Code
Alliances, Mergers and Networks	Period 2	6.0	E_BA_AMN
Business Process Management and IT Alignment	Period 4	6.0	E_BA_BPMITA
Capita Selecta Information and Knowledge Management	Ac. Year (September)	6.0	E_BA_CSIKM
Distribution Logistics and Interorganizational Systems	Period 4	6.0	E_BA_DLIS
E-Business and Information Management	Period 1	6.0	E_BA_EBIM
E-Business Development	Period 5	6.0	E_BA_EBD
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Interactive Marketing	Period 2	6.0	E_BA_IM
Knowledge and Innovation Networks	Period 1	6.0	E_BA_KIN
Management of Sustainable Innovation	Period 2	6.0	X_432739
New Ways of Working	Period 2	6.0	E_BA_NWW

Organization Development and Change	Period 2	6.0	E_BA_ODC
Research Seminar I	Period 3	3.0	E_BA_RS1IKM
Research Seminar II	Period 4	3.0	E_BA_RS2IKM
Technology and Innovation Processes	Period 2	6.0	E_BA_TIP
Thesis	Ac. Year (September)	15.0	E_BA_THS_IKM

M Bus Adm - Man Consulting

Courses:

Name	Period	Credits	Code
Capita Selecta Management Consulting	Ac. Year (September)	6.0	E_BA_CSMC
Consultant Approaches	Period 4	6.0	E_BA_CA
Consulting Research Project	Ac. Year (September)	12.0	E_BA_CRP
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Management Consulting	Period 1	6.0	E_BA_MC
Management Idea Factory	Period 5	6.0	E_BA_MIF
Management of Sustainable Innovation	Period 2	6.0	X_432739
Organization Development and Change	Period 2	6.0	E_BA_ODC
Policy Evaluation and Advice	Period 2	6.0	E_BA_PEA
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2MC
Strategy, Control and Design	Period 1	6.0	E_BA_SCD
Thesis	Ac. Year (September)	15.0	E_BA_THS_MC

M Bus Adm - Man Consulting Honours Track

M Bus Adm - Strategy and Org

Courses:

Name	Period	Credits	Code
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Advanced International Management	Period 1	6.0	E_BA_AIM
Advanced Service Management	Period 1	6.0	E_BA_ASM
Alliances, Mergers and Networks	Period 2	6.0	E_BA_AMN
Applied Strategy	Period 2	6.0	E_BA_ASTR
Behavioral Strategy	Period 5	6.0	E_BA_BS
Capita Selecta Strategy and Organization	Ac. Year (September)	6.0	E_BA_CSSO
Corporate Communication	Period 5	6.0	E_BA_CC
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Management of Sustainable Innovation	Period 2	6.0	X_432739
Managing Service Innovation	Period 2	6.0	E_BA_MSI
Organization Development and Change	Period 2	6.0	E_BA_ODC
Performance Management and Control	Period 2	6.0	E_BA_PMC
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2SO
Small Business Development	Period 2	6.0	E_BA_SBD
Strategic and Organizational Change	Period 4	6.0	E_BA_SOC
Strategy, Control and Design	Period 1	6.0	E_BA_SCD
Thesis	Ac. Year (September)	15.0	E_BA_THS_SO

M Bus Adm - Transport and Sup Ch M

Courses:

Name	Period	Credits	Code
Airline Business	Period 4	6.0	E_BA_AIRB
Capita Selecta Transport and Supply Chain Management	Ac. Year (September)	6.0	E_BA_CSTSCM
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Decision Making in Supply Chains	Period 2	6.0	E_BA_DMSC
Distribution Logistics and Interorganizational Systems	Period 4	6.0	E_BA_DLIS

Distribution Logistics and Supply Chain Management	Period 1	6.0	E_BA_DLSCM
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Management of Sustainable Innovation	Period 2	6.0	X_432739
Network Analysis	Period 2	6.0	E_BA_NA
Operations Performance Benchmarking	Period 5	6.0	E_BA_OPB
Research Seminar I	Period 3	3.0	E_BA_RS1TSCM
Research Seminar II	Period 4	3.0	E_BA_RS2TSCM
Supply Chain Execution and Geologistics	Period 2	6.0	E_BA_SCEGL
Thesis	Ac. Year (September)	15.0	E_BA_THS_TSC
Transport Economics and Management	Period 1	6.0	E_BA_TEM

Advanced Corporate Financial Management

Course code	E_BA_ACFM (61412390)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. H.A. Rijken
Examinator	prof. dr. ir. H.A. Rijken
Teaching staff	dr. J. Koeter-Kant
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

Achieve advanced knowledge in the theory and practice of corporate finance. The main objective is to fully understand theoretical concepts (their strengths and limitations) and to use these theoretical frameworks to solve in an effective way practical issues in corporate finance. After following this course, you: - understand basic Corporate Finance concepts, including their strengths and limitations - have the quantitative skills to apply these basic concepts - understand the interrelationship between various concepts and link them in a general framework - are able to apply this framework in real life cases.

Course content

This course elaborates on the course corporate finance in the bachelors program. The course has several focus areas: Corporate Capital Structure and Corporate Structured Finance, Corporate Risk Management and Pricing Corporate Risk (Equity and Debt).

We will start off with a short review of the theory of Modigliani and Miller. Within the framework of these concepts we will pay attention to the issues on capital structure from the perspective of both the equity holders and the debt holders. A range of corporate financing options,

like subordinated bond, convertibles and corporate securitization, will be discussed.

Thereafter we introduce comprehensively the concepts of the operational cash flow and the finance cash flow of a company. The added value of Corporate (Financial) Risk Management will be discussed from a cash flow perspective and a capital cost perspective. Links with Short Term Financial Management, Credit Risk Management and Value Based Management will be made.

Substantial attention will be given to real life cases during the course.

Form of tuition

Lectures (2 times 2 hours per week) and 3 working classes (in week 3, 5 and 6)

Type of assessment

written exam (70%) and two cases (30%)

Course reading

Custom book "Advanced Corporate Finance" ISBN 9781783651931. This include a code to have (web) access to 5 online chapters from the book "Advanced Corporate Finance" (Odgen)

Entry requirements

Corporate Finance 3.2 or Corporate Financial Management 3.4. For students with no VU bachelor the admission to the Master BA / specialization Financial management is sufficient.

Recommended background knowledge

Corporate Finance 3.2 or Corporate Financial Management 3.4. Students with no VU bachelor in Economics or BA should be familiar with a standard textbook in Corporate Finance, like "Principles in Corporate Finance" (Brealey and Myers) or "Corporate Finance" (Berk and DeMarzo).

Advanced Finance, Banking and Insurance

Course code	E_BA_AFBI (61412380)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. P.J. Wierds
Examinator	dr. P.J. Wierds
Teaching staff	prof. dr. D. Schoenmaker, dr. P.J. Wierds
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

The aim of this course is to provide students with theoretical knowledge about the functioning of financial markets and financial institutions. As Europe increasingly determines the environment in which managers of financial firms operate, the purpose of this course is also to get the student acquainted with the economic and legal

drivers of European integration.

Course content

The main part of the course deals with European financial markets and institutions. Central themes are:

1. Theory of financial markets and institutions

- What are the functions of financial markets?
- What is the role of institutional investors, including hedge funds and private equity?
- What is the impact of the financial crisis on the financial system?
- What is the theory that underpins the business of banking and insurance?
- How are risk management models used in banks and insurers?

2. Degree of financial integration

- Are financial markets already integrated in Europe?
- Which strategies can financial institutions apply to achieve their expansion in Europe?
- What are the challenges and barriers to European expansion?

3. Financial supervision and competition in the financial sector

- How can financial stability be fostered at the European level in the aftermath of the financial crisis?
- What instruments can be applied to open national markets?

Form of tuition

lecture

Type of assessment

written interim examination

60 percent, closed book

assignment

40 percent

Minimum grade for exam (5) and assignment (5).

Course reading

Haan, J. de, S. Oosterloo and D. Schoenmaker, Financial Markets and Institutions: A European Perspective. 2nd edition, Cambridge University Press, Cambridge, 2012.

Advanced Financial Reporting for Business Administration

Course code	E_BA_AFR (60412150)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. R. Koenigsgruber
Examinator	dr. R. Koenigsgruber
Teaching staff	dr. R. Koenigsgruber
Teaching method(s)	Lecture, Seminar

Level	400
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Course objective

An understanding of International Financial Reporting Standards (IFRS) is essential for anyone who needs to work with the financial statements of major enterprises, or data drawn from these financial statements. This course provides students who already have a basic grounding in financial accounting with a general understanding of IFRS, and of its significance to financial reporting, in particular for financial institutions such as banks. After the course, students are able to:

- Understand the general structure of IFRS
- Understand the main concepts underlying standards
- Conceptualize a given accounting problems within the topics addressed in this course in terms that allow you to identify the appropriate treatment under applicable IFRS
- Explain the meaning of specific numbers and other information in actual company financial statements by reference to the underlying standards

Course content

Apart from a brief introduction to the work and status of the International Accounting Standards Board, the course consists of a review of a selected International Financial Reporting Standards, with an emphasis on topics that are relevant to financial institutions. The course concentrates on issues of (de)recognition and measurement, not on disclosure and presentation requirements. Topics covered include:

- The IASBs Conceptual Framework, the asset/liability approach, fair value, and the IASBs evolving views on performance measurement
- Impairment of assets
- Business combinations and group accounting
- Financial instruments, including the accounting implications of the credit crisis.

Form of tuition

Lectures and discussion sessions based on assignments.

Type of assessment

written examination

Course reading

International Financial Reporting Standards as issued at 1 January 2013 (London: International Accounting Standards Board, 2013).

Entry requirements

A knowledge of financial accounting equivalent to Financial Accounting & Bookkeeping 1.2 is assumed.

Recommended background knowledge

A knowledge of financial accounting equivalent to Financial Accounting & Bookkeeping 1.2 is assumed.

Advanced International Management

Course code	E_BA_AIM (61412370)
Period	Period 1

Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. H.C. Bruns
Examinator	dr. H.C. Bruns
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

This course aims at deepening students' understanding of theories and concepts in the field of international management. Students will learn to recognize, analyze, and evaluate critical challenges relevant to international management. After completing this course, students are able to:

- define international management, multinational corporations, and global strategies
- discuss IM topics knowledgeably
- explain how and why companies expand internationally
- critically evaluate international management research
- analyze common IM firm problems and identify solutions
- participate in the course 'Internationalization Project' in study period 2.

Course content

This course takes a novel approach to the field of international management tailored to the MA program Strategy and Organization. The first part (lectures 1-3) adopts a strategic perspective of international management, focusing on the evolution of multinational corporations, entry mode, and location choice. The second part of the course (lectures 4-6) highlights the organizational aspect of international management, namely culture and global HRM, collaboration, and knowledge transfer. Throughout, we pay attention to how researchers study international management. Three tutorials foster the practical application of the lecture content in the form of case studies and simulations.

Form of tuition

Lectures (required)

Tutorials (recommended)

Type of assessment

Written final exam

Course reading

Selected articles

Entry requirements

Bsc or pre-master in (International) Business Administration

Advanced Management Accounting

Course code	E_ACC_AMA (60442020)
Period	Period 2
Credits	6.0

Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. E. Wiersma
Examinator	dr. E. Wiersma
Teaching staff	dr. E. Wiersma
Teaching method(s)	Lecture
Level	400

Course objective

After the course students are able to:

- use statistical methods to analyze cost behavior,
- analyze what the impact of uncertainty is on profitability analysis and decision making
- build financial modeling methods and techniques for decision making
- use linear and integer programming techniques to support shortterm planning decisions.
- use Excel software for solving complex problems.
- write concise reports based on data analyses.
- identify the important management control problems and analyze methods to resolve these problems.
- read academic papers, comprehend the theoretical content and understand the relevance of the results for practice

Course reading

A textbook:

Tom Groot & Frank Selto (2013): Advanced Management Accounting, Pearson Education, London. ISBN: 978-0-273-73018-7.

Academic papers:

They will be published on Blackboard.

Advanced Service Management

Course code	E_BA_ASM ()
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.S. Alexiev
Examinator	dr. A.S. Alexiev
Teaching staff	dr. A.S. Alexiev
Teaching method(s)	Seminar
Level	400

Course objective

Where will you find a job after you graduate?

Nine out of ten is the likely chance that you end up in a service firm.

It is services that contribute the most to the wealth creation and employment in our advanced economies. Unlike products, they are intangible, heterogeneous, perishable and simultaneously produced and

consumed. It is services that puzzle managers and researchers when product-centered models and approaches are applied to their management.

In this course, you will break away from the established strategic management paradigms built for a product-based world, and will explore the important strategic decisions behind the creation and delivery of value in the services.

At the end of this course you will know:

- The subjective, invisible, and evanescent nature of value in services
- The methods and tools to evaluate service strategy and performance
- The key areas for managerial intervention: technology, people management, organizational knowledge, and relationships management

We will work together on building your:

- Analytical skills
- Creative problem-solving skills
- Relevant problem-finding abilities
- Trends spotting capacities
- Communication and persuasive skills

Course content

The topics that will be discussed include:

- Strategic management of services: developing resources and capabilities
- The servitization of product firms
- The concept of performance in services
- Managing technology and knowledge in services
- Investing in human capital
- Relationships with customers

Form of tuition

Interactive theory and case discussion sessions
Company visit

Type of assessment

Individual written exam
Group report

Course reading

Academic articles and cases

Airline Business

Course code	E_BA_AIRB (61452050)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.J.H. Pels
Examinator	dr. A.J.H. Pels
Teaching staff	dr. A.J.H. Pels, dr. M.G. Lijesen
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

The aviation sector is a popular topic in the media. Airport noise, airport expansion, airport privatization, airline alliances, airline bankruptcies, new aircraft design etc. etc. frequently are the topic of heated debate. This course looks at recent developments in the airline industry from a scientific perspective. The deregulation of the aviation markets in 1978 (in the U. S.) and in the 1980s and 1990s (E. U.) led to some drastic changes in airline strategies and management styles. The origins and consequences of these changes are considered in this course.

Course content

Why did you pay more (or less) for your ticket than the person sitting next to you in the aircraft. Why do KLM and easyJet have different network types? Why was it so important for KLM to enter an alliance agreement? By the end of this course, the student can answer such questions, and explain recent developments in the airline industry using basic economic knowledge on pricing, cost structures, and network design. Furthermore, the insights can be used to explain developments in other transportation sectors as well. Airline pricing, airline cost and network design are three important aspects that will be discussed throughout the course each of these aspects will return in a number of lectures. The lectures specifically deal with the following topics:

- Airline markets
- Airline pricing
- Airline output and market structure
- Airline cost
- Network design
- Network competition
- Airport systems
- Network management
- Revenue management
- Emissions trading

Form of tuition

lecture

working group

A network competition game is played, in which students compete with each other in a network setting. A short paper is written following this game this is part of the examination (20%).

Type of assessment

paper written interim examination

Course reading

Holloway, S., 2008, Straight and Level, Practical Airline Economics, Ashgate (later edition allowed) and lecture slides

Entry requirements

The course 'Transport Economics and Management' is highly recommended. Students that did not follow this course have to contact the coordinators in advance.

Alliances, Mergers and Networks

Course code	E_BA_AMN (61412360)
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Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. B.V. Tjemkes
Examinator	dr. B.V. Tjemkes
Teaching staff	dr. B.V. Tjemkes
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

The main objective of the course 'Alliances, Mergers, and Networks' is to familiarize students with some of the most significant challenges firms have to overcome in order to successfully manage their strategic alliances, mergers and acquisitions, and networks. The course encourages an even-handed appreciation of various theoretical perspectives addressing tensions and opportunities inherently connected to business-to-business relationships. In particular, after following the course students have an advanced understanding of:

- The formation and management of interorganizational relations
- The forging and integration of mergers and acquisitions
- The embeddedness of these relationships in broader networks of interfirm ties

The purpose of the course is not only to introduce the students to some of the most fundamental issues in research on alliances, mergers and acquisitions, and networks, but also to allow them to apply the gained knowledge to real-life business situations. In doing, so they will be stimulated to enhance professional and team collaboration skills.

Course content

During the lectures salient theoretical perspectives among which transaction cost economics, resource based view, resource dependence, inter-organizational learning, network view are discussed. In addition, during tutorial sessions students are challenged to obtain a deeper understanding of the course insights as well as to apply these insights to develop a "management tool".

Form of tuition

Lectures and tutorials. During the lectures, theory will be explained and illustrated with actual examples. Throughout the tutorials, the theory is applied to concrete managerial problems. Students discuss their progress through peer-review and in the form of written reports and/or oral presentations.

Type of assessment

Individual written exam and (team) assignment

Course reading

- Tjemkes, Vos, and Burgers (2012), Strategic Alliance Management. Abingdon, Routledge.
- Selection of articles

Applied Strategy

Course code	E_BA_ASTR ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.D. Bahlmann
Examinator	dr. M.D. Bahlmann
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

The purpose of this course is to allow students to engage in the process of applied research in the domain of strategy, thereby being offered the possibility to practice what they/we preach. That is, providing companies with recommendations to practical problems, based on academic research. By means of conducting applied research, student teams are required to find a service-based or internationally oriented firm that is (a) facing a real life strategy problem and (b) interested in receiving advice from Master's-level business students. Using an applied research-based approach, students will select their own theories and methodologies in the course of advancing their own research and consulting skills in the first place, and advice a firm on a particular strategy problem in the second place. The assignment will consist of an individual part (i.e. an individual exam) and a team part (including team presentations and a team report).

