



Business Administration (MSc)

VU University Amsterdam - Fac. der Economische Wet. en Bedrijfsk. - M Business Administration - 2015-2016

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

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

Read the [full description](#) of the programme or use the schedule below for information on the individual courses in the programme.

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ABRI Honours Programme

M Bus Adm - Duisenberg HP FMR

Courses:

Name	Period	Credits	Code
Advanced Corporate Financial Management	Period 1	6.0	E_BA_ACFM
Advanced Finance, Banking and Insurance	Period 1	6.0	E_BA_AFBI
Advanced Financial Reporting	Period 1	6.0	E_ACC_AFR
Bank Management	Period 4	6.0	E_BA_BANKM
Corporate Law DSFMR	Period 4	6.0	E_BA_CL
Corporate Valuation	Period 2	6.0	E_BA_CV
Derivatives	Period 2	6.0	E_FIN_DER
Empirical Finance	Period 2	6.0	E_FIN_EF
Ethics	Period 3	3.0	E_BA_ETH
Financial Sector Regulation	Period 4	6.0	E_BA_FSR
Financial Decision Making	Period 4	6.0	E_BA_FDM
Financial System Design	Period 5	6.0	E_BA_FSD
Institutional Investments	Period 2	6.0	E_BA_IINV
Real Estate Management	Period 5	6.0	E_BA_REM
Research Project for Finance	Period 3	6.0	E_FIN_RPFIN
Thesis MSc BA - DSFMR	Ac. Year (September)	21.0	E_BA_THS_DSF

M Bus Adm - Financial Management

Courses:

Name	Period	Credits	Code
Advanced Corporate Financial Management	Period 1	6.0	E_BA_ACFM
Advanced Finance, Banking and Insurance	Period 1	6.0	E_BA_AFBI
Advanced Financial Reporting for Business Administration	Period 2	6.0	E_BA_AFR
Advanced Management Accounting	Period 2	6.0	E_ACC_AMA
Bank Management	Period 4	6.0	E_BA_BANKM

Control and Audit	Period 5	6.0	E_ACC_CA
Corporate Governance, Risk Management and Control	Period 5	6.0	E_ACC_CGRMC
Corporate Valuation	Period 2	6.0	E_BA_CV
Empirical Finance and Accounting	Period 3	0.0	E_BA_EFA
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Financial Decision Making	Period 4	6.0	E_BA_FDM
Financial System Design	Period 5	6.0	E_BA_FSD
Institutional Investments	Period 2	6.0	E_BA_IINV
Management Control	Period 4	6.0	E_ACC_MC
RABO Honours Class	Period 4+5	9.0	E_FIN_RHC
Real Estate Management	Period 5	6.0	E_BA_REM
Research Seminar FM	Period 4	6.0	E_BA_RSFIMA
Thesis	Ac. Year (September)	15.0	E_BA_THS_FM

M Bus Adm - Human Res Management

Courses:

Name	Period	Credits	Code
Alliances, Mergers and Networks	Period 2	6.0	E_BA_AMN
Capita Selecta Human Resource Management	Ac. Year (September)	6.0	E_BA_CSHRM
Careers and Organizations	Period 1	6.0	E_BA_CO
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Diversity in Organizations	Period 2	6.0	E_BA_DIO
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Leadership	Period 4	6.0	E_BA_LS
Management of Sustainable Innovation	Period 2	6.0	E_BA_MANSI
Organization Development and Change	Period 2	6.0	E_BA_ODC
Performance Management and Control	Period 2	6.0	E_BA_PMC
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2HRM
Small Business Development	Period 2	6.0	E_BA_SBD
Strategy, Control and Design	Period 1	6.0	E_BA_SCD

Thesis	Ac. Year (September)	15.0	E_BA_THS_HRM
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M Bus Adm - Inf and Know Man

Courses:

Name	Period	Credits	Code
Business Process Management and IT Alignment	Period 4	6.0	E_BA_BPMITA
Capita Selecta Information and Knowledge Management	Ac. Year (September)	6.0	E_BA_CSIKM
E-Business and Information Management	Period 1	6.0	E_BA_EBIM
E-Business Development	Period 5	6.0	E_BA_EBD
Ethics	Period 3	3.0	E_BA_ETH
Interactive Marketing	Period 2	6.0	E_BA_IM
Knowledge and Innovation Networks	Period 1	6.0	E_BA_KIN
Management of Sustainable Innovation	Period 2	6.0	E_BA_MANSI
Managing Service Innovation	Period 2	6.0	E_BA_MSI
New Ways of Working	Period 2	6.0	E_BA_NWW
Research Seminar II	Period 4	3.0	E_BA_RS2IKM
Technology and Innovation Processes	Period 2	6.0	E_BA_TIP
Thesis	Ac. Year (September)	15.0	E_BA_THS_IKM

M Bus Adm - Man Consulting

Courses:

Name	Period	Credits	Code
Capita Selecta Management Consulting	Ac. Year (September)	6.0	E_BA_CSMC
Consultant Approaches	Period 4	6.0	E_BA_CA
Consulting Research Project		12.0	E_BA_CRP
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Management Consulting	Period 1	6.0	E_BA_MC
Management Idea Factory	Period 5	6.0	E_BA_MIF

Management of Sustainable Innovation	Period 2	6.0	E_BA_MANSI
Organization Development and Change	Period 2	6.0	E_BA_ODC
Policy Evaluation and Advice	Period 2	6.0	E_BA_PEA
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2MC
Strategy, Control and Design	Period 1	6.0	E_BA_SCD
Thesis	Ac. Year (September)	15.0	E_BA_THS_MC

M Bus Adm - Strategy and Organization

Courses:

Name	Period	Credits	Code
Advanced International Management	Period 1	6.0	E_BA_AIM
Advanced Service Management	Period 1	6.0	E_BA_ASM
Alliances, Mergers and Networks	Period 2	6.0	E_BA_AMN
Applied Strategy	Period 2	6.0	E_BA_ASTR
Behavioral Strategy	Period 5	6.0	E_BA_BS
Capita Selecta Strategy and Organization	Ac. Year (September)	6.0	E_BA_CSSO
Corporate Social Responsibility	Period 5	6.0	E_BA_CSR
Cross Cultural Management	Period 5	6.0	E_BA_CCM
Enterprising Skills	Period 5	6.0	E_ENT_ESK
Ethics	Period 3	3.0	E_BA_ETH
Management of Sustainable Innovation	Period 2	6.0	E_BA_MANSI
Managing Service Innovation	Period 2	6.0	E_BA_MSI
Organization Development and Change	Period 2	6.0	E_BA_ODC
Performance Management and Control	Period 2	6.0	E_BA_PMC
Research Seminar I: Advanced Research Design & Methodology	Period 3	3.0	E_BA_RS1
Research Seminar II	Period 4	3.0	E_BA_RS2SO
Small Business Development	Period 2	6.0	E_BA_SBD

Strategic and Organizational Change	Period 4	6.0	E_BA_SOC
Strategy, Control and Design	Period 1	6.0	E_BA_SCD
Thesis	Ac. Year (September)	15.0	E_BA_THS_SO

M Bus Adm - Transport and Supply Chain M

Courses:

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

Advanced Corporate Financial Management

Course code	E_BA_ACFM (61412390)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. H.A. Rijken
Examinator	prof. dr. ir. H.A. Rijken
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

Achieve advanced knowledge in the theory and practice of corporate finance. The main objective is to fully understand theoretical concepts (their strengths and limitations) and to use these theoretical frameworks to solve in an effective way practical issues in corporate finance. After following this course, you: - understand basic Corporate Finance concepts, including their strengths and limitations - have the quantitative skills to apply these basic concepts - understand the interrelationship between various concepts and link them in a general framework - are able to apply this framework in real life cases.

Course content

This course elaborates on the course corporate finance in the bachelors program. The course has several focus areas: Corporate Capital Structure and Corporate Structured Finance, Corporate Risk Management and Pricing Corporate Risk (Equity and Debt).

We will start off with a short review of the theory of Modigliani and Miller. Within the framework of these concepts we will pay attention to the issues on capital structure from the perspective of both the equity holders and the debt holders. A range of corporate financing options, like subordinated bond, convertibles and corporate securitization, will be discussed.

Thereafter we introduce comprehensively the concepts of the operational cash flow and the finance cash flow of a company. The added value of Corporate (Financial) Risk Management will be discussed from a cash flow perspective and a capital cost perspective. Links with Short Term Financial Management, Credit Risk Management and Value Based Management will be made.

Substantial attention will be given to real life cases during the course.

Form of tuition

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

Type of assessment

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

Course reading

Custom book "Advanced Corporate Finance" ISBN 9781783651931. This include a code to have (web) access to 5 online chapters from the book "Advanced Corporate Finance" (Odgen)

Entry requirements

Corporate Finance 3.2 or Corporate Financial Management 3.4. For students with no VU bachelor the admission to the Master BA / specialization Financial management is sufficient.

Recommended background knowledge

Corporate Finance 3.2 or Corporate Financial Management 3.4. Students with no VU bachelor in Economics or BA should be familiar with a standard textbook in Corporate Finance, like "Principles in Corporate Finance" (Brealey and Myers) or "Corporate Finance" (Berk and DeMarzo).

Advanced Finance, Banking and Insurance

Course code	E_BA_AFBI (61412380)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. P.J. Wierds
Examinator	dr. P.J. Wierds
Teaching staff	prof. dr. D. Schoenmaker, dr. P.J. Wierds
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

Course content

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

1. Theory of financial markets and institutions

- What are the functions of financial markets?
- What is the role of institutional investors, including hedge funds and private equity?
- What is the impact of the financial crisis on the financial system?
- What is the theory that underpins the business of banking and insurance?
- How are risk management models used in banks and insurers?

2. Degree of financial integration

- Are financial markets already integrated in Europe?
- Which strategies can financial institutions apply to achieve their expansion in Europe?
- What are the challenges and barriers to European expansion?

3. Financial supervision and competition in the financial sector

- How can financial stability be fostered at the European level in the aftermath of the financial crisis?
- What instruments can be applied to open national markets?

Form of tuition

lecture

Type of assessment

written interim examination
60 percent, closed book

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

Course reading

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

Advanced Financial Reporting

Course code	E_ACC_AFR (60412050)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. C. Camfferman RA
Examinator	prof. dr. C. Camfferman RA
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

After following this course, you will be familiar with:

- the objectives of the International Accounting Standards Board (IASB) and its general approach to standard-setting;
- the IASB's Framework and its key concepts with respect to recognition, measurement and performance presentation;
- the main requirements concerning recognition and measurement of the IAS/IFRS selected for this course. This course does not deal with disclosure and presentation requirements unless specifically indicated;
- the style in which accounting standards, and specifically those of the IASB, are written.

You should then be able to:

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

internal consistency, consistency with other standards, their agreement with the Framework, or the overall policies of the IASB.

Course content

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

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

Form of tuition

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

Type of assessment

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

Course reading

IFRS International Financial Reporting Standards: Official Pronouncements issued at 1 January 2015, Part A (IFRS Foundation, 2015)

Entry requirements

This course requires intermediate knowledge of financial accounting, including preparation of consolidated financial statements. In practice, knowledge of financial accounting equivalent to Financial Accounting 3.1. is required.

