The programme information in this document is based on the selection criteria that you entered in the online prospectus (www.maastrichtuniversity.nl/web/Faculties/SBE/TargetGroup/Education/Bachelor/InternationalBusiness/CourseDescript... Should it not contain the information that you were looking for, we recommend that you try again using different selection criteria.

Please bear in mind that the programme information is continuously updated. It is therefore wise to check the online prospectus regularly.

The information for current and prospective students on the Maastricht University (UM) website has been compiled with the utmost care, and efforts have been made to make it as up to date as possible. Should there be inaccuracies in spite of this, neither UM nor the faculties involved can be held liable. No rights can be derived from any inaccurate or incomplete information.

In the event of doubt or uncertainty about specific information, please contact the School of Business and Economics.
# Table of content

**Mngmt of Organisations and Mark. (IB)** ......................................................... 6  
**Quantitative Methods I (IB)** ................................................................. 8  
**Economics and Business** ..................................................................... 10  
**Accounting (IB)** ............................................................................... 12  
**Strategy** .......................................................................................... 14  
**Quantitative Methods II (IB)** ............................................................. 16  
**Finance (IB)** .................................................................................... 18  
**Fundamentals of Supply Chain Management** ..................................... 20  
**Reflections on academic discourse** .................................................... 22  
**Management Game** ......................................................................... 24  
**Finance and Accounting** ................................................................... 26  
**Management of Organisations** ......................................................... 28  
**Marketing Management** .................................................................... 30  
**Global Business** ................................................................................ 32  
**Management Information Systems** .................................................... 34  
**Corporate Governance** ..................................................................... 36  
**Mngmt of Operations + Product Develop** .......................................... 38  
**Human Resource Management and Entreprene** ............................... 40  
**Quantitative Methods III (IB/FE)** ...................................................... 42  
**Brand Management** ......................................................................... 44  
**Strategic Marketing** .......................................................................... 46  
**Consumer Behaviour** ........................................................................ 48  
**Services Marketing** .......................................................................... 50  
**Operations Management** ................................................................... 52  
**Global Supply Chain Management** .................................................. 54  
**Global Transportation Management** ............................................... 56  
**E-Supply Chain Management** ............................................................ 58  
**Crisis Management in organisations** ................................................... 60  
**Comparative Management** ................................................................ 62  
**Organisation Design** .......................................................................... 64  
**Organisational Behaviour** ................................................................ 66
Mngmt of Organisations and Mark. (IB)

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 1   Startdate: 02-Sep-13   Enddate: 25-Oct-13

Code
EBC1001

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
N.L. van den Elst

Description
This course, which has an evident business administration character, addresses the issues of managing organisations and their marketing activities. With respect to the management of organisations, several topics such as the nature, origin, purpose and scope of the management activity and styles, design, and effects of management will be addressed. Based on this knowledge, the course also deals with challenges of modern organisations such as corporate social responsibility, motivation, and teamwork. The marketing part of this course builds upon ‘marketing orientation’ as a foundation of contemporary firms. Attention is, for instance, paid to basic marketing tools, positioning and segmentation strategies, and customer motivation. Throughout the course has to be examples and problems from real-life situations. Next to these main subjects, practical skills deemed relevant for a successful study career will be emphasised.

Goals
This introductory course Management of Organisations and Marketing serves two main purposes. First, it aims at providing you with crucial theoretical and practice-oriented knowledge that helps you to understand the functioning of companies and the behaviour of management in business contexts. This knowledge will be derived from two disciplines: management and organisation (1) and marketing (2). More details on the perspectives of these disciplines will be provided in the next section. A second purpose of this course relates to the development of basic learning skills that you will need throughout your study at Maastricht University. This skills training mainly focuses on Problem-Based Learning. We introduce the 7-jump, different roles in tutorial groups and various PBL working methods. During the group sessions, you will have ample opportunity to practice your newly acquired PBL skills. When you have successfully finished this course, you are: capable of studying in an academic problem-based learning environment -knowledgeable of the foundations of management and organisation studies knowledgeable of the foundations of marketing studies -capable of understanding and explaining basic organisational and marketing problems in isolation
Instruction language
EN

Prerequisites
An advanced level of English

Recommended literature
Introductory marketing book Introductory management book Reader

Teaching methods
ASSIGNMENT(S)
LECTURE(S)
PBL
PRESENTATION(S)

Assessment methods
ATTENDANCE
PARTICIPATION
WRITTEN EXAM

Key words
Quantitative Methods I (IB)

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC1005

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
D.T. Tempelaar

Description
QM I is the first introduction to methodological topics that are quantitative in nature: mathematics, statistics and computer science. In mathematics, we will repeat and extend students’ knowledge about functions and equations. Questions that play a role in this course are: How to translate a given problem into a mathematical model? Most of these problems are questions for a maximum or minimum value or for the significance of the problem - mathematically, the existence of a solution. How to find maximum and minimum values of a function of 1 and 2 variables? We will make use of derivatives and partial derivatives in order to formulate equations and conditions for extreme values. In statistics, we will focus on the following topics: Methods of Data collection, and types of data; Descriptive statistics: describing important characteristics of populations or samples by numerical methods as mean, median, mode (measures of central tendency) and variance and standard deviations (measures of spread), and by graphical methods, like a histogram, bar chart or Box-and-Whiskers display; Probability theory, as an introduction to random variables; Discrete random variables and the most important discrete probability distribution: the Binomial distribution; Continuous random variables and two continuous probability distributions: the Uniform and the Normal distribution; Sampling distributions, as a first step to the topic that will prevail the QM statistics agenda from now on: inferential statistics, or inductive reasoning. Understanding why large samples provide so much more information than small samples is an important element of this first step. The construction of confidence intervals in estimating unknown population parameters and Hypothesis testing in the simplest case of one population, and concepts as null and alternative hypothesis, type I and type II errors and the p-value of a hypothesis test. With regard to computing skills, training will be offered in several of the applications that are relevant for your study, and the assignments and projects you are expected to perform. Examples of such applications are: Windows, Word, Internet Explorer, Outlook (Email), Excel (spreadsheet), and the Blackboard, electronic learning environment. The main aim of QM I is to achieve that all students, irrespective of their prior education, master the topics mentioned above, and in addition to that, master these topics in an active rather than passive manner. Practical work in
different formats, like e.g. projects, will serve that last aim. The aim to level off prior quantitative knowledge of all incoming students implies that required efforts to pass this course will vary with your prior mathematical education. Students that did not have math as a major subject in their secondary education are advised to take summer classes in advance.

**Goals**

Active mastery and knowledge of basic mathematical and statistical techniques.

**Instruction language**

EN

**Prerequisites**

Math secondary school at "minor" level.

**Recommended literature**


**Teaching methods**

PBL
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM

**Key words**
Economics and Business

Academic year 2013-14

Date last modified
19-7-2013 1:29

Period

Code
EBC1009

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A.C. Westkamp

Description
The course ‘Economics and Business’ introduces economic principles and concepts. The following topics are addressed in lectures and tutorials: supply and demand analysis, perfect competition, monopoly, game theory, oligopoly, agency theory, auction markets, and elements of macroeconomics. Since ‘Economics and Business’ is a first-year class, the presentation avoids the use of advanced mathematical concepts. However, knowledge of basic mathematical concepts such as solving equations, reading and working with graphs, or manipulating inequalities is an indispensable prerequisite.

Goals
Insight in basic economic theories, and the ability to apply them to the real world.

Instruction language
EN

Prerequisites
The undergraduate course Economics and Business introduces economic principles and concepts. The following topics are addressed in lectures and tutorials: supply and demand analysis, perfect competition, monopoly, game theory, oligopoly, auction markets, and elements of macroeconomics. Since Economics and Business is a first-year class, the presentation avoids the use of advanced mathematical concepts. However, knowledge of basic mathematical concepts such as solving equations, reading and working with graphs, manipulating inequalities, or working with single-variable functions is an indispensable prerequisite. If you feel that you have deficiencies in mathematics, here are two splendid textbooks: (1) Chiang, A.C., & Wainwright, K. (2005): Fundamental Methods in Mathematical Economics”; (2) Sydsaeter, K., & Hammond, P. (2006). Essential Mathematics for Economic Analysis.
Recommended literature

Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods
FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words
Accounting (IB)

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period

Code
EBC1013

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
I. Grabner

Description
The aim of this course is to introduce accounting to students. Accounting can be split into financial accounting and management accounting. In this course, we focus on management accounting. In discussing the subject of management accounting, which has an internal focus (like managers and the board of directors), we will concentrate on the value of management accounting information for the internal decision-making process.