After this course students are able to:

1. Apply the knowledge gained in (and prior to) period 1 to a real life case;
2. Combine academic research methodologies in an applied research setting;
3. Conduct an analysis and give advice in relation to a business problem in a real life organization;
4. Write and present a team report that is both scientifically grounded as well as practically relevant for the client company involved

Course content

This course focuses on applying recent models and theories in the scientific fields of strategy and management as taught during period 1 (i.e. SCD; ASM; AIM) and in other courses during the Bachelor's studies. Teams of students are required to find a company that is interested in receiving advice from advanced business students. The teams of students formulate their theoretical model on basis of recent literature in (strategic) management/ organization studies and apply this model in the client organization. In addition, teams approach their research setting based on the applied research methodology forwarded by Verschuren and Doorewaard (2010). Guest lecturers from strategy consulting companies will present their views on applied strategy research.

Form of tuition

(Guest) lectures and group sessions

Type of assessment

Group assignment (presentations, written report) and individual exam

Course reading

The literature below serves the purpose of guiding students through the process of conducting applied research in a business setting, by making use of the case study approach. This literature is made available through Blackboard (course documents), and for instance includes:

- The book from Verschuren, P. and Doorewaard, H. (2010). Designing a Research Project. Boom Lemma uitgevers, Den Haag.
- Eisenhardt, K.M. (1989). Building Theories from Case Study Research. Academy of Management Review, 14 (4), 532-550.

In addition, students are required to select relevant academic literature themselves, depending on the nature of the applied strategy research project they are involved in.

Entry requirements

A Bsc. or pre-Master in (International) Business Administration.

Bank Management

Course code	E_BA_BANKM (61442330)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. H.A. Rijken
Examinator	prof. dr. ir. H.A. Rijken
Teaching method(s)	Lecture
Level	400

Course objective

This course aims to give students insight in various aspects in running a banking business. It applies various general academic frameworks - ranging from financial economics to organisation management - in the practical banking business.

Course content

This course deals with two important aspects of bank management: the bank business model and business process management within a bank. The first topic is about financial economics the second about business process management.

The first part of the course deals with management of (financial) risk and return. A key performance measure in banks is RAROC which is a combined measure of risk and return. Managing financial risk at both the asset and liability side is key for banks and has to be aligned with the new Basel II rules. The current credit crisis shows the impact of overlooking and underestimation financial risks. Improving a banking business model can be seen as an optimisation of a banking portfolio - having various product-market combinations - in terms of (financial) risk and return.

Second, from a business process management perspective the organisation of a bank is studied. Crucial business (finance) processes are financial administration, internal audit and compliance. This part of the course aims to reflect the current state of the art managing these processes. Organizational issues, HRM issues and ICT need all to be addressed for a true understanding of the bank's organisation. In this sense this course is a multidisciplinary course.

Form of tuition

lectures, home assignments

Course reading

to be announced

Behavioral Strategy

Course code	E_BA_BS ()
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.M. Rietdijk
Examinator	dr. M.M. Rietdijk
Teaching staff	dr. M.M. Rietdijk, dr. A.S. Alexiev
Teaching method(s)	Lecture
Level	400

Course objective

This course is aimed at students who are interested to know how individuals can contribute to change and success in their organization's strategy. The course is suitable for students willing to acquire strategy skills and capabilities during their study. The course aims at cultivating an engaged and responsible attitude among the students as future organizational change agents.

Course content

The content combines insights from cutting-edge academic research with attention to the personal development of the course participants. Master students are thus encouraged to understand strategic management challenges from the perspective of those who are responsible for these decisions. The course consists of three main parts: lectures, workshops, and computer-based fluency learning.

In the lectures, you will discuss advanced knowledge on strategic decision making, management team processes and principles of corporate governance. In an open discussion format, the aim is to learn from the experience of others, as it has been accumulated and systematized by management researchers.

In the workshops, you will learn about practical applications of applied behavior analysis in strategic management settings and about the scientific principles governing these applications. The objective here is to develop a mindset for behavioral change, both for oneself and with regard to others. As an assignment, you will apply the principles of Strategic Behavior Change to a company, a single case experiment.

During the computer based program, you will master the strategic behavior change principles to fluency. It is an online open book test that takes several days. You can proceed at home after studying the book and attending the lectures. Fluency learning means that you will master the content of the course to an A level. You can even start the course before the course starts!

Form of tuition

- Lectures
- Workshops
- Computer-based Fluency Training

Type of assessment

- Exam
- Finishing the web-based fluency training
- Performance Improvement Plan Report, about 12 pages.

Course reading

Daniels, A.C. & J.S. Bailey (2014, 5e ed.) Performance Management. Changing behavior that drives organizational effectiveness. Atlanta: Performance Management Publications. (IPV de druk uit 2004).

Business Process Management and IT Alignment

Course code	E_BA_BPMITA ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. G.C. van de Weerd
Examinator	dr. G.C. van de Weerd
Teaching staff	prof. dr. M. van Vliet
Teaching method(s)	Lecture
Level	400

Course objective

The purpose of this course is to (a) introduce Master’s students to the field of Business Process Management (b) show them the development which IT and the thinking on business process reengineering has taken (c) develop knowledge on the implementation of BPM in organizations (d) make them familiar with the state-of-the-art tools and techniques which are used in BPM and (e) have them practice on real-life cases.

After completion of the course, the student:

- Understands the development which IT and the thinking on business process reengineering has taken
- Is able to explain the importance of business process management and IT alignment for organizations
- Understands the interdependence between business processes and IT
- Is acquainted with the state-of-the-art tools and techniques which are used in business process management
- Is able to identify, model, analyze, and redesign business processes in organizations
- Is able to advise organizations on implementing business process

Course content

In today's business world, corporations and organizations are continuously adapting to a changing environment. This is being driven by changing market requirements, legislation and the increasing speed in which corporations have to adapt to remain competitive in the market place. The only certainty that corporations have nowadays is that they will change. Fundamental changes in today's business are always realized through the combination of people, process and technology, reflecting on the phenomenon that changes in an organization and its related processes can only be achieved by a synchronous change in the applied Information Technology (IT). Moreover, business processes and supporting IT have become so intertwined, that changing business processes is inevitably preconditioned by changes in IT, or that even changes in IT can drive the needed improvement in business processes and the related organization. In the literature this phenomenon has been named Business Process Management (BPM).

The course is focused on the alignment between business process management and IT implementations. Therefore, this course will have both a business process angle as well as an IT angle. For the business process angle, we will handle the topics of business process modeling, business process reengineering and business process management. Moreover, we will also relate to recent topics on organizational theory like inter- and intra-organizational process alignment. For the IT angle, we will address the history of Information Technology and related trends and the recent tools and techniques for IT enabled BPM and Change Management. In the course we will pay specific attention to the identification, modeling, analysis, and (re)design of business processes and implementing the related information technology in organizations. In relation to this, we address the way information technology can enable organizations to further develop and enhance their business processes, both on an inter-organizational level as well as on an intra-organizational level, thereby facilitating the development of virtual or network organizations. The cases on which the students will work are taken from real-life and deal with the topics addressed above.

Form of tuition

Lectures, case sessions, tutorials

Type of assessment

Exam (individual), modeling assignment (individual), case assignments (group)

Course reading

- Book: Dumas, M., La Rosa, M., Mendling, J., and Reijers, H. (2013). Fundamentals of Business Process Management. Berlin: Springer-Verlag.
- Additional articles that will be made available via Blackboard

Capita Selecta Human Resources Management

Course code	E_BA_CSHRM (61452120)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.

Coordinator	dr. M. Tims
Level	400

Course objective

Capita Selecta within the HRM specialization enables Master students to:

- i) Perform a research project, in which they extend the quantitative or qualitative empirical research of their Master thesis, or
- ii) Conduct a practical internship relevant for answering the problem definition in their Master thesis, or
- iii) Perform a PhD internship in order to prepare a (preliminary) PhD research proposal
- iv) Write a short article on your master thesis for a practitioners' journal

Course content

During the Capita Selecta, Master students are enabled to extend the research related to their Master thesis by either performing additional empirical studies for the Master thesis, conducting a practical internship at a company related to the Master thesis, by writing a PhD proposal, or by writing a short article on your master thesis for publication in a practitioners' journal.

Form of tuition

Individual supervision by Master thesis supervisor

Type of assessment

An individual report in which either the additional empirical study, the practical internship, the PhD proposal is described. Or the short practical article.

Capita Selecta Information and Knowledge Management

Course code	E_BA_CSIKM (61452030)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. P.R. Tuertscher
Examinator	dr. P.R. Tuertscher
Level	400

Course objective

The objective of Capita Selecta is to study state- of the- art research within the domain of information and knowledge management, in direct relation to the student's Master's thesis. After following this course, students

- have an in- depth understanding of the theoretical domain of their Master's thesis research
- have an in- depth understanding of the methodology they use in their Master's thesis research
- are able to apply their theoretical and methodological knowledge in conducting their Master's thesis research
- are able to translate the findings from their Master's thesis research into practical recommendations for organizations.

Course content

One particular element of the Master's thesis research (theoretical, methodological, empirical or practical) will be analyzed in depth this topic is closely related to one's Master's thesis. The topics of Capita Selecta will be announced by the lecturers on Blackboard. The topic is expected to be incorporated into the Master's thesis, but a separate product for Capita Selecta needs to be delivered – e.g., a methodological paper, a practical report or presentation, or a PhD proposal. Capita Selecta courses are taught by the thesis supervisors.

Form of tuition

Coupled with thesis supervision.

Type of assessment

Individual product (paper, report, presentation, tool, etc.).

Course reading

Suggested by thesis supervisor.

Capita Selecta Management Consulting

Course code	E_BA_CSMC (61452110)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. I. Mikhailava
Examinator	dr. I. Mikhailava
Level	400

Course objective

CS is an empirical extension of MA Thesis. It enables students to enhance the empirical component of their research. Apart from the traditional track, Capita Selecta can also take the following forms:

- Writing a PhD proposal
- Doing a research internship
- A systematic literature review or meta analysis

Course content

CS is an empirical extension of MA Thesis. 4 types of capita selecta recognized within MSc BA programme:

1. Research or design internship
2. PhD proposal (see ABRI website)
3. Additional data collection or literature review for thesis
 - Only if clearly identified as unique from but complementary to thesis
4. Journal article or conference paper based on thesis (ready for submission)

It enables students to enhance the empirical component of their thesis or conduct an alternative research project.

Notes:

- Credit for Capita Selecta typically provided by thesis supervisor

- Approval for Capita Selecta by supervisor needs to be requested in advance

Type of assessment

Final thesis, internship report, PhD proposal (depending on a chosen route of Capita Selecta)

Course reading

Not applicable

Entry requirements

Students must be eligible for thesis writing

Recommended background knowledge

Research Seminar I and Research Seminar II are essential.

Remarks

For further questions, please contact Dr. Irina Mikhailava at i.mikhailava@vu.nl

Capita Selecta Strategy and Organization

Course code	E_BA_CSSO (61452130)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.D. Bahlmann
Examinator	dr. M.D. Bahlmann
Level	400

Course objective

Capita Selecta provides you with an opportunity to specialize in a given subject related to your thesis. Your Capita Selecta project (6 credits) serves the purpose of getting a more in depth understanding of the core subject of your Master's thesis. Work for Capita Selecta must translate into approximately 160 hours and result in a value-adding component of the thesis.

Course content

The Capita Selecta project can be attained in the following ways:

1. Follow an additional Master's (Cross Cultural Management (HRM), E-Business Development (I&KM) or any Feweb MSc 6 credits course is suitable). Also, you have the option to follow a Master's course at another faculty (e.g., FSW, FEW, et cetera) or university. In this case, you'll need prior approval from the exam committee first.
2. Generate data additional to the data discussed in your Master's thesis, and write a separate research report (+/- 20-25 pages) about it.
3. Write a PhD-proposal (always in consultation with your thesis supervisor).
4. Write a journal article based on your thesis that is ready for submission (always in consultation with your supervisor).
5. By doing an internship (see S&O Master thesis course manual for internship criteria, available on blackboard).

Form of tuition

The Capita Selecta project is supervised by a student's Master thesis supervisor.

Type of assessment

Your Capita Selecta project should result in an achievement or product that can be graded independently from your Master's thesis. The design of your Capita Selecta project must be discussed with your thesis supervisor during the first meeting. Your Capita Selecta project will be graded by your Master thesis supervisor

Four types of internship reports that qualify for a 6-credit Capita Selecta:

1. Advice report written for organization.
2. Research report written for organization.
3. Format developed for organization (e.g. workshop outline).
4. Other form of report depending on assignment (tangible product).

If you would like to attain your Capita Selecta by means of an advice- or research internship, you must get approval from your thesis supervisor in advance. If you would like to design your Capita Selecta in a way other than specified above, you should receive approval from both your thesis supervisor and the S&O thesis coordinator (masterthesis-so.feweb@vu.nl).

Entry requirements

Accepted for Master thesis supervision

Remarks

See S&O Master thesis course manual further details on Capita Selecta criteria and demands.

Capita Selecta Transport and Supply Chain Management

Course code	E_BA_CSTSCM (61452160)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. S.L.J.M. de Leeuw
Examinator	prof. dr. ir. S.L.J.M. de Leeuw
Level	400

Course content

The course Capita Selecta Transport & Supply Chain Management (TSCM) is focused on obtaining additional experience on a subject either focused on solving a company problem (e.g. through an internship) or on investigating an academic problem. This may also be an extension of your bachelor thesis into an academic journal paper. If applicable, the results of your Capita Selecta project can be embedded in the Master Thesis (e. g. as a case study) – this is at the discretion of your thesis supervisor and the MSc TSCM coordinator. All Capita Selecta projects entail in an individual document.

During the course Capita Selecta you will:

- gain in-depth knowledge about one specific research topic within transportation and supply chain management
- develop skills in applying and furthering academic knowledge in transportation and supply chain management
- develop an academic attitude towards analyzing and solving issues in the context of business services in the domain of transportation and supply chain management

We explicitly invite you to propose your own (company) research project. Your thesis supervisor and the MSc TSCM coordinator together will decide if the project has a sufficient scientific level, if you have sufficient skills and experience to perform the project and if the proposed project can be performed as part of this course (i.e., is eligible for course credits). The TSCM staff will formulate various Capita Selecta projects and assignments for which you can apply.

Entry requirements

Obligatory course work needs to be finished to enroll Capita Selecta. You need to apply for the topic you want to investigate or if you decide to bring in a topic yourself you need to send in a proposal to the MSc TSCM coordinator. We select students for a Capita Selecta project based on grades and motivation; we aim at students with an average score of at least 7.5 for the core courses.

Careers and Organizations

Course code	E_BA_CO (61412350)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. S.N. Khapova
Examinator	prof. dr. S.N. Khapova
Teaching staff	dr. S.G.M. van de Bunt, prof. dr. S.N. Khapova
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course aims to introduce students to the new generation of Human Resource Development (HRD) paradigm, that is HRD guided not only by organizations, but also by individuals' careers. The 2014 theme of this course is 'Careers enacted (e-)Organizations'. The new HRD paradigm emphasizes a more central role of individuals, their talent diversity and their careers in the knowledge economy of the western world and beyond. This paradigm assumes individuals' participation and servant-leadership in business processes in both conventional organizations, and in the contexts of the Internet, multiculturalism and the globe. The course demonstrates how individual career paths and choices have a reciprocal impact on organizational development and performance and vice versa. This course prepares students to critically assess organizational HRD programmes targeted at developing and retaining talented employees. It also prepares students, in their teamwork and individually, to become their own 'career capitalists'.

After successful completion of this course students will be able to:

- Recognize, describe and compare two different approaches to human resource development in an international perspective: a) individual and b) organizational
- Understand employees' and organizations' needs in Human Resource Development, and to become acquainted with relevant interventions for addressing these needs
- Manage, organize and compare their own career in order to succeed in the contemporary international world of work and lifelong (e-)learning
- conduct qualitative research on relevant career development topics
- Present research findings on academic level.

Course content

The course consists of two parts. In the first part, the course focuses on contemporary needs of employees in terms of their careers and development. It introduces students to such recent career concepts as the "boundaryless" career, "intelligent" career competencies, "career entrepreneurship," and - in a comparative perspective - other concepts that shape employees' work behavior in the knowledge-based economy. During this half of the course students also explore their own and team members' subjective career aspirations using the Intelligent Career Card Sort®. This individual and career oriented part of the course is coordinated by dr S. Khapova. In the second part, the course focuses on organizational needs in terms of professional and multiple-intellectual capabilities, including organizations' increasing search for multiple talent.