Recommended background knowledge

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

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

Advanced Financial Reporting for Business Administration

Course code	E_BA_AFR (60412150)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.

Coordinator	dr. R. Koenigsgruber
Examinator	dr. R. Koenigsgruber
Teaching staff	dr. R. Koenigsgruber
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

An understanding of International Financial Reporting Standards (IFRS) is essential for anyone who needs to work with the financial statements of major enterprises, or data drawn from these financial statements.

This course provides students who already have a basic grounding in financial accounting with a general understanding of IFRS, and of its significance to financial reporting, in particular for financial institutions such as banks. After the course, students are able to:

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

Course content

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

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

Form of tuition

Lectures and discussion sessions based on assignments.

Type of assessment

written examination

Course reading

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

Entry requirements

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

Recommended background knowledge

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

Advanced International Management

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

Course objective

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

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

Course content

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

Form of tuition

Lectures (required)

Tutorials (recommended)

Type of assessment

Written final exam

Course reading

Selected articles

Entry requirements

Advanced Management Accounting

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

Course objective

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

After following the course, you should be able to:

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

Course content

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

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

Form of tuition

Lectures supported by slidecast lectures (slides and voiceover).

Type of assessment

Written exam

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

Course reading

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

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

Recommended background knowledge

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

Advanced Service Management

Course code	E_BA_ASM ()
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.S. Alexiev
Examinator	dr. A.S. Alexiev
Teaching staff	dr. A.S. Alexiev
Teaching method(s)	Seminar
Level	400

Course objective

Where will you find a job after you graduate?

Nine out of ten is the likely chance that you end up in a service firm.

It is services that contribute the most to the wealth creation and employment in our advanced economies. Unlike products, they are intangible, heterogeneous, perishable and simultaneously produced and consumed. It is services that puzzle managers and researchers when product-centered models and approaches are applied to their management.

In this course, you will break away from the established strategic management paradigms built for a product-based world, and will explore the important strategic decisions behind the creation and delivery of value in the services.

At the end of this course you will know:

- The subjective, invisible, and evanescent nature of value in services
- The methods and tools to evaluate service strategy and performance
- The key areas for managerial intervention: technology, people management, organizational knowledge, and relationships management

We will work together on building your:

- Analytical skills
- Creative problem-solving skills
- Relevant problem-finding abilities
- Trends spotting capacities
- Communication and persuasive skills

Course content

The topics that will be discussed include:

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

Form of tuition

Interactive theory and case discussion sessions
Company visit

Type of assessment

Individual written exam
Group report

Course reading

Academic articles and cases

Airline Business

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

Course objective

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

Course content

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

throughout the course each of these aspects will return in a number of lectures. The lectures specifically deal with the following topics:

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

Form of tuition

lecture
paper

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

Type of assessment

Paper, written examination

Course reading

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

Entry requirements

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

Alliances, Mergers and Networks

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

Course objective

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

- The formation, management, and performance of strategic alliances

- The forging, integration, and performance of mergers and acquisitions
- The embeddedness of these relationships in broader networks of interfirm ties

The purpose of the course is not only to introduce the students to some of the most fundamental issues in research on alliances, mergers and acquisitions, and networks, but also to allow them to apply the gained knowledge to real-life business situations. In doing, so they will be stimulated to enhance individual professional and team collaboration skills.

Course content

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

Form of tuition

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

Type of assessment

Individual written exam, individual and team assignment

Course reading

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

Applied Strategy

Course code	E_BA_ASTR ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.D. Bahlmann
Examinator	dr. M.D. Bahlmann
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

The purpose of this course is to allow students to engage in the process of applied research in the domain of strategy, thereby being offered the possibility to practice what they/we preach. That is, providing companies with recommendations to practical problems, based on academic research. By means of conducting applied research, student teams are required to find a service-based or internationally oriented firm that is (a) facing a real life strategy problem and (b) interested in receiving advice from Master's-level business students. Using an applied

research-based approach, students will select their own theories and methodologies in the course of advancing their own research and consulting skills in the first place, and advice a firm on a particular strategy problem in the second place. The assignment will consist of an individual part (i.e. an individual exam) and a team part (including team presentations and a team report).

After this course students are able to:

1. Apply the knowledge gained in (and prior to) period 1 to a real life case;
2. Combine academic research methodologies in an applied research setting;
3. Conduct an analysis and give advice in relation to a business problem in a real life organization;
4. Write and present a team report that is both scientifically grounded as well as practically relevant for the client company involved

Course content

This course focuses on applying recent models and theories in the scientific fields of strategy and management as taught during period 1 (i.e. SCD; ASM; AIM) and in other courses during the Bachelor's studies. Teams of students are required to find a company that is interested in receiving advice from advanced business students. The teams of students formulate their theoretical model on basis of recent literature in (strategic) management/ organization studies and apply this model in the client organization. In addition, teams approach their research setting based on the applied research methodology forwarded by Verschuren and Doorewaard (2010). Guest lecturers from strategy consulting companies will present their views on applied strategy research.

Form of tuition

(Guest) lectures and group sessions

Type of assessment

Group assignment (presentations, written report) and individual assignment

Course reading

The literature below serves the purpose of guiding students through the process of conducting applied research in a business setting, by making use of the case study approach. This literature is made available through Blackboard (course documents), and for instance includes:

- The book from Verschuren, P. and Doorewaard, H. (2010). Designing a Research Project. Boom Lemma uitgevers, Den Haag.
- Eisenhardt, K.M. (1989). Building Theories from Case Study Research. *Academy of Management Review*, 14 (4), 532-550.

In addition, students are required to select relevant academic literature themselves, depending on the nature of the applied strategy research project they are involved in.

Entry requirements

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

Bank Management

Course code	E_BA_BANKM (61442330)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	drs. T.A.J. de Jong
Examinator	drs. T.A.J. de Jong
Teaching method(s)	Lecture
Level	400

Course objective

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

Course content

This course deals with two important aspects of bank management: the bank business model and business process management within a bank. The first topic is about financial economics, however will also zoom into the broader function of banks in the macro economy, the second is about business process management. In more detail there are 4 building blocks:

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

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

Managing financial risk at both the asset and liability side is key for banks and has to be aligned with the Basel Framework, including Basel III. The current credit crisis shows the impact of overlooking and underestimation financial risks. Improving a banking business model can be seen as an optimisation of a banking portfolio -having various product-market combinations - in terms of (financial) risk and return.

The third building block focus on the regulatory environment.

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

Form of tuition

Lectures, and and a (group) assignment

Course reading

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

Behavioral Strategy

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

Course objective

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

Course content

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

Master's students are thus encouraged to understand strategic management challenges from the perspective of those who are responsible for these decisions. The course consists of three main parts: lectures, workshops and computer based fluency training:

- in the lectures, students will discuss advanced knowledge on strategic decision making, management team processes and principles of corporate governance. In an open discussion format, the aim is to learn from the experience of others, as it has been accumulated and systematised by management researchers;
- in the workshops, students will learn about practical applications of applied behaviour analysis in strategic management settings and about the scientific principles governing these applications. The objective here is to develop a mind set for behavioural change, both for oneself and with regard to others. As an assignment, students will apply the principles of strategic behaviour change to a company, a single case experiment;
- during the computer based program, students will master the strategic behaviour change principles to fluency. It is an online open book test that takes several days. You can proceed at home after studying the book and attending the lectures. Fluency learning means that students will master the content of the course to an A level. Students can even start the course before the course starts.

Form of tuition

- lectures;
- workshops;
- computer based fluency training.

Type of assessment

- examination;
- finishing the computer based fluency training;
- Performance Improvement Plan Report, about 12 pages.

Course reading

Daniels, A.C. & Bailey, J.S. ed. (2014). Performance Management. Changing behavior that drives organizational effectiveness. 5th edition. Atlanta: Performance Management Publications.

Remarks

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

Business Process Management and IT Alignment

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

Course objective

The purpose of this course is to (a) introduce Master’s students to the field of Business Process Management (b) show them the development which IT and the thinking on business process reengineering has taken (c) develop knowledge on the implementation of BPM in organizations (d) make them familiar with the state-of-the-art tools and techniques which are used in BPM and (e) have them practice on real-life cases.

After completion of the course, the student:

- Understands the development which IT and the thinking on business process reengineering has taken
- Is able to explain the importance of business process management and IT alignment for organizations
- Understands the interdependence between business processes and IT
- Is acquainted with the state-of-the-art tools and techniques which are used in business process management
- Is able to identify, model, analyze, and redesign business processes in organizations
- Is able to advise organizations on implementing business process management in organizations

Course content

In today’s business world, corporations and organizations are continuously adapting to a changing environment. This is being driven by changing market requirements, legislation and the increasing speed in which corporations have to adapt to remain competitive in the market place. The only certainty that corporations have nowadays is that they will change. Fundamental changes in today’s business are always realized through the combination of people, process and technology, reflecting on the phenomenon that changes in an organization and its related processes can only be achieved by a synchronous change in the applied Information Technology (IT). Moreover, business processes and supporting IT have become so intertwined, that changing business processes is inevitably

preconditioned by changes in IT, or that even changes in IT can drive the needed improvement in business processes and the related organization. In the literature this phenomenon has been named Business Process Management (BPM).

The course is focused on the alignment between business process management and IT implementations. Therefore, this course will have both a business process angle as well as an IT angle. For the business process angle, we will handle the topics of business process modeling, business process reengineering and business process management. Moreover, we will also relate to recent topics on organizational theory like inter- and intra-organizational process alignment. For the IT angle, we will address the history of Information Technology and related trends and the recent tools and techniques for IT enabled BPM and Change Management. In the course we will pay specific attention to the identification, modeling, analysis, and (re)design of business processes and implementing the related information technology in organizations. In relation to this, we address the way information technology can enable organizations to further develop and enhance their business processes, both on an inter-organizational level as well as on an intra-organizational level, thereby facilitating the development of virtual or network organizations. The cases on which the students will work are taken from real-life and deal with the topics addressed above.

Form of tuition

Lectures, case sessions, tutorials

Type of assessment

Exam, modeling assignment, case assignments

Course reading

- Book: Dumas, M., La Rosa, M., Mendling, J., and Reijers, H. (2013). Fundamentals of Business Process Management. Berlin: Springer-Verlag.
- Additional articles that will be made available via Blackboard

Capita Selecta Human Resource Management

Course code	E_BA_CSHRM (61452120)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. L.A. Havermans
Level	400

Course objective

Capita Selecta within the HRM specialization enables Master students to:

- i) Perform a research project, in which they extend the quantitative or qualitative empirical research of their Master thesis and write a separate research report (+/- 20-25 pages) about it, or
- ii) Conduct a research or advice internship relevant for answering the problem definition in their Master thesis or guided by a specified research question of the organization. During the internship, the student tries to answer the research question or develop a solution using scientific methods, knowledge and materials from the curriculum or

iii) Conduct a work experience internship in which students work alongside employees to gain experience and to taste what it is like to work at this organization. A reflection report after having finished the internship is involved, or

iv) Perform a PhD internship in order to prepare a (preliminary) PhD research proposal, or

v) Write a short article on your master thesis for a practitioners' journal

Course content

Capita Selecta provides students with an opportunity to specialize in a given subject related to the Master thesis or to the field of work the student feels attracted to. The Capita Selecta project serves the purpose of getting a more in depth understanding of the core subject of the thesis. Capita Selecta projects are initiated by the student and supported by the Master thesis supervisor.

