



## Business Administration (MSc)

Vrije Universiteit Amsterdam - Fac. der Economische Wet. en Bedrijfsk. - M Business Administration - 2016-2017

The Master's programme in Business Administration aims at students who have acquired a broad knowledge at bachelor level in the field of Business Administration and offers them the opportunity to become a specialist in one of its areas. As the programme is an academic one, it provides the student with rigorous academic training and acquaints him with state-of-the-art theoretical background.

For talented and ambitious students, the programme also offers an MSc Honours Programme in Business Research. This prestigious programme (20 additional EC) offers students the chance to look beyond the scope of their own specialization and to tackle and experience a broad variety of organizational and managerial issues.

### **Programme**

The master's programme takes one year and consists of six specializations. Although these specializations are in fact presented as separate programmes, 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. In addition, students may participate in the Honours Programme in Business Research (ABRI), on top of the regular programme, provided that they meet the requirements. The specializations Financial Management and Management Consulting even offer excellent students an Honours programme of 84 EC, in replacement of the regular programme.

### **Research skills**

Each specialization pays ample attention to research skills. To this end, two so-called Research Seminars are organized, in which attention is paid to academic skills, research methodology, research types relevant to the specialization etc. It is also possible that a research seminar is devoted to integration or casework, e.g. by scheduling a 'Managerial Integration Project', in which various disciplines have to be combined in the analysis and solution of a concrete business problem. The contents of the research seminars may form a continuous programme or may be scheduled separately. The number of credits reserved for the Master thesis is 15. When also the optional course Capital Selecta is included, total Master thesis time may even add up to 21 credits. Note, however, that Capita Selecta as well as the research seminars are independent courses that are graded separately.

### **Multidisciplinary focus**

The programme has a multidisciplinary focus. Thus, students start by specializing in a particular business process and study this using knowledge from several disciplines. To give an example, students opting for the programme Human Resource Management may study the personnel process and have to use their knowledge from economics (e.g. management accounting) and social sciences (e.g. organizational behavior modification) to analyze or improve this successfully. For another example, students opting for the specialization Information and Knowledge Management focus on information and knowledge processes in organizations and use knowledge from for instance technology (e.g. building and maintaining Web services) and marketing science (e.g. online advertising).

[-Course programme 2016-2017 master Business Administration](#)

[-Academic calendar 2016-2017](#)

[-Teaching and Examination Regulations 2016-2017 Master programmes FEWEB](#)

[-Rules and Regulations 2016-2017 FEWEB](#)

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# Master Business Administration - Duisenberg Honours Programme Financial Markets and Regulations

This honours programme provides students a broad perspective on how financial markets function. It includes the macro view on financial markets and the economic and legal perspectives on corporates, investors and intermediaries when operating in financial markets.

This programme combines the disciplines finance, accounting, law and regulation. This multi-disciplinary approach matches the close interconnection between these disciplines in the financial sector. This programme gives the essentials in the disciplines finance, accounting and law which allows a quick start as an all-round finance professional. Multi-disciplinary trained finance professionals have a good position in the labor market.

The programme is aimed for ambitious students who are interested to start a career in finance as academic professional and strive for maximum learning performance in one year before making a good start in the labor market.

Core disciplines in this programme are: finance, accounting and law.

The programme consists of 84 EC and endures 1 year.

Opleidingsdelen:

- [Master Business Administration - Duisenberg HP FMR - Core Courses](#)
- [Master Business Administration - Duisenberg HP FMR - Research Experience](#)
- [Master Business Administration - Duisenberg HP FMR - Electives Semester 1](#)
- [Master Business Administration - Duisenberg HP FMR - Electives Semester 2](#)

## Master Business Administration - Duisenberg HP FMR - Core Courses

Below are the obligatory courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Advanced Corporate Financial Management</a>	Periode 1	6.0	E_BA_ACFM
<a href="#">Advanced Finance, Banking and Insurance</a>	Periode 1	6.0	E_BA_AFBI
<a href="#">Advanced Financial Reporting</a>	Periode 1	6.0	E_ACC_AFR
<a href="#">Corporate Law</a>	Periode 4	6.0	E_BA_CL
<a href="#">Empirical Finance</a>	Periode 2	6.0	E_FIN_EF
<a href="#">Ethics</a>	Periode 3	3.0	E_BA_ETH
<a href="#">Financial Sector Regulation</a>	Periode 4	6.0	E_BA_FSR
<a href="#">Financial System Design</a>	Periode 5	6.0	E_BA_FSD

Institutional Investments	Ac. Jaar (september), Periode 2	6.0	E_BA_IINV
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## Master Business Administration - Duisenberg HP FMR - Research Experience

Both Research project and Thesis are mandatory.

Vakken:

Naam	Periode	Credits	Code
Research Project for Finance	Periode 3	6.0	E_FIN_RPFIN
Thesis MSc BA - DSFR	Ac. Jaar (september)	15.0	E_BA_THSS_DS

## Master Business Administration - Duisenberg HP FMR - Electives Semester 1

Choose 1 of 2

Vakken:

Naam	Periode	Credits	Code
Corporate Valuation	Periode 2	6.0	E_BA_CV
Derivatives	Periode 2	6.0	E_FIN_DER

## Master Business Administration - Duisenberg HP FMR - Electives Semester 2

Choose 1 of 3

Vakken:

Naam	Periode	Credits	Code
Bank Management	Periode 4	6.0	E_BA_BANKM
Financial Decision Making	Periode 4	6.0	E_BA_FDM
Real Estate Management	Periode 5	6.0	E_BA_REM

## Master Business Administration - Specialization Financial Management

Financial management is a crucial function in managing and controlling large and small enterprises in both service and production industries. It covers financial processes like the acquisition, administration and allocation of financial resources. Financial resources are needed to fund business activities. Decisions about the size of capital needed as well as the sources of supply (equity, short-term debt or long-term debt) define greatly the financial structure and risk profile of the firm. The administration of financial resources is related to the way the company administers its resources, which is mostly dealt with in the treasury function. The use of financial funds is driven by the financial management decision how to allocate the available resources over the business activities. In the allocation decision management decides about

strategic priorities and about the short-term and longer term development of the company. Special cases of longer term allocation decisions are business choices in investments, mergers and acquisitions.

Financial management is not only restricted to managing financial resources alone, but it also relates to broader planning and control decisions as far as they are based on financial numbers. Most long-term strategic plans are based on financial planning scenarios defining growth opportunities and financial milestones. Internal control of business processes is mostly done by budgeting systems defining maximum amounts of financial resources that can be used by operational management in the realization of specific tasks. Evaluation of task performance, based on performance information and budget variance reports, may lead to improved control and organizational learning.

Financial management can be found in every organization. It plays a dominant role in banking and insurance companies – these sectors are well represented in the Dutch and in international business communities. It also plays a major role in professional service organizations where the technology of most core activities is not well understood and where the nature of tasks varies with client preferences. Management in these firms relies more on decentralization of tasks to empowered teams and a more arm's length planning and control, mostly based on a combination of financial and nonfinancial performance outcomes.

#### Interdisciplinary links

The specialization Financial Management has many interdisciplinary links with other disciplines in Business Administration. The financial processes - acquisition, administration and allocation of financial resources - are serving the business. In the banking and insurance industry these financial processes are even the core of the business. Therefore in every course more or less links are made with strategic planning, organizational design, and HRM issues. For example: Half of the course Banking Management will be entirely spend on the design of banking processes and the organization of these processes. To understand case studies in the course Corporate Financial Management financial issues have to be linked with the strategic position of companies. Financial reporting issues can only be fully understood with a thoroughly understanding of real life operations. The course Management accounting is in its core about organizing financial processes. The course Management Control is mostly mapping business processes in financial numbers. The courses Financial Markets and institutions / Pension and Insurance Management spend a lot time on strategic positioning of banks and insurance companies in their sector. A key part in the course Corporate governance is getting the incentives right which has obviously links with compensation structures (HRM). Many more examples of interdisciplinary links can be given. In short: Financial Management can only be fully understood in its business environment.

#### A solid basis and two sub specializations

Financial management connects the internal business functions of the firm with the financial markets and its institutions. That is why the specialization starts with three main compulsory courses: Advanced Corporate Financial Management addresses the main functions of financial management; Advanced Finance, Banking and Insurance analyzes the

external financial institutions, while Advanced Management Accounting explains the main financial management issues within companies. Starting from these generic courses, the specialization offers two separate sub specializations: Finance and Accounting and Banking and Insurance.

The first sub specialization Finance and Accounting focuses on the financial management function in organizations, executed by professionals like Corporate Financial Officers (CFO's), Management Accountants, Financial Specialists or Financial Directors. It brings together all the topics relevant for the effective execution of the finance function, like financial institutions, financial reporting, management control, treasury, corporate governance and auditing. This sub specialization offers a wide spectrum of relevant knowledge areas for the financial manager across the disciplines finance and accounting, emphasizing the business administration program's integrated approach.

The second sub specialization Banking and Insurance looks at the financial management function of the financial sector itself. Financial markets, institutions and oversight bodies determine the way the financial system works. This sub specialization provides insights about financial products (like pensions and insurances), about management of financial institutions (for instance banks), and about the working of financial markets (studying topics like private equity, mergers and acquisitions and business valuation).

Each sub specialization offers students room to elect courses that fit best their interests. It is, however, also possible to elect optional courses from either sub specialization. You can even replace one course by another Feweb MSc course, for other courses you must ask permission of the examination board.

## Goals and focus

The specialization Financial Management leads to the following competences:

- Knowledge and understanding of financial management theories and systems, as well as of the dynamics of financial markets and institutions.
- Ability to solve complex financial management problems, combining finance and accounting knowledge with insights from other disciplines like organization, economics, and auditing.
- Ability to identify and define finance and accounting problems, develop approaches for tackling them and the ability to communicate the results/findings of research on these topics in oral, visual, and written format;
- Ability to use the appropriate methodological approaches for the solution of complex financial management problems, for instance case studies, surveys and more advanced statistical techniques for the analysis of financial data.
- Ability to design and execute applied and fundamental research projects in finance and accounting.

The programme contains obligatory courses as well as electives. In addition, excellent students may participate in an extra course, on top of their regular curriculum. Also, excellent students may follow the Duisenberg Honours Programme in Financial Markets and Regulation. For more information, see the paragraph about the Honours Programmes

elsewhere in this study guide.

Opleidingsdelen:

- [Master Business Administration - Financial Management - Electives](#)
- [Master Business Administration - Financial Management - Obligatory courses](#)
- [Master Business Administration - Financial Management - Extra course](#)

## Master Business Administration - Financial Management - Electives

A broad package of electives is offered to students. Two profiles (further specialization) are defined to help students in making their choice of electives.

Choose 3 of 10 courses.

By combining certain courses you may profile:

- Profile Finance and Accounting: Advanced Financial Reporting for BA (period 2); Corporate Valuation (period 2); Management Control (period 4); Financial Decision Making (period 4); Corporate Governance (period 5); Control and Audit (period 5)
- \* Profile Banking and Insurance: Institutional Investments (period 2); Corporate Valuation (period 2); Bank Management (period 4); Real Estate Management (period 5); Financial System Design (period 5)

Vakken:

Naam	Periode	Credits	Code
<a href="#">Advanced Financial Reporting for Business Administration</a>	Periode 2	6.0	E_BA_AFR
<a href="#">Bank Management</a>	Periode 4	6.0	E_BA_BANKM
<a href="#">Control and Audit</a>	Periode 5	6.0	E_ACC_CA
<a href="#">Corporate Governance, Risk Management and Control</a>	Periode 5	6.0	E_ACC_CGRMC
<a href="#">Corporate Valuation</a>	Periode 2	6.0	E_BA_CV
<a href="#">Financial Decision Making</a>	Periode 4	6.0	E_BA_FDM
<a href="#">Financial System Design</a>	Periode 5	6.0	E_BA_FSD
<a href="#">Institutional Investments</a>	Ac. Jaar (september), Periode 2	6.0	E_BA_IINV
<a href="#">Management Control</a>	Periode 4	6.0	E_ACC_MC
<a href="#">Real Estate Management</a>	Periode 5	6.0	E_BA_REM

## Master Business Administration - Financial Management - Obligatory courses

Below are the obligatory courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Advanced Corporate Financial Management</a>	Periode 1	6.0	E_BA_ACFM

Advanced Finance, Banking and Insurance	Periode 1	6.0	E_BA_AFB1
Advanced Management Accounting	Periode 2	6.0	E_ACC_AMA
Empirical Finance and Accounting	Periode 3	0.0	E_BA_EFA
Ethics	Periode 3	3.0	E_BA_ETH
Research Seminar FM	Periode 4	6.0	E_BA_RSFIMA
Thesis MSc BA - FM	Ac. Jaar (september)	15.0	E_BA_THS_FM

## Master Business Administration - Financial Management - Extra course

The RABO Honours Class is an extra course on top of the regular curriculum. This course may only be followed by a selected group of students.

Vakken:

Naam	Periode	Credits	Code
RABO Honours Class	Periode 4+5	9.0	E_FIN_RHC

## Master Business Administration - Specialization Human Resource Management

Human factor properties such as learning, culture, teamwork, and human capital appear to be the most likely sources of long-term competitive advantage of organizations. In a Human Resource Management (HRM)-view, it is people who encompass the properties of value (they contribute to firm efficiency or effectiveness), rarity (they are not widely available, at least not in the kind of quality organizations prefer), inimitability (they cannot easily be replicated by competitors), non-substitutability (other resources cannot fulfill the same function) and non-transferability (they cannot be purchased in resource markets) which are the necessary conditions for organizational success. An important question then is how these human resources can be both 'made', and tied to the company.

Competent and committed persons who have the feeling that they are in control over what they do, appear important resources for superior long-term firm performance. Therefore, the aim of HRM is to control valuable and scarce human resources by buying them, developing them or contracting them. Aim is to guarantee key resources by committing persons to the organization for a long time. Current contextual dynamics, such as an increasing diversity of the work force, affect the ways in which professional service organizations select, develop, and retain heterogeneous human resources. As a consequence, key issues in HRM are: How can firms draw advantage of their human resources, and which contingencies correspond to which differences in HR policies and practices? How to combine human abilities and motivations with situational opportunities to create competitive advantage in production and innovation?

HRM is directed at three major personnel processes: (1) Creating person-organization fit - combine human abilities and motivations with situational demands and opportunities to create competitive advantage in

organizational processes such as production and innovation, (2) Developing talent to the full - enable employees to develop their skills and realize their full potential, and (3) Leadership - directing and empowering employees to work together effectively and innovatively.

This leads to 3 main courses:

Managing employee performance: Performance Management & Control

- production, task design, appraisal, pay systems,
- analyze/redesign performance management systems

Managing personnel development: Careers & Organizations

- impact of individual career path on organizational performance
- design HRD program for developing/retaining talented employees

Managing cooperation and innovation: Leadership

- knowledge and understanding of concepts and theories related to leadership
- apply this knowledge in practical situations
- know how to develop your leadership potential

The specialization contains obligatory and elective courses.

### Goals and focus

The Master specialization Human Resource Management addresses the personnel process in organizations, that is the in-, through- and out-flow of personnel. Focus is on both the development (course Careers and Organizations) and control (course Performance Management and Control) of the human factor in a context that is increasingly becoming more diverse (course Diversity in organizations). Students in the master specialization HRM graduate in Business Administration, but they specialize in processes of personnel performance and human development. This not only prepares them for a career in human resource fields, but also as management trainee or business consultant with a special knowledge of human performance and development process. Student will have a knowledge basis that gives the opportunity for developing and/or applying theoretical ideas, and a problem solving skills set that allows them to be effective in new or unfamiliar, multidisciplinary contexts.

Viewing the embedment of personnel processes in the context of a real organization with existing structure, strategic position, logistic systems etc., the HRM specialization will in its focus on personnel processes also take other, for instance strategic or logistic, business processes, into account, and consequently will draw on knowledge from a variety of respective disciplines, such as psychology, law, and economics. Further, in the master specialization HRM emphasis is on formulating and corroborating judgments that are also informed by ethical considerations. In particular in the field of human resources it is imperative to be able to relate analyses and actions to a field of both specialist and non-specialists –and in particular to managers. This requires self-directed or autonomous learning.

### Opleidingsdelen:

- [Master Business Administration - Human Resource Management - Obligatory courses](#)
- [Master Business Administration - Human Resource Management - Electives I](#)
- [Master Business Administration - Human Resource Management - Electives II](#)

## Master Business Administration - Human Resource Management - Obligatory courses

Below are the obligatory courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Careers and Organizations</a>	Periode 1	6.0	E_BA_CO
<a href="#">Ethics</a>	Periode 3	3.0	E_BA_ETH
<a href="#">Leadership</a>	Periode 4	6.0	E_BA_LS
<a href="#">Performance Management and Control</a>	Periode 2	6.0	E_BA_PMC
<a href="#">Research Seminar I HRM</a>	Periode 3	3.0	E_BA_RS1HRM
<a href="#">Research Seminar II - HRM</a>	Periode 4	3.0	E_BA_RS2HRM
<a href="#">Strategy, Control and Design</a>	Periode 1	6.0	E_BA_SCD
<a href="#">Thesis MSc BA - HRM</a>	Ac. Jaar (september)	15.0	E_BA_THS_HRM

## Master Business Administration - Human Resource Management - Electives I

Choose 1 course from the list.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Alliances, Mergers and Networks</a>	Periode 2	6.0	E_BA_AMN
<a href="#">Diversity in Organizations</a>	Periode 2	6.0	E_BA_DIO
<a href="#">Management of Sustainable Innovation</a>	Periode 2	6.0	E_BA_MANSI
<a href="#">Organization Development and Change</a>	Periode 2	6.0	E_BA_ODC
<a href="#">Small Business Development</a>	Periode 2	6.0	E_BA_SBD

## Master Business Administration - Human Resource Management - Electives II

Choose 1 course from the list. For any other course you must ask permission of the examination board.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Behavioral Strategy</a>	Periode 5	6.0	E_BA_BS

Capita Selecta Human Resource Management	Ac. Jaar (september)	6.0	E_BA_CSHRM
Corporate Social Responsibility	Periode 5	6.0	E_BA_CSR
Cross Cultural Management	Periode 5	6.0	E_BA_CCM
Enterprising Skills	Periode 5	6.0	E_ENT_ESK
Management Idea Factory	Periode 5	6.0	E_BA_MIF

## Specialization Information and Knowledge Management

Increasingly and irreversibly, organizations' innovative capacity depends on information and knowledge being created and shared both internally and externally – within the organization as well as with partners, competitors and customers. Therefore, effectively managing information and knowledge processes (both internal and external) is an essential condition for organizational success. The specialization Information and Knowledge Management focuses on innovative organizational and technological arrangements that are used in the management of these information and knowledge processes to meet the current and future challenges organizations face in the modern economy.

The increasing information and knowledge-intensiveness of organizational processes confronts today's organizations with unprecedented challenges in terms of management, innovation, technology, strategy and organizational forms. For instance, in order to stay innovative, organizations increasingly realize the importance of connecting with 'outside' information and knowledge, e.g. from other organizations or consumers. In order to establish such connections, both new organizational forms and new online and digital technologies are used. Examples of new organizational forms are communities of practice, network organizations, user communities, outsourcing and off shoring arrangements and virtual organizations. Examples of technologies that are used to facilitate and evoke such innovative organizational forms are E-Business applications, Web 2.0 or Enterprise 2.0 applications like social networking, wikis, blogs, etc., as well as more traditional information systems. Also, developments in relation to 'big data' account for massive changes in organizations and the way people and businesses organize themselves.

This specialization provides students with a thorough academic understanding of the new organizational and technological challenges in managing information and knowledge processes, and the capacity to think of possible innovative answers. The focus in the courses within this specialization is on the actual interactions between parties (individuals, organizations, etc.) involved in these processes – and how these are related to organizational and technological characteristics. The specialization has a strong academic focus, in the sense that theory and research are emphasized.

### Goals and focus

This master specialization provides students with a firm understanding of the challenges posed by the increasing knowledge-intensiveness of organizational processes, and the value of innovative organizational arrangements and technologies in meeting these challenges. The field of

information and knowledge management is by definition multidisciplinary. It involves insights and practices from: Management Studies, Information Systems, Strategy, HRM, Marketing, Innovation, Technology, Psychology, and Sociology. In the programme we focus on a broad range of information and knowledge processes, both internal and external to the organization.

The specialization addresses questions such as:

- What are the organizational consequences of the increasing knowledge and information intensiveness of business processes?  
How can information and knowledge processes effectively be managed?
- What is the potential contribution of Web 2.0 / Enterprise 2.0 applications to knowledge and innovation within and between organizations?
- What are the consequences of the use of information and communication technologies for organizational structures and processes?
- What factors influence knowledge sharing and collaboration within and between organizations?
- How do information and communication technologies affect collaboration and knowledge sharing within and outside of organizations?
- How can information and communication technologies be used to develop new business or to create competitive advantage?
- What kind of organizational forms are appropriate to meet the challenges posed by the knowledge economy and how can technologies contribute to the emergence of such forms?
- How can we make sure that information and knowledge systems are valuable to their users?
- What is the contribution of information and communication technologies to a better understanding of customers and markets?