Most recent HRD insights and comparative practices relevant for (e-) recruitment, developing and retaining talent, and their implications for organizational learning in the international and virtual workplace, servant-leadership and community building in social (e-)networks, international and cross-cultural mobility, and talent and productivity are

discussed. This organizational part of the course is coordinated by dr S. van de Bunt- Kokhuis. Performance of students in this course will be evaluated based on two assignments: team and individual. The team assignment includes co-creation of propositions based on assigned literature for every lecture. The individual assignment includes writing a case study based on interviews in a real company. An academic conference is embedded in the course in which students present their individual research findings, and their reflection on implications of findings for individuals, teams, organizations, cross-company, universities and/or society at large.

Form of tuition

seminar 1- introduction lecture, 8 seminars, 1 academic conference (= 2 seminars). The course is taught in a series of interactive lectures and seminars. In addition to the key lecturers and a mini-conference, a number of guest lecturers from HRD practice are invited to introduce students with multiple perspectives on the topic.

Type of assessment

Assignments. The final grade for the course is calculated as a combination of grades for team and individual assignments. The following grade- distribution is applied:

20 percent - Propositions (team assignment)

60 percent - Individual paper (case study)

20 percent - Conference Presentation

Course reading

To be announced

Recommended background knowledge

Basic knowledge of HR processes and HRM.

Consultant Approaches

Course code	E_BA_CA (60442170)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. A.P. de Man
Examinator	prof. dr. A.P. de Man
Teaching staff	prof. dr. A.P. de Man
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

After this course, students will:

- Be able to identify and explain the research approaches and objectives of consultants.
- Be able to judge the validity of consulting advice and tools.
- Understand the process of innovation in management consultancies.

Course content

Advocates for evidence based consulting state that good and valid advice is based on proven methods and tools. This course studies the question to what extent evidence based consulting is possible, by looking at rigor and relevance of management research, validity of advice and knowledge and innovation management in companies. This course will discuss the validity of consultancy tools and methods, as well as the process by which consultants innovate and share knowledge to develop new, valid approaches.

Form of tuition

Lectures
Working groups
Assignments

Type of assessment

- Two paper assignments involving own research
- Grade for classroom presentations

Course reading

Selected articles including:

- Anand, N., H.K. Gardner, T. Morris, 2007, Knowledge based innovation: Emergence and embedding of new practice areas in management consulting firms, *Academy of Management Journal*, 50, 2, 406-428.
- Eisenhardt, K.M., 1989, Building theories from case study research, *Academy of Management Review*, 14, 4, 532-550.
- Gulati, R., 2007, Tent poles, tribalism, and boundary spanning: the

rigor-relevance debate in management research, *Academy of Management Journal*, 50, 4, 775-783.

- Heusinkveld, S., and J. Benders, 2005, Contested commodification: Consultancies and their struggle with new concept development, *Human Relations*, 58, 3, 283-310.
- Hicks, J., P. Nair, C.P.M. Wilderom, 2009, What if we shifted the basis of consulting from knowledge to knowing?, *Organization Learning*, 40, 3, 289-310.
- Lee, A.S., and R.L. Baskerville, 2003, Generalizing Generalizability in Information Systems Research, *Information Systems Research*, 14, 3, 221-243.
- Rosenzweig, P.M., 1994, When Can Management Science Research Be Generalized Internationally?, *Management Science*, 40, 1, 28-39.
- Scandura, T.A., and E.A. Williams, 2000, Research Methodology in Management: Current practices, trends, and implications for future research, *Academy of Management Journal*, 43, 6, 1248-1264.
- Thomas, K.W., and W.G. Tyman, 1982, Necessary Properties of Relevant Research: Lessons from Recent Criticisms of the Organizational Sciences, *Academy of Management Review*, 7, 3, 345-352.
- Van Aken, J.E., 2004, Management Research Based on the Paradigm of the Design Sciences: The quest for field-tested and grounded technological design rules, *Journal of Management Studies*, 41, 2, 219-246.
- Werr, A., and T. Stjernberg, 2003, Exploring Management Consulting Firms as Knowledge Systems, *Organization Studies*, 24, 6, 881-908.

Entry requirements

General requirements of track courses in the track management consulting, which means participation in the specialization management studies.

Consulting Research Project

Course code	E_BA_CRP (61472000)
Period	Ac. Year (September)
Credits	12.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. O. Bouwmeester
Examinator	dr. O. Bouwmeester

Course objective

- Application of academic knowledge in the context of consulting
- Doing research for a client
- Publication of research findings in a professional journal or as conference paper

Course content

The content is based on the demands of a client, but it can be a contribution to a white paper, case bundling and an assessment of the effectiveness of consultancy tools, methods and approaches.

Form of tuition

Individual supervision

Type of assessment

- Contract that mentions the workload
- Output made for the consulting firm
- Article in professional journal

Course reading

Dependent on the project

Entry requirements

Acceptance based on interview

Recommended background knowledge

Participation in the honours track in Management Consulting

Remarks

This course is only possible in combination with Capita Selecta Management Consulting

Control and Audit

Course code	E_ACC_CA (61452090)
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	drs. J.G.I. van den Belt RA
Examinator	drs. J.G.I. van den Belt RA
Teaching method(s)	Lecture, Study Group
Level	400

Recommended background knowledge

Knowledge is assumed of:

- taxonomy of organizations;
- business processes and the relation with financial reporting;
- elementary audit theory.

This knowledge is lectured in the VU-courses Accounting Information Systems and Audit Theory and can be read in the following literature:

- Oscar van Leeuwen en Jon Bergsma, Bestuurlijke informatieverzorging in perspectief. Relevante en betrouwbare informatie voor sturing en beheersing, Noordhoff, 2012.
- George H. Bodnar en William S. Hopwood, Accounting Information Systems, 10th or 11th edition, Pearson, 2010.
- R.W. Starrveld en O.C. van Leeuwen, Bestuurlijke informatieverzorging, deel 2A Fasen van de waardekringloop, 5e druk, Noordhoff.
- Hayes, Wallage, and Gortemaker, Principles of Auditing, 3rd edition, Pearson 2014.

Corporate Communication

Course code	E_BA_CC ()
Period	Period 5
Credits	6.0
Language of tuition	English

Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. J.P. Cornelissen
Examinator	prof. dr. J.P. Cornelissen
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

Upon completion of the module, students will have acquired:

1. A general insight and basic knowledge of management approaches and models on effective communication with an organization's stakeholders, involving both internal and external audiences;
2. A broad and critical understanding of frameworks, practices and techniques in corporate communication across different organizational and institutional contexts;
3. Practical communication and diagnostic skills that allow them to assess and apply theory and concepts to real-world cases, and which prepares them for a future career in management or communication.

Course content

Corporate communication fulfills a vital function in the way a company deals with its stakeholders and with social and economic issues connected to its operations. As an established function in corporate organizations, corporate communication generally involves managers and communication staff engaging and communicating with stakeholders to minimize the negative effect of issues on the company's reputation or to create mutually satisfying solutions. Within this module, we will consider the scope and remit of corporate communication and its role in strengthening and protecting the reputation of an organization. We will also consider specific areas within its remit, such as change communication, issues management and crisis communication, as well as specific communication skills that help managers and leaders get their message across and gain approval from key stakeholder audiences.

Form of tuition

Teaching will be through seminar-based case studies, exercises and break-out sessions. Students are expected to participate actively in each class session, and read the prescribed book.

Type of assessment

Open book exam

Course reading

Joep Cornelissen, (2014), Corporate communication: A guide to theory and practice. London: Sage, fourth edition.

Corporate Governance, Risk Management and Control

Course code	E_ACC_CGRMC (60452000)
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	drs. P.A. Kelder RC
Examinator	drs. P.A. Kelder RC

Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course aims to provide students with an understanding of:

- The importance, meaning and inter-relations between Corporate Governance, Internal Control and Risk Management;
- An understanding of the roles and responsibilities of the various stakeholders in a private or public organization;
- The content of the vital Corporate Governance codes and the substantial similarities and differences between various codes;
- The way in which risk management can be embedded into the internal control structure of the organization ;
- The importance of proper information systems in the implementation of an internal control system;
- An understanding of the limitations of Corporate Governance codes with respect to ensuring "proper" management

Course content

Corporate Governance is the process and structure used to direct and manage the business and affairs of the corporations with the objective of enhancing shareholder value, which includes ensuring the financial viability of the business

In this course we focus on the accountants view (less legal) view on Corporate Governance. To understand major causes of scandals. To apply Enterprise Risk Management and major elements of Internal Control of Financial Reporting which are major focus area's for an accountant or financial in business to prevent/ discover possible governance issues. And to acknowledge (un)ethical behavior in a corporate environment

Form of tuition

Lectures: The theory will be covered during the lectures. After a general lecture, the group will be divided in smaller teams (30-40) to support the interaction. Students are encouraged to ask questions and participate actively to discuss the topic at hand. There will be five of these lectures. Several cases will be discussed for this in the groups. Every case will be released on blackboard and needs to be prepared in advance. In order to be admitted to the exam, every student needs to participate in these discussions in the class.

Mini-Seminar: Students will work in groups on one big case, which needs to be submitted on time , and need to be presented to the group on the mini seminar (last lecture). The mark for this case, including its presentation, accounts for 25% of the overall grade for this course.

Type of assessment

The grade for the assignment constitutes 25% of the overall grade. This grade should be minimally a 5 to be allowed for the exam. You can earn 5% by attending (in a prepared mode) the five classes after April 4, 1% for each.

The final exam accounts for 70% and will be a closed book exam. You need to know the Dutch CG Code by heart, for the other codes (King III, UK, Sarbanes-Oxley) you only need to know the highlights discussed in class or discussed in the first part of the book. The exam is only valid if you score at least a 4,5.

Early exam will be presented and discussed in the lecture

Course reading

Corporate Governance, Internal Control and Risk Management, by RJ Streng. Price 27.50 euros.
Corporate governance. Principles and Issues, by D Nordberg
Several articles which will be uploaded on blackboard

Entry requirements

Part of the master program

Recommended background knowledge

Bachelor

Remarks

For latest news on the course see blackboard

Corporate Valuation

Course code	E_BA_CV ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. H.A. Rijken
Examinator	prof. dr. ir. H.A. Rijken
Teaching method(s)	Lecture
Level	400

Course objective

This course elaborates on the course Advanced Corporate Financial Management 4.1. Aim is to complete the overview of Corporate Finance field. Corporate Valuation is closely interconnected with Corporate Financing decisions.

Course content

The course kicks off with Financial Statement Analysis. A valuation starts with a thorough analysis of the financial figures, understanding of the business strategy.

Quickly thereafter the hard core of Corporate Valuation will be outlined: CF valuation techniques (theory and practice) and pricing models for equity investments and debt investments. We follow closely the methodology as outlined by McKinsey, regarded by professionals as the standard practice.

After this overview specialized topics will be addressed: balance sheet valuation, corporate valuation in practice with multiples, measurement of value creation, corporate valuation in special cases of high growth perspectives, high current investments, real estate and real option valuation etc.

Corporate valuation depends very much on the perception of investors in financial markets. Therefore attention will be paid to the perspective of banks as loan providers, investment banks as dealers, equity analysts and majority shareholders.

Corporate valuation also is impacted in different ways by Corporate Governance: ownership structure, control issues and legal environment.

Corporate Valuation topics will be applied in 3 business cases.

Form of tuition

Lectures (2 times 2 hours per week)

Type of assessment

written exam (70%) and three case assignments (30%)

Course reading

- Custom book "Advanced Corporate Finance" ISBN 978 1 780163000
- Valuation, McKinsey (5th edition). This is an e-book.

Entry requirements

Advanced Corporate Financial Management 4. 1

Cross Cultural Management

Course code	E_BA_CCM (61452100)
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. S.G.M. van de Bunt
Examinator	dr. S.G.M. van de Bunt
Teaching staff	prof. dr. A.M.R. Trompenaars, dr. S.G.M. van de Bunt, drs. B. Blokpoel
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

Knowledge:

- Increase awareness of students' own cultural assumptions and respect for other cultural and historical perspectives.
- Develop and expand knowledge and understanding about: the basic (historical) drives behind national and organizational cultural differences, the impact of cultural differences on cross cultural issues in organizations, M&As, and methodology issues in cross cultural research.
- Acquire an understanding of the importance and effectiveness of integrating value differences as a key (international) leadership strategy and capacity.

Skills:

- Diagnose the influence of cultural differences that play a role in intercultural relationships and M&As.
- Apply a methodology to elicit, chart and reconcile cultural dilemmas that occur in a business context.
- Clarify the cultural factors, influencing their project assignments, by applying models used in cross-cultural research.

Course content

This course introduces students to integrated principles and models of cross-cultural management. It aims to provide a new paradigm for looking at business management practices in a global context and, thereby, prepare students to act effectively in international business environments. It demonstrates how cultural diversity, as opposed to single cultural orientation is more effective at creating lasting solutions to business challenges/dilemmas.

Course sub-theme

The recent economic crisis has unleashed a storm of critic and reflection about the state of international business. From all corners of the globe, there is growing call for a different kind of (corporate) leadership: less selfish and bonus-oriented, and more concerned with the sustainable wellbeing of company and society. This interest and attention to rethinking the paradigms of leadership in a global context has prompted the inclusion of a sub-theme within the course. In the academic year of 2014-2015, the CCM course will pay special attention to 'Servant-Leadership' as principle and way of life that guides a leader's capacity to both direct the organization and its people while at the same time work in their service. This theme will be explored in an historical and cross-cultural perspective with reference to the Thinkers50.com.

Form of tuition

The course consists of 6 lectures and additional seminars, which includes the Servant-Leadership symposium as an integral part of the course. The lectures are meant to provide input for students to enable them to apply their acquired knowledge in the seminars. A spiral learning approach will be adopted whereby an approach to dealing with culture and cultural differences will be constantly related to different business topics throughout the lectures.

The sequence of lectures and seminars in 2014 will likely be as follows:

Lectures:

the first two lectures address the issue of culture, cultural models and an approach to dealing with cultural difference. The focus will be on outlining the scientific context of the cross-cultural management field and explaining the relevance of culture in society and business. Several cultural models, including the Trompenaars & Hampden-Turner culture model, are introduced as tools for understanding national and corporate cultural differences. Building on this knowledge, students will be introduced to Dilemma Reconciliation Methodology as a means of explaining how we can benefit from cultural differences for sustainable company growth, e.g. how to deal and serve successfully in 21st C business realities like international mergers and acquisitions (M&As). The following two lectures will apply culture to the relevant business topics of e.g. Marketing and Accountancy. The topic of cross-cultural leadership will be addressed in the symposium 'Servant-Leadership'. This symposium will count as a combined lecture and seminar event, and is followed by a final future oriented lecture on Culture and Innovation.

Type of assessment

Team assignment and individual exam

Decision Making in Supply Chains

Course code	E_BA_DMSC (61442080)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. W.E.H. Dullaert
Examinator	prof. dr. W.E.H. Dullaert
Teaching staff	prof. dr. W.E.H. Dullaert
Teaching method(s)	Lecture, Study Group, Practical
Level	400

Course objective

In today's highly competitive markets supply chains face the challenge to increase the flexibility to react on changes in customer's demand and to decrease costs, inventories and lead times. To meet these demands logistics and supply chain managers need to solve complex decision problems. These decision problems concern the design, planning and control of logistics processes in single companies and between cooperating companies in the supply chain. These processes occur, for example, at hospitals, airports, distribution centers and factories.

Applications can be found in the area of service industries, design and control of production processes and information systems.

To achieve superior supply chain performance under rapidly changing market conditions, managers and analysts need to complement logistics strategy and business intuition with qualitative and quantitative modelling skills. In this course, students will be challenged to identify supply chain inefficiencies in case studies and examples and suggest improvements by designing and using appropriate spreadsheet models.

Course content

In this course you learn a variety of tools for analysing, modelling and improving logistics processes in supply chains. To make sure that you can apply these skills in practice we will use widely available spreadsheet software (e.g. Microsoft EXCEL, LibreOffice CALC etc.) instead of dedicated software which is often unavailable in companies. Important topics that we are going to address are problem solving strategies, data processing and analysis, decision analysis, optimization and simulation analysis.

Form of tuition

The course consists of a mixture of plenary lectures, workshops and practice-oriented cases. In the lectures the basic principles of model building and analysis will be treated. The workshops and cases give you the opportunity to get hands-on experience and feedback on your work. To allocate as much time as possible to problem solving and case discussions in class, students are asked to prepare assignments in teams before class.

Type of assessment

Assignments and exam.

Course reading

- The course material will consist of extensive handouts with cases and the book of Guerrero (2010)
- Guerrero, H. (2010). Excel Data Analysis: Modeling and Simulation, Springer Verlag, 338 p., ISBN 978-3-642-10834-1

Entry requirements

Only students specialising in TSCM of the Master programme Business Administration can follow this course.

Distribution Logistics and Interorganizational Systems

Course code	E_BA_DLIS (61442310)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Teaching staff	dr. S.W. Lai
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

In this course, we focus on the important role of information in supply chains, especially in the distribution part. More and more goods and services are no longer produced and distributed in hierarchically structured supply chains, but in flexible networks. These so-called smart business networks are more agile and can better respond to fast-moving customer needs (e.g. Dell, Zara). Various information systems are essential for the management and success of these contemporary logistics systems and organizations. Apart from the related theory, we shall also learn how these systems are used in practice and how to use and benefit from these software applications. We shall also study the impacts of collaboration in logistics and the technological and organizational aspects related to interorganizational systems.

