



Business Administration (MSc)

VU University Amsterdam - Fac. der Economische Wet. en Bedrijfsk. - M Business Administration - 2013-2014

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

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

Read the full description of the programme or use the schedule below for information on the individual courses in the programme.

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ABRI Honours Programme

M Bus Adm - Entrepreneurship

Courses:

Name	Period	Credits	Code
Capita Selecta Entrepreneurship	Ac. Year (September)	6.0	E_BA_CSENT
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Entrepreneurship and Innovation	Period 1	6.0	E_BA_EI
Entrepreneurship in Action	Period 4	6.0	E_BA_EIA
Entrepreneurship, Institutions and Corporations	Period 2	6.0	E_BA_EIC
Ethics	Period 3	3.0	E_BA_ETH
Management of Sustainable Innovation	Period 2	6.0	X_432739
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2ENT
Small Business Development	Period 2	6.0	E_BA_SBD
Social Dynamics in Entrepreneurship	Period 2	6.0	E_BA_SDIE
Strategy, Control and Design	Period 1	6.0	E_BA_SCD
Thesis	Ac. Year (September)	15.0	E_BA_THS_ENT

M Bus Adm - Financial Man

Courses:

Name	Period	Credits	Code
Advanced Corporate Financial Management	Period 1	6.0	E_BA_ACFM
Advanced Finance, Banking and Insurance	Period 1	6.0	E_BA_AFBI
Advanced Financial Reporting for Business Administration	Period 2	6.0	E_BA_AFR

Advanced Management Accounting	Period 2	6.0	E_ACC_AMA
Bank Management	Period 4	6.0	E_BA_BANKM
Behavioral Corporate Finance	Period 4	6.0	E_FIN_BCF
Control and Audit	Period 5	6.0	E_ACC_CA
Corporate Governance, Risk Management and Control	Period 5	6.0	E_ACC_CGRMC
Ethics	Period 3	3.0	E_BA_ETH
Financial System Design	Period 5	6.0	E_BA_FSD
Institutional Investments and ALM for Business Administration	Period 2	6.0	E_BA_IIALMBA
Management Control	Period 4	6.0	E_ACC_MC
Real Estate Management	Period 5	6.0	E_BA_REM
Research Seminar FM	Period 3+4	6.0	E_BA_RSFM
Thesis	Ac. Year (September)	15.0	E_BA_THS_FM
Valuation and Corporate Governance for Business Administration	Period 2	6.0	E_BA_VCGBA

M Bus Adm - Human Res Man

Courses:

Name	Period	Credits	Code
Alliances, Mergers and Networks	Period 2	6.0	E_BA_AMN
Capita Selecta Human Resources Management	Ac. Year (September)	6.0	E_BA_CSHRM
Careers and Organizations	Period 1	6.0	E_BA_CO
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Diversity in Organizations	Period 4	6.0	E_BA_DIO
Entrepreneurship, Institutions and Corporations	Period 2	6.0	E_BA_EIC
Ethics	Period 3	3.0	E_BA_ETH
Management of Sustainable Innovation	Period 2	6.0	X_432739
Organization Development and Change	Period 2	6.0	E_BA_ODC
Performance Management and Control	Period 2	6.0	E_BA_PMC
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2HRM

Small Business Development	Period 2	6.0	E_BA_SBD
Strategy, Control and Design	Period 1	6.0	E_BA_SCD
Thesis	Ac. Year (September)	15.0	E_BA_THS_HRM

M Bus Adm - Inf and Know Man

Courses:

Name	Period	Credits	Code
Alliances, Mergers and Networks	Period 2	6.0	E_BA_AMN
Business Process Management and IT Alignment	Period 4	6.0	E_BA_BPMITA
Capita Selecta Information and Knowledge Management	Ac. Year (September)	6.0	E_BA_CSIKM
Distribution Logistics and Interorganizational Systems	Period 4	6.0	E_BA_DLIS
E-Business and Information Management	Period 1	6.0	E_BA_EBIM
E-Business Development	Period 5	6.0	E_BA_EBD
Ethics	Period 3	3.0	E_BA_ETH
Interactive Marketing	Period 2	6.0	E_BA_IM
Knowledge and Innovation Networks	Period 1	6.0	E_BA_KIN
Management of Sustainable Innovation	Period 2	6.0	X_432739
New Ways of Working	Period 2	6.0	E_BA_NWW
Organization Development and Change	Period 2	6.0	E_BA_ODC
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2IKM
Thesis	Ac. Year (September)	15.0	E_BA_THS_IKM

M Bus Adm - Man Consulting

Courses:

Name	Period	Credits	Code
Capita Selecta Management Consulting	Ac. Year (September)	6.0	E_BA_CSMC

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

M Bus Adm - Man Consulting Honours Track

M Bus Adm - Strategy and Org

Courses:

Name	Period	Credits	Code
Advanced International Management	Period 1	6.0	E_BA_AIM
Advanced Service Management	Period 1	6.0	E_BA_ASM
Alliances, Mergers and Networks	Period 2	6.0	E_BA_AMN
Behavioral Strategy	Period 5	6.0	E_BA_BS
Capita Selecta Strategy and Organization	Ac. Year (September)	6.0	E_BA_CSSO
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Ethics	Period 3	3.0	E_BA_ETH
Internationalization Project	Period 2	6.0	E_BA_IP
Management of Sustainable Innovation	Period 2	6.0	X_432739
Managing Service Innovation	Period 2	6.0	E_BA_MSI
Organization Development and Change	Period 2	6.0	E_BA_ODC
Performance Management and Control	Period 2	6.0	E_BA_PMC

Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2SO
Service Project	Period 2	6.0	E_BA_SP
Small Business Development	Period 2	6.0	E_BA_SBD
Strategic and Organizational Change	Period 4	6.0	E_BA_SOC
Strategy, Control and Design	Period 1	6.0	E_BA_SCD
Thesis	Ac. Year (September)	15.0	E_BA_THS_SO

M Bus Adm - Transport and Sup Ch M

Courses:

Name	Period	Credits	Code
Airline Business	Period 4	6.0	E_BA_AIRB
Capita Selecta Transport and Supply Chain Management	Ac. Year (September)	6.0	E_BA_CSTSCM
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Decision Making in Supply Chains	Period 2	6.0	E_BA_DMSC
Distribution Logistics and Interorganizational Systems	Period 4	6.0	E_BA_DLIS
Distribution Logistics and Supply Chain Management	Period 1	6.0	E_BA_DLSCM
Ethics	Period 3	3.0	E_BA_ETH
Management of Sustainable Innovation	Period 2	6.0	X_432739
Network Analysis	Period 2	6.0	E_BA_NA
Research Seminar I	Period 3	3.0	E_BA_RS1TSCM
Research Seminar II	Period 4	3.0	E_BA_RS2TSCM
Supply Chain Execution and Geologistics	Period 2	6.0	E_BA_SCEGL
Thesis	Ac. Year (September)	15.0	E_BA_THS_TSC
Transport Economics and Management	Period 1	6.0	E_BA_TEM

Advanced Corporate Financial Management

Course code	E_BA_ACFM (61412390)
Period	Period 1
Credits	6.0
Language of tuition	English

Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. H.A. Rijken
Teaching staff	dr. J. Koeter-Kant
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

To achieve advanced knowledge of the concepts and practice of corporate financial management. After following this course the student will have a thorough understanding of:

- Corporate financing and the (optimal) capital structure of the firm
- The influence of taxes on financing choices
- The impact of agency problems on financing choices
- Risk management and corporate strategy

This is not a basic finance course: students are supposed to have a solid back ground in financial management /corporate finance. They should be familiar with concepts like leverage, cost of capital, risk return relationship, valuation of bonds and shares, capital budgeting and financial statement analysis.

Course content

The topics to be covered will be approached within a value-based management framework and in the context of stakeholder analysis such as debt holders and equity holders. The course should be useful for students considering careers in (investment) banking, corporate finance advisory, private equity investment, venture capital, investment management, etc.

Form of tuition

Teaching consists of lectures and class room discussions. Students are expected to actively participate during all lectures. Assignments will be given.

Type of assessment

Written interim examination

80 percent

Assignments

20 percent

Course reading

- David Hillier, Mark Grinblatt and Sheridan Titman, Financial markets and Corporate Strategy. Second European edition. ISBN 13 978-0-07-712942-2.

- Academic Articles to be assigned

Entry requirements

Equivalent knowledge of Corporate Finance as covered in "Corporate Finance" by Berk and Demarzo, or an equivalent book. Students must be familiar -beforehand- with Financial Accounting and Corporate Finance.

