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## Learning objectives

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>1. Demonstrate a command of all the academic research skills necessary to make relevant contributions to the domain of digital innovation and the disciplines of information systems and innovation management</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>2. Show a critical understanding of state-of-the-art theory and methods in the domain of digital innovation and the disciplines of information systems and innovation management, as published in top journals</td>
</tr>
<tr>
<td>3. BRIDGING THEORY AND PRACTICE - application</td>
<td>3. Examine complex real-life case problems from different (theoretical) perspectives and design well-founded, substantiated solutions based on the appropriate methods and techniques commonly used in the domain of digital innovation (academic and business)</td>
</tr>
<tr>
<td>4. SOCIAL PROFESSIONAL SKILLS</td>
<td>4. Work well in a team and reflect on all roles and contributions within teams, interact effectively with stakeholders, and present convincingly in English (orally and in writing) to both academics and professionals</td>
</tr>
<tr>
<td>5. BROADENING YOUR HORIZON</td>
<td>5. Formulate their own opinions on master’s related issues within society, their outlook, including both economic interests and environmental, societal and ethical concerns</td>
</tr>
<tr>
<td>6. SELF-AWARENESS</td>
<td>6. Take responsibility for their own learning and knowledge</td>
</tr>
</tbody>
</table>
Master Business Administration - Duisenberg Honours Programme
Financial Markets and Regulations

This honours programme provides students a broad perspective on how financial markets function. It includes the macro view on financial markets and the economic and legal perspectives on corporates, investors and intermediaries when operating in financial markets. This programme combines the disciplines finance, accounting, law and regulation. This multi-disciplinary approach matches the close interconnection between these disciplines in the financial sector. This programme gives the essentials in the disciplines finance, accounting and law which allows a quick start as an all-round finance professional. Multi-disciplinary trained finance professionals have a good position in the labor market.

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

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

The programme consists of 84 EC and endures 1 year.
Master Business Administration - Specialization Financial Management

Financial management is a crucial function in managing and controlling large and small enterprises in both service and production industries.

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

Financial management is not only restricted to managing financial resources, 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 many courses more or less links are made with strategic planning, organizational design, and HRM issues. For example: Half of the course Bank Management will be entirely spent on the design of banking processes and the organization of these processes. To understand case studies in the course Advanced 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 Advanced Management Accounting is in its core about organizing financial processes. The course Management Control is mostly mapping business processes in financial numbers. The course Advanced Finance, Banking & Insurance spends a lot time on strategic positioning of banks and insurance companies in their sector. 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 three sub specializations

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

The first two sub specializations Corporate Finance and Accounting focus on the financial management function in organizations, executed by professionals like Corporate Financial Officers (CFO’s), Management Accountants, Financial Specialists or Financial Directors. It brings together all the topics relevant for the effective execution of the finance function, like financial reporting, management control, treasury, corporate governance and auditing.

The third sub specialization Financial Sector Management provides insights about financial products (like pensions and insurances), about management of financial institutions (for instance banks ans insurance companies), and about the working of financial markets (studying topics like private equity, mergers and acquisitions and business valuation).

The program offers the opportunity to choose electives that are in line with the three aforementioned sub specializations. However, students are also allowed to combine electives from each of the three sub specializations.

Goals and focus

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

Learning objectives

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>1. Make a valuable academic, managerial contribution to the financial management profession using academic research skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. ACADEMIC AND RESEARCH SKILLS</td>
<td>2. Use quantitative analysis skills to answer complex research questions in the area of financial management</td>
</tr>
<tr>
<td></td>
<td><strong>BRIDGING THEORY AND PRACTICE - knowledge</strong></td>
</tr>
<tr>
<td>---</td>
<td>----------------------------------------------</td>
</tr>
<tr>
<td>5.</td>
<td><strong>SOCIAL PROFESSIONAL SKILLS</strong></td>
</tr>
<tr>
<td>6.</td>
<td><strong>BROADENING YOUR HORIZON</strong></td>
</tr>
<tr>
<td>7.</td>
<td><strong>SELF-AWARENESS</strong></td>
</tr>
</tbody>
</table>
Master Business Administration - Specialization Human Resource Management

The purpose of Human Resource Management is to mobilize people. However, this is not a straightforward process considering the ever changing organizational environment in which contemporary HRM performs. To account for critical organizational challenges such as employee development, staffing, performance and diversity, our HRM programme aims to help students develop skills and competencies needed to mobilize employees in contemporary organizations.

