The pre-master programme consists of 30 EC (5 courses of 6 EC each) and runs for half a year (February till July). The pre-master programme is only to be taken by students with a suitable HBO degree. It is a bridge programme that aims to prepare HBO students for studying at a university. Therefore, it mostly consists of courses that provide training in academic reading, reasoning, and writing, research methodologies and statistics. Within the Business Administration master, each of the six specialisations has its own pre-master programme. Upon successfully completing the pre-master programme you are entitled to enrol in the associated master programme.
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<td>PM Bus Adm - Human Resource Man</td>
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<td>PM Bus Adm - Inf and Know Man</td>
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Academic Knowledge and Skills
Doel vak
This course will provide you with the academic knowledge and skills that are needed for theory-oriented research in the field of business and management. Attention is paid to:

• Academic orientation: you are able to explain the difference between practice, consultancy and research; and also the difference between two types of research: practice-oriented and theory-oriented research.
• Academic reading: you are able to search, select, read, summarize and analyze academic literature starting from a conceptual question.
• Academic topic choice: you are able to choose a topic for a literature review and describe its scientific and societal relevance.
• Academic reasoning: you are able to make an argument, starting from a conceptual question, think from different perspectives about this question and create linkages between concepts.
• Academic writing and presenting: you are able to write and present a literature review that is structured in a clear way, with references complete, correct language and good layout.
• Academic reviewing: you are able to formulate a research question based on your literature review; you are able to review other’s (proposal for) literature review.

Onderwijsvorm
The course consists of two elements: lectures and workgroup sessions. The final assignment of the workgroup is to make a literature review. Lectures: During the course six lectures will be given. You are expected to attend all lectures as the workgroup sessions follow the topics of the lectures.
Work group sessions: Details about the work group assignments can be found in the manual of your workgroup on Blackboard. Step by step these assignments will help you to write a literature review. Each respective master or (BA) specialisation will have their own work group. Thus, marketing students attend the marketing work group, strategy students the strategy work group, etcetera. In case of small numbers of students, some specialisations may be grouped together.

Toetsvorm
There are two types of assessment in this course. The knowledge acquired during the lectures and the designated chapters from the textbook by Turner et al. (see course readings) are assessed by means of an exam. Secondly, students will produce a literature review. During the work groups you will receive further guidance and feedback. There will be three work groups: one for Marketing, one for Strategy and Organisation, and a combined group for MC, ENT, IKM and HRM. More details about the
review will be provided by the respective coordinators of the workgroups.
The final grade for Academic Knowledge and Skills is based on the exam result and the grade for the review. The student has to achieve of 5,5 for both parts in order to pass this course. In case of a failing grade on the exam, a re-sit will be granted at the end of the next period (period 5). In case of a failing grade on the work group result, it will not be possible to get credits from this course.

Literatuur
- Scientific articles, course slides and other reading material are provided online and can be downloaded from Blackboard.

Vereiste voorkennis
The course is part of the pre-Master programme of the Faculty of Economics and Business Administration. Participation is reserved for students of this pre-master programme and other students who have been granted permission by the programme director of the pre-master programme.

Academic Paper

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<td>dr. M.W. van Gelderen</td>
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<td>dr. M.W. van Gelderen</td>
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Doel vak
To gain experience in designing, executing, and reporting research

Inhoud vak
Academic Paper is the capstone course of the premaster programme. You will conduct a piece of research for which you will go through an entire research cycle. In your academic paper you report on a piece of research that you have conducted. The academic paper is written in accordance with standards and conventions for academic writing. The academic paper is written in English.

Each master and BA specialisation has their own manual for academic paper, which can be found on the Blackboard site.

For a number of masters and specialisations, period 6 is too short to conduct a complete research, and you will start already in period 4 or 5.

Most masters and BA specialisations will start their research already in period 5 while doing the method courses such as Qualitative Research Methods and Quantitative Research Methods. These two courses provide training in research design and data analysis. Please note, however,
that your instructors for the methodology courses hold no responsibility for the supervision of, or data collection for the academic paper – these responsibilities remain with your academic paper supervisor. Parallel to these courses you will meet with your supervisor to decide on a research design, and you will start collecting data so that you can devote period 6 mostly to writing up your results.

Those who study Accountancy will take part in the part-time Accountancy programme and have their own arrangements. Please contact Cees Camfferman for details (c.camfferman@vu.nl).