Advanced Finance, Banking and Insurance

Course code	E_BA_AFBI (61412380)
Period	Period 1

Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. D. Schoenmaker
Teaching staff	prof. dr. D. Schoenmaker
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

Course content

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

1. Theory of financial markets and institutions
 - What are the functions of financial markets?
 - What is the role of institutional investors, including hedge funds and private equity?
 - What is the impact of the financial crisis on the financial system?
 - What is the theory that underpins the business of banking and insurance?
 - How are risk management models used in banks and insurers?
2. Degree of financial integration
 - Are financial markets already integrated in Europe?
 - Which strategies can financial institutions apply to achieve their expansion in Europe?
 - What are the challenges and barriers to European expansion?
3. Financial supervision and competition in the financial sector
 - How can financial stability be fostered at the European level in the aftermath of the financial crisis?
 - What instruments can be applied to open national markets?

Form of tuition

lecture

Type of assessment

written interim examination

60 percent, closed book

assignment

40 percent

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

Course reading

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

Advanced Financial Reporting for Business Administration

Course code	E_BA_AFR (60412150)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. R. Koenigsgruber
Teaching staff	dr. R. Koenigsgruber
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

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

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

Course content

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

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

Form of tuition

Lectures and discussion sessions based on assignments.

Type of assessment

written examination

Course reading

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

Entry requirements

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

Recommended background knowledge

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

Advanced International Management

Course code	E_BA_AIM (61412370)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. H.C. Bruns
Teaching staff	dr. H.C. Bruns
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

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

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

Course content

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

Form of tuition

Lectures (required)

Tutorials (recommended)

Type of assessment

Written final exam

Course reading

Selected articles

Entry requirements

Bsc or pre-master in (International) Business Administration

Advanced Management Accounting

Course code	E_ACC_AMA (60442020)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. T.L.C.M. Groot
Teaching staff	dr. E. Wiersma
Teaching method(s)	Lecture
Level	400

Course objective

After the course students are able to:

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

Course reading

A textbook:

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

Academic papers:

They will be published on Blackboard.

Advanced Service Management

Course code	E_BA_ASM ()
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.

Coordinator	dr. A.S. Alexiev
Teaching staff	dr. A.S. Alexiev
Teaching method(s)	Seminar
Level	400

Course objective

The overall goal of this course is to help you acquire advanced understanding of the principles and drivers for sustained competitive advantage in service contexts. Services have unique characteristics which makes their management also unique. Improving service management is key to sustaining and fostering our standard of living: the service sector accounts for about 80% of our economy. In this course, you will gain:

- In-depth knowledge about:
 - Service trends
 - Service performance measurement
- Key areas for managing services effectively and efficiently: technology, organizational knowledge, human capital, and customer relationships
- Analytical and creative problem solving skills

Course content

The topics that will be discussed include:

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

Form of tuition

Interactive theory and case discussion sessions
Company visit

Type of assessment

Individual written exam
Group report

Course reading

Academic articles and cases

Airline Business

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

Course objective

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

Course content

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

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

Form of tuition

lecture

working group

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

Type of assessment

paper written interim examination

Course reading

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

Entry requirements

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

Alliances, Mergers and Networks

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

Course objective

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

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

The purpose of the course is not only to introduce the students to some of the most fundamental issues in research on alliances, mergers and acquisitions, and networks, but also to allow them to apply the gained knowledge to real-life business situations.

Course content

The course consists of 6 lectures over a period of 6 weeks. During the lectures salient theoretical perspectives among which transaction cost economics, resource based view, resource dependence, inter-organizational learning, network view are discussed. In addition, during tutorial sessions students are challenged to obtain a deeper understanding of the course insights as well as to apply these insights to develop a "management tool".

Form of tuition

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

Type of assessment

Individual written exam and assignment

Course reading

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

Bank Management

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

Course objective

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

Course content

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

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

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

Form of tuition

lectures, home assignments

Course reading

to be announced

Behavioral Corporate Finance

Course code	E_FIN_BCF ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.

Coordinator	E.C. Wipplinger MSc
Teaching staff	E.C. Wipplinger MSc
Teaching method(s)	Lecture
Level	400

Course objective

The objective of this course is to introduce students to key behavioral phenomena that influence decision making of investors, managers and corporations.

Upon completion of this course, students will

- have gained substantial knowledge of behavioral factors relevant to economic activities;
- understand the possible influence on company operations, financing and investment.

Students will also be able to

- apply their knowledge of human economic behavior to real-world scenarios;
- avoid some clearly suboptimal decisions due to behavioral biases.

Course content

Traditional finance assumes that market participants are rational, that is, they have the ability to process information correctly and make choices that are in their own interests. However, real-world experience and empirical studies suggest that these assumptions do not always hold. Behavioral finance draws upon insights from psychology to describe human behavior. Individuals base their decisions on heuristics and are affected by biased beliefs as well as framing effects such as overconfidence, loss aversion, anchoring or mental accounting. We explore how individuals' beliefs and preferences affect their own financial decisions, corporations, and the financial markets overall. We will discuss behavioral anomalies and how they can be persistent due to limits of arbitrage. When we focus on corporations, we will examine two, not necessarily mutually exclusive, channels. First, managers themselves are subject to behavior that is not fully rational. Second, managers may cater to or game investors whose behavior is less than fully rational.

Form of tuition

Lectures

Type of assessment

Exam (80%)

Assignment (20%)

Course reading

Lecture slides

Journal publications

Recommended background knowledge

Sound knowledge of corporate finance and investments.

Remarks

For students MSc Finance.

For students MSc Business Administration, Financial Management track.

Behavioral Strategy

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

Course objective

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

Course content

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

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

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

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

Form of tuition

- Lectures
- Workshops
- Computer-based Fluency Training

Type of assessment

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

Course reading

- A selection of academic articles
- Daniels, A. C., & Daniels, J. (2004). Performance Management. Changing Behavior that Drives Organizational Effectiveness. Atlanta: Performance Management Publications.
- The accompanying Blitz Fluency Program.

Business Process Management and IT Alignment

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

Capita Selecta Entrepreneurship

Course code	E_BA_CSENT (61452180)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. J.K. Verduijn
Level	400

Course objective

This optional course enables student to either:

- A. Do an internship or perform another practical research assignment;
- or
- B. Perform additional work for their thesis (thus visibly making the thesis 'worth' 21 ects rather than 15 ects!);
- or
- C. Make the thesis a preliminary PhD research proposal (if you want to apply for a PhD after obtaining your Master's degree).

Course content

- A. Internship / other practical assignment

This can be an internship relevant for answering (part of) the research question of your thesis (also see point B), but does not necessarily have to be; it can also be a 'stand-alone' internship. In both cases this concerns a practical internship of at least 1 month (full-time). Another possibility is that you perform another (predefined) practical research assignment ('practice module'), related to the entrepreneurship phenomenon of course. More information about this option can be obtained through the course coordinator.

B. Additional work for the thesis

This can for example be extensive additional (quantitative or qualitative) empirical research, or an internship relevant for answering (part of) the research question of your thesis (also see point A), or an extensive, systematic literature review. Option B has to be agreed upon with the thesis supervisor.

C. PhD research proposal

Students who would like to obtain a PhD-title after their Master thesis can use Capita Selecta to work on a research proposal that is in line with NWO guidelines for research proposals.

Form of tuition

Standalone research / thesis work, with the aid of a supervisor (which can but does not necessarily have to be the thesis supervisor).

Type of assessment

Usually a paper

Course reading

To be decided

Remarks

In all cases, the grade will be determined by the supervisor.

Capita Selecta Human Resources Management

Course code	E_BA_CSHRM (61452120)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	B.R. Spisak
Level	400

Course objective

Capita Selecta within the HRM specialization enables Master students to:

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

Course content

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

Form of tuition

Individual supervision by Master thesis supervisor

Type of assessment

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

Capita Selecta Information and Knowledge Management

Course code	E_BA_CSIKM (61452030)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. B.J. van den Hooff
Level	400

Course objective

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

- have an in- depth understanding of the theoretical domain of their Master's thesis research
- have an in- depth understanding of the methodology they use in their Master's thesis research
- are able to apply their theoretical and methodological knowledge in conducting their Master's thesis research

Course content

One particular element of the Master's thesis research (theoretical, methodological, empirical) will be analyzed in depth this topic is closely related to one's Master's thesis. The topics of Capita Selecta will be announced by the lecturers on Blackboard. The topic is expected to be incorporated into the Master's thesis. Capita Selecta courses are taught by the thesis supervisors.

Course reading

Articles, which will be announced by the teacher.

Capita Selecta Management Consulting

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

Course objective

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

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

Course content

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

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

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

Notes:

- Credit for Capita Selecta typically provided by thesis supervisor
- Approval for Capita Selecta by supervisor needs to be requested in advance

Form of tuition

Self-study/ thesis supervision

Type of assessment

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

Course reading

Not applicable

Entry requirements

Students must be eligible for thesis writing

Recommended background knowledge

Research Seminar I and Research Seminar II are essential.