The Human Resource Management Programme

The philosophy of our program is to focus on HRM in a contemporary perspective, thereby explicitly highlighting the changing HRM environment. This changing environment is characterized by an increasing emphasis on innovation, proactivity, and multidisciplinary analysis, propelled by key societal and organizational changes, such as increasing flexibility of work, changing employer-employee relationships, digitalization, and international mobility of staff. Our philosophy implies that the current HRM environment impacts all HR-related processes. In this programme we focus specifically on four key processes: employee development, staffing, performance, and diversity. These processes subsequently link to our courses, and will be integrated throughout the program, thereby creating a multidisciplinary approach to studying HRM.

You are in the right programme if your interest is triggered by questions such as: "What are key characteristics of the changing HRM environment and how does this impact individuals and organizations?", "In which ways can individual performance contribute to organizational performance in today’s diverse workforce and across different markets?", "How can innovative staffing methods contribute to organizational innovation?", and "What is the role of HR analytics and big data in making HRM more evidence-based?".

Learning objectives

Graduates…

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>1. Demonstrate a command of the academic and research skills necessary to make academically, professionally and societally significant contributions to the HRM discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>2. Show a critical mastery of core HRM and OB theory and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline</td>
</tr>
<tr>
<td>3. BRIDGING THEORY AND PRACTICE - application</td>
<td>3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the field of HRM</td>
</tr>
<tr>
<td>4. SOCIAL PROFESSIONAL SKILLS</td>
<td>4. Demonstrate excellent societal and communication skills both orally and in writing in multi-stakeholder contexts</td>
</tr>
</tbody>
</table>
5. **BROADENING YOUR HORIZON**

5. Formulate their own opinions on master’s related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns

6. **SELF-AWARENESS**

6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges

**Core Methodology**

We believe that the contemporary HRM environment can only be fully grasped by openness about multiple research philosophies, as this will help to better understand and examine today’s complex business challenges. Therefore, we use a combination of quantitative and qualitative methods, using scientific literature, practical cases, and quantitative data to learn about HRM-related topics. Throughout the programme, we will attempt to bridge the gap between science and practice as effectively as possible, for example by organizing assignments in cooperation with and at organizations, by having guest speakers come over to the VU, and by learning how to systematically analyse practical problems. As teachers in this programme, we apply the principle of co-teaching, which means that each course will be coordinated by at least two HRM staff members, who are complementary in expertise. We believe this makes our teaching of higher quality and more innovative, and it will allow students to enjoy double the experience from their teaching staff.

**Design of the Human Resource Management Programme**

We help students to develop necessary competencies to solve practical HRM issues and challenges based on theoretical arguments. Throughout the programme, students learn to review and analyze critically the state of the art research related to human resource management to get acquainted to the contemporary debate in the field. In addition, students will contribute to the field of HRM by writing an innovative Master thesis with individual, organizational, and societal impact.

This programme will cover the core concepts and theories of all the basic HRM activities in organizations, with a specific focus on the contemporary HRM environment. More specifically, you will start with two stage-setting courses in period 1 that cover the changing HRM environment and contemporary careers and organizations. Following these courses, we offer courses on Recruitment & Selection, Performance Management, and HRD Analytics, all crucial parts of today’s HRM activities. Theories and concepts in this program will consistently be analysed in their organizational and societal context. Both quantitative (e.g., surveys) and qualitative methods are used in this programme. To deepen their knowledge, students can additionally choose from several electives that each are strongly based on fostering student’s ability to act in response to strategic and organizational challenges.

To broaden your horizon beyond the core of HRM, you can also choose electives from other Business Administration programmes, specifically International Management, Leadership & Change Management, Management Consulting, and Strategy & Organization. Several interdisciplinary electives offer an additional opportunity to deepen your knowledge of a topical issue in business and management beyond the boundaries of the HRM programme.
The courses in the HRM programme will consistently search for links between science and practice through on-site visits, guest lectures, and assignments aimed to bridge the gap between science and practice. We will focus on theoretical and systematic analyses of problems as the foundation for coming up with fresh perspectives and innovative solutions. Finally, to build practical knowledge and skills, it is also possible to do an internship, thereby learning valuable professional skills. Our courses have a strong focus on enhancing your communicative skills, your ability to speak up and defend your arguments, and position in front of a critical audience. This will be practiced during team-based presentations with your peers and with invited managers that assess your performance and provide valuable feedback. Working in teams and performing assignments in and with organizations will be core activities throughout the HRM programme. These activities will improve professional social skills both as a student and as a future professional. This contributes to the development of so-called ‘soft skills’, which are crucial in today’s labour market, as core outcomes in our programme.

