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Compulsory courses

Compulsory Courses

School of Business and Economics

Purchasing Management

Full course description

The average firm has a purchasing-to-output value ratio of over 60%. Over the past decade, purchasing has won a reputation in many executive boardrooms as a powerful tool for improving profitability and competitive advantage. Strategies that purchasing develops are increasingly considered to assist in achieving the organisation's overall goals and objectives, it is no longer unusual that purchasing managers report directly to the board of directors, or are even member of this board as Chief Purchasing Officers (CPO). Purchasing Management may also significantly impact upon the value creation of the firm through the early involvement of suppliers in, for example, new product development. This course studies how to set up and strategically manage the purchasing function of a firm. In this course, the evolving role of purchasing in large and international firms is examined in detail. The objective is to provide students with a sound conceptual understanding of the challenges faced by purchasing managers in large and international firms. Specifically, this course will focus on the strategic and tactical aspects of purchasing and supply management, such as commodity strategy development (f.e. single vs. multiple sourcing), Buyer-Supplier Relationships, Supplier Development, E-procurement, and how to organise the purchasing function. The course is focused not only on manufacturing but also on service industries, and looks at sourcing both of products and services.

Course objectives

The objective of the course is to provide students the opportunity to deepen their awareness and understanding of conceptual frameworks and best (managerial) practices regarding purchasing and supply management, using a mix of 'state of the art' theory and practical examples. More specifically:

- Understand the role of purchasing in supply chain management
- Understand the potential impact of purchasing on firm performance
- Learn how to improve the strategic management of purchasing
- Learn how to improve the integration of purchasing in supply chain management

Prerequisites

Apart from the general prerequisites that count for any MSc course, students should have passed intermediate level (Applied) management courses at 2nd or 3rd year BA level of at least 13 ECTS credits. Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a bachelor degree in Business. Exchange students need to major in Supply Chain Management in their Master.

Recommended reading

- Arjan van Weele (2014), 'Purchasing and Supply Chain Management', Cengage Learning, London (6th revised edition) ISBN: 978-1-4080-8846-3

EBC4013

Period 1

4 Sep 2017

27 Oct 2017

[Print course description](#)

ECTS credits:

6.5

Instruction language:

English

Coordinator:

- [F.A. Rozemeijer](#)

Teaching methods:

PBL, Presentation(s), Lecture(s), Work in subgroups

Assessment methods:

Final paper, Participation, Written exam, Attendance

School of Business and Economics

Retailing and Distribution

Full course description

Roughly, the course is split up in two main parts: “Strategic Decisions” and “Operations Decisions”. The first part addresses decisions with a long-term impact on the retailer’s success whereas the second part deals with the more tactical operations activities. In the part on strategic decisions, we study, in particular, multichannel retailing and store location decisions. In the part on operations decisions, we cover, assortment and inventory decisions, shelf space management, and finally price setting and price promotion.

Course objectives

Retailers take up an extremely important position in the supply chain as they are the final business that links manufacturers to end-consumers. Retailing is where supply meets consumers’ needs, wants and whims in the most literal way. Therefore, dealing with retailing as just another link in the supply chain is an oversimplification.

This course addresses strategic and operations decisions with which retailers are confronted. Students will train their managerial and quantitative skills necessary to optimize these decisions. Throughout the course, we go beyond a sterile conceptualisation of demand and discuss in detail how a retailer’s decisions affect the end-consumer. Although most of the studied principles have wide applicability, our primary focus is on food and general merchandise retailers.

Prerequisites

Courses and workload are demanding for all IB Master courses. Exchange students need to have obtained a bachelor degree with a major in Business. This course can be considered as an advanced course in terms of literature. Knowledge of statistical concepts (such as mean, variance, covariance, but also regression analysis) and experience with Excel are required. Experience with some statistical package (e.g., SPSS) may come in useful too.

An advanced level of English.