The specialization Information and Knowledge Management will provide students with:

- An academic attitude towards the analysis of information and knowledge processes within and between organizations
- A broad as well as in-depth knowledge of relevant theories and current developments in the domain of information and knowledge management
- Insight into the business implications of the increasing knowledge- and information-intensive character of the modern economy
- An understanding of the role and impact of new forms of information and communication technologies for organizations and management
- A thorough knowledge of the methodologies used in research in the field of information and knowledge management
- The ability and experience to independently develop, conduct and report on research using appropriate methodologies to address the relevant academic and practical questions in the field of information and knowledge management, combining practical relevance and academic rigor
- The ability and experience to analyze and solve problems related to the management of information and knowledge processes in organizations

Learning objectives

- Know-how and command of theoretical and methodological domain: the courses in period 1 and 2 provide fundamental insight into the relevant theoretical developments in the research domain. This is extended in period 4 (Business Process Management and IT Alignment). A critical evaluation of the methodological domain is conducted in the two Research Seminars
- Capability to conduct scientific research: in the two Research

Seminars, specific methodological knowledge for the I&KM domain is obtained, and in E-Business and Information Management, Knowledge and Innovation Networks and New Ways of Working actual research projects are conducted. Capita Selecta (start thesis) and the Master thesis is where this objective is addressed empirically

- Capability to access, study and critically evaluate scientific information: this is central to all courses, but the Knowledge and Innovation Networks course is specifically focused on critical evaluation of existing research
- Problem-solving attitude: managerial challenges are part of most courses, which students have to solve in an academically sound way. E-business and Information Management, New Ways of Working and other courses explicitly combine the solving of practical and academic problems
- Presentation skills (both orally and in writing): academic papers as well as consultancy reports are written (Knowledge and Innovation Networks). Also, presentations of academic papers (E-business and Information Management; Knowledge and Innovation Networks; New Ways of Working) and reports (E-business Development) are given
- Academic level - intellectual development and quality of work: the focus in this specialization is very much on research and developing a truly academic attitude, translated into academically sound work
- Awareness of ethical aspects: critical reflection on both academic and practical issues is stimulated in all courses, specifically Ethics, E-business and Information Management and New Ways of Working

The specialization contains of obligatory and elective courses.

Opleidingsdelen:

- [Master Business Administration - Information and Knowledge Management - Obligatory courses](#)
- [Master Business Administration - Information and Knowledge Management - Optional course](#)
- [Master Business Administration - Information and Knowledge Management - Specialization courses](#)

## Master Business Administration - Information and Knowledge Management - Obligatory courses

Below the obligatory courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Business Process Management and IT Alignment</a>	Periode 4	6.0	E_BA_BPMITA
<a href="#">E-Business and Information Management</a>	Periode 1	6.0	E_BA_EBIM
<a href="#">Ethics</a>	Periode 3	3.0	E_BA_ETH
<a href="#">Knowledge and Innovation Networks</a>	Periode 1	6.0	E_BA_KIN
<a href="#">New Ways of Working</a>	Periode 2	6.0	E_BA_NWW
<a href="#">Research Seminar I - I&amp;KM</a>	Periode 3	3.0	E_BA_RS1IKM
<a href="#">Research Seminar II - I&amp;KM</a>	Periode 4	3.0	E_BA_RS2IKM

Thesis MSc BA - IKM	Ac. Jaar (september)	15.0	E_BA_THS_IKM
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## Master Business Administration - Information and Knowledge Management - Optional course

Choose 1 of 2 optional courses (Capita Selecta Information and Knowledge Management; E-business Development) or a different course (any FEWEB MSc course is suitable, for other courses you must ask permission of the examination board).

Vakken:

Naam	Periode	Credits	Code
<a href="#">Behavioral Strategy</a>	Periode 5	6.0	E_BA_BS
<a href="#">Capita Selecta Information and Knowledge Management</a>	Ac. Jaar (september)	6.0	E_BA_CSIKM
<a href="#">Corporate Governance, Risk Management and Control</a>	Periode 5	6.0	E_ACC_CGRMC
<a href="#">Cross Cultural Management</a>	Periode 5	6.0	E_BA_CCM
<a href="#">E-Business Development</a>	Periode 5	6.0	E_BA_EBD
<a href="#">Enterprising Skills</a>	Periode 5	6.0	E_ENT_ESK
<a href="#">Financial System Design</a>	Periode 5	6.0	E_BA_FSD
<a href="#">Management Idea Factory</a>	Periode 5	6.0	E_BA_MIF

## Master Business Administration - Information and Knowledge Management - Specialization courses

Choose 1 specialization course from the list. You may also choose a different course on innovation. Note that in that case permission of the exam board is necessary.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Management of Sustainable Innovation</a>	Periode 2	6.0	E_BA_MANSI
<a href="#">Managing Service Innovation</a>	Periode 2	6.0	E_BA_MSI
<a href="#">Technology and Innovation Processes</a>	Periode 2	6.0	E_BA_TIP

## Master Business Administration - Specialization Management Consulting

Over the last decades consultancies are growing, and so is their share in the professional service industry. There is a growing demand for guidance in change processes, for specific expert knowledge, for application of knowledge and for tailor made research that can support decision making processes. Management consultants thus support the

management function in organizations as external adviser.

However, giving advice is not easy. Many change projects fail, also with help of consultants. Many decisions prove to be wrong, also after help of consultants. Consultants are asked when clients believe that two may know more than one, but even then the assignments can be too complex, the balance of interests too confusing and the opportunities for improvement too constrained. Consultants work in a very demanding context, which raises questions like: how to improve the change process? How to improve the decision making process? How to improve application of knowledge? How to make knowledge actionable? How to diagnose and evaluate, in order to better define problems, questions or assignments? How to present research findings in a way that clients understand what they can do? Recommendations should contribute to better actions after all. Better understanding is thus only instrumental for consultants. It is not the final objective, like it is for academics.

The specialization management consulting within business administration relates to the scientific 'rigor and relevance' debate. Our interest is to understand better what consultants do, and to understand why they do what they do. We want to explain the economic success of consultants in practice, but we also intent to test and improve consultant methods.

#### Goals and focus

The specialization Management Consulting addresses advice processes related to the decision making processes in organizations in the context of change. These are often strategic decisions, or decisions that affect the design or organizations (course strategy control and design). The specialization defines the field (course management consulting), pays attention to expert advice based on norm setting, evaluation and diagnosis (course policy evaluation and advice) related to the context of change (course organization development and change) and pays attention to the character and effectiveness of consultant tools and methods (course consultant approaches). With help of these courses students learn:

- about the issues and questions related to management consulting
- about their clients' organizations and their strategic choices related to uncertainties
- how to define evaluation assignments and advice assignments
- how to build arguments that help to legitimize evaluations or recommendations
- how to present research findings with an action orientation
- how to contribute to planned change with change interventions
- how to assess the effectiveness of consultant tools and methods
- how to do academic research about consultancies and the consulting process

The skills that result from a successful master programme devoted to management consulting prepare students for a position as junior consultant or junior policy adviser. They will be better prepared to start at consultancies but also as internal adviser within organization. They will be less shocked by the theory-practice gap that awaits them.

The specialization consists of obligatory and optional courses.

In stead of the regular programme you may choose the Honours Programme

in Management Consulting. See for more information the paragraph of Honours Programmes elsewhere in this study guide.

Opleidingsdelen:

- [Master Business Administration - Management Consulting - Obligatory courses](#)
- [Master Business Administration - Management Consulting - Optional course](#)
- [M Business Administration - Management Consulting - Honours Programme](#)

## Master Business Administration - Management Consulting - Obligatory courses

Below are the obligatory courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Consultant Approaches</a>	Periode 4	6.0	E_BA_CA
<a href="#">Ethics</a>	Periode 3	3.0	E_BA_ETH
<a href="#">Management Consulting</a>	Periode 1	6.0	E_BA_MC
<a href="#">Organization Development and Change</a>	Periode 2	6.0	E_BA_ODC
<a href="#">Policy Evaluation and Advice</a>	Periode 2	6.0	E_BA_PEA
<a href="#">Research Seminar I MC</a>	Periode 3	3.0	E_BA_RS1MC
<a href="#">Research Seminar II - MC</a>	Periode 4	3.0	E_BA_RS2MC
<a href="#">Strategy, Control and Design</a>	Periode 1	6.0	E_BA_SCD
<a href="#">Thesis MSc BA - MC</a>	Ac. Jaar (september)	15.0	E_BA_THS_MC

## Master Business Administration - Management Consulting - Optional course

Choose 1 course from the list. For any other course you must ask permission of the examination board.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Behavioral Strategy</a>	Periode 5	6.0	E_BA_BS
<a href="#">Capita Selecta Management Consulting</a>	Ac. Jaar (september)	6.0	E_BA_CSMC
<a href="#">Corporate Social Responsibility</a>	Periode 5	6.0	E_BA_CSR
<a href="#">Cross Cultural Management</a>	Periode 5	6.0	E_BA_CCM
<a href="#">Enterprising Skills</a>	Periode 5	6.0	E_ENT_ESK
<a href="#">Management Idea Factory</a>	Periode 5	6.0	E_BA_MIF

## M Business Administration - Management Consulting - Honours Programme

Excellent students may follow an Honours Programme, which means that they will follow three extra courses, on top of the regular programme: Two courses from a different specialization (period 2, 4 or 6), plus the 12-EC course Consulting Research Project, which takes place during the summer holiday.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Consulting Research Project</a>	Ac. Jaar (september)	12.0	E_BA_CRP

## Master Business Administration - Specialization Strategy and Organization

In the 21st century, organizations aiming to obtain and sustain a competitive advantage must achieve global efficiency, local responsiveness, and world-wide learning. In addition, firms increasingly seek to obtain a competitive advantage by centering on services. Nowadays, for example, companies face challenges related to the management of international organizations, including the choice to offshore or near shore R&D and IT activities and processes, and situate production facilities and headquarters in the most proficient locations. Companies also increasingly interact with their environment in collaborative relations and networks. Business-to-business relationships feature prominently in, for instance, the automotive and pharmaceutical industries and mergers and acquisitions have become a popular means to join forces. Furthermore, whereas service firms become an important pillar of the knowledge economy, production firms augment their products with services to improve their competitive position. The strategies that companies devise and the organizational designs they adopt to deal with these external pressures constitute the cornerstones of the specialization Strategy & Organization in the Master of Business Administration.

The programme provided explores strategic and organizational processes from a variety of disciplines, such as psychology, sociology and economics, and it examines them from a wide variety of different viewpoints. Moreover, the specialization builds upon the students' knowledge about other processes, such as human resource management, consulting, logistics, and knowledge management, emphasizing the integrative nature of strategic and organizational processes (i.e. their tendency to cross disciplinary, functional and even organizational boundaries). Furthermore, significant attention is paid to the implications that strategic and organizational processes have for other disciplines (e.g. a strategic change may require changes in personnel policies, logistic systems, financial controls), whilst we also recognize that strategic and organizational changes may emerge from within other disciplines (e.g. a successful marketing campaign may trigger strategic renewal within the organization).

The core courses provide students with in depth knowledge of strategy formulation and implementation, the design of organizations, and strategic change and renewal within contemporary organizations. In addition, the programme provides students with an opportunity to focus their interest. First, students may focus on the 'Dynamics of Strategy' stimulating them to study the strategic and organizational challenges involved in the internationalization of entrepreneurial companies and

multinational enterprises. In addition, students examine different forms of collaboration, pre-merger and post-merger activities, and the organization of strategic networks. Alternatively, students may focus on "Competing through Services", which challenges students to study topics including, the empathic design of new services, approaches to customer experience management, how production firms servitize their product portfolios to improve their competitive position, and the patterns, processes, types, branding and management of service and open innovation.

In this programme, a variety of methods are used to help students to master a broad range of elements pertaining to strategy formulation and implementation, the design of organizations, and strategic change and renewal. The classes are very interactive with much room for practicing (e.g. case analysis), discussion of case studies and team based work (e.g. analyzing concrete organizations, using the theory discussed). Learning experiences are enriched by means of a company project.

### Goals and focus

Students participating in the specialization Strategy and Organization will focus on processes of strategizing and organizing, with an emphasis on service organizations in an international context. Courses in the specialization provide students with theoretical insights and practical research experience with a focus on strategic and organizational issues concerning the design and management of (international) organizations. The objectives of this specialization are to provide students with state-of-the-art knowledge on the main themes, to train them in the different research methods needed to explore these issues, develop the analytical and social skills to conduct a research project on the topics discussed, and to foster a critical attitude. This is reflected in the following programme objectives:

- Familiarize students with strategic management fundamentals, particularly focusing on international management, interorganizational collaboration, design and change, and service management. Encourage their understanding of the many, often conflicting schools of thought, and facilitate gaining insights into the assumptions, possibilities and limitations of distinct theories;
- Make students acquainted with different types of strategic management research and methods, such as interviews, surveys, database-research, semi-ethnographic studies, observation and archival research. Confront students with different research methods in terms of sampling, data collection and data analysis ;
- Develop students' ability to define strategic issues, to critically reflect on existing theories, to creatively combine or develop conceptual models where necessary, and to flexibly employ theories where useful;
- Instill a critical, analytical, flexible and creative mindset, which challenges organizational, industry and national paradigms and which contains multiple problem-solving recipes and an open mindset;
- Enhance professional skills, among which communication, consulting, and team work;
- Connect theory to practice, implying that students learn and become capable of:
  - 0 Devising strategic change and renewal trajectories;
  - 0 Designing appropriate organizational structures;
  - 0 Implementing and communicating new strategies throughout organizations;

0 Involving line managers and functional specialists in the strategy process.

## Competences

After graduating from the specialization 'Strategy and Organization' the students have gained the following competences:

- Knowledge and understanding of the fundamental aspects of and approaches to strategic management and organizational renewal
- Knowledge and understanding of control practices that are fit for strategic purpose in different market and firm contexts
- Knowledge and understanding of internationalization, innovation and collaboration strategies adopted by organizations, in particular by service firms
- Ability to identify and define firm-level and BU-level strategic challenges, develop contingent approaches for dealing with them and the ability to communicate the results/findings of research on these topics in oral, visual, and written format
- Ability to apply research methods typical for strategic management studies (e.g., case studies, interviews, and survey)
- Ability to design and execute fundamental and applied research projects
- Ability to act professionally and responsibly in a (dynamic) high-demanding working environment

These competences enable a student to pursue promising career trajectories, including consultancy, business analysis, staff positions at multinational enterprises, etc.

The specialization consists of obligatory, optional and elective courses.

Opleidingsdelen:

- [Master Business Administration - Strategy and Organization - Obligatory](#)
- [Master Business Administration - Strategy and Organization - Choice period 1](#)
- [Master Business Administration - Strategy and Organization - Choice period 2](#)
- [Master Business Administration - Strategy and Organization - Optional course period 2](#)
- [Master Business Administration - Strategy and Organization - Optional course period 5](#)

## Master Business Administration - Strategy and Organization - Obligatory

Below are the obligatory courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Ethics</a>	Periode 3	3.0	E_BA_ETH
<a href="#">Research Seminar I SO</a>	Periode 3	3.0	E_BA_RS1SO
<a href="#">Research Seminar II - S&amp;O</a>	Periode 4	3.0	E_BA_RS2SO
<a href="#">Strategic and Organizational Change</a>	Periode 4	6.0	E_BA_SOC

<a href="#">Strategy, Control and Design</a>	Periode 1	6.0	E_BA_SCD
<a href="#">Thesis MSc BA - SO</a>	Ac. Jaar (september)	15.0	E_BA_THS_SO

## Master Business Administration - Strategy and Organization - Choice period 1

Choose 1 of 2 courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Advanced International Management</a>	Periode 1	6.0	E_BA_AIM
<a href="#">Advanced Service Management</a>	Periode 1	6.0	E_BA_ASM

## Master Business Administration - Strategy and Organization - Choice period 2

Choose 1 of 2 courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Alliances, Mergers and Networks</a>	Periode 2	6.0	E_BA_AMN
<a href="#">Managing Service Innovation</a>	Periode 2	6.0	E_BA_MSI

## Master Business Administration - Strategy and Organization - Optional course period 2

Choose 1 course from the list.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Applied Strategy</a>	Periode 2	6.0	E_BA_ASTR
<a href="#">Management of Sustainable Innovation</a>	Periode 2	6.0	E_BA_MANSI
<a href="#">Organization Development and Change</a>	Periode 2	6.0	E_BA_ODC
<a href="#">Performance Management and Control</a>	Periode 2	6.0	E_BA_PMC
<a href="#">Small Business Development</a>	Periode 2	6.0	E_BA_SBD

## Master Business Administration - Strategy and Organization - Optional course period 5

Choose 1 course from the list.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Behavioral Strategy</a>	Periode 5	6.0	E_BA_BS
<a href="#">Capita Selecta Strategy and Organization</a>	Ac. Jaar (september)	6.0	E_BA_CSSO
<a href="#">Corporate Social Responsibility</a>	Periode 5	6.0	E_BA_CSR
<a href="#">Cross Cultural Management</a>	Periode 5	6.0	E_BA_CCM
<a href="#">E-Business Development</a>	Periode 5	6.0	E_BA_EBD
<a href="#">Enterprising Skills</a>	Periode 5	6.0	E_ENT_ESK
<a href="#">Management Idea Factory</a>	Periode 5	6.0	E_BA_MIF

## Master Business Administration - Specialization Transport and Supply Chain Management

The Netherlands is well known for its expertise in trade and transport. Main ports in the Netherlands tranship enormous flows of goods and passengers from Europe and the rest of the world. Logistics has become an important tool to control these flows. In that respect, Transport & Supply Chain Management is an important specialization of the Master programme Business Administration.

In this Master specialization the main focus is on decision making in supply chains in service industries. The departments Information Systems & Logistics and Spatial Economics of the Faculty of Economics and Business Administration offer courses to Master students participating in this specialization. The core courses provide students with in depth knowledge of transportation and Supply Chain Management. Next to compulsory core courses students can decide to follow courses that focus in more detail on the Transport Sector and/or in Supply Chain Management. Using a broad definition of Transport & Supply Chain Management, we treat decision problems in both profit environments, such as airline industries, retailers, wholesale companies, logistics service providers, railway operators and short and long sea facilitators and non-profit such as health care and government. In fact only the logistical decisions of production companies make no part of this broad definition.

Supply Chain Management is impossible without advanced information systems. We look, for example, at the suitability of Transport management systems from a user's point of view. The design and operation of Supply Chains is modelled and decision-making tools for Supply Chain Management are discussed and evaluated. In this programme, a variety of methods are used to help students learn the details of Transport & Supply Chain Management. The classes are very interactive with much room for practicing (e.g. through simulation modelling), discussion of case studies and for team based work (e.g. in analyzing concrete supply chains, using the theory discussed). The learning is further enhanced by means of company visits, in which either the details of operations within a company are analysed or a supply chain of companies.

## Goals and focus

A student in the Master of Business Administration with specialization Transport & Supply Chain Management will focus on the organisation of flows of goods and services and related flows of money and information in supply chains and transportation networks. Core aspects include the organisation, design, maintenance, usage and optimisation of supply chain strategy, processes and cooperation in these networks. The student will be able to perform research projects in the area of transport and supply chain management and is able to report on the results both to other researchers and to a managerial audience by means of writing both management reports and scientific research papers. In this specialization, we focus on decision problems at companies in supply chains and transportation networks both from a micro- and meso perspective (e.g. transport and logistics processes) and from a macro level (e.g. government regulations and environment).

During the Specialization Transport & Supply Chain Management a student will:

- gain a broad knowledge of Transport, Logistics and Supply Chain Management;
- learn to recognise and be aware of recent scientific developments in the field of Transport & Supply Chain Management;
- develop research and analytical skills to perform applied research in the area of Transport & Supply Chain Management;
- learn to report on conclusions and research results to a broad audience of researchers and managers in the field;
- learn to analyse and solve logistical problems at a company level and at a supply chain level using the knowledge from different disciplines;
- develop solution approaches to design logistics strategies and processes and to control supply chains;
- learn to identify the pitfalls and opportunities for companies to cooperate in transport chains and supply chain management;
- understand the impacts of government regulation on transport and supply chain management.

The specialization contains obligatory and optional courses.

Opleidingsdelen:

- [Master Business Administration - Transport and Supply Chain Management - Obligatory](#)
- [Master Business Administration - Transport and Supply Chain Management - Choice period 2](#)
- [Master Business Administration - Transport and Supply Chain Management - Choice period 4](#)
- [Master Business Administration - Transport and Supply Chain Management - Optional course period 5](#)

## Master Business Administration - Transport and Supply Chain Management - Obligatory

Below are the obligatory courses.

Vakken:

Naam	Periode	Credits	Code
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Decision Making in Supply Chains	Periode 2	6.0	E_BA_DMSC
Ethics	Periode 3	3.0	E_BA_ETH
Research Seminar I TSCM	Periode 3	3.0	E_BA_RS1TSCM
Research Seminar II - TSCM	Periode 4	3.0	E_BA_RS2TSCM
Supply Chain Management	Periode 1	6.0	E_BA_SCM
Thesis MSc BA - TSCM	Ac. Jaar (september)	15.0	E_BA_THS_TSC
Transport Economics and Management	Periode 1	6.0	E_BA_TEM

## Master Business Administration - Transport and Supply Chain Management - Choice period 2

Choose 1 of 2 courses.

Vakken:

Naam	Periode	Credits	Code
Network Analysis	Periode 2	6.0	E_BA_NA
Supply Chain Execution and Geologistics	Periode 2	6.0	E_BA_SCEGL

## Master Business Administration - Transport and Supply Chain Management - Choice period 4

Choose 1 of 2 courses.

Vakken:

Naam	Periode	Credits	Code
Airline Business	Periode 4	6.0	E_BA_AIRB
Supply Chain Lab	Periode 4	6.0	E_BA_SCL

## Master Business Administration - Transport and Supply Chain Management - Optional course period 5

Choose 1 course from the list. For any other course you must ask permission of the examination board.

Concerning the course Capita Selecta Transport and Supply Chain Management, in addition you can choose more data for their Master Thesis, prepare a PhD proposal, conduct an internship, etc.

Vakken:

Naam	Periode	Credits	Code
Behavioral Strategy	Periode 5	6.0	E_BA_BS

Capita Selecta Transport and Supply Chain Management	Ac. Jaar (september)	6.0	E_BA_CSTSCM
Control and Audit	Periode 5	6.0	E_ACC_CA
Corporate Governance, Risk Management and Control	Periode 5	6.0	E_ACC_CGRMC
Corporate Social Responsibility	Periode 5	6.0	E_BA_CSR
Cross Cultural Management	Periode 5	6.0	E_BA_CCM
E-Business Development	Periode 5	6.0	E_BA_EBD
Enterprising Skills	Periode 5	6.0	E_ENT_ESK
Financial System Design	Periode 5	6.0	E_BA_FSD
Management Idea Factory	Periode 5	6.0	E_BA_MIF
Operations Performance Benchmarking	Periode 5	6.0	E_BA_OPB
Real Estate Management	Periode 5	6.0	E_BA_REM

## General information

### Honours Programme in Business Research (ABRI)

For talented and ambitious students, the programme offers the MSc Honours Programme in Business Research. This prestigious programme (20 additional EC) offers students the chance to look beyond the scope of their own specialization and to tackle and experience a broad variety of organisational and managerial issues. Students will be well-trained to look at research questions from different angles and be immersed in advanced research method skills. It is a step toward a successful academic or related research-oriented career.