Academic Paper supervision

Master/specialisation Supervisor Email address
Finance Victoria Atanasov v.atanason@vu.nl
Marketing Ingmar Leijen ingmar.leijen@vu.nl
BA – Strategy & Organisation Astrid ter Wiel a.a.ter.wiel@vu.nl
BA – IKM Marlous Agterberg m.agterberg@vu.nl
BA – HRM Xander Lub x.d.lub@vu.nl
BA – Management Consultancy Koen van Bommel k.van.bommel@vu.nl
Entrepreneurship Eveline Stam-Hulsink a.m.c.e.stam@vu.nl
BA – Financial Management Ton Vorst a.c.f.vorst@vu.nl
BA - TSCM Eirini Spiliotopoulou e.spiliotopoulou@vu.nl

Contact your master- or specialisation supervisor for any questions or guidance. If that does not resolve your issues, then contact the overall pre-master programme coordinator Marco van Gelderen at m.w.van.gelderen@vu.nl.

Onderwijsvorm
You will make individual appointments with your supervisor. Those of you who start their academic paper in period 4 or 5 will make appointments with your supervisor in that period.

Toetsvorm
Each master and specialisation has its own manual for the academic paper. This manual contains information on such things as assessment criteria, assessment procedures, minimum requirements and expectations, structure of the paper, deadlines, and responsibilities of students and supervisors. This manual will be found in due course on the Academic Paper blackboard site.

In case your academic paper does not pass, you will have the opportunity to submit a new version.

Literatuur
The readings involved in producing the academic paper are master/specialisation specific, and mainly consist of journal articles to be gathered by the student. Individual supervisors may supply you with a key starting reference where needed.

Corporate Financial Management

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Doel vak
This course expands on financial topics covered in the first and second year. The emphasis in this course is on the Optimal Capital Structure of a corporation. The aim is to prepare students for a (possible) career as (assistant) Financial Manager in Industry or in the FBI sector: Finance, Banking (commercial and investment) and Insurance, incl. pension funds, investments funds, stock markets, Euronext, DNB, ECB, AFM, Ministry of Finance etc.

Inhoud vak
The following topics, issues and concepts will be dealt with:
- Capital structure in perfect Markets
- Leverage and Debt
- Optimal Capital Structure with Taxes and Financial Distress
- Payout Policy, Dividends and Share Repurchases
- Capital budgeting and Valuation
- Financial Modeling
- Corporate Governance

Onderwijsvorm
Lecture. Students have to complete before each lecture quizzes (tests) on MyFinancLab.

Toetsvorm
written interim examination (80% 5, 0 min. ) cases / tutorials (20% of final grade based on average of scores of tests and quizzes on MyFinanceLab.

Vereiste voorkennis
This course is for Business Administration students and/or Pre- Master BK students specializing in Financial Management. Students must be familiar with Corporate Finance / Financial Management as covered in the 1st and 2nd year.

Debates in Management and Consulting
Doel vak
- being able to critically reflect on contemporary scientific debates in management and consulting literature
- being able to write and present an academic paper on the basis of a small-scale literature research

Inhoud vak
The course focuses on exploring six different contemporary debates in organization theory that are related to consulting, such as consulting roles, new fields of consulting like CSR, persistence and transience of management fashions, rigor vs. relevance, the client in consultancy research and organizational change. Particular attention will be given to identifying and assessing different positions in these debates.

Onderwijsvorm
Reading circle

Toetsvorm
Paper, written examination and assignments

Literatuur
Articles will be announced

E-Business 3.4

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<td>Docent(en)</td>
<td>dr. T. Verhagen, dr. M.H. Rezazade Mehrizi</td>
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Doel vak

Inhoud vak
In de colleges zullen onder andere de navolgende thema's en onderwerpen vanuit diverse vakgebieden - bedrijfseconomie, informatiekunde, marketing - worden uitgediept:
- Online retailing
- Online consumer behavior
- B2B e-business
- E-government
- Mobile commerce
- Website optimalisatie
- E-learning & organizational learning
- Social commerce
- Online communities
- Privacy/security
- E-business modellen
- E-business startups
- Online research

In de collegeserie zal naast de theorie ook ruimte zijn voor gast sprekers die de E-business praktijk toelichten.

Onderwijsvorm
Hoorcolleges

Toetsvorm
Schriftelijk tentamen

Literatuur

Logistics and Information Systems

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Doel vak
The objectives of this course are to:

- Get students acquainted with theories and concepts from both the fields of logistics and information systems, and explain and demonstrate how these theories and concepts interact.
- Demonstrate and explain that the interplay between logistics and information systems is determinant for the successful operation and design of modern value chains.
- Develop a multidisciplinary (Logistics and Information Technology) frame of reference that can be used to analyze, design and develop modern value chains.
- Develop the appropriate knowledge and skills to self-reliantly deepen knowledge on logistics and organizational information systems.
- Discuss wider (e.g. organizational, social) implications of
logistics and business information systems.
- Enhance skills and competences in finding, selecting and judging relevant scientific sources.
- Apply results of scientific research to selected business cases.
- Develop skills in writing business expert reports.