Goals
A basic understanding of different cost classifications, break-even analysis, budgeting and product costing, and how these tools can be used to facilitate managerial decision-making.

Instruction language
EN

Prerequisites
No specific required knowledge requested

Recommended literature

Teaching methods
PBL
LECTURE(S)

Assessment methods

PARTICIPATION
WRITTEN EXAM

Key words
Strategy

Academic year 2013-14

Date last modified
17-7-2013 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC1017

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
Y.P.M. Bammens

Description
The objective of this course is to introduce students to the core concepts, frameworks and techniques of strategic management. This course is relevant for students as they will either formulate strategy (as managers) or will be confronted with the outcome of the strategic management process in their professional careers. Strategy is formulated based on the company’s mission and its assessment of the external and internal environment. A systematic examination of the environment in which the firm operates enables managers to recognize sources of possible competitive advantage by identifying unmet needs, broadly defined, in the external environment and the firm’s abilities to meet those needs. Strategic choice is the point in the process where managers choose how to organise and position the resources of the firm. Strategic choices are made at two levels: the business level and the corporate level. Managing a firm is somewhat like playing chess. The resources of the firm are like the pieces of a chess set. This course will be about positioning the resources of a firm with a view toward gaining competitive advantage and earning superior economic returns. The course will take students through several models of analysis that will look at the positioning of competitors, suppliers, customers, etc. Positioning of the focal firm’s own resources will be a central theme throughout the several models presented during the course. As part of the skills training program in the first year, each student has to prepare a presentation on one of the topics dealt in this course.

Goals
Understand the strategic management process - Understand the importance of the (international) external environment and the internal resources, capabilities and competences of the firm in making strategic decisions - Understand the use of strategic management tools in analysing a business situation of a company in various competitive settings - After the course students are able to give a professional presentation
**Instruction language**
EN

**Prerequisites**
An advanced level of English No specific knowledge required.

**Recommended literature**
Introductory textbook on Strategy

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
Quantitative Methods II (IB)

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC1033

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
C.C.J.M.C. Kerckhoffs

Description
“QM II continues the quantitative topics that were initiated in QM I: mathematics and statistics. There is no separate
formal training in (or testing of) computer science: this element has been integrated into the remaining two parts of the
course. In the mathematics part, we will expand the analysis of functions and (systems of) equations. Issues that will be
addressed are: A collection of tools often used in finance but also in other fields (buzzwords: interest rates, present
value, discounting, and geometric series). A The matrix representation of systems of linear equations (so called linear
algebra) will be introduced and supplemented by the concepts of determinants and inverse matrices, which are important
tools to manipulate such systems. All these topics will be introduced and illustrated using economic or business
applications. In the second half of the course, we introduce the mathematical programming approach to solving decision
problems in business. The analysis will focus on the variety of business decision problems that can be modeled as linear
programming models. The emphasis is on modeling, while finding the optimal solution is left to the computer. In the
statistics part, we will expand the coverage of inferential statistics, i.e. how to draw conclusions about a population
based on a sample. Students will learn to apply the basic tools of inferential statistics (confidence intervals and
hypothesis tests) to examine a large array of questions that may occur in economics or business. We will focus on the
following topics: AHow to examine whether the mean of some quantitative variable (e.g. income) differs between two or
more populations (e.g. men vs. women). Related to this, we will also examine what to do when the data are paired, and
when the variable of interest is a proportion. AHow to analyse relationships between qualitative variables (e.g. between
brand preference and gender). AHow to analyse relationships between two or more quantitative variables (e.g. between
income and age) using regression analysis. This is one of the most frequently used statistical techniques in economics and
business. All these issues will involve the use of real-life data, which will be analysed using EXCEL.”

Goals
"Introduction to the matrix representation of (linear) systems of equations, and to the modelling of linear programming problems. Introduction to the basic tools of inferential statistics, a.o. the independentsamples t-test, the paired-sample t-test, oneway-ANOVA, the chi-square test and regression analysis."

**Instruction language**
EN

**Prerequisites**
Basic knowledge of mathematics and statistics, comparable to the course Quantitative Methods I, code EBC1005/1006/1007.

**Recommended literature**

**Teaching methods**
PBL
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
WRITTEN EXAM

**Key words**
Finance (IB)
Academic year 2013-14

Date last modified
12-12-2013 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC1025

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.W.B. Bos

Description
This course provides an introduction to the fundamentals of finance. Students learn how capital markets function and how individuals and companies wishing to raise capital approach financial markets. Students learn how to make investment decisions. The basic concepts of risk and return shall be taught. Equity markets and Bond markets are introduced and the tools with which to price stocks, bonds and other financial assets, which trade on financial markets, are covered. Analytical problems are applied to financial problems during tutorial group meetings to ensure students are provided with a solid grounding in finance from both a corporate and a personal perspective.

Goals
Learn how capital markets function. Apply knowledge to financial problems, capital budgeting and investment decisions.

Instruction language
EN

Prerequisites
No specific required knowledge requested

Recommended literature
Berk & De Marzo, Corporate Finance, Pearson

Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Fundamentals of Supply Chain Management

Academic year 2013-14

Date last modified
12-12-2013 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC1029

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
E. Vanpoucke

Description
This course is the introduction course for the business specialisation in supply chain management. Students will require a solid foundations in the topics and tools of both operations and supply chain management. While a strong internal operations function is vital to a firm’s survival, it is not sufficient. Firms must also understand how they link in with their supply chain partners. In this course, we will cover a wide range of topics such as supply chain strategy, forecasting, inventory management, purchasing, logistics, JIT/Lean, Quality and Capacity management.

Goals
Students obtain basic insight in operations and Supply Chain Management and understand relations with other functions. Students also learn basic project management skills.

Instruction language
EN

Prerequisites
Basic Statistics

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods
PARTICIPATION
FINAL PAPER
WRITTEN EXAM

Key words
Reflections on academic discourse

Academic year 2013-14

Date last modified
20-11-2013 1:28

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14

Code
EBS1001

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator

Description
“The present skills training is about the value of ideas in understanding our environment. The discussions provoked by the economic crisis will help you to consider why some theories are relevant over a certain time period in various cultures and others are not, while at the same time proponents of both sets of theories seem to consider their respective theories as absolutely true. We will encourage you to examine why for many theories that seem to be quite successful, you can find an opposite theory that is adopted by many other academics or practitioners. You have to choose a topical area to which you want to apply this course. All first years students in this School follow this course together (i.e. Economics Econometrics, Fiscal Economics and International Business students will meet each other).”

Goals

Instruction language
EN

Prerequisites
No specific required knowledge requested

Recommended literature

Teaching methods
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**

FINAL PAPER
PARTICIPATION
WRITTEN EXAM

**Key words**
Management Game

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS1005

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
P.W.L. Bollen

Description
This skills training is organised as a game in which an international market is simulated in which six companies currently participate. The game consist of 10 rounds in which a number of firms participate in a (number of) markets. Every day students get feedback on the performance of their ‘company’ and their competitors. The examination of the game consists of a intro-test, a peer assessment and the actual results measured by a number of performance variables; equity ratios, stockprice, profit used in the game for the firm in which the student is involved. The management game serves as a (simulated) real-life application and Integration of the acquired knowledge from the following 1st year IB courses: Management of Organisations and Marketing, Economics and Business, Accounting, Strategy, Finance, Fundamentals of logistics management.

Goals
Apply the knowledge of the courses in the 1st year IB in a simulated real-life business organisation

Instruction language
EN

Prerequisites
Required knowledge for exchange students: Knowledge on an introductory level on; organisation, strategy, marketing, accounting, finance and supply chain management An advanced level of English.