#### Your programme

The MSc Honours Programme in Business Research provides talented students the opportunity to equip themselves with skills and experience needed to enter advanced positions in business research and consulting. The programme allows students cross disciplines, work closely with top researchers and to learn more about business beyond the scope of their specialization. The exposure to the variety of research tracks allows students to further design their specialization and to create their own unique career profile. The programme is worth of additional 20 EC on top of the regular Master's programme. Courses include, Honours Research Colloquia, Statistical Quantitative Research Methods, Qualitative Research Methods and Academic Writing Master Class. The programme concludes with an individual proposal for research.

#### Your future career

Upon successful completion of the honours programme, students will be awarded the title Master of Science in Business Administration (if that is your regular master). The Honours programme will be recorded in the diploma. Completing the MSc Honours Programme in Business Research gives you an advantage over regular Master's students when applying for academic research positions within or outside universities. One such career option is to enter a PhD trajectory. Besides academia there are also many research-related careers such as consulting and public

administration that are also excellent career options.

#### Specific admission requirements

A bachelor's degree in Business Administration or related field. High motivation and interest in research, 7.5 GPA or higher. Also see [www.abri.vu.nl](http://www.abri.vu.nl).

#### Programme

The programme runs every year between January and August (with courses until June), and consists of two obligatory courses and one elective course.

Opleidingsdelen:

- [Honours Programme in Business Research \(ABRI\) - Obligatory courses](#)
- [Honours Programme in Business Research \(ABRI\) - Elective courses](#)

### Honours Programme in Business Research (ABRI) - Obligatory courses

Two courses are obligatory.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Academic Writing Master Class</a>	Periode 4+5+6	5.0	E_ABRI_AWMC
<a href="#">Honours Research Colloquia</a>	Periode 3+4	9.0	E_ABRI_HRC

### Honours Programme in Business Research (ABRI) - Elective courses

Choose 1 of 2 courses.

Vakken:

Naam	Periode	Credits	Code
<a href="#">Qualitative Research Methods</a>	Periode 4+5	6.0	E_ABRI_QRM
<a href="#">Statistical Quantitative Research Methods</a>	Periode 4+5	6.0	E_ABRI_SQRM

### Academic Writing Master Class

<b>Vakcode</b>	E_ABRI_AWMC ()
<b>Periode</b>	Periode 4+5+6
<b>Credits</b>	5.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M. Soekijad
<b>Examinator</b>	dr. M. Soekijad

<b>Lesmethode(n)</b>	Werkgroep
<b>Niveau</b>	500

### **Doel vak**

By the end of this course participants will:

- Have acquired know-how and skills needed for producing a research proposal and/or thesis that can be qualified as academic publication and/or job application, depending on the standards for publication in their (sub-) discipline.
- Have experienced the process of framing and writing an academic output.

Have learned how to adapt their academic writing outcomes to various audiences including scholars and practitioners.

### **Inhoud vak**

This course aims to equip the selective group of MSc Honours students with relevant knowledge and skills to produce a high quality research output. During the course participants will receive hands-on tips on how to deal with important issues such as writing academic English, framing and positioning in specific debates, structuring and argumentation, highlighting their implications for different audiences, and reviewing.

The course is designed as a set of separate master-classes taught by different lecturers, who are experts in the field. By engaging the participants with these experts, the course provides comprehensive insights into writing as an activity. Thus, it can equally serve as basis for participants who wish to pursue an academic as well as a professional career (e.g., consultant, policy making).

### **Onderwijsvorm**

Important to note that this is not a 'regular' course as it is designed as a set of separate master-classes. Through the use of published articles and reading material, exercises and hands-on examples from experts, participants will increase the ability to write and publish their work.

The master-classes are designed around a number of activities before (pre-seminar preparation work), during (in-class exercises) and after (master-class assignment) class. The course as a whole is integrated by means of an individual reflection assignment.

### **Toetsvorm**

The grade for this course will be based on:

- 4 Master-class assignments (20% per assignment; cumulative 80% of the total grade)
- Individual Reflection assignment (20%)

Pre-seminar preparation work and in-class exercises – Although this coursework is not graded per-se, it has been developed to facilitate personal development and active participation in class. Therefore, participants are expected to hand in work prior to each seminar, even if not attending a seminar (see Attendance below). If not prepared, 1 point can be deducted from the final grade of the particular master-class assignment.

Attendance is obligatory for all the four master-classes. A one-time absence may be permitted, but only when a valid reason is provided.

### **Literatuur**

A set of academic articles and other reading materials will be made available for each session via Blackboard.

### Vereiste voorkennis

This course is only available for students accepted to the MSc Honours Programme in Business Research (offered by ABRI Graduate School).

## Advanced Corporate Financial Management

<b>Vakcode</b>	E_BA_ACFM (61412390)
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. ir. H.A. Rijken
<b>Examinator</b>	prof. dr. ir. H.A. Rijken
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

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.

### Inhoud vak

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.

### Onderwijsvorm

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

**Toetsvorm**

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

**Literatuur**

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)

**Vereiste voorkennis**

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.

**Aanbevolen voorkennis**

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**

<b>Vakcode</b>	E_BA_AFBI (61412380)
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. P.J. Wierds
<b>Examinator</b>	dr. P.J. Wierds
<b>Docent(en)</b>	dr. P.J. Wierds
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

**Doel vak**

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.

**Inhoud vak**

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?

### Onderwijsvorm

lecture

### Toetsvorm

written interim examination

60 percent, closed book

assignment

40 percent

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

### Literatuur

Haan, J. de, S. Oosterloo and D. Schoenmaker, Financial Markets and Institutions: A European Perspective. 3rd edition, Cambridge University Press, Cambridge, 2015.

## Advanced Financial Reporting

<b>Vakcode</b>	E_ACC_AFR (60412050)
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. C. Camfferman RA
<b>Examinator</b>	prof. dr. C. Camfferman RA
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

This course provides an overview of the main accounting issues in preparing the financial statements of large listed enterprises (technical proficiency). In line with reporting requirements for listed companies in the European Union, the course is based on International Financial Reporting Standards (IFRS) (institutional awareness). In working with IFRS, you will learn to draw simultaneously on technical, institutional, and academic skills (problem-solving skills, compliance skills, and conceptual reasoning).

After following this course, you will be familiar with:

- the objectives of the International Accounting Standards Board (IASB) and its general approach to standard-setting;
- the IASB's Framework and its key concepts with respect to

recognition, measurement and performance presentation;

- the main requirements concerning recognition and measurement of the IAS/IFRS selected for this course. This course does not deal with disclosure and presentation requirements unless specifically indicated;
- the style in which accounting standards, and specifically those of the IASB, are written.

You should then be able to:

- read and understand an accounting standard by yourself, to understand at least its main provisions concerning recognition and measurement, to summarize these in the form of journal entries and to discuss the impact of the prescribed treatments, compared to possible alternatives, on reported income and financial position;
- give a reasoned opinion on questions concerning the application of the standards covered in this course;
- recognize and explain how IFRS has been applied in practice on the basis of extracts from financial statements of listed companies;
- discuss and evaluate aspects of standards in terms of their internal consistency, consistency with other standards, their agreement with the Framework, or the overall policies of the IASB.

### **Inhoud vak**

At the core of company financial reporting is the representation of financial position and financial performance in the balance sheet and income statement. Measuring these accounting numbers can be complex (think of uncertainty in provisions, or of financial instruments). IFRS contains extensive guidance in dealing with this complexity. In practice, IFRS can function as just a set of rules that needs to be complied with. However, it can also be seen as an evolving body of knowledge in which relevant accounting issues are identified and analyzed, and in which solutions are offered that aim to be principles-based and that are consistent with a set of underlying concepts. That is how IFRS is used in this course. We don't use a textbook, but we use IFRS to become familiar with important accounting issues, to understand how they can be resolved, and to reflect on the solutions offered in IFRS.

While the course will not turn you into an IFRS specialist, you will acquire a knowledge of issues and concepts that will allow you to follow intelligently future developments in financial reporting. You will also develop your practical skills in working with accounting standards so that you can find and apply more detailed knowledge when needed in practice or further specialized studies.

### **Onderwijsvorm**

Weblectures; lectures (4 hours per week); discussion classes (2 hours per week).

### **Toetsvorm**

Written exam; optional assignments yielding a maximum of 5 bonus points (out of 100 for final grade)

### **Literatuur**

IFRS International Financial Reporting Standards: Official Pronouncements issued at 13 January 2016, Part A (IFRS Foundation, 2016)

### **Vereiste voorkennis**

This course requires intermediate knowledge of financial accounting, including preparation of consolidated financial statements. In

practice, knowledge of financial accounting equivalent to Financial Accounting 2.4 (new programme Bachelor EBE) or Financial Accounting 3.1 (old programme Bachelor EBE). is required.

### **Aanbevolen voorkennis**

The course assumes basic knowledge of common transactions and arrangements, such as lease contracts, pension arrangements, business combinations, and common financial instruments including derivatives.

The greater your familiarity with these topics, the easier it will be to appreciate their discussion in IFRS.

## **Advanced Financial Reporting for Business Administration**

<b>Vakcode</b>	E_BA_AFR (60412150)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	drs. A. Bavelaar
<b>Examinator</b>	drs. A. Bavelaar
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### **Doel vak**

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

### **Inhoud vak**

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.

**Onderwijsvorm**

Lectures and discussion sessions based on assignments.

**Toetsvorm**

written examination

**Literatuur**

International Financial Reporting Standards as issued at 1 January 2015 (London: International Accounting Standards Board, 2015).

**Vereiste voorkennis**

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

**Aanbevolen voorkennis**

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

## Advanced International Management

<b>Vakcode</b>	E_BA_AIM (61412370)
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. R.O. Mihalache
<b>Examinator</b>	dr. R.O. Mihalache
<b>Docent(en)</b>	dr. R.O. Mihalache
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

**Doel vak**

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 international management topics knowledgeably
- explain how and why companies expand internationally
- critically evaluate international management research
- analyze common decisions internationalization firms need to make
- participate in the course 'Internationalization Project' in study period 2.

**Inhoud vak**

This course takes a novel approach to the field of international management tailored to the MA program Strategy and Organization. The course is organized around the main questions that internationalizing firms need to make. Taking a strategic management perspective, the course addresses topics such as international strategy choice, location choice, entry mode, culture, and global collaboration. 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.

#### Onderwijsvorm

Lectures (required)

Tutorials (recommended)

#### Toetsvorm

Written final exam

#### Literatuur

Selected articles

#### Vereiste voorkennis

Bsc or pre-master in (International) Business Administration

## Advanced Management Accounting

<b>Vakcode</b>	E_ACC_AMA (60442020)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. E. Wiersma
<b>Examinator</b>	dr. E. Wiersma
<b>Docent(en)</b>	dr. E. Wiersma
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

#### Doel vak

This course provides an overview of the main issues that financial controllers will face in their daily work (technical proficiency). In the course we use both a set of quantitative methods and study academic papers to analyze how management accounting information will be used for decision making and evaluation (problem solving, critical skills, conceptual reasoning) Finally, this course discusses several issues where financial controllers face opposing forces to make decisions in their work (reflection).

After following the course, you should be able to:

- use quantitative methods (e.g., regression, linear programming, financial modelling), to assess the value of additional information, analyze the impact of uncertainty on profitability, analyze bottlenecks, and analyze cost behavior;
- read and understand academic papers and be able to formulate why results of these papers are informative for practical decisions;
- understand why the need for management accounting information has grown over time;
- recognize that financial controllers play a key role in decision making and performance evaluation;
- discuss and evaluate opposing forces that influence decisions that financial controller make (e.g, the watchdog role versus information supplier role of controllers).

### **Inhoud vak**

Since management accounting information is not subject to a set of extent regulations, other principles will guide which accounting information firms need. These principles are often based on cost-benefit reasoning, and on understanding the set of incentives that different layers of managers have.

In the course we analyze the value of management accounting devices based on these principles.

### **Onderwijsvorm**

Lectures supported by slidecast lectures (slides and voiceover).

### **Toetsvorm**

Written exam

Optional assignments yielding a maximum of 5 bonus points (out of 100 for final grade)

### **Literatuur**

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

A selection of academic papers, to be published on Blackboard.

### **Aanbevolen voorkennis**

The course assumes an understanding of management accounting at intermediate level.

## **Advanced Service Management**

<b>Vakcode</b>	E_BA_ASM ()
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	M.S. Kaandorp MSc
<b>Examinator</b>	M.S. Kaandorp MSc
<b>Lesmethode(n)</b>	Werkcollege
<b>Niveau</b>	400

### **Doel vak**

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

### **Inhoud vak**

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

### **Onderwijsvorm**

Interactive theory and case discussion sessions  
Company visit

### **Toetsvorm**

Individual written exam  
Group report

### **Literatuur**

Academic articles and cases

## **Airline Business**

<b>Vakcode</b>	E_BA_AIRB (61452050)
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. A.J.H. Pels
<b>Examinator</b>	dr. A.J.H. Pels
<b>Docent(en)</b>	dr. A.J.H. Pels, dr. M.G. Lijesen
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### **Doel vak**

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.

### **Inhoud vak**

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

### **Onderwijsvorm**

lecture

paper

A short paper is written based on a current topic in the media. The student will also critically review the paper of another student.

### **Toetsvorm**

Paper, written examination

### **Literatuur**

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

a selection of articles will be announced in the study guide; lecture slides.

### **Vereiste voorkennis**

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**

<b>Vakcode</b>	E_BA_AMN (61412360)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. B.V. Tjemkes
<b>Examinator</b>	dr. B.V. Tjemkes

<b>Docent(en)</b>	dr. B.V. Tjemkes
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

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, management, and performance of strategic alliances
- The forging, integration, and performance 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 individual professional and team collaboration skills.

### Inhoud vak

During the lectures relevant theoretical perspectives and approaches, among which transaction cost economics, resource based view, resource dependence, inter-organizational learning, and network view, are discussed. In addition, during tutorial sessions students are challenged to make obtained knowledge relevant to practice.

### Onderwijsvorm

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.

### Toetsvorm

Individual written exam, individual and team assignment

### Literatuur

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

## Applied Strategy

<b>Vakcode</b>	E_BA_ASTR ()
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels

<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M.D. Bahlmann
<b>Examinator</b>	dr. M.D. Bahlmann
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### **Doel vak**

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 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 assignment) 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

### **Inhoud vak**

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.

### **Onderwijsvorm**

(Guest) lectures and group sessions

### **Toetsvorm**

Group assignment (presentations, written report) and individual assignment

### **Literatuur**

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.

**Vereiste voorkennis**

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

**Bank Management**

<b>Vakcode</b>	E_BA_BANKM (61442330)
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

**Doel vak**

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.

**Inhoud vak**

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, however will also zoom into the broader function of banks in the macro economy, the second is about business process management. In more detail there are 4 building blocks:

The first building block is about the position of banks in the wider economy. Both the academic frameworks re macro and financial economy will be studied.

The second building block is about bank management and consist of balance sheet risk management and credit risk. Re the latter, the loan portfolio is on average 50-75% of the portfolio and determines for a large part the aforementioned RAROC. Focus will not only be on individual credits, also techniques to manage the loan portfolio will be studied. Balance sheet risk management consist out of capital, interest rate risk and liquidity.

Managing financial risk at both the asset and liability side is key for banks and has to be aligned with the Basel Framework, including Basel III. 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.  
The third building block focus on the regulatory environment.

Finally there will be attention for 'banking' alternatives. What is the future business model of banks, is it still viable in the coming decade? What will be the impact of alternatives like crowd-funding, private equity etc.

### Onderwijsvorm

Lectures, and and a (group) assignment

### Literatuur

Bank Management & Financial Services, by Rose & Hudgins, 9th

## Behavioral Strategy

<b>Vakcode</b>	E_BA_BS ()
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M.M. Rietdijk
<b>Examinator</b>	dr. M.M. Rietdijk
<b>Docent(en)</b>	dr. M.M. Rietdijk
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

### Doel vak

This course is aimed at students who are interested to know how individuals can contribute to change and success in their organisation'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 organisational change agents.

### Inhoud vak

The content combines insights from cutting-edge academic research with attention to the personal development of the course participants. Master's 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 training:

- in the lectures, students 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 systematised by management researchers;
- in the workshops, students will learn about practical applications of applied behaviour analysis in strategic management settings and about the scientific principles governing these applications. The objective here is to develop a mind set for behavioural change, both for oneself and with regard to others. As an assignment, students will apply the principles of strategic behaviour change to a company, a single case experiment;
- during the computer based program, students will master the

strategic behaviour 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 students will master the content of the course to an A level. Students can even start the course before the course starts.

### Onderwijsvorm

- lectures;
- web-based fluency training;
- web-based Performance Improvement Plan for changing a specified performance
- tutorials

### Toetsvorm

- examination of scientific papers;
- Computer based fluency training and examination about Organizational Behavior Management (OBM) theory;
- Performance Improvement Plan Web based program finished

### Literatuur

Daniels, A.C. (2016, 3rd ed.). Bringing out the best in people. New York: McGraw-Hill.

### Overige informatie

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/enrolment-courses-and-exams/index.asp>

## Business Process Management and IT Alignment

<b>Vakcode</b>	E_BA_BPMITA ()
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. L.C.M. Agterberg
<b>Examinator</b>	dr. L.C.M. Agterberg
<b>Docent(en)</b>	prof. dr. M. van Vliet
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

### Doel vak

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 management in organizations

**Inhoud vak**

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.

**Onderwijsvorm**

Lectures that include cases and (modelling) tutorials.

**Toetsvorm**

Exam, modeling assignment, case assignments

**Literatuur**

- 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 Resource Management**

<b>Vakcode</b>	E_BA_CSHRM (61452120)
<b>Periode</b>	Ac. Jaar (september)

<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. L.A. Havermans
<b>Niveau</b>	400

### Doel vak

Capita Selecta provides students 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.

### Inhoud vak

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

1. Follow an additional Master's course, namely Cross Cultural Management (HRM) or any FEWEB MSc 6 credits course. Also, you have the option to follow a Master's course at another faculty (e.g., FSW, FEW, et cetera) or university. In the latter 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 thesis manual on blackboard for internship criteria).

### Onderwijsvorm

Individual supervision by Master thesis supervisor. Always discuss ideas regarding Capita Selecta with the supervisor of the Master thesis.

### Toetsvorm

See thesis manual on blackboard for more information about possible outputs for capita selecta.

## Capita Selecta Information and Knowledge Management

<b>Vakcode</b>	E_BA_CSIKM (61452030)
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. P.R. Tuertscher
<b>Examinator</b>	dr. P.R. Tuertscher
<b>Niveau</b>	400

### Doel vak

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.

### **Inhoud vak**

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; in addition, students can propose suitable projects to lecturers. 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.

### **Onderwijsvorm**

Coupled with thesis supervision.

### **Toetsvorm**

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

### **Literatuur**

Suggested by thesis supervisor.

## **Capita Selecta Management Consulting**

<b>Vakcode</b>	E_BA_CSMC (61452110)
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. I. Mikhailava
<b>Examinator</b>	dr. I. Mikhailava
<b>Niveau</b>	400

### **Doel vak**

The course objective is to provide students with choice and flexibility within their academic study program worth 6 ECTS. The course offers a space to students for pursuing their individual interests.

### **Inhoud vak**

Capita Selecta provides students with an opportunity to specialize in a given subject related to your thesis. Capita Selecta is an optional course that is worth 6 credits and serves the purpose of getting a more in depth understanding of the core subject of your Master's thesis. The Capita Selecta project can be attained in the following ways:

1. Follow an additional (optional) Master's course, like Cross Cultural Management (HRM), Management Idea Factory (MC) or any FEWEB MSc 6 credits course. You also have the option to follow a Master's course at another faculty (e.g., FSW, FEW, et cetera) or university. In the latter case, you'll need prior approval from the exam committee

- first;
2. Generate additional data for your Master's thesis
  3. Write a PhD-proposal (always in consultation with your thesis supervisor);
  4. Do a study-related internship

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. The workload should equal to 6ECTS (see Workload).

#### **Toetsvorm**

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

#### **Literatuur**

Not applicable

#### **Vereiste voorkennis**

Students must be eligible for thesis writing

#### **Overige informatie**

For further questions, please contact Dr. Irina Mikhailava at [i.mikhailava@vu.nl](mailto:i.mikhailava@vu.nl)

## Capita Selecta Strategy and Organization

<b>Vakcode</b>	E_BA_CSSO (61452130)
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. V. Duplat
<b>Examinator</b>	dr. M.D. Bahlmann
<b>Niveau</b>	400

#### **Doel vak**

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.

#### **Inhoud vak**

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

1. 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)

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).

### Onderwijsvorm

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

### Toetsvorm

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. You 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 you 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](mailto:masterthesis-so.feweb@vu.nl)).

### Overige informatie

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

## Capita Selecta Transport and Supply Chain Management

<b>Vakcode</b>	E_BA_CSTSCM (61452160)
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. ir. S.L.J.M. de Leeuw
<b>Examinator</b>	prof. dr. ir. S.L.J.M. de Leeuw
<b>Niveau</b>	400

### Doel vak

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

### Inhoud vak

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.

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.

### Toetsvorm

You need to make an individual report that will be graded.

