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Study guide MSc Business Administration 2015-2016


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Below you find a comprehensive description of the Master's programme Business Administration.

- See also individual [course descriptions](#)

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

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

Programme

The MSc programme Business Administration consists of six 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 (Transfer System). Each credit amounts to circa 28 hours studying.

Find out more about the contents, structure and goals of each specialization:

- [Entrepreneurship](#) (**Note: this specialization is only for students who started with the MSc Business Administration prior to 2014**)
- [Financial Management](#)
- [Human Resource Management](#)
- [Information and Knowledge Management](#)
- [Management Consulting](#)
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Enrolment courses and exams

For all courses and all examinations you wish to take you are required to register in advance in order to be admitted. See VUNet for more information about [course enrolment](#), this information will be updated for 2015-2016.

Thesis

The final and larger part of the second half of the programme is devoted to writing the master's thesis. In order to start with the thesis, students should have completed at least the first two courses from period 1 of the programme. If this is not the case, these courses should first be completed and the thesis can only be started in November of the next academic year. [Read more >>](#)

Assessment, Examination regulations, Transition regulations

Assessment is based on papers and reports handed in during the course, on participation during lectures and tutorials and on a written exam. Examinations are held at the end of each teaching period. Resits are held at the end of the next period. Sometimes a course or exam is renewed or replaced. In such cases a Transition regulation may apply. For more information see [Assessment, Examination regulations, Transition regulations](#).

Teaching

Tuition is carried out in plenary lectures and small groups. Much attention is paid to an active method of studying. This includes writing study papers, working out cases and preparing practical assignments. Find out more about forms of [teaching](#) in the master's programme.

Learning outcomes

In addition to the learning outcomes formulated for each specialization the following purpose and final attainment levels have been formulated for all master's students. [Read more >>](#)

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General programme structure

The design of the seven specializations is based on the following general programme structure:

Period 1 (Sept-Oct)	Specialization course 1 Specialization course 2	6 EC 6 EC
Period 2 (Nov-Dec)	Specialization course 3 Specialization course 4 Optional course for all specializations except FM, TSCM and MC: - Management of Sustainable Innovation (FEW)	6 EC 6 EC 6 EC
Period 3 (January)	Ethics Research Seminar I	3 EC 3 EC
Period 4 (Feb-Mar)	Specialization course 5 Research Seminar II Thesis MSc Business Administration (start)	6 EC 3 EC see period 6
Period 5 (Apr-May)	Optional course / Capita Selecta Thesis MSc Business Administration	6 EC see period 6
Period 6 (June)	Thesis MSc Business Administration	15 EC

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MSc BA - Entrepreneurship


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The interest in entrepreneurship is burgeoning, both in society as well as in academia. There is an increasing recognition that small and young ventures account for a large share of employment and for economic growth, and that entrepreneurship can be an important source of innovation. In the Entrepreneurship specialization, we define entrepreneurship as *the processes of recognizing (or: creating) opportunities and turning them into action*. This definition includes new venture creation, but also points at the possibility of entrepreneurial activities to occur in many more contexts (not in the last place within larger organizations, *intrapreneurship*). The specialization in Entrepreneurship is geared towards a multiperspectivistic understanding of entrepreneurial activity in this broad sense. The specialization courses are designed to develop understanding into:

- where and how entrepreneurial opportunities emerge;
- how these opportunities are 'recognized', developed further and acted upon (new ventures and other 'expressions' of entrepreneurship);
- who initiate these processes, what is their social & cultural background, and how do these relate to their inclination to be(come) entrepreneurial;
- the conditions for and consequences of these entrepreneurial processes.

This specialization is suitable for all students who think they may (one day) want to be:

- a founder of their own firm; an 'intrapreneur';
- a manager aiming to create an entrepreneurial culture;
- a policymaker aiming to create conditions to stimulate entrepreneurship;
- a project leader in innovation projects,
- etc.

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See [transition arrangements](#)

Period 1 (Sept-Oct)	Strategy Control and Design Entrepreneurship and Innovation	6 EC 6 EC
Period 2 (Nov-Dec)	Social Dynamics in Entrepreneurship Optional course*	6 EC 6 EC
Period 3 (January)	Ethics Research Seminar I	3 EC 3 EC
Period 4 (Febr-Mar)	Entrepreneurship in Action Research Seminar II Thesis (start)	6 EC 3 EC see period 6
Period 5 (Apr-May)	One of the following courses: - Capita Selecta Entrepreneurship - Enterprising Skills - Other course** Thesis	6 EC see period 6
Period 6 (June)	Thesis MSc Business Administration: Entrepreneurship	15 EC

* Choice of one course from *Entrepreneurship, Institutions and Corporations (ENT)*, *Management of Sustainable Innovation (FEW)*, *Performance Management and Control (HRM)*, *Small Business Development (ENT)*, *Organization Development and Change (MC)*, and *Alliances, Mergers and Networks (S&O)*.