The HRM program is about mobilizing people. To be able to achieve this, it is crucial that students also have a good understanding of their own strengths, development opportunities, and behaviour. Therefore, self-reflection is an important learning goal that is tied in to many activities and courses in the programme. This once again contributes to the development of crucial ‘soft skills’, for example by writing a portfolio that encompasses your efforts during the Master programme. Finally, we work intensively with Career Services to offer you additional opportunities to develop yourself in various ways.

Community

The HRM programme features many social and professional activities that you can be part of. We aim to form a strong community that will help you both during your studies and afterwards. In terms of professional activities, we start each academic year with a formal introduction during which you will meet your fellow students and are introduced to the School members that you will work with during the programme. In addition, we organize an alumni event at the start of the year, during which (recent) alumni from the VU HRM Master programme will join you to discuss their experiences during their studies and in finding their first jobs. Our goal is to support you as much as possible in preparing for your transition to the labour market. The programme includes other activities as part of our community as well, such as a LinkedIn group that features alumni and current students, our student organization Aureus that organizes interesting meetings, and a graduation ceremony at the end of year during which we celebrate your successes.
Master Business Administration - Specialization International Management

Preparing students for launching a successful international career by combining the theoretical foundation for understanding business in today’s global environment with the practical experience and skills necessary to work in multinational organizations.

The International Management Programme

The International Management specialization prepares students for global management careers by developing their understanding of how the international context affects businesses and their employees. Due to the increasing globalization of the last decades, the international context now affects all aspects of business. Students will complete advanced international management courses designed to provide a comprehensive understanding of how to manage different parts of a business and how to compete in different contexts. The courses combine the latest theory of international management with practical applications.

Some key questions of the program include: How can companies compete in a global environment? How can companies take advantage of opportunities outside their borders and overcome potential threats? How can firms do business in emerging markets? What challenges do multinational teams face? How to make global teams work more effectively? How to improve the performance of individuals who work in global teams?

Learning objectives

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>1. Demonstrate a command of the academic and research skills necessary to make academically, professionally and societally significant contributions to the International Management discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>2. Show a critical mastery of core International Management theory and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline</td>
</tr>
<tr>
<td>3. BRIDGING THEORY AND PRACTICE - application</td>
<td>3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the field of International Management</td>
</tr>
<tr>
<td>4. SOCIAL PROFESSIONAL SKILLS</td>
<td>4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts</td>
</tr>
<tr>
<td>5. BROADENING YOUR HORIZON</td>
<td>5. Formulate their own opinions on master’s related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns</td>
</tr>
<tr>
<td>6. SELF-AWARENESS</td>
<td>6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges</td>
</tr>
</tbody>
</table>
Core Methodology

The program combines several teaching methodologies to develop global leaders. First, lectures will provide a medium to discuss the latest theoretical developments pertinent to the different aspects of developing an international strategy, implementing that strategy, and managing geographically dispersed teams. Second, workshops will focus on discussing case-studies for students to apply the theory and get experience with using various managerial tools. Third, students will be required to complete team projects on internationalization strategies to apply their skills gained in the program to business situations.

Design of the International Management Programme

Students will acquire knowledge of theory and methods of international business and will use this knowledge to solve complex business problems. To this end, students will take courses on International Management, Culture and International Organizations, International Entrepreneurship, or Doing Business in Emerging Markets. To deepen their knowledge, students can additionally choose from several electives that each are strongly based on fostering student’s ability to act in response to strategic and organizational challenges. Several interdisciplinary electives offer an additional opportunity to deepen your knowledge of a topical issue in business and management beyond the boundaries of the International Management programme. In addition, students will develop their ability to solve complex business problems by working on business cases during workshops or completing projects for real companies such as the International Consultancy Project.