Form of tuition

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

Type of assessment

An individual report in which either the additional empirical study, the practical internship, the PhD proposal is described. Or a short, practical article that is ready for submission to a practitioners journal.

Capita Selecta Information and Knowledge Management

Course code	E_BA_CSIKM (61452030)
Period	Ac. Year (September)
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. P.R. Tuertscher
Examinator	dr. P.R. Tuertscher
Level	400

Course objective

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

- have an in-depth understanding of the theoretical domain of their Master's thesis research
- have an in-depth understanding of the methodology they use in their Master's thesis research
- are able to apply their theoretical and methodological knowledge in conducting their Master's thesis research
- are able to translate the findings from their Master's thesis research into practical recommendations for organizations.

Course content

One particular element of the Master's thesis research (theoretical, methodological, empirical or practical) will be analyzed in depth this topic is closely related to one's Master's thesis. The topics of Capita Selecta will be announced by the lecturers on Blackboard; in addition, students can propose suitable projects to lecturers. The topic is expected to be incorporated into the Master's thesis, but a separate product for Capita Selecta needs to be delivered – e.g., a methodological paper, a practical report or presentation, or a PhD proposal. Capita Selecta courses are taught by the thesis supervisors.

Form of tuition

Coupled with thesis supervision.

Type of assessment

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

Course reading

Suggested by thesis supervisor.

Capita Selecta Management Consulting

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

Course objective

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

Course content

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

1. Follow an additional (optional) Master's course, like Cross Cultural Management (HRM), E-Business Development (I&KM) or any FEWEB MSc 6 credits course. You also have the option to follow a Master's course at another faculty (e.g., FSW, FEW, et cetera) or university. In the latter case, you'll need prior approval from the exam committee first;
2. Generate additional data for your Master's thesis
3. Write a PhD-proposal (always in consultation with your thesis supervisor);
4. Do a study-related internship

Your Capita Selecta project should result in an achievement or product that can be graded independently from your Master's thesis. The design of your Capita Selecta project must be discussed with your thesis supervisor during the first meeting. The workload should equal to 6ECTS (see Workload).

Type of assessment

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

Course reading

Not applicable

Entry requirements

Students must be eligible for thesis writing

Remarks

For further questions, please contact Dr. Irina Mikhailava at i.mikhailava@vu.nl

Capita Selecta Strategy and Organization

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

Course objective

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

Course content

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

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

internship criteria, available on blackboard).

Form of tuition

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

Type of assessment

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

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

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

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

Entry requirements

Accepted for Master thesis supervision

Remarks

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

Capita Selecta Transport and Supply Chain Management

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

Course content

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

projects entail in an individual document.

During the course Capita Selecta you will:

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

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

Entry requirements

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

Careers and Organizations

Course code	E_BA_CO (61412350)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Examinator	prof. dr. S.N. Khapova
Teaching staff	dr. S.G.M. van de Bunt, prof. dr. S.N. Khapova
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course aims to introduce students to the new generation of Human Resource Development (HRD) paradigm, that is HRD guided not only by organizations, but also by individuals' careers. The 2014 theme of this course is 'Careers enacted (e-)Organizations'. The new HRD paradigm emphasizes a more central role of individuals, their talent diversity and their careers in the knowledge economy of the western world and beyond. This paradigm assumes individuals' participation and servant-leadership in business processes in both conventional organizations, and in the contexts of the Internet, multiculturalism and the globe. The course demonstrates how individual career paths and choices have a reciprocal impact on organizational development and performance and vice versa. This course prepares students to critically assess organizational HRD programmes targeted at developing and retaining talented employees. It also prepares students, in their teamwork and individually, to become their own 'career capitalists'.

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

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

Course content

The course consists of two parts. In the first part, the course focuses on contemporary needs of employees in terms of their careers and development. It introduces students to such recent career concepts as the "boundaryless" career, "intelligent" career competencies, "career entrepreneurship," and - in a comparative perspective - other concepts that shape employees' work behavior in the knowledge-based economy. During this half of the course students also explore their own and team members' subjective career aspirations using the Intelligent Career Card Sort®. This individual and career oriented part of the course is coordinated by dr S. Khapova. In the second part, the course focuses on organizational needs in terms of professional and multiple-intellectual capabilities, including organizations' increasing search for multiple talent.

Most recent HRD insights and comparative practices relevant for (e-) recruitment, developing and retaining talent, and their implications for organizational learning in the international and virtual workplace, servant-leadership and community building in social (e-)networks, international and cross-cultural mobility, and delete and productivity are

discussed. This organizational part of the course is coordinated by dr S. van de Bunt- Kokhuis. Performance of students in this course will be evaluated based on two assignments: team and individual. The team assignment includes co-creation of propositions based on assigned literature for every lecture. The individual assignment includes writing a case study based on interviews in a real company. An academic conference is embedded in the course in which students present their individual research findings, and their reflection on implications of findings for individuals, teams, organizations, cross-company, universities and/or society at large.

Form of tuition

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

Type of assessment

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

20 percent - Propositions (team assignment)

60 percent - Individual paper (case study)

20 percent - Conference Presentation

Course reading

To be announced

Recommended background knowledge

Basic knowledge of HR processes and HRM.

Consultant Approaches

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

Course objective

After this course, students will:

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

Course content

Consultants need to innovate to remain competitive. This courses discuss innovation on two levels: new services and new business models. The former requires an answer to the question how a consultant can develop new services that lead to valid advice to clients. Through an analysis of consulting white papers students will explore the validity of new consulting services. With regard to business models, structural changes in the economy make traditional business models obsolete. Therefore, students will develop a new business model for a consultant. Theoretical lectures are combined with guest lectures by consultants who developed innovative business models.

Form of tuition

Lectures
Working groups
Assignments

Type of assessment

- Two paper assignments involving own research
- Take home exam
- Grade for classroom presentations

Course reading

Selected articles including:

- Anand, N., H.K. Gardner, T. Morris, 2007, Knowledge based innovation: Emergence and embedding of new practice areas in management consulting firms, *Academy of Management Journal*, 50, 2, 406-428.
- Christensen, C., D. Wang and D. van Bever, 2013, Consulting on the cusp of disruption, *Harvard Business Review*, October, 106-114.

- Creplet, F., O Dupouet, F. Kern, B. Mehmanpazir and F. Munier, 2001, Consultants and experts in management consulting firms, *Research Policy*, 30, 1517-1535.
- Heusinkveld, S., and J. Benders, 2005, Contested commodification: Consultancies and their struggle with new concept development, *Human Relations*, 58, 3, 283-310.
- Hicks, J., P. Nair, C.P.M. Wilderom, 2009, What if we shifted the basis of consulting from knowledge to knowing?, *Organization Learning*, 40, 3, 289-310.
- Rosenzweig, P.M., 1994, When Can Management Science Research Be Generalized Internationally?, *Management Science*, 40, 1, 28-39.
- Scandura, T.A., and E.A. Williams, 2000, Research Methodology in Management: Current practices, trends, and implications for future research, *Academy of Management Journal*, 43, 6, 1248-1264.
- Teece, D.J., 2010, Business models, business strategy and innovation. *Long Range Planning*, 43, 1, 172-194.
- Werr, A., and T. Stjernberg, 2003, Exploring Management Consulting Firms as Knowledge Systems, *Organization Studies*, 24, 6, 881-908.

Entry requirements

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

Consulting Research Project

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

Course objective

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

Course content

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

Form of tuition

Individual supervision

Type of assessment

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

Course reading

Dependent on the project

Entry requirements

Acceptance based on interview

Recommended background knowledge

Participation in the honours track in Management Consulting

Remarks

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

Control and Audit

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

Course objective

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

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

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

You should then be able to:

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

Course content

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

Form of tuition

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

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

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

Type of assessment

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

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

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

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

Prepared cases and papers are graded by the lecturer.

Every team has to present their work at least once.

Course reading

Required reading:

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

Entry requirements

Knowledge is assumed of:

- business processes and the relation with financial reporting, equivalent to the VU bachelor course Accounting Information Systems
- The content of the Audit Theory course in the MSc Accounting & Control

Recommended background knowledge

Knowledge is assumed of:

- taxonomy of organizations;
- business processes and the relation with financial reporting;

- elementary audit theory.

This knowledge is lectured in the VU-courses Accounting Information Systems and Audit Theory and can be read in the following literature:

- Oscar van Leeuwen en Jon Bergsma, Bestuurlijke informatieverzorging in perspectief. Relevante en betrouwbare informatie voor sturing en beheersing, Noordhoff, 2012.
- George H. Bodnar en William S. Hopwood, Accounting Information Systems, 10th or 11th edition, Pearson, 2010.
- R.W. Starrveld en O.C. van Leeuwen, Bestuurlijke informatieverzorging, deel 2A Fasen van de waardekringloop, 5e druk, Noordhoff.
- Hayes, Wallage, and Gortemaker, Principles of Auditing, 3rd edition, Pearson 2014.

Remarks

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

Corporate Governance, Risk Management and Control

Course code	E_ACC_CGRMC (60452000)
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. G. Budding
Examinator	dr. G. Budding
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

After following this course, students:

- Can explain the importance, meaning and inter-relations between Corporate Governance, Internal Control and Risk Management;
- Can discuss the roles and responsibilities of the various stakeholders in a private or public organization;
- Know the content of the vital Corporate Governance codes and understand the substantial similarities and differences between various codes;
- Understand how risk management can be embedded into the internal control structure of the organization;
- Understand the importance of proper information systems in the implementation of an internal control system

- Understand the limitations of Corporate Governance codes with respect to ensuring "proper" management
- Can apply and combine the knowledge and understanding as outlined above to analyze and discuss issues related to financial reporting integrity in the context of complex case settings.

Course content

Corporate governance is the process and structure used to direct and manage the business and affairs of the corporations with the objective of enhancing shareholder value, which includes ensuring the financial viability of the business.

Corporate governance covers a wide range of issues that are of interest to different disciplines including economics and law. In this course, we approach corporate governance from an accounting angle, because the integrity of financial reporting processes is a key aspect of corporate governance. In practice, corporate governance problems frequently come to light in the form of accounting scandals. In this course, we consider the causes and circumstances of such scandals, and we apply concepts from

enterprise risk management and internal control to the financial reporting process to identify and understand potential governance issues and their resolution. We also consider issues relating to (un)ethical behavior in a corporate environment.

Form of tuition

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

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

Type of assessment

Written closed-book exam
Paper and presentation

Course reading

To be announced.