Capita Selecta Strategy and Organization

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

Course objective

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

Course content

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

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

Form of tuition

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

Type of assessment

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

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

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

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

Entry requirements

Accepted for Master thesis supervision

Remarks

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

Capita Selecta Transport and Supply Chain Management

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

Course content

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

During the course Capita Selecta you will:

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

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

Entry requirements

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

Careers and Organizations

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

Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course aims to introduce students to the new generation of Human Resource Development (HRD) paradigm, that is HRD guided not only by organizations, but also by individuals' careers. The 2011 theme of this course is 'Careers enacted (e-)Organizations'. The new HRD paradigm emphasizes a more central role of individuals, their talent diversity and their careers in the knowledge economy of the western world and beyond. This paradigm assumes individuals' participation and servant-leadership in business processes in both conventional organizations, and in the contexts of the Internet, multiculturalism and the globe. The course demonstrates how individual career paths and choices have a reciprocal impact on organizational development and performance and vice versa. This course prepares students to critically assess organizational HRD programmes targeted at developing and retaining talented employees. It also prepares students to become their own 'career capitalists'.

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

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

Course content

The course consists of two parts. In the first part, the course focuses on contemporary needs of employees in terms of their careers and development. It introduces students to such recent career concepts as the "boundaryless" career, "intelligent" career competencies, "career entrepreneurship," and - in a comparative perspective - other concepts that shape employees' work behavior in the knowledge-based economy. During this half of the course students also explore their own and team members' subjective career aspirations using the Intelligent Career Card Sort®. This individual and career oriented part of the course is coordinated by dr S. Khapova. In the second part, the course focuses on organizational needs in terms of professional and multiple-intellectual capabilities, including organizations' increasing search for talent. Most recent HRD insights and comparative practices relevant for (e-) recruitment, developing and retaining talent, and their implications for organizational learning in the international and virtual workplace, servant-leadership and community building in social (e-)networks, international and cross-cultural mobility, and productivity are discussed. This organizational part of the course is coordinated by dr S. van de Bunt- Kokhuis. Performance of students in this course will be evaluated based on two assignments: team and individual. The team assignment includes preparation of propositions based on assigned literature for every lecture. The individual assignment includes writing a case study based on interviews in a real company. An academic conference is embedded in the course in which students present their individual research findings, and their reflection on implications of findings for individuals, organizations, universities, and/or society at large.

Form of tuition

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

Type of assessment

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

- 20 percent - Propositions (team assignment)
- 60 percent - Individual paper (case study)
- 20 percent - Conference Presentation

Course reading

To be announced

Recommended background knowledge

Basic knowledge of HR processes and HRM.

Consultant Approaches

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

Course objective

After this course, students will:

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

Course content

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

Form of tuition

Lectures

Working groups

Assignments

Type of assessment

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

Course reading

Selected articles including:

- Anand, N., H.K. Gardner, T. Morris, 2007, Knowledge based innovation: Emergence and embedding of new practice areas in management consulting firms, *Academy of Management Journal*, 50, 2, 406-428.
- Eisenhardt, K.M., 1989, Building theories from case study research, *Academy of Management Review*, 14, 4, 532-550.
- Gulati, R., 2007, Tent poles, tribalism, and boundary spanning: the rigor-relevance debate in management research, *Academy of Management Journal*, 50, 4, 775-783.
- Heusinkveld, S., and J. Benders, 2005, Contested commodification: Consultancies and their struggle with new concept development, *Human Relations*, 58, 3, 283-310.
- Hicks, J., P. Nair, C.P.M. Wilderom, 2009, What if we shifted the basis of consulting from knowledge to knowing?, *Organization Learning*, 40, 3, 289-310.
- Lee, A.S., and R.L. Baskerville, 2003, Generalizing Generalizability in Information Systems Research, *Information Systems Research*, 14, 3, 221-243.
- Rosenzweig, P.M., 1994, When Can Management Science Research Be Generalized Internationally?, *Management Science*, 40, 1, 28-39.
- Scandura, T.A., and E.A. Williams, 2000, Research Methodology in Management: Current practices, trends, and implications for future research, *Academy of Management Journal*, 43, 6, 1248-1264.
- Thomas, K.W., and W.G. Tymon, 1982, Necessary Properties of Relevant Research: Lessons from Recent Criticisms of the Organizational Sciences, *Academy of Management Review*, 7, 3, 345-352.
- Van Aken, J.E., 2004, Management Research Based on the Paradigm of the Design Sciences: The quest for field-tested and grounded technological design rules, *Journal of Management Studies*, 41, 2, 219-246.
- Werr, A., and T. Stjernberg, 2003, Exploring Management Consulting Firms as Knowledge Systems, *Organization Studies*, 24, 6, 881-908.

Entry requirements

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

Consulting Research Project

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

Course objective

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

Course content

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

Form of tuition

Individual supervision

Type of assessment

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

Course reading

Dependent on the project

Entry requirements

Acceptance based on interview

Recommended background knowledge

Participation in the honours track in Management Consulting

Remarks

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

Control and Audit

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

Course objective

Management is responsible for the design and the functioning of internal controls. Auditors are responsible for adequate audits and the correct audit opinions.

The main objectives of this course are:

- applying knowledge in and understanding of assessing risks within organizations and designing and assessing an internal control system to mitigate these risks;
- applying knowledge in and understanding of assessing risks in relation to the reliability of financial information and designing and assessing internal controls to mitigate these risks;
- to be able to determine the audit steps necessary to audit these internal controls;

- be able to discuss these risks, internal controls and the necessary audit steps
- be able to understand principles of business risk audit and the relation between audit and control

Course content

Students will practice applying theoretical knowledge of the design of internal control systems in several types of organizations. We will practice with different types of organizations like trading companies, manufacturing and service companies. The students will work with practical cases. Using the same format, students will practice examining and testing the operating effectiveness of internal controls in the context of financial statement audits.

During a research lecture several academic papers will be discussed.

Form of tuition

The course will be given in six lectures of each four hours. The lectures are divided in a theoretical part and a practical part.

Subjects of the theoretical part are the theory of 'Accounting Information Systems' and 'Auditing' and the relationship between these subjects. In the practical part students will present and discuss. The cases have to be prepared in advance by small teams of students. Each presentation will get a grade. Sheet presentations must be uploaded on Blackboard before Wednesday. Attendance and participation during presentation is compulsory for all students.

Type of assessment

- participation
- a written interim examination

Course reading

- Arens et al., Auditing and Assurance Services, An integrated Approach. Last edition.
- Vaassen, Meuwissen & Schelleman, Accounting Information Systems and Internal Control. Last edition. Wiley.
- The Committee of Sponsoring Organizations of the Treadway Commission, Enterprise Risk Management-Integrated Framework. 2004.
- It is possible that other literature has to be studied during the lectures.
- Academic Papers

Recommended background knowledge

Knowledge of Audit Theory and Accounting Information Systems is assumed.

Corporate Governance, Risk Management and Control

Course code	E_ACC_CGRMC (60452000)
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	drs. P.A. Kelder RC
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

It is usually in the interest of everybody that organizations continue to exist as an entity. Given that statement, we can wonder why we have seen so many cases of failing corporate governance over the last decade.

Greed, accounting fraud and plain mismanagement have led to the dismantlement of several large corporations, and with that the disappearance of significant amounts of shareholders' money, pension money, jobs, and the trust in our economic system.

As many of the shareholders are also voters, many countries have as a result strengthened their legislation on corporate governance, stressing in particular management's responsibility to have in place an adequate internal control system for financial reporting. This focus on being in control has led to massive investments in control systems and procedures.

One might wonder if this focus on internal control over financial reporting needs to be brought back in balance with the basics of entrepreneurship, where corporate governance is seen as the strategic response to taking risk. The challenge for corporations in the coming years is to continue to take risks - leading to innovation, growth and prosperity - and manage them in such a way that internal control, especially over financial reporting, is never weakened. Information systems play a key role in reaching this goal.

After attending this course, students should:

- Understand the concepts Corporate Governance, Internal Control and Risk Management and their relationship;
- Understand the roles and responsibilities of the various stakeholders of a private or public organization;
- Have insight in the content of the most important Corporate Governance codes;
- Be able to form an opinion on real life cases of alleged mismanagement and fraud;
- Be able to communicate about these cases and indicate what improvements in risk management and information systems are needed to solve the problems at hand.

Course content

Lectures: The theory and scientific literature around CG will be discussed during the lectures. Students are encouraged to ask questions and participate actively to discuss the topics. So-called inflight assignments will be discussed during the lectures. Each student will need to prepare and present one inflight assignment.

Seminar: Students need to prepare a full report on one specific case and present their findings during the mini-seminar at the end of the course. The presentations and participation during the lectures and the seminars are components of the overall grade for this course.

Form of tuition

A combination of lectures, literature study, discussion and seminars.

Type of assessment

The grade for this course is a combination of participation and a written examination.