The program aims to develop students’ research skills to contribute to the body of knowledge on international management. Students will make their own original academic contribution by writing a master thesis. By critically assessing the latest research on international management throughout the program and by participating in workshops on research methodology, students will be in a strong position to develop theoretically forward and practically relevant research.

In addition, the International Management programme aims to develop students’ professional social skills to interact with other professionals. Students will achieve this by working in group projects with colleagues with diverse backgrounds, delivering presentations, and working on real-life projects.

In the International Management programme, students will also gain an horizon beyond their professional area. Through courses on Ethics students develop the understanding of how their decisions influence communities and will have to consider the ethical implications of international business in various projects throughout the programme.

Another important learning goal is that students become self-reflective professionals. Courses on Culture and Ethics will allow students to reflect on their own personality and individual goals in order to understand opportunities for change and growth. In addition, like other master courses, students will have access to SBE Career Services’ workshops to prepare students for the job market. Furthermore, students will reflect on their professional development by putting together a self-reflection portfolio.
Community

Being part of a strong community is a key element of students’ learning experience. In addition to the numerous events organized by the vibrant community of students at the Vrije Universiteit, the International Management programme aims to stimulate strong relations between the members of the program. There will be several student and student-teacher social events. Using social media students are encouraged to stay connected throughout the program and after. In addition, students will be supported in their job-search by the Career Services.
Organizational transformations are adventures where leadership, rather than plans and standard operating procedures, is key to success. We teach the latest scientific knowledge on change management as well as the skills that you will need ‘on the ground’ as a frontrunner (‘leader’) of change, namely intervention/project management, rhetorical, and political skills. This programme’s unique focus on leadership of change will help you discover your compass and social responsivity to navigate yourself and others through uncertainty.

The Leadership and Change Management Programme

The Leadership & Change Management programme is a traveler’s guide for frontrunners (change agents and change crews) in organizations. In this programme you will acquire evidence-based knowledge about the complexities of (planned) strategic interventions from multiple perspectives and in various settings including private companies, public organizations, and large-scale institutions. All of the courses offered in the Leadership & Change Management programme are taught with both macro (e.g., organizational/institutional) and micro (e.g., individual, behavioral) perspectives on the subject matter. At the same time you will learn about the complexities of implementing change ‘on the ground’, where plans and standard operating procedures usually provide little help and where leaders rise must to the occasion. By learning project management, rhetoric and political skills, and – last but not least – by becoming comfortable with your personal story, growth and vision (as 'reflective practitioner'), you might learn to become that frontrunner (and, thus, ‘leader’) of change.

You are in the right programme if you are interested in questions such as: How can I make organizations more healthy and successful based on evidence-based practices? What is the best intervention in a given context? How do I manage stakeholders with conflicting interests? How should a leader best ‘pitch’ planned change to gain buy-in from others? How should a leader of change deal with resistance? Is there a way for a leader to improvise and learn from a change experience and still ‘lead’? Is there a way to connect my own story of learning and personal growth with organizational learning and visionary leadership?

Learning objectives

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>1. Demonstrate a command of the academic and research skills necessary to make academic, professional and societal significant contributions to the field of LCM research</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>2. Show a critical mastery of core LCM insights and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline</td>
</tr>
<tr>
<td>3. BRIDGING THEORY AND PRACTICE - application</td>
<td>3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the field of LCM</td>
</tr>
</tbody>
</table>
4. **SOCIAL PROFESSIONAL SKILLS**

4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts

5. **BROADENING YOUR HORIZON**

5. Formulate their own opinions on master’s related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns

6. **SELF-AWARENESS**

6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges

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**Core Methodology**

We believe that the complexities of leadership in changing environments can only be grasped by openness and reflexivity about multiple research philosophies. Therefore, our programme has a multidisciplinary focus, which implies the use of both quantitative and qualitative methodologies. In this way, we can examine and understand the multiplicity of challenges leaders and managers face in today’s changing workplaces. You will therefore learn that using both quantitative and qualitative methods is necessary to understand how leading organizational change works in practice. Importantly, you will learn to analyze particular organizational transformation cases and to design change interventions and change communications that best address key issues in the organizational transformation cases. Although it is our aim to instill an all-round and multidisciplinary focus, in their own master’s theses students are allowed to develop specialties in either qualitative or quantitative methodologies.