Recommended reading

Reader

EBC4014

Period 2

30 Oct 2017

22 Dec 2017

[Print course description](#)

ECTS credits:

6.5

Instruction language:

English

Coordinator:

- [S.A. Sadowski](#)

Teaching methods:

Presentation(s), Lecture(s), Assignment(s), Work in subgroups

Assessment methods:

Final paper, Participation, Written exam

School of Business and Economics

Supply Chain Operations

Full course description

The course Supply Chain Operations deals with the design, management and improvement of the processes that create a firm's primary services and products. Topics include scheduling, facility layout, facility location, sales & operations planning, inventory control, and project management. The course combines theory and exercises with several cases and recent research articles from the manufacturing and service industry.

Course objectives

Understanding the basic concepts of operations management in a supply chain context. Students will learn specific methods and techniques to model and solve problems in managing a firm's operations and learn about recent applications of such methods.

Prerequisites

Basic knowledge of statistics, probability and simulation; knowledge of Linear Programming and familiarity with Excel and the Solver plugin (as e.g. from the courses "Quantitative Methods" and "Operations Management" from the Bachelor International Business).

A previous course on Operations Management will be useful.

An advanced level of English.

Recommended reading

Literature will consist of recent research articles as well as case studies that will be made available. A list of textbooks on Operations Management is given in the block book for additional reading/basic concepts.

EBC4016

Period 4

5 Feb 2018

6 Apr 2018

[Print course description](#)

ECTS credits:

6.5

Instruction language:

English

Coordinator:

- [A. Berger](#)

Teaching methods:

PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups, Paper(s)

Assessment methods:

Participation, Written exam

School of Business and Economics

Supply Chain Strategy

Full course description

Supply Chain Strategy helps the student in the study of organising and optimizing supply chains. Supply chains are constellations of firms that together form the link between raw materials and end consumer. Both upstream and downstream functions and supporting activities will be reviewed, and what it means to strategically "manage" the different connected organisations for overall performance of the chain. An introduction with background and overview of the different components of the chain to be managed will be followed by a state-of-the art review of contemporary strategic issues in Supply Chain Management, such as lean manufacturing, third-party logistics (3PL), customer services and fulfilment, one-stop shopping, supplier development, cost & performance etc.

Course objectives

Serves as introduction to the discipline, and provides an overview of the pivotal elements of the supply chain management program. Provides students with strategic insights into managing supply chains and a solid basis for understanding the subsequent elements of the program.

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. Exchange students need to major in supply chain management/ logistics in their Master.

An advanced level of English.

Recommended reading

Academic and practitioner articles.

EBC4018

Period 1

4 Sep 2017

27 Oct 2017

Period 4

5 Feb 2018

6 Apr 2018

[Print course description](#)

ECTS credits:

6.5

Instruction language:

English

Coordinator:

- [J. Semeijn](#)

Teaching methods:

PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

Assessment methods:

Participation, Written exam

School of Business and Economics

Supply Chain Metrics

Full course description

The course focuses on the relationships within supply chains (e.g. structure and organisation of supply chains), and how these relationships drive the performance of supply chains. Performance metrics (allocations of gains, decision rights and risk) that can be used to evaluate and improve supply chains will be discussed. In the strategic planning process performance targets are established. Subsequently, in the control and evaluation process these targets are compared to the performance metrics. Discrepancies may give rise to minor or major corrective actions (e.g.,

improving (contractual) relationships within the chain). Traditionally, performance metrics have been used in the strategic planning process to evaluate and control the performance of individual supply chain members. However, increasingly, it has been acknowledged that in supply chains performance metrics should be formulated on the level of the supply chain and not at the level of individual supply chain members. The following issues will be addressed:

- I.The structure and organisations of supply chains in terms of relationships between chain members;
- II.The relevance and importance of performance metrics for supply chain strategies and supply chain performance;
- III.The different categories of performance metrics available in Supply Chain Management;
- IV.The link between the structure and organisations of supply chains and performance metrics;
- V.Relation between supply chain performance and the performance of chain members: allocation of profits, decision rights and risk.

A number of reasons exist for the measurement of performance metrics in Supply Chain Management in relation to the structure and organisation of the supply chain. First and foremost, they provide an objective basis for decision-making and thus improve supply chain performance. Moreover, they facilitate communication, provide feedback to and motivate chain members. However, using the right performance metrics is essential. In Supply Chain Management performance measures range from price and cost measures (objective) to customer satisfaction measures (subjective). Establishing a supply chain performance measurement and evaluation system assists supply chain managers in determining the right performance metrics to be measured, to formulate the specific measures, to establish performance objectives and to implement the system in the supply chain.