### Vereiste voorkennis

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

<b>Vakcode</b>	E_BA_CO (61412350)
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. S.N. Khapova
<b>Examinator</b>	prof. dr. S.N. Khapova
<b>Docent(en)</b>	dr. S.G.M. van de Bunt, prof. dr. S.N. Khapova
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

The goal of the Careers and Organizations (C&O) course is to develop students' advanced understanding of the contemporary employment challenges associated with the changing nature of work, and how both individuals and organizations can address these challenges.

After successful completion of this course, students will achieve the following learning goals:

- Possess advanced practical knowledge on the topics related to the changing nature of work
- Possess advanced academic (research-based) knowledge on the topics

related to the changing nature of work

- Offer critical views on the topic of the course and offer practical solutions to the discussed issues
- Understand how to conduct scholarly research on the topic of careers and organizations
- Have experience of conducting a qualitative research on the topic of the course
- Communicate on the course' topic and about their research to their peers and to the professional experts in writing and verbally on the academic level.

### **Inhoud vak**

The course Careers and Organizations opens the MSc programme in Human Resources. The goal of the course is to develop students' advanced understanding of the contemporary employment challenges associated with the changing nature of work, and how both individuals and organizations can address these challenges. With this goal the course aims to provide foundation to the subsequent courses of the MSc programme.

Specifically, the course addresses substantial changes in the structure of organizations, jobs, and individual careers and its implications for individual behaviours and organizational policies. Many people now work in jobs with only temporary contracts. Others are entrepreneurs by necessity. Newspapers suggest that it is especially difficult for graduates to enter employment. Given this employment context, are there many individuals who have the job they love? And consequently, what does it mean to work and to be employed today?

Indeed, with employment becoming more demanding and increasingly characterized by self-employment, short-term contracts and unpaid work, organizations face complex challenges to make work meaningful to individuals and groups. Business leaders and HR professionals increasingly note that more and more employees getting into the crisis of meaning and purpose. If individuals still are to aspire to do useful, interesting, expressive, or in some other way valuable, worthwhile and dignified work, the question arises: How should organizations arrange their practices to promote meaningful work?

The course "Careers and Organizations" aims to answer to these and many other questions concerned with the implications of the changes in work and employment, focusing specifically on the concept of "meaningful work". The course also accommodates both individual and organizational perspectives on the issue.

### **Onderwijsvorm**

The course consists of 10- lectures scheduled on Mondays and Thursdays between 11:00-12:45, including 2 course conferences. The first conference is the course's symposium dedicated to the topic of the course "Meaningful Work". During this symposium various speakers – from professors to CEOs – will offer different views on the topic. The second conference – at the end of the course - focuses on students' course assignments. Students are required to present their course research and their papers in the breakout groups. The performance of students in this course is evaluated based on two assignments: 1 team assignment and 1 individual assignment. There is no exam at the end of the course. The team assignment includes Blogging (writing a Quest-Blog) on topics of each lecture. The individual assignment includes a course research-paper.

The course concludes with a course conference during which all results

of the research conducted during the course are presented.

### Toetsvorm

The course grade consists of:

- Quest-blog – weekly team assignment (30% of grade, graded with 'pass' or 'fail')
- Course paper – individual (70% of grade, graded on a scale of 1-10)

### Literatuur

To be announced

### Aanbevolen voorkennis

Basic knowledge of HR processes and HRM.

## Consultant Approaches

<b>Vakcode</b>	E_BA_CA (60442170)
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. A.P. de Man
<b>Examinator</b>	prof. dr. A.P. de Man
<b>Docent(en)</b>	prof. dr. A.P. de Man
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

After this course, students will:

- Be able to develop new business models for consultants.
- Be able to judge the validity of consulting advice and tools.
- Understand the process of innovation in management consultancies.

### Inhoud vak

Consultants need to innovate to remain competitive. This courses discusses

innovation on the level of new business models. Structural changes in the economy make traditional business models obsolete and require consultants to develop new business models. In this course students will develop a new business model for a consultant or consultancy of their choice. The course will guide students through this process step by step, making use of literature, lectures and working groups. Theoretical lectures are combined with guest lectures by consultants who developed radical new business models.

### Onderwijsvorm

Lectures

Working groups

Assignments

### Toetsvorm

- Assignment on value propositions (individual)
- Take home exam (individual)
- Grade for classroom presentation (group)

- Final paper about a new business model (group)

### Literatuur

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.
- Christensen, C., D. Wang and D. van Bever, 2013, Consulting on the cusp of disruption, *Harvard Business Review*, October, 106-114.
- Creplet, F., O Dupouet, F. Kern, B. Mehmanpazir and F. Munier, 2001, Consultants and experts in management consulting firms, *Research Policy*, 30, 1517-1535.
- 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.
- 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.
- Teece, D.J., 2010, Business models, business strategy and innovation. *Long Range Planning*, 43, 1, 172-194.
- Werr, A., and T. Stjernberg, 2003, Exploring Management Consulting Firms as Knowledge Systems, *Organization Studies*, 24, 6, 881-908.

### Vereiste voorkennis

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

## Consulting Research Project

<b>Vakcode</b>	E_BA_CRP (61472000)
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	12.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. O. Bouwmeester
<b>Examinator</b>	dr. O. Bouwmeester

### Doel vak

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

### Inhoud vak

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.

### Onderwijsvorm

Individual supervision

### Toetsvorm

- Contract that mentions the workload
- Output made for the consulting firm
- Publication

### Literatuur

Dependent on the project

### Vereiste voorkennis

Acceptance based on interview

### Aanbevolen voorkennis

Participation in the honours track in Management Consulting

### Overige informatie

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

## Control and Audit

<b>Vakcode</b>	E_ACC_CA (61452090)
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	drs. J.G.I. van den Belt RA
<b>Examinator</b>	drs. J.G.I. van den Belt RA
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

This course aims to enable students to assess and discuss the influence of business risks and controls on the financial reporting by organizations. The focus is on the discovery of risks of misstatements by starting with an evaluation of business risks (Technical knowledge, Problem-solving skills). This will be studied from a practical as well as an academic point of view (Academic competencies), and students will train their capacity to present the outcome of their analysis to a relevant audience (Communication skills).

After following this course, you will have knowledge and understanding of:

- a taxonomy of organizations
- a framework for risk assessment
- assessment of risks within an organization and design and assessment of an internal control system to mitigate these risks from managements perspective (control);
- assessment of risks for the audit opinion and assessment of an internal control system to mitigate these risks;
- determination of audit steps necessary to audit an internal control system;
- the principles of business risk audit and the relation with financial audit.

You should then be able to:

- apply the knowledge on organizations by analyzing risk related topics in annual reports and other documents or sites from those organizations;
- read and analyze academic papers related to business risk audit;
- perform oral and written presentation of cases.

### **Inhoud vak**

Management is responsible for controlling the company in order to reach the company goals. An important part of this is the design and the proper functioning of internal controls. Auditors are responsible for an adequate audit and a correct audit opinion. For this they use the internal control system of the company amongst others. So both management and auditors rely on the internal control system, but from different perspectives. In this course both worlds are brought together. Similarities and differences between both perspectives are analyzed.

### **Onderwijsvorm**

The course is given during six lectures of 4 hours in which the theory will be covered in 1 hour and discussion and application of the theory in 3-hour interactive workgroup tutorials.

Students are encouraged to ask questions and participate actively to discuss the topic at hand.

Each week a case and an academic paper need to be prepared in advance and presented. Preparation consists of answering a set of questions by studying the annual report of a company as well as acquiring information from other sources (e.g. internet).

### **Toetsvorm**

The maximum score possible is 100 points and is earned by:

- Attending the lectures
- Oral and written presentations
- Written exam

In order to be admitted to the exam, every student needs to participate in the discussions and preparation of the cases.

Preparation of cases and papers is done by a team consisting of 4-6 students (teams are formed during the first lecture) and must be delivered by an upload on BlackBoard, a few days before the lecture in which this is presented and discussed.

Prepared cases and papers are graded by the lecturer.

Every team has to present their work at least once.

### **Literatuur**

Required reading:

- Vaassen, E., Meuwissen, R., Schelleman, C. (2013), Accounting Information Systems and Internal Control, 2nd edition, Chichester, United Kingdom: Wiley
- Arens, A.A., Elder, R.J. & Beasley, M.S. (2014), Auditing and Assurance Services, An integrated Approach, 15th edition, Upper Saddle River, United States of America: Pearson 2014
- Several academic papers that will be published on BlackBoard.

### **Vereiste voorkennis**

Knowledge is assumed of:

- business processes and the relation with financial reporting, equivalent to the VU bachelor course Accounting Information Systems

- The content of the Audit Theory course in the MSc Accounting & Control

### **Aanbevolen voorkennis**

Knowledge is assumed of:

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

This knowledge is provided in the VU-courses Accounting Information Systems and Audit Theory and can be found 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.

### **Overige informatie**

This course is mandatory for post-graduate accountancy students but can be taken as an elective as part of the master programme Accounting & Control.

## **Corporate Governance, Risk Management and Control**

<b>Vakcode</b>	E_ACC_CGRMC (60452000)
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	drs. D.R. Sadal RA
<b>Examinator</b>	drs. D.R. Sadal RA
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### **Doel vak**

This course aims to provide students with an understanding of how financial reporting processes are embedded in a wider context of corporate governance, internal control and risk management. Students learn to consider issues relating to financial reporting integrity at the intersection of regulations and codes (Institutional awareness), tools and concepts of information systems, risk management and control (Technical knowledge), and ethical issues (Reflection). Using a case-based approach, the course develops students' Problem-solving skills and Communication skills.

After following this course, students:

- Can explain the importance, meaning and inter-relations between Corporate Governance, Internal Control and Risk Management;
- Can discuss the roles and responsibilities of the various stakeholders in a private or public organization;

- Know the content of the vital Corporate Governance codes and understand the substantial similarities and differences between various codes;
- Understand how risk management can be embedded into the internal control structure of the organization;
- Understand the importance of proper information systems in the implementation of an internal control system
- Understand the limitations of Corporate Governance codes with respect to ensuring "proper" management
- Can apply and combine the knowledge and understanding as outlined above to analyze and discuss issues related to financial reporting integrity in the context of complex case settings.

### **Inhoud vak**

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.

Corporate governance covers a wide range of issues that are of interest to different disciplines including economics and law. In this course, we approach corporate governance from an accounting angle, because the integrity of financial reporting processes is a key aspect of corporate governance. In practice, corporate governance problems frequently come to light in the form of accounting scandals. In this course, we consider the causes and circumstances of such scandals, and we apply concepts from enterprise risk management and internal control to the financial reporting process to identify and understand potential governance issues and their resolution. We also consider issues relating to (un)ethical behavior in a corporate environment.

### **Onderwijsvorm**

Plenary lectures and discussion classes based on cases, prepared by students in advance. Participation in the discussion classes is mandatory.

In addition, students will work in small groups on one large case, on which a written paper needs to be submitted before the end of the course, and which has to be presented by students.

### **Toetsvorm**

Written closed-book exam  
Paper and presentation

### **Literatuur**

To be announced.

## **Corporate Law**

<b>Vakcode</b>	E_BA_CL ()
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	mr. dr. B.H.A. van Leeuwen
<b>Examinator</b>	mr. dr. B.H.A. van Leeuwen
<b>Docent(en)</b>	mr. dr. B.H.A. van Leeuwen

<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

## Corporate Social Responsibility

<b>Vakcode</b>	E_BA_CSR ()
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. K. van Bommel
<b>Examinator</b>	dr. K. van Bommel
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

Student should be able:

- To describe and explain various debates around key CSR themes.
- To critically analyze and reflect on various CSR themes, using research articles from leading academic research.
- To connect CSR themes to practice and analyze the dilemmas of managing CSR.

### Inhoud vak

In an era of deregulated markets, increasingly complex and global supply chains, resource shortages (e.g. oil, water), an expected world population of close to 10 billion by 2050 and IT and social media increasingly stretching the scope of transparency, firms face a broad range of challenges. As a result, stakeholders have increasingly begun to ask questions about organizations' Corporate Social Responsibility (CSR) practices. While such 'moral' talk of balancing economic, environmental, social and ethical concerns was once the preserve of various citizen and activist groups, the profusion of CSR language has become a common practice requiring strategic attention of practitioners and scholars in the fields of, for instance, Strategy & Organization, Management Consulting, HRM, Marketing, Finance and Accounting.

This course focuses on obtaining theoretical and practical knowledge on various CSR themes (e.g. stakeholder management, strategic CSR, circular economy, CSR consulting). In particular, the course aims to develop skills in critically assessing and reflecting on the various positions on selected CSR themes. In addition, the course asks students to consider how these theoretical concepts relate to practice, thereby stipulating the dilemmas, paradoxes and controversies that are emblematic for CSR. This should contribute to a deeper understanding of CSR and the strategic role of this concept within contemporary organizations.

### Onderwijsvorm

Lectures and tutorials

### Toetsvorm

To be announced

## Literatuur

To be announced

## Aanbevolen voorkennis

Ethics

## Corporate Valuation

<b>Vakcode</b>	E_BA_CV ()
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M. Millone MSc
<b>Examinator</b>	dr. M. Millone MSc
<b>Docent(en)</b>	dr. M. Millone MSc
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

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

### Inhoud vak

The course kicks off with a discussion of value drivers and Financial Statement Analysis. A valuation starts with a thorough understanding of the business strategy and an analysis of the financial figures. 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.

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 private equity funds. These topics will be the basis of two guest lectures.

After this overview specialized topics will be addressed: corporate valuation in special cases of high growth perspectives, valuation of corporate social responsibility and finally we will discuss the valuation of companies such as Facebook and Instagram.

Corporate Valuation topics will be applied in three business cases provided by the coordinator and one case provided by a guest lecturer.

### Onderwijsvorm

Lectures (2 times 2 hours per week) and working groups (1 time 2 hours per week).

### Toetsvorm

written exam (60%) and four case assignments (40%)

## Literatuur

- Reading material provided on black board
- Harvard business case course pack (this will be made available for purchase at the beginning of the course)
- Valuation, McKinsey (6th edition). (The 5th edition of this book can also be found as an e-book, but the students will be responsible to match the content between the two editions and no rights can be derived from using the older version of the book).

## Vereiste voorkennis

Advanced Corporate Financial Management 4. 1

## Cross Cultural Management

<b>Vakcode</b>	E_BA_CCM (61452100)
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. S.G.M. van de Bunt
<b>Examinator</b>	dr. S.G.M. van de Bunt
<b>Docent(en)</b>	prof. dr. A.M.R. Trompenaars, dr. S.G.M. van de Bunt, drs. B. Blokpoel
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

## Doel vak

Upon completion of this course, students have accomplished:

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 issues in and between organizations.

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, global business interactions, and (online/local) communities by applying models used in cross-cultural research.

Analyze business and leadership challenges from different value perspectives.

Apply a methodology to elicit, chart and reconcile cultural dilemmas that occur in a business context.

## Inhoud vak

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 and innovative solutions to business challenges/dilemmas. 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 and cross-cultural business context has prompted the inclusion of a sub-theme within the course. In the academic year of 2016-17, 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 a symposium, included in this course.

### Onderwijsvorm

The CCM course consists of 6 lectures and 3 seminars, which includes a symposium. The lectures are meant to provide input for students to enable them to apply their acquired knowledge in the seminars and individual assignment. Throughout the lectures a spiral learning approach will be adopted whereby an approach to dealing with culture and cultural value differences will be constantly related to different business topics.

### Toetsvorm

Team assignment and individual examination

### Overige informatie

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp>

## Decision Making in Supply Chains

<b>Vakcode</b>	E_BA_DMSC (61442080)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. W.E.H. Dullaert
<b>Examinator</b>	prof. dr. W.E.H. Dullaert
<b>Docent(en)</b>	prof. dr. W.E.H. Dullaert
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep, Practicum
<b>Niveau</b>	400

### Doel vak

In today's highly competitive markets supply chain managers are challenged to design, plan and control logistics processes at company and supply chain level. Regardless of whether their supply chain is aiming for e.g. higher responsiveness, improved cost efficiency or supply chain vulnerability, the resulting decision problems tend to be complex and require quantitative analysis. Moreover, they often need to be addressed under time pressure without access to dedicated software tools.

This course wants to teach students how to use and build spreadsheet models to (i) analyze real-life company data, (ii) develop optimization and simulation models, (iii) report results and formulate recommendations to improve supply chain performance.

### **Inhoud vak**

In this course you learn a variety of methods for analyzing, 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 (and add-ins) instead of dedicated software which is often unavailable in companies. Important topics that we are going to address are data processing, optimization and simulation analysis.

Students will be challenged to solve exercises and case studies by designing appropriate spreadsheet models.

### **Onderwijsvorm**

Lectures and (computer) tutorials

### **Toetsvorm**

Team assessment

Individual exam

### **Literatuur**

- extensive handouts and additional course material to be distributed via Blackboard
- handbook to be announced

### **Vereiste voorkennis**

Students not following the MSc BA TSCM programme are kindly requested to contact the course coordinator prior to enrollment.

## **Derivatives**

<b>Vakcode</b>	E_FIN_DER (60442060)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. N.J. Seeger
<b>Examinator</b>	dr. N.J. Seeger
<b>Docent(en)</b>	dr. N.J. Seeger
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### **Doel vak**

The primary objective of this course is to provide students with an advanced introduction to derivative instruments. By the end of the course students should have a sound understanding of the pricing concepts, practical applicability, operational complexity, and risks of several linear and non-linear derivatives.

### **Inhoud vak**

In today's financial world, the role of derivatives gets increasingly important. Banks and pension funds use derivatives to manage their balance sheet risk, corporate treasuries need derivatives for mitigation of international trade risk, insurance companies actively apply derivatives strategically in order to hedge long term interest rate exposures. Worldwide derivatives trading has exploded to unprecedented levels in the last decades. Therefore, a sound understanding of derivatives is indispensable for anyone pursuing a job in finance.

The course aims to help students in developing a general understanding of the fundamental principles related to derivative instruments. When we try to understand derivative instruments we will ask questions like:

1. How do derivative instruments work?
2. Is it possible to decompose derivatives in basic assets?
3. How to determine the fair value of derivative instruments?
4. What are the risks of using derivative instruments?
5. How are derivative instruments applied in practice and are there any relevant operational issues in the real world?

Hence, the course focuses on facilitating conceptual understanding of derivative instruments and of the methods that are needed to apply derivatives in different settings of finance applications; whether it is for trading purposes, structuring products, risk management, etc.

The field of derivatives is one of the most mathematically sophisticated in finance. Therefore, to understand derivatives it is inevitable to deal with mathematical methods. However, we want to emphasize that in the course mathematical methods are primarily used as tools to understand derivatives. We intend to serve a balanced mix of theory, intuition and practical aspects.

The course will treat the following subjects:

- Why derivatives?
- Forwards, futures and options
- Pricing concepts of derivative instruments
- Discrete and continuous time option pricing models
- Understanding Black-Scholes formula
- Beyond Black-Scholes (stochastic volatility and jumps)
- Hedging strategies
- Estimating model parameters
- Credit derivatives / Financial Crisis

### **Onderwijsvorm**

The course spans a period of six weeks. There will be 12 lecture sessions of 2 x 45 minutes each (for dates and times see course schedule), in which the course material is presented. There will be two additional tutorial sessions in which solutions to programming problems related to derivatives topics will be discussed.

### **Toetsvorm**

The final grade of the course is the grade of the written exam.

### **Literatuur**

- Lecture slides
- John Hull: Options, Futures and other Derivatives, 8th Edition, 2011

Further References:

- Das, R.K. and S.R. Sundaram: Derivatives: Principles and Practice, McGRAW-Hill International Edition, 2010
- Jarrow, R. and A. Chatterjea: An Introduction to Derivative Securities, Financial Markets, and Risk Management, W. W. Norton & Company, 2013
- Baxter/Rennie: Financial Calculus, Cambridge, 1996. - Neftci: Principles of Financial Engineering, Elsevier, 2nd edition, 2008.
- Bingham/Kiesel: Risk-Neutral Valuation: Pricing and Hedging of Financial Derivatives, Springer, 2004.
- Björk, T.: Arbitrage Theory in Continuous Time, Oxford University Press, 2004.

### Vereiste voorkennis

Students entering this course should be familiar with the basic corporate finance principles and techniques (e. g. Berk/DeMarzo, Corporate Finance. 2013) and investment management concepts (e. g. Bodie, Investments. 2010). In order to follow the course material right from the start it is recommended to review the derivatives material that has been covered in the courses: Financiering 2.5 and Investments 3.4. For solving the assignments, programming experience with Excel/VBA is required. A very good introduction to Excel/VBA can be found on the homepage <http://xlvu.weebly.com>; provided by Dr. Arjen Siegmann.

## Diversity in Organizations

<b>Vakcode</b>	E_BA_DIO (61442380)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. D.A. Driver-Zwartkruis
<b>Examinator</b>	dr. D.A. Driver-Zwartkruis
<b>Docent(en)</b>	dr. P.J. Peverelli, dr. C.J. Vinkenburg
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

In this course you will:

- Explore the role of differences between individuals in organizations;
- Gain a complex understanding of the theory and practice of diversity in the workplace;
- Enhance your understanding of managing differences and inclusion;
- Reflect on the consequences of a diverse workforce

### Inhoud vak

In organizations, a wide diversity of people have to work together. They differ in terms of gender, race, professional specialization, sexuality, age, nationality, education, membership of social networks, etc. These differences are bound to affect the processes of organizing. Although this diversity can make it difficult to understand each other and work together smoothly, it also opens up possibilities for learning and exploring new solutions. In this course we will focus on theories and practices of dealing with diversity and inclusion in organizations.

### Onderwijsvorm

In the lectures different perspectives on diversity will be presented and discussed. Before each lecture required readings will be posted on Blackboard.

In the seminars you will discuss and work on diversity in theory and practice.

### Toetsvorm

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.

### Literatuur

The literature for this course will be announced through blackboard.

### Aanbevolen voorkennis

Knowledge at the level of the 3rd year course Advanced HRM is a helpful basis for this course.

## E-Business and Information Management

<b>Vakcode</b>	E_BA_EBIM (61412310)
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. J.F.M. Feldberg
<b>Examinator</b>	prof. dr. J.F.M. Feldberg
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

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.