**Choice of *Cross Cultural Management (HRM)*, *E-Business Development (I&KM)* or any other *Feweb MSc course* is suitable, for other courses you must ask permission of the examination board.

The main goal of periods 1 and 2 is for the students to gain knowledge on relevant topics and theories connected with Entrepreneurship. Therefore, the focus in these periods is on disseminating knowledge and guiding the students into learning to access, study and critically evaluate entrepreneurship knowledge. As well, in these periods students will learn how to write an academic paper. Period 1 and 2 prepare the students for choosing the topics for their master theses. In period 3 we then continue to present an overview of relevant research methods. In period 4, the students write a research proposal for their master thesis, select (an) appropriate research method(s) to address their specific research questions and train the applicable research skill(s). As well, in period 4, we dive deeper into the concept of entrepreneurial practice, with an emphasis on further developing the students' imagination skills. In period 5 the students conduct their own research and have room for an optional course or to engage in a more practical project. In period 6 students write their master thesis.

Any other FEWEB MSc course is suitable (see below), for other courses you must ask permission of the examination board.

Elective Msc BA courses period 5 (Apr-May)

- Enterprising skills E_ENT_ESK
- Corporate Social Responsibility
- Management idea factory E_BA_MIF
- Behavioral strategy E_BA_BS
- Cross cultural management E_BA_CCM
- Real Estate Management E_BA_REM
- Financial System Design E_BA_FSD
- Corporate Governance, Risk Management and Control E_ACC_CGRMC
- Control and Audit E_ACC_CA

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Please note: The student has the responsibility to check with the lecturer whether it is doable to do a course in another specialization.

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Goals and focus

Upon having finished the Entrepreneurship Specialization, the students will have acquired (general) academic skills and understanding and (general) business skills and understanding (the 8 learning objectives as specified in the introductory chapter) as well as specific entrepreneurial skills and understanding. As far as this latter aspect is concerned, during the Entrepreneurship Specialization a student will gain a multidisciplinary knowledge of the theoretical and methodological entrepreneurship knowledge domain as well as contemporary entrepreneurship discourses, both from an economic as well as from a 'broader' perspective, in order to become specialists in understanding these processes. As well, during the specialization the students will (further) develop the imagination skills ('mental agility') needed to 'see' or create entrepreneurial opportunities and (further) develop the proactive mentality and improvisation/experimentation skills needed to turn opportunities into action. The 'way' of the specialization courses is zooming in: from general to situational/specific. And each of the specialization courses adopts a different 'lens' (thus enhancing the students' mental agility, which is an important entrepreneurial skill).

Thus, the learning objectives of the Entrepreneurship specialization are:

- Know-how and command of theoretical and methodological domain of the Master Business Administration, both in-depth and broadly;
- Capability to design and conduct scientific research, and to report about it;
- Capability to access, study and critically evaluate scientific information;
- Problem-solving attitude: Ability to deal creatively and systematically with problems that arise in scientific or professional practice. The student is able to work at the clarification or solution of a problem applying relevant theoretical and methodological choices;
- Presentation skills (both orally and in writing);
- Academic level - intellectual development (logical, reflexive, critical, creative, ethical and independent);
- Academic level - quality of work: Projects are designed and executed in a systematic/planned and independent way; has the social and communicative abilities that are necessary in professional practice. In addition, has mastery in practical abilities that are necessary for a starting professional;
- Awareness of ethical aspects: Ability to communicate about attitudes/values and takes ethical aspects and societal context into account, both in scientific and professional practices;
- (Further) develop the imagination skills ('mental agility') needed to 'see' or create entrepreneurial opportunities and
- (Further) develop the proactive mentality and improvisation/experimentation skills needed to turn opportunities into action.

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

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

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

Interdisciplinary links

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

A solid basis and two sub specializations

Financial management connects the internal business functions of the firm with the financial markets and its institutions. That is why the specialization starts with three main compulsory courses: *Advanced Corporate Financial Management* addresses the main functions of financial management; *Advanced Finance, Banking and Insurance* analyzes the external financial institutions, while *Advanced Management Accounting* explains the main financial management issues within companies. Starting from these generic courses, the specialization offers two separate sub specializations: *Finance and Accounting* and *Banking and Insurance*.