Corporate Law DSFMR

Course code	E_BA_CL ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	mr. dr. B.H.A. van Leeuwen
Examinator	mr. dr. B.H.A. van Leeuwen
Teaching staff	mr. dr. B.H.A. van Leeuwen
Teaching method(s)	Lecture, Study Group
Level	400

Corporate Social Responsibility

Course code	E_BA_CSR ()
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. K. van Bommel
Examinator	dr. K. van Bommel
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

Student should be able:

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

Course content

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

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

Form of tuition

Seminars

Type of assessment

Research paper

Course reading

To be announced

Recommended background knowledge

Ethics

Corporate Valuation

Course code	E_BA_CV ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M. Millone MSc
Examinator	dr. M. Millone MSc
Teaching staff	dr. M. Millone MSc
Teaching method(s)	Lecture
Level	400

Course objective

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

Course content

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

Quickly thereafter the hard core of Corporate Valuation will be outlined: CF valuation techniques (theory and practice) and pricing models for equity investments and debt investments. We follow closely the methodology as outlined by McKinsey, regarded by professionals as the standard practice.

Corporate valuation depends very much on the perception of investors in financial markets. Therefore attention will be paid to the perspective of banks as loan providers, investment banks as dealers, equity analysts and majority shareholders. These topics will be the basis of two guest lectures.

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

Corporate valuation also is impacted in different ways by Corporate Governance: ownership structure, control issues and legal environment.

Corporate Valuation topics will be applied in 3 business cases provided by the coordinator and 1 case provided by a guest lecturer.

Form of tuition

Lectures (2 times 2 hours per week)

Type of assessment

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

Course reading

- Custom book "Advanced Corporate Finance" ISBN 978 1 780163000
- Valuation, McKinsey (5th edition). This is an e-book.

Entry requirements

Advanced Corporate Financial Management 4. 1

Cross Cultural Management

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

Course objective

Upon completion of this course, students have accomplished:

Knowledge:

- students have increased awareness of students' own cultural assumptions and respect for other cultural and historical perspectives;
- students have developed and expanded knowledge and understanding about: the basic (historical) drives behind national and organisational cultural differences, the impact of cultural differences on cross cultural issues in organisations, M&As, and methodology issues in cross cultural research;
- students have acquired an understanding of the importance and effectiveness of integrating value differences as a key (international) leadership strategy and capacity.

Skills:

- students are able to diagnose the influence of cultural differences that play a role in intercultural relationships and M&As;
- students are able to apply methodology to elicit, chart and reconcile cultural dilemmas that occur in a business context;
- students are able to clarify the cultural factors, influencing their project assignments, by applying models used in cross-cultural research.

Course content

This course introduces students to integrated principles and models of cross-cultural management. It aims to provide a new paradigm for looking at business management practices in a global context and, thereby, prepare students to act effectively in international business environments. It demonstrates how cultural diversity, as opposed to single cultural orientation, is more effective at creating lasting solutions to business challenges / dilemmas. Subtheme
The recent economic crisis has unleashed a storm of critic and reflection about the state of international business. From all corners of the globe, there is growing call for a different kind of (corporate) leadership: less selfish and bonus-oriented, and more concerned with the sustainable wellbeing of company and society. This interest and attention to rethinking the paradigms of leadership in a global context

has prompted the inclusion of a sub-theme within the course. This academic year this course will pay special attention to Servant-Leadership as principle and way of life that guides a leader's capacity to both direct the organisation and its people while at the same time work in their service. This theme will be explored in an historical and cross-cultural perspective with reference to the Thinkers50.com.

Form of tuition

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

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

Type of assessment

Team assignment and individual examination

Remarks

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

Decision Making in Supply Chains

Course code	E_BA_DMSC (61442080)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. W.E.H. Dullaert
Examinator	prof. dr. W.E.H. Dullaert
Teaching staff	prof. dr. W.E.H. Dullaert
Teaching method(s)	Lecture, Study Group, Practical
Level	400

Course objective

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

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

Course content

In this course you learn a variety of methods for analyzing, modelling and improving logistics processes in supply chains. To make sure that you can apply these skills in practice we will use widely available spreadsheet software (and add-ins) instead of dedicated software which is often unavailable in companies. Important topics that we are going to address are data processing, optimization and simulation analysis.

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

Form of tuition

Lectures and (computer) tutorials

Type of assessment

Team assessment

Individual exam

Course reading

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

Entry requirements

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

Derivatives

Course code	E_FIN_DER (60442060)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. N.J. Seeger
Examinator	dr. N.J. Seeger
Teaching staff	dr. N.J. Seeger
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

Course content

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

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

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

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

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

The course will treat the following subjects:

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

Form of tuition

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

related to derivatives topics will be discussed.

Type of assessment

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

Course reading

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

Further References:

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

Entry requirements

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

Distribution Logistics and Interorganizational Systems

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

Course objective

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

students will be able to understand and improve challenging transport and distribution decision processes arising in practice.

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

Course content

Transport and distribution management often consists of interrelated decisions involving network design, production planning and scheduling, product storage and warehousing, transport and distribution. This will be illustrated by examining specific topics such as facility location, vehicle routing and manpower planning.

This course does not only aim at introducing students to these specific decision problems but also equipping them with tools and methods to solve them. Network optimization, integer programming techniques and heuristics are powerful tools for improving transport and distribution decision processes. As they are being used more often in the industry, the course wants to offer students key insights and sufficient training to be able to participate in development and implementation projects in their professional career. To this end, spreadsheet and dedicated software packages are introduced for modelling and solving distribution problems.

A mixture of lectures, tutorials, exercises and case studies offers students the best possible support to master sufficient skills to tackle real-life cases in distribution logistics.

Form of tuition

The course consists of lectures, computer tutorials and group assignments.

Type of assessment

Team assessment
Individual exam

Course reading

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

Entry requirements

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

Distribution Logistics and Supply Chain Management

Course code	E_BA_DLSCM (61412300)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. E. Spiliotopoulou
Examinator	dr. E. Spiliotopoulou
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

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

Course content

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

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

Form of tuition

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

Type of assessment

Combination of written examination and assignment

Course reading

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

Entry requirements

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

Recommended background knowledge

Pre-master TSCM or bachelor with specialization similar to TSCM.

Diversity in Organizations

Course code	E_BA_DIO (61442380)
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Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. L.A. Havermans
Examinator	dr. L.A. Havermans
Teaching staff	dr. P.J. Peverelli, dr. C.J. Vinkenburg
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

In this course you will:

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

Course content

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

Form of tuition

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

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

Type of assessment

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

Course reading

The literature for this course will be announced through blackboard.

Recommended background knowledge

Knowledge at the level of the 3rd year courses Advanced HRM and Organization Perspectives & Dynamics is a helpful basis for this course.

E-Business and Information Management

Course code	E_BA_EBIM (61412310)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.

Coordinator	prof. dr. J.F.M. Feldberg
Examinator	prof. dr. J.F.M. Feldberg
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

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

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

Course content

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

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

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

Form of tuition

lecture

Lectures, workshops, tutorials and individual feedback sessions.

Type of assessment

paper

45 percent

written interim examination

55 percent

Course reading

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

Entry requirements

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

E-Business Development

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

Course objective

Upon completion of this course, students:

- know the economic foundations of e-business: network economics and

information economics;

- know current business models of e-business and e-commerce;
- can develop a business model, business case and business plan for a venture;
- can present your business plan to potential investors;
- understand the value of business networks to develop a venture.

Course content

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

Form of tuition

Lecture / project

Type of assessment

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

Course reading

- Águila-Obra, A.R. del, Padilla-Meléndez, A., Serarols-Tarrés, C. Value creation and new intermediaries on Internet. An exploratory analysis of the online news industry and the web content aggregators, *International Journal of Information Management*, Volume 27, Issue 3, June 2007, 187-199;
- Brousseau, E., & Penard, T. (2007). The Economics of Digital Business Models: A Framework for Analyzing the Economics of Platforms. *Review of Network Economics*, 6(2), 81-114;
- Casadesus-Masanell, R., & Ricart, J.E. (2010). From Strategy to Business Models and onto Tactics. *Long Range Planning*, 43(2-3), 195-215;
- Economides, N. (1996). The economics of networks. *International journal of industrial organization*, 14(6), 673–699. Elsevier;
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- Fjeldstad, Ø.D., & Ketels, C.H.M. (2006). Competitive Advantage and the Value Network Configuration. *Long Range Planning*, 39, 109-131;
- Freeman, J. & Engel, J. Models of Innovation: Startup and Mature Corporations. *California Management Review*. 2007;50(1):94;
- Osterwalder, A., (2010). Business model canvas. http://en.wikipedia.org/wiki/Business_Model_Canvas URL;
- Peppard, J., & Rylander, M.A. (2006). From Value Chain to Value Network: Insights for Mobile Operators. *European Management Journal*, 24 (2-3), 128-141;
- Rich, S., & Gumpert, D. How to write a winning business plan. *Harvard Business Review*. 1985;3:3–8;
- Sahlman, W. How to write a great business plan. Harvard Business Press; 2008;
- Shafer, S., Smith, H., & Linder, J. (2005). The power of business models. *Business Horizons*. 48(3), 199-207;
- Teece, D.J. (2010). Business Models, Business Strategy and Innovation. *Long Range Planning*, 43, 172-194;
- Varian, Hal R. (2003), *Economics of Information Technology*;
- Zider, B. How Venture Capital Works. *Harvard Business Review*.

Remarks

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

Empirical Finance

Course code	E_FIN_EF (60442070)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. A. Lucas
Examinator	prof. dr. A. Lucas
Teaching staff	prof. dr. A. Lucas, dr. A. Opschoor
Teaching method(s)	Lecture, College case
Level	400

Course objective

Upon successful completion, students should

- have a thorough understanding of empirical research methodology in finance (including (non-linear) regression, endogeneity, instrumental variables, time series, volatility models, logit/probit, simulation, forecasting);
- be able to select the appropriate methodology for an empirical research question;
- be able to set up an empirical analysis and gather and clean the data for this analysis;
- be able to use a statistical package to obtain empirical results;
- be able to critically interpret and assess the results obtained;
- be able to report the results clearly and concisely;
- be able to understand and critically evaluate empirical finance research as presented in the academic literature;

In this way students should be well prepared for the team research project in Block 3, and for the academic thesis in Block 5/6.

Course content

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

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

Form of tuition

The first week there is an introductory computer lab session to get familiar with the software used in class, STATA. There are three lecture sessions each week for six weeks. One of these sessions may be a Q&A session or case discussion, if needed.

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

Type of assessment

There is a final written exam (80 percent).

There case work during the course (20 percent).

Course reading

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

Slides and lecture notes.

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

Entry requirements

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

Indication of entry level:

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

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

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

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

Recommended background knowledge

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

Further, the entry level texts of the MSc Finance programme:

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

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

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

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

Empirical Finance and Accounting

Course code	E_BA_EFA ()
Period	Period 3
Credits	0.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. V.L. van Kervel
Examinator	dr. V.L. van Kervel
Teaching staff	dr. K. Lucivjanska
Teaching method(s)	Lecture, Study Group

Course objective

At the end of the course, you can

1. replicate the theory behind basic statistical analyses.
2. use the software program Stata to execute a statistical analysis.
3. interpret and draw conclusions from the outcomes of statistical analyses.
4. have a critical academic attitude, and understand the assumptions and shortcomings of statistical analyses. This allows you to judge the quality of research—also research outside the realm of the current course.
5. formulate the steps of executing a proper academic research, and are aware of its pitfalls.

Course content

The course consists of 4 lectures and 4 computer lab tutorials for students in the Master Business Administration, and yields 3ECTS. It is designed to teach students the quantitative skills necessary to do empirical research, and consists of statistical theory and its application using a software program (Stata).