Course content

The focus of the course is mainly on the technological aspects of distribution logistics.

- We will study the key ICT systems and tools used for distribution logistics planning and management, including for example various DSS, ERP, WMS, TMS, CRM, order management and forecasting applications
- Special focus will be given to optimization and optimization software. We shall learn and use several top class optimization software and analyze the potential
- We will study the roles and importance of IOS in contemporary logistics management
- We will study organizational aspects of smart distribution networks and IOS: how can they be designed executed, how can we organize the governance and which roles play trust and control between the involved shippers, customs, banking companies and logistics service providers?

Form of tuition

The course consists of lectures, computer exercises and group assignments. Students will work on real-life issues in companies.

Type of assessment

Written interim examination

Cases and an oral defence or a written exam, depending on the number of students following this course.

Course reading

- Materials distributed in the lectures and on Blackboard
- Book to be announced

Entry requirements

In general only students specialising in TSCM of the Master programme Business Administration can follow this course. All other students first need to contact the coordinator to discuss admission to this course.

Distribution Logistics and Supply Chain Management

Course code	E_BA_DLSCM (61412300)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. S.L.J.M. de Leeuw
Examinator	prof. dr. ir. S.L.J.M. de Leeuw
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

So far, the Bachelor courses have predominantly focused on decision problems within the context of an individual company. During the Master TSCM courses, this context will be expanded to encompass multiple companies. The central theme is cooperation between shippers, customers and logistics service providers. The objective of this course is to introduce students to the topic of demand & supply chain management and to discuss relevant concepts to matching supply and demand in these chains.

Course content

We will focus on demand driven Supply Chain Management. After an introduction to the concepts of SCM, we will discuss the design and implementation of SCM concepts taking into account the flow of information, money and materials across the supply chain. More specifically we will discuss:

- Logistics network planning
- Inventory management and forecasting
- Supply contracts for strategic as well as commodity components
- The value of information and the effective use of information in the supply chain
- Supply chain integration
- Centralized and decentralized distribution strategies
- Strategic alliances
- Outsourcing, off-shoring, and procurement strategies
- International supply chain management
- Supply chain management and product design
- Customer value

- Revenue management and pricing strategies.

Form of tuition

Lectures and assignments. In small groups, the students will work on an assignment for a specific supply chain. Separate assignment meetings will be scheduled. Additional relevant theory and literature has to be searched for by the groups.

Type of assessment

Combination of written examination and assignment

Course reading

- Simchi-Levi, D., Kaminsky, P., Simchi-Levi, E. (2008). Designing and Managing the Supply Chain: Concepts, Strategies and Case Studies (3rd ed). Irwin: McGraw-Hill.
- Electronic reader (blackboard)

Entry requirements

All non-TSCM Master students (including all exchange students) are required to contact the course coordinator before enrolling; permission from the course coordinator is obligatory to participate in this course.

Recommended background knowledge

Pre-master TSCM or bachelor with specialization TSCM

Diversity in Organizations

Course code	E_BA_DIO (61442380)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. C.J. Vinkenburg
Examinator	dr. C.J. Vinkenburg
Teaching staff	dr. P.J. Peverelli, dr. C.J. Vinkenburg
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

- Introduce the role of differences between individuals in organizations;
- Assist the student with gaining a complex understanding of organization theory and the actual practice in a contemporary workplace;
- Enhance the student's understanding of the significance of the quantitative, qualitative, emotional and behavioral factors involved in managing differences;
- Heighten the student's awareness to the inter-relationship of employee relations and organizational structures (both formal and informal structures), and to
- Alert the student's attention to the economic consequences of a diverse workforce

Course content

Although there are as many definitions of organizations as there are researchers in this field, all definitions include at least one item: an

organization is a group of actors co-ordinating their resources and activities to execute a certain task in a more efficient way than when doing a task individually. Traditional theories stress the need for the actors involved to share to a certain extent a perception of reality. As a result, management theories based on those definitions also focus on unifying perceptions, team building, etc. Contrariwise, from an organization theoretical approach actors differ in many respects. They differ according to gender, race, sexuality, religion, place of birth (different countries or different regions of same country), age, nationality, education, membership or social networks, etc. These differences are bound to affect the organizing processes. Classical management theories tend to regard these differences as a necessary evil, something that exists, but needs to be contained. They often talk in terms of formal and informal processes, in which the former refers to regular co-ordinated actions controlled by the managers and the latter to the informal uncontrollable interactions. In this course we maintain the position that differences between actors are an organic aspect of healthy organizing processes, these differences are regarded as the motor of the sustenance of organizations. Diversity is the basis for the possibility of change. It is only because we can choose from a variety of different methods of doing things (construction rules) and a range of methods to perceive reality (sensemaking) that we are able to perceive change. In fact, difference is a pre-requisite for actors to be able to interact. Social interaction is aimed at arriving at a shared perception of that part of reality that is relevant for the performance of the activity about which the interaction is concerned. In a hypothetical situation that two actors completely agree on all aspects, the need for sensemaking will cease to exist, and therefore interaction will stop. To understand the relationship between two actors e.g. A and B three aspects need to be understood: A(1), B(2) and their differences(3). This creates what could be considered the core paradox of human organizing: the existence of differences between actors is a condition for interaction to take place; simultaneously interaction is aimed at decreasing those differences. Management is thus positioned as the tool for perceiving and appreciating differences between actors, and thereby creating value from those differences.

Form of tuition

Lectures are designed to provide an overview of organizational theory and diversity theory. This will be achieved via two themes:

- Management's role in organizing differences (age, gender, ethnicity, sexual orientation, education, etc),
- The role and function of formal/informal networks in producing differences.

Response lectures are designed to facilitate in-depth discussion about the theories and related concepts, principles and practices, as well as the essay.

Consultation: the instructors will be available for consultation.

Type of assessment

- written interim examination - Individual written exam (essay questions)
- Group critical incident paper; Students are required to form groups of 3-5 students to write a paper on a critical incident related to the main theme of the year, selected from a newspaper article/current event. In the paper, students should give attention to: 1) the incident at the micro & macro level 2) the incident and consequence(s) i.e behavioral and economic 3) the systems affected: a) structural b) psychosocial c)

technical d) managerial e) goals & values 4) students are to provide analysis and make recommendations, and finally 5) discuss own reaction
 The report should consist of 10-14 pages, and should use at least 4 different sources (e.g. journal articles, interview, books, internet, newspaper articles), and Demonstrate a clear application of related theory introduced in the lectures.

Course reading

Lectures are designed to provide an overview of organizational theory and diversity theory. This will be achieved via two themes:

- Management's role in organizing differences (age, gender, ethnicity, sexual orientation, education, etc),
- The role and function of formal/informal networks in producing differences. Response lectures are designed to facilitate in-depth discussion about the theories and related concepts, principles and practices, as well as the essay.

Consultation: the instructors will be available for consultation.

Recommended background knowledge

Students are expected to have followed the 3rd year course Organization Perspectives & Dynamics. Those who have not, are advised to study Peverelli & Verduyn (2010) Understanding the Basic Dynamics of Organizing, Delft: Eburon.

E-Business and Information Management

Course code	E_BA_EBIM (61412310)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. J.F.M. Feldberg
Examinator	dr. J.F.M. Feldberg
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course aims at getting students acquainted with the strategic issues concerning organizational information systems (IS) as well as fostering a critical academic attitude towards information systems related theories, topics and opinions. Central to this course is the development of an understanding of the roles information technology can play in achieving organizational objectives. Students that have successfully accomplished this course will:

- Have an academic attitude towards information systems theories and business issues.
- Have the appropriate knowledge to sensibly think about information systems in an organizational context.
- Be able to decide on the appropriate role(s) of information technology (IT) given the objectives of the organization
- Be able to identify the (break through) opportunities of information technology in realizing sustainable competitive advantage.
- Be able to participate in project teams that decide on the design, development, implementation, and use of information systems.

- Be able to apply scientific IS theories in an organizational context.
- Be able to write an academic paper on a selected IS topic.
- Have the appropriate knowledge and skills to self-reliantly deepen their knowledge on organizational information systems.

In order to fulfill these objectives a selected group of external organizations will be closely involved with this course. Theory will go hand in hand with practice.

Course content

Although information technology plays an important role the primary focus of this course will not be on technology but instead be on the managerial issues associated with organizational information systems.

Most of the course matter will be dealt with in context of the question: How can information systems contribute to the realization of sustainable competitive advantage? To answer this question this course will consider an organization's (actual) IS resources in context of the IT-driven developments and trends that can be observed on the internet (WEB 2.0). Today's business managers must be able to address the implications of significant trends like digital social networking (e.g. MySpace and Hyves), co-creation (e.g. wiki's and crowd sourcing), web enabled information and knowledge sharing (e.g. Blogs, Youtube and Flickr) and the emergence of virtual worlds (e.g. Second Life and Habbo Hotel) for their businesses and related IS solutions. Exemplary questions in this context are: how does online social networking influence our marketing information systems can we use wiki's to improve our product development do we have to be present in 3D virtual worlds, how can online social networks be integrated with our CRM systems, what are the implications of these trends for our ERP system? Point of departure for answering these questions is a framework that distinguishes the roles information technology can play in the accomplishment of organizational objectives. The following roles are distinguished by this framework:

- automate (IT used to make the organization more efficient)
- informate (IT used to provide and distribute information and knowledge)
- transform (IT used as a vehicle for change)
- innovate (IT used to develop new IT-driven business models)

Besides an introduction of these four roles, and the alignment between strategic objectives and the use of information technology, this course will elaborate on the most important enterprise information systems (enterprise resource planning (ERP) systems, customer relationship management (CRM) systems) and will also consider the information systems an organization needs to fulfill its role as a member of organizational networks (interorganizational information systems, supply chain management (SCM) systems, electronic market places). This course will also concentrate on issues that are associated with the successful use (technology acceptance) and implementation (critical success factors) of information systems as well as on information systems investment analysis and outsourcing. The use of information systems to improve decision making, to generate business intelligence and to enhance knowledge management will also be dealt with.

Form of tuition

lecture

Lectures, workshops, tutorials and individual feedback sessions.

Type of assessment

paper
 45 percent
 written interim examination
 55 percent

Course reading

Obligatory course literature will include papers (provided on Blackboard).

Entry requirements

Basic knowledge of information systems theory is assumed (bachelor).

E-Business Development

Course code	E_BA_EBD (61452300)
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. J.W.M. Gerrits
Examinator	prof. dr. ir. J.W.M. Gerrits
Teaching method(s)	Lecture
Level	400

Course objective

After following this course, you:

- know the economic foundations of e-business: network economics and information economics
- know current business models of e-business and e-commerce
- can develop a business model, business case and business plan for a venture
- can present your business plan to potential investors
- understand the value of business networks to develop a venture

Course content

This course is a workshop for setting up new e-business initiatives. The theory part of the course provides students with theories and models as a basis to develop e-business initiatives and includes such topics as network economics, funding and business planning. In the application part of the course, students will develop a plan for starting up a new e-business venture. In order to develop the necessary network for starting up a company, students will be introduced to start-ups, relevant business networks and funding partners.

Form of tuition

Lecture / project

Type of assessment

written interim examination: 60 percent of the final grade
 paper: 40 percent of the final grade. Exam should be 5.5 or higher

Course reading

- Águila-Obra, A.R. del, Padilla-Meléndez, A., Serarols-Tarrés, C., Value creation and new intermediaries on Internet. An exploratory

analysis of the online news industry and the web content aggregators, International Journal of Information Management, Volume 27, Issue 3, June 2007, 187-199

- Brousseau, E., & Penard, T. (2007). The Economics of Digital Business Models: A Framework for Analyzing the Economics of Platforms. Review of Network Economics, 6(2), 81-114.
- Casadesus-Masanell, R., & Ricart, J. E. (2010). From Strategy to Business Models and onto Tactics. Long Range Planning, 43(2-3), 195-215.
- Economides, N. (1996). "The economics of networks", International journal of industrial organization, 14(6), 673–699. Elsevier.
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- Fjeldstad, Ø. D., & Ketels, C. H. M. (2006). Competitive Advantage and the Value Network Configuration. Long Range Planning, 39, 109-131.
- Freeman J, Engel J. Models of Innovation: Startup and Mature Corporations. California Management Review. 2007;50(1):94.
- Osterwalder, A., (2010), Business model canvas, http://en.wikipedia.org/wiki/Business_Model_Canvas
- Peppard, J., & Rylander, M. A. (2006). From Value Chain to Value Network: Insights for Mobile Operators. European Management Journal, 24 (2-3), 128-141.
- Rich S, Gumpert D. How to write a winning business plan. Harvard Business Review. 1985;3:3–8.
- Sahlman W., How to write a great business plan. Harvard Business Press; 2008.
- Shafer, S., Smith, H., & Linder, J. (2005). The power of business models. Business Horizons, 48(3), 199-207.
- Teece, D. J. (2010). Business Models , Business Strategy and Innovation. Long Range Planning, 43, 172-194.
- Varian, Hal R.(2003), "Economics of Information Technology",
- Zider B. How Venture Capital Works. Harvard Business Review. 1998;28(2): 131-139.

Empirical Finance and Accounting

Course code	E_BA_EFA ()
Period	Period 3
Credits	0.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. V.L. van Kervel
Examinator	dr. V.L. van Kervel
Teaching staff	dr. K. Lucivjanska
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

At the end of the course, you can

1. replicate the theory behind basic statistical analyses.
2. use the software program Stata to execute a statistical analysis.
3. interpret and draw conclusions from the outcomes of statistical analyses.
4. have a critical academic attitude, and understand the assumptions and

shortcomings of statistical analyses. This allows you to judge the quality of research—also research outside the realm of the current course.

5. formulate the steps of executing a proper academic research, and are aware of its pitfalls.

Course content

The course consists of 4 lectures and 4 computer lab tutorials for students in the Master Business Administration, and yields 3ECTS. It is designed to teach students the quantitative skills necessary to do empirical research, and consists of statistical theory and its application using a software program (Stata).

The lectures consist of power point slides with theory. Part of the theory is written on the board, and plenty of examples are shown in Stata as well. For the tutorials I have created Stata files, which contain questions that the students must do using Stata commands. The course fits the curriculum as it is designed to be a preparation for the Master thesis. The main assessments are the two cases, where students must do empirical work, statistical analyses and interpret the results. Therefore, it is a very good preparation for the Master thesis. Further, the current course is followed by the course "Research Seminar", where groups of students must write a paper and present and discuss each other's work. The skills learned in the current course should aid students to judge the quality of research of other students in the next course.

My teaching vision is that students should be able to judge the validity of interpretations and conclusions made by others. This requires knowledge of the assumptions that are made to draw the conclusion, and to judge whether these assumptions make sense. To train this skill, students must study and apply four sets of commonly used research methodologies, and understand their shortcomings and assumptions. Students further must learn to recognize situations where the assumptions are violated.

Type of assessment

Students are required to make two cases in groups of three students, which are graded. Students will form groups of 3 students and hand in 2 pass/fail assignments in order to finish the course. The assignments can be found on BB. In each assignment, the group will be given a published paper and data, and is required to replicate part of the study. The assignments must be executed using STATA. If a group fails an assignment they must do another one (with a different paper and data), until two correct assignments are finished.

A short summary: Students

1. use Stata to replicate the statistical analysis of a scientific paper published in one of the best journals of economics.
2. describe the research question, and used methodology. They motivate the advantage of this methodology over alternatives.
3. interpret the main results.
4. draw conclusions.

Enterprising Skills

Course code	E_ENT_ESK ()
Period	Period 5

Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.W. van Gelderen
Examinator	dr. M.W. van Gelderen
Teaching method(s)	Lecture

Course objective

The objectives for this course are:

- a) To acquire knowledge with regard to enterprising skills
- b) To gain insight into, and develop your own enterprising skills
- c) To develop coaching and mentoring skills.

Course content

Enterprising Skills allows you to study as well as practice the so-called soft skills underlying entrepreneurship, such as generating ideas for opportunities, taking action, perseverance, teamwork, networking, and influence. These skills are becoming ever more essential whether you are an entrepreneur (by any definition), self-employment (or zzp'er), freelancer, contract worker, or even as an employee. You will study the research and theory with regard to these skills (or competencies), and then practice these skills in the context of your own life. Moreover, you'll also develop coaching and mentoring skills which are also highly relevant to any work in the entrepreneurial context. The level of analysis in this course is the individual - this course is not about enterprising firms but about enterprising people. Enterprising behavior can be expressed in starting a new venture but also in a multitude of other endeavors. Still, while the unit of analysis in this course is the individual, the competencies that are studied and practiced are highly relevant in the case that someone starts or run her own venture.