The first sub specialization *Finance and Accounting* focuses on the financial management function in organizations, executed by professionals like Corporate Financial Officers (CFO's), Management Accountants, Financial Specialists or Financial Directors. It brings together all the topics relevant

Environmental Economics	for the effective execution of the finance function, like financial institutions, financial reporting, management control, treasury, corporate governance and auditing. This sub specialization offers a wide spectrum of relevant knowledge areas for the financial manager across the disciplines finance and accounting, emphasizing the business administration program's integrated approach.
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Parttime MSc Business Administration	The second sub specialization <i>Banking and Insurance</i> looks at the financial management function of the financial sector itself. Financial markets, institutions and oversight bodies determine the way the financial system works. This sub specialization provides insights about financial products (like pensions and insurances), about management of financial institutions (for instance banks), and about the working of financial markets (studying topics like private equity, mergers and acquisitions and business valuation).
Parttime MSc Marketing	
Premaster Accounting and Control	Each sub specialization offers students room to elect courses that fit best their interests. It is, however, also possible to elect optional courses from either sub specialization. You can even replace one course by another Feweb MSc course, for other courses you must ask permission of the examination board.
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Period 3 (January)	Ethics Empirical Finance & Accounting (start Thesis)	3 EC see period 6
Period 4 (Febr-Mar)	Elective II Research Seminar FM	6 EC 6 EC
Period 5 (Apr-May)	Optional course / Elective III Thesis	6 EC see period 6
Period 6 (June)	Thesis MSc Business Administration: Financial Management	15 EC

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

	<i>Finance and Accounting</i>	<i>Banking and Insurance</i>
<i>Elective I</i>	Advanced Financial Reporting for BA Corporate Valuation	Institutional Investments Corporate Valuation
<i>Elective II</i>	Management Control Behavioral Corporate Finance	Bank Management
<i>Elective III</i>	Corporate Governance Control and Audit Optional course	Real Estate Management Financial System Design Optional course

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The specialization Financial Management leads to the following competences:

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

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Graduates from this specialization are generally qualified to enter a professional career as financial manager or financial controller in both staff as well as line positions. They can occupy positions in national and international companies, and in financial institutions.

Graduates are also qualified for additional training in postgraduate programs like Certified Controller, Certified Public Accountant, Chartered Financial Analyst, Corporate Compliance, Certified Public Controller and Treasury Management. Depending on the exact entrance qualifications needed, some programs may require students to follow additional courses to repair remaining deficiencies.

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

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

HRM is directed at three major personnel processes: (1) *Creating person-organization fit* - combine human abilities and motivations with situational demands and opportunities to create competitive advantage in organizational processes such as production and innovation, (2) *Developing talent to the full* -

enable employees to develop their skills and realize their full potential, and (3) *Leadership* - directing and empowering employees to work together effectively and innovatively.

This leads to 3 main courses:

Managing employee performance: Performance Management & Control

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

Managing personnel development: Careers & Organizations

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

Managing cooperation and innovation: Leadership

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

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Period 1 (Sept- Oct)	Careers and Organizations Strategy Control and Design	6 EC 6 EC
Period 2 (Nov- Dec)	Performance Management and Control Optional course*	6 EC 6 EC
Period 3 (January)	Ethics Research Seminar I	3 EC 3 EC
Period 4 (Feb-Mar)	Leadership Research Seminar II Thesis (start)	6 EC 3 EC see period 6
Period 5 (Apr-May)	Optional course** / Capita Selecta Human Resource Management Thesis	6 EC see period 6
Period 6 (June)	Thesis MSc Business Administration: Human Resource Management	15 EC

* Choice of one course from Organization Development and Change (MC), Alliances, Mergers and Networks (S&O), Management of Sustainable Innovation (FEW), Diversity in Organizations (HRM), Performance Management and Control (HRM).

** Choice of Cross Cultural Management (HRM) or any other FEWEB MSc course is suitable, for other courses you must ask permission of the examination board.

Any other FEWEB MSc course is suitable (see below), for other courses you must ask permission of the examination board.

Elective Msc BA courses period 5 (Apr-May)

- Enterprising skills E_ENT_ESK
- Corporate Social Responsibility
- Management idea factory E_BA_MIF
- Behavioral strategy E_BA_BS
- Cross cultural management E_BA_CCM
- Real Estate Management E_BA_REM
- Financial System Design E_BA_FSD
- Corporate Governance, Risk Management and Control E_ACC_CGRMC
- Control and Audit E_ACC_CA

Please note: The student has the responsibility to check with the lecturer whether it is doable to do a course in another specialization.

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

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

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

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

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

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Period 1 (Sept- Oct)	E-business and Information Management Knowledge and Innovation Networks	6 EC 6 EC
Period 2 (Nov- Dec)	New Ways of Working One of the following specialization courses: - Interactive Marketing - Technology and Innovation Processes - Management of Sustainable Innovation - Other course*	6 EC 6 EC
Period 3 (January)	Ethics Research Seminar I	3 EC 3 EC
Period 4 (Feb- Mar)	Business Process Management and IT Alignment Research Seminar II Thesis (start)	6 EC 3 EC see period 6
Period 5 (Apr- May)	One of the following courses: - Capita Selecta Information and Knowledge Management - E-business Development - Other course** Thesis	6 EC see period 6
Period 6 (June)	Thesis MSc Business Administration: Information and Knowledge Management	15 EC

* Select a course on innovation, for instance: *Managing Service Innovation (S&O)*.