**Design of the Leadership and Change Management Programme**

Students will acquire knowledge of theory and methods of leadership and change management and will use this knowledge to solve complex business problems. To this end, students will take courses on Perspectives on Organizational Change, Intervention & Project Management, Leadership & Learning, Change Rhetoric and Politics. To deepen their knowledge, students can additionally choose from several electives that each are strongly based on fostering student’s ability to act in response to strategic and organizational challenges. Several interdisciplinary electives offer an additional opportunity to deepen your knowledge of a topical issue in business and management beyond the boundaries of the Leadership and Change Management programme. In addition, students will develop their ability to solve complex business problems by participating in the Organizational Change Serious Game, by working on business cases during workshops, and/or completing projects for real companies during an internship.

The program aims to develop students’ research skills to contribute to the body of knowledge on international management. Students will make their own original academic contribution by writing a master thesis. By critically assessing the latest research on change management throughout the program, and by participating in workshops on research methodology, students will be in a strong position to develop theoretically forward and practically relevant research.
In addition, the Leadership and Change Management programme aims to develop students’ professional social skills to interact with other professionals. Students will achieve this during project management exercises, multi-stakeholder exercises, debates, rhetorical performances, regular presentations, various project/change management serious games throughout the programme, and by working in group projects with colleagues with diverse backgrounds.

In the International Management programme, students will also gain an horizon beyond their professional area. Through courses on Leadership and Learning, and Business Ethics for Leadership and Change Management, students develop the capacity to evaluate their connectedness to their social environment and develop and understanding of how their decisions influence communities and will have to consider the ethical implications of international business in various projects throughout the programme.

A final important learning goal is that students become self-reflective professionals. Courses on Intervention and Project Management, Leadership and Learning, Organizational Change Serious Game, and Business Ethics will allow students to reflect on their own personality and individual goals in order to understand opportunities for change and growth. In addition, like other master courses, students will have access to SBE Career Services’ workshops to prepare students for the job market. Furthermore, students will reflect on their professional development by putting together a self-reflection portfolio.

**Community**

Being part of a strong community is a key elements of students’ learning experience. In addition to the numerous events organized by the vibrant community of students at the Vrije Universiteit, the International Management programme aims to stimulate strong relations between the members of the program. There will be several student and student- teacher social events. Using social media students are encouraged to stay connected throughout the program and after. In addition, students will be supported in their job-search by the Career Services.
Master Business Administration - Specialization Management Consulting

New technologies, internationalization and connected markets have sparked a wave of transformation in the world of organizations. Many organizations are looking for answers on big questions. What strategy should we follow? Which organizational form fits best in the new environment? How do we ensure our change efforts pay off? Consultants play a crucial role in helping organizations to find answers to those often fussy questions, and they guide them during implementation, when solutions have been defined.

The Management Consulting Programme

The MC programme challenges students to gain the knowledge, mindset and skills a 21st century consultant needs. In the courses they experience open questions, they study the bigger professional challenges consultants face, apply inductive and abductive approaches to find answers, and they are trained in methods to present their answers convincingly. Creative problem solving and rhetoric are a key in the program, as consultants have to be convincing. That is the only power they can exploit in interaction with their clients, when acquiring assignments, when developing solutions and during implementation.

Learning objectives

Graduates...

| 1. ACADEMIC AND RESEARCH SKILLS | 1. Demonstrate a command of the academic and research skills necessary to make academic, professional and societal significant contributions to the field of MC research |
| 2. BRIDGING THEORY AND PRACTICE - knowledge | 2. Show a critical mastery of core MC insights and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline |
| 3. BRIDGING THEORY AND PRACTICE - application | 3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the field of MC |
| 4. SOCIAL PROFESSIONAL SKILLS | 4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts |
| 5. BROADENING YOUR HORIZON | 5. Formulate their own opinions on master’s related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns |
| 6. SELF-AWARENESS | 6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges |
Core Methodology

By confronting students with open questions students are trained in abductive problem solving. It is solving practical problems with the aid of some theory, but it is mainly based on inductive research methods like interviews and case studies that are qualitative and explorative. Theory is used to make sense of findings, and to approach a question as informed as you can, but without believing your tentative hypothesis will equal the answer. To get familiar with abductive consultant approaches students do many interviews and they study complex and real-life cases in almost every course.