Recommended literature
Instruction Manual Global Business Game ( can be downloaded when students buy game licence )
Teaching methods
Lecture(s)
Assignment(s)

Assessment methods
Final paper
Attendance
Participation
Written exam

Key words
Finance and Accounting

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC2007

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
S. Kleimeier - Ros

Description
The first part deals with basic issues in finance, such as capital structure, dividend policy and derivatives. In particular, building on the finance knowledge presented in the first year of your studies, we will now provide you with additional concepts in the two main areas of finance: corporate finance and financial markets. Regarding corporate finance, this course builds on the basic concepts of investment decision making within a company and the role of the cost of capital of a firm and proceeds to discuss the relevance of an optimal corporate strategy regarding the choice between debt and equity and between dividends and retained earnings. Regarding financial markets and following the discussion of basic financial instruments such as stocks and bonds in the first year, this course now proceeds to more complex financial instruments including futures and options. After investigating the specific characteristics of these derivatives, their payoff structures and pricing will be the focus of attention. The aim of the second part of the course is to introduce financial accounting. Students will learn how to record basic business transactions in the financial statements. This part of the course also addresses the institutions (such as accounting regulation and governance) that affect the preparation and use of financial statements as well as techniques for analysing financial statements.

Goals
Understand what finance theory says about the choice between debt and equity finance for a firm. Compare these theoretical predictions with corporate reality. -Understand dividends: Why do firms pay dividends? Do investors demand dividends? Should dividends matter for the firm or the investor? Learn about derivatives and their use as risk management tools by firms and investors. Learn how to prepare, analyse and interpret financial statements (income statement, balance sheet, cash flow statement) at an introductory level.

Instruction language
Prerequisites
Students are expected to understand the following finance concepts: Types of securities (stocks, bonds) and their returns; Markowitz’ portfolio theory (risk-return relationships, efficient frontier, security market line), CAPM (capital market line, beta); definitions and implications of market efficiency; principles of time value of money; converting accounting figures into cash flows; capital budgeting including NPV, IRR. Although there are no prerequisites for the accounting part of the course, students are expected to be familiar with different cost classifications, break-even analysis, introductory level budgeting, and basic product costing from the first year (management) accounting course. An advanced level of English is required.

Recommended literature

Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Management of Organisations

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 1  Startdate: 02-Sep-13   Enddate: 25-Oct-13

Code
EBC2008

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A.T.M. van Iterson

Description
The course management of organizations aims to stimulate your critical thinking and personal development rather than providing clear-cut management recipes. You will be confronted with paradoxes that will aid your development. We will discuss the dilemmas that managers face in the changing management environment. Examples of topics that will be discussed are: management myths and realities, paradigm shifts (in management), paradox, learning and leadership.

Goals
During the course you will: 1. Learn about (new) approaches to management thinking and practice in a challenging and engaging way. 2. Conduct reasonably sophisticated discussions about the dilemmas managers face. 3. Learn to put critical notes where necessary. 4. Apply management concepts for understanding and analyzing organizational practice. 5. Bring some of the concepts into practice in the facilitation of a tutorial session. 6. Take your first steps in learning to manage (personal) paradoxes. 7. Develop your ability to read academic articles

Instruction language
EN

Prerequisites
- Knowledge of management and organization concepts at a basic level (e.g. The first year course Management of Organization and Marketing) - An advanced level of English

Recommended literature
The course builds upon articles from academic journals and selected chapters from textbooks.
Teaching methods
PBL
PRESENTATION(S)
ASSIGNMENT(S)
LECTURE(S)

Assessment methods
ATTENDANCE
PARTICIPATION
WRITTEN EXAM

Key words
Marketing Management

Academic year 2013-14

Date last modified
16-10-2013 1:29

Period

Code
EBC2009

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.H. Meyer

Description
In today’s internationally-oriented business environment, it is crucial for prospective managers to familiar themselves with concepts and issues related to International Marketing Management. Developing a thorough understanding of basic concepts such as market segmentation, consumer behaviour, and marketing strategy, as well as knowing how to conduct marketing research will put these managers on the international competitive edge. International Marketing Management can be considered an intermediate general marketing course and builds upon the first year course ‘Organisation and Marketing’. Basic managerial, marketing, and statistical knowledge is a prerequisite for attending this course. The course adopts two formats: case study analysis and a marketing research project. In the case study format, emphasis is put on a contemporary broad international approach in a diverse scala of industries focusing on strategic as well as tactical marketing problems. Although conceptual material is provided and used as an instrument for analysis, emphasis is put on a critical and problems-solving approach of real-life cases. Through a marketing research project, students are confronted with a real-life situation of designing an appropriate research design and gathering, analysing, and interpreting research results. The sessions build upon PBL-guided case study sessions and small tasks on marketing research. Lectures support the elaboration of the research assignment. International marketing and research cases are being discussed on a regular basis in tutorial group meetings. The necessary knowledge for these discussions can be found in a basic textbook on marketing management, as well as a reader on how to conduct marketing research. The latter is also necessary for successfully conducting a real-life marketing research project. Additional information on how to conduct marketing research will come from lectures. For Bachelor IB students, the course is given in term III, period 2. The course will be particularly appealing to those students interested in developing a better understanding of international marketing and marketing research practices. As a matter of fact, it is a fundamental course for every manager to be, regardless of whether or not he or she has a particular interest in the marketing discipline.
Goals
International Marketing Management focuses on the development of a better understanding of marketing management issues through the analysis of real-life marketing problems and marketing decision-making in an international context.

Instruction language
EN

Prerequisites
Course 1.1: Organisation and Marketing Knowledge of Marketing and statistical concepts at a basic level Exchange students need to have taken at least one marketing and one statistical course at introductory

Recommended literature

Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)
PATIENTCONTACT
WORK IN SUBGROUPS
PRESENTATION(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Global Business

Date last modified
19-7-2013 1:29

Period

Code
EBC2021

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
F.D. Mahr

Description
The topics covered in this course can roughly be grouped into three categories: 1. Theories of globalization, internationalization, foreign direct investment and the multinational enterprise. 2. Cross-border management of business functions; an introduction to transnational leadership, transnational company’s value system as well as global and transnational strategy. 3. International business strategy and inter-firm relationships.

Goals
Objectives of the course are: 1) to understand a number of crucial theoretical, empirical and managerial issues in international business strategy; 2) to develop the ability to apply theory to real world cases and to find possible solutions; 3) to develop the ability to critically assess the usefulness of competing or complementary theories; 4) to decide yourself what is important; 5) to develop skills working in international teams 6) to manage time; 7) to employ academic writing skills.

Instruction language
EN

Prerequisites
Basic understanding of the development and implementation of firms’ strategies.

Recommended literature
**Teaching methods**

PBL  
PRESENTATION(S)  
ASSIGNMENT(S)  
PAPER(S)  

**Assessment methods**

FINAL PAPER  
PARTICIPATION  
WRITTEN EXAM  

**Key words**
Management Information Systems

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2003

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
M.P.M. Vluggen

Description
Students who are in the "new" programme IB (starting 1 September 2008) have to take this block in period 4. Students who are in the "old" programme IB (started before 1 September 2008) can take this block either in period 1 or in period 4. Students who are in the programme Infonomics (starting 1 September 2008) have to take this block in period 1. Too often IT is viewed as the province of technocrats, a domain inhabited by technical experts with little relevance to real-world business problems

Goals
The purpose of this course is: To give students an understanding of the role of information technology (IT) in organisations. To give students an understanding of the challenges of managing technology. To provide students with a thorough knowledge of different types of IT applications.

Instruction language
EN

Prerequisites
No prerequisites

Recommended literature
Reader available via ELEUM.

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Corporate Governance

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2020

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
R.W.J. Deumens

Description
Corporate governance involves a set of relationships between a company’s management, its board, its shareholders and other stakeholders, and is a key element in improving economic efficiency and growth as well as enhancing investor confidence. Corporate governance also provides the structure through which the objectives of the company are set, and the means of attaining those objectives and monitoring performance. This course examines various contemporary aspects of corporate governance, including issues relating to responsibility, accountability, oversight, risk, ethics and incentives. The course is multi-disciplinary, integrating concepts from the disciplines of accounting, finance, law, economics, and business ethics. It will prove most useful to those seeking a thorough introduction to the subject for both academic and applied purposes. While a multiplicity of factors affect the governance and decision-making processes of firms, and are important to their long-term success, this course focuses on governance problems that result from the separation of ownership and control in large enterprises with diffuse ownership. However, this is not simply an issue of the relationship between shareholders and management, although that is indeed the central element. In some jurisdictions, governance issues also arise from the power of certain controlling shareholders over minority shareholders. In other countries, employees have important legal rights irrespective of their ownership rights. In addition, some of the other issues relevant to a company’s decision-making processes, such as environmental, anti-corruption or ethical concerns, are taken into account. Global economic integration has been a key factor in the salience of corporate governance questions. Although this course focuses on the shareholder-oriented model, one that is today best exemplified by the large Anglo-American public firm, considerable attention is given to institutional differences in corporate governance. Although corporate governance has been a longstanding issue, the debate on corporate governance issues was given fresh impetus by well publicized corporate problems. These involved creative accounting, spectacular business failures, the apparent ease of unscrupulous directors in expropriating other stakeholders’ funds, the limited role of auditors, the claimed weak link between executive compensation and company performance, and the roles played by the market for corporate
control and institutional investors in generating apparently excessive short-term perspectives to the detriment of general economic performance. It is important for business students to get a comprehensive overview of the myriad of issues, both theoretical and practical, arising out of the current debate on creating effective corporate governance.