**Inhoud vak**

This course aims at providing students with a solid understanding of the strategic role of contemporary supply chain management (SCM) and information systems (IS). Focus is not on providing an exhaustive overview of high level supply chain and IS concepts, but rather on identifying key drivers of supply chain and IS performance and how analytical tools can be used to align corporate, supply chain and IS strategies. Although information technology plays an important role in the fulfillment of business objectives, the primary focus of this course will not be on technology but instead be on the managerial issues associated with organizational information systems.

To design the most appropriate supply chain, one can deploy 3 logistical drivers (facilities, inventory and transportation) and 3 cross-functional drivers (information, sourcing and pricing). Although they can all contribute to superior supply chain performance, the primary focus of this course will be on the interplay between logistics and information systems and the objective is to share insights that will last a lifetime.

This course builds upon the fundamental concepts that were introduced in the following two courses: Business Information Technology and Logistics & Operations Research Amongst other issues, the following questions will be dealt with in this course:

- How can we use inventory and transportation to improve the responsiveness or efficiency of a company's supply chain?
- What is the role of cyclic and safety inventory in the supply chain and how can the cost be reduced by (novel) logistics strategies?
- What is the impact of break through information technologies (e.g. RFID) on the shaping of value chains?
- Why supply chain profits are hurt when lot-sizing decisions are solely aimed at minimizing costs
- How can IT concepts like web services, software-as-a-service, and service oriented architectures contribute to the design of dynamic value chains?
- How does the future Internet look like?
- What is the impact of WEB2.0 on supply chain logistics?
- What is the role of IT in supply chain integration?

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. Details on the assignment will be provided before the start of the course.

**Onderwijsvorm**

lecture
tutorial

**Literatuur**

To be announced.
Management Accounting

**Vakcode**  E_PM_MAAC ()

**Periode**  Periode 4

**Credits**  6.0

**Voertaal**  Nederlands

**Faculteit**  Fac. der Economische Wet. en Bedrijfsk.

**Coördinator**  drs. H.G. van Hengel

**Examinator**  drs. H.G. van Hengel

**Lesmethode(n)**  Hoorcollege

**Niveau**  300

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**Doel vak**
- Understanding the function of planning and decision making (techniques) for achieving control over organizational activities.
- Acquiring skills to apply methods and techniques for planning and decision making.
- Understanding the components of the Management Control System (MCS) and their effects on human and organizational behavior.

**Inhoud vak**
Cost behavior, cost-volume-profit analyses, budgeting, variance analysis, cost price calculation, cost allocation, management control and decision making.

**Onderwijsvorm**
six lectures of two hours

**Toetsvorm**
Exam, open questions

**Literatuur**

Some academic papers that will be provided on Blackboard.

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Vrije Universiteit Amsterdam - Fac. der Economische Wet. en Bedrijfsk. - P Business Administration - 2014-2015
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Qualitative Research Methods

**Vakcode**  E_PM_QUALRM ()

**Periode**  Periode 5

**Credits**  6.0

**Voertaal**  Nederlands

**Faculteit**  Fac. der Economische Wet. en Bedrijfsk.

**Coördinator**  dr. M.H. Rezazade Mehrizi

**Examinator**  dr. M.H. Rezazade Mehrizi

**Lesmethode(n)**  Hoorcollege, Werkgroep

**Niveau**  300
**Doel vak**
We learn together how to think in the paradigm of qualitative research, how to design a sound qualitative research, how to select a proper mixture of qualitative methods for data collection and data analysis, and of course, we practice related skills (e.g., doing critical interview, thematic analysis, and theory development) with each other. These skills, are helpful in our academic projects (e.g., the academic papers), as well as in a wide range of professional practices (e.g., consultancy projects).

**Inhoud vak**
When we are interested in deeply understanding the complex and procedural aspects of a particular phenomenon, we are very much in the realm of qualitative research (QL). Metaphorically, if you want to know well your future partner, you need to have a complete, detailed knowledge of him/her. This requires close interactions, rich communication, and historical information about him/her. Of course, in this course, we do not study qualitative research for marriage or so; rather, we want to understand how organizations work. Strangely, qualitative research is not a method for collecting and analyzing qualitative data (you will discover why, in this course)! This course includes 1) lectures and interactions in the class, 2) a group research project for practicing various subjects and skills throughout the course in tutorial sessions and project assignment and interview practice, and 3) the final exam. For benefiting mostly from the course, you need to devote a good number of hours reading the associated chapters of the book (see the following table), actively take part in the classes, critically, and creatively, work with your group-mates on your research project, and properly understand the concepts and their applications for the final exam.