### **Inhoud vak**

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, Big data, Social Media etc.). Today's business managers must be able to address the implications of significant trends like digital social networking (e.g. Facebook, Instagram and Twitter), 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. e.g. Active Worlds, World of Warcraft 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 (big data and data science) and to enhance knowledge management will also be dealt with.

### **Onderwijsvorm**

lecture

Lectures, workshops, tutorials and individual feedback sessions.

### **Toetsvorm**

paper

45 percent

written interim examination

55 percent

### Literatuur

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

### Vereiste voorkennis

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

## E-Business Development

<b>Vakcode</b>	E_BA_EBD (61452300)
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. ir. J.W.M. Gerrits
<b>Examinator</b>	prof. dr. ir. J.W.M. Gerrits
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

Upon completion of this course, students:

- 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.

### Inhoud vak

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.

### Onderwijsvorm

Lecture / project

### Toetsvorm

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

### Literatuur

T.b.a.

## Empirical Finance

<b>Vakcode</b>	E_FIN_EF (60442070)
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<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. A. Lucas
<b>Examinator</b>	prof. dr. A. Lucas
<b>Docent(en)</b>	prof. dr. A. Lucas, dr. A. Opschoor
<b>Lesmethode(n)</b>	Hoorcollege, Casecollege, Werkcollege
<b>Niveau</b>	400

### **Doel vak**

The student is able to:

- 1) translate a financial research question into a modelling equation that can be operationalized for statistical or mathematical analysis.
- 2) Apply various empirical models and methods - ranging from linear regression, maximum likelihood, time series models and forecasting – on empirical data, using statistical software
- 3) Report the results of his/her analysis clearly according to academic standards.

### **Inhoud vak**

The course concentrates on the following methodologies: regression model, endogeneity and instrumental variables, time series models, tests for information efficiency, market microstructure, credit risk, event study analysis, portfolio valuation, fixed income, volatility models (GARCH), switching models, forecasting.

This course offers students the opportunity to study advanced empirical research methods in finance. The objective is to increase the students' ability to understand and to apply empirical methods in finance. The course represents an integration of theory, methods and examples. We use STATA as our standard software. The aim of the course is to enable students to undertake their own quantitative research projects in practice.

### **Onderwijsvorm**

The first week there is an introductory computer lab session to get familiar with the software used in class, STATA. There are two lecture sessions each week for six weeks. Next to this, there is a lab session each week in smaller groups.

The programme consists of lectures, classroom discussions, case work, and computer exercises. Students are expected to actively participate in all classroom discussions. The purpose of the compulsory case work is to give students the practical skills for solving empirical finance problems.

### **Toetsvorm**

There is a final written exam (70 percent; minimum grade 5.0 to pass the course).

There case work during the course (30 percent).

There is a reporting case (0 percent, pass/fail, must be passed to complete the course).

### **Literatuur**

Book: Introductory Econometrics for Finance, 2nd Edition, Chris Brooks, Cambridge University Press.

Slides and lecture notes.

Relevant academic papers (to be indicated at the start of the course).

### Vereiste voorkennis

Students should have a sound knowledge of introductory mathematics (including linear algebra) and statistics at the bachelor economics level and be familiar with key concepts of corporate finance, investments and financial markets.

Indication of entry level:

Sydsaeter and Hammond (2006, Prentice Hall): Essential Mathematics for Economic Analysis.

Business Statistics Berenson, Levine, Krehbiel (2002): Basic Business Statistics.

Brealey and Myers (2002): Principles of Corporate Finance, 7th ed.

Bodie, Kane, and Marcus (1996): Investments.

### Aanbevolen voorkennis

Core courses Advanced Corporate Finance (4.1) and Asset Pricing (4.1).

## Empirical Finance and Accounting

<b>Vakcode</b>	E_BA_EFA ()
<b>Periode</b>	Periode 3
<b>Credits</b>	0.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. A. Opschoor
<b>Examinator</b>	dr. A. Opschoor
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

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.

### Inhoud vak

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.

### Toetsvorm

Students are required to make two cases in groups of three students, which are graded. Students will form groups of 3 students (same as for Research Seminar) and hand in 2 graded 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.

### Literatuur

Verbeek, A Guide to Modern Econometrics

## Enterprising Skills

<b>Vakcode</b>	E_ENT_ESK ()
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M.W. van Gelderen
<b>Examinator</b>	dr. M.W. van Gelderen
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep

### Doel vak

Upon completion of this course, students have:

- acquired knowledge with regard to enterprising skills;
- gained insight into, and developed enterprising skills;

- developed coaching and mentoring skills.

### **Inhoud vak**

This course allows students 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 the student is an entrepreneur (by any definition), self-employed (or zzp'er), freelancer, contract worker, or even as an employee. Students will study the research and theory with regard to these skills (or competencies), and then practice these skills in the context of their own life. Moreover, students will 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 behaviour can be expressed in starting a new venture but also in a multitude of other endeavours. 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.

### **Onderwijsvorm**

Lectures and experiential learning

### **Toetsvorm**

All (3) assignments are individual. Percentage: 40/30/30. All assignments need to be passed (no compensation).

### **Resit**

A second chance is allowed for all 3 assignments. However, the mark that one can obtain for a revision is capped at 6. For second chance submissions of entirely new assignments, no grade cap applies.

### **Literatuur**

Articles to be found at <http://www.enterprisingcompetencies.com> URL.

Geoff Colvin - Talent is Overrated (2010)

Additional literature to be announced.

### **Intekenprocedure**

Please note that there is a capacity cap of 45 students

### **Overige informatie**

This course is organised by the VU. For more information, please go to

<http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp> URL.

## **Ethics**

<b>Vakcode</b>	E_BA_ETH (61432100)
<b>Periode</b>	Periode 3
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. J.F.D.B. Wempe
<b>Examinator</b>	prof. dr. J.F.D.B. Wempe

<b>Docent(en)</b>	prof. dr. ir. H.A. Rijken, dr. O. Bouwmeester, prof. dr. ir. S.L.J.M. de Leeuw, dr. C.M.J. Wickert
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

- 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

### Inhoud vak

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

### Onderwijsvorm

lecture  
lecture per specialization

### Toetsvorm

Multiple choice exam  
Individual paper

### Literatuur

Information will follow

**Vereiste voorkennis**

No prior knowledge required

**Doelgroep**

All master students Business Administration

## Financial Sector Regulation

<b>Vakcode</b>	E_BA_FSR ()
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. S.G. van der Lecq
<b>Examinator</b>	prof. dr. S.G. van der Lecq
<b>Docent(en)</b>	prof. dr. S.G. van der Lecq
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

**Doel vak**

The course has 2 goals: (1) provide students with up to date knowledge on the essence of some financial sector regulations; (2) practice setting up arguments on the reasons behind regulations, as well as their impact on the functioning of financial markets. We will focus on financial markets in Europe.

**Inhoud vak**

We will start with analytical concepts, which can be applied to all (financial) markets. Then we will make a tour d'horizon around a few (European) financial markets, exploring the impact of the financial crisis and the subsequent regulations. Some lectures will focus on general topics, like systemic risk and stress testing. We will wrap up with the implications for your career.

**Onderwijsvorm**

Classroom lectures by teacher and by senior practitioners in the respective fields (e.g. supervisors). Individual essay aimed to apply the concepts and set up an argument.

**Toetsvorm**

individual exam (80%) + individual essay (20%). The essay has to be submitted before the last lecture (deadline to be announced in time).

**Literatuur**

Journal articles, research papers from supervisory and policy institutes, background information.

**Vereiste voorkennis**

Since the group is blended (FMR + QRM), no particular knowledge is required.

**Aanbevolen voorkennis**

Some basics in micro, industrial organisation and macro are helpful. Reading financial newspapers is highly recommended.

**Doelgroep**

Students who aim for a career in the financial sector (corporate, advisory, supervisory).

**Overige informatie**

This course is qualitative in nature. We will not do any calculus.

## Financial Decision Making

<b>Vakcode</b>	E_BA_FDM ()
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. M.J. van den Assem
<b>Examinator</b>	prof. dr. M.J. van den Assem
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

**Doel vak**

The aims of the course are to understand

- 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.

**Inhoud vak**

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 psychology, behavioral economics, and behavioral finance. It repeatedly contrasts decision making behavior with rational norms and explains why people deviate systematically from these norms. 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.

**Onderwijsvorm**

Lectures (2 times 2 hours per week)

**Toetsvorm**

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

**Literatuur**

- Bazerman & Moore, Judgment in Managerial Decision Making, Wiley, most recent edition.
- Selected articles (to be announced).

**Vereiste voorkennis**

None

**Overige informatie**

For students MSc Business Administration, Financial Management track.  
Not accessible for students MSc Finance; these students can instead take the course Behavioral Finance, which deals with similar topics.

**Financial System Design**

<b>Vakcode</b>	E_BA_FSD (61452310)
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. P.J. Wierds
<b>Examinator</b>	dr. P.J. Wierds
<b>Docent(en)</b>	prof. dr. D. Schoenmaker, dr. P.J. Wierds
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

**Doel vak**

The aim of the course is to examine the (re)design of the financial system. The global financial crisis and 2010-12 EU sovereign debt crisis have 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 their interaction
- have insight in the complexity of the (re)design process, addressing the functions and structure of the financial system
- are able to evaluate risks to financial stability at the national and international level
- are able to evaluate critically the different policy proposals to strengthen the financial system

**Inhoud vak**

This course examines the design of the financial system. The global 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 introduces the key questions: how do the functions and the structure of the financial system interact? What are the pros and cons of a banking vs. market-based financial system? What is driving the growth in shadow banking? What are the structural implications of debt bias?

The second part of the course examines market failures. What are they and why are they especially relevant in the financial system? What is systemic risk and why do financial crises arise? Which policies can prevent and mitigate systemic risk?

The third part investigates government failure. Why does government regulation sometimes contribute to systemic risk instead of mitigating it? How does the European banking union intend to resolve such failure? Will the new resolution regimes prevent future bail-outs of systemically important institutions? Why do regulatory leakages occur and how can they be addressed?

### Onderwijsvorm

lecture

### Toetsvorm

written interim examination

60 percent, closed book

assignment

20 percent

### Literatuur

Papers to be announced.

## Honours Research Colloquia

<b>Vakcode</b>	E_ABRI_HRC ()
<b>Periode</b>	Periode 3+4
<b>Credits</b>	9.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M. Soekijad
<b>Examinator</b>	dr. M. Soekijad
<b>Docent(en)</b>	prof. dr. S.N. Khapova
<b>Lesmethode(n)</b>	Werkcollege
<b>Niveau</b>	500

### Doel vak

By the end of this course students will:

- 1) Be aware of key research topics in ten business fields.
  - 2) Be acquainted with differences in research designs and methods applicable to separate business fields.
  - 3) Have experienced first-hand how students' own disciplinary backgrounds can inform and enable research and practices in other business fields.
- Have initiated and composed a high quality research proposal.

### Inhoud vak

This course focuses on introducing a selected group of talented students, representing different disciplines and different Master degree specializations, to advances in business research in 10 business fields: corporate finance; distribution and supply chain logistics; strategy and entrepreneurship; human resources management; knowledge, information and networks; marketing; operations research; organizational behavior; accounting and control, and organization theory. Next to introducing students to the advanced business research topics, the course also addresses specifics of the research conducted in different business fields, including the types of research questions studied, the relevant methods used, and the implications flowing from this research.

The course aims to serve as an intellectual platform for future business leaders and academics. It involves students representing different disciplines and is therefore designed to enable cross-disciplinary debates leading to identifying "new" problems calling for urgent attention of business practitioners and researchers. These debates are also aimed at becoming an important source of knowledge creation for the students' individual course assignment – a research proposal. It concerns a theory development on an original business topic and a description of a potential study and aims at developing the skills to be able to find and develop a topic that is concrete and relevant, and write it in such a way that it attracts potential sponsors.

### Onderwijsvorm

The course consists of 10 weeks, plus introduction. Each week is dedicated to one business field referred to as a 'module'. Each module consists of 4 hours sessions.

Small teams are formed that will consist of students from a similar discipline to enable stronger debates between teams during the course. Teams are responsible for formulating research propositions for each week.

Sessions are typically structured in three major 'blocks':

1st part: lecture by a representative of the research group; often a full professor

2nd part: presentations by teams of the compulsory articles of the theme of the week

3rd part: interactive plenary discussion led by the professor

### Toetsvorm

The grade for this course consists of 70% individual research proposal; and 30% for the in-class team presentation of assigned articles.

### Literatuur

A set of approx. 4 academic articles each week that are distributed via Blackboard.

### Vereiste voorkennis

This course is only available for students accepted to the MSc Honours Programme in Business Research (offered by ABRI Graduate School).

## Institutional Investments

<b>Vakcode</b>	E_BA_IINV ()
<b>Periode</b>	Ac. Jaar (september), Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M. Boes
<b>Examinator</b>	dr. M. Boes
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

## Doel vak

The objective of this course is threefold. First, we will go through the academic foundations of portfolio decision making and asset pricing. Second, students will review the characteristics of the most important asset classes used in portfolio management, such as stocks, bonds, but also alternatives such as hedge funds and private equity, and derivatives (predominantly interest rate swaps). The focus will be on both the theoretical concepts and how they are implemented in practice.

Finally, students will gain insight in the way major financial players such as pension funds, institutional asset managers and insurance companies manage their balance sheet (risk). 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, e.g. Asset and Liabilities Management (ALM) for pension funds.

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.

## Inhoud vak

- traditional portfolio construction based on market capitalization and modern alternative construction methods (risk based strategies, fundamental indexing, etc.)
- 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;
- 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;
- portfolio construction process for pension funds and fiduciary managers.

## Onderwijsvorm

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

## Toetsvorm

- Written exam (85%)
- Two cases (15%)
- Cases are mandatory; if students do not participate in the cases they cannot pass for the course

## Literatuur

- Andrew Ang: A Systematic Approach to Factor Investing, Oxford University Press
- Additional course material (e.g. academic papers) will be provided on Blackboard

## Knowledge and Innovation Networks

<b>Vakcode</b>	E_BA_KIN (61422180)
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<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M. Soekijad
<b>Examinator</b>	dr. M. Soekijad
<b>Docent(en)</b>	dr. M. Soekijad, dr. P.R. Tuertscher
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

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.

### Inhoud vak

Knowledge and Innovation Networks focuses on the role that new forms of organizing such as networks 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. coopetition). This course focuses on how firms can use networks to create, share, transfer and transform knowledge, which has become the most important factor 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 research from multiple disciplines, using a variety of methods and perspectives. Students will be introduced to this work in the lectures, where they also get the opportunity to discuss and critically reflect about the issues involved.

Students will get the opportunity to use these different perspectives and see how they are relevant in a real business case. Small groups of students (about 4 students each) will conduct research at an organization to analyze from different perspectives the implementation of KIN-related strategies / tools (one year the project was ABN Amro, where students evaluated the implementation of Guruscan, a tool for managing knowledge networks in large organizations\*). Throughout the course students will share their data and emerging with the class and

discuss it with other groups and receive feedback and support from the instructors in order to compile a short research report on their findings.

\* More details about the participation of company partners for upcoming year will be communicated in the course manual.

### Onderwijsvorm

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).

### Toetsvorm

- Team report
- Individual assignments
- Short reflection paper

### Literatuur

Papers that will be made available on blackboard. For each week students need to prepare selected readings before class (individual assignments).

## Leadership

<b>Vakcode</b>	E_BA_LS ()
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. J.K. Oostrom
<b>Examinator</b>	dr. J.K. Oostrom
<b>Docent(en)</b>	dr. L.A. Havermans
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

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

### **Inhoud vak**

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.

### **Onderwijsvorm**

- 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, receiving feedback on your performance and development needs.

### **Toetsvorm**

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.

### **Literatuur**

To be announced on blackboard

### **Vereiste voorkennis**

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

### **Aanbevolen voorkennis**

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

## **Management Consulting**

<b>Vakcode</b>	E_BA_MC (61412340)
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. O. Bouwmeester
<b>Examinator</b>	dr. O. Bouwmeester
<b>Docent(en)</b>	prof. dr. A.P. de Man, dr. I. Mikhailava, dr. L.C. Noury
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### **Doel vak**

- 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 structuring and writing consultant reports, slides and professional journal articles;
- You are able to understand, frame and act on a question (assignment, exam question, interview/research question). These might be rather open questions, as will be the case for consultant when acting on a client's question.

### **Inhoud vak**

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 touches on themes like the intangible nature of management consulting, the role of language and writing, work-life balance and stress in consulting, consulting roles, issues of professionalism and ethics, and consultant-client relations.

### **Onderwijsvorm**

Lectures and seminars

### **Toetsvorm**

Written examination and individual assignments

### **Literatuur**

Articles, to be announced.

## **Management Control**

<b>Vakcode</b>	E_ACC_MC (60442110)
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. H.C. Dekker
<b>Examinator</b>	prof. dr. H.C. Dekker
<b>Docent(en)</b>	dr. P.C.M. Claes, prof. dr. H.C. Dekker
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

### **Doel vak**

This course provides in-depth knowledge that relates to how firms create the conditions to achieve predetermined or desirable outcomes (technical proficiency). It allows students by means of a textbook, cases and academic papers to consider a wide range of control mechanisms that can be used to achieve this purpose of achieving organizational objectives, ranging from formal information-based mechanisms to more informal personnel and social control mechanisms (academic competencies). Students share their thoughts on application and use of controls by presenting cases and paper reviews and lead classroom discussions (communication skills), balancing pros and cons - also from an ethical point of view, to express their suggestions on the application of controls in practice (reflection).

After following this course, you will be familiar with:

- Acquiring a thorough understanding of the components of MCS, their effects on human behavior, their interrelationships and design criteria.
- Active learning using the case method, in which the analysis of actual events of companies stimulates learning, and identification and application of relevant knowledge to complex problems.
- Developing skills to critically evaluate how empirical (accounting) research and its outcomes contribute to a theoretical understanding of the field and to implications for practice.
- Further development of competencies in presenting and discussing business analyses and academic papers.

### **Inhoud vak**

The contents of this course can broadly 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 management control systems (MCS) in organizations, management control alternatives and their effects on behavior, and the determinants of MCS design. This part of the course will build mainly on the book by Merchant and van der Stede as referred to below, and case presentations and discussions. The second section of the course uses these insights from part I to study MCS in different organizational forms: (1) performance measurement and incentive compensation in profit seeking firms, (2) management control in hospitals and (3) management control in interfirm relationships. In analyzing the control function in these three different forms of organization, contemporary empirical accounting and management research is examined, by critically studying, presenting and reporting on articles from the accounting literature. This section therefore also builds on both theory insight from part I and skills in research methods acquired earlier during the economics and business administration curriculum.

### **Onderwijsvorm**

Class in a group of ca. 30 students on Monday and Thursday.

### **Toetsvorm**

Case reports (2 \* 7.5% of final grade)  
 Presentation (case or paper review – 7.5% of final grade)  
 Paper review (7.5% of final grade)  
 Written exam (70% of final grade)  
 Optional assignment yielding a maximum of 1 full point on top of final grade.

### **Literatuur**

- Merchant, K.A. & Van der Stede, W.A. (2012). Management Control Systems: Performance Measurement, Evaluation and Incentives, Harlow, United Kingdom: Prentice Hall, 3rd Edition.
- Selected articles for review, presentation and discussion (to be announced in the course manual).

### **Aanbevolen voorkennis**

The course assumes basic knowledge of common economic theories (e.g., transaction cost economics, agency theory) and accounting knowledge (e.g., cost behavior, investment decisions).

### **Overige informatie**

In enrolling for the course, please take note of the fact that presentation, cases and paper reviews are subject to team work (of max 3

students, to be formed during the first lecture). This means that once starting this course, you must finish it!

## Management Idea Factory

<b>Vakcode</b>	E_BA_MIF ()
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. H.S. Heusinkveld
<b>Examinator</b>	dr. H.S. Heusinkveld
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

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.
- (3) provides a scientifically-grounded 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.

Overall, 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.

### Inhoud vak

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. Examples are Lean Management, Competence Management, Business Process Management, The BalancedScorecard and ISO 9000. 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 an important, both practical and scientific, need to develop a better understand of the way they are translated into practice.

But what do we actually know about (1) where these ideas come from, and (2) their possible impact on 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 origin and evolution of a given management idea and critically

asses the implementation of this idea within an organizational context.

### Onderwijsvorm

Lecture, Study group

### Toetsvorm

Research paper, presentation and academic review

### Literatuur

Academic articles. Please see course guide. To be announced

## Management of Sustainable Innovation

<b>Vakcode</b>	E_BA_MANSI ()
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. R.J.A. Klein Woolthuis
<b>Examinator</b>	dr. R.J.A. Klein Woolthuis
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

1. Learn to conceive sustainable business innovations that create shared value: cars without emissions, houses that produce their own energy, technologies that make clean drinking water for the poor.

2. Increase understanding of how companies, public and government are interrelated in making these innovations a success

3. Show the ability to 'connect the dots' between environmental, social and economic challenges and concrete business opportunities.

This last learning goal has to be made explicit in the assignment: Making a business pitch of a sustainable innovation to a professional Dragon's Den.

For the course much use will be made of film and documentaries. The business pitch will also have to be made as a you-tube film. The best pitches will be selected through voting on-line, and presented to the Dragon's Den.

### Inhoud vak

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.

### Onderwijsvorm

Sustainable innovation business pitches:

Students write a strategic business plan for a sustainable innovation. Examples could be membranes for water cleaning, solar technologies for developing countries, organic catering services, bicycles for polluted cities in India.

In the assignment students use the literature offered in the course to develop a coherent insight into how they can make this innovation a success. Connecting the dots is key: What are external developments / problems? Which innovation can help solve this? Which stakeholders have a stake in this problem? And how can the interaction between innovation and stakeholders be orchestrated to make the innovation a success?

### Toetsvorm

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

### Literatuur

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 (or later edition)

Several articles which will be placed on Blackboard.