**Goals**

This course provides students with a comprehensive overview of the myriad of issues, both theoretical and practical, arising out of the current debate on creating effective corporate governance. The key objectives of the course are to help students: (1) Acquire a comprehensive overview of corporate governance; (2) Develop a deep understanding of the key elements of internal and external corporate governance; (3) Gain a general appreciation of institutional differences in corporate governance and many different codes of best practice world wide; and (4) Obtain a good understanding of how to analyse corporate governance in an individual company.

**Instruction language**

EN

**Prerequisites**

Students enrolling in this course should have previously completed courses that provide basic knowledge of accounting, finance and strategy.

**Recommended literature**

Textbook and academic articles.

**Teaching methods**

PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM

**Key words**
Mngmnt of Operations + Product Develop

Academic year 2013-14

Date last modified
12-12-2013 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2022

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
B.P.J. Foubert

Description
Every year, companies launch thousands of new products. Many firms consider innovation the lifeblood of their business although failure rates of up to 80% are not uncommon. In this course we study what it takes to successfully develop products and bring them to the market. Specifically, we discuss how companies can translate customers’ needs into product concepts, and how they can produce and supply the new products in a cost-efficient yet customer-oriented manner. The course addresses the strategic, marketing, and operational decisions that lie at the core of this process.

Goals
Students will practice managerial skills and mathematical/statistical methods necessary to optimize the decisions involved in product development and management of operations.

Instruction language
EN

Prerequisites
Basic mathematics and statistics, general marketing concepts, basic finance. An advanced level of English.

Recommended literature

Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM

**Key words**
Human Resource Management and Entrepreneurship

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2026

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
S.J.B. van Diepen

Description
The course is based on the assumption that there is no single ‘one best way’ of managing human resources and entrepreneurial energy, but rather that a range of approaches may be applicable to any one organization, depending on its environment, its business context and its employees. Consecutive issues in this course among others are: human resources for self-employment and staffing, corporate entrepreneurship, HRM in business organizations; social entrepreneurship and HRM; remuneration of -corporate- entrepreneurs, HRM in small enterprises and benchmarking corporate entrepreneurship and HRM. Additional information about teaching and examination. Teaching Methods: meetings will build on students’ facilitations and discussion of assigned literature. Furthermore, cases will be used in this course. Assessments Methodes: Grades will be based on marks for participation and facilitation, cases and written examination (50%)

Goals
This Human Resource Management and Entrepreneurship course aims at introducing students to the intersections of the fields of human resource management, corporate entrepreneurship and new start-up entrepreneurship by addressing them from theory and practice. The goals of the course are to introduce students to the various issues that relate to ‘the human factor’ both in large incumbent corporations and in new ventures. It familiarizes students to the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the management of human resources and entrepreneurship in various business contexts. This implies that you will not learn how to actually practice HRM or run a new venture but rather why certain phenomena occur in the field of HRM and entrepreneurship in the context of different organizational environments (size, maturity, industry etc.).
**Instruction language**
EN

**Prerequisites**
Students need to have an advanced level of English and the ability to read and understand articles from scientific journals. For exchange students: fluid mastery of English and capacity to read academic journal articles An advanced level of English.

**Recommended literature**
selection of book chapters and journal articles

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
ATTENDANCE
PARTICIPATION
WRITTEN EXAM

**Key words**
Quantitative Methods III (IB/FE)

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14

Code
EBS2001

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
C.C.J.M.C. Kerckhoffs

Description
This skills training is devoted to refreshing and actively applying the basic inferential tools introduced in the statistics part of typical first year quantitative methods courses: a.o. the one-sample t-test, the independent samples t-test, the paired sample t-test, oneway-ANOVA, the chi square test and regression analysis. Six case studies using real-life datasets that reflect business problems from a.o. marketing and finance are examined extensively. The empirical analyses are performed with SPSS, a statistical software package widely used in professional practice.

Goals
"- Learn to recognize the opportunities to apply basic tools from inferential statistics in practical business situations. 
- Learn to implement these tools correctly, using the statistical software package SPSS, also known as PASW. 
- Learn to interpret the results of such analyses correctly, and understand their limitations."

Instruction language
EN

Prerequisites
Basic principles from inferential statistics as discussed in typical first-year Quantitative Methods courses such as QM1 (code EBC 1005/1006/1007) and QM2 (code EBC 1033/1034/1035): basic probability theory, population versus sample, sampling distribution, point estimation, confidence intervals, type I error, regression analysis.

Recommended literature
Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
ATTENDANCE
PARTICIPATION
WRITTEN EXAM

Key words
Brand Management

Academic year 2013-14

Date last modified
11-7-2013 1:30

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC2062

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
E.C. Brüggen

Description
Brand Management studies how to build, maintain, and exploit a company’s most valuable asset: its brands. While products are increasingly becoming more standardized, the only difference that remains is the brand label on them. But brands are no manna from heaven. It takes serious efforts to build a brand, and marketing communication is a major tool in achieving an outstanding brand. Starting from the brand equity concept, we study how brand equity is achieved. After a short look at measurement issues (how do you establish a brand’s worth?) we turn to managerial issues: what can you do with your strong brand? No surprise that in all management stages, advertising plays an important role. More precisely, we discover that the concept of Integrated Marketing Communication is of crucial importance. This concept proposes to design and plan all communications in relation to company’s strategic policies, in particular its branding strategy. The literature highlight specific topics in branding and blends academic insights with managerial studies. The final assignment is to design a Brand Management plan for a real-life branding problem. In this plan you integrate all topics that you have explored in the course. For bachelor students at Maastricht University, the course is part of the Marketing Major. But it can also be chosen as an elective and may therefore be interesting for students who plan to focus on another business area. For example, accounting students learn about the background of an important intangible asset. Strategy students dive into one particularly important strategic issue. Further the course is of interest to anyone who wants to learn more about the thrilling world of branding and advertising, which is around us anytime, anyplace, anywhere.

Goals
Learning about key terms and models in the field of branding. To gain understanding of the fundamental links between brand management, consumer behavior, and Integrated Marketing Communication. To gain understanding of the role of brand management in marketing strategy. Ability to read intermediate level academic articles and apply their findings to specific branding challenges. To learn to interpret visible branding activities. Ability to develop a branding solution for a
real-life brand management problem.

**Instruction language**
EN

**Prerequisites**
SBE students: International Marketing Management non-SBE students: at least one 6.5 ECTS marketing course at introductory level

**Recommended literature**
A detailed literature list will be available on the Eleum site of the course

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**
FINAL PAPER
ATTENDANCE
PARTICIPATION
WRITTEN EXAM

**Key words**
Strategic Marketing

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period

Code
EBC2063

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
N. Kalogeris

Description
Description: This course focuses on designing strategies from the market back to create, deliver, and sustain customer value. To do so, this course views marketing as both a general management responsibility (building capabilities and firm processes) and an organizational orientation (culture and structure). Thus, the course will not pay attention to the tactical decisions (e.g. sales, advertising, pricing) or formal models of marketing decision making (e.g. forecasting or product diffusion models) featured in other marketing courses. Finally, our level of analysis will be on the business unit and its network of channels, customer relationships, and alliances. Competences: In increasingly dynamic environment companies requires a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies about consumers and partners. Thus, it is an imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer. We will take the viewpoint of the senior marketing manager to address the issues of (1) the nature and value of market orientation vs. other firm orientations, (2) uncovering customer value: value disciplines, (3) achieving and sustaining competitive advantage: sources and positions, (4) developing marketing capabilities and assets: market learning, customer relationships, alliances, (5) innovating strategies, (6) reaching markets: dynamic distribution channels strategies, (7) aligning the organization to the market: processes, capabilities, and structure. This course takes a very business oriented setup with many real-life examples. Students can improve their analytical, teamwork, presentation, and communication skills.