**Onderwijsvorm**
Lectures and tutorials.
The lectures provide an introduction to the use of qualitative methods in business research. The assignments are introduced in the lectures and the lectures provide the background knowledge needed to make the assignments. Attendance to the lectures is important since the class quiz will be held during lectures. During the tutorials students will receive guidance and feedback on their assignments. Presence at the tutorials is obligatory.

**Toetsvorm**
Group assignments, individual class quiz, individual written exam.

**Literatuur**
A collection of book chapters and the materials provided on Blackboard.


**Aanbevolen voorkennis**
Critical thinking!

**Overige informatie**
The instructors track your learning path, through examining your quizzes and group projects. This data can be used anonymously for researching on how the students learned various subjects. Of course, no personal and
confidential information about the students will be compromised. The content of the research projects might be used later on for further research analysis and be used as teaching cases in other courses.

Quantitative Research Methods

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**Doel vak**
Objectives of the course
After having completed this course, you must be able to:
- Describe the characteristics of two quantitative research strategies (i.e., surveys and experiments).
- Explain the advantages/disadvantages of these two quantitative research strategies (i.e., surveys and experiments).
- Compare the two quantitative research strategies on their characteristics and advantages/disadvantages (i.e., surveys and experiments).
- Perform essential steps in a quantitative research cycle: develop hypotheses, translate concepts into survey items, and analyze survey data to test the psychometric quality of items and answer a research question/test hypotheses.
- Recognize steps of quantitative research in academic papers.
- Understand what is presented in the Method and Results sections of academic papers with regard to participants and procedure, type of analyses, outcomes.
- Write an academic report according to scientific standards.

**Inhoud vak**
Course activities
This course consists of lectures, tutorials, and a team research project for practicing various aspects of the quantitative research cycle. The assignment will be described in more detail in a separate document. For benefiting mostly from the course, you need to devote a good number of hours reading the associated chapters of the book, actively take part in the lectures, critically and creatively work with your team members on your research project, and properly understand the concepts and their applications for the final exam.

**Onderwijsvorm**
Lectures and Lecture Quiz
During lectures, we discuss the main concepts and apply them to real examples. Lectures are on Tuesdays, from 13:30 to 15:15. Each session, you are asked to write down a "reflection quiz". This takes around 15 minutes, in which you are individually asked to write about your own understanding of a specific subject. The aim is to see how you learned about various subjects. You are asked to write "in your own words",...
which means trying to stick to your own words and understanding, rather than simply echoing the technical terms. The quiz counts for 15% of your final grade. The criteria for evaluating the quiz are 1) the depth of the answers, 2) the attention to nuances and details, 3) showing critical reflection skills (i.e., not repeating the ideas, but rather providing some personal criticisms of them and arguing for that). We provide you with feedback on your answers, yet not necessarily each week.

Note: You need to bring your own laptop or I-Pad, or any device that can be connected to the internet by which you can easily write down your answers and submit it "electronically".

Tutorials
The tutorial sessions are on Fridays (three groups of around 30 students each). In each tutorial session, we practice the skills that are central to the current week. We also apply the concepts to the group projects. You will receive feedback on your research project on the planned deadlines.
To familiarize you with the research report, some tutorials will require you to critically read and review specific parts of selected articles. This will help you to see the structure that we use when writing our own reports. A list with articles is provided in the appendix.
Finally, your participation in the tutorials is highly important which is why participation in the tutorial meetings will be graded by the tutorial lecturer. The criteria for evaluating your participation is your preparation before the tutorial, your input during the tutorial, and your timeliness. The participation grade counts for 15% of your final grade.

Toetsvorm
Individual exam, team report, quiz

Literatuur

Aanbevolen voorkennis
SPSS knowledge

Overige informatie
Introduction
Quantitative research methods refer to the empirical investigation of social phenomena among large groups of individuals. All kinds of issues can be studied using quantitative methods: what factors influence employee motivation?; how does parental break-up influence children?; when are people most likely to go to the gym? etc. Statistical techniques are used to answer these questions. The objective of quantitative research is to develop and employ mathematical models, theories and/or hypotheses pertaining to phenomena. The process of measurement is central to quantitative research methods because the way phenomena are measured imply how much credibility the results will have and what answers you are able to give. Quantitative research methods are widely used in social sciences such as psychology, economics, sociology, marketing, and political science. The challenge is to analyze
the data with the help of statistics and investigating whether the
numbers will yield an unbiased result that can be generalized.