** Any FEWEB MSc course is suitable, for other courses you must ask permission of the examination board.

The main goal of periods 1-2 is to have students develop knowledge on relevant topics. The first three courses in the programme are compulsory and provide a broad overview of theory, research and current developments in the area of information and technology management (E-business and Information Management), knowledge processes and networks (Knowledge and Innovation Networks) and organizational and technological arrangements that are conducive to the effective management of such processes (Knowledge and Innovation Networks and New Ways of Working). Such broad knowledge is transferred in a very interactive way: in all of these courses students critically evaluate and discuss current research, and such critical evaluation is combined with an actual research project.

After these courses, students can choose their own specialization courses in period 2 (Interactive Marketing, Technology and Innovation Processes, or Management of Sustainable Innovation) or even another course about innovation. In these courses, the knowledge acquired in the first three courses is further deepened or amended with a more specific focus. In period 3, students acquire knowledge of the methodologies used in research in the field of information and knowledge management (Research Seminar part 1), knowledge which is applied in period 4 (Research Seminar part 2) as students conduct their own research and report on this, as a prelude to their Master's thesis. In period 4, students take another specialization course: Business Process Management and IT Alignment. In period 5 students have the choice between a Capita Selecta course which will be used to explore the topic of one's Master's Thesis, E-Business Development which focuses on starting up new E-business initiatives, or any other FEWEB MSc course that is offered (for any other, external courses you must ask permission of the examination board).

Finally, drawing upon the knowledge on theory, practice and methods developed in the previous periods, students write their Master's Thesis in periods 5-6. Thus, the programme has a logical

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sequence: from broad knowledge in the compulsory courses to more specific knowledge in the specialization courses and a shift from an emphasis on theory in the beginning to more emphasis on actually conducting research as the programme proceeds.

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This master specialization provides students with a firm understanding of the challenges posed by the increasing knowledge-intensiveness of organizational processes, and the value of innovative organizational arrangements and technologies in meeting these challenges. The field of information and knowledge management is by definition multidisciplinary. It involves insights and practices from: Management Studies, Information Systems, Strategy, HRM, Marketing, Innovation, Technology, Psychology, and Sociology. In the programme we focus on a broad range of information and knowledge processes, both internal and external to the organization.

The specialization addresses questions such as:

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

The specialization Information and Knowledge Management will provide students with:

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

Learning objectives

- Know-how and command of theoretical and methodological domain: the courses in period 1 and 2 provide fundamental insight into the relevant theoretical developments in the research domain. This is extended in period 4 (Business Process Management and IT Alignment). A critical evaluation of the methodological domain is conducted in the two Research Seminars
- Capability to conduct scientific research: in the two Research Seminars, specific methodological knowledge for the I&KM domain is obtained, and in E-Business and Information Management, Knowledge and Innovation Networks and New Ways of Working actual research projects are conducted. Capita Selecta (start thesis) and the Master thesis is where this objective is addressed empirically
- Capability to access, study and critically evaluate scientific information: this is central to all

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

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As the importance of information, knowledge and online technologies keep growing for all organizations, alumni can choose from a wide range of jobs at all kinds of organizations. We have alumni working for organizations such as IBM, Accenture, KPMG, TNT, Deloitte, Quint Redwood Wellington, PWC, Ordina, CapGemini, LinkIT, ABN-Amro, Philips and eBay. Examples of the type of jobs our alumni have include: Business consultant, IT consultant, Business analyst, Strategy consultant, Project Manager, Marketing consultant, Knowledge manager. Apart from joining an existing company, a number of our alumni successfully started their own companies. Furthermore, in line with the academic emphasis in this specialization, a significant number of our alumni have pursued a PhD position and an academic career.

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

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

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

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Period 1 (Sept-Oct)	Management Consulting Strategy Control and Design (SCD)	6 EC 6 EC
Period 2 (Nov-Dec)	Policy Evaluation and Advice Organization Development and Change	6 EC 6 EC
Period 3 (January)	Ethics Research Seminar I	3 EC 3 EC
Period 4 (Feb-Mar)	Consultant Approaches Research Seminar II Thesis (start)	6 EC 3 EC see period 6
Period 5 (Apr-May)	Optional course Choose between - Optional course * - Management Idea Factory - Capita Selecta Management Consulting Thesis	6 EC 6 EC 6 EC see period 6
Period 6 (June)	Thesis MSc Business Administration: Management Consulting	15 EC

* Choice of Cross Cultural Management (HRM), Behavioral Strategy (S&O), Management of Sustainable Innovation (FEW, Period 2) or any other FEWEB MSc course is suitable, for other courses you must ask permission of the examination board.

Any other FEWEB MSc course is suitable (see below), for other courses you must ask permission of the examination board.