Form of tuition

Lectures, experiential learning

Type of assessment

Assignments

Course reading

Articles to be found at www.enterprisingcompetencies.com

Additional literature TBA

Ethics

Course code	E_BA_ETH (61432100)
Period	Period 3
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. J.J. van Dijk
Examinator	prof. dr. J.J. van Dijk
Teaching staff	dr. L.A. Havermans
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

- To become competent in describing moral problems
- To be able to analyze moral problems of professionals embedded in organizations
- To know how to apply concepts of moral philosophy in describing and solving such problems of embedded professionals

Course content

Moral philosophy studies responsibilities or duties as conceived by acting individuals in order to justify their acts. Organization ethics is questioning the moral behaviour of organizations as such and of individuals acting within organizations. Professional ethics is questioning the behaviour of individuals acting in professional capacities. Does the organizational context make a difference here? It seems that classical ethics is a process of observing, questioning, grounding, and deriving rules from earlier established principles and values. The course briefly will explore questions such as these:

- If my profession knows an own professional code of ethics how is compliance with such a code ensured? What types of instruments are available?
- How relevant are concepts about a just society, fairness or justice?
- How should corporations and non-profit organizations be managed in such way that they proceed in a morally acceptable manner?
- What sort of professional (in)dependence professional staff may enjoy within the setting of an organization?
- What are the instruments of enforcing morals (compliance) in professional societies and in organizations?

In this course on Ethics five competences will be considered:

- How to recognize and describe a moral problem
- To know the difference between principles, values, and norms
- To know the main traditional modes of arguing
- To distinguish between the responsibility of individual (and professional) participants or employees within an organization and the responsibility of the organization and its management as such
- To be able to connect the concept of a pluriform society with the need for professional and business ethics

Form of tuition

lecture

working group

Type of assessment

paper

Individual examination or a paper written individually with a proposal approved before the examination date.

Course reading

Text 'Understanding Compliance' will be for sale (approximately 10 euro) in the 1st lecture.

Financial Decision Making

Course code	E_BA_FDM ()
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Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.J. van den Assem
Examinator	dr. M.J. van den Assem
Teaching method(s)	Lecture
Level	400

Course objective

Financial management courses and textbooks mostly tell us how we SHOULD make financial decisions. This course asks how we actually DO make financial decisions, using insights from various academic disciplines. It contrasts decision making behavior with rational norms and explains why people deviate systematically. Understanding your own decision processes and those of others is fundamental to virtually every aspect of managerial finance, including valuation, capital budgeting, corporate governance, portfolio selection, financing issues, dividend policy, and risk management.

Course content

Among many other things, the course discusses:

- how people are subject to distortions or biases in their beliefs, such as overconfidence and optimism,
- that people have preferences that are not understood in a normatively acceptable framework, and exhibit for example loss aversion and narrow framing,
- why such phenomena are highly relevant in the contexts of firms and financial markets, and
- how these insights can be applied to make better decisions and to improve the behavior of others.

Form of tuition

Lectures (2 times 2 hours per week)

Type of assessment

Written exam (80%) and assignment (20%)

Course reading

To be announced

Entry requirements

None

Remarks

This course is not accessible to students from the MSc Finance. These students can take the course "Behavioral Corporate Finance" instead.

Financial System Design

Course code	E_BA_FSD (61452310)
Period	Period 5
Credits	6.0
Language of tuition	English

Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. D. Schoenmaker
Examinator	prof. dr. D. Schoenmaker
Teaching staff	prof. dr. D. Schoenmaker, dr. P.J. Wierds
Teaching method(s)	Lecture
Level	400

Course objective

The aim of the course is to examine the (re)design of the financial system. The 2007/2009 financial crisis has highlighted several shortcomings in the structure of the financial system.

After following this course, you:

- have a basic understanding of the working of the financial system
- understand the micro (institution) and macro (system- wide) components of the financial system and the interaction
- have insight in the complexity of the (re)design process, addressing the functions and structure of the financial system
- are able to understand the concept of financial stability and the national and international dimensions of financial stability
- are able to discuss critically the different policy proposals to strengthen the financial system

Course content

This course examines the design of the financial system. The current financial crisis has highlighted several shortcomings in the structure of the financial system. Much of the financial supervisory /stability policies are focused on individual financial institutions (micro), while many problems have a system- wide component (macro).

This first part of the course will address the following issues: a short historical overview of developments in financial systems. How to measure the soundness of financial systems. What are the shortcomings of the financial system? What are the incentives for risk- taking? What is driving the pro- cyclical of the financial system? How to deal with too big to fail banks?

The second part of the course will address the international dimension. Financial stability is a public good as the producer cannot exclude anybody from consuming the good (non- excludable) and consumption by one does not affect consumption by others (non- rivalness). An important question is whether governments can still produce this public good at the national level in today's globalised financial markets. What are the international/European coordination failures in maintaining global financial stability?

Form of tuition

lecture

Type of assessment

written interim examination
100 percent, closed book.

Course reading

Papers to be announced.

Institutional Investments

Course code	E_BA_IINV ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. F. Hamelink
Examinator	dr. F. Hamelink
Teaching method(s)	Lecture
Level	400

Course objective

The objective of this course is twofold. On one hand students will review of the characteristics of all asset classes used in portfolio management, such as stocks, bonds, but also alternatives such as real estate, hedge funds, commodities, private equity, infrastructure, etc. The focus will be on both the theoretical concepts and how they are implemented in practice.

On the other hand students will gain insight in the business models of major financial players such as institutional asset managers, insurance companies, pension funds, fiduciary managers, etc. Students will not only see how the various asset classes are used to fulfill the goals of these institutions, but also the tools and the processes that play a role in the decision making, such as Asset Allocation, Asset and Liabilities Management (ALM) for pension funds, etc.

The notion of risk modeling and monitoring will be covered all along the course.

After following this course students should be able to apply the reviewed theoretical concepts in real life cases.

Course content

- the characteristics of asset classes (fundamentals, risk and return, their function in the portfolio);
- the available instruments to get exposure to these asset classes (Mutual Funds, ETFs, derivatives, etc.);
- risk management tools for portfolio construction;
- traditional portfolio construction based on market capitalization and modern alternative construction methods (risk based strategies, fundamental indexing, etc.)
- the allocation process between asset classes (strategic versus tactical asset allocation);
- the Asset and Liabilities Management (ALM) process within financial institutions;
- strategic and tactical asset allocation versus ALM asset allocation;
- oversight of the (academic) studies on the debate "Active vs. Passive investing" and a thorough understanding of the main issues in this debate;
- business models for asset managers, insurance companies, pension funds and fiduciary managers;

- portfolio construction process for each of the above-mentioned institutions.

Form of tuition

Lectures (2 times 2 hours per week) and working class

Type of assessment

Written exam (80%) and two cases (20%)

Course reading

Zvi Bodie, Alex Kane and Alan J. Marcus: Investments and Portfolio Management, McGraw Hill (9th edition)

- Additional course material (academic papers, etc.) will be provided on Blackboard

Interactive Marketing

Course code	E_BA_IM (61432070)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. T. Verhagen
Examinator	dr. T. Verhagen
Teaching staff	dr. T. Verhagen
Teaching method(s)	Lecture
Level	400

Course objective

The objective of Interactive Marketing is to develop an online marketing action plan. After following this course, students

- have an in-depth understanding of key issues in online marketing
- understand the basic methods and tools used for online marketing analytics
- have knowledge of key academic concepts and academic paradigms in the field of online marketing
- are able to assess the quality of current online marketing practices
- are able to consult an organization in improving its online marketing effectiveness
- have the practical skills to set up and work out an online marketing action plan

Course content

Online marketing has become of vital importance in finding, servicing and maintaining customers in today's network economy. Given the relevance of a good online presence, more and more organizations are confronted with the challenge to effectively use their website in a competitive landscape of competitors, search engines, comparison websites, and social network sites. Participants of the course Interactive Marketing focus on this challenge by writing an online marketing action plan for an existing organization. The plan is written in line with the customer decision-support system paradigm, which proposes web-based technology as instrument to guide website visitors through the stages of their purchase decision-making process. The plan is substantiated with usage of the existing academic literature and

application of basic methods for website analysis. The final plan aims to guide the organization in improving its revenues, lowering its costs, and boosting customer satisfaction. Addressed topics include: search engine marketing, search engine optimization, e-mail marketing, multi-channel marketing, social media, social media metrics, conversion, retention, website traffic analysis, website usability, website content analysis, website style, and online research. Mirroring practice, a team-based approach is used.

Form of tuition

Lectures: 1 x 2 hours per week

Tutorials: 1 x 2 hours per week

Type of assessment

Team presentation (10%)

Team assignment (90%)

Course reading

Articles will be made available on Blackboard.

Entry requirements

Students should have knowledge of marketing basics. Knowledge in the field of E-Business / E-Commerce is recommended but not required.

Knowledge and Innovation Networks

Course code	E_BA_KIN (61422180)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M. Soekijad
Examinator	dr. M. Soekijad
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course aims at introducing students to current issues in the field of knowledge and innovation networks, while enabling them to critically reflect about diverse theoretical perspectives and to understand their relevance for knowledge and innovation management in business organizations.

After successful completion, students will:

- Have a sound understanding of knowledge and innovation processes.
- Recognize new appropriate organizational forms for managing knowledge and innovation such as networks and communities.
- Be aware of challenges of managing these processes and organizations, and how to overcome these.
- Be able to work with current literature in the field of knowledge and innovation networks, to critically reflect about relevant research and know how to use it in order to get a better understanding of knowledge and innovation processes in business organizations.

Course content

The Knowledge and Innovation Networks course focuses on the role that new forms of organizing such as networks (can) have for managing knowledge and innovation in today's business environment. Networks can take various forms, i.e. they can be between individuals (e.g. communities of practice), between organizations (e.g. strategic alliances, mergers and acquisitions), and with all sorts of different partners ranging from customers (e.g. crowdsourcing) to even competitors (e.g. cooptation). This course focuses on how firms can use networks to create, share, transfer and transform knowledge, which has become a key asset in economic life (see the knowledge based view of the firm), and to gain a competitive advantage over other firms.

The field of knowledge and innovation management is still emerging and this course will give students insights in leading-edge academic research from multiple disciplines, using a variety of methods and perspectives. Students will be introduced to this work in the lectures, where they will also get ample opportunities to discuss and critically reflect on the issues at hand.

Students will get the opportunity to use the different perspectives from the literature and see how they are relevant in a real business case. Small teams of approx. four students each will conduct interviews at ABN Amro* to analyze from different perspectives the implementation of Guruscan*, a tool for managing knowledge networks in large organizations. Throughout the course students will share their data and emerging insights in class and discuss it with other teams and receive feedback and support in order to compile a short research report on their findings.

* The participation of company partners may be subject to change.

Form of tuition

The course consists of:

- 1) lectures and class discussions requiring active participation, and
- 2) workgroup and plenary sessions designed to support the execution of a research project with a company to connect theories with relevance for practice (group assignment).

Type of assessment

- Team report
- Individual assignments, including a short reflection paper

Course reading

Academic papers on blackboard. For each week students need to prepare selected readings before class (individual assignments).

Leadership

Course code	E_BA_LS ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Teaching method(s)	Lecture, Study Group

Course objective

In this master course we will focus on theories, processes, and practices of leadership, leadership development & leadership effectiveness. The learning objectives of this course are first to gain up to date knowledge and understanding of concepts and theories related to leadership, and second how to apply this knowledge in practical situations. After this course, you are able to:

- Define and explain key concepts related to leadership (including transformational leadership, collective leadership, gender and leadership, ethical leadership, leadership assessment, and leadership development);
- Describe leadership processes and analyze them from different theoretical approaches that deal with these processes;
- Formulate propositions about and practical solutions for leadership issues;
- Know how to develop your leadership potential

Course content

Because you (our students) participate in the VU master, you can be qualified as potentials for leadership positions – in your chosen field of science, in student organizations, and in your future career as a researcher or practitioner. A master course on leadership, which combines and integrates state of the art leadership theory and research, leadership in practice, and the development of leadership skills, will help you prepare for these future roles.

In this course, you will learn both academic and practical knowledge and skills. By studying leading-edge research and best practices, the student will be able to understand and apply theories of leadership.

Form of tuition

- During lectures important themes from the leadership literature will be discussed. Before each lecture required readings will be posted on Blackboard.
- During practicals you will actively work on leadership skills and personal development. During these practicals you will participate in practical exercises and role playing, receiving individual feedback on your performance and development needs.

Type of assessment

Individual examination (exact format to be determined) and group work. The exact way of determination of the final course grade will be announced in the course manual.

Course reading

To be announced on blackboard

Entry requirements

Knowledge at the level of the 3rd year course Advanced HRM.

Recommended background knowledge

Knowledge at the level of the 3rd year course Advanced HRM.

Management Consulting

Course code	E_BA_MC (61412340)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. O. Bouwmeester
Examinator	dr. O. Bouwmeester
Teaching staff	dr. O. Bouwmeester, prof. dr. A.P. de Man, dr. I. Mikhailava
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

- You have a basic understanding of consulting, what consultants do, how they work and the conditions under which they work;
- You are familiar with academic debates about consulting and the research struggles to understand what consultants do and what makes them successful;
- You know how consultants write, and have obtained some training in this writing style.

Course content

The purpose of this course is to introduce management consulting as a practice and thereby function to create a common starting point for all students in the specialization Management Consulting. The course is about the nature of management consulting, consulting methods, techniques, roles and activities, consultant-client relations and issues of professionalism and ethics.

Form of tuition

Lectures and seminars

Type of assessment

Written interim examination and assignments

Course reading

Kubr (2002) Management Consulting: A Guide to the Profession Geneva:
International Labour Office

Management Control

Course code	E_ACC_MC (60442110)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. H.C. Dekker
Examinator	prof. dr. H.C. Dekker
Teaching staff	dr. P.C.M. Claes, prof. dr. H.C. Dekker
Teaching method(s)	Lecture
Level	400

Course objective

The aim of this course is to acquire a thorough understanding of the components of management control systems, their effects on human behavior, the interrelationships between these components and design criteria. After following this course you will be able to:

- understand the objectives and desirability of control in organizations
- understand the key causes of management control problems within and between different types of organizations
- understand what eligible control solutions are to cope with different control problems and how the components of management control systems interrelate in their functioning
- analyze control issues in a business case setting and, in a team setting, develop and present specific recommendations for improvement
- critically evaluate, review and present empirical academic research regarding management control, and translate the insights to business settings.

Course content

The contents of this course can be divided into two sections. The first section deals with the control function of management and management control system design. This section includes topics such as the cause of control problems and the need for MCS in organizations, management control alternatives and their effects on behavior, and the determinants of MCS design. The second section of the course uses these insights to study MCS in different organizational forms:

- performance measurement and incentive compensation in profit seeking firms
- management control in public sector organizations
- management control in interfirm alliances and joint-ventures.

In examining the control function in these three distinct areas of organizational activity, articles from the accounting literature are critically studied, reviewed and presented.

Form of tuition

This course consists of a combination of lectures, team case presentations and discussions, and reviews and presentations of academic articles.

Type of assessment

Written interim examination, case reviews, academic paper reviews, case and paper presentations.

Course reading

Merchant, K.A. & Van der Stede, W.A. Management Control Systems: Performance Measurement, Evaluation and Incentives, Prentice Hall, 3rd Edition.

Entry requirements

To be able to participate in this Master course students are required to have sufficient knowledge of management accounting & control. Necessary courses students should have taken are Management Accounting 3.1 (Ec.) or Management Accounting & Control 3.1.

Management Idea Factory

Course code	E_BA_MIF ()
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. H.S. Heusinkveld
Examinator	dr. H.S. Heusinkveld
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course focuses on (1) obtaining knowledge on the generative mechanisms by which management innovation is created and put into practice, and (2) the development of skills in empirically studying the impact of management innovation on management and organizational practice. This course should not only contribute to a deeper understanding of these mechanisms, but also provides a basis for critically reflecting on the possibilities and limitations of the ideas that have been taught in the different specializations in the context of students' future work context. The course can be connected with specializations in Management Consulting, BEC, HRM, KIN, Strategy & Organization but also contributes to developing a broader view that extends beyond this specialization.

Course content

Management innovation involves the creation, dissemination and implementation of a new management idea and related practices aimed at offering a solution to complex managerial issues. Given their inclusion in many standard textbooks and business school curricula, some of these ideas have become a taken-for-granted element in the canon of management, or at least seen as an inseparable part of the accepted management vocabulary and related processes of socialization. Given the assumed defining role of these ideas in the world of management, there is a need to develop a better understand of the way they are translated into management and organizational practice.

This course concentrates on providing an introduction into the key constructs, theories and debates about the creation, dissemination and implementation of management ideas and, on the basis of this, developing a better understanding of the impact of these ideas on management and organizational practice. For this purpose, students will empirically study the implementation of a given management idea and critically asses the deployment of this idea within an organizational context.

Form of tuition

Lecture, Study group

Type of assessment

Research paper

Course reading

To be announced

Management of Sustainable Innovation

Course code	X_432739 ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Faculteit der Exacte Wetenschappen
Coordinator	dr. R.J.A. Klein Woolthuis
Examinator	dr. R.J.A. Klein Woolthuis
Teaching staff	dr. R.J.A. Klein Woolthuis
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

Sustainable innovation is crucial to counter the challenges our societies are facing: energy without CO2 emissions, access to water and food, reliable banks, affordable elderly care, climate resilient cities. All fields require a structural rethink of existing systems, and introduction of new products, services, and structures to make a sustainable future possible.