The lectures consist of power point slides with theory. Part of the theory is written on the board, and plenty of examples are shown in Stata as well. For the tutorials I have created Stata files, which contain questions that the students must do using Stata commands. The course fits the curriculum as it is designed to be a preparation for the Master thesis. The main assessments are the two cases, where students must do empirical work, statistical analyses and interpret the results. Therefore, it is a very good preparation for the Master thesis. Further, the current course is followed by the course "Research Seminar", where groups of students must write a paper and present and discuss each other's work. The skills learned in the current course should aid students to judge the quality of research of other students in the next course.

My teaching vision is that students should be able to judge the validity of interpretations and conclusions made by others. This requires knowledge of the assumptions that are made to draw the conclusion, and to judge whether these assumptions make sense. To train this skill, students must study and apply four sets of commonly used research methodologies, and understand their shortcomings and assumptions. Students further must learn to recognize situations where the assumptions are violated.

Type of assessment

Students are required to make two cases in groups of three students, which are graded. Students will form groups of 3 students and hand in 2 pass/fail assignments in order to finish the course. The assignments can be found on BB. In each assignment, the group will be given a published paper and data, and is required to replicate part of the study. The assignments must be executed using STATA. If a group fails an assignment they must do another one (with a different paper and data), until two correct assignments are finished.

A short summary: Students

1. use Stata to replicate the statistical analysis of a scientific paper published in one of the best journals of economics.
2. describe the research question, and used methodology. They motivate

the advantage of this methodology over alternatives.

3. interpret the main results.

4. draw conclusions.

Course reading

Verbeek, A Guide to Modern Econometrics

Enterprising Skills

Course code	E_ENT_ESK ()
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.W. van Gelderen
Examinator	dr. M.W. van Gelderen
Teaching method(s)	Lecture

Course objective

Upon completion of this course, students have:

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

Course content

This course allows students to study as well as practice the so-called soft skills underlying entrepreneurship, such as generating ideas for opportunities, taking action, perseverance, teamwork, networking, and influence. These skills are becoming ever more essential whether the student is an entrepreneur (by any definition), self-employed (or zzp'er), freelancer, contract worker, or even as an employee. Students will study the research and theory with regard to these skills (or competencies), and then practice these skills in the context of their own life. Moreover, students will also develop coaching and mentoring skills which are also highly relevant to any work in the entrepreneurial context. The level of analysis in this course is the individual: this course is not about enterprising firms but about enterprising people. Enterprising behaviour can be expressed in starting a new venture but also in a multitude of other endeavours. Still, while the unit of analysis in this course is the individual, the competencies that are studied and practiced are highly relevant in the case that someone starts or run her own venture.

Form of tuition

Lectures and experiential learning

Type of assessment

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

Resit

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

Course reading

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

Remarks

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

Ethics

Course code	E_BA_ETH (61432100)
Period	Period 3
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. J.F.D.B. Wempe
Examinator	prof. dr. J.F.D.B. Wempe
Teaching staff	prof. dr. ir. H.A. Rijken, dr. L.A. Havermans
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

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

Course content

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

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

In this course on Ethics five competences will be considered:

- How to recognize and describe a moral problem

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

Form of tuition

lecture
working group

Type of assessment

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

Course reading

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

Financial Sector Regulation

Course code	E_BA_FSR ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. S.G. van der Lecq
Examinator	prof. dr. S.G. van der Lecq
Teaching staff	prof. dr. S.G. van der Lecq
Teaching method(s)	Lecture
Level	400

Financial Decision Making

Course code	E_BA_FDM ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. M.J. van den Assem
Examinator	dr. M.J. van den Assem
Teaching method(s)	Lecture
Level	400

Course objective

The aims of the course are to understand

- how people are subject to distortions or biases in their beliefs, such as overconfidence and optimism,
- that people have preferences that are not understood in a normatively

acceptable framework, and exhibit for example loss aversion and narrow framing,

- why such phenomena are highly relevant in the contexts of firms and financial markets, and
- how these insights can be applied to make better decisions and to improve the behavior of others.

Course content

Financial management courses and textbooks mostly tell us how we should make financial decisions. This course asks how we actually do make financial decisions, using insights from psychology, behavioral economics, and behavioral finance. It repeatedly contrasts decision making behavior with rational norms and explains why people deviate systematically from these norms. Understanding your own decision processes and those of others is fundamental to virtually every aspect of managerial finance, including valuation, capital budgeting, corporate governance, portfolio selection, financing issues, dividend policy, and risk management.

Form of tuition

Lectures (2 times 2 hours per week)

Type of assessment

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

Course reading

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

Entry requirements

None

Remarks

This course is not accessible to students from the MSc Finance. These students can take the course "Behavioral Corporate Finance" instead.

Financial System Design

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

Course objective

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

After following this course, you:

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

Course content

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

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

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

Form of tuition

lecture

Type of assessment

written interim examination
100 percent, closed book.

Course reading

Papers to be announced.

Institutional Investments

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

Course objective

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

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

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

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

Course content

- the characteristics of asset classes (fundamentals, risk and return, their function in the portfolio);
- the available instruments to get exposure to these asset classes (Mutual Funds, ETFs, derivatives, etc.);
- risk management tools for portfolio construction;
- traditional portfolio construction based on market capitalization and modern alternative construction methods (risk based strategies, fundamental indexing, etc.)
- the allocation process between asset classes (strategic versus tactical asset allocation);
- the Asset and Liabilities Management (ALM) process within financial institutions;
- strategic and tactical asset allocation versus ALM asset allocation;
- oversight of the (academic) studies on the debate "Active vs. Passive investing" and a thorough understanding of the main issues in this debate;
- business models for asset managers, insurance companies, pension funds and fiduciary managers;
- portfolio construction process for each of the above-mentioned institutions.

Form of tuition

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

Type of assessment

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

Course reading

Zvi Bodie, Alex Kane and Alan J. Marcus: Investments and Portfolio Management, McGraw Hill (9th edition)

- Additional course material (academic papers, etc.) will be provided on Blackboard

Interactive Marketing

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

Course objective

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

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

Course content

Online marketing has become of vital importance in finding, servicing and maintaining customers in today's network economy. Given the relevance of a good online presence, more and more organizations are confronted with the challenge to effectively use their website in a competitive landscape of competitors, search engines, comparison websites, and social network sites. Participants of the course Interactive Marketing focus on this challenge by writing an online marketing action plan for an existing organization. The plan is written in line with the customer decision-support system paradigm, which proposes web-based technology as instrument to guide website visitors through the stages of their purchase decision-making process. The plan is substantiated with usage of the existing academic literature and application of basic methods for website analysis. The final plan aims to guide the organization in improving its revenues, lowering its costs, and boosting customer satisfaction. Addressed topics include: search engine marketing, search engine optimization, e-mail marketing, multi-channel marketing, social media, social media metrics, conversion, retention, website traffic analysis, website usability, website content analysis, website style, and online research. Mirroring practice, a team-based approach is used.

Form of tuition

Lectures: 1 x 2 hours per week

Tutorials: 1 x 2 hours per week

Type of assessment

Team presentation (10%)

Team assignment (90%)

Course reading

Articles will be made available on Blackboard.

Entry requirements

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

Knowledge and Innovation Networks

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

Course objective

This course aims at introducing students to current issues in the field of knowledge and innovation networks, while enabling them to critically reflect about diverse theoretical perspectives and to understand their relevance for knowledge and innovation management in business organizations.

After successful completion, students will:

- Have a sound understanding of knowledge and innovation processes.
- Recognize new appropriate organizational forms for managing knowledge and innovation such as networks and communities.
- Be aware of challenges of managing these processes and organizations, and how to overcome these.
- Be able to work with current literature in the field of knowledge and innovation networks, to critically reflect about relevant research and know how to use it in order to get a better understanding of knowledge and innovation processes in business organizations.

Course content

Knowledge and Innovation Networks focuses on the role that new forms of organizing such as networks have for managing knowledge and innovation in today's business environment. Networks can take various forms, i.e. they can be between individuals (e.g. communities of practice), between organizations (e.g. strategic alliances, mergers and acquisitions), and with all sorts of different partners ranging from customers (e.g. crowdsourcing) to even competitors (e.g. coopetition). This course focuses on how firms can use networks to create, share, transfer and transform knowledge, which has become the most important factor in economic life (see the knowledge based view of the firm), and to gain a competitive advantage over other firms.

The field of knowledge and innovation management is still emerging and this course will give students insights in leading-edge research from multiple disciplines, using a variety of methods and perspectives. Students will be introduced to this work in the lectures, where they also get the opportunity to discuss and critically reflect about the

issues involved.

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

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

Form of tuition

The course consists of:

- 1) lectures and class discussions requiring active participation, and
- 2) workgroup and plenary sessions designed to support the execution of a research project with a company to connect theories with relevance for practice (group assignment).

Type of assessment

- Team report
- Individual assignments
- Short reflection paper

Course reading

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

Leadership

Course code	E_BA_LS ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. L.A. Havermans
Examinator	dr. L.A. Havermans
Teaching staff	dr. L.A. Havermans
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

In this master course we will focus on theories, processes, and practices of leadership, leadership development & leadership effectiveness. The learning objectives of this course are first to gain up to date knowledge and understanding of concepts and theories related to leadership, and second how to apply this knowledge in practical situations. After this course, you are able to:

- Define and explain key concepts related to leadership (including transformational leadership, collective leadership, gender and leadership, ethical leadership, leadership assessment, and leadership development);
- Describe leadership processes and analyze them from different theoretical approaches that deal with these processes;
- Formulate propositions about and practical solutions for leadership issues;
- Know how to develop your leadership potential

Course content

Because you (our students) participate in the VU master, you can be qualified as potentials for leadership positions – in your chosen field of science, in student organizations, and in your future career as a researcher or practitioner. A master course on leadership, which combines and integrates state of the art leadership theory and research, leadership in practice, and the development of leadership skills, will help you prepare for these future roles.

In this course, you will learn both academic and practical knowledge and skills. By studying leading-edge research and best practices, the student will be able to understand and apply theories of leadership.

Form of tuition

- During lectures important themes from the leadership literature will be discussed. Before each lecture required readings will be posted on Blackboard.
- During practicals you will actively work on leadership skills and personal development. During these practicals you will participate in practical exercises and role playing, receiving individual feedback on your performance and development needs.

Type of assessment

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

Course reading

To be announced on blackboard

Entry requirements

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

Recommended background knowledge

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

Management Consulting

Course code	E_BA_MC (61412340)
Period	Period 1
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. O. Bouwmeester
Examinator	dr. O. Bouwmeester

Teaching staff	R. van Werven MSc, prof. dr. A.P. de Man, dr. I. Mikhailava
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

Course content

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

Form of tuition

Lectures and seminars

Type of assessment

Written interim examination and assignments

Course reading

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

Management Control

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

Course objective

This course provides in-depth knowledge that relates to how firms create the conditions to achieve predetermined or desirable outcomes (technical proficiency). It allows students by means of a textbook, cases and academic papers to consider a wide range of control mechanisms that can be used to achieve this purpose of achieving organizational objectives, ranging from formal information-based mechanisms to more informal personnel and social control mechanisms (academic competencies).