Course reading

Donald Nordberg, Corporate Governance. Principles and Issues.2010, Sage Publications Ltd.

Entry requirements

Knowledge of the course Accounting Information Systems is assumed.

Recommended background knowledge

Knowledge of the course Accounting Information Systems is assumed.

Cross Cultural Management

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

Course objective

Knowledge:

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

Skills:

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

Course content

Course Description

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

Course sub-theme

The recent economic crisis has unleashed a storm of critic and reflection about the state of international business. From all corners of the globe, there is growing call for a different kind of (corporate) leadership: less selfish and bonus-oriented, and more concerned with the sustainable wellbeing of company and society. This interest and attention to rethinking the paradigms of leadership in a global context has prompted the inclusion of a sub-theme within the course. In the academic year of 12-13, the CCM course will pay special attention to 'Servant-Leadership' as principle and way of life that guides a leader's capacity to both direct the organization and its people while at the same time work in their service. This theme will be explored in an historical and cross-cultural perspective with reference to the Thinkers50.com.

Form of tuition

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

The sequence of lectures and seminars in 2013 will likely be as follows:

Lectures:

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

Seminars:

The seminars aim to provide students the opportunity to further explore the concepts discussed in the lectures and identify the concepts, models and approaches as well as reflect on their implications in both a business context, as well as in their own personal lives.

Type of assessment

Individual assignment

Decision Making in Supply Chains

Course code	E_BA_DMSC (61442080)
Period	Period 2

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

Course objective

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

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

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

Course content

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

Form of tuition

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

Type of assessment

Assignments and exam.

Course reading

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

Entry requirements

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

Distribution Logistics and Interorganizational Systems

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

Course objective

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

Course content

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

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

Form of tuition

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

Type of assessment

Written interim examination

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

Course reading

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

Entry requirements

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

Distribution Logistics and Supply Chain Management

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

Course objective

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

Course content

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

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

Form of tuition

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

Type of assessment

written interim examination (60 percent) assignment (40 percent)

Course reading

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

Entry requirements

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

Recommended background knowledge

Pre-master TSCM or bachelor with specialization TSCM

Diversity in Organizations

Course code	E_BA_DIO (61442380)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. C.J. Vinkenburg
Teaching staff	dr. P.J. Peverelli, dr. C.J. Vinkenburg, dr. H.J.J.L. Seegers
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

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

Course content

Although there are as many definitions of organizations as there are researchers in this field, all definitions include at least one item: an organization is a group of actors co-ordinating their resources and activities to execute a certain task in a more efficient way than when doing a task individually. Traditional theories stress the need for the actors involved to share to a certain extent a perception of reality. As a result, management theories based on those definitions also focus on unifying perceptions, team building, etc. Contrariwise, from an organization theoretical approach actors differ in many respects. They differ according to gender, race, sexuality, religion, place of birth

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

Form of tuition

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

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

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

Consultation: the instructors will be available for consultation.

Type of assessment

written interim examination - Individual written exam (essay questions)

- Group critical incident paper; Students are required to form groups of 3-5 students to write a paper on a critical incident related to the main theme of the year, selected from a newspaper article/current event. In the paper, students should give attention to: 1) the incident at the micro & macro level 2) the incident and consequence(s) i.e behavioral and economic 3) the systems affected: a) structural b) psychosocial c) technical d) managerial e) goals & values 4) students are to provide analysis and make recommendations, and finally 5) discuss own reaction
- The report should consist of 10-14 pages, and should use at least 4 different sources (e.g. journal articles, interview, books, internet, newspaper articles), and Demonstrate a clear application of related theory introduced in the lectures.

Course reading

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

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

Consultation: the instructors will be available for consultation.

Recommended background knowledge

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

E-Business and Information Management

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

Course objective

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

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

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

Course content

Although information technology plays an important role the primary focus of this course will not be on technology but instead be on the managerial issues associated with organizational information systems. Most of the course matter will be dealt with in context of the question: How can information systems contribute to the realization of sustainable competitive advantage? To answer this question this course will consider an organization's (actual) IS resources in context of the IT- driven developments and trends that can be observed on the internet (WEB 2. 0). Today's business managers must be able to address the implications of significant trends like digital social networking (e. g. MySPace and Hyves), co- creation (e. g. wiki's and crowd sourcing), web enabled information and knowledge sharing (e. g. Blogs, Youtube and Flickr) and the emergence of virtual worlds (e. g. Second Life and Habbo Hotel) for their businesses and related IS solutions. Exemplary questions in this context are: how does online social networking influence our marketing information systems can we use wiki's to improve our product development do we have to be present in 3D virtual worlds, how can online social networks be integrated with our CRM systems, what are the implications of these trends for our ERP system? Point of departure for answering these questions is a framework that distinguishes the roles information technology can play in the accomplishment of organizational objectives. The following roles are distinguished by this framework:

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

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

Form of tuition

lecture

Lectures, workshops, tutorials and individual feedback sessions.

Type of assessment

paper

45 percent

written interim examination

55 percent

Course reading

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

Entry requirements

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

E-Business Development

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

Course objective

After following this course, you:

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

Course content

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

Form of tuition

Lecture / project

Type of assessment

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

Course reading

- Águila-Obra, A.R. del, Padilla-Meléndez, A., Serarols-Tarrés, C., Value creation and new intermediaries on Internet. An exploratory analysis of the online news industry and the web content aggregators, *International Journal of Information Management*, Volume 27, Issue 3, June 2007, 187-199
- Brousseau, E., & Penard, T. (2007). The Economics of Digital Business Models: A Framework for Analyzing the Economics of Platforms. *Review of Network Economics*, 6(2), 81-114.
- Casadesus-Masanell, R., & Ricart, J. E. (2010). From Strategy to Business Models and onto Tactics. *Long Range Planning*, 43(2-3), 195-215.

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

Entrepreneurship and Innovation

Course code	E_BA_EI (61412330)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. E. Masurel
Teaching staff	prof. dr. E. Masurel
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

The aim of this course is to create insight into the role of entrepreneurship in the modern economy and society. The students will gain (deeper) insight in the origins of the entrepreneurship domain, the various definitions of entrepreneurship, the importance of innovation for entrepreneurship, how and where innovative opportunities emerge and how systems can be designed that can continue to create innovative opportunities. After this course students are able to make a solid choice for the specialization courses in period 2.

Type of assessment

written examination
and team assignment (case)

Course reading

A selection of academic articles (will be announced).

Entrepreneurship in Action

Course code	E_BA_EIA (61442340)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	G.J. Beekman
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

This course is aimed at facilitating students in experiencing, exploring, discovering and 'reporting' about entrepreneurship as a real-life and dynamic phenomenon (i.e. entrepreneurship-in-action).

Course content

This course builds upon a practice-based approach towards the entrepreneurship phenomenon.

Form of tuition

Self-study
Work groups

Type of assessment

Choice of assignments

Course reading

To be announced

Entrepreneurship, Institutions and Corporations

Course code	E_BA_EIC (61422350)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. ir. J.C. van Burg
Teaching staff	dr. ir. J.C. van Burg
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

The aim of this course is to create insight into the processes associated with entrepreneurship in existing institutions and organizations (i.e., intrapreneurship, corporate entrepreneurship, institutional entrepreneurship, academic entrepreneurship). More specifically, the learning objectives are:

1. Gain insight in the processes, norms and beliefs that enable and constrain entrepreneurship in existing institutions and organizations.

2. Gain insight in practices that facilitate entrepreneurial processes in larger institutional environments.
3. Acquire skills in executing and writing academic research (literature review, data collection, analysis and reporting) or in designing science-based practical solutions (literature review, data collection, designing and reporting) regarding entrepreneurship in existing institutions and organizations.

Course content

This course gives insight in entrepreneurial processes within existing institutions and organizations. Think for example about entrepreneuring within a well-regulated multinational corporation (e.g., Shell) or within a bureaucratic government organization (e.g., a university). This course gives insight in the processes that constrain and enable entrepreneurship in such settings. Moreover, entrepreneurs are typically able to change and transform existing situations and to bring about new economic, social, institutional, and cultural environments. Both theoretical explanations as well as practical solutions are explored in this course.

Form of tuition

The basic structure of the course consists of five interactive plenary lecture sessions and one large assignment that will be pitched in the sixth session. To facilitate the learning process, lectures have to be prepared in preparation assignments. To support the research and design process for the final assignment, you will get feedback in different stages after handing in a proposal or report concept.

Type of assessment

The grading of the course is for 80% based on individual tasks (including parts of a team report) and 20% on team effort. The final grade buildup is as follows:

- Four preparation assignments for the lectures (4*10%=40%).
- Individual presentation: 10%
- Team presentation: not graded, but mandatory.
- Final assignment (50%):
- Option 1: write a real-life venturing proposal for an invention.
- Option 2: write a research paper on a topic covered in this course.