This course has the objective to:

1. Increase awareness of the importance sustainability for future business professionals
2. Increase understanding of how companies, public and government are interrelated in addressing and solving sustainability issues
3. Explore how sustainable innovation can be managed

This last learning goal has to be made explicit in the assignment.

Course content

This course provides a management concept for sustainable innovation management in commercial and governmental organizations. It provides answers to the question how people, teams, projects, companies and governments can create value and competitive advantage by adopting sustainability as a key driver for their innovation processes.

A paradigm shift is happening at this moment. Where over the past decades firms were focused on creating shareholder value, the creation of 'shared value' is now gaining terrain: leading management scholars like Peter Senge and Michael Porter are describing how companies from Nike to Tesco create value by including all stakeholders in their firm's strategies. New strategies are centered around respect for the environment, employees, and other stakeholders as to create positive self-reinforcing cycles of value creation. This requires fundamentally different management models in which collaboration with a wide array of stakeholders in key.

Sustainability is hence no longer a story of wishful thinking or environmental activists, it is at the core of corporate strategy and decision making. Moreover, growth in sustainable markets as renewable energy, organic food, and e.g. fair trade products is double digit year after year. Sustainability is not a fashion or an attempt of firms to 'look good', empirical evidence suggest that proper sustainability management improves firm performance and creates new entrepreneurial opportunities in rapidly growing markets. One only has to think of the successes of the Body Shop, Ben and Jerry's and Fair Trade coffee and

chocolate.

Form of tuition

Two days a week. One for the tutorial and one to discuss theory and the assignments in small groups.

Assignment:

Students write a strategic business plan for an existing sustainable innovation with an existing firm, e.g. solar panels of BP, the e-player of Sony, or the hybrid cars of Toyota.

In the assignment students use the literature offered in the course to assess the 'quality' of the management of sustainable innovation of these firms. What could these firms improve if they would make use of insights from theory? And what would hence be your advice to these companies at the end of the day?

Type of assessment

The final grade of the course is determined by the research assignment and a written exam. To pass the course, students must at least score 5.0 for both the assignment and the exam, and score an average of at least 5.5. The research assignment (25%) and written exam (75%) determine the end grade

Course reading

Bossink, B.A.G. (2012) Eco-innovation and Sustainability Management. New York: Routledge, pp. 182.

Senge, Peter M., Bryan Smith, Nina Kruschwitz, Joe Laur, Sara Schley, 2008, The Necessary Revolution: How Individuals and Organizations Are Working Together to Create a Sustainable World, Doubleday.

Several articles which will be placed on Blackboard.

Target group

mCh-SBI, mCH-SES, mPhys-SBI, mPhys-SES,
Master students Business Administration of the specializations:
Entrepreneurship, Human Resource Management, Information and Knowledge Management, Management Consulting, Strategy and Organization and Transport and Supply Chain Management.

Managing Service Innovation

Course code	E_BA_MSI ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.J. Flikkema
Examinator	dr. M.J. Flikkema
Teaching staff	dr. M.J. Flikkema
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

Students will acquire knowledge and understanding of the content and process of innovation management in services. Students will develop their analytical skills and learn about the concepts and models of service innovation through state-of-the-art academic literature, furthermore they will develop their managerial skills through application of their knowledge in complex contexts through assignments, case studies, guest lectures and writing a case study

Course content

1. introduction - service innovation - core issues and challenges & opportunities
2. Service business models and the scope for innovation
3. Innovation patterns, strategies and the innovation value chain
4. Service design and experiential services
5. Open service innovation
6. HRM, cross functional cooperation and service innovation
7. Product-service strategies

Form of tuition

Participative seminars (introduction – dialogue – case presentations)

Type of assessment

Case studies (50%), midterm exam (50%)

Course reading

Reader with state-of-the art literature about Managing Service Innovation

Entry requirements

Willingness to participate actively!

Recommended background knowledge

Content of the bachelor course:

- Business Administration in the Service Industry
- Technology and Innovation

Remarks

Maximum number of participants: 75.

Network Analysis

Course code	E_BA_NA (61422100)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. T. de Graaff
Examinator	dr. T. de Graaff
Teaching staff	dr. T. de Graaff
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

Firms and consumers typically operate in various types of networks. These can be both physical networks (such as transport and communication networks) and non-physical networks (such as information networks). The main objective of this course is to give you a basic understanding of economic network theory, which enables you to identify the relevance and consequences of networks for firms as well as for consumers.

After following this course, you:

- have a basic understanding of the fundamental economic principles underlying applied network theory;
- understand the role and behavior of various agents (government, consumers and firms) within network sectors;
- are able to understand the economic impacts that various forms of networks (i.e., transport networks, consumer networks, information networks, clustering of firms) have on the nature, size and behavior of firms;
- are able to determine optimal firm and consumer behavior conditional on the nature of the network;
- and have used applied network theory with (stylized) cases studies, in order to determine optimal firm or consumer behavior in combination with the nature of the network.

Course content

The economic principles behind networks and their consequences for both firms and consumers form the backbone of this course. The lectures specifically deal with the following topics:

- basic applied network theory;
- government interventions in network sectors;
- clustering and spill-over effects between firms; - network sectors (e.g. telecom, transportation, energy);
- information and communication goods;
- switching costs and lock-in effects;
- network externalities.

Form of tuition

Lectures and working groups concentrate on the application of network theory on stylized case studies

Type of assessment

- written interim examination
- assignments

Course reading

- Syllabus
- Selected papers

Entry requirements

Transport Economics and Management (or knowledge of microeconomics at a bachelor level)

New Ways of Working

Course code	E_BA_NWW (61422330)
Period	Period 2
Credits	6.0

Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.J. Porter
Examinator	dr. A.J. Porter
Teaching staff	prof. dr. M.H. Huysman, dr. A.J. Porter
Teaching method(s)	Seminar
Level	400

Course objective

Upon completion of this course, students should:

- Understand the interplay between technology and practices and be able to analyze and demonstrate that interplay.
- Gain theoretical understanding in the themes related to new ways of working; virtual work, mobility and teleworking, social media and office spaces and be able to apply and analyze these theories.
- Be able to relate these theories to one another.
- Be able to critically reflect on the implications of "new ways of working" for the work practices of knowledge workers
- Be able to apply a theoretical perspective to a real life research project of a 'new way of working'.
- Gain hands-on experience with how "new ways of working" can be studied and the challenges that may arise from this.

Course content

New ways of working refers to new ways in which knowledge workers collaborate in increasingly distributed organizational contexts, instigated by new technologies. Personal mobile devices are increasingly used for coordination and communication while working in flexible settings, like open internal offices, external shared offices, home offices or at coffee corners. Furthermore, work is increasingly being done virtual and communication extends more and more beyond traditional media like telephone to social media. The possible consequences of these new ways of working are often predicted but not yet fully and academically understood. In the first part of the course, different theories related to new ways of working are discussed. In the second part, students conduct an empirical study related to a new way of working, providing students hands-on experience with critically analyzing and assessing the consequences of the actual "new" ways in which knowledge workers work. The aim of this course is to develop a critical academic attitude towards "New ways of working" and its implications for work practices.

Form of tuition

The first part of the course consists of lectures, including guest lectures, during which new ways of working are discussed from different theoretical perspectives. Students will have to take a written individual exam based on the literature and the lectures. Following these lectures and the exam, students will conduct an empirical study at an organization related to a new way of working in groups of about 4 to 5 students. Regular meetings with the groups will be held to discuss progress and aid in carrying out the study. The research will result in a research paper that will be presented to the other groups.

Type of assessment

- Individual written exam (60%)
- Group assignment (40%)

Course reading

Papers, to be announced on Blackboard

Remarks

During the course, students will conduct research at an organization.

The course has a very tight schedule and flexibility in terms of availability during the duration of the course is required.

Operations Performance Benchmarking

Course code	E_BA_OPB ()
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. S.L.J.M. de Leeuw
Examinator	prof. dr. ir. S.L.J.M. de Leeuw
Teaching method(s)	Lecture
Level	400

Course objective

With this course we aim to furnish students with knowledge on assessing and benchmarking operations performance in practice. Upon finishing this course students are able to

- Identify and understand state-of-the-art methods for benchmarking and evaluating operations performance
- Decide on the use of appropriate static and/or dynamic performance assessment methods dependent on situational criteria
- Apply theory on performance benchmarking and assessment on a real-life situation and draw managerial conclusions.

Course content

The course will focus on academic methods relevant to benchmarking of operations performance in business practice.

Performance assessment and benchmarking is a topic that has received considerable attention in both practice and academia across a wide variety of disciplines.

This course is aimed at students who wish to broaden their understanding of methods related to evaluating and benchmarking performance, with a specific emphasis on Operations Management. This includes the wider area of disciplines necessary to organize the primary processes within and between companies. As such, the course is of value to students an interest in topics including but not limited to quality management, logistics, e-commerce, job design & work organization, resources management and operations strategy. The course is therefore also accessible to students without prior knowledge of TSCM.

Four main topics will be addressed:

1. What is current practice in benchmarking and evaluating operations performance in firms? What are the methods used and what are their associated (dis-)advantages.
2. Static performance assessment: we will discuss methods to develop performance metrics for internal and external benchmarking, such as performance/financial/cost ratios and Data Envelopment Analysis/Free

Disposable Hull and/or Stochastic Frontier Analysis

3. Dynamic performance assessment: we often assume linearity between actions and outcomes yet there are delayed effects and indirect effects that we typically do not directly take into account in decision-making. We will use the System Dynamics framework to discuss causal loop analysis and develop stock & flow diagrams to analyse performance of systems.

4. Multiple decision criteria: the importance of managing multiple objectives is increasing as a result of a growing awareness for e.g. sustainability in addition to profitability. Sustainability is a common topic in many discussions yet we hardly go beyond measurement of carbon footprint when discussing sustainability. We will discuss approaches to measuring multiple criteria, a.o. using Analytical Hierarchy Process (AHP), Analytical Network Process (ANP) and genetic algorithms.

Form of tuition

Students will be educated via regular lectures, online course material, assignment lectures and case studies.

Type of assessment

A combination of assignments (performed in teams of 2) and a written exam

Course reading

Course material needs to be determined, but will include chapters from T.L. Saaty (Theory and applications of the Analytic Network Process), J.D. Sterman (Business Dynamics) and others.

Remarks

Students not following the MSc BA programme (including all exchange students) are kindly requested to contact the course coordinator prior to enrollment.

Organization Development and Change

Course code	E_BA_ODC (61442010)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. I. Mikhailava
Examinator	dr. I. Mikhailava
Teaching staff	R. van Werven MSc, dr. I. Mikhailava
Teaching method(s)	Lecture, Practical, Study Group
Level	400

Course objective

Welcome to Organizational Development and Change. The course aims to provide an understanding of various issues of organizational development and will pay particular attention to the concept of change. The course introduces consulting as a systemic activity and gives an overview of change as a systemic intervention. The course enables a dialogue between theory and practice preparing students not only to think critically, but also think pragmatically. As a result, alongside academic knowledge, OD&C offers you practical skills for your future engagement in the

workplace as a change agent.

Course content

Having followed this course, you will be able to:

- Define and explain important terms and concepts from the fields of organization development and change management
- Know and compare different intervention methods
- Identify and analyze problems related to organizational change processes
- Find solutions for these problems by applying theoretical knowledge on change and intervention methods
- Make proposals for the use of specific interventions to solve issues that require change in practice

Form of tuition

Lectures, seminars, group work, presentations

Type of assessment

Final assessment is based on group report; there are also several intermediary group and individual assessments

Course reading

Course Reading & Literature will be announced at the start of the course.

Remarks

For inquiries, please contact course coordinator at i.mikhailava@vu.nl

Performance Management and Control

Course code	E_BA_PMC (61422010)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. P.G.W. Jansen
Examinator	prof. dr. P.G.W. Jansen
Teaching staff	prof. dr. T.L.C.M. Groot, prof. dr. P.G.W. Jansen
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

In this master course we will focus on theories, processes and practices of Performance Management and Control (PMC). By studying leading-edge research and best practices in PMC, the student will be able to:

- analyze
- and (re-) design PMC problems in practice
- and argue the validity of his/her PMC design using scientific literature.

Course content

In a series of teaching classes or lectures the following topics will be discussed: theories and practices of performance management, performance management in professional services organizations, performance appraisal and measurement, internal performance and external contribution, balanced score card, critical success factors, performance indicators, commitment and performance, the dimensions of work performance, performance management, and performance driven behaviour. These themes will be studied from two perspectives: an economic perspective, and a psychological perspective.

These topics will be integrated and applied in a design project of an actual PMC system. Students have to work in teams at the analysis and redesign for a PMC system. They can present and discuss their 'work in progress' with the teacher during a number of seminars. The design has to be made in the context of an actual organization. This context can be obtained by actually contacting an organization, or by using documents from newspapers, journals, or other sources. Combination of an economic perspective and a psychological perspective in handling the design question is mandatory. Topics from the lectures and the literature have to be integrated into the design. The design should both be feasible, and arguable on account of the literature as discussed during the course. Students have to search for, and use, additional relevant literature.

In addition, students will have to do an individual assignment in which knowledge and understanding of basic and important concepts and theories from the literature are assessed.

Form of tuition

- Lectures (teaching classes) on obliged literature. Teachers will discuss the obliged literature.
- Meetings during which student groups present and discuss the progress of the design projects with one of the teachers. In addition, there is room for further explanation and discussion of the course literature.

Type of assessment

Individual examination (exact format to be determined) and group case work. The exact way of determination of the final course grade will be announced in the course manual.

Entry requirements

Knowledge at the level of the 3rd year course Advanced HRM.

Recommended background knowledge

Knowledge at the level of the 3rd year course Advanced HRM.

Remarks

The following is required before the first meetings of the design project teams:

- Student have to form groups (of 5 students) themselves.
- The group has to find an existing organization where the performance management & control system (PMC) can be studied. The organization can be obtained by actually contacting an organization, or by using documents from newspapers, journals, or other sources. Some examples are hospital, police, municipality, auditing firm, consultancy firm, or high school.

At blackboard you can find some examples of earlier reports.

Policy Evaluation and Advice

Course code	E_BA_PEA (61422160)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. O. Bouwmeester
Examinator	dr. O. Bouwmeester
Teaching staff	dr. O. Bouwmeester
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

After this course students will be familiar with writing and analyzing consultant advice or evaluation reports. Students will be able to:

- Analyze structure, argumentation and empirical or theoretical support of advice reports
- Apply and discuss academic criteria and consultant criteria to evaluate an advice report
- Draw conclusions from an evaluation in order to formulate advice
- Write a second opinion on a policy advice or evaluation report

Course content

Students have to analyze a political or management discussion that relates to a policy advice or an evaluation report written by consultants. At the start of the course students will get an introduction in analyzing arguments. In order to prove the empirical and theoretical support of the report, students have to do desk research and they have to prove their ideas in interviews with the client, with an expert and with the author of the report (hear both sides). The latter is most important, since it is the duty of second opinion writers to discuss their questions and criticisms with the author before publication of the second opinion.

Form of tuition

Lectures and seminars

Type of assessment

Assignments and paper

Course reading

Bouwmeester (2010) Economic Advice and Rhetoric: Why do Consultants Perform Better than Academic Advisers? Cheltenham: Elgar

Entry requirements

Course Management Consulting 4.1

Recommended background knowledge

Course Management consulting 4.1

Real Estate Management

Course code	E_BA_REM (61452040)
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. J. Rouwendal
Examinator	prof. dr. J. Rouwendal
Teaching staff	prof. dr. J. Rouwendal, dr. F. Hamelink
Teaching method(s)	Lecture
Level	400

Course objective

The course provides an introduction to the understanding and the analysis of real estate markets and the investment alternatives available to both debt and equity investors. A large part of the focus will be on residential real estate. We study both the owner occupied and rental markets and pay particular attention to financial aspects, in particular the mortgage market. The secondary market for mortgages, where institutional investors invest in "pools" of mortgages, is analyzed in detail, in particular in light of the recent financial crisis. The last part of the course deals with other forms of real estate that institutional investors may invest in. This part will cover other property types (offices, commercial real estate, etc.) and investment vehicles, such as REITS. Although the course takes an international perspective, special attention is given to the Dutch situation.

Course content

We study the characteristics of mortgage loans used by households to finance the purchase of a house, the functioning of the Dutch housing market including the role of policy interventions (notably mortgage interest deductibility and spatial planning), and the role of housing corporations. The 'secondary market' for debt related to this financing is analyzed with a focus on the various instruments (such as CDO's and CMO's) that have played an important role in the current financial crisis. Finally, we also look at 'the other side' of the financing of real estate, namely, we take the perspective from an (institutional) investor, such as a pension fund, who considers real estate as one of many available asset classes. We will study the main characteristics in terms of risk and returns of the different forms of real estate available to the investor (such as investing in mortgage pools, investing in buildings, securitized real estate, etc), as well as by property type (such as residential versus commercial real estate).