Elective Msc BA courses period 5 (Apr-May)

- Enterprising skills E_ENT_ESK
- Corporate Social Responsibility
- Management idea factory E_BA_MIF
- Behavioral strategy E_BA_BS
- Cross cultural management E_BA_CCM
- Real Estate Management E_BA_REM
- Financial System Design E_BA_FSD
- Corporate Governance, Risk Management and Control E_ACC_CGRMC
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Please note: The student has the responsibility to check with the lecturer whether it is doable to do a course in another specialization.

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Goals and focus

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

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

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

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Honours programme

Honours programme in management consulting is designed for students who like to be challenged. Since consulting companies participate in the programme as clients for a contract research project, students learn to do research for a client. For consulting companies it is an opportunity to work with talented students that have the ambition to become consultant. If both parties have enjoyed working together, students may get a job offer.

Requirements for students

Students who intend to participate in the Honours programme Management Consulting should:

- have at least an average of 7.5 for bachelor or premaster courses
- is successful in the first period of the programme
- should take part in a selection interview with the programme director and a participating consulting firm
- submit a letter of motivation with bachelor or premaster grades and a cv

If you would like to apply send an email to o.bouwmeester@feweb.vu.nl

The best students will be selected. We cannot guarantee that consulting firms give you the opportunity to do contract research, as our acquisition is not always succesful. In the past we did mostly one project a year. Examples of research projects are the evaluation or validation of a 'tool or method' developed by the consultant firm as we did for Solving Efeso, contribution to 'thought leadership' of a consultancy by helping with a white paper or expressing a consultancies approach as we did for De Beuk. Other possibilities are adding academic value by 'coauthoring' an article or helping with 'case bundling', by describing and evaluating a series of related cases performed by the consultancy.

Requirements for consulting firms

Part of the programme is based on a partnership with consulting firms. Together with the VU, these firms define research projects. The VU will perform the research in which students work in the project under supervision of VU staff. Consulting firms are the client of the Consulting Research Project. They pay the university a fee and get in return 24 hours staff supervision and 400 hours of research performed by a student in the context of his Honours programme in Management Consulting. This implies that students should get the opportunity to learn as well.

Characteristics of the programme

The programme is challenging. It is a combination of the consulting specialization with two extra discipline courses in the first half of the year. In the second half of the year the Master's thesis is combined with a Consulting Research Project and an article:

- duration 12 months (extra period in summer) and workload of 84 EC
- combination with two discipline courses from Strategy, HRM or other specialization
- Consulting Research Project at consulting firm (from April until June)
- Master's thesis related to research project (from April until August)
- Article, report or conference paper related to the Consulting Research Project and Master's thesis

Programme

Period 1 (Sept-Oct)	Management Consulting Strategy Control and Design (SCD)	6 EC 6 EC
Period 2 (Nov-Dec)	Policy Evaluation and Advice Organization Development and Change Discipline course 2 nd specialization	6 EC 6 EC 6 EC (extra)
Period 3 (January)	Ethics Research Seminar I	3 EC 3 EC

Environmental Economics	Period 4 (Feb-Mar)	Consultant Approaches Discipline course 2 nd specialization Research Seminar II Master Thesis (start)	6 EC 6 EC (extra) 3 EC see period 7
Parttime MSc Accounting & Control			
Parttime MSc Business Administration	Period 5 (Apr-May)	Capita Selecta Management Consulting (Consulting Research Project) Master Thesis	6 EC see period 7
Parttime MSc Marketing			
Premaster Accounting and Control	Period 6 (June)	Consulting Research Project Master Thesis	see period 7 (extra) see period 7
Premaster Business Administration			
Premaster Entrepreneurship	Period 7 (July-Aug)	Master Thesis Consulting Research Project: Article or Conference Paper	15 EC See below (extra) 12 EC (extra)
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MSc BA - Strategy and Organization



Programme

Goals and focus

Competences

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

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

The core courses provide students with in depth knowledge of strategy formulation and implementation, the design of organizations, and strategic change and renewal within contemporary organizations. In addition, the programme provides students with an opportunity to focus their interest. First, students may focus on the '*Dynamics of Strategy*' stimulating them to study the strategic and organizational challenges involved in the internationalization of entrepreneurial companies and multinational enterprises. In addition, students examine different forms of collaboration, pre-merger and post-merger activities, and the organization of strategic networks. Alternatively, students may focus on "*Competing through Services*", which challenges students to study topics including, the empathic design of new services, approaches to customer experience management, how production firms servitize their product portfolios to improve their competitive position, and the patterns, processes, types, branding and management of service and open innovation.