## Managing Service Innovation

<b>Vakcode</b>	E_BA_MSI ()
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M.J. Flikkema
<b>Examinator</b>	dr. M.J. Flikkema
<b>Docent(en)</b>	dr. M.J. Flikkema
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

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

### **Inhoud vak**

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

### **Onderwijsvorm**

Participative seminars (introduction – dialogue – case presentations)

### **Toetsvorm**

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

### **Literatuur**

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

### **Vereiste voorkennis**

Willingness to participate actively!

### **Aanbevolen voorkennis**

Content of the bachelor course:

- Business Administration in the Service Industry
- Technology and Innovation

### **Overige informatie**

Maximum number of participants: 75.

## **Network Analysis**

<b>Vakcode</b>	E_BA_NA (61422100)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. T. de Graaff
<b>Examinator</b>	dr. T. de Graaff
<b>Docent(en)</b>	dr. T. de Graaff
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### **Doel vak**

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.

### **Inhoud vak**

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.

### **Onderwijsvorm**

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

### **Toetsvorm**

- written interim examination
- assignments

### **Literatuur**

- Syllabus
- Selected papers

### **Vereiste voorkennis**

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

## **New Ways of Working**

<b>Vakcode</b>	E_BA_NWW (61422330)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. A.J. Porter
<b>Examinator</b>	dr. A.J. Porter
<b>Docent(en)</b>	dr. L.C.M. Agterberg, J. Schlegelmilch

<b>Lesmethode(n)</b>	Werkcollege, Hoorcollege
<b>Niveau</b>	400

### **Doel vak**

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.

### **Inhoud vak**

New ways of working refers to new ways in which knowledge workers collaborate in increasingly distributed contexts, instigated by digital technologies. Personal mobile devices are increasingly used for coordination and communication while working in flexible settings such as open offices and co-working spaces. Some mobile knowledge workers even work across the globe independent of any location. Furthermore, work is increasingly being done virtually and communication extends more and more beyond traditional media to social media and even robotics in the workplace. 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.

### **Onderwijsvorm**

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.

### **Toetsvorm**

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

### **Literatuur**

Papers, to be announced on Blackboard

### **Overige informatie**

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

<b>Vakcode</b>	E_BA_OPB ()
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. G. Maroti
<b>Examinator</b>	dr. G. Maroti
<b>Docent(en)</b>	dr. G. Maroti, dr. J. de Vries
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

### Doel vak

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.
- Understand the role and importance of behavioral factors in managing performance.

### Inhoud vak

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. The course will focus on academic methods relevant to benchmarking of operations performance in business practice. 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, behavioral aspects of operations management, resources management and operations strategy. The course is therefore also accessible to students without prior knowledge of TSCM.

### Onderwijsvorm

Lectures and tutorials.

### Toetsvorm

A combination of group assignments and a written exam

### Literatuur

Extensive handouts and additional course materials to be distributed via blackboard; supporting chapters from a handbook (to be determined).

### Overige informatie

Students who are not enrolled in the full time or online MSc BA programme with specialization in TSCM are kindly requested to contact the course coordinator prior to enrollment.

## Organization Development and Change

<b>Vakcode</b>	E_BA_ODC (61442010)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. I. Mikhailava
<b>Examinator</b>	dr. I. Mikhailava
<b>Docent(en)</b>	dr. I. Mikhailava
<b>Lesmethode(n)</b>	Hoorcollege, Practicum, Werkgroep
<b>Niveau</b>	400

### Doel vak

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.

### Inhoud vak

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

### Onderwijsvorm

Lectures, seminars, group work, presentations

### Toetsvorm

Group report; individual essay(s); presentation

### Literatuur

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

### Overige informatie

For inquiries, please contact course coordinator Dr. Irina Mikhailava at [i.mikhailava@vu.nl](mailto:i.mikhailava@vu.nl)

## Performance Management and Control

<b>Vakcode</b>	E_BA_PMC (61422010)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. P.G.W. Jansen
<b>Examinator</b>	prof. dr. P.G.W. Jansen
<b>Docent(en)</b>	prof. dr. T.L.C.M. Groot, prof. dr. P.G.W. Jansen, dr. P.C.M. Claes
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

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.

Learning objectives:

1. Academic knowledge: Know-how and command of theoretical domain of the field of PMC, both in-depth and broadly.
2. Academic skills:
  - a. Capability to access, study and critically evaluate scientific information with respect to PMC.
  - b. Academic level - quality of work. Research projects are designed and executed in a systematic / planned and methodologically sound way .
3. Applying knowledge:
  - a. Problem-solving attitude, ability to deal creatively and systematically with problems that arise in scientific or professional practice. The student is able to work at the clarification or solution of a problem applying relevant theoretical and methodological choices, and being aware of ethical aspects .
  - b. Managerial challenges which students have to solve: Has the social and communicative abilities that are necessary in professional practice. In addition, has mastery in practical abilities that are necessary for a starting profession

In sum, the course contributes to further developing your 'academic level', to intellectual development (logical, reflexive, critical, creative, ethical and independent) into a truly academic attitude, translated into academically sound and practically useful work.

## **Inhoud vak**

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.

## **Onderwijsvorm**

- 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.

## **Toetsvorm**

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.

## **Vereiste voorkennis**

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

## **Aanbevolen voorkennis**

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

## **Overige informatie**

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

<b>Vakcode</b>	E_BA_PEA (61422160)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. O. Bouwmeester
<b>Examinator</b>	dr. O. Bouwmeester
<b>Docent(en)</b>	dr. O. Bouwmeester
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

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

### Inhoud vak

Students have to analyze and then improve a publicly available advice report written by

consultants on a subject of public interest. 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.

### Onderwijsvorm

Lectures and seminars

### Toetsvorm

Assignments and paper

### Literatuur

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

### Vereiste voorkennis

Course Management Consulting 4.1

### Aanbevolen voorkennis

Course Management Consulting 4.1

## Qualitative Research Methods

<b>Vakcode</b>	E_ABRI_QRM (60505210)
<b>Periode</b>	Periode 4+5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M. Soekijad
<b>Examinator</b>	dr. M. Soekijad
<b>Docent(en)</b>	prof. dr. ir. B.A.G. Bossink, prof. dr. S.N. Khapova
<b>Lesmethode(n)</b>	Werkgroep
<b>Niveau</b>	500

### **Doel vak**

Participants learn to conduct various elements of qualitative research that eventually aims at publishing qualitative research (design, data collection, data analysis, writing). Each session has its own detailed learning outcomes, as explained in the course manual.

### **Inhoud vak**

The course enables a selected group of MSc Honours students to conduct in-depth, analytical, complexity-structuring empirical research. Students learn to conduct the various parts of qualitative research that fit with the elements of a qualitative research publication (methodology and methods, literature, empirical findings, discussion/analysis, conclusion). This advanced course is based on seminal work in journals such as AMR, AMJ, OSci, JMS, SMJ, ASQ and taught by faculty who will use their own practical experience with publishing qualitative research.

### **Onderwijsvorm**

The course consists of 5 full-day sessions. Each session is dedicated to one element of a qualitative research process, and will consist of two parts, typically structured as follows: a morning part in which the topic is introduced and discussed and an afternoon part in which participants interactively work on a relevant assignment. All participants are expected to complete the assignments individually.

### **Toetsvorm**

Students have to hand in 4 individual assignments, linked to the sessions, of which the best three are graded. The assignments can be based on the honours student's Master's thesis project (if that fulfils the requirements). Assignments and exact evaluation criteria for grading will be explained during the sessions.

Part of passing the requirements of this course is that attendance is mandatory, being absent for more than one day leads to not passing the course. Besides attendance, a number of mandatory in-class assignments need to be handed in (not for grades). Active participation in discussions in class is expected as research is engaging in a debate and a willingness to do so should also be shown in class.

### **Literatuur**

A set of academic articles will be made available via Blackboard. The literature is assumed to have been read prior to each session.

### **Vereiste voorkennis**

This course is only available for students accepted to the MSc Honours Programme in Business Research (offered by ABRI Graduate School).

## RABO Honours Class

<b>Vakcode</b>	E_FIN_RHC ()
<b>Periode</b>	Periode 4+5
<b>Credits</b>	9.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. T.C. Dyakov
<b>Examinator</b>	dr. T.C. Dyakov
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

### Inhoud vak

The Rabo Honours Class is an extra-curricular programme at the Masters level for selected students. The programme is primarily intended for students from the MSc Finance (MFIN) programme and the MSc Business Administration, specialization Financial Management (MFM) programme, but students from other fields (Econometrics, Business Analytics, Stochastics and Financial Mathematics, Law) are also welcome if they meet the entry requirements.

The aims of the Rabo Honours Class are

- to expose a select group of motivated master students to a range of current recent research topics in the area of finance (broadly defined) by means of master class sessions and to enhance their academic skills in this way;
- to guide students to the frontiers of professional research, to see where theory meets practice, and to assess where one lags or leads the other and where opportunities lie for further improvements and innovation;
- to train students in translating academic research findings in policy or management advice;
- to provide a stimulating learning experience for students where they are challenged to push beyond their comfort zone, engage into stimulating discussions, challenge their instructors, their peers, and above all, themselves.

The programme is developed in close cooperation with core researchers in the Finance group at VU University Amsterdam and leading professional experts at Rabobank. This mix provides students with an ideal exposure to top-notch academic research on the one hand, and expert professional guidance and experience on the other hand. It also opens a window of opportunity to selected students to experience where the challenges lie in the profession, and to gear their academic profile and job market search strategy more into that direction.

The programme comprises 9 ects and is extra-curricular. The extra-curricular character of the programme creates a selective entry barrier. Students that participate in the programme have to be fully motivated. The selective character of the programme also ensures that students meet their equally motivated peers who share their ambition to push their boundaries, engage into discussion, and think deeper about the issues facing the world of finance today.

## Real Estate Management

<b>Vakcode</b>	E_BA_REM (61452040)
<b>Periode</b>	Periode 5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. J. Rouwendal
<b>Examinator</b>	prof. dr. J. Rouwendal
<b>Docent(en)</b>	prof. dr. J. Rouwendal, dr. F. Hamelink
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	400

### Doel vak

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. Students 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 analysed 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.

### Inhoud vak

Students 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 analysed 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, students also look at the other side of the financing of real estate, namely, students take the perspective from an (institutional) investor, such as a pension fund, who considers real estate as one of many available asset classes. Students 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, securitised real estate, etc.), as well as by property type (such as residential versus commercial real estate). After following this course, students 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 institutional investor.

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

### Onderwijsvorm

Lectures, including a guest lecture by a real estate specialist.

### Toetsvorm

Written examination. Duration 2 h and 45 min. Open questions. No interim results.

### Literatuur

- Baum, A.E. & Hartzell, D. (2011). Global Property Investment: Strategies, Structures, Decisions. Wiley-Blackwell, ISBN: 978-1-4443-3528-6, Paperback, 576 pages;
- additional course material will be provided on Blackboard.

### Overige informatie

This course is organised by the VU. For more information, please go to <http://www.feweb.vu.nl/en/students/study-guide/msc-entrepreneurship/programme/index.asp>

## Research Project for Finance

<b>Vakcode</b>	E_FIN_RPFIN (60432010)
<b>Periode</b>	Periode 3
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. G. Tumer Alkan
<b>Examinator</b>	dr. G. Tumer Alkan
<b>Docent(en)</b>	prof. dr. A. Lucas, dr. S.A. Borovkova, prof. dr. A.C.F. Vorst, dr. G. Tumer Alkan, dr. M. Millone MSc, dr. T. Artiga Gonzalez
<b>Lesmethode(n)</b>	Werkgroep
<b>Niveau</b>	400

### Doel vak

1. Disciplinary knowledge. Students know the main defining principles, methodological cornerstones, and tools in the discipline and possess applicable knowledge to analyze complex questions in corporate finance, investments / asset pricing and institutional finance

2. Analytical thinking

a. Critical reading and judgement. Students are able to search, identify, read and understand the relevant academic literature in the area of finance and critically assess academic research.

b. Abstraction in complex settings. Students are able to abstract complex realistic problems in finance to their core, formulate precise research questions and hypotheses, and create their own frame of analysis to address the research question.

3. Quantitative skills. Students possess the quantitative analysis skills to answer complex research questions in the area of finance; they are able to select the appropriate quantitative techniques for analysis, gather empirical data from financial databases, manipulate large data sets, efficiently use statistical software to perform the analysis and critically interpret estimation results.

#### 4. Professional skills

a. Professional independence and Communication. They have the ability to work and plan a demanding project on a tight time-line, both individually and in teams; they are able to communicate effectively (report the research set-up and findings clearly, both orally and in writing) and in a balanced way to a variety of audiences (professionals, non-experts).

b. Societal awareness. Students possess the skills to identify new relevant questions in the area of finance; they are able to put these questions into societal context.

c. Reflection. Students have the ability to self-reflect, to critically assess their own (and others) output and performance, and to improve upon this where needed; formulate issues and/or research questions that lie beyond (or after) the research question at hand and thus contribute to further knowledge creation.

#### **Inhoud vak**

Before the end of Period 2, students will be requested to form groups and make a choice from a provided list of projects. This will be communicated via blackboard and VU-email. Each project includes a detailed description, allowing the students to have some understanding of the implications of the topic. The projects will cover various areas in finance; corporate finance, investments / asset pricing and institutional finance. A few projects requiring a strong background in econometrics will also be provided for participants of the Quantitative Finance Track. Starting references from the relevant academic literature will be provided, but students should actively look for additional relevant literature. Between the end of Period 2 and the beginning of this course in January (period 3), students will prepare an initial set-up for their project and carry out a preliminary literature review on their subject. They will present this set-up to the other students in class during the start of period 3. The actual research can then go ahead at full speed during the actual four weeks of period 3. During this initial preparation period, as well as during period 3, individual meetings with the lecturer can be organized. During period 3, each group will be required to:

- make an concise initial, kick-off presentation
- make an intermediate presentation to all other groups
- make a final presentation to all other groups at the end of the period
- write up a research paper (usually around 40 pages), written as a scientific paper, presenting their research, which includes the literature overview and the empirical findings. Writing style and layout should follow those of one of the major academic Finance journals (Journal of Finance, Journal of Financial Economics, Review of Financial Studies).

Students are encouraged to strengthen their applied research outcomes by input from practitioners from the financial industry.

#### **Onderwijsvorm**

- individual meetings with each group
- three plenary sessions for presentations of research set-up and (intermediate) results

#### **Toetsvorm**

The course grade is based on the final report, the presentation of the results, and the student's discussion participation (as a discussant of one of the presented projects, as well as for his/her contribution to the discussion in the plenary sessions).

## Literatuur

A literature review is required for each project. Starting references from the relevant academic literature are provided by the supervisor.

## Vereiste voorkennis

For Finance students, the material of Empirical Finance. For Quantitative Finance Track students, we require knowledge of Advanced Econometrics. All projects require students to work with real life data, for which students may choose an appropriate software package of their liking (Excel, or more sophisticated econometric / statistical software) and appropriate available databases (Datastream, SDC, CRSP, Compustat, ...) or proprietary data sources.

## Research Seminar FM

<b>Vakcode</b>	E_BA_RSFIMA ()
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. G. Tumer Alkan
<b>Examinator</b>	dr. G. Tumer Alkan
<b>Docent(en)</b>	dr. A. Opschoor, prof. dr. M.J. van den Assem
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

## Doel vak

Students are trained to write an academic paper. In groups they must first do empirical research, and then report their result in writing and presentation.

## Inhoud vak

Students must conduct an academic research project, which includes all the steps of research (problem scanning, literature search and survey, research question definition, data gathering, data analyses, reporting (presentations and in writing)). Each group must choose a topic from a list of topics, and will receive supervision from the respective supervisor.

The final grade will be based on the quality of the written paper, and on the quality of the presentations and discussions of the students. In detail, classes will be formed of about 6 groups of students (18 students in total). The classes will be held 3 times, and last about 4 hours each. In each class, all the 6 groups of students must present their work in front of the other students. In the first class they present the research proposal, in the second class the preliminary findings, and in the third class the final report. In addition, each group must discuss the work of 1 other group in each class. Thus, each group gives a presentation (10-15 mins), gets a discussion (5 min) and receives feedback / group discussion (10 minutes), summing to 30 minutes per group. For 6 groups, including breaks, each class lasts about 4 hours.

The role as discussant is to show you have understood the paper and to show your ability to ask critical questions. You should aim for deep questions on research set-up, validity, robustness, interpretation,

methodology, etc.

### Onderwijsvorm

Each team will have two individual meetings with the supervisor; and there will be 3 times where each team present their work to other teams.

### Toetsvorm

The final grade will be based on the quality of the written paper, and on the quality of the presentations and discussions of the students. So each student has to present once (given there are three meetings and three students in a group), and everyone has to act as the discussant of another group once.

### Literatuur

Students must find academic papers themselves.

## Research Seminar I - I&KM

<b>Vakcode</b>	E_BA_RS1IKM ()
<b>Periode</b>	Periode 3
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M.H. Rezazade Mehrizi
<b>Examinator</b>	dr. M.H. Rezazade Mehrizi
<b>Docent(en)</b>	dr. L.C.M. Agterberg
<b>Lesmethode(n)</b>	Werkgroep, Hoorcollege
<b>Niveau</b>	400

### Doel vak

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.

### Inhoud vak

The overall aim of the research seminar (RS) courses (RS I and RS II) is to help you advance your knowledge of how to design a high-quality scientific research. A research project needs to be 1) designed, 2) executed, and 3) communicated properly. The focus of research seminar courses is on the research design. This means we need to think deeply upfront through the research project and make informed, consistent choices regarding the focus of the research, research question, research approach, and data collection and analysis methods that altogether produce a high-quality research.

The course does NOT cover the execution of research methods (e.g., how to conduct a qualitative observation or do a structural equation modeling) because the details of applying data collection and data analysis methods significantly vary depending on your research project. In fact, the assumption is that this course builds on the research method courses that you have had in your Bachelor (e.g., Advanced Business Research Methods and Qualitative and Quantitative Research Methods). Although you can benefit from the content and exercises in the

research seminar courses for your master theses, please bear in mind that research seminar courses have their own learning objectives and the execution of your master thesis is the responsibility of you and your supervisor.

RS I focuses on understanding the research philosophies, the critical selection of research approaches (e.g., qualitative and quantitative), the role of theory in developing a research design, and the fitness between research question, theory, and empirical work. Throughout the course, you apply the knowledge of research design by developing a set of assignments that together lead to the draft of an overall design of a research that you choose based on your own interests.

### Onderwijsvorm

Lectures and interactive discussions

### Toetsvorm

Individual and team-based assignments and class quizzes (please note that participation in the sessions is obligatory due to the fact that the sessions combine lectures and tutorial activities around which you need to answer certain quizzes as part of your final grade).

### Literatuur

To be announced.

## Research Seminar I HRM

<b>Vakcode</b>	E_BA_RS1HRM ()
<b>Periode</b>	Periode 3
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	drs. B.A. de Jong
<b>Examinator</b>	drs. B.A. de Jong
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

Research Seminar I aims to help students develop a research question for their master's thesis, and to select a research design (interviews, surveys, or a case study) for answering that question.

### Inhoud vak

Research Seminar I is open to students from three specializations within the Business Administration master program: Human Resource Management, Strategy & Organization, and Management Consulting. The basic structure and content of the course will be the same for all students, but the application of the material will be tailored to each specialization.

During the course, students will learn to develop a research question that is both practically and theoretically relevant. They will also be familiarized with three research designs that are commonly used in business and management research: interviews, surveys, and case studies. Students are asked to reflect on these designs, and decide whether one of these is suitable for answering their research question.

**Onderwijsvorm**

Workshops, lectures

**Toetsvorm**

Individual essay assignment(s)

**Literatuur**

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

**Vereiste voorkennis**

Basic knowledge of research methodology

## Research Seminar I MC

<b>Vakcode</b>	E_BA_RS1MC ()
<b>Periode</b>	Periode 3
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	drs. B.A. de Jong
<b>Examinator</b>	drs. B.A. de Jong
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

**Doel vak**

Research Seminar I aims to help students develop a research question for their master's thesis, and to select a research design (interviews, surveys, or a case study) for answering that question.

**Inhoud vak**

Research Seminar 1 is open to students from three specializations within the Business Administration master program: Human Resource Management, Strategy & Organization, and Management Consulting. The basic structure and content of the course will be the same for all students, but the application of the material will be tailored to each specialization.

During the course, students will learn to develop a research question that is both practically and theoretically relevant. They will also be familiarized with three research designs that are commonly used in business and management research: interviews, surveys, and case studies. Students are asked to reflect on these designs, and decide whether one of these is suitable for answering their research question.

**Onderwijsvorm**

Workshops, lectures

**Toetsvorm**

Individual essay assignment(s)

**Literatuur**

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

**Vereiste voorkennis**

## Research Seminar I SO

<b>Vakcode</b>	E_BA_RS1SO ()
<b>Periode</b>	Periode 3
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	drs. B.A. de Jong
<b>Examinator</b>	drs. B.A. de Jong
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

Research Seminar I aims to help students develop a research question for their master's thesis, and to select a research design (interviews, surveys, or a case study) for answering that question.

### Inhoud vak

Research Seminar 1 is open to students from three specializations within the Business Administration master program: Human Resource Management, Strategy & Organization, and Management Consulting. The basic structure and content of the course will be the same for all students, but the application of the material will be tailored to each specialization.

During the course, students will learn to develop a research question that is both practically and theoretically relevant. They will also be familiarized with three research designs that are commonly used in business and management research: interviews, surveys, and case studies. Students are asked to reflect on these designs, and decide whether one of these is suitable for answering their research question.

### Onderwijsvorm

Workshops, lectures

### Toetsvorm

Individual essay assignment(s)

### Literatuur

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

### Vereiste voorkennis

Basic knowledge of research methodology

## Research Seminar I TSCM

<b>Vakcode</b>	E_BA_RS1TSCM (61432320)
<b>Periode</b>	Periode 3
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. J. de Vries

<b>Examinator</b>	dr. J. de Vries
<b>Lesmethode(n)</b>	Werkgroep, Hoorcollege
<b>Niveau</b>	400

### Doel vak

Research Seminar I is focused on furnishing you with methodological and reporting skills for academic research and industry projects. As such these skills are amongst others useful for writing your thesis in TSCM and/or performing company projects (e.g. capita selecta). We aim to refresh statistical skills for processing and analyzing datasets and testing theories and hypotheses. You will furthermore learn how to develop a good research question, how to perform a literature study in support of your research question and how to describe an appropriate research methodology.