Goals
In increasingly dynamic environment companies requires a capacity to continuously learn about and swiftly respond to
markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies about consumers and partners. Thus, it is an imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer. We will take the viewpoint of the senior marketing manager to address the issues of (1) the nature and value of market orientation vs. other firm orientations, (2) uncovering customer value: value disciplines, (3) achieving and sustaining competitive advantage: sources and positions, (4) developing marketing capabilities and assets: market learning, customer relationships, alliances, (5) innovating strategies, (6) reaching markets: dynamic distribution channels strategies, (7) aligning the organisation to the market: processes, capabilities, and structure. This course takes a very business oriented setup with many real-life examples. Students can improve their analytical, teamwork, presentation, and communication skills.

**Instruction language**

EN

**Prerequisites**

Course International Marketing Management (III term) Exchange students need to have taken at least one marketing course at introductory level (Comparable to: Principles of Marketing, by Kotler).

**Recommended literature**

The course is currently under review. Most likely an intermediate textbook will be used, supplemented by a limited set of articles. Cases will be used for the analysis of real life situations.

**Teaching methods**

PBL
PRESENTATION(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM

**Key words**
Consumer Behaviour
Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2041

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
K. Geyskens

Description
Consumers and their needs are at the core of marketing. The past decades have witnessed a shift from a mere sales- and product-oriented approach (whereby marketing was a matter of pushing already existing product lines and creating awareness for those products) to a consumer-oriented approach (whereby products fit identified needs of well-delineated consumer segments, i.e. products need to be “positioned”). In order to be able to anticipate today’s rapid changes in consumers’ motives and needs, a decent understanding of the underlying mechanisms is a sine qua non. The objective of this course is to introduce the student to the principles of consumer behaviour. We start from formal theories and concepts and discuss their usefulness in developing effective marketing strategies. Most sessions will be organised around the consumer’s purchase decision process, consisting of Need Arousal, Information Search and Processing, Brand Evaluation and Attitude Development, Purchase, Consumption and Postpurchase Evaluation. Other sessions address specific consumer-specific or environmental variables that affect this decision process.

Goals
Consumer Behaviour aims at providing students with a better understanding of basic consumer buying behaviour in order to be able to describe, explain, and predict how consumers will behave under various marketing conditions and actions.

Instruction language
EN

Prerequisites
International marketing management /Marketing and management information systems Exchange students need to have taken at least one marketing course at introductory level (Comparable to: Principles of Marketing, by Kotler). Basic
statistical knowledge.

**Recommended literature**

**Teaching methods**
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**
FINAL PAPER
PARTICIPATION
WRITTEN EXAM

**Key words**
Services Marketing

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2043

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.C. de Ruyter

Description
Services dominate most developed economies, representing significantly more than half of these countries' gross domestic product. Furthermore, in many lesser-developed nations services are considered as a way to expand and stimulate economic growth and development. Consistent with the economic growth has been a growth in services employment. In many countries the majority of the workforce is employed in services jobs, and the projected growth for the next decades is overwhelmingly dominated by services. Therefore it seems imperative to study the marketing of services. The specific problems of marketing of organisations (mostly although not exclusively profit-oriented businesses) that provide services form the central focus. Two kinds of services will be dealt with: - services which are offered by organisations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others) - services which are offered by companies which manufacture products. In this context services refer mostly to the so-called “after/sales service” (repair services, service engineers, etc.) but also (product) instructions accompanying a sale. In addition, special attention will be given to the electronic services. There is a separate block dedicated to services marketing because: 1. Service companies have been providing an increasing amount of the National Income in recent years. 2. This sector requires a specific marketing policy due to the nature of its products. 3. The service sector is likely to provide an increasing contribution to a company's profit as competition on the basis of pricing is getting tougher as a result of which profit margins of many companies will be under pressure. In this block emphasis will be placed more specifically on marketing management and customer perceptions. With regard to this, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, three elaborate cases will be discussed

Goals
The general objective of this course is to introduce the different characteristics of services and their particular
consequences for marketing.
On the one hand, this will be accomplished by studying the literature (the course textbook and selected articles). On the other hand, a major emphasis will be placed on presentations in which teams of participants are expected to lead the discussion on various service marketing themes and report practical research projects conducted to test and practice the theoretical concepts encountered. By these means, students should obtain an in-depth insight into the literature on the marketing of services and at the same time develop a (hands-on) feeling for conducting research in this area. Would-be participants should be aware of the fact that this course requires a considerable amount of planning, effort, and inventiveness.

Instruction language
EN

Prerequisites
SBE students: International Marketing Management non-SBE students: at least one 6.5 ECTS marketing course at introductory level

Recommended literature
The text book for this block is the recently published Services Marketing, Integrating customer focus across the firm by Zeithaml and Bitner (Irwin McGraw Hill 2003, 3rd ed.), ZB hereafter

Teaching methods
PBL
PRESENTATION(S)
PAPER(S)

Assessment methods
WRITTEN EXAM

Key words
Operations Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 1 Startdate: 02-Sep-13 Enddate: 25-Oct-13

Code
EBC2064

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A. Grigoriev

Description
The course focus is on methodologies that have shown to be indispensable for decision making in both production and service organisations. Topics that are going to be covered are Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Material Requirements Planning, Lean Production/JIT. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be discussed using examples and exercises. The course combines student summary lectures, case and exercise discussions, and literature presentations. Quantitative models will be trained using exercises and cases.

Goals
Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions.

Instruction language
EN

Prerequisites
Basic knowledge of the role and scope of Operations Management within Business. Moderate mathematical skills; ability to understand quantitative models and concepts. An advanced level of English.

Recommended literature
Teaching methods
PBL
PRESENTATION(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods
FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words
Global Supply Chain Management

Academic year 2013-14

**Date last modified**
21-2-2014 1:29

**Period**

**Code**
EBC2030

**ECTS credits**
6.5

**Organisational unit**
School of Business and Economics

**Coordinator**
L.R.J. Quintens

**Description**
Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context. Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required as well as additional material, such as other academic articles, cases, and examples.

**Goals**
This course at the bachelor's level is designed to provide IBE students with basic knowledge of international supply chain management activities. An integrative view is taken to the analysis of production and logistics systems in an international context. Problems and case studies are used to illustrate the different topics and concepts. Students will acquire the foundations of supply chain management knowledge, apply theoretical knowledge to practical cases and work on their presentation skills.

**Instruction language**
EN

**Prerequisites**
General insight and interest in business. This is the first supply chain management course in the major.

**Recommended literature**
Reader based on State-of-the-Art articles on Global Supply Chain Management
**Teaching methods**

PBL
PRESENTATION(S)
PAPER(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM

**Key words**
Global Transportation Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2065

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
S. Bartczek

Description
The aim of this course is to examine the role of transportation in international business in detail. It is the objective to provide students you with a conceptual understanding of the conditions faced by transportation managers in an international environment. Topics include complexity of international shipments, economic and legal environment of ocean, air carriers, freight forwarding, carrier selection, contract logistics and export documentation. Furthermore, it covers - among others - the cost structure and documentation of shipments, conference system for shipping lines, international sourcing, service priorities, and future outlooks for transportation logistics.

Goals
Global Transportation Management develops a fundamental understanding of the role of transportation in Supply Chain Management and familiarizes students with different modes of international transportation: ocean shipping, air, road and rail transportation.

Instruction language
EN

Prerequisites
At least one course in Logistics at Introductory level (level comparable to: The Management of Business Logistics: a Supply Chain Perspective, by J.J. Coyle, E.J. Bardi and C.J Langley (2003)).

Recommended literature
The literature assigned for this course draws from a variety of sources of stakeholders involved in global transportation
management. The course is supplemented by a large selection of scientific articles of leading academic logistics and supply chain journals. Cases are used to illustrate the different concepts.

**Teaching methods**

PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**

WRITTEN EXAM
FINAL PAPER
PARTICIPATION

**Key words**
E-Supply Chain Management

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2045

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
L.R.J. Quintens

Description
The goal of this course is to enhance students’ understanding of the impact of Internet technology on strategic elements of supply chain management. It explores the application of e-SCM practices and web-based tools to the management of customers, manufacturers, and suppliers. It also describes the business and technology components that are required to successfully implement e-SCM. Next to giving an overall view of how electronic communications enhance all aspects of an organisation’s supply chain, we will zoom in on promising future developments in the supply chain. In addition, there is one optional company visit where students are offered the possibility to participate (but are not obliged to do so). The course does not focus on technical skills or knowledge about programming or building websites.