Students share their thoughts on application and use of controls by presenting cases and paper reviews and lead classroom discussions (communication skills), balancing pros and cons - also from an ethical point of view, to express their suggestions on the application of controls in practice (reflection).

After following this course, you will be familiar with:

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

Course content

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

Form of tuition

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

Type of assessment

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

Course reading

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

Recommended background knowledge

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

Remarks

In enrolling for the course, please take note of the fact that presentation, cases and paper reviews are subject to team work (of max 3 students, to be formed during the first lecture). This means that once starting this course, you must finish it!

Management Idea Factory

Course code	E_BA_MIF ()
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. H.S. Heusinkveld
Examinator	dr. H.S. Heusinkveld
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course focuses on:

- (1) obtaining knowledge on the generative mechanisms by which management innovation is created and put into practice, and
- (2) the development of skills in empirically studying the impact of management innovation on management and organizational practice.
- (3) provides a scientifically-grounded basis for critically reflecting on the possibilities and limitations of the ideas that have been taught in the different specializations in the context of students' future work context.

Overall, the course can be connected with specializations in Management Consulting, BEC, HRM, KIN, Strategy & Organization but also contributes to developing a broader view that extends beyond this specialization.

Course content

Management innovation involves the creation, dissemination and implementation of a new management idea and related practices aimed at offering a solution to complex managerial issues. Examples are Lean Management, Competence Management, Business Process Management, The Balanced Scorecard and ISO 9000. Given their inclusion in many standard textbooks and business school curricula, some of these ideas have become a taken-for-granted element in the canon of management, or at least seen as an inseparable part of the accepted management vocabulary and related processes of socialization. Given the assumed defining role of these ideas in the world of management, there is an important, both practical and scientific, need to develop a better understanding of the way they are translated into practice.

But what do we actually know about (1) where these ideas come from, and (2) their possible impact on management and organizational practice?

This course concentrates on providing an introduction into the key constructs, theories and debates about the creation, dissemination and implementation of management ideas and, on the basis of this, developing a better understanding of the impact of these ideas on management and organizational practice. For this purpose, students will empirically study the origin and evolution of a given management idea and critically assess the implementation of this idea within an organizational context.

Form of tuition

Lecture, Study group

Type of assessment

Research paper, presentation and academic review

Course reading

Academic articles. Please see course guide. To be announced

Management of Sustainable Innovation

Course code	E_BA_MANSI ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. R.J.A. Klein Woolthuis
Examinator	dr. R.J.A. Klein Woolthuis
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

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

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

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

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

Course content

A paradigm shift is happening at this moment. Where over the past decades firms were focused on creating shareholder value, the creation

of 'shared value' is now gaining terrain: leading management scholars like Peter Senge and Michael Porter are describing how companies from Nike to Tesco create value by including all stakeholders in their firm's strategies. New strategies are centered around respect for the environment, employees, and other stakeholders as to create positive self-reinforcing cycles of value creation. This requires fundamentally different management models in which collaboration with a wide array of stakeholders is key.

Sustainability is hence no longer a story of wishful thinking or environmental activists, it is at the core of corporate strategy and decision making. Moreover, growth in sustainable markets as renewable energy, organic food, and e.g. fair trade products is double digit year after year. Sustainability is not a fashion or an attempt of firms to 'look good', empirical evidence suggest that proper sustainability management improves firm performance and creates new entrepreneurial opportunities in rapidly growing markets. One only has to think of the successes of the Body Shop, Ben and Jerry's and Fair Trade coffee and chocolate.

Form of tuition

Thursday week 1-6: Lectures
 Friday week 3,5: Guest lectures
 Friday week 2,4: Feedback on assignments
 Friday week 6: Dragon's Den for presentation selected Sustainable innovation business pitches.

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

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

Type of assessment

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

Course reading

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

Several articles which will be placed on Blackboard.

Managing Service Innovation

Course code	E_BA_MSI ()
Period	Period 2

Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.S. Alexiev
Examinator	dr. A.S. Alexiev
Teaching staff	dr. M.J. Flikkema
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

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

Course content

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

Form of tuition

Participative seminars (introduction – dialogue – case presentations)

Type of assessment

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

Course reading

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

Entry requirements

Willingness to participate actively!

Recommended background knowledge

Content of the bachelor course:

- Business Administration in the Service Industry
- Technology and Innovation

Remarks

Maximum number of participants: 75.

Network Analysis

Course code	E_BA_NA (61422100)
Period	Period 2
Credits	6.0

Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. T. de Graaff
Examinator	dr. T. de Graaff
Teaching staff	dr. T. de Graaff
Teaching method(s)	Lecture, Seminar
Level	400

Course objective

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

After following this course, you:

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

Course content

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

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

Form of tuition

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

Type of assessment

- written interim examination
- assignments

Course reading

- Syllabus
- Selected papers

Entry requirements

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

New Ways of Working

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

Course objective

Upon completion of this course, students should:

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

Course content

New ways of working refers to new ways in which knowledge workers collaborate in increasingly distributed organizational contexts, instigated by new technologies. Personal mobile devices are increasingly used for coordination and communication while working in flexible settings, like open internal offices, external shared offices, home offices or at coffee corners. Furthermore, work is increasingly being done virtual and communication extends more and more beyond traditional media like telephone to social media. The possible consequences of these new ways of working are often predicted but not yet fully and academically understood. In the first part of the course, different theories related to new ways of working are discussed. In the second part, students conduct an empirical study related to a new way of working, providing students hands-on experience with critically analyzing and assessing the consequences of the actual "new" ways in which knowledge workers work. The aim of this course is to develop a critical academic attitude towards "New ways of working" and its implications for work practices.

Form of tuition

The first part of the course consists of lectures, including guest lectures, during which new ways of working are discussed from different theoretical perspectives. Students will have to take a written

individual exam based on the literature and the lectures. Following these lectures and the exam, students will conduct an empirical study at an organization related to a new way of working in groups of about 4 to 5 students. Regular meetings with the groups will be held to discuss progress and aid in carrying out the study. The research will result in a research paper that will be presented to the other groups.

Type of assessment

Individual written exam (60%)

Group assignment (40%)

Course reading

Papers, to be announced on Blackboard

Remarks

During the course, students will conduct research at an organization.

The course has a very tight schedule and flexibility in terms of availability during the duration of the course is required.

Operations Performance Benchmarking

Course code	E_BA_OPB ()
Period	Period 5
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. J. de Vries
Examinator	dr. J. de Vries
Teaching staff	dr. G. Maroti, dr. J. de Vries
Teaching method(s)	Lecture
Level	400

Course objective

With this course we aim to furnish students with knowledge on assessing and benchmarking operations performance in practice. Upon finishing this course students are able to:

- Identify and understand state-of-the-art methods for benchmarking and evaluating operations performance.
- Decide on the use of appropriate static and/or dynamic performance assessment methods dependent on situational criteria.
- Apply theory on performance benchmarking and assessment on a real-life situation and draw managerial conclusions.
- Understand the role and importance of behavioral factors in managing performance.

Course content

Performance assessment and benchmarking is a topic that has received considerable attention in both practice and academia across a wide variety of disciplines. This course is aimed at students who wish to broaden their understanding of methods related to evaluating and benchmarking performance, with a specific emphasis on Operations Management. The course will focus on academic methods relevant to benchmarking of operations performance in business practice. This includes the wider area of disciplines necessary to organize the primary processes within and between companies. As such, the course is of value

to students an interest in topics including but not limited to quality management, logistics, behavioral aspects of operations management, resources management and operations strategy. The course is therefore also accessible to students without prior knowledge of TSCM.

Form of tuition

Lectures and tutorials.

Type of assessment

A combination of group assignments and a written exam

Course reading

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

Remarks

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

Organization Development and Change

Course code	E_BA_ODC (61442010)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. I. Mikhailava
Examinator	dr. I. Mikhailava
Teaching staff	R. van Werven MSc, dr. I. Mikhailava
Teaching method(s)	Lecture, Practical, Study Group
Level	400

Course objective

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

Course content

Having followed this course, you will be able to:

- Define and explain important terms and concepts from the fields of organization development and change management
- Know and compare different intervention methods
- Identify and analyze problems related to organizational change processes

- Find solutions for these problems by applying theoretical knowledge on change and intervention methods

- Make proposals for the use of specific interventions to solve issues that require change in practice

Form of tuition

Lectures, seminars, group work, presentations

Type of assessment

Group report; individual essay(s); presentation

Course reading

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

Remarks

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

Performance Management and Control

Course code	E_BA_PMC (61422010)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. P.G.W. Jansen
Examinator	prof. dr. P.G.W. Jansen
Teaching staff	prof. dr. T.L.C.M. Groot, prof. dr. P.G.W. Jansen, dr. P.C.M. Claes
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

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

Course content

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

These topics will be integrated and applied in a design project of an actual PMC system. Students have to work in teams at the analysis and

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

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

Form of tuition

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

Type of assessment

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

Entry requirements

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

Recommended background knowledge

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

Remarks

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

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

At blackboard you can find some examples of earlier reports.

Policy Evaluation and Advice

Course code	E_BA_PEA (61422160)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. O. Bouwmeester
Examinator	dr. O. Bouwmeester

Teaching staff	dr. O. Bouwmeester
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

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

Course content

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

Form of tuition

Lectures and seminars

Type of assessment

Assignments and paper

Course reading

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

Entry requirements

Course Management Consulting 4.1

Recommended background knowledge

Course Management Consulting 4.1

RABO Honours Class

Course code	E_FIN_RHC ()
Period	Period 4+5
Credits	9.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. T.C. Dyakov
Examinator	dr. T.C. Dyakov
Teaching method(s)	Lecture
Level	400

Real Estate Management

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

Course objective

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

Course content

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

- the main characteristics of the most popular types of mortgage loans;
- the pros and cons of fixed rate and adjustable rate mortgages;
- the impact of fiscal measures on mortgage payments;
- the role of the housing corporations on the Dutch rental housing market;
- the importance of the secondary market in mortgages, as well as

the available instruments for institutional investors such as pension funds;

- the risk and returns characteristics of the main investments vehicles in real estate available to an institution investor.

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

Type of assessment

Written examination.

Course reading

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

Remarks

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

Research Project for Finance

Course code	E_FIN_RPFIN (60432010)
Period	Period 3
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. G. Tumer Alkan
Examinator	dr. G. Tumer Alkan
Teaching staff	prof. dr. A. Lucas, dr. S.A. Borovkova, prof. dr. A.C.F. Vorst, dr. G. Tumer Alkan, dr. M. Millone MSc, dr. T. Artiga Gonzalez
Teaching method(s)	Study Group
Level	400

Course objective

This course will allow students to apply their knowledge acquired so far to applied research projects in various fields of finance. Working in teams of 3-4, students will investigate a well delimited area by reviewing relevant existing academic as well as practitioners oriented literature. They will empirically apply the theory to real life data. Students will be encouraged to gather information from various sources, including from practitioners in the industry via for example surveys. Students will have to draw upon the material taught both during their undergraduate degree and during their Master in Finance program. Upon completion, students should be able to:

- identify the relevant academic literature for their area of research
- formulate precise research questions and hypotheses in a specific field based on the academic literature - gather data to test their hypotheses
- choose appropriate (statistical) methodology for the research, implement this on the data, and interpret the findings
- communicate their research set-up and findings clearly, both orally and in writing

- carefully plan a demanding project on a tight time-line
- cooperate in a team to increase team output on a research project

Course content

Before the end of Period 2, students will be requested to form groups and make a choice from a provided list of projects. This will be communicated via blackboard and VU-email. Each project includes a detailed description, allowing the students to have some understanding of the implications of the topic. The projects will cover various areas in finance, both in the area of financial markets and corporate finance. A few projects requiring a strong background in econometrics will also be provided for participants of the Quantitative Finance Track. Starting references from the relevant academic literature will be provided, but students should actively look for additional relevant literature.