The final assignment has to be executed in teams of three students. These final assignments will receive an overall grade, but team members have to indicate which part of the proposal they contributed to / were in the lead (the report will therefore be divided into three parts). The grade for the final assignment will be calculated as follows: $0,4 * (\text{overall grade}) + 0,6 * (\text{grade for individual parts})$.

Course reading

Selected relevant articles, chapters and cases, approximately three per lecture.

Ethics

Course code	E_BA_ETH (61432100)
Period	Period 3
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.

Coordinator	prof. dr. J.J. van Dijk
Teaching staff	dr. L.A. Havermans
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

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

Course content

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

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

In this course on Ethics five competences will be considered:

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

Form of tuition

lecture
working group

Type of assessment

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

Course reading

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

Financial System Design

Course code	E_BA_FSD (61452310)
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. D. Schoenmaker
Teaching staff	prof. dr. D. Schoenmaker
Teaching method(s)	Lecture
Level	400

Course objective

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

After following this course, you:

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

Course content

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

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

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

Form of tuition

lecture

Type of assessment

written interim examination
100 percent, closed book.

Course reading

Papers to be announced.

Institutional Investments and ALM for Business Administration

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

Course objective

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

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

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

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

Course content

- the characteristics of asset classes (fundamentals, risk and return, their function in the portfolio);
- the available instruments to get exposure to these asset classes (Mutual Funds, ETFs, derivatives, etc.);
- risk management tools for portfolio construction;
- traditional portfolio construction based on market capitalization and modern alternative construction methods (risk based strategies, fundamental indexing, etc.)
- the allocation process between asset classes (strategic versus tactical asset allocation);
- the Asset and Liabilities Management (ALM) process within financial institutions;

- strategic and tactical asset allocation versus ALM asset allocation;
- oversight of the (academic) studies on the debate "Active vs. Passive investing" and a thorough understanding of the main issues in this debate;
- business models for asset managers, insurance companies, pension funds and fiduciary managers;
- portfolio construction process for each of the above-mentioned institutions.

Form of tuition

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

Type of assessment

Written exam (70%) and two cases (30%).

Course reading

- Zvi Bodie, Alex Kane and Alan J. Marcus: Investments and Portfolio Management, McGraw Hill (9th edition)
- Additional course material (academic papers, etc.) will be provided on Blackboard

Interactive Marketing

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

Course objective

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

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

Course content

Online marketing has become of vital importance in finding, servicing and maintaining customers in todays network economy. Given the relevance of a good online presence, more and more organizations are confronted with the challenge to effectively use their website in a competitive landscape of competitors, search engines, comparison websites, and social network sites. Participants of the course Interactive Marketing focus on this challenge by writing an online

marketing action plan for an existing organization. The plan is written in line with the customer decision-support system paradigm, which proposes web-based technology as instrument to guide website visitors through the stages of their purchase decision-making process. The plan is substantiated with usage of the existing academic literature and application of basic methods for website analysis. The final plan aims to guide the organization in improving its revenues, lowering its costs, and boosting customer satisfaction. Addressed topics include: search engine marketing, search engine optimization, e-mail marketing, multi-channel marketing, social media, social media metrics, conversion, retention, website traffic analysis, website usability, website content analysis, website style, and online research. Mirroring practice, a team-based approach is used.

Form of tuition

Lectures: 1 x 2 hours per week

Tutorials: 1 x 2 hours per week

Type of assessment

Team presentation (10%)

Team assignment (90%)

Course reading

Articles will be made available on Blackboard.

Entry requirements

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

Internationalization Project

Course code	E_BA_IP (61422360)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. ir. A.A. ter Wiel
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

During the Master course 'Internationalization Project' (IP) you will go into the field and work on a real life organizational problem with an international component. It is a hands-on course that at the same time provides you with the academic basis to tackle a research project. The knowledge and skills you gain with IP will help you in designing, managing and carrying out your Master thesis and will offer you a valuable glimpse of the business world.

After the course you:

- know the definitions and applications of key aspects of (practice-oriented) research projects, such as data sources, types of knowledge, validity and triangulation;
- are capable of conducting case study research;
- can formulate a problem/question in a practice-oriented research

project;

- are able to design a research project including research framework and conceptual design;
- are able to plan and manage an extensive research project involving different actors (e.g., your team members, client organization);
- have learned how to effectively and efficiently convey a message through a written report that is both scientifically grounded as well as practically relevant to the client organization, and through presentation;
- have mastered more literature about internationalization issues.

Course content

IP builds on several Bachelor and Master courses, including 'Advanced International Management', and expects you to apply previously gained and new knowledge about organizational theory and international management to a practical case. Besides a regular exam, you will be required to write a team report that consists of two parts. One part is directed to your client organization (of your team's choice) and one part contains the academic background of the research involved, such as a research framework and literature review.

Form of tuition

Internationalization Project consists of 6 (guest) lectures and multiple work group sessions. The course requires active participation in lectures, work group sessions, and team meetings. During regular lectures, theory about conducting (qualitative) case study research is conveyed. The guest lectures serve the purpose of introducing the 'pyramid' method of reporting and illustrating cases from the business world. The work group sessions mainly aim at providing feedback on team reports and presentations.

Type of assessment

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

- Exam result (individual);
- Team result (including team report and presentation).

Course reading

- Book: Verschuren, P. and Doorewaard, H. (2010). Designing a Research Project, second edition, 2010, Eleven International Publishing;
- Various academic articles and reading material provided to you online:
 - about conducting case study research;
 - with examples of case studies;
 - about the 'pyramid' method of reporting;
- Top journal articles about international management, to be selected by the students.

Entry requirements

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

Recommended background knowledge

Advanced International Management as preparatory course is recommended, but not required.

Remarks

Students considering to choose IP as one of their courses need to realize that:

- a) Students are required to report on their individual contribution to

the team project, by completing an 'individual contribution-form'. With this form, a student explains how much (percentage) and what he/she contributed to the team assignment. All team members must sign the overview of contributions (percentage per student). If a student's individual contribution proves to be inadequate, the student needs to successfully complete an extensive additional assignment to pass the course.

b) For the team assignment it is the team's responsibility to find a suitable organization that presents them with a relevant problem/question. Students are advised to look for such an organization prior to starting the course. A suitable organization fulfills the following conditions:

- It is larger than 10 FTE and has a website;
- Its relevant employees are willing to work with advanced business students;
- The organization has a question or problem with an international component.

Knowledge and Innovation Networks

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

Course objective

This course aims to stimulate students to critically reflect on some of the newest issues in the field of knowledge and innovation networks.

After successful completion, students will

- have advanced understanding of
- knowledge and innovation processes
- various forms of networks
- challenges of managing knowledge and innovation networks
- are able to discuss and apply the latest literature in the field of knowledge and innovation networks
- have practiced with writing an academic review

Course content

Networks can have various forms: for instance as (online) communities of practice between individuals, as strategic alliances, mergers/acquisitions or business networks between organizations, or they can be with customers ('crowdsourcing') or with competitors ('coopetition'). In all of these networks knowledge needs to be developed, shared, managed and/or transferred, in particular because knowledge has become the most important factor in economic life (see the knowledge based view of the firm). Through this, organizations can develop innovative capabilities that can increase their competitive advantage over others. Scholars from multiple disciplines, using different methods and perspectives, are still developing this rising field that also practitioners are trying to grasp. This course goes in-depth into the field of knowledge and innovation networks by discussing

leading-edge studies that reflects current developments, and important trends in practice. We do this by (guest) lectures, individual assignments, by group assignments and discussions. Examples of topics include, but are not restricted to: why would customers share knowledge with a company and how can this influence innovation? What are pitfalls to online communities in terms of knowledge sharing and innovation? How can you study knowledge sharing and innovation processes in business networks?

Form of tuition

The course includes (guest) lecturers, and requires active participation in discussion seminars.

Type of assessment

Group assignments (40 percent) and individual assignments (60 percent) Both grades need to be 5.0 minimum (final grade 5.5 minimum), in order to pass.

Course reading

Students need to prepare readings (see BlackBoard) before coming to class.

Management Consulting

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

Course objective

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

Course content

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

Form of tuition

Lectures and seminars

Type of assessment

Written interim examination and assignments

Course reading

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

Management Control

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

Course objective

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

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

Course content

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

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

In examining the control function in these three distinct areas of organizational activity, articles from the accounting literature are

critically studied, reviewed and presented.

Form of tuition

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

Type of assessment

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

Course reading

- Merchant, K.A. & W.A. van der Stede, Management Control Systems: Performance Measurement, Evaluation and Incentives. 2nd edition. Prentice Hall, 2007.
- A selection of academic articles

Entry requirements

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

Management of Sustainable Innovation

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

Course objective

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

This course has the objective to:

1. make students aware of the importance of a deep understanding of sustainable innovations for future business professionals
2. increase the understanding of how companies, public and government are interrelated in addressing and solving sustainability issues
3. explain how sustainable innovation can hence be managed on and across team, company and system levels

This last learning goal has to be made explicit in the assignment of assessing the sustainability reports of companies and making concrete proposals for improving their sustainability performance.