Goals
This course investigates the emerging role of electronic business (e-business) and its impact on the supply chain management (SCM) decision process. We not only pay attention to how the supply chain is affected by e-business technologies but also investigate the information systems that are necessary to successfully merge the supply chain and e-business technologies.

Instruction language
EN

Prerequisites
It is assumed that students are familiar with internet terminology and have basic knowledge of logistics (level comparable to: the Management of Business Logistics: a Supply Chain Perspective, by J.J. Coyle, E.J. Bardi and C.J. Langley, 2003). At least one course in Logistics at Introductory level.
Recommended literature
Academic articles will be used as written in the block book.

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods
FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words
Crisis Management in organisations

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC2100

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
B.H.J. Schreurs

Description
The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. An enormous amount of articles have been written on how to solve crises situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. This course presents a clear framework that may help you to understand how organizational crises arise, and aims to give you more insight in the complexity of crisis management. The course consists of three main parts. In the first part, we discuss the psychological, social-cultural and technological structural causes of an organizational crisis. In the second part, we examine to what extent organizations can prevent or plan for crises. In the last part, we study how organizations can cope with a crisis once it has hit, thereby focusing on crisis communication, leadership and organizational learning.

Goals
"After successfully completing this course, students should be able to: Understand the nature and types of organizational crises; Discuss the possible outcomes of organizational crises; Recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises; Explain which factors help in preventing, containing, and resolving organizational crises; Appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process."

Instruction language
EN

Prerequisites
**Recommended literature**

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, you are required to apply the literature to real life crisis situations (e.g., BP oil spill, Chernobyl).

**Teaching methods**

PBL
PRESENTATION(S)
WORK IN SUBGROUPS
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM
FINAL PAPER

**Key words**
Comparative Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period

Code
EBC2067

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
S.J.B. van Diepen

Description
“Comparative management analyses the extent to which management principles are applicable from one country or business context to another. Since the leader in the development of management principles is the United States, comparative management also seeks to determine the applicability of American know-how to foreign locales. For example, the rise of many countries in Asia from developing country to global powerhouse status, the unprecedented transformation of socialist societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard United States theories. Note: Moreover Presentation/Facilitation will be part of the Assessment methods.”

Goals
The purpose of teaching Comparative management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage international organisations successfully. The intention is to help them to develop an awareness of the concept of culture and its pervasive and hidden influence on behaviour, particularly with respect to management and management practices. We want them to develop familiarity with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts and to appreciate the impact of living and working in another culture on one’s personal behaviour.

Instruction language
EN

Prerequisites
None, but some prior courses on organisation, management, leadership, organisational behaviour and the like greatly enhance the fruitfulness of this course

**Recommended literature**

"Scientific journal articles. A textbook."

**Teaching methods**

PBL
PRESENTATION(S)
LECTURE(S)

**Assessment methods**

ATTENDANCE
PARTICIPATION
WRITTEN EXAM

**Key words**
Organisation Design

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2047

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A.T.M. van Iterson

Description
“This course gives an advanced level treatment of aspects related to the design of organisations so as to help achieving added value for the customer, shareholder, employee, stakeholder and the wider society. In this course you will become familiar with the design of organisations, particularly in its wider market and societal context, as well as its link with organisational change. This course builds on the second-year course Management of Organisations and will take you deeper into the field. This course will be relevant for you whether you want to pursue a career as a specialist or as a generalist, whether you want to work in a for-profit organisation, in a not-for-profit organisation or whether you want to set up your own business. Central questions in this course are: What are organisations? What is their effect on society? And vice versa: how does society at large affect organisations? Why do organisations exist? (Put differently: why don’t all economic transactions take place via the market?) How can we classify organisational types? Why are there so many types of organisations? What makes an organisation effective and efficient? What makes an organisation ethical? Whose interests do organisations serve? Why do some organisations fail where others succeed? And most importantly: How should organisations be designed and changed?”

Goals
To develop: (i) a foundation of knowledge about different academic theories about the design and re-design of organisations; (ii) the capacity to analyse the strengths and weaknesses of different organisational theories, designs and practices, to compare and contrast approaches, and evaluate and assess these different models, (iii) the ability to apply the theoretical and conceptual ideas to concrete design and redesign problems, (iv) a tolerance and appreciation for, as well as an ability to manage, conflicting perspectives, ambiguity, paradox, and contradiction, and (v) an ability to analyse organisations in the context of the fundamental and persistent tensions that characterize all organisational design efforts.
Instruction language
EN

Prerequisites
Basic knowledge of organisation theory. An advanced level of English

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Organisational Behaviour

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 07-Apr-14  Enddate: 06-Jun-14

Code
EBC2048

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
I.H. van Emmerik

Description
This course will build on topics discussed during other courses in the major of Organization. While comparative management addresses the cultural impact on management decisions, organizational design the structural decision made by management, organizational behavior will focus on what people actually do in an organization and how their behavior affects organizational performance. A manager can design an organization fitting its institutional environment, but organizational performance can remain at a low level if the employees within an organization have: low motivation, high stress level and power conflicts. This course will thus focus on employment related situations. Topics discussed on an individual level will be: motivation, perception, learning and attitudes. On a group level the topics are: group decision making, teams and power and conflict.

Goals
"After the completion of this course students should be familiar with advanced theories of organisational behaviour (OB) that help in understanding why people and groups in organisations behave as they do; be able to read, understand and critically evaluate different types of academic literature: large-scale studies, case studies, theoretical articles, and review articles; be able to conduct reasonably sophisticated discussions about conflicting approaches and to form well-founded and - where necessary - critical opinions on these approaches; be able to apply OB concepts for diagnosing and analysing problems in organisations and to use this knowledge for suggesting and evaluating problem solutions."

Instruction language
EN

Prerequisites
Students should have basic knowledge of organizational theory. Prior courses in the field of organization, management and organizational design are advantageous. An advanced level of English

**Recommended literature**
To be announced at Eleum.

**Teaching methods**
- ASSIGNMENT(S)
- PBL
- PRESENTATION(S)
- LECTURE(S)

**Assessment methods**
- PARTICIPATION
- WRITTEN EXAM
- FINAL PAPER

**Key words**
Business and Politics in Europe

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC2051

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
W. Swaan

Description
Please attention: There is no traditional exam in this course. The final paper has strict requirements on literature to be followed. Basically, it is an exam in the form of paper. It is NOT a “free” paper. Grading is on your understanding of the assigned literature. This course provides an advanced introduction to the interaction between business and politics in Europe, and is indispensable for anyone aspiring to become a leading business person in Europe. A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, political science and modern history. We start with a brief review of the history of the European Union with special attention to structures of decisionmaking. This is followed by an introduction into the emerging field of corporate political strategy. The increased impact of regulation on the competitive position of firms has led many firms to develop active political strategies. Based upon these introductions we are going to explore the relation between business and politics in Europe. This involves, among other things, an analysis of the varieties of capitalism in Europe, including the different traditions of political decision making, the historical background of these differences, the impact this has on lobbying practices in the EU and the various member states, and how as a business person one should this take into account when anticipating and influencing decision making in the EU. Apart from studying the assigned literature, students’ work in teams of 2-3 persons on a project, the topic of which may be chosen in one of the following areas: - Varieties of capitalism in Europe: comparing 2-3 countries on some elements of the business system, - A country or region in Europe: analysing the competitiveness of 2-3 industries, or analysing 2-3 elements of the institutional structure of the country - The implementation of EU regulation in a particular industry. The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past. This is impossible in one course of 8 weeks, at least not on an advanced level. Fulfilling this expectation would basically imply a repetition of a first year course Introduction to International Business. During your studies at UM you build your own toolbox by choosing advanced courses in Strategy, Organisation, Marketing, Logistics, Accounting etc. The current course
Provides additional tools by understanding the interaction between business and politics in Europe. This indeed indispensable when doing business in Europe. More additional remarks concerning assessment methods: 90% attendance (max. 1 absence) Take home assignments on course material Project Presentations

Goals
Understand the wider institutional environment in which firms in Europe operate. Understand the relevant elements of institutional diversity in Europe; in particular how institutional diversity extends to elements other than culture. Understand the differences in political systems in Europe, their historical roots and the implications this has for business. Understand the mutual interaction between Business and Politics in Europe, in particular regarding the functioning of the European Union, the impact of regulation, the role of lobbying and the implications this all has for business. Ability to apply knowledge of the European institutional environment to relevant business decisions, including anticipation of regulatory changes and strategy development in general. Ability to work independently on a project, including independent literature search. Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge. Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

Instruction language
EN

Prerequisites
Two years of study in International Business and/or International Economic Studies at a level comparable to UM. Very good working knowledge of English (reading, writing, speaking). Special remarks follow for: Exchange Students; UM IES students; UM SBE students having taken a minor in European Studies. Note for Exchange Students Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students. In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course. You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds. The course is NOT open to students majoring in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement. Note for UM IES students This course lies on the interface of international business and international studies and hence fits very well into the IES curriculum. Compared to the standard IES courses it has a much more applied character. It is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms. Note for UM SBE students having taken a minor in European Studies Some of the topics in this course are also touched upon in the minor offered by European Studies. There is, however, no overlap regarding literature. The current course gives you the opportunity to apply your knowledge to a business setting.