### Inhoud vak

We aim to address the following in this course:

- 1) Refreshing statistical methods and procedures for processing data relevant for TSCM.
- 2) To analyse various types of datasets using statistical tools.
- 3) Learn how to develop a good literature review based on which a good academic research gap and problem statement will be defined.
- 4) Interpret statistical research results and draw managerial conclusions.

### Onderwijsvorm

The course will be a combination of hearing lectures and tutorials.

### Toetsvorm

Individual assignment (literature review) and written exam

### Literatuur

To be determined

### Vereiste voorkennis

This is a course for TSCM students; non-TSCM students need to contact coordinator before enrolling

### Aanbevolen voorkennis

TSCM specialisation courses period 1&2

## Research Seminar II - HRM

<b>Vakcode</b>	E_BA_RS2HRM ()
<b>Periode</b>	Periode 4
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. E. Lysova
<b>Examinator</b>	dr. E. Lysova
<b>Lesmethode(n)</b>	Werkgroep, Hoorcollege
<b>Niveau</b>	400

## **Doel vak**

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.

## **Inhoud vak**

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.

## **Onderwijsvorm**

Tutorials

## **Toetsvorm**

Research report (group assignment)

## **Literatuur**

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)

### **Vereiste voorkennis**

Research seminar I

Basic knowledge of research methodology and design

### **Aanbevolen voorkennis**

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

## **Research Seminar II - I&KM**

<b>Vakcode</b>	E_BA_RS2IKM ()
<b>Periode</b>	Periode 4
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M.H. Rezazade Mehrizi
<b>Examinator</b>	dr. M.H. Rezazade Mehrizi
<b>Lesmethode(n)</b>	Werkgroep
<b>Niveau</b>	400

### **Doel vak**

After having completed Research Seminar II students are able to:

- Reflect on and critically evaluate the different research paradigms and approaches;
- Make informed choices and develop a specific research design for adequately answering your research questions.

### **Inhoud vak**

The overall aim of the research seminar (RS) courses (RS I and RS II) is to help you advance your knowledge of how to design a high-quality scientific research. A research project needs to be 1) designed, 2) executed, and 3) communicated properly. The focus of research seminar courses is on the research design. This means we need to think deeply upfront through the research project and make informed, consistent choices regarding the focus of the research, research question, research approach, and data collection and analysis methods that altogether produce a high-quality research.

The course does NOT cover the execution of research methods (e.g., how to conduct a qualitative observation or do a structural equation modeling) because the details of applying data collection and data analysis methods significantly vary depending on your research project. In fact, the assumption is that this course builds on the research method courses that you have had in your Bachelor (e.g., Advanced Business Research Methods and Qualitative and Quantitative Research Methods). Although you can benefit from the content and exercises in the research seminar courses for your master theses, please bear in mind that research seminar courses have their own learning objectives and the execution of your master thesis is the responsibility of you and your

supervisor.

RS II builds on RS I and focuses on more specific research design aspects including the design choices for descriptive studies, designing for explanatory studies, designing for action-research and normative studies, main choices regarding a rich empirical setting and appropriate empirical inquiry, main choices regarding the critical selection of appropriate data analysis approaches, and assessing the quality of your research design with regards to validity, reliability, and ethical considerations. Throughout the course, you apply the knowledge of research design by further specifying the design of a research that you choose based on your own interests.

### Onderwijsvorm

Lectures and interactive discussions.

### Toetsvorm

Individual and team-based assignments and class quizzes (please note that participation in the sessions is obligatory due to the fact that the sessions combine lectures and tutorial activities around which you need to answer certain quizzes as part of your final grade).

### Literatuur

To be announced.

## Research Seminar II - MC

<b>Vakcode</b>	E_BA_RS2MC ()
<b>Periode</b>	Periode 4
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. J. Sieweke
<b>Examinator</b>	dr. J. Sieweke
<b>Docent(en)</b>	dr. I. Mikhailava
<b>Lesmethode(n)</b>	Werkgroep, Hoorcollege
<b>Niveau</b>	400

### Doel vak

Research Seminar II: MC focuses on gaining the practical skills of doing research. The course aims to give students the knowledge and skills they need to complete their master's thesis.

### Inhoud vak

Research Seminar II: MC consists of a qualitative and a quantitative track. In line with their research ideas and/or personal preferences, students choose one of these tracks. This means that they follow EITHER the qualitative track OR the quantitative track.

Both tracks cover similar topics, require similar assignments, and have the same workload. We will discuss some of the core elements of any research project: conducting a literature review, collecting and analyzing data, and writing the findings and discussion section. The tracks differ in terms of the type of data and analytical techniques that are discussed.

**Onderwijsvorm**

Workshops, Lectures

**Toetsvorm**

Individual essay assignment(s)

**Literatuur**

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

**Aanbevolen voorkennis**

Research Seminar II: MC is closely connected to Research Seminar I. Research Seminar I aimed to help students formulate a theoretically and practically relevant research question, and select and develop a research design for answering that question. It is expected that students have completed Research Seminar I or familiarized themselves with its content.

**Research Seminar II - S&O**

<b>Vakcode</b>	E_BA_RS2SO ()
<b>Periode</b>	Periode 4
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. J. Du
<b>Examinator</b>	dr. J. Du
<b>Docent(en)</b>	dr. J. Du
<b>Lesmethode(n)</b>	Werkgroep, Hoorcollege
<b>Niveau</b>	400

**Doel vak**

Research Seminar II (RS-II) is intended to support your preparation for the empirical work of your Master thesis research. Within the given frame of the Master's program in Business Administration, we provide you with an opportunity to develop further your research skills.

With RS-II, we aim at converting the knowledge from Research Seminar I into specific (and pragmatic) choices for empirical research design and implementation.

At the end of this course, you will:

- Be able to formulate a research question based on a substantiated research gap and problem
- Be able to develop conceptual models and arguments that support hypotheses
- Have gained experience with the process of data collection under qualitative and quantitative research design
- Know the main approaches and principles of quantitative data analysis
- Be familiar with the possibilities of qualitative data analysis

**Inhoud vak**

The three main pillars of the course are:

- Practice

The core of the course is anchored in practical assignments. We have

developed them in such a way that your attention is drawn to the key issue at each stage of the empirical research process. The focus is not as much on the techniques themselves, but on the challenges in applying them to solve relevant and interesting problems for theory and practice.

- Self-study

We expect you to manage your time and effort and prepare each week your individual assignment. The instruction provided is in the form of materials available on Blackboard, which you should study on your own.

- Feedback

Our most important task as teaching staff is to support you on this individual learning journey and provide you with the feedback and guidance needed to obtain the level of knowledge and skills required from a Master of Science graduate. We also encourage you to actively seek help from your fellow students and also provide others your help.

### Onderwijsvorm

Tutorials

### Toetsvorm

A series of individual assignments

### Literatuur

Knowledge Base with materials and tutorial slides

### Vereiste voorkennis

This is an advanced course and it is expected that you have a Bachelor-level knowledge of research methods and techniques. As the course is time-constrained, we expect you to have revised and refreshed previous coursework in the area of research methods, techniques and tools.

## Research Seminar II - TSCM

<b>Vakcode</b>	E_BA_RS2TSCM (61442320)
<b>Periode</b>	Periode 4
<b>Credits</b>	3.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. T. de Graaff
<b>Examinator</b>	dr. T. de Graaff
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

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.

### Inhoud vak

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.

### Onderwijsvorm

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

### Toetsvorm

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

### Literatuur

Electronic reader (blackboard)

### Vereiste voorkennis

Only for students participating in the Master specialisation TSCM.

## Small Business Development

<b>Vakcode</b>	E_BA_SBD (61422370)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	M.S. Kaandorp MSc
<b>Examinator</b>	M.S. Kaandorp MSc
<b>Docent(en)</b>	dr. F. van den Born
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

After finalizing this course, students will be able to:

- Critically assess and evaluate concepts and theories evoked to explain tensions entrepreneurial experts and teams in small businesses face
- Engage in the academic discussion about small business development through the development of a reflection paper and in-class discussion, strengthening academic writing and discursive skills
- Strengthen your knowledge and expertise in innovation and small business development by developing and pitching an innovative business idea

### Inhoud vak

The purpose of this course is to introduce you to the theoretical aspects associated with small-business development. Specifically, we focus on the tensions and challenges that arise from different contexts. Each week we address a different challenge, ranging from challenges surrounding creativity and innovation, social networks, and diversity. In the lectures, the emphasis lies on the theoretical comparison and integration of different perspectives, including perspectives on planning versus improvisation, and issues surrounding diversity versus homogeneity of teams. The lectures are designed to be interactive. In an individual reflection paper you are encouraged to connect the different topics discussed in class.

In the tutorials you explore the tensions and challenges in a practical context. Thus, while the lectures and the reflection paper are theoretically focused and aim at learning about small business development, in the workshops, you will be developing your experiences for small business development, translating theory to practice. The tutorials focus on helping you develop your team's business idea. In the report that you will develop with your team, you will demonstrate the innovativeness of your idea, as well as propose how your idea can be developed in a new business.

### Onderwijsvorm

Lectures  
Tutorials

### Toetsvorm

Team assignment  
Team presentations and peer evaluations  
Individual short paper  
Exam

### Literatuur

Academic articles

## Statistical Quantitative Research Methods

<b>Vakcode</b>	E_ABRI_SQRM (60502210)
<b>Periode</b>	Periode 4+5
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. H. van Herk
<b>Examinator</b>	prof. dr. H. van Herk
<b>Docent(en)</b>	dr. M.H. Morren
<b>Lesmethode(n)</b>	Werkgroep
<b>Niveau</b>	500

### Doel vak

During this course students will learn about how to:

- Understand the qualities and pitfalls of survey research.
- Analyze survey data on quality and validity.
- Test and interpret structural equation models.

### **Inhoud vak**

This course offers a selected group of MSc Honours students an overview of advanced statistical quantitative methods in different research design settings. Students are taught to make informed decisions regarding choices of statistical analysis techniques. The emphasis is on advanced and recent techniques that are used in top business journals including Accounting, Organizations & Society, Organization Science, and The Journal of Marketing among others. These methods include for example structural and simultaneous equation models, partial least-squares models, models relating to self-selectivity and endogeneity.

This course offers an introduction to several important topics in conducting research. Students will learn about statistical methods, such as the chi square test, t-test and the F-test. Next to statistics, other research topics, such as data collection and survey design, will be treated. The focus will be on how data collection can lead to surprising results in analysis, and how the various analysis methods are related to one another. Finally the course will teach students how to develop and test structural equation models (SEM) and provides hands on experience to use software to test these models.

### **Onderwijsvorm**

The course consists of 7 days, each day is dedicated to one research topic, and will typically consist of a session in which the topic is introduced and one in which there is time for practice by means of in-class assignments. Lab sessions will be organized to give students hands-on experience.

### **Toetsvorm**

The final grade is based on the average of the five best assignments (out of a maximum of 6). Attendance is mandatory. Being absent for more than one session leads to not passing the course. There is no written exam.

### **Literatuur**

A set of academic articles and materials will be made available for each session via Blackboard and are expected to be read before a session starts.

### **Vereiste voorkennis**

This course is only available for students accepted to the MSc Honours Programme in Business Research (offered by ABRI Graduate School).

## **Strategic and Organizational Change**

<b>Vakcode</b>	E_BA_SOC (61442350)
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. R.A. Ruotsalainen
<b>Examinator</b>	dr. R.A. Ruotsalainen
<b>Docent(en)</b>	dr. R.A. Ruotsalainen
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep

<b>Niveau</b>	400
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### Doel vak

This course has five learning objectives: First, after this course you will know and understand antecedents of strategic and organizational change as well as four main theoretical perspectives on change. Second, you will develop your intellectual skills by integrating the key topics covered during the course into an essay that provides a theoretical, logical, and holistic understanding of change. Third, you will work in teams in order to provide practical solutions to a case by applying theories of strategic and organizational change. Fourth, we utilize a role play to practice the communication and social skills that you will need to manage change. Fifth, you will reflect on the progress that you are making as a manager of change.

### Inhoud vak

During this course we focus on understanding why organizations often need to change their strategies and/or organizational structures, how such changes are realized, and what are potential outcomes of such change processes. These three – antecedents of change, processes of change, and outcomes of change – form the main phenomena that we aim to understand during the course. Change is one of the most complex issues in the theory and management of organizations. To understand such complexity, during the course we will go through main theoretical perspectives to change. These share the aim to understand and explain change but they differ in key assumptions concerning how to conceptualize and understand change. By going through diverse but related theories of change, we can better understand the complexity of change. In addition to covering academic theories of change, a significant part of the course is utilized to practice how to 'translate' those theories into oral and written presentations that are able to persuade others to change.

### Onderwijsvorm

Lectures  
Tutorials

### Toetsvorm

Weekly essays – individual assessment  
Case reports – group assessment  
Final essay – individual assessment

## Strategy, Control and Design

<b>Vakcode</b>	E_BA_SCD (61412000)
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. T. Elfring
<b>Examinator</b>	prof. dr. T. Elfring
<b>Docent(en)</b>	dr. M.J. Flikkema, prof. dr. T. Elfring, dr. P.J. Peverelli, drs. E.A.H. Kleijn
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep, Responsiecollege
<b>Niveau</b>	400

## **Doel vak**

The aim of this course is to gain knowledge and understanding about the way firms make and implement their strategy, and evaluate its effectiveness. Strategy is considered as the overall plan for deploying resources to establish a favorable market position. Control is about tracking the implementation of strategic intentions and outcomes, evaluating whether the objectives will be accomplished and intervening in cases of underperformance or strategic drift. Design concerns the creation of an organizational structure that fits the strategy.

In the SCD course students learn to

- explain and illustrate the relationship between the three key course notions: Strategy, Control and Design;
- understand how the bundling and deployment of resources may be seen as a strategy to gain competitive advantage;
- describe how organizations try to control the realization of their strategic intentions, plans, ambitions and purpose(s);
- explain the drawbacks and limitations of design perspective on strategic management;
- (re)describe organizational structures according to the taxonomy provided by Goold & Campbell;
- suggest ways of improving and adjusting control practices, in particular structural arrangements, to create a control system that's fit for purpose(s);
- list and evaluate governance practices of partners in strategic alliances and to propose control practices that foster corporate entrepreneurship;
- manage the avoidance of free-rider behavior and control team learning processes.

## **Inhoud vak**

The Master course 'Strategy, Control and Design' (SCD) builds on three Bachelor courses: 'Strategy & Environment', 'Strategic Management and the Strategy Process' and 'Organization Design'. The focus of this course is on the implementation part of strategic management and on two fields of strategy as they represent two key managerial challenges in today's business environment. These two fields are design and management of alliances and of corporate entrepreneurship practices.

## **Onderwijsvorm**

SCD consists of lectures, team assignments and response classes. The course requires active participation in these lectures and in the team work. As opposed to the bachelor, students have to take the lead in the learning process! Basically, the SCD lecturers act as mentors, both at the individual and team-level, and provide their students with their expertise when they ask for it. When the students do not take the lead, the course will be rather disappointing.

## **Toetsvorm**

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

- Exam result (multiple choice questions);
- Three assignments, one individual and two team-based assignments.

## **Literatuur**

- Book: Goold, M. and Campbell, A. (2002). Designing Effective Organizations: How to Create Structured Networks. San Francisco: Jossey-

Bass: Chapters 1 to 6 and 8;

- Various academic articles and reading material provided to you online about:
- Resource-based view of the firm
- Alliances;
- Corporate entrepreneurship.

### Vereiste voorkennis

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

### Aanbevolen voorkennis

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

It is highly recommended to read the book "Mindset", written by dr. Carol Dweck before the course kicks off.

## Supply Chain Execution and Geographics

<b>Vakcode</b>	E_BA_SCEGL (61422320)
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. J.E.C. Dekkers
<b>Examinator</b>	dr. J.E.C. Dekkers
<b>Lesmethode(n)</b>	Hoorcollege, Practicum
<b>Niveau</b>	400

### Doel vak

The course consists of two parts: Facility Logistics Management (FLM) and Geographical Information Science (GIS):

FLM: Warehouses are important nodes in supply chains. They decouple supply from demand in time, assortment, quantity, and space. This course focuses on different aspects of warehouse operation and design. The objectives of this course are:

- To understand the material flow in a warehouse,
- To realize the warehouse equipments, the layout of a warehouse, order picking, automation, and
- To learn how to measure the performance of a warehouse.

At the end of this course, the students should be able to critically evaluate the warehouse issues, support the identified issues by data analysis, propose improvement projects (design and operational) and present and defend their work.

GIS: 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. Basic GIS operations and analysis techniques will be discussed. Further topics are spatial data, network analysis and visualisation (mapmaking). The theory from the GIS-lectures will be put into practice during computer tutorials

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;
- know how to do a network analysis using GIS;
- 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.

### **Inhoud vak**

FLM part of the course focuses on the role of warehouses in a supply chain, design and planning in warehouses, how to measure the efficiency of a warehouse and methods to improve this efficiency.

GIS 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

### **Onderwijsvorm**

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 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.

### **Toetsvorm**

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

### **Literatuur**

FLM:

- Bartholdi, J.J., S.T. Hackman (2011) Warehouse and distribution science, available online at: [www.warehouse-science.com](http://www.warehouse-science.com)
- Other articles and materials provided by course instructor

GIS:

- 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)
- Other academic papers (a list of papers will be distributed via Blackboard before the course)

**Vereiste voorkennis**

DL&amp;SCM, TEM

**Supply Chain Lab**

<b>Vakcode</b>	E_BA_SCL ()
<b>Periode</b>	Periode 4
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. S.W. Lai
<b>Examinator</b>	dr. S.W. Lai
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

**Doel vak**

Designing and redesigning transport and distribution networks is a major strategic challenge for contemporary supply chain managers, involving large datasets, different stakeholders, conflicting objectives and a wide variety of side constraints. The same holds for planning transport flows and managing scarce resources effectively within these networks. Experience has shown that industry optimization projects can lead to significant cost savings, improved service and sustainability when managed appropriately. By combining lectures from academics and practitioners, students will be able to understand and improve challenging transport and distribution decision processes arising in practice.

This course therefore aims at exploring complex decision problems arising in real-life transport and distribution management at strategic, tactical and operational levels. Solution approaches and tools will be introduced to students for better management. In that respect, the course extends the scope of the Decision Making in Supply Chains course and builds upon the key methods and skills acquired there.

Upon successfully completing this course, students should be able to:

- analyze real-life industry problems and formulate managerial recommendations
- formulate optimization models for distribution problems
- apply network optimization and integer programming techniques
- solve integer and network optimization problems using dedicated software
- identify the capabilities and limitations of optimization models in distribution logistics

**Inhoud vak**

Transport and distribution management often consists of interrelated decisions involving network design, production planning and scheduling, product storage and warehousing, transport and distribution. This course introduces students to these specific decision problems, and also equips them with tools and methods to solve these problems.

Network optimization, integer programming techniques and heuristics are powerful tools for improving transport and distribution decision processes. As they are being used more often in the industry, the course wants to offer students key insights and sufficient training to be able to participate in development and implementation projects in their professional career. To this end, spreadsheet and dedicated software

packages are introduced for modeling and solving distribution problems. This course extends the scope of the Decision Making in Supply Chains course to more complex optimization problems arising in real-life transport and distribution planning. Solution approaches are illustrated by means of a selection of topics, e.g. transportation planning, facility location, network design, vehicle routing and scheduling, manpower planning, and rostering.

The teaching and learning are largely based on "learning by doing" with a number of cases in different industrial applications. A mixture of lectures, tutorials, assignments and case studies offers students the best possible support to master sufficient skills to tackle real-life cases in distribution logistics.

### Toetsvorm

Based on an individual computer-based exam and a course group project.

### Literatuur

Anderson, D.R., Sweeney, D.J., Williams, T.A. and M. Wisniewski (2014).

An introduction to management science – quantitative approaches to decision making. 2nd edition. ISBN 978-1-4080-8840-1. The book is available in the VU bookshop.

In addition to the handbook, extensive handouts will be made available the evening before each lecture day. The exercises and cases for the tutorials will also be announced via Blackboard.

## Supply Chain Management

<b>Vakcode</b>	E_BA_SCM ()
<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. E. Spiliotopoulou
<b>Examinator</b>	dr. E. Spiliotopoulou
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### Doel vak

During the Master TSCM courses, the 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. More specifically, upon completion of this course you will be able to:

- Analyse the strategy, structure and planning of a supply chain in a fact-based and structured manner;
- Develop recommendations for improving the strategy, structure and planning of a supply chain.

### Inhoud vak

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. Amongst other

issues, the following questions will be dealt with in this course:

- What is the interaction among general business strategy and logistics strategy? What is the effect of logistics trends on managing the value chain?
- How can you manage inventories to minimize costs without compromising your customer service level?
- What are the different forecasting techniques and how to choose a forecasting method?
- How can supply chains be supported by supply contracts and what is the value of information in a supply chain?
- What concepts exist to match supply and demand in value chains? How to plan inbound, internal and outbound logistics in an integrated way?
- What is the role of strategic alliances in supply chain management? (both in sourcing and distribution)

### Onderwijsvorm

Hearing lectures and tutorials

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.

### Toetsvorm

Written exam and assignments

### Literatuur

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.

Additional material (via blackboard)

### Vereiste voorkennis

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 prior to participating in this course.