Between the end of Period 2 and the beginning of this course in January (period 3), students will prepare an initial set-up for their project and carry out a preliminary literature review on their subject. They will present this set-up to the other students in class during the start of period 3. The actual research can then go ahead at full speed during the actual four weeks of period 3. During this initial preparation period, as well as during period 3, individual meetings with the lecturer can be organized. During period 3, each group will be required to:

- make an concise initial, kick-off presentation
- make an intermediate presentation to all other groups
- make a final presentation to all other groups at the end of the period
- write up a research paper (usually 40 to 80 pages), written as a scientific paper, presenting their research, which includes the literature overview and the empirical findings.

Writing style and layout should follow those of one of the major academic Finance journals (Journal of Finance, Journal of Financial Economics, Review of Financial Studies).

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

Form of tuition

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

Type of assessment

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

Course reading

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

Entry requirements

Students should have a good overall knowledge of the various topics taught in the courses so far. For Finance students, this includes the material of Empirical Finance. For Quantitative Finance Track students, we require knowledge of Advanced Econometrics.

All projects require students to work with real life data, for which students may choose an appropriate software package of their liking (Excel, or more sophisticated econometric / statistical software) and

appropriate available databases (Datastream, SDC, CRSP, Compustat, ...) or proprietary data sources.

Research Seminar FM

Course code	E_BA_RSFIMA ()
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. K. Lucivjanska
Examinator	dr. K. Lucivjanska
Teaching staff	dr. A. Opschoor, dr. M.J. van den Assem
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

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

Course content

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

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

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

Form of tuition

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

Type of assessment

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

another group once.

Course reading

Students must find academic papers themselves.

Research Seminar I TSCM

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

Course objective

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

Course content

We aim to address the following in this course:

- 1) Defining a good academic research gap and a good problem statement.
- 2) Mastering the essential elements and structure of a research paper and industry report.
- 3) Processing and analyzing datasets relevant for TSCM, using appropriate statistical methods
- 4) Describing research results and draw managerial conclusions.
- 5) Giving constructive and critical feedback on the work of others.

Form of tuition

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

Type of assessment

Individual assignment and exam

Entry requirements

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

Research Seminar I: Advanced Research Design & Methodology

Course code	E_BA_RS1 (61432300)
Period	Period 3

Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	R. van Werven MSc
Examinator	R. van Werven MSc
Teaching staff	drs. K.A. Stephenson, prof. dr. J.F.D.B. Wempe
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

The course aims to advance students' methodological and research design skills in preparation for the writing a Masters' thesis. It is structured around most typical research designs* such as (a) systematic literature review, (b) interview, (c) case study and (d) survey. Each design serves as a particular methodological lens and is unpacked and further analyzed in the course of RSI workshops around its ontological, epistemological and methodological assumptions.

RSI course commences with students bringing their thesis ideas into the first workshop. These ideas are then further developed and matured by subjecting them to the analytical prism of the above indicated research designs. This would allow students to experience their individual topics through various research perspectives and, as a result, make informed choices for their thesis project. As a result of the course, students

1. reflect and critically evaluate the different research designs and their respective methodological implications,
2. learn to make informed choices about suitable methodological tools and perspectives in line with their research questions
3. advance and develop their individual thesis topics

*There might be some adjustments in research designs depending on specialization.

Course content

The course consists of one lecture and four specialization based workshops. Each workshop will focus on specific research design and would require students to take in-class initiative and ownership of their own thesis subject.

Type of assessment

Individual essay(s)

Course reading

To be confirmed close to the course commence date. In the meantime, all inquiries should be addressed to Dr. Irina Mikhailava, the course coordinator at i.mikhailava@vu.nl

Entry requirements

Basic knowledge of research methodology

Research Seminar II

Course code	E_BA_RS2HRM ()
Period	Period 4

Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	drs. E.P.H.M. Maassen
Examinator	drs. E.P.H.M. Maassen
Teaching method(s)	Study Group, Lecture
Level	400

Course objective

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

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

Course content

The course focuses on qualitative interviews and quantitative surveys, the two most common research design used in organizational research. The tutorial will guide students through the different stages of these research designs, from data collection to analysis and writing up results.

Form of tuition

Tutorials

Type of assessment

Research report (group assignment)

Course reading

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

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

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

Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Challenges and opportunities. *Academy of Management Journal*, 50, 25-32.
Anseel, F., Lievens, F., Schollaert, E., & Choragwicka, B. (2010).

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

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

Hinkin, T. R. (1998). A brief tutorial on the development of measures

for use in survey questionnaires. *Organizational Research Methods*, 1, 104-121.

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

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

Atlas tutorial videos (the tutorials given on the first page in particular): <http://www.atlasti.com/tutorials.html>

SPSS tutorial videos on YouTube (e.g., Cronbach's Alpha, Factor Analysis, Hierarchical multiple regression)

Entry requirements

Research seminar I

Basic knowledge of research methodology and design

Recommended background knowledge

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

Research Seminar II

Course code	E_BA_RS2IKM ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. T. Verhagen
Examinator	dr. T. Verhagen
Teaching staff	dr. L.C.M. Agterberg
Teaching method(s)	Study Group
Level	400

Course objective

- After having completed RS-II, students will be able to: select the most applicable qualitative and quantitative research methods,
- Analyze data collected through qualitative and quantitative research methods using the appropriate techniques and interpret the results,
- Evaluate these results in light of the inherent limitations of the research methods and techniques used,
- Effectively summarize and communicate their results to their readers.

Course content

Research Seminar II focuses on the development and practical application of the most common skills in conducting qualitative and quantitative research. These skills will be developed and applied in the context of concrete research activities: analyzing existing data collected via qualitative and quantitative research design. The course consists of two interconnected parts: 1) qualitative research methods and 2) quantitative research methods.

In the first half of the course, we focus on qualitative research methods and we practice how a qualitative research design (what you already learned in Research Seminar I) can be translated into data collection, data analysis, and data synthesis methods. As for data collection, we will practice how to develop interview guides and collect secondary data via document analysis. We then practice coding qualitative data, which is the basic practice for analyzing qualitative data. Then, we practice some fundamental methods for synthesizing the codes in order to identify and construct meaningful patterns that will answer our research question.

In the second half of the course, we focus on quantitative research methods. We practice how the most important quantitative research designs, as discussed in Research Seminar I, can be translated into data collection, data analysis, and report and interpretation of results. We start with important considerations for setting up and starting the process of data collection, including the use of questionnaires and samples. We continue with hand-on exercises that address the use of valid and reliable measurement instruments, tests of differences of means, and estimation of predictive relationships. Statistical techniques that are paid attention to include exploratory factor analysis, Cronbach's alpha, t-test, (m)an(c)ova, regression and partially least squares modeling. We conclude with the interpretation of results and translation of findings into academic and managerial implications.

At the end of the course, we will discuss how qualitative and quantitative methods can be combined and support each other in conducting scientific research.

Form of tuition

Lectures/workgroup sessions.

Type of assessment

Group-based assignments (100%)

Course reading

Reading materials that will be made available via blackboard

Entry requirements

Research Seminar I

Recommended background knowledge

Research Seminar I

Basic knowledge of the statistical package SPSS

Research Seminar II

Course code	E_BA_RS2MC ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	R. van Werven MSc
Examinator	R. van Werven MSc

Teaching staff	dr. I. Mikhailava
Teaching method(s)	Study Group, Lecture
Level	400

Course objective

RSII focuses on training students on thesis-specific research skills. It provides two optional routes: (a) qualitative and (b) quantitative. Students must choose a route that is in line with their thesis trajectory.

Course content

Each chosen route is structured around 6 workshops which cover the following themes:

1. Extended Research Proposal: systematic lit review and problem statement
2. Data collection: application and reflection
3. Data analysis: application and reflection
4. Drafting thesis method section

The workshops provide an opportunity to design and test methodological tools (data collection and analysis) for the individual thesis. The course gives space to students to work and advance on their thesis projects, but requires ownership and participation.

Form of tuition

Workshops, Group work, Lectures

Type of assessment

Individual essay assignment(s)

Course reading

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

Recommended background knowledge

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

Remarks

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

Research Seminar II

Course code	E_BA_RS2SO ()
Period	Period 4
Credits	3.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. A.S. Alexiev
Examinator	dr. A.S. Alexiev
Teaching staff	dr. J. Du
Teaching method(s)	Study Group, Lecture
Level	400

Course objective

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

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

At the end of this course, you will:

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

Course content

The three main pillars of the course are:

- Practice

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

- Self-study

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

- Feedback

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

Form of tuition

Tutorials

Type of assessment

A series of individual assignments

Course reading

Knowledge Base with materials and tutorial slides

Entry requirements

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

Research Seminar II

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

Course objective

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

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

Course content

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

Form of tuition

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

Type of assessment

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

Course reading

Electronic reader (blackboard)

Entry requirements

Only for students participating in the Master specialisation TSCM.

Small Business Development

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

Course objective

- Students will gain foundational knowledge by critically assessing and evaluating concepts and theories evoked to explain the tensions in small business development
- Students will be able to integrate and apply academic knowledge and foster human dimension goals during experiential learning exercises and in a team assignment
- Students will be able to engage in academic discussions about small business development through the development of a reflection paper and in-class discussion, strengthening academic writing and discursive skills

Course content

Central in this course is how small businesses deal with the tension between creativity and issues of efficiency and commercialization. While creativity is imperative for the generation of new products, profitability is essential too. Each session will articulate a specific tension. For example, addressing the team level of analysis, in one session we will pay attention to the tension between conflict and congruence. A central question of that session is how to deal with diversity in teams. In another session, we will address the tension between isomorphism and product differentiation adopting the industry level of analysis. Analyzing this tension, we aim at formulating an answer to the question how small businesses can get their creative ideas accepted by external audiences. These tensions will be discussed using different theoretical perspectives and examples will be drawn from different empirical contexts. For example, we will draw from the organizational learning literature to better understand what is at stake in sustaining creativity over time. We will discuss the benefits and drawback of the different tensions surrounding creativity and small business development. This approach is interdisciplinary, bridging and integrating entrepreneurship and strategic management.