Recommended literature
Articles to be collected by students from the electronic library. Independent search for relevant literature

Teaching methods
PBL
LECTURE(S)
Assessment methods

FINAL PAPER
PARTICIPATION

Key words
International Business History

Academic year 2013-14

Date last modified
11-7-2013 1:30

Period

Code
EBC2069

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
M.J. van Wegberg

Description
The course concentrates on the study of patterns of industrial growth and competition in the three main centres of the international arena, i.e. the United States, Germany and Great Britain. It focuses on the historical development of major corporations in each of these countries, concentrating on the period between 1870 and 1940. These firms continue to form a large proportion of the Fortune Global 500 group of multinationals, and studying their historical origins allows us to explore both the internal drivers of corporate performance as well as the important differences in the external institutional context of these three economies. We can learn from this how international differences now have their roots in the past.

Goals
Appreciate the role of management in the development of organisational capabilities and in the long-term competitiveness of firms - Learn about the importance of institutional differences between countries and industrial sectors - Distil the essential lessons from fairly extensive readings, and present these to an audience - Present coherent arguments in writing about the historical and institutional factors influencing business and economic growth

Instruction language
EN

Prerequisites
This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation.
Recommended literature
- Alfred D. Chandler Jr., 1990, Scale and Scope: The dynamics of industrial capitalism, Harvard/Belknap - Reader containing additional articles

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
ATTENDANCE
WRITTEN EXAM
FINAL PAPER

Key words
Project and Production Management

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4   Startdate: 03-Feb-14   Enddate: 04-Apr-14

Code
EBC2050

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
P.W.L. Bollen

Description
The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The production management part of this course deals with issues regarding the management of production systems (that have been created as an outcome of a project). In this part of the course the following issues will be discussed: Operations strategy, Process management (Project, job, batch, line, continuous), Capacity, location and lay-out decisions, Inventory Management, Aggregate planning, (Enterprise) Resource planning; ERP, MPS, MRP-I, MRP-II, Lean production systems: JIT, KANBAN

Goals
The course is directed at the following learning and competences: developing an awareness of the range, scope and complexity of the phenomena, issues and problems related to project and production management; developing an integrated and process oriented perspective on managing complex projects and team work; acquiring competencies in the usage of tools, techniques, methods and models for managing projects and production management.

Instruction language
EN

Prerequisites
The prior knowledge of the students on these topics is limited to parts of the organisation & marketing course. Exchange
students should have prior knowledge of basic organisational and marketing concepts on an introductory level’

**Recommended literature**
Dr. Peter Bollen, 2013, Compilation Text Book “Project- and Production Management”, Pearson Custom Publishing
978-0-470-64620-5 Literature reader

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
FINAL PAPER
PARTICIPATION

**Key words**
Business Innovation

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2068

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
W.A. Letterie

Description
Successful innovation requires firms to manage the innovation process. To that end firms need to obtain particular skills and knowledge. During the business innovation course we will probe into the strategies developed by firms to innovate and to generate value from innovations. Topics included are how organizational and industrial context shape innovation. We will cover which internal and external sources are important for innovative firms. For instance, links with customer needs and R&D alliances will be discussed. Another topic is how firms can appropriate the value of their innovations. In this context we will discuss corporate venturing and we touch upon the role open innovation may play.

Goals
Technology and innovation have to be managed by firms. In this course we will explore which concepts, techniques, tools and management processes are helpful to successfully advance technological innovations.

Instruction language
EN

Prerequisites
Basic knowledge of: marketing, organisation and strategy An advanced level of English

Recommended literature
Book and articles

Teaching methods
PBL
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
FINAL PAPER

Key words
Investment Analysis and Portfolio Mngmnt

Academic year 2013-14

**Date last modified**
21-2-2014 1:29

**Period**
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

**Code**
EBC2054

**ECTS credits**
6.5

**Organisational unit**
School of Business and Economics

**Coordinator**
R.R.A.E. Otten

**Description**
The purpose of this course is to study the investment process of both private and institutional investors. By solving cases we investigate how you can manage your money in the most efficient way. This includes for instance the choice of asset class (stocks versus bonds), building a diversified portfolio, active versus passive investing and the added value of alternative investments. Topics include: Equity portfolio management, mutual funds, real estate, hedge funds, private equity and venture capital. Other examination

**Goals**
Learn to manage portfolio of financial assets. Apply to real life cases.

**Instruction language**
EN

**Prerequisites**
Knowledge and understanding of: portfolio theory (CAPM), basics of derivatives (options futures, forward) and basics of statistics (OLS regression). Exchange students need to have taken at least one introductory finance course. An advance level of English.

**Recommended literature**

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
WRITTEN EXAM

**Key words**
Financial Management and Policy

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period

Code
EBC2055

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
G.M.B.J. Hübner

Description
Topic coverage includes: asset valuation, real options, capital structure, cost of capital, Hybrid Financing, dividend policy, corporate liabilities, short term finance. Throughout the course, practical applications of financial concepts and techniques will be carried out with the use of cases.

Goals
This course provides substantial background for several other advanced finance courses. This course covers important concepts and theories related to the financial management of firms.

Instruction language
EN

Prerequisites
Second year course in finance Knowledge and understanding of finance (level comparable to course Finance). Exchange students need to have taken at least one introductory finance course

Recommended literature

Teaching methods
PRESENTATION(S)
LECTURE(S)
Assessment methods

PARTICIPATION
WRITTEN EXAM

Key words
International Financial Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2070

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
T. Post

Description
This course focuses on international financial management. We will deal with corporate issues from the perspective of companies operating in a multi-country environment and with problems facing an international financial or risk manager. The objective of the course is to familiarise participants with the fundamental issues in international finance and how they relate to business practice. In order to meet this objective, the course will be based both on lectures and group sessions.

Goals
The objective of the course is to introduce students to the fundamentals of international finance, international asset allocation and international financial management.

Instruction language
EN

Prerequisites
Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
WRITTEN EXAM

Key words
Options and Futures

Academic year 2013-14

Date last modified
8-4-2014 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2053

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
P.J. Mauricio Rodrigues

Description
The basic valuation models such as the binomial Option Pricing Model and the Black and Scholes Model will be presented and discussed. Investment and hedging strategies, involving stock indices, currencies and interest rates with these new financial instruments will be studied in detail.

Goals
This course offers an introduction to options, forward and futures contracts, the organisation of their markets, their properties, the determination of their price and their use in trading strategies.

Instruction language
EN

Prerequisites
Second-year finance course. Students should be familiar with risk and return and asset pricing concepts. Exchange students need to have taken at least one introductory finance course.

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Internal Control & Accounting Info Systems

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2057

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
C.C.M. Schelleman

Description
The area of internal control and accounting information systems concerns the quality of (financial) information. As a result of recent corporate financial scandals, this has become a significant issue in today's business. Every business needs a control system that monitors the effectiveness and efficiency of operations, reduces the risk of asset loss, and helps to ensure the reliability of financial reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Goals
"Understand the concept of quality of information and the importance of this concept. Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations. Learn about the different organizational processes within organisations, and learn how to design internal controls for each of these processes. Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes."