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

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Period 2 (Nov-Dec)	<i>Choice between:</i> - Alliances, Mergers and Networks or - Managing Service Innovation <i>Choice between:</i> - Applied Strategy* - Another optional course listed**	6 EC 6 EC 6 EC 6 EC
Period 3 (January)	Ethics Research Seminar I	3 EC 3 EC
Period 4 (Feb-Mar)	Strategic and Organizational Change Research Seminar II Thesis (start)	6 EC 3 EC see period 6
Period 5 (Apr-May)	Optional course <i>Choice between</i> - Capita Selecta Strategy and Organization*** - Behavioral Strategy - Corporate Social Responsibility Or another optional course listed**** Thesis	6 EC 6 EC 6 EC see period 6
Period 6 (June)	Thesis MSc Business Administration: Strategy and Organization	15 EC

* This is a combination of Internationalization project and Service Project. Students who failed this course in 2013-2014 can choose the new course or any of the other optional courses listed under **.

** Any questions, please contact academic advisor.

*** Choice of Performance Management and Control (HRM), Organization Development & Change (MC), Small Business Development (ENT), Management Sustainable Innovation (FEW).

**** In addition, student can choose more data for their Master Thesis, prepare a PhD proposal, conduct an internship, etc

**** *Choice of Cross Cultural Management (HRM), E-Business Development (I&KM) or any Feweb MSc course is suitable, for other courses you must ask permission of the examination board.*

The main goal of periods 1-3 is to offer students the opportunity to gain knowledge on relevant topics in Strategizing and Organizing and obtain the necessary methodological know-how and know-what. The programme consists of six compulsory courses, including the Master Thesis. In period 1, all theoretical concepts in relation to the design and control of organizations will be discussed in the course Strategy, Control and Design. By means of case analysis students will explore various organization design challenges and learn how to take strategic decisions. In period 2 students can select an optional course, such as Applied Strategy, or another approved elective (see list). In period 3, all students participate in a course on business ethics and research seminar I. The course Strategic and Organizational Change in period 4 presents a dynamic perspective on strategy and organization, whereas Research Seminar II deepens students' knowledge and experience in using different research methods. During period 4 all students will also write a research proposal for their master thesis. In periods 5 and 6 students conduct their research and write their thesis. Moreover, period 5 can be used by students to follow an optional course.

To specialize their knowledge students can chose from a assortment of S&O courses. First,

Environmental Economics	<p>students can focus on the Dynamics of Strategy and participate in period 1 in the course Advanced International Management. The course details on topics associated with management of international companies. In period 2, the Alliances, Mergers, and Network course deepens students' knowledge by allowing them to explore how organizations use boundary spanning activities, such as alliances and mergers and acquisitions to obtain and sustain competitive advantage. . Second, students can focus on Competition through Services and participate and period 1 in the course Advanced Service Management. By means of case analysis students will explore the opportunities and difficulties associated with service management. Period 2 is used to deepen this knowledge by allowing students to participate in the course Managing Service Innovation and explore how organizations obtain and sustain a competitive advantage through service innovation.</p> <p><i>Any other FEWEB MSc course is suitable (see below), for other courses you must ask permission of the examination board.</i></p> <p>Elective Msc BA courses period 5 (Apr-May)</p> <ul style="list-style-type: none"> • Enterprising skills E_ENT_ESK • Corporate Social Responsibility • Management idea factory E_BA_MIF • Behavioral strategy E_BA_BS • Cross cultural management E_BA_CCM • Real Estate Management E_BA_REM • Financial System Design E_BA_FSD • Corporate Governance, Risk Management and Control E_ACC_CGRMC • Control and Audit E_ACC_CA <p>Please note: The student has the responsibility to check with the lecturer whether it is doable to do a course in another specialization.</p>
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Students participating in the specialization Strategy and Organization will focus on processes of strategizing and organizing, with an emphasis on service organizations in an international context. Courses in the specialization provide students with theoretical insights and practical research experience with a focus on strategic and organizational issues concerning the design and management of (international) organizations. The objectives of this specialization are to provide students with state-of-the-art knowledge on the main themes, to train them in the different research methods needed to explore these issues, develop the analytical and social skills to conduct a research project on the topics discussed, and to foster a critical attitude. This is reflected in the following programme objectives:

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

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Competences

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

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

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

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Programme

Goals and focus

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

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

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

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Premaster Entrepreneurship

Premaster Finance

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BSc Econometrie en
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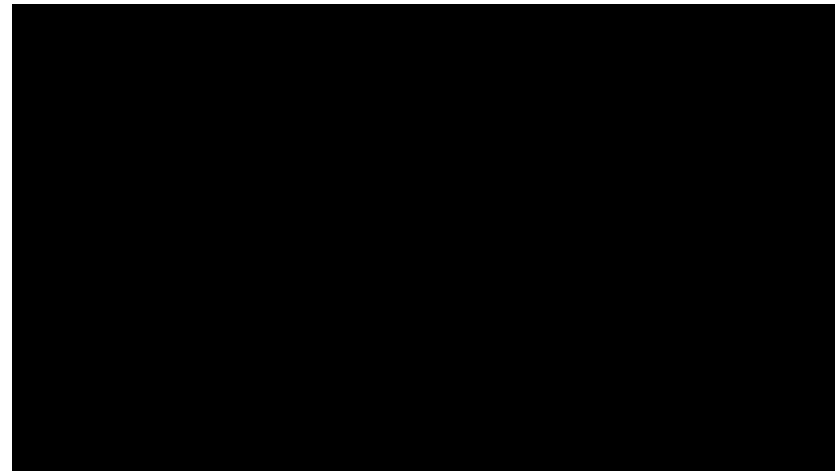
Programme