Form of tuition

Lectures
Experiential learning in workshops

Type of assessment

Intermediary individual assessment
Final team assignment
Final individual exam

Course reading

Academic articles

Strategic and Organizational Change

Course code	E_BA_SOC (61442350)
Period	Period 4
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. R.A. Ruotsalainen
Examinator	dr. R.A. Ruotsalainen
Teaching staff	dr. R.A. Ruotsalainen
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

This course has two main learning objectives. On the one hand, we focus on understanding the complexity of processes of strategic and organizational change and their outcomes by going through main theoretical perspectives on change. This first main objective comprises the following learning goals:

- Knowledge related learning goals are to
 - Know the main theoretical perspectives on change
 - Understand the complexity of processes of strategic and organizational change and their outcomes
- Academic skills related learning objectives are to:
 - Identify theoretical aspects in particular strategic and organizational change cases by applying theory
 - Be able to theorize on strategic and organizational change

On the other hand, given that realizing change requires both knowledge of change and social skills of persuading actors to change their behaviors, we also focus on practicing how to translate academic knowledge into behavior through which you can persuade others to change. This second main objective comprises the following learning goals:

- Bridging theory and practice related learning objectives are to:
 - Be able to provide practical solutions to a case by applying theories of strategic and organizational change
 - Be able to 'translate' theories of strategic and organizational change into personal behavior that helps to solve practical problems
- Social skills related learning objectives are to:
 - Excel at presenting (both orally and in writing) on substantive aspects of strategic and organizational change
 - Be able to direct presentation to the expectations, needs, and mindsets of different types of stakeholders
 - Can work well in a team and reflect on his/her own role in the team

Course content

During this course we focus on understanding why organizations often need to change their strategies and/or organizational structures, how such changes are realized, and what are potential outcomes of such change processes. These three – antecedents of change, processes of change, and outcomes of change – form the main phenomena that we aim to understand during the course. Change is one of the most complex issues

in the theory and management of organizations. To understand such complexity, during the course we will go through four main theoretical perspectives to change. These four share the aim to understand and explain change but they differ in key assumptions concerning how to conceptualize and understand change. By going through diverse but related theories of change, we can better understand the complexity of change. In addition to covering main academic theories of change, a significant part of the course is utilized to practice how to 'translate' those theories into oral and written presentations that are able to persuade others to change.

Form of tuition

Lectures
Presentations. (role-play)

Type of assessment

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

Strategy, Control and Design

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

Course objective

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

In the SCD course students learn to

- conceptualize firm 'structure';
- classify firm structures in a taxonomy;
- understand the need for minimal structuring and the consequences of over structuring;
- grasp firm structures presented in various ways on- and off-line;
- compare the advantages and disadvantages of different firm structures given certain strategic intentions, such as corporate entrepreneurship and corporate social responsibility (CSR);
- explain the meaning of 'fit-for purpose' structures;
- master the how-to of restructuring in various circumstances;
- consider control practices beyond restructuring to accomplish

strategic objectives;
- manage the avoidance of free-rider behavior and control team learning processes.

Course content

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

Form of tuition

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

Type of assessment

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

- Exam result (open and multiple choice questions);
- Three assignments related to the roles that students have to practice in the course: i) junior researcher, ii) junior manager and iii) junior consultant.

Course reading

- Book: Goold, M. and Campbell, A. (2002). Designing Effective Organizations: How to Create Structured Networks. San Francisco: Jossey-Bass: Chapters 1 to 6 and 8;
- Various academic articles and reading material provided to you online about:
 - CSR;
 - entrepreneurship.

Entry requirements

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

Recommended background knowledge

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

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

Supply Chain Execution and Geologistics

Course code	E_BA_SCEGL (61422320)
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. J.E.C. Dekkers

Examinator	dr. J.E.C. Dekkers
Teaching method(s)	Lecture, Practical
Level	400

Course objective

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

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

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

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

GIS: For economists, the spatial-economic market model of Von Thünen (1780- 1850) was a major breakthrough in their spatial thinking. During this course, we will see how this spatial thinking has evolved from Von Thünen's time to the world of today.

The aim of this course in Geographical Information Science is to make students understand the importance of space and distance as key factors in applied research, in particular in the fields of regional, urban, transport and environmental economics. The students will be introduced into the theoretical and methodological issues of GIScience and GISystems and they will be trained in how GIS can assist and extend research. At the end of the course students will carry out an economic analysis, in which:

At the end of the course students:

- can carry out an economic analysis in which they apply relevant theories and concepts as discussed during the lectures;
- know how to use GIS software in their analysis;
- will be able to explain what GIS is and how it can be used in business processes, in government policy planning and in scientific analysis.

Course content

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

GIS introduces students to the role of location in (spatial) economics. It focuses on the informational value of location and on how to use the factor location when doing analysis.

The following list of core issues will be discussed during the lectures and practiced with during the tutorial/practical hours and the GIS assignment:

- Introduction to GIS & setting up GIS research
- Spatial data and data models

- Types of spatial analysis
- Visualisation and mapmaking
- The use of GIS in Spatial Economics research

Form of tuition

There will be two lectures each week in which the focal point is on the teachers' explanation of the essential material. Active participation of the students is, however, expected in all lectures. The tutorials will be devoted to empirical exercises, applying spatial concepts using GIS-software and spatial data, discussion of problem sets and assignments.

Type of assessment

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

Course reading

FLM:

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

GIS:

- Some Sections from deSmith, M.J., Goodchild, M.F. and Longley, P.A. (2005), Geospatial Analysis, A Comprehensive Guide to Principles, Techniques and Software Tools, second edition, Winchelsea Press, England. (digitally available)
- Some Chapters from Longley, P.A., Goodchild, M.F., Maguire, D.J. and Rhind, D.W. (2005), Geographic Information Systems and Science, second edition, John Wiley & Sons, Ltd., Chichester, England. (digitally available)
- ESRI (2012), Documentation 'Learning ArcGIS Desktop', course material Virtual Campus, Redlands, CA. (digitally available)
- Other academic papers (a list of papers will be distributed via Blackboard before the course)

Entry requirements

DL&SCM, TEM

Remarks

The first part of this course is taught in Period 2, so that students are already aware of the possibilities of GIS for their thesis research projects, for which they have to write a proposal in Period 3. The remainder of the course is taught in Period 4.

Technology and Innovation Processes

Course code	E_BA_TIP ()
Period	Period 2
Credits	6.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	dr. P.R. Tuertscher
Examinator	dr. P.R. Tuertscher
Teaching method(s)	Lecture, Study Group
Level	400

Course objective

After finishing this course, students will be able to:

- Explain challenges, concepts, and theories related to processes of technological innovation
- Apply concepts and theories to analyze real life cases and develop solutions to improve innovation processes
- Critically reflect upon theoretical assumptions and methodological approaches in research on technology and innovation

Course content

This course is about processes of technological innovation within and between organizations. In short, this course concerns the creation of innovative ideas and their conversion into products and services that have value for a company and its customers. This course helps students to understand and improve the complex and uncertain process of technological innovation. Topics that will be addressed include the evolution of technology, collaborative innovation, uncertainty and learning, business model innovation, the role of the institutional contexts, and timing in innovation processes. The course will focus on specific fields of technology: energy, information technology, life sciences / biotech, and semiconductors.

Form of tuition

The course will consist of a combination of interactive lectures (6), seminars (6), and assignments. The lectures will also include a critical discussion of selected readings, stimulated by obligatory individual reflections on this literature. The seminars will be used to have groups of students present and discuss assignments.

Type of assessment

Students will be graded based upon three types of assignments:

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

Course reading

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

Recommended background knowledge

Basic knowledge of innovation management and organization studies

Thesis

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

Course objective

Do independent research on a specific topic consisting of a literature review and testing of hypothesis concerning your topic.

Form of tuition

Individual supervision

Type of assessment

Graded by supervisor and second reader

Course reading

Depends on your research topic.

Thesis

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

Thesis

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

Thesis

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

Course objective

With the thesis the student gives proof of his or her academic ability. It is the final part of the study offering the student the opportunity to produce an academic piece of work in his/her area of interest and to explore this area in depth. This means that the thesis topic should relate to one or more of the fields of the student's studies. The thesis explores the topic chosen in detail and in depth on the basis of one or more research questions.

In line with the approach taken in the Business Administration program, the Master thesis is multidisciplinary. The student is required to discuss and address the research problem from the perspective of more than one discipline and relate it to Management Consulting.

Type of assessment

Final thesis

Entry requirements

Must be eligible for thesis writing

Remarks

For any further questions, please contact Dr. Irina Mikhailava at i.mikhailava@vu.nl

Thesis

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

Thesis

Course code	E_BA_THS_TSC ()
Period	Ac. Year (September)
Credits	15.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. ir. S.L.J.M. de Leeuw
Teaching method(s)	Lecture
Level	500

Course objective

In line with the approach taken in the Master TSCM program, the thesis is the proof of students' academic abilities and knowledge on a specific TSCM topic. This work is to a large extent based on knowledge students acquired in the program. It consists of a rigorous investigation of some research questions to be answered by means of methodologies learnt during the courses with the purpose to fulfil a research gap that is identified through a meticulous literature review. The content of the thesis should therefore be scientifically relevant.

Course content

The TSCM thesis follows the structure of articles published in the most notorious Supply Chain, Logistics, and Operations Management journals. In particular, it consists of the following layout:

1. Title page
2. Abstract
3. Introduction
4. Literature review
5. Methodology, research design and data description
6. Results
7. Discussion
8. Conclusions, limitations & future research.

As a general rule of thumb it is advisable to consult papers from journals in the field (e.g., International Journal of Physical Distribution and Logistics Management). These journals are useful as examples to check how good papers / different sections are written.

Form of tuition

The thesis will follow the structure of an academic journal paper. It is customary to limit the number of words for academic journal papers and a typical figure is between 6000 and 8000 words max excluding enclosures.

Type of assessment

The thesis assessment will be carried out according to the following criteria:

1. Defining the research topic (Introduction)
2. Performing a literature review and building a conceptual model (Theory)
3. Methodology
4. Analyzing the collected data (Results)
5. Defining shortcomings, implications, and summarizing the results (Discussion & Conclusion)
6. Thesis structure and style
7. Research ethics & process management
8. Student reflection on managerial relevance

Entry requirements

Before entering the thesis phase, students need to write a research proposal, which is a document that sheds light on the topic students have chosen for their thesis, the research questions they wish to address, the methodology they want to apply, the timeline for their thesis, and an initial set of references that they use.

Recommended background knowledge

Although students are expected to use their acquired knowledge, new research skills and methodologies may be required during the project to properly fulfil all thesis requirements.

Remarks

The thesis must be written within the period January-June. The progress on a thesis will be constantly monitored through a few meetings that supervisors will schedule. Supervisors can decide to organize meetings in the form of workshops to give and provide feedback on students' developments. Students must pay attention to these deadlines because missed deadlines imply missed opportunity to get feedback on a specific session and its related thesis topic. Supervisors do not organize additional meetings if a student misses a deadline without any serious motivation. Because there is a constant student turnover every year, the thesis supervision expires in September even if a student has not used any supervision time by this date.

Thesis MSc BA - DSFMR

Course code	E_BA_THS_DSF ()
Period	Ac. Year (September)
Credits	21.0
Language of tuition	English
Faculty	Fac. der Economische Wet. en Bedrijfsk.
Coordinator	prof. dr. A.C.F. Vorst
Examinator	prof. dr. A.C.F. Vorst
Level	500

Transport Economics and Management

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

Course objective

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

Course content

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

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

Form of tuition

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

Type of assessment

essay 25 percent, written interim examination 75 percent

Course reading

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

Entry requirements

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