Design of the MC Programme

Students have to apply and develop theory about consultants and consultancies, as well as carry out empirical research to solve client problems. The Research Seminar provides a methodological background. The programme provides students with theories about consulting relating to career issues, consultant roles, change, thought leadership, professional service firms, consulting business modelling and the key skills, norms and values of consultants. We offer five consulting courses in the first semester. Each course offers unstructured assignments, just like actual clients could give them to consultants. Students have to solve them based on research and theory. They have to present their findings in a convincing way, while understanding the social context in which they have to act. Assignments include reviewing a consultancy report and developing a new business model for a real consultancy. A consultancy project will be carried out in period 3 and there are possibilities for doing an internship. The skills we focus on include groupwork and presentation skills, exercises on problem identification, evaluation skills, and creative skills necessary to develop advice.

In all courses students are sent out into the world and will experience the tensions between theory and practice, plans and implementation, reflection and action, what is good for a client company vs what is good for society. They will be challenged to define their own position in this. In the second semester several interdisciplinary electives offer an opportunity to deepen your knowledge beyond the boundaries of the Management Consulting programme, next to thesis writing. Students will experience many peer-feedback moments and obligatory self-reflections after each course. Team feedback (360 degrees or similar) in the consulting project also challenges students to better self-reflect. All self and peer-reflections will be integrated in a portfolio.

Community

The Management Consulting programme offers many ways to network. Our alumni are member of our LinkedIn group and are always open to talk to students and to help them further in their assignments. The programme also offers various opportunities to meet informally over drinks, during poster presentations or in extra-curricular activities. During the programme students will be exposed to practitioners, enabling them to learn and to network with consultancy organizations. Guest speakers from very diverse consultancies will help you to determine which type of consulting fits best for you.
Master Business Administration - Specialization Strategy and Organization

The Strategy & Organization programme trains you to become a professional expert in managing strategic and organizational challenges based on profound skills in analytics, critical thinking and reflexivity and the ability to act responsibly and foresightedly in complex and dynamic market environments.

The Strategy & Organization Programme

The Strategy & Organization specialization takes you on a journey that explores the complexities of dynamic and globally integrated market environments in which business firms compete. We will challenge you to look further for new ways how organizations can rethink the way they strategically manage their boundaries, and how they can act responsibly to make a sustainable contribution to society. After learning about core aspects of strategic management and organizational challenges related to growth, renewal and entrepreneurship, you can choose to specialize in two modules. Each takes a closer perspective on highly topical issues which represent current mega-trends that businesses need to tackle in order to remain competitive: On the one hand, the need for companies to rethink the way they interact with competitors, for instance via forming alliances, mergers, participating in business ecosystems and fostering open innovation. On the other hand, rising stakeholder expectations that urge companies to compete successfully and sustainably by enhancing their corporate social responsibility (CSR) profile.

In all courses in the Strategy & Organization specialization you will explore not only the "content-dimension" of strategy (what is my strategy and how to design it?), but also the "process-dimension" (how to organize it and bring strategy to action?), thus giving you a holistic perspective on strategy making and strategy execution. You are in the right programme if you are interested in questions such as: How can companies formulate and implement a strategy that allows them to remain competitive in a dynamic market? How should they strategically engage with other firms, including their direct competitors, with their consumers and critical NGOs? How to develop a strategy that not only allows thriving financially, but also ensures sustainability and social responsibility?

Learning objectives

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>1. Demonstrate a command of the academic and research skills necessary to make academically, professionally and societally significant contributions to the disciplines of strategic management and organization studies</th>
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</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>2. Show a critical mastery of core strategic management and organizational theory, quantitative and qualitative methods, and of state-of-the-art thinking about the discipline</td>
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</tbody>
</table>
### 3. BRIDGING THEORY AND PRACTICE - application
3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the fields of strategic management and organization studies

### 4. SOCIAL PROFESSIONAL SKILLS
4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts

### 5. BROADENING YOUR HORIZON
5. Formulate their own opinions on master’s related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns

### 6. SELF-AWARENESS
6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges

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**Core Methodology**

We believe that the complexities and dynamics of global business environments can only be grasped by openness and reflexivity about multiple research philosophies to examine and understand the multiplicity of challenges organizations and managers face in today’s world. We therefore go beyond commonly offered economic approaches to strategic management. You will learn that using both quantitative and qualitative methods is necessary to understand how strategy works in practice and how managerial challenges in organizational life can be solved based on better-informed decisions.