Goals and focus

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Programme



Presentation about the programme by Sander de Leeuw (35 minutes)

Period 1 (Sept-Oct)	Distribution Logistics and Supply Chain Management Transport Economics and Management	6 EC 6 EC
Period 2 (Nov-Dec)	Decision Making in Supply Chains One of the following two specialization courses: - Network analysis - Supply Chain Execution and Geolistics	6 EC 6 EC
Period 3 (January)	Ethics Research Seminar I	3 EC 3 EC
Period 4 (Febr-Mar)	One of the following specialization courses: - Airline Business - Distribution Logistics and Interorganizational Systems Research Seminar II Thesis (start)	6 EC 3 EC see period 6
Period 5 (Apr-May)	One of the following: - Capita Selecta Transport and Supply Chain Management (with selection procedure) - Operations Performance & Benchmarking - Other course* Thesis	6 EC see period 6
Period 6 (June)	Thesis MSc Business Administration: Transport and Supply Chain Management	15 EC

**Choice of Cross Cultural Management (HRM), E-business Development (I&KM), Real Estate Management (FM), Financial System Design (FM) or any other FEWEB MSc course is suitable, for other courses you must ask permission of the examination board.*

The main goal of periods 1-3 is to offer students the opportunity to gain knowledge on relevant topics in Transport & Supply Chain Management. Therefore, we offer in these periods mainly compulsory courses. In period 1 all theoretical concepts in relation to transport & supply chain

Environmental Economics	management will be discussed. By means of desk research students will explore various supply chains and learn how to take strategic transportation decisions. Period 2 is used to deepen this knowledge by teaching students how to design supply chains by means of quantitative research methods, such as simulation.
Parttime MSc Accounting & Control	
Parttime MSc Business Administration	Next to that students can select one of the specialization courses. In total 4 specialization courses will be offered of which at least 2 courses have to be selected. In the course Research Seminar (I) in period 3 students will learn methodological and reporting skills for academic research and industry projects. As such these skills are amongst others useful for writing your thesis in TSCM and/or performing company projects (e.g. capita selecta).
Parttime MSc Marketing	
Premaster Accounting and Control	
Premaster Business Administration	The courses Research Seminar (II) and Start Thesis Transport & Supply Chain Management in period 4 are used to present an overview of relevant research methods in the area of transport and supply chain management. While writing a research proposal for their Master thesis students need to select an appropriate research method(s) to address their specific research questions. Periods 4 and 5 can be used by students to follow one or more specialization courses and/or an optional course. The TSCM elective Operations Performance Benchmarking (period 5) is particularly useful for TSCM students but also other courses at a Master level might be selected at other faculties or universities. However, in that case approval of the examination board is required before you can attend the selected course. In periods 5 and 6 students write their Master Thesis.
Premaster Entrepreneurship	
Premaster Finance	
Premaster Marketing	

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Any other FEWEB MSc course is suitable (see below), for other courses you must ask permission of the examination board.

Elective Msc BA courses period 5 (Apr-May)

- Enterprising skills E_ENT_ESK
- Corporate Social Responsibility
- Management idea factory E_BA_MIF
- Behavioral strategy E_BA_BS
- Cross cultural management E_BA_CCM
- Operations Performance Benchmarking E_BA_OPB
- Real Estate Management E_BA_REM
- Financial System Design E_BA_FSD
- Corporate Governance, Risk Management and Control E_ACC_CGRMC
- Control and Audit E_ACC_CA

Please note: The student has the responsibility to check with the lecturer whether it is possible to do a course in another specialization.

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Goals and focus

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

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

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

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Research skills

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

Multidisciplinary focus

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

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Thesis

The final and larger part of the second half of the programme is devoted to writing the master's thesis. Writing the thesis entails carrying out an independent academic research project and reporting on this. Carrying out the research project and writing the thesis takes about three months. The master's thesis is written individually. Tuition and supervision of the thesis is carried out by senior members of staff who are actively engaged in research themselves. Thus, the student is offered a unique opportunity to become familiar with the latest scientific developments in top-level academic research.

When are you allowed to start with the master's thesis?