Course content

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 centred 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 is 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. Management of sustainable innovation should hence be in the forefront for every business scholar.

The course will start with explaining the importance of sustainability issues and of sustainable innovations.

Second the course will deeply go into theory on

1. why companies should become more sustainable
2. how companies can do so

Students will be required to develop a deep understanding of how changing norms and values in our society, change the way business is done. They will be required to learn to see our economies as systems rooted in belief systems, and that companies have to have a systemic understanding of our economies and their role within them. This leads to a fundamentally different view on the roles of companies in our societies, and an important role for the future managers of sustainable innovation to strive towards this new reality.

Form of tuition

Lectures are given by:

- Rosalinde Klein Woolthuis (Feweb), coordinator
- Bart Bossink (FEW)
- Several guest lecturers

Two Lectures a week will be given.

Lectures on the first day will discuss theory. Prior reading of the literature is a requirement to participate in the classes.

Lectures on the second day will alternate between a guest lecture and discussion of the assignment.

Type of assessment

Exam (70%), Assignment (30%); Average grade needs to be equal to or higher than 5.5 to pass for the course.

Course reading

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

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

Several articles which will be placed on Blackboard.

Target group

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

Managing Service Innovation

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

Course objective

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

Course content

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

Form of tuition

Participative seminars (introduction – dialogue – case presentations)

Type of assessment

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

Course reading

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

Entry requirements

Willingness to participate actively!

Recommended background knowledge

Content of the bachelor course:

- Business Administration in the Service Industry
- Technology and Innovation

Remarks

Maximum number of participants: 75.

Network Analysis

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

Course objective

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

After following this course, you:

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

Course content

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

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

Form of tuition

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

Type of assessment

- written interim examination
- assignments

Course reading

- Syllabus
- Selected papers

Entry requirements

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

New Ways of Working

Course code	E_BA_NWW (61422330)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. L.C.M. Agterberg
Teaching staff	prof. dr. M.H. Huysman, dr. L.C.M. Agterberg
Teaching method(s)	Seminar
Level	400

Course objective

Upon completion of this course, students should:

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

Course content

New ways of working refers to new ways in which knowledge workers collaborate in increasingly distributed organizational contexts, instigated by new technologies. Personal mobile devices are increasingly used for coordination and communication while working in flexible settings, like open internal offices, external shared offices, home offices or at coffee corners. Furthermore, work is increasingly being done virtual and communication extends more and more beyond traditional media like telephone to social media. The possible consequences of these new ways of working are often predicted but not yet fully and academically understood. In the first part of the course, different

theories related to new ways of working are discussed. In the second part, students conduct an empirical study related to a new way of working, providing students hands-on experience with critically analyzing and assessing the consequences of the actual "new" ways in which knowledge workers work. The aim of this course is to develop a critical academic attitude towards "New ways of working" and its implications for work practices.

Form of tuition

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

Type of assessment

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

Course reading

Papers, to be announced on Blackboard

Remarks

During the course, students will conduct research at an organization. The course has a very tight schedule and flexibility in terms of availability during the duration of the course is required.

Organization Development and Change

Course code	E_BA_ODC (61442010)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. I. Mikhailava
Teaching staff	dr. I. Mikhailava, prof. dr. L.I.A. de Caluwe
Teaching method(s)	Lecture, Practical, Study Group
Level	400

Course objective

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

Course content

Having followed this course, you will be able to:

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

Form of tuition

Lectures, seminars, group work, presentations

Type of assessment

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

Course reading

Textbooks:

Cummings, T.G. & Worley, C.H. (2009). Organization Development & Change. Mason: Thomson South-western (9th Edition): chapters 1-2, 5, 9, 12-22 (cases are not obligatory)

Caluwé, L.I.A., & Vermaak, H. (2003). Learning to Change: A Guide for Organization Change Agents. Thousand Oaks: Sage Publications Inc.: chapters 3-8.

Articles will be announced.

Recommended background knowledge

OD&C is interconnected with Management Consulting 4.1 course (period 1), so it is beneficial if students familiarized themselves with its content. To obtain it, please get in touch with OD&C course coordinator.

Remarks

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

Performance Management and Control

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

Course objective

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

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

Course content

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

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

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

Form of tuition

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

Type of assessment

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

Entry requirements

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

Recommended background knowledge

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

Remarks

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

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

At blackboard you can find some examples of earlier reports.

Policy Evaluation and Advice

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

Course objective

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

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

Course content

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

Form of tuition

Lectures and seminars

Type of assessment

Assignments and paper

Course reading

Entry requirements

Course Management Consulting 4.1

Recommended background knowledge

Course Management consulting 4.1

Real Estate Management

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

Course objective

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

Course content

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

- the main characteristics of the most popular types of mortgage loans

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

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

Type of assessment

written examination

Course reading

- Andrew E. Baum, David Hartzell, "Global Property Investment: Strategies, Structures, Decisions", December 2011, Wiley-Blackwell, ISBN: 978-1-4443-3528-6, Paperback, 576 pages.
- Additional course material will be provided on Blackboard

Research Seminar FM

Course code	E_BA_RSFM (61432310)
Period	Period 3+4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. V.L. van Kervel
Teaching staff	dr. V.L. van Kervel
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

Conducting an academic research project including all the steps of research: problem scanning, literature search and survey, research question definition, data gathering, data analyses, reporting (orally and in writing)

Course content

This seminar is meant to make students familiar with academic research.

In the first week of period 3 students will have 8 hours of lectures on Empirical Finance.

In the second week of period 3 students will start in teams of 3 members with their academic research, coached and supervised by scientific staff. During a 6 week period students have to report and present progress to colleague students in groups of 15 students. This will happen 3 – 4 times and discussion is part of the grading.

Special characteristics:

- Team effort (3 students max per subject)
- High time pressure (7 weeks): so good division of labor needed, good intra-group communication, trust, clear choices and strong focus, and pre-reading before the actual project commences.

- Critical attitude: towards own and others' research set-up and output, active participation in discussions

Form of tuition

See content

Type of assessment

60%: final report

20%: presentation

20%: participation (10% role as discussant; 10% general participation during sessions)

Course reading

No literature, only lectures material first week.

Research Seminar I

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

Course objective

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

Course content

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

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

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

from theory.

Form of tuition

32 hours (24 working group, 8 lecture)

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

Type of assessment

assignment
100 percent.

Entry requirements

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

Research Seminar I: Advanced Research Design & Methodology

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

Course objective

After having completed Research Seminar I, Master students are able to:

- give an overview of the different research designs and strategies;
- critically evaluate research designs from existing studies;
- make informed design decisions for setting up their own research.

Course content

After having completed Research seminar I students are able to:

1. reflect on and critically evaluate the different research paradigms, strategies and methods
2. make informed choices and develop an adequate research design that fits their research question

Form of tuition

4 lectures, 1 tutorial (in work groups)

Type of assessment

Essay (individual assignment)

Course reading

- Doyle, L., Brady, A. M., & Byrne, G. (2009). An Overview of Mixed Methods Research. *Journal of Research in Nursing*, 14(2), 175-185.
- Edmondson, A.C. & McManus, S.E. (2007) Methodological fit in Management field research. I: *Academy of Management Review*, Vol. 32, No.

4, 1155–1179.

- Flick, U. (2007). *Managing Quality in Qualitative Research*, Sage.
- Johnson, B., & Turner, L. A. (2003). *Data Collection Strategies in Mixed Methods Research*. In A. Tashakkori & C. Teddlie (Eds.), *Handbook of mixed methods in social & behavioral research* (pp. 297-319). Thousand Oaks, CA: Sage.
- McGrath, J.E. (1981). Dilemmatics: The study of research choices and dilemmas. *American Behavioral Scientist*, 25, 179-210.
- Saunders, Lewis, & Thornhill (2009). *Research Methods for Business Students*, 5th Edition. Edinburgh: Pearson Education/Prentice Hall.
- Stone-Romero, E. F. (2002). The Relative Validity and Usefulness of Various Empirical Research Designs. In S. G. Rogelberg (Ed.), *Handbook of Research Methods in Industrial and Organizational Psychology* (pp. 77-98). Malden: Blackwell.
- Teddlie, C., & Tashakkori, A. (2009). The Inference Process in Mixed Methods Research. In C. Teddlie & A. Tashakkori (Eds.), *Foundations of Mixed Methods Research: Integrating Quantitative and Qualitative Approaches in the Social and Behavioral Sciences* (pp. 285-314). Thousand Oaks: Sage.