After following this course you should be able to understand:

- the main characteristics of the most popular types of mortgage loans
- the pros and cons of fixed rate and adjustable rate mortgages
- the impact of fiscal measures on mortgage payments
- the role of the housing corporations on the Dutch rental housing market
- the importance of the secondary market in mortgages, as well as the available instruments for institutional investors such as pension funds
- the risk and returns characteristics of the main investment vehicles in real estate available to an institution investor.

Real Estate Management is a joint effort of the departments of Spatial Economics and Finance and Financial Sector Management.

Type of assessment

written examination

Course reading

- Andrew E. Baum, David Hartzell, "Global Property Investment: Strategies, Structures, Decisions", December 2011, Wiley-Blackwell, ISBN: 978-1-4443-3528-6, Paperback, 576 pages.

- Additional course material will be provided on Blackboard

Research Seminar FM

Course code	E_BA_RSFIMA ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. V.L. van Kervel
Examinator	dr. V.L. van Kervel
Teaching staff	dr. V. Atanasov, dr. A. Opschoor, dr. M.J. van den Assem
Teaching method(s)	Lecture, Study Group
Level	400

Research Seminar I

Course code	E_BA_RS1IKM ()
Period	Period 3
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. B.J. van den Hooff
Examinator	prof. dr. B.J. van den Hooff
Teaching method(s)	Study Group, Lecture
Level	400

Course objective

After having completed Research Seminar I students are able to:

- Reflect on and critically evaluate the different research paradigms, strategies and methods;
- Make informed choices and develop an adequate research design that fits a research question.

Course content

This course is aimed at enhancing theoretical insights and understanding of (abstract) research approaches and philosophies, and the ability to translate such insights and understanding into fitting research designs. For IKM students, Research Seminar-I is also a direct preparation for the Research Seminar-II course that you will take in period 4. Research Seminar I focuses on the different philosophical approaches towards academic research, and how these different philosophies can be translated into certain research designs. The issue of "methodological

fit" is a central subject of the course.

The course starts with three lectures in which the central issues are introduced. Next, two workshops are organized in which a more interactive approach is chosen to design research instruments (interviews and surveys). In these workshops, we apply the knowledge from the second and third lecture to discuss issues in the design and application of these instruments.

Form of tuition

Lectures
Interactive workshops

Type of assessment

Individual essay

Course reading

To be announced.

Research Seminar I

Course code	E_BA_RS1TSCM (61432320)
Period	Period 3
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. S.L.J.M. de Leeuw
Examinator	prof. dr. ir. S.L.J.M. de Leeuw
Teaching method(s)	Study Group
Level	400

Course objective

Research Seminar I is a practical project where you can show your skills in identifying, analysing and solving real-world problems. In this course, you will need to apply your knowledge obtained so far in the specialization Transport & Supply Chain Management on a real-life case from the perspective of different disciplines (e.g. finance, strategy, hrm) using a business game. The game is not about applied research where theories need to be tested, it is about solving practical issues in a company setting. In the game, you will be confronted with many supply chain decision problems at the same time requiring you to make trade-offs. This requires a pragmatic way of working but at the same time a well-grounded approach using theoretical frameworks.

Course content

In this course, we will play a business game where you have to manage a supply chain. The game is played in teams of 4 people that will compete with each other. Decision problems you will be working on incorporate for example:

- Inventory management and forecasting
- Vendor management and strategic alliances
- The value of information and the effective use of information in the supply chain
- Supply chain integration
- Centralized and decentralized distribution strategies

- Customer value
- Revenue management and pricing strategies

During the course, you will keep a log of your decisions and rationale of your decisions. Upon completion of the course, you will write a report on how to improve your performance using supply chain concepts from theory.

Form of tuition

32 hours (24 working group, 8 lecture)

During week 1 you will be briefed and you will play a first practice round. During the following weeks, you will play the game and in parallel you will log your experiences and write a report. Lecture and working group presence are obligatory to pass the course (no exceptions).

Type of assessment

assignment
100 percent.

Entry requirements

DL & SCM, TEM; non-TSCM students need to contact coordinator before enrolling;

Research Seminar I: Advanced Research Design & Methodology

Course code	E_BA_RS1 (61432300)
Period	Period 3
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. I. Mikhailava
Examinator	dr. I. Mikhailava
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

After having completed Research seminar I students are able to:

1. reflect on and critically evaluate the different research paradigms, strategies and methods
2. make informed choices and develop an adequate research design that fits their research question
3. think through methodological choices for your thesis and apply the learning your own research question

Course content

The course consists of four lectures. During the first lecture, the focus is on a general introduction to research methodology, various research paradigms, problematization of literature (gap spotting) and the link between research question and research design. The second lecture will be devoted to qualitative research and its strategies (e.g., interview, case method) while the third lecture will focus on quantitative research and its strategies (e.g., survey, questionnaire, etc). Finally, the fourth lecture will discuss theorizing (contribution) and merits of qualitative/ quantitative methods. During these lectures

various research designs, research questions, methodologies, advantages and disadvantages, quality criteria and examples will be presented.

Type of assessment

In order to complete the course, you have to individually write an essay which consists of two parts: analysis and application. Analysis part is based on the analysis of a chosen academic paper (the choice of papers will be provided prior to the course). The application is concerned with applying learnt conceptual ideas to actual students' thesis questions. Therefore the RSI essay is the first stepping stone in thesis writing.

Course reading

Be advised that the literature might vary, but will be confirmed prior to the beginning of the course.

- Baxter, P. & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The Qualitative Report*, 13 (4), 554-559
- Creswell, J., Hanson, W., Clark Plano, V., & Morales, A. (2007). Qualitative Research Designs: Selection and Implementation. *The Counseling Psychologist*, 35, 236-263
- De Vaus, D. (2001). *Research design in social research*. Sage. (chapters 1 & 2)
- Guba, E. & Lincoln, Y. (1994). Competing paradigms in qualitative research in N. K. Denzin and Y. S. Lincoln (eds.) *Handbook of Qualitative research*. Thousand Oaks, CA: Sage, 105-117.
- Edmondson, A.C. & McManus, S.E. (2007) Methodological fit in Management field research. *Academy of Management Review*, Vol. 32, No. 4, 1155–1179.
- Eisenhardt, K. (1989). Building theories from case study research. *The Academy of Management Review*, 14 (4), 532 – 550
- Geletkanycz, M. & Tepper, B. (2012). Publishing in AMJ-Part 6: Discussing the implications. *Academy of Management Journal*, 55 (2), 256-260.
- Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of method bias in social science research and recommendations on how to control it. *Annual Review of Psychology*, 63, 539-569.
- Rindfleisch, A., Malter, A. J., Ganesan, S., & Moorman, C. (2008). Cross-sectional versus longitudinal survey research: concepts, findings, and guidelines. *Journal of Marketing Research*, 45, 261-279.
- Sandberg, J. & Alvesson, M. (2011). Ways of constructing research questions: gap-spotting or problematization? *Organization*, 18 (4), 23 – 44
- Seale, C. (1999). Quality in Qualitative Research. *Qualitative Inquiry*, 5, 465 – 478
- Stone-Romero, E. F., & Rosopa, P. J. (2010). Research design options for testing mediation models and their implications for facets of validity. *Journal of Managerial Psychology*, 25, 697-712.
- Sutton, R.I. & Staw, B.M. (1995). What theory is Not. *ASQ Forum*, September, 371-384
- Tranfield, D., Denyer, D., Smart, P. (2003). Towards a methodology for developing evidence-informed management knowledge by means of systematic review. *British Journal of Management*, 14, 207-222
- Whetten, D (1989). What Constitutes a Theoretical Contribution? *The Academy of Management Review*, Vol. 14, No. 4 (Oct., 1989), 490-495

Entry requirements

Basic knowledge of research methodology

Remarks

For questions, please contact Dr Irina Mikhailava at i.mikhailava@vu.nl

Research Seminar II

Course code	E_BA_RS2HRM ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.S. Alexiev
Examinator	dr. A.S. Alexiev
Teaching method(s)	Study Group, Lecture
Level	400

Course objective

After having completed RS-II, students will be able to:

1. design questionnaire surveys and conduct interviews
2. analyze data collected through these research methods using the appropriate techniques and interpret the results
3. evaluate these results in light of the inherent limitations of the research method used
4. effectively summarize and communicate their results to their readers.

Course content

The course focuses on qualitative interviews and quantitative surveys, the two most common research design used in organizational research. The tutorial will guide students through the different stages of these research designs, from data collection to analysis and writing up results.

Form of tuition

Tutorials

Type of assessment

Research report (group assignment)

Course reading

Saunders, Lewis, & Thornhill (2009). Research Methods for Business Students, 5th Edition. Edinburgh: Pearson Education/Prentice Hall.

Gephart, R. (2004). Qualitative research and the Academy of Management Journal. *Academy of Management Journal*, 47, 454-462.

Kabanoff, B. (1997). Computers can read as well as count: Computer-aided text analysis in organizational research. *Journal of Organizational Behavior*, 18, 507-511.

Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Challenges and opportunities. *Academy of Management Journal*, 50, 25-32.
Anseel, F., Lievens, F., Schollaert, E., & Choragwicka, B. (2010).

Response Rates in Organizational Science, 1995–2008: A Meta-analytic Review and Guidelines for Survey Researchers. *Journal of Business Psychology*, 25, 335-349.

Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: four recommendations for getting the most from your analysis. *Practical Assessment Research & Evaluation*, 10(7).

Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1, 104-121.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of Method Bias in Social Science Research and Recommendations on How to Control It. *Annual Review of Psychology*, 63, 539–569.

Wilkinson, L. (1999). Statistical Methods in Psychology Journals: Guidelines and Explanations. *American Psychologist*, 54(8), 594-604.

Atlas tutorial videos (the tutorials given on the first page in particular): <http://www.atlasti.com/tutorials.html>

SPSS tutorial videos on YouTube (e.g., Cronbach's Alpha, Factor Analysis, Hierarchical multiple regression)

Entry requirements

Research seminar I

Basic knowledge of research methodology and design

Recommended background knowledge

Data analysis techniques and software such as SPSS, Atlas.Ti and NVivo

Research Seminar II

Course code	E_BA_RS2IKM ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. B.J. van den Hooff
Examinator	prof. dr. B.J. van den Hooff
Teaching staff	dr. L.C.M. Agterberg, dr. G.C. van de Weerd
Teaching method(s)	Study Group
Level	400

Course objective

After having completed RS-II, students will be able to:

- design questionnaire surveys and conduct interviews,
- analyze data collected through these research methods using the appropriate techniques and interpret the results,
- evaluate these results in light of the inherent limitations of the research method used,
- effectively summarize and communicate their results to their readers, and
- translate their findings into practical recommendations.

Course content

Research Seminar II focuses on the development and practical application of skills in conducting qualitative and quantitative research. These skills will be developed and applied in the context of a concrete research project: conducting a knowledge management scan within an organization.

The KM scan is a research instrument that is used to analyze formal and informal knowledge management practices in organizations. By means of a survey and interviews, students analyze the present knowledge processes within an organization, as well as a number of important conditions for knowledge management. These organizations have already been contacted by the course instructor. Small groups of students (about 4 students each) write a research report based on their findings and give recommendations for the future. The research project commences with a kick-off meeting at the organization. Immediately after that, the survey will go online, and an e-mail will be sent to employees in the organization requesting them to participate in the research. After completion of the survey, the data will be analyzed using SPSS. Next, interviews will be conducted with employees at various positions. The data from survey and interviews will be combined to write a final report for the organization, in which the results are presented. Finally, students will present these findings and recommendations at the organization. In addition to the team report, each individual member will write their own individual report, in which the methodological implications from the research project are discussed.

In preparation of the research project, workgroup sessions are organized where we critically review the existing survey, discuss changes and additions to this survey and which questions to ask during the interviews. We will also discuss how to collect, code and analyze the data from both the survey (using SPSS) and the interviews (using Atlas.ti). During the research, each team will meet with the course instructor twice a week to discuss the progress of the research project.

Form of tuition

Workgroup sessions, research project on site.

Type of assessment

Research report

Course reading

Papers that will be made available via blackboard

Entry requirements

Research Seminar I

Recommended background knowledge

Research Seminar I

Knowledge Management 3.2 or similar KM course

Research Seminar II

Course code	E_BA_RS2MC ()
Period	Period 4
Credits	3.0
Language of tuition	English

Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. I. Mikhailava
Examinator	dr. I. Mikhailava
Teaching staff	dr. M.J. Flikkema, dr. I. Mikhailava, dr. H.S. Heusinkveld
Teaching method(s)	Study Group
Level	400

Course objective

Conducting quality research is an essence of University studies and writing a dissertation is a penultimate demonstration of academic aptitude. Any successful dissertation is a combination of many factors such as research topic, timing, supervision, and others; however, all of these factors are clustered around rigorous, thorough and methodical research. Therefore, RSII focuses on gaining knowledge and practical skills of doing research. The course is obligatory for Management Consulting students. The primary aim of the course is to prepare them for writing and researching their dissertations.

Overall, the course provides comprehensive insights into research as an activity and gives tools for organizational analysis. Thus, it can equally serve as basis for students who wish to pursue research degree and helps students to perform better as consultants.

Course content

RSII provides room for discussion and practicing of the two central research methodologies: qualitative and quantitative. Other discussion topics also include: data collection, data analysis, research validity and reliability, literature review and others. Having completed the course, the students will be able to understand the subtle differences of the two central research streams (qualitative and quantitative) and skillfully apply them in practice. The course is based on high industry engagement, therefore acquaintances with practitioners are a benefit.

Form of tuition

Workshops, Group work, Lectures

Type of assessment

Group report

Course reading

The literature will be announced prior to the start of the course.

Recommended background knowledge

RSII is closely interconnected and draws on knowledge gained during Research Seminar I. It is expected that students have attended completed RSI or familiarized themselves with its content.

Remarks

For inquiries, please contact course coordinator at i.mikhailava@vu.nl

Research Seminar II

Course code	E_BA_RS2SO ()
Period	Period 4
Credits	3.0
Language of tuition	English

Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.S. Alexiev
Examinator	dr. A.S. Alexiev
Teaching staff	J. Du
Teaching method(s)	Study Group, Lecture
Level	400

Course objective

After having completed RS-II, students will be able to:

1. design questionnaire surveys and conduct interviews
2. analyze data collected through these research methods using the appropriate techniques and interpret the results
3. evaluate these results in light of the inherent limitations of the research method used
4. effectively summarize and communicate their results to their readers.

Course content

After having completed RS2, students will be able to:

1. Design a quantitative survey and a qualitative interview protocol;
2. Analyze quantitative and qualitative data collected via these methods using appropriate techniques;
3. Accurately interpret the results and effectively communicate them to their readers.

Form of tuition

Tutorials

Type of assessment

Research report (group assignment)

Course reading

- Bansal, P., & Corley, K. (2011). The coming of age for qualitative research: Embracing the diversity of qualitative methods. *Academy of Management Journal*, 54(2), 233-237.
- Weiss, R. S. (1994). Learning from strangers: The art and method of qualitative interview studies. Chapters 3 and 4. These chapter will be posted on BB as you will not have access to it yourselves.
- Kabanoff, B. (1997). Computers can read as well as count: Computer-aided text analysis in organizational research. *Journal of Organizational Behavior*, 18, 507-511.
- Bansal, P., & Corley, K. (2011). Publishing in AMJ – Part 7: What's different about qualitative research? *Academy of Management Journal*, 55 (3), 509-513.
- Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases : Challenges and opportunities. *Academy of Management Journal*, 50, 25-32
- .
- Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1, 104-121. This article will be posted on BB as you will not have access to it yourselves.
- Slater, S. F., & Atuahene-Gima, K. (2004). Conducting survey research in strategic management. *Research Methodology in Strategy and Management* , 1, 227–249. This article will be posted on BB as you may not have

access to it.

- Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: four recommendations for getting the most from your analysis. *Practical Assessment Research & Evaluation*, 10(7). Accessible through <http://pareonline.net/>.
- Wilkinson, L. (1999). Statistical Methods in Psychology Journals: Guidelines and Explanations. *American Psychologist*, 54(8), 594-604.
- Zhang, Y., & Shaw, J. D. (2012). Publishing in AMJ - part 5: Crafting the Methods and Results. *Academy of Management Journal*, 55(1), 8-12.

Entry requirements

Bsc or pre-master in (International) Business Administration

Recommended background knowledge

Basic knowledge of research methodology

Research Seminar II

Course code	E_BA_RS2TSCM (61442320)
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. T. de Graaff
Examinator	dr. T. de Graaff
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

In Research Seminar (II) we present an overview of suitable research methods that you can use in designing a research framework. The main objective of this course is to give you a basic understanding of the relevance of specific research frameworks and how to properly apply them to specific research problems in TSCM. After following this course, you:

- can distinguish between several research frameworks that can be developed in TSCM, e. g. a quantitative analytical model (e. g., the design of heuristic approaches); a survey (focused on developing a questionnaire); statistical analyses (e. g., analysing data with regression analysis) - a case study protocol (focused on what you will research in a case and how);
- are able to apply one of the above research framework to a (stylized) case study
- can reflect on the question whether a specific research framework is suitable for a particular research question.