In order to start with the thesis MSc Business Administration, students should have completed at least the first two courses from period 1 of the programme (received a minimum grade of 6 for each of the two courses).

If this is not the case, these courses should first be completed and the thesis can only be started in November of the next academic year.

Exception only for the specializations:

Entrepreneurship, Human Resource Management, Management Consulting, Strategy and Organization, Information and Knowledge Management

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

Financial Management

Students should have completed at least three courses from period 1 and 2 of the programme (with a minimum grade of 6 and a minimum grade of 4 for the course he/she failed) and must have a minimum grade of 6 for the Research Seminar in period 4. The minimum grades of 6 may be received in resits.

Students wanting to make use of this exception will have to approach their specialization coordinator with a formal request (by email), and hand in a filled-out application form with the specialization's thesis coordinator.

If this is not the case, students should first complete the courses of period 1 in the next academic year and the thesis can only be started in November of the next academic year.

For details please consult the Blackboard site Thesis MSc Business Administration: per specialization.

Thesis coordinator per specialization:	
Entrepreneurship	Drs. E.A.H. Kleijn
Financial Management	Prof. dr. A.C.F. Vorst
Human Resource Management	Dr. B.R. Spisak
Information and Knowledge Management	Dr. P. Tuertscher
Management Consulting	Dr. I. Mikhailava
Strategy and Organization	Dr. M.D. Bahlmann
Transport and Supply Chain Management	Dr. ir. S.L.J.M. de Leeuw

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Teaching

Tuition is carried out in plenary lectures and small groups. Much attention is paid to an active method of studying. This includes writing study papers, working out cases and preparing practical assignments. In this way students become familiar with the application of advanced theory to practical work. It also serves to integrate the theory studied in the individual courses into a comprehensive body of knowledge. Papers are written both individually and in groups of two or three students, thus furthering the students' ability to work in teams.

Please note: like courses that are concluded by an exam there is also a 'resit' for courses concluded (partly) by a paper. But unlike the resit for exams using the second opportunity for handing in a paper means the highest possible passing grade is 6 (six).

Much time is also devoted to presentation and discussion of one's work to fellow-students and staff and group discussion of e.g. research papers. The small-scale tuition environment provides an excellent opportunity for guidance and feedback by staff and other students. Apart from developing the student's communicative skills in oral and written presentation, much attention is paid to the development of critical judgement in assessing research work of others.

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Informatie over reglementen en regelingen vind je op [VUnet](#), en onder het kopje [onderwijs](#).

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Learning outcomes

In addition to the learning outcomes formulated for each specialization the following purpose and final attainment levels have been formulated for all master's students.

All Master's students must develop into honourable academics, responsible practitioners and responsible members of society. Highest priority is given to achievement of the highest possible level of know-how and expertise in the field of the relevant Master's programme. All Master's students must be able to operate at an academic level in terms of intellectual development and the quality of their work.

The following attainment targets have been formulated on the basis of these general principles.

Every Master's graduate:

- must have the know-how and command of the theoretical and methodological domain of the Master's programme, both in terms of breadth and depth
- must be capable of conducting scientific research and be able to set up, conduct and report on a research project in a scientifically-responsible manner (demonstrating a scientific approach when describing, explaining and predicting phenomena)
- knows how to access scientific information and is capable of studying and evaluating such information critically (has the required attitude for life-long learning and professional development)
- knows how to tackle practical problems, whether social or academic, creatively and systematically. Must be capable of using his theoretical and methodological knowledge to clarify or solve a problem (Must have a problem-solving attitude.)
- knows how to present his findings clearly, both orally and in writing, without losing sight of quality
- must be able to operate at an academic level in terms of intellectual development (logical, well-considered, critical, creative, ethical and independent)
- must be able to operate at an academic level in terms of the quality of his work. Must be able to set up and execute projects logically, systematically and independently, and has the required social and communication skills. Must also have the practical skills necessary for setting up as a professional (languages, ICT, presentation and writing skills, independence etc.)
- must be able to communicate on attitudes and values and is aware of the ethical aspects and social context of his work, both in the academic and in professional practice.

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MSc Honours Programme in Business Research


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

Your programme

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

Your future career

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

Specific admission requirements

A bachelor's degree in Business Administration or related field. High motivation and interest in research, 7.5 GPA or higher. Also see www.abri.vu.nl

The programme runs every year between January and August (with courses until June), and includes the following three courses:

Course	EC	Scheduled in
Honours Research Colloquia	9	January - March
Advanced Research Methods, either Qualitative or Quantitative	6	March - May
Academic Writing Master Class	5	February - August

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M Business Administration Zie ook vakbeschrijvingen:

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Vakbeschrijvingen

Study guide Business Administration: Duisenberg Honours Programme in Financial Markets & Regulation



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

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

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

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

[More information regarding the Maser's Programme Business Administration: Duisenberg Honours Programme in Financial Markets & Regulation >](#)

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