**Services Logistics**

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**Doel vak**
These days, services take a large share of gross domestic product. In logistics, the focus has traditionally been on product-based operations but not so much on services based operations such as banks, hospitals or airlines. This course discusses logistic aspects of services firms and provides students with:
- an understanding of key concepts in managing logistics in service oriented businesses
- the ability to make quantitative trade-offs in after sales service related logistics decisions

**Inhoud vak**
Concepts of managing logistics in service oriented businesses:
- Introduction and strategies
- Capacity management
- Demand management
- Delivery management
- Value added services

**Onderwijsvorm**
Hearing lectures

**Toetsvorm**
Written examination

**Literatuur**
Provided via blackboard

**Statistics**

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Doel vak
The course builds on the mathematics that has been offered at high school ("Wiskunde A or B"). After taking the course in statistics, the student is expected to
a) understand the basic idea of data and descriptive statistics (mean, median, variance, quartiles, etc.);
b) understand the basic ideas of probability (selected discrete and continuous probability distributions and their properties);
c) understand the principles of sampling, a sampling distribution, and a confidence interval;
d) understand the principles of hypothesis testing;
e) be able to select and apply an appropriate statistical test in frequently occurring situations (t-test, F-test, paired, unpaired, parametric, non-parametric);
f) understand and apply ANOVA (1-way, 2-way);
g) understand and apply regression analysis (simple, multiple, with dummy variables and non-linearities), and to test the assumptions and residuals.

Inhoud vak
In the course ‘Statistics’ the basic skills in statistical thinking and working will be treated. Such skills are essentials to solving problems related to, for instance, marketing (discovering patterns in consumer profiles), and finance (analyzing trends in time series).

Onderwijsvorm
The course consists of 18 sessions over a period of six weeks. Each session takes 2 hours, and will be a mix of lectures with the purpose of exposing the subject matter, and instruction sessions with the purpose of practicing by doing exercises.

Toetsvorm
The assessment consists of an exam. The exam is made up of multiple choice questions and open questions.

Literatuur
The course relies on the following book:
The VU-bookshop offers a special edition (ISBN 978-0-07-763271-7) with an access code for online training ("Connect access card"). Using Connect is not mandatory for this course, and it is not supported by the teachers.
Additional documents that are essential for this course will be available at the Blackboard system.

Strategic Management and the Strategy Process

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Doel vak

After this course students are able to:

- Describe and explain recent approaches of strategic management - as scientific field - and apply these to problems in the professional field of strategic management
- Search, select and critically assess scientific publications in the field of strategic management
- Analyze the strategy process in an organization, to facilitate strategic conversations and to formulate and implement a strategy
- Write a group report

Inhoud vak

This course is focused on recent developments in the scientific field of strategic management and the professional application of Scenario planning. Scenario planning helps organizations develop more than one long term perspective on their environment and core business.

In the first part of this course you will study different strategic schools. During the second part you will learn to formulate and implement strategy by the Scenario learning approach. You will deepen and apply your knowledge about Strategic Management at a real life firm.

Onderwijsvorm

(Guest)lectures plus group presentation and group assignment

Toetsvorm

Group report 50%, exam about the book 50%

Literatuur


Strategy in Organizations
b) understand different schools of thought and basic theories of strategic management;
c) have learned about business level and corporate level strategy;
d) know about strategic change and international strategy;
e) are able to read scientific articles in the field of strategy in organizations and to make links between practical examples and scientific literature.

Inhoud vak
The course ‘Strategy in Organizations’ (SiO) has specifically been developed for the new premaster program. In this course you will be provided with a broad perspective of the field as it will introduce you to the fundamental aspects of strategy and strategic management in organizations. Topics such as strategic decision processes, business level strategy, corporate level strategy, strategic change and international strategy will be discussed.

Onderwijsvorm
SiO consists of six lectures and six consultation sessions over a period of six weeks.

Lectures
Each week another lecturer will talk to you about an important theme of strategy in organizations, giving the course an exciting and varied setup. The content of each lecture connects to specific sections of the book that is used in the course and some additional scientific articles.

Consultation sessions
Linked to the lecture of that week there will be a so called consultation session during which you may ask questions about the content of the course. The lecturer and coordinator of the course will be available to provide you with answers and as such help you to master the literature.

Toetsvorm
The assessment for SiO consists of an exam. The exam is made up of open questions.

Literatuur
For SiO you will need a copy of:
Additional articles will be available through Blackboard. More details can be found in the course manual.