**Design of the Strategy & Organization Programme**

Throughout the programme, students learn to review and analyse critically the state of the art research related to strategy and organization to get acquainted to the contemporary debate in the field. Together with research methodology courses (focusing on both quantitative and qualitative approaches) students will be well equipped to make their own original contribution and create knowledge in their master thesis that is not only rigorously conducted but also original, interesting and important from a societal point of view.

Two stage-setting core courses on "Growth Strategies & Organizational Challenges" and "Strategic Entrepreneurship & Organizational Renewal" introduce students to essential knowledge about strategy development and implementation. After that, you can opt for two topical modules that each goes deeper into exploring a specific aspect of strategy and organization. To deepen their knowledge, students can additionally choose from several electives that each are strongly based on fostering student’s ability to act in response to strategic and organizational challenges. To broaden your horizon beyond the core of strategy and organization, you can also choose electives from other Business Administration programmes such as International Management, Leadership & Organizational Change Management, Management Consulting, and Human Resource Management. Several interdisciplinary electives offer an additional opportunity to deepen your knowledge of a topical issue in business and management beyond the boundaries of the Strategy & Organization programme.
Every course includes a strong practice component and real-life cases, including visits to companies. In interactive lectures and smaller workgroup sessions, you and your team are challenged to use the theory covered in the course to analyse business situations and provoke with a fresh perspective on possibly unconventional solutions to the problem. During the study period students have the opportunity to do an internship at a company or work on a problem-driven research report in collaboration with business firms. Courses have a strong focus on fostering your communicative skills, your ability to speak up and defend your arguments and position in front of a critical audience. This will be practiced during team-based presentations with your peers and invited managers that assess your performance and provide valuable feedback. You will be trained to constructively evaluate strengths and weaknesses of yourself and your peers.

We put strong emphasis on your ability to think and act critically and be reflexive. This means to not take things for granted as they are, but be able to challenge them, in particular the increasingly contested impact of business on stakeholders as well as social and environmental conditions. In your thesis, you are encouraged to select topics that deal with the interaction between business and society. Together with SBE Career Services, the Strategy & Organization specialization offers tailor made workshops to provide you the best possible preparation for your entry to the job market. As part of our portfolio-programme, you are challenged to think critically about who you are and what you want to achieve, reflect about the job you want to have, how to build a professional network that helps you achieve your goals, and how to act responsibly on a solid ethical basis. A two-minute personal video pitch is a required component of your master thesis.

Community

The Strategy & Organization specialization allows you to participate actively in a thriving student community. This is not only a fun activity to join and where to make new friends, but also to advance your academic and professional skills. Together with VU Career Services, we offer several tailor-made career trainings, such as networking skills, preparing your CV, and mastering an assessment day. We strive to optimally support your transition to the labour market. The program also includes other activities as part of our community as well, such as a LinkedIn group that features alumni and current students, our student organization Aureus that organizes several interesting meetings, and a graduation ceremony at the end of year during which we celebrate your successes.
Master Business Administration - Specialization Transport and Supply Chain Management

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

In this Master specialization the main focus is on decision making in supply chains in service industries. The departments Information Systems & Logistics and Spatial Economics of the School of Business and Economics and 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.

Learning objectives

Graduates...

1. **ACADEMIC AND RESEARCH SKILLS**
   1. Evaluate and assess state-of-the-art theories and methods to develop strategies for practically relevant decision-making in the area of Transport & Supply Chain Management.

2. **BRIDGING THEORY AND PRACTICE - knowledge**
   2a. Assess industry and societal dynamics, challenges and opportunities

3. **BRIDGING THEORY AND PRACTICE - application**
   2b. Analyze and design solutions for complex real-life business problems by selecting appropriate quantitative and qualitative analytical methods in the area of Transport & Supply Chain Management.
3. Effectively interact with internal and external stakeholders in managing transport and supply chain related problems and effectively communicate with a variety of audiences.

4. Analyze the broad impact of their own and of firm decisions and actions in society.

5. Critically reflect on their own learning path and their functioning in diverse teams.

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.