Course content

The type of research that you perform determines the type of research framework that you will develop. There are basically two types of research: theory development and theory testing. Ultimately, it is the research question that determines the type of approach and whether to use quantitative data or not. During this course, we briefly review considerations for attaching research methodology to research questions. We consecutively discuss the application of the five research frameworks mentioned above so that students get experience with and exposure to

using a certain framework.

Form of tuition

Lectures, assignments (5 small assignments and 1 research project), poster presentation in plenary session

Type of assessment

Small assignments (30%), research project (50%) and poster presentation (20%)

Course reading

Electronic reader (blackboard)

Entry requirements

Only for students participating in the Master specialisation TSCM.

Small Business Development

Course code	E_BA_SBD (61422370)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. F. van den Born
Examinator	dr. F. van den Born
Teaching staff	dr. F. van den Born
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

- Students will gain foundational knowledge by critically assessing and evaluating concepts and theories evoked to explain the tensions in small business development
- Students will be able to integrate and apply academic knowledge and foster human dimension goals during experiential learning exercises and in a team assignment
- Students will be able to engage in academic discussions about small business development through the development of a reflection paper and in-class discussion, strengthening academic writing and discursive skills

Course content

Central in this course is how small businesses deal with the tension between creativity and issues of efficiency and commercialization. While creativity is imperative for the generation of new products, profitability is essential too. Each session will articulate a specific tension. For example, addressing the team level of analysis, in one session we will pay attention to the tension between conflict and congruence. A central question of that session is how to deal with diversity in teams. In another session, we will address the tension between isomorphism and product differentiation adopting the industry level of analysis. Analyzing this tension, we aim at formulating an answer to the question how small businesses can get their creative ideas accepted by external audiences. These tensions will be discussed using different theoretical perspectives and examples will be drawn from

different empirical contexts. For example, we will draw from the organizational learning literature to better understand what is at stake in sustaining creativity over time. We will discuss the benefits and drawback of the different tensions surrounding creativity and small business development. This approach is interdisciplinary, bridging and integrating entrepreneurship and strategic management.

Form of tuition

Lectures
 Experiential learning in workshops

Type of assessment

Intermediary individual assessment
 Final team assignment
 Final individual exam

Course reading

Academic articles

Strategic and Organizational Change

Course code	E_BA_SOC (61442350)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. R.A. Ruotsalainen
Examinator	dr. R.A. Ruotsalainen
Teaching staff	dr. R.A. Ruotsalainen, G.J. Beekman
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

The aim of this course is to acquire knowledge and insights into how organizations ensure organizational change and strategic renewal in order to grasp opportunities and cope with environmental threats. After following this course, students are able to apply the knowledge and insights gained, amongst others, concerning different types of change, various means, techniques and tools used to pursue change, dilemmas facing managers in change trajectories, factors impeding strategic and organizational change, roles of the different actors involved in change trajectories, processes through which changes occur, variation amongst small and large and traditional and creative organizations, et cetera. Students are able to apply these insights in analyses of actual cases in profit and non-profit organizations.

Course content

Many organizations at one point or another have to make strategic organizational changes. Such changes may stem from developments, trends, and opportunities or threats in their market and institutional environments. Whatever the actual origin of such changes, change itself represents clear challenges to organizations in terms of how it can be best conceptualized and understood, and how changes in business models, routines or practices may be implemented and sustained over time. Strategic change often involves a disruption of the status quo and

previously established modes of understanding, and it may therefore trigger controversy and confusion with internal and external stakeholder groups. A specific emphasis of this course will thus be also to understand how leaders or other individuals in organization can effectively frame and justify changes to obtain acceptance and support for change.

Specifically, in this course we will explore:

1. How and why organizations pursue strategic renewal and organizational change in order to grasp the opportunities and cope with the threats emanating from, trends and developments in their market and institutional environments;
2. How individual actors within organizations can “sense” and identify the need for changes, as well as be mindful and entrepreneurial in developing effective solutions for an organization; and
3. How individual actors can effectively communicate about such changes in order to gain support and acceptance for a change on the part of relevant others.

Form of tuition

Lectures and tutorials. During the lectures, theory will be explained and illustrated with actual examples. Throughout the tutorials, the theory is applied to concrete strategic issues and problems (by means of cases and role play). Students will present in class, and will work in small teams on the group assignment. Attending the tutorials is obligatory.

Type of assessment

Group assignment (applying theories to a practical case) and an individual exam (with open questions)

Strategy, Control and Design

Course code	E_BA_SCD (61412000)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. T. Elfring
Examinator	prof. dr. T. Elfring
Teaching staff	prof. dr. T. Elfring
Teaching method(s)	Lecture, Study Group, Response class
Level	400

Course objective

The aim of this course is to gain knowledge and understanding about the way firms formulate and implement strategy, and evaluate their effectiveness. Strategy is the overall plan for deploying resources to establish a favorable position. Control is about tracking the implementation of strategy and evaluating whether the objectives will be accomplished. Design concerns the creation of an organizational structure that fits the strategy.

After the course you:

- will be able to discuss how the theoretical concepts of strategy relate to the development, implementation and evaluation of strategy, in particular in the fields of corporate entrepreneurship and alliances;
- are able to design an organizational structure that fits the strategy of the organization. The use of concepts and theories about strategy will improve the effectiveness of the design;
- will be able to assess the scientific contribution of the articles on strategy and their relevance for the way the organizational design is structured;
- can create and evaluate organizational designs that fit the strategies of the organization;
- have gained more knowledge about real life challenges concerning strategy, control and design of organizations through listening to practitioners.

Course content

The Master course 'Strategy, Control and Design' (SCD) builds on two Bachelor courses: 'Strategy & Environment' and 'Organization Design'. A number of concepts and theories concerning strategy will be discussed, the resource-based perspective will be emphasized as it is one of the most popular schools of thought in strategy. The focus of this course is on two fields of strategy as they represent two key managerial challenges in today's business environment. These two fields are corporate entrepreneurship and alliance management.

Form of tuition

SCD consists of lectures and work group sessions. The course requires active participation in these lectures and work group sessions.

Type of assessment

The final grade for SCD is based on the following two components:

- Exam result (open and multiple choice questions);
- An assignment.

Course reading

- Book: Goold, M. and Campbell, A. (2002). Designing Effective Organizations: How to Create Structured Networks. San Francisco: Jossey-Bass: Chapters 1 to 6;
- Various academic articles and reading material provided to you online about:
 - the resource based view;
 - alliances;
 - entrepreneurship.

Entry requirements

A BSc or pre-Master in (International) Business Administration.

Recommended background knowledge

The Bachelor courses 'Strategy & Environment' and 'Organization Design' as preparatory courses are recommended, but not required.

Supply Chain Execution and Geologistics

Course code	E_BA_SCEGL (61422320)
Period	Period 2

Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	N. Zaerpour
Examinator	N. Zaerpour
Teaching staff	N. Zaerpour
Teaching method(s)	Lecture, Practical
Level	400

Course objective

For economists, the spatial-economic market model of Von Thünen (1780-1850) was a major breakthrough in their spatial thinking. During this course, we will see how this spatial thinking has evolved from Von Thünen's time to the world of today.

The aim of this course in Geographical Information Science is to make students understand the importance of space and distance as key factors in applied research, in particular in the fields of regional, urban, transport and environmental economics. The students will be introduced into the theoretical and methodological issues of GIScience and GISystems and they will be trained in how GIS can assist and extend research. At the end of the course students will carry out an economic analysis, in which:

At the end of the course students:

- can carry out an economic analysis in which they apply relevant theories and concepts as discussed during the lectures;
- know how to use GIS software in their analysis;
- will be able to explain what GIS is and how it can be used in business processes, in government policy planning and in scientific analysis.

Course content

This course introduces students to the role of location in (spatial) economics. It focuses on the informational value of location and on how to use the factor location when doing analysis.

The following list of core issues will be discussed during the lectures and practiced with during the tutorial/practical hours and the GIS assignment:

- Introduction to GIS & setting up GIS research
- Spatial data and data models
- Types of spatial analysis
- Visualisation and mapmaking
- The use of GIS in Spatial Economics research

Form of tuition

There will be two lectures each week in which the focal point is on the teachers' explanation of the essential material. Active participation of the students is, however, expected in all lectures. The tutorials will be devoted to empirical exercises, applying spatial concepts using GIS-software and spatial data, discussion of problem sets and assignments.

Type of assessment

A combination of class participation, individual and group assignments and a final written exam

Course reading

- Some Sections from deSmith, M.J., Goodchild, M.F. and Longley, P.A. (2005), Geospatial Analysis, A Comprehensive Guide to Principles, Techniques and Software Tools, second edition, Winchelsea Press, England. (digitally available)
- Some Chapters from Longley, P.A., Goodchild, M.F., Maguire, D.J. and Rhind, D.W. (2005), Geographic Information Systems and Science, second edition, John Wiley & Sons, Ltd., Chichester, England. (digitally available)
- ESRI (2012), Documentation 'Learning ArcGIS Desktop', course material Virtual Campus, Redlands, CA. (digitally available)
- Other academic papers (a list of papers will be distributed via Blackboard before the course)

Entry requirements

DL&SCM, TEM

Remarks

The first part of this course is taught in Period 2, so that students are already aware of the possibilities of GIS for their thesis research projects, for which they have to write a proposal in Period 3. The remainder of the course is taught in Period 4.

Technology and Innovation Processes

Course code	E_BA_TIP ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. ir. J.J. Berends
Examinator	dr. ir. J.J. Berends
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

After finishing this course, students will be able to:

- explain challenges, concepts, and theories with regard to processes of technological innovation
- apply concepts and theories to analyze real life cases and develop solutions to improve innovation processes
- critically reflect upon theoretical assumptions and methodological approaches in research on technology and innovation

Course content

This course is about processes of technological innovation in and between organizations. In short, this course concerns the creation of innovative ideas and their conversion into products and services that have value for a company and its customers. This course helps students to understand and improve the complex and uncertain process of technological innovation. Topics that will be addressed include the evolution of technology, collaborative innovation, uncertainty and learning, business model innovation, the role of the institutional context, and timing in innovation processes. The course will focus on

specific fields of technology: energy, information technology, life sciences / biotech, and semiconductors.

Form of tuition

The course will consist of a combination of interactive lectures (6), seminars (6), and assignments. The lectures will also include a critical discussion of selected readings, stimulated by obligatory individual reflections on this literature. The seminars will be used to have groups of students present and discuss assignments.

Type of assessment

Students will be graded based upon three types of assignments:

- Individual reflections on literature
- Group assignments based upon real life cases
- Final group assignment in which theoretical perspectives have to be applied to a specific technological innovation.

Course reading

A collection of scientific articles, to be announced through Blackboard.

Recommended background knowledge

Basic knowledge of innovation management and organization studies

Thesis

Course code	E_BA_THS_FM ()
Period	Ac. Year (September)
Credits	15.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. A.C.F. Vorst
Examinator	prof. dr. A.C.F. Vorst
Teaching method(s)	Lecture
Level	500

Thesis

Course code	E_BA_THS_HRM ()
Period	Ac. Year (September)
Credits	15.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M. Tims
Teaching method(s)	Lecture
Level	500

Thesis

Course code	E_BA_THS_IKM ()
Period	Ac. Year (September)

Credits	15.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. J.F.M. Feldberg
Examinator	dr. J.F.M. Feldberg
Teaching method(s)	Lecture
Level	500

Thesis

Course code	E_BA_THS_MC ()
Period	Ac. Year (September)
Credits	15.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. I. Mikhailava
Examinator	dr. I. Mikhailava
Teaching method(s)	Lecture
Level	500

Course objective

With the thesis the student gives proof of his or her academic ability. It is the final part of the study offering the student the opportunity to produce an academic piece of work in his/her area of interest and to explore this area in depth. This means that the thesis topic should relate to one or more of the fields of the student's studies. The thesis explores the topic chosen in detail and in depth on the basis of one or more research questions.

In line with the approach taken in the Business Administration program, the Master thesis is multidisciplinary. The student is required to discuss and address the research problem from the perspective of more than one discipline and relate it to Management Consulting.

Type of assessment

Final thesis

Entry requirements

Must be eligible for thesis writing

Remarks

For any further questions, please contact Dr. Irina Mikhailava at i.mikhailava@vu.nl

Thesis

Course code	E_BA_THS_SO ()
Period	Ac. Year (September)
Credits	15.0
Language of tuition	English

Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.D. Bahlmann
Examinator	dr. M.D. Bahlmann
Teaching staff	dr. M.D. Bahlmann
Teaching method(s)	Lecture
Level	500

Thesis

Course code	E_BA_THS_TSC ()
Period	Ac. Year (September)
Credits	15.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. P. De Giovanni
Teaching method(s)	Lecture
Level	500

Course objective

In line with the approach taken in the Master TSCM program, the thesis is the proof of students' academic abilities and knowledge on a specific TSCM topic. This work is to a large extent based on knowledge students acquired in the program. It consists of a rigorous investigation of some research questions to be answered by means of methodologies learnt during the courses with the purpose to fulfil a research gap that is identified through a meticulous literature review. The content of the thesis should therefore be scientifically relevant.

Course content

The TSCM thesis follows the structure of articles published in the most notorious Supply Chain, Logistics, and Operations Management journals. In particular, it consists of the following layout:

1. Title page
2. Abstract
3. Introduction
4. Literature review
5. Methodology, research design and data description
6. Results
7. Discussion
8. Conclusions, limitations & future research.

As a general rule of thumb it is advisable to consult papers from journals in the field (e.g., International Journal of Physical Distribution and Logistics Management). These journals are useful as examples to check how good papers / different sections are written.

Form of tuition

The thesis will follow the structure of an academic journal paper. It is customary to limit the number of words for academic journal papers and a typical figure is between 6000 and 8000 words max excluding enclosures.

Type of assessment

The thesis assessment will be carried out according to the following criteria:

1. Defining the research topic (Introduction)
2. Performing a literature review and building a conceptual model (Theory)
3. Methodology
4. Analyzing the collected data (Results)
5. Defining shortcomings, implications, and summarizing the results (Discussion & Conclusion)
6. Thesis structure and style
7. Research ethics & process management
8. Student reflection on managerial relevance

Entry requirements

Before entering the thesis phase, students need to write a research proposal, which is a document that sheds light on the topic students have chosen for their thesis, the research questions they wish to address, the methodology they want to apply, the timeline for their thesis, and an initial set of references that they use.

Recommended background knowledge

Although students are expected to use their acquired knowledge, new research skills and methodologies may be required during the project to properly fulfil all thesis requirements.

Remarks

The thesis must be written within the period January-June. The progress on a thesis will be constantly monitored through a few meetings that supervisors will schedule. Supervisors can decide to organize meetings in the form of workshops to give and provide feedback on students' developments. Students must pay attention to these deadlines because missed deadlines imply missed opportunity to get feedback on a specific session and its related thesis topic. Supervisors do not organize additional meetings if a student misses a deadline without any serious motivation. Because there is a constant student turnover every year, the thesis supervision expires in September even if a student has not used any supervision time by this date.

Transport Economics and Management

Course code	E_BA_TEM (61422300)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.J.H. Pels
Examinator	dr. A.J.H. Pels
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

The transport sector is very important for the Netherlands and the Benelux. In a relatively small area, we find the ports of Rotterdam, Antwerp and Amsterdam. In the same area we have the Amsterdam Airport

Schiphol and Brussels Zaventem as main airports. These important international nodes are connected to the hinterland (Germany, France) by an extensive road and rail system and inland waterways. These nodes, and the access and regress modes provide an important contribution to the economy. How are these nodes and transport systems operated? What are the strategies, and how do we set prices?

Course content

In this course, we discuss the economic foundations of pricing and network strategies in transport sectors, and the implications for transport policy. In the first part of the course we discuss the microeconomic theory of market structures, pricing, externalities and regulation, with a strong focus on transport markets. Which market structures can we use to describe transport sectors? How does this influence price setting for passenger and freight transport? How do we deal with environmental effects? We also discuss the costs of operating transport networks. How can we describe the cost of operating, for example, a rail network or a shipping company? Using regression analysis we illustrate how cost functions can be estimated, and used in policy making.

In the second part of the course several transport markets will be discussed, applying the theories and techniques discussed in the first part. We discuss the inland waterway transport market, the maritime transport market, road transport, and also short sea shipping will be touched upon. In addition, the students will have to do an assignment using basic econometric techniques.

Form of tuition

There will be two lectures each week in which the emphasis is on the teacher's explanation of the essential material. Active participation of the students is, however, expected in all lectures. The tutorial focusses on an empirical analysis of a cost function or demand function. Students are required to write a short essay in which they show they know how to do an empirical estimation, and report and interpret the results.

Type of assessment

essay 25 percent, written interim examination 75 percent

Course reading

- Mallard & G., S. Glaister, Transport Economics Theory, Application and Policy. Palgrave Macmillan, New York, 2008.
- Lecture slides will be distributed via Blackboard

Entry requirements

Students who took the course ITDL or who master the level of the book 'Stuart Cole (2005), Applied Transport Economics: Policy, management and decision making, Third edition, Kogan Page Ltd' are allowed to take TEM.