Entry requirements

Bsc or pre-master in (International) Business Administration

Recommended background knowledge

Basic knowledge of research methodology

Research Seminar II

Course code	E_BA_RS2ENT ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. ir. J.C. van Burg
Teaching method(s)	Study Group
Level	400

Course objective

After having completed Research Seminar II, students will be able to:

1. make an appropriate and motivated choice between the different data collection and analysis techniques;
2. design questionnaire surveys and conduct interviews;
3. analyze data collected through these research methods using the appropriate techniques and interpret the results;
4. evaluate these results in light of the inherent limitations of the research method used;
5. effectively summarize and communicate their results to their readers.

Course content

Research Seminar II (RS-II) builds directly on the Research Seminar I (RS-I) course that you took in period 3. The overall aim of both research seminar courses is to guarantee that all Master students in Business Administration will have the knowledge and skills related to research design, methods and techniques they need to complete their

Master thesis. However, whereas RS-I was mainly focused on enhancing theoretical insights and understanding of more abstract research approaches, designs and philosophies (i.e. methodology), RS-II focuses on more practical applications and skills you need when conducting qualitative and quantitative research (i.e. methods). Because RS-II builds on RS-I, students must have followed RS-I and must have read and understood all the required literature for RS-I (including sheets) prior to starting with RS-II.

Form of tuition

The basic structure of the course consists of four interactive workgroup sessions and two assignments. There are two workgroup sessions devoted to interviews, and two workgroup sessions devoted to surveys. Students can select either interviews or surveys to write their report about.

Type of assessment

The report will be graded by the work group lecturer. The criteria on which the research report will be graded can be found on Blackboard. Ensuring team member participation on the report is primarily the responsibility of the team. To facilitate this, at the end of the course, we will ask each team member to evaluate the amount and quality of the work of each of the other team members (below average, average, above average). The report grade will be down-graded with minus 1 point if your contribution is consistently rated on your team members as 'below average'.

Course reading

Selected relevant articles, chapters and cases.

Research Seminar II

Course code	E_BA_RS2HRM ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	C. Fleisher MSc
Teaching method(s)	Study Group, Lecture
Level	400

Course objective

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

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

Course content

The course focuses on qualitative interviews and quantitative surveys, the two most common research design used in organizational research. The tutorial will guide students through the different stages of these

research designs, from data collection to analysis and writing up results.

Form of tuition

Tutorials

Type of assessment

Research report (group assignment)

Course reading

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

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

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

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

Anseel, F., Lievens, F., Schollaert, E., & Choragwicka, B. (2010).

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

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

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

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

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

Recommended background knowledge

Basic knowledge of research methodology

Research Seminar II

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

Course objective

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

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

Course content

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

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

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

Form of tuition

Workgroup sessions, research project on site.

Type of assessment

Team report
Individual report

Course reading

Papers that will be made available via blackboard

Entry requirements

Students must have followed Research Seminar I before starting with Research Seminar II.

Recommended background knowledge

Research Seminar I.

Knowledge Management 3.2 (or comparable KM course).

Research Seminar II

Course code	E_BA_RS2MC ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. I. Mikhailava
Teaching staff	dr. M.J. Flikkema, dr. I. Mikhailava, dr. H.S. Heusinkveld
Teaching method(s)	Study Group
Level	400

Course objective

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

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

Course content

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

Form of tuition

Workshops, Group work, Lectures

Type of assessment

Group report

Course reading

The literature will be announced. For inquiries, please contact course coordinator.

Recommended background knowledge

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

Remarks

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

Research Seminar II

Course code	E_BA_RS2SO ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	C. Fleisher MSc
Teaching method(s)	Study Group, Lecture
Level	400

Course objective

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

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

Course content

After having completed RS2, students will be able to:

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

Form of tuition

Tutorials

Type of assessment

Research report (group assignment)

Course reading

- Bansal, P., & Corley, K. (2011). The coming of age for qualitative research: Embracing the diversity of qualitative methods. *Academy of Management Journal*, 54(2), 233-237.
- Weiss, R. S. (1994). Learning from strangers: The art and method of qualitative interview studies. Chapters 3 and 4. These chapter will be posted on BB as you will not have access to it yourselves.
- Kabanoff, B. (1997). Computers can read as well as count: Computer-aided text analysis in organizational research. *Journal of Organizational*

Behavior, 18, 507-511.

- Bansal, P., & Corley, K. (2011). Publishing in AMJ – Part 7: What's different about qualitative research? *Academy of Management Journal*, 55 (3), 509-513.
- Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases : Challenges and opportunities. *Academy of Management Journal*, 50, 25-32
- Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1, 104-121. This article will be posted on BB as you will not have access to it yourselves.
- Slater, S. F., & Atuahene-Gima, K. (2004). Conducting survey research in strategic management. *Research Methodology in Strategy and Management* , 1, 227–249. This article will be posted on BB as you may not have access to it.
- Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: four recommendations for getting the most from your analysis. *Practical Assessment Research & Evaluation*, 10(7). Accessible through <http://pareonline.net/>.
- Wilkinson, L. (1999). Statistical Methods in Psychology Journals: Guidelines and Explanations. *American Psychologist*, 54(8), 594-604.
- Zhang, Y., & Shaw, J. D. (2012). Publishing in AMJ - part 5: Crafting the Methods and Results. *Academy of Management Journal*, 55(1), 8-12.

Entry requirements

Bsc or pre-master in (International) Business Administration

Recommended background knowledge

Basic knowledge of research methodology

Research Seminar II

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

Course objective

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

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

case study

- can reflect on the question whether a specific research framework is suitable for a particular research question.

Course content

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

Form of tuition

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

Type of assessment

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

Course reading

Electronic reader (blackboard)

Entry requirements

Only for students participating in the Master specialisation TSCM.

Service Project

Course code	E_BA_SP ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.D. Bahlmann
Teaching staff	drs. F.E. Driessen
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

During the Master course 'Service Project' (SP) you will go into the field and work on a real life organizational problem with a service component. It is a hands-on course that at the same time provides you with the academic basis to tackle a research project. The knowledge and skills you gain with SP will help you in designing, managing and carrying out your Master thesis as well as your Capital Selecta, and will offer you a valuable glimpse of the business world.

After the course you:

- know the definitions and applications of key aspects of (practice-oriented) research projects, such as data sources, types of knowledge, validity and triangulation;
- are capable of conducting case study research;

- can formulate a problem/question in a practice-oriented research project;
- are able to design a research project including research framework and conceptual design;
- are able to plan and manage an extensive research project involving different actors (e.g., your team members, client organization);
- have learned how to effectively and efficiently convey a message through a written report that is both scientifically grounded as well as practically relevant to the client organization, and through presentation;
- have mastered more literature about service related issues.

Course content

SP builds on several Bachelor and Master courses, including 'Advanced Service Management', and expects you to apply previously gained and new knowledge about organizational theory and service management to a practical case. Besides a regular exam, you will be required to write a team report that consists of two parts. One part is directed to your client organization (of your team's choice) and one part contains the academic background of the research involved, such as a research framework and literature review.

Form of tuition

Service Project consists of 6 (guest) lectures and multiple work group sessions. The course requires active participation in lectures, work group sessions, and team meetings. During regular lectures, theory about conducting (qualitative) case study research is conveyed. The guest lectures serve the purpose of introducing the 'pyramid' method of reporting and illustrating cases from the business world. The work group sessions mainly aim at providing feedback on team reports and presentations.

Type of assessment

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

- Exam result (individual);
- Team result (including team report and presentation).

Course reading

- Book: Verschuren, P. and Doorewaard, H. (2010). Designing a Research Project, second edition, 2010, Eleven International Publishing;
- Various academic articles and reading material provided to you online:
 - about conducting case study research;
 - with examples of case studies;
 - about 'pyramid' method of reporting;
 - Top journal articles about service management, to be selected by the students.

Entry requirements

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

Recommended background knowledge

Advanced Service Management (ASM) as preparatory course is recommended, but not required.

Remarks

Students considering to choose SP as one of their courses need to realize that:

a) Students are required to report on their individual contribution to the team project, by completing an 'individual contribution-form'. With this form, a student explains how much (percentage) and what he/she contributed to the team assignment. The overview of contributions (percentage per student) must be signed by all team members. If a student's individual contribution proves to be inadequate, the student needs to successfully complete an extensive additional assignment to pass the course.

b) For the team assignment it is the team's responsibility to find a suitable organization that presents them with a relevant problem/question. Students are advised to look for such an organization prior to starting the course. A suitable organization fulfills the following conditions:

- It is larger than 10 FTE and has a website;
- Its relevant employees are willing to work with advanced business students;
- The organization has a question or problem with a service component.