Course objectives

Participants in this course will learn the importance of managing (contractual) relationships in supply chains and how these relationships influence performance metrics which are used to evaluate supply chains. Understanding the role that relationships have in supply chains and the establishment of a supply chain performance measurement and evaluation system should result in the improved performance of the supply chain.

Prerequisites

The course is part of the IB/SCM program. All courses in the program are obligatory to obtain the SCM certificate. In order to take part in the course intermediate knowledge of SCM is required.

An advanced level of English.

Recommended reading

Articles and cases.

EBC4087

Period 5

9 Apr 2018

8 Jun 2018

[Print course description](#)

ECTS credits:

6.5

Instruction language:

English

Coordinator:

- [D. Pinto Pereira Rebelo Cotta](#)

Teaching methods:

PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

Assessment methods:

Participation, Final paper

School of Business and Economics

Supply Chain Research Methods

Full course description

This course focuses on mathematical techniques for managing and improving the supply chain. These techniques include data collection and analysis and forecasting techniques. Moreover, to streamline the supply chain several optimisation techniques from operations research are being taught.

Course objectives

At the end of this course, the students can use several quantitative techniques necessary for the management and improvement of the supply chain.

Prerequisites

Basics in linear programming, statistics and familiarity with Excel.

An advanced level of English.

Recommended reading

- Ragsdale, Cliff T., Managerial Decision Modeling, 6th international edition, North-Western Cengage Learning, 2007.
- Hanke, John E. and Wichern, Dean W., Business Forecasting, 9th international edition, Pearson Education, 2009.

EBC4088

Period 2

30 Oct 2017

22 Dec 2017

Period 5

9 Apr 2018

8 Jun 2018

[Print course description](#)

Master International Business track Supply Chain Management

ECTS credits:

6.5

Instruction language:

English

Coordinators:

- [J. de Graaff](#)
- [A. Perea y Monsuwé](#)

Teaching methods:

Presentation(s), Assignment(s), Work in subgroups, PBL

Assessment methods:

Attendance, Participation, Written exam

Thesis

Master Thesis

School of Business and Economics

Master's Thesis

EMTH0001

Year

1 Sep 2017

31 Aug 2018

[Print course description](#)

ECTS credits:

17.0

School of Business and Economics

Writing a Master's Thesis Proposal: IB-Supply Chain Management

Full course description

In several sessions, students are guided towards a thesis proposal that offers a solid base to enter the thesis process. Finding a topic, formulating an interesting and workable problem statement, imposing a structure by formulating sub questions, reporting on a first scan of the literature, and finally developing initial research ideas are all covered in these sessions. The skills training is concluded by a session in which all participants give a presentation of their thesis proposal, receiving critical feedback from other students and the tutor.

Course objectives

The programme is completed by a Master Thesis Project in which you conduct an in-depth study of a marketing-related topic. It provides you with the opportunity to apply your knowledge and skills acquired during the programme to one specific marketing problem. You are prepared for this master thesis project in a two-week skills training in which you develop a proposal and are assigned to a supervisor who is knowledgeable in the area of your interest.

Prerequisites

Students who wish to start with their thesis must have followed at least two courses in their concentration.

Recommended reading

- Green, S.B. and N.J. Salkind (2003), Using SPSS for Windows and Macintosh: Analyzing and Understanding Data, Upper Saddle River: Prentice Hall.
- Pans, R.H.M.C. (2004), Guide to the Final Thesis FE&BA, Maastricht: University of Maastricht

EBS4022

Period 3

8 Jan 2018

2 Feb 2018

Period 6

11 Jun 2018

6 Jul 2018

[Print course description](#)

ECTS credits:

4.0

Instruction language:

English

Coordinator:

- N. Kiratli

Teaching methods:

PBL

Assessment methods:

Participation

Double degree

Double Degree programme is for selected students only.

For more information, see the [Double Degree programmes section on the Excellence programmes page](#).