### Aanbevolen voorkennis

The contents of Chopra & Meindl (Supply Chain Management: strategy, planning and operation)

## Technology and Innovation Processes

<b>Vakcode</b>	E_BA_TIP ()
<b>Periode</b>	Periode 2
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. P.R. Tuertscher
<b>Examinator</b>	dr. P.R. Tuertscher
<b>Lesmethode(n)</b>	Hoorcollege, Werkgroep
<b>Niveau</b>	400

### Doel vak

After finishing this course, students will be able to:

- Explain challenges, concepts, and theories related 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

### **Inhoud vak**

This course is about processes of technological innovation within 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 contexts, and timing in innovation processes. The course will focus on specific fields of technology: energy, information technology, life sciences / biotech, and semiconductors.

### **Onderwijsvorm**

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.

### **Toetsvorm**

Students will be graded based upon three types of assignments:

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

### **Literatuur**

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

### **Aanbevolen voorkennis**

Basic knowledge of innovation management and organization studies

## **Thesis MSc BA - DSFR**

<b>Vakcode</b>	E_BA_THSS_DS ()
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	15.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. A.C.F. Vorst
<b>Examinator</b>	prof. dr. A.C.F. Vorst
<b>Niveau</b>	400

### **Doel vak**

The thesis is an important part of your academic training where all the previous elements come together: knowledge, skills, attitude, and creativity. The thesis gives you the opportunity to engage in your own independent academic research and to give your distinctive 'signature'

of what you are up to in a relatively short period of time. This can be a valuable signal towards the labor market.

### **Inhoud vak**

You are going to define your own research project and subsequently go through all necessary steps like: gathering literature, getting a sharp research question, gathering and manipulating data, choosing the right empirical methodology and getting results, interpreting them, doing robustness checks and writing down everything crisply and concisely, and being able to communicate effectively about your results.

### **Onderwijsvorm**

You will work on your own and will be supervised by one of the members of the department of Finance. You will have regular meetings with your supervisor.

### **Toetsvorm**

Graded by supervisor and second reader.

### **Literatuur**

Depends on your research topic.

### **Intekenprocedure**

Students should sign up in time according to the manual, which is available on BlackBoard.

### **Overige informatie**

You can write your thesis in two periods: either in Spring or in Fall. There are entry requirements: two core courses from the first two blocks and the Research seminar should be passed.

## Thesis MSc BA - FM

<b>Vakcode</b>	E_BA_THS_FM ()
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	15.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. A.C.F. Vorst
<b>Examinator</b>	prof. dr. A.C.F. Vorst
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	500

### **Doel vak**

The thesis is an important part of your academic training where all the previous elements come together: knowledge, skills, attitude, and creativity. The thesis gives you the opportunity to engage in your own independent academic research and to give your distinctive 'signature' of what you are up to in a relatively short period of time. This can be a valuable signal towards the labor market.

### **Inhoud vak**

You are going to define your own research project and subsequently go through all necessary steps like: gathering literature, getting a sharp research question, gathering and manipulating data, choosing the right

empirical methodology and getting results, interpreting them, doing robustness checks and writing down everything crisply and concisely, and being able to communicate effectively about your results.

### Onderwijsvorm

You will work on your own and will be supervised by one of the members of the department of Finance. You will have regular meetings with your supervisor

### Toetsvorm

Graded by supervisor and second reader

### Literatuur

Depends on your research topic.

### Vereiste voorkennis

At least two core courses from the first two blocks and the Research Seminar should be passed

### Intekenprocedure

Students should sign up in time according to the manual, which is available on BlackBoard

### Overige informatie

You can write your thesis in two periods: either in Spring or in Fall.

There are entry requirements: two core courses from the first two blocks and the Research seminar should be passed.

## Thesis MSc BA - HRM

<b>Vakcode</b>	E_BA_THS_HRM ()
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	15.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. L.A. Havermans
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	500

### Doel vak

The thesis is an academic (or scientific) paper. In this context, 'academic' means that the thesis systematically, objectively and verifiably demonstrates the knowledge the student has acquired regarding the thesis topic, as follows:

1. The structure of the thesis is systematic. For example, a thesis consists of an introduction, literature review, research design and question, data presentation and analysis, discussion, and conclusion. There should be a tight connection between these individual thesis sections. From the literature review, for instance, it should be apparent why the research question is a relevant one to ask. The methods should capture data that can be used to actually answer the research questions. Each choice (which literature to review, which question to ask, which method to apply, how to analyze the data, et cetera) must be well motivated and connected to or grounded in prior sections.
2. Results must be based on empirical findings which are properly

verified, or which are open to proper verification. For qualitative research, we expect students to conduct (the equivalent of) at least 12 interviews<sup>1</sup>. For quantitative research, we expect students to generate (the equivalent of) at least 100 surveys<sup>2</sup>.

3. It must be possible to confirm the research method. The incorporation of the literature, the execution of the research and the conclusions drawn must be recorded and motivated in such a way that any reader with the relevant expertise should be capable of assessing the validity of the statements made in the thesis and/or should be able to replicate your research with similar outcomes as a result, unless the circumstances of the research provide very little or no opportunity for such assessment. There are two issues at stake here: the manner in which the research itself has been carried out and the transparency with which the research is reported in the thesis.

### **Inhoud vak**

To answer the research questions (whether of an applied or theoretical nature), students have to conduct a theoretical investigation in the form of a literature survey as well as a sound empirical inquiry. Here, the student visits/observes the object of his/her research (one or more companies, individuals or other organizational units) to collect data which answer the research question. This can involve conducting interviews, making observations, sending out questionnaires, studying documents, analyzing sets of data and carrying out case studies, experiments or the like. A graduation project within a company can be used to gather data. Alternatively, students could engage in developmental modeling, or simulation research. In this kind of research, the student develops a mathematical model to simulate business processes under varying conditions.

By means of the Master's thesis, students should demonstrate the following capabilities:

1. The student is capable of formulating a clear research problem that fits within the field of business administration, which has managerial and scientific relevance.
2. The student is capable of presenting the problem in a theoretically relevant perspective, knows how to arrive at a useful theoretical framework or model in order to research his/her problem statement. This is witnessed by a discussion of theories and/or models drawn from various disciplines that are:
  - a. relevant for the problem at hand;
  - b. state-of-the-art;
  - c. described accurately, in-depth, and critically.
3. The student is capable of studying the problem in a suitable way, using an empirical approach which is reflected in:
  - a. a clear description of the method (in terms of sources used, respondents selected, techniques used, operational definitions, et cetera);
  - b. a correct usage of the methods and techniques;
  - c. the student is capable of analyzing the problem critically using relevant theories, models and methods and is able to draw correct, complete, and unequivocal conclusions by providing an answer to the problem, which has been clearly derived from the data.
4. The student is capable of identifying shortcomings and in making practical and theoretical recommendations that are based on conclusions, and that are comprehensible, detailed, relevant, and realistic.
5. The student is capable of reporting the research properly, indicated by:
  - a. a clear, consistent, and structured presentation;

- b. correct use of language;
  - c. correct and complete references.
6. The student is capable of performing the research in an ethical way and conducting high-quality research independently.
7. The student is capable of reflecting critically on the results and limitations of the research, as well as his/her own (ethical and professional) functioning as a researcher.

### **Toetsvorm**

Assessment of a Master's thesis proceeds as follows. The student submits his/her thesis to the supervisor and uploads the thesis on Blackboard for the anti-plagiarism check. Also, students are expected to hand in a separate file containing the raw data upon which the thesis is based (e.g., interview recordings and transcripts, survey data, et cetera). If a student is not able to comply, the thesis cannot be assessed. The supervisor forwards the thesis to an independent second reader who is knowledgeable of the thesis topic and/or its methodology. After critically examining the thesis, the supervisor and the second reader discuss the strengths and weaknesses of the thesis and determine the appropriate grade. In so doing, the thesis is assessed on both qualitative and quantitative criteria, the former of which are leading for establishing the ultimate grade, the latter of which present the bare minimum standard as to what a thesis should look like. If the two assessors differ substantially in their evaluation of the thesis (i.e., by two points or more), a third evaluation will be sought from the department head. The thesis is evaluated with the rounded average of the three grades. In case the supervisor and second assessor differ in opinion with regards to whether the thesis is sufficient or not, the head of department decides. This process ensures a fair and unbiased evaluation of the Master's thesis. Students must attain a 6 or higher to advance to graduation. A 7 is a very satisfactory grade for a Master's thesis project. An 8 may be awarded if the supervisor judges both the project and the thesis as excellent. If the thesis supervisor and second reader intend to grade the thesis with a 9 (or higher), a third assessor must be consulted from outside the HRM department. The grade 9 can be awarded only if the third assessor agrees. The assessment form can be found in appendix IV. After receiving the grade, the student submits a digital version of the thesis to the VU library thesis database (see Appendix V). A student can also fail the thesis. Failure results in an insufficient grade. In case a student hasn't handed in a thesis by the final deadline (i.e., no-show), than the supervisor will submit the grade of 1.0.

### **Vereiste voorkennis**

In order to start with the thesis MSc Business Administration, students should have completed at least the first two courses from period 1 of the programme (received a minimum grade of 6 for each of the two courses). If this is not the case, these courses should first be completed and the thesis can only be started in November of the next academic year.

There is one exception to this rule: a student that fails one of the two courses in period 1 and receives a minimum grade of 4 for the course he/she failed, is allowed to start working on his/her Master thesis, but only if he/she scored a 6 or higher for all other courses in period 1 and period 2. This exception implies that students that score a 6 or higher during the first round of exams (no resits) for all courses in period 2 may start working on their Master thesis in January/February (this is the regular time to start). Those students that fail one or

both courses in period 2 during the first round of exams, but receive a minimum grade of 6 through resit(s) in March may start working on their Master thesis in April, but only if they scored a 6 or higher for one course in period 1 and received a minimum grade of 4 for the course they failed in period 1.

### **Intekenprocedure**

See HRM thesis course manual (available on Blackboard) for application procedures.

## **Thesis MSc BA - IKM**

<b>Vakcode</b>	E_BA_THS_IKM ()
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	15.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. P.R. Tuertscher
<b>Examinator</b>	dr. P.R. Tuertscher
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	500

### **Doel vak**

After completing the master thesis, students will have:

- Learned to formulate a clear research problem that fits within the field of business administration, which has managerial and scientific relevance.
- Understand how to frame the problem from a theoretically relevant perspective that is useful in order to research the problem statement.
- Acquired the skills to develop a research design appropriate for addressing the problem statement.
- Demonstrated the skills to independently carry out the proposed research and to report the research properly following the standard norms of scholarly conduct and ethical behavior in research.
- Learned to critically reflect on the results and limitations of the research.

### **Inhoud vak**

The Master's thesis is an essential component of the BA-Master's program specialization of Information & Knowledge Management. It is the final part of the study in which students individually give proof of their academic ability. It offers students the opportunity to explore an area of interest in depth and produce an academic piece of work. Students must demonstrate their knowledge and skills of how to design, execute and write up an academic study. In so doing, students carry full responsibility for the process of writing as well as the quality and content of their Master's thesis. The thesis supervisor will help students to plan and outline the thesis, but the project needs to be an independent piece of work and will be assessed accordingly.

### **Onderwijsvorm**

Guidance and regular feedback from the thesis supervisor. The supervisor spends on average some 30 hours on supervision.

**Toetsvorm**

The submitted master thesis will be assessed independently by the thesis supervisor and a second assessor.

**Vereiste voorkennis**

Passing the two IKM main courses from period 1 (that is, EBIM and KIN) is a prerequisite for receiving thesis supervision during the January-June period.

In case a student fails either of both courses (including the re-takes), then he/she may apply for thesis supervision in the November-February period of the subsequent academic year, provided that both courses from period 1 have been passed.

**Thesis MSc BA - MC**

<b>Vakcode</b>	E_BA_THS_MC ()
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	15.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. I. Mikhailava
<b>Examinator</b>	dr. I. Mikhailava
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	500

**Doel vak**

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.

**Toetsvorm**

Final thesis

**Vereiste voorkennis**

Must be eligible for thesis writing.

In order to start with the thesis MSc Business Administration, students should have completed at least the first two courses from period 1 of the programme (received a minimum grade of 6 for each of the two courses). If this is not the case, these courses should first be completed and the thesis can only be started in November of the next academic year.

There is one exception to this rule: a student that fails one of the two courses in period 1 and receives a minimum grade of 4 for the course

he/she failed, is allowed to start working on his/her Master thesis, but only if he/she scored a 6 or higher for all other courses in period 1 and period 2. This exception implies that students that score a 6 or higher during the first round of exams (no resits) for all courses in period 2 may start working on their Master thesis in January/February (this is the regular time to start). Those students that fail one or both courses in period 2 during the first round of exams, but receive a minimum grade of 6 through resit(s) in March may start working on their Master thesis in April, but only if they scored a 6 or higher for one course in period 1 and received a minimum grade of 4 for the course they failed in period 1.

Students wanting to make use of this exception will have to approach their specialization coordinator with a formal request (by email), and hand in a filled-out application form with the specialization's thesis coordinator. If this is not the case, students should first complete the courses of period 1 in the next academic year and the thesis can only be started in November of the next academic year. For details please consult the Blackboard site Thesis MSc Business Administration: per specialization.

### Overige informatie

For any further questions, please contact Dr. Irina Mikhailava at [i.mikhailava@vu.nl](mailto:i.mikhailava@vu.nl)

## Thesis MSc BA - SO

<b>Vakcode</b>	E_BA_THS_SO ()
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	15.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. M.D. Bahlmann
<b>Examinator</b>	dr. M.D. Bahlmann
<b>Docent(en)</b>	dr. M.D. Bahlmann
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	500

### Doel vak

The thesis is an academic paper. This means that it systematically, objectively and verifiably demonstrates the knowledge the student has acquired regarding the thesis topic, as follows:

1. The structure of the thesis is systematic. For example, a thesis consists of an introduction, literature review, research design & question, data presentation and analysis, discussion, and conclusion. There should be a tight connection between these individual thesis sections. From the literature review, for instance, it should be apparent why the research question is a relevant one to ask. The methods should capture data that can be used to actually answer the research questions. Each choice (which literature to review, which question to ask, which method to apply, how to analyze the data, et cetera) must be well motivated and connected to or grounded in prior sections.
2. Results must be based on empirical findings which are properly verified, or which are open to proper verification. For qualitative

research, we expect students to conduct (the equivalent of) at least 12 interviews. For quantitative research, we expect students to generate (the equivalent of) at least 100 surveys.

3. It must be possible to confirm the research method. The incorporation of the literature, the execution of the research and the conclusions drawn must be recorded and motivated in such a way that any reader with the relevant expertise should be capable of assessing the validity of the statements made in the thesis and/ or should be able to replicate your research with similar outcomes as a result, unless the circumstances of the research provide very little or no opportunity for such assessment. There are two issues at stake here: the manner in which the research itself has been carried out and the transparency with which the research study is reported in the thesis.

#### Content thesis

To answer research questions (whether of an applied or theoretical nature), students have to conduct a theoretical investigation in the form of a literature survey as well as a sound empirical inquiry. Here, the student visits/ observes the object of his/ her research (one or more companies, individuals or other organizational units) to collect data which answer the research question. This can involve conducting interviews, making observations, sending out questionnaires, studying documents, analyzing sets of data and carrying out case studies, experiments or the like. A graduation project within a company can be used to gather data. Alternatively, students could engage in developmental modeling, or simulation research. In this kind of research, the student develops a mathematical model to simulate business processes under varying conditions.

#### Inhoud vak

##### Learning objectives

By means of the Master's thesis, students should demonstrate the following capabilities:

1. The student is capable of formulating a clear research problem that fits within the field of business administration, which has a managerial and scientific relevance.
2. The student is capable of presenting the problem in a theoretically relevant perspective, knows how to arrive at a useful theoretical framework or model in order to research his/ her problem statement. This is witnessed by a discussion of theories and/ or models drawn from various disciplines that are:
  - a. relevant for the problem at hand;
  - b. state- of- the- art;
  - c. described accurately, in-depth, and critically.
3. The student is capable of studying the problem in a suitable way, preferably using an empirical approach which is reflected in
  - a. a clear description of the method (in terms of sources used, respondents selected, techniques used, operational definitions, et cetera);
  - b. a correct usage of the methods and techniques;
  - c. The student is capable of analyzing the problem critically using relevant theories, models and methods and is able to draw correct, complete, and unequivocal conclusions by providing an answer to the problem, which has been clearly derived from the data.
4. The student is capable of identifying shortcomings and in making practical and theoretical recommendations that are based on conclusions, and that are comprehensible, detailed, relevant, and realistic.
5. The student is capable of reporting the research properly, indicated

by

- a. a clear, consistent, and structured presentation;
  - b. correct use of language;
  - c. correct and complete references.
6. The student is capable of performing the research in an ethical way and conducting high-quality research independently.
7. The student is capable of reflecting critically on the results and limitations of the research, as well as his/ her own (ethical and professional) functioning as a researcher.

### **Toetsvorm**

Assessment of a Master's thesis proceeds as follows. The student submits his/her thesis to the supervisor and uploads the thesis on Blackboard for the anti-plagiarism check (MSc Thesis Strategy and Organization [FEWEB\_ MSCTHEISMOSO\_9999\_1]). Also, students are expected to hand in a separate file that contains the raw data upon which the thesis is based (e.g., interview recordings and transcripts, survey data). If a student is not able to comply, the thesis cannot be assessed.

The supervisor forwards the thesis to an independent second reader who is knowledgeable of the thesis topic and/ or its methodology. After critically examining the thesis, the supervisor and the second reader discuss the strengths and weaknesses of the thesis and determine the appropriate grade. In so doing, the thesis is assessed on both qualitative and quantitative criteria, the former of which are leading for establishing the ultimate grade, the latter of which present the bare minimum standard as to what a thesis should look like.

If the two assessors differ substantially in their evaluation of the thesis (i.e., by two grade points or more), a third evaluation will be sought from the department head or program manager. The thesis grade comprises the rounded average of the three grades established by the three assessors. In case the supervisor and second assessor differ in opinion with regards to whether the thesis is sufficient or not, the head of department decides. This process ensures a fair and unbiased evaluation of the Master's thesis. Students must attain a 6 or higher to advance to graduation. A '7' is a very satisfactory grade for a Master's thesis project. An 8 may be awarded if the supervisor judges both the project and the thesis as excellent.

If the thesis supervisor and second reader intend to grade the thesis with a 9 (or higher), a third assessor must be consulted from outside the S&O department. The grade 9 can be awarded only if the third assessor agrees. The evaluation form can be found on blackboard (course documents).

After receiving the grade, the student submits a digital version of the thesis to the VU library thesis database.

A student can also fail the thesis. Failure results in an insufficient grade. In case a student hasn't handed in a thesis by the final deadline (i.e., no-show), than the supervisor will submit the grade of 1.0.

### **Vereiste voorkennis**

In order to start with the thesis MSc Business Administration, students should have completed at least the first two courses from period 1 of the programme (received a minimum grade of 6 for each of the two courses). If this is not the case, these courses should first be completed and the thesis can only be started in November of the next academic year.

There is one exception to this rule: a student that fails one of the two courses in period 1 and receives a minimum grade of 4 for the course he/she failed, is allowed to start working on his/her Master thesis, but only if he/she scored a 6 or higher for all other courses in period 1 and period 2. This exception implies that students that score a 6 or higher during the first round of exams (no resits) for all courses in period 2 may start working on their Master thesis in January/February (this is the regular time to start). Those students that fail one or both courses in period 2 during the first round of exams, but receive a minimum grade of 6 through resit(s) in March may start working on their Master thesis in April, but only if they scored a 6 or higher for one course in period 1 and received a minimum grade of 4 for the course they failed in period 1.

Students wanting to make use of this exception will have to approach their specialization coordinator with a formal request (by email), and hand in a filled-out application form with the specialization's thesis coordinator. If this is not the case, students should first complete the courses of period 1 in the next academic year and the thesis can only be started in November of the next academic year. For details please consult the Blackboard site Thesis MSc Business Administration: per specialization.

#### **Intekenprocedure**

See S&O thesis course manual (available on Blackboard) for application procedures.

## **Thesis MSc BA - TSCM**

<b>Vakcode</b>	E_BA_THS_TSC ()
<b>Periode</b>	Ac. Jaar (september)
<b>Credits</b>	15.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	prof. dr. ir. S.L.J.M. de Leeuw
<b>Lesmethode(n)</b>	Hoorcollege
<b>Niveau</b>	500

#### **Doel vak**

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.

#### **Inhoud vak**

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.

### **Onderwijsvorm**

The thesis will follow the structure of an academic journal paper and is limited in word count.

### **Toetsvorm**

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

### **Vereiste voorkennis**

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.

### **Aanbevolen voorkennis**

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.

### **Overige informatie**

The thesis must be written within the period January-June and there is one moment of entry only. The progress on a thesis will be constantly monitored through a few meetings that supervisors will schedule. Supervisors can decide to organise 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 organise 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**

<b>Vakcode</b>	E_BA_TEM (61422300)
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<b>Periode</b>	Periode 1
<b>Credits</b>	6.0
<b>Voertaal</b>	Engels
<b>Faculteit</b>	Fac. der Economische Wet. en Bedrijfsk.
<b>Coördinator</b>	dr. A.J.H. Pels
<b>Examinator</b>	dr. A.J.H. Pels
<b>Lesmethode(n)</b>	Hoorcollege, Werkcollege
<b>Niveau</b>	400

### **Doel vak**

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 is the transport sector organized? What are the strategies, and how do we set prices?

### **Inhoud vak**

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 and demand 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.

### **Onderwijsvorm**

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.

### **Toetsvorm**

essay 25 percent, written interim examination 75 percent

### **Literatuur**

- Mallard & G., S. Glaister, Transport Economics Theory, Application and Policy. Palgrave Macmillan, New York, 2008.

- Lecture slides will be distributed via Blackboard

**Vereiste voorkennis**

We expect students followed a bachelor course in (micro) economics and statistics.

**Aanbevolen voorkennis**

We expect students followed a bachelor course in (micro) economics and statistics. If you followed these courses no further preparation is necessary.

The following book gives an indication of the expected entry level:

'Stuart Cole (2005), Applied Transport Economics: Policy, management and decision making, Third edition, Kogan Page Ltd'.