Small Business Development

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

Course objective

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
- Integrate and apply academic knowledge during experiential learning exercises and in a team assignment
- Engage in the academic discussion about small business development through the development of reflection papers and in-class discussion, strengthening academic writing and discursive skills

Course content

Central in this course is how small businesses deal with the tension between creativity and efficiency. While creativity is imperative for the production of new products, profitability is essential too. The primary focus of this course is on project teams and the entrepreneurial experts that collaborate in project teams. Project teams constitute the core of small businesses. Project teams form a relevant focus because macro-level tensions between creativity and efficiency are reproduced at the team and individual team member level. Project teams create competitive advantage for small businesses because teams are responsible for the completion and financial success of creative products. Focusing on (the implications of) performance of project teams, this course takes into account the broader organizational and strategic context in which project teams are embedded. This approach is interdisciplinary, bridging

and integrating entrepreneurship and strategic management.

This course introduces students to the main concepts and theories used to explain tensions between creativity and efficiency entrepreneurial experts and project teams face in the development of new products. The creative industries form the context in which these tensions are addressed. Creative industries are of paramount importance to contemporary societies. The content produced by those industries (television shows, music, films) generates cultural and financial capital. Each session will articulate a specific tension. These tensions will be discussed using different theoretical perspectives and examples will be drawn from different segments of creative industries. For example, in one session we will address the tension surrounding team collaboration through the lens of entrepreneurial recombination in the comic book industry. Resolving the tensions between creativity and efficiency at the micro level is proposed as a way to ensure small business development.

Form of tuition

Lectures

Experiential learning in workshops

Type of assessment

Intermediary individual assessments

Final team assignment

Course reading

Articles

Social Dynamics in Entrepreneurship

Course code	E_BA_SDIE (61422340)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. C. Essers
Teaching staff	dr. C. Essers
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

In this course students will obtain a better understanding of the way entrepreneurship is being 'done' by people within diverse contexts and in relation to various societal, cultural and political constituencies. We will accomplish this by demonstrating how entrepreneurship is enacted; entrepreneurial individuals (including intrapreneurs) are constantly redefining and negotiating their entrepreneurial acts and selves with respect to diverse social and cultural rules and roles.

Course content

The popular entrepreneurial discourse portrays a universal, clichéd entrepreneurial archetype. Although a powerful discourse, we will show how entrepreneurship is a collaborative social achievement, in which the interactions of entrepreneurs and their stakeholders sustain and

transform the nature of entrepreneurship through constant dialogues about what they believe entrepreneurship is and what the entrepreneur should look like and how (s)he should behave. Hence, identity is one of the core concepts in this course. Entrepreneurs negotiate their entrepreneurial identities through and within the sense-making systems of their surrounding cultural environments. By conducting life-story interviews, students will get a deeper insight in how these identities are not only discursively crafted in interaction with relevant others, but also multiple. The co-construction of entrepreneurship with other social categories causes various claims and demands, and results in different entrepreneurial activities, opportunities, and forms of creativity. Since entrepreneurship is not only 'done' at an individual but also at a corporate level, students will also gain more knowledge concerning the use of networks, as well as the importance of creating a distinguishing organizational identity (or image) by and through organizational actors, such as intra/entrepreneurs.

Form of tuition

lectures, guest-lectures and workshops with presentations

Type of assessment

Team assignments and written exam

Course reading

articles

Strategic and Organizational Change

Course code	E_BA_SOC (61442350)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Teaching staff	dr. N.A. Thompson, prof. dr. J.P. Cornelissen
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

Course content

Many organizations at one point or another have to make strategic organizational changes. Such changes may stem from developments, trends, and opportunities or threats in their market and institutional

environments. Whatever the actual origin of such changes, change itself represents clear challenges to organizations in terms of how it can be best conceptualized and understood, and how changes in business models, routines or practices may be implemented and sustained over time. Strategic change often involves a disruption of the status quo and previously established modes of understanding, and it may therefore trigger controversy and confusion with internal and external stakeholder groups. A specific emphasis of this course will thus be also to understand how leaders or other individuals in organization can effectively frame and justify changes to obtain acceptance and support for change.

Specifically, in this course we will explore:

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

Form of tuition

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

Type of assessment

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

Strategy, Control and Design

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

Course objective

The aim of this course is to gain knowledge and understanding about the way firms formulate and implement strategy, and evaluate their effectiveness. Strategy is the overall plan for deploying resources to

establish a favorable position. Control is about tracking the implementation of strategy and evaluating whether the objectives will be accomplished. Design concerns the creation of an organizational structure that fits the strategy.

After the course you:

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

Course content

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

Form of tuition

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

Type of assessment

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

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

Course reading

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

Entry requirements

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

Recommended background knowledge

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

Supply Chain Execution and Geologistics

Course code	E_BA_SCEGL (61422320)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Examinator	dr. J.E.C. Dekkers
Teaching staff	D. Broitman
Teaching method(s)	Lecture, Practical
Level	400

Course objective

The objectives of the course are:

- to understand the layout of a warehouse, warehouse equipment, warehouse management system selection, warehouse planning and administration: inbound, stocking, order picking and the control of the warehousing process;
- to understand and define the added value of Geographic Information Systems & Science (GIS) to logistics processes and apply GIS as a solution for (logistic) business processes, with focus on choosing an optimal location for a warehouse.

Course content

The course is divided into 2 parts: Warehouse Management Systems (WMS) and Geologistics.

- WMS is focused on the role of warehouses in a supply chain, layouts and planning in warehouses, systems to manage warehouses and methods to improve the efficiency and effectiveness of warehouses;
- Geologistics starts with an introduction to GIS and its application to the Logistics operations. Different positioning techniques for real-time tracking and tracing of assets and personnel will be explained, both for outdoor and indoor Logistics. Next, 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 using commercial GIS software. GIS will be used to select the optimal location for a warehouse.

Form of tuition

Hearing lectures, computer tutorials, assignment lectures

Type of assessment

Written examination (70%), WMS Case report (10%), Geologistics Exam Assignment report (20%)

Course reading

Warehouse Management Systems

Berg, J.P. van den (2012), Highly Competitive Warehouse Management, Management Outlook, Utrecht.

Geologistics

Some Sections from deSmith, M.J., Goodchild, M.F. and Longley, P.A. (2005), Geospatial Analysis, A Comprehensive Guide to Principles, Techniques and Software Tools, second edition, Winchelsea Press, England. (digitally available)

Some Chapters from Longley, P.A., Goodchild, M.F., Maguire, D.J. and Rhind, D.W. (2005), Geographic Information Systems and Science, second edition, John Wiley & Sons, Ltd., Chichester, England. (digitally

available)

ESRI (2012), Documentation 'Learning ArcGIS Desktop', course material
Virtual Campus, Redlands, CA. (digitally available)

Entry requirements

DL&SCM, TEM

Remarks

Dr. Jeroen van den Berg teaches the WMS-part of the course, Dr. Jasper Dekkers and Dr. Martijn Smit teach the Geologistics-part of the course

Thesis

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

Thesis

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

Thesis

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

Thesis

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

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

Thesis

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

Thesis

Course code	E_BA_THS_SO ()
Period	Ac. Year (September)
Credits	15.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. H.C. Bruns
Teaching staff	dr. M.D. Bahlmann
Teaching method(s)	Lecture
Level	500

Thesis

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

Transport Economics and Management

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

Course objective

The transport sector is very important for the Netherlands and the Benelux. In a relatively small area, we find the ports of Rotterdam, Antwerp and Amsterdam. In the same area we have the Amsterdam Airport Schiphol and Brussels Zaventem as main airports. These important international nodes are connected to the hinterland (Germany, France) by an extensive road and rail system and inland waterways. These nodes, and the access and regress modes provide an important contribution to the economy. How are these nodes and transport systems operated? What are the strategies, and how do we set prices?

Course content

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

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

Form of tuition

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

Type of assessment

essay 25 percent, written interim examination 75 percent

Course reading

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

Entry requirements

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

Valuation and Corporate Governance for Business Administration

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

Course objective

This course elaborates on the course Corporate Finance 4.1 or the course Advanced Corporate Financial Management 4.1. It contains two parts Corporate valuation and Corporate Governance

Corporate Valuation (transactional value)

This part kicks off with Financial Statement Analysis. A valuation always starts with a thorough analysis of the financial figures, understanding of the business strategy and making cash flow forecasts. Another way of corporate valuation is with multiples. Part of corporate valuation is balance sheet valuation, real option valuation and capital budgeting decisions.

These concepts will be applied in a business case.

Corporate Governance

This part gives a broad overview of corporate governance theories, both from an economic and from a legal perspective. It links governance systems and economic behavior and firm performance. Subtopics are

- the empirical evidence over the impact of good or bad governance on operational performance of firms, on stock prices and on stock returns.
- the conceptual problems underlying the need for the design of appropriate governance codes, and the functioning of the main governance mechanisms.
- the debate underlying the 'Shareholders' vs. the 'Stakeholders' society.

Form of tuition

Lectures (2 times 2 hours per week)

Type of assessment

written exam (85%) and one case (15%)

Course reading

Lectures

Entry requirements