Instruction language
EN

Prerequisites
No specific knowledge required.
Recommended literature

Teaching methods
PBL
PRESENTATION(S)
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Management Accounting

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2059

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A. Brüggen

Description
The leading theme of this course is the value of accounting information for (strategic) decision-making within the firm. The course elaborates on cost accounting and cost management techniques. Some topics in this respect are: Activity Based Costing/Management, Balanced Scorecard, Cost Allocation and Performance Measurement. A selection of such issues will be covered in depth during the course. In addition, this course discusses state-of-the-art articles describing research studies and more popular contemplations regarding cost accounting and especially cost management.

Goals
“The leading theme of this course is the value of accounting information for (strategic) decision-making within the firm. The course provides an overview of state-of-the-art advanced cost accounting and cost management techniques. Some topics in this respect are: activity-based costing and activity-based management, performance evaluation (measurement) techniques (scorecards, ...) and cost allocation issues. A selection of such issues will be covered in depth during the course. In addition, this course introduces and discusses both state-of-the-art research studies and more popular contemplations regarding strategic cost accounting and especially cost management.”

Instruction language
EN

Prerequisites
“2nd year courses Accounting II (EBC2002) or Finance and Accounting (EBC2007) . This course requires a basic knowledge of accounting procedures. Therefore, students should have at least completed a first year or second year bachelor course in accounting. Ideally, students should also have taken an intermediary course in financial or management accounting.
Students that do not have any background in accounting should have a full bachelor degree in business or economics’

**Recommended literature**
Textbook

**Teaching methods**
PBL
PRESENTATION(S)
ASSIGNMENT(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
International Financial Accounting

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2056

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
P.J. Vorst

Description
The course covers corporate financial accounting and reporting. The objectives of and international differences in financial accounting are discussed. However, the focus of the course will be on the understanding and application of financial accounting methods required by IAS/IFRS in various areas. During the meetings the required literature, questions, and assignments will be discussed.

Goals
"Understanding the sources and implications of international differences in accounting approaches, Becoming familiar with IAS/IFRS, but more importantly, Developing the conceptual knowledge of financial accounting in order to facilitate the understanding (i) of current financial accounting practice, (ii) of why IAS/IFRS prescribes certain accounting methods, and (iii) of why other standard setters (such as the US FASB) may have chosen to prescribe alternative methods"

Instruction language
EN

Prerequisites
"2nd year courses Accounting II (EBC2002) or Finance and Accounting (EBC2007) . Students from outside the UM should have sufficient knowledge of the topics discussed in chapters 1, 2, 3, 4, 6, 7, 8, 13, 14 of the textbook of Libby, Libby, & Short “Financial Accounting”.”

Recommended literature
Teaching methods
PRESENTATION(S)
PBL

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Auditing

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 05-Jun-15

Code
EBC2058

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A. Vanstraelen

Description
The course is aimed at giving students a solid introduction to auditing. The evolution of the auditing function, the role of auditing in a modern economy, the different manifestations of auditing, as well as the most elementary auditing techniques are discussed.

Goals
Solid understanding of the audit process; Basic knowledge of the literature on auditing; Obtain problem solving skills in auditing settings and develop experience in using and interpreting data in common decision contexts.

Instruction language
EN

Prerequisites
Internal control & accounting systems Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems). Exchange students are advised to take at least two courses of the available Fiscal Economics courses.

Recommended literature
Textbook and articles

Teaching methods
PBL
LECTURE(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Information Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC2060

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
G.B. Furneaux

Description
The course will discuss themes that are directly relevant to information system managers. Some of these topics are: . How to analyse the role of IT in an individual organisation; . How to measure and analyse the current level of success of IT systems in individual organisations; . How to optimize the information system portfolio within an organisation; . How to improve the role of end users in the IS development process; . How to select and acquire information systems. . How to improve the operation of the information management function. All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. The discussion of each topic will focus on methods and tools or instruments that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge on the topic for students who lack the relevant prior knowledge.

Goals
The course introduces students to the field of information management with particular emphasis on the management of information within organizations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information. Key Learning Objectives . Develop an awareness and understanding of key principles, theories, and technologies related to the management of information. Obtain experience in applying information management concepts to address substantive, real-world information management issues.; Appreciate how empirical research can
guide efforts to address real-world information management issues. Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences.

**Instruction language**

EN

**Prerequisites**

There are no specific prerequisites for this course. However, it does build upon the basic understanding of the role of information systems in organizations that is provided in an introductory MIS course such as the Management Information Systems course offered to International Business students (EBC2003). For further details on the topics covered in EBC2003 and the literature that is used please refer to EleUM.

**Recommended literature**

Electronic reader

**Teaching methods**

PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM

**Key words**
Knowledge Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period

Code
EBC2039

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
M.P.M. Vluggen

Description
This course studies the knowledge management practices of contemporary organizations. Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of organizational knowledge, aimed at maximizing organizations’ return on knowledge assets. The discipline of knowledge management is a very young one: it is little more than ten years old. Yet, people in organizations have always acquired, used and valued knowledge. Explicitly recognizing knowledge as a corporate asset is new, however, as is understanding the need to manage it with the same care paid to other, more tangible assets. Now that the foundation of industrialized economies has shifted from natural resources to intellectual capital, executives have been compelled to examine the knowledge underlying their businesses. This is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?”

Goals
Students that have followed this course should be able to: Understand Knowledge Management (KM) concepts and tools; Understand KM processes (acquisition, selection, generation, internalisation, externalisation); Identify how KM can be used effectively within specific environments; Understand the facilitating role that information technology can play in knowledge management; Understand the challenges posed by KM implementation.

Instruction language
EN

Prerequisites
No prerequisites
Recommended literature
Electronic Reader

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
PAPER(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Systems Analysis and Design

Academic year 2013-14

Date last modified
18-7-2013 1:30

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2072

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
L.H.H. Bollen

Description
This course will provide students with the necessary tools & skills to analyse and design an information system. Also basics of data management and data modelling will be part of this course. After completing this course students will be able to translate business requirements into an information systems design. No programming skills are necessary to follow this course. However, good analytical skills are needed.

Goals
- Understand the basic objectives and tasks of a systems analyst. - Learn the main modelling techniques to model data and processes. - Understand the underlying management decisions.

Instruction language
EN

Prerequisites
An advanced level of English

Recommended literature
Required textbook. Some additional articles provided via ELEUM.

Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
ERP and Business Intelligence Systems

Academic year 2013-14

Date last modified
12-12-2013 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2061

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
L.H.H. Bollen

Description
“The focus of this course will be on how firms (re)organise their information structures by using information technologies such as ERP-systems (e.g. SAP and Oracle), data warehouses and Business Intelligence systems. Over the last 2 decades, the availability of these systems have profoundly changed the way in which management information is produced and used within organisations. As a result, new and dynamic ways of meeting the information needs of management are emerging. But also, these developments result in new problems within firms which, again, result in new approaches in trying to face these problems. It is important to understand that this course will take a management approach to Information and Communication Technology (ICT). There will be no technical analysis of the information systems that will be discussed during this course. Also, as far as ERP systems are concerned there is no focus on a logistics point of view. However, the emphasis of this course will be on the impact these systems have on organisations and people within these organisations. More specifically, we will address the issue on how these ICT developments change the role of information within organisations, focussing on a managerial level of decision making.”

Goals
This course will build on the literature on ERP systems and Business Intelligence systems, in order to introduce students to two recently developed concepts in the IT practice: digitized platforms and big data. Could the enterprise become a full-time laboratory? What if you could analyze every transaction, capture insights from every customer interaction, and didn’t have to wait for months to get data from the field? Data are flooding in at rates never seen before as a result of greater access to customer data from public, proprietary, and purchased sources, as well as new information gathered from Web communities and newly deployed smart assets. These trends are broadly known as “big data.” Web-based companies, such as Amazon.com, eBay, and Google, have been early leaders, testing factors that drive performance—from where to place buttons on a Web page to the sequence of content displayed—to determine what will
increase sales and user engagement. Companies selling physical products are also exploiting big data for rigorous experimentation using Business Intelligence technology. Ford Motor, PepsiCo, and Southwest Airlines, for instance, analyze consumer postings about them on social-media sites such as Facebook and Twitter to gauge the immediate impact of their marketing campaigns and to understand how consumer sentiment about their brands is changing. Most companies are far from accessing all the available data. Many haven’t even mastered the digital platform needed to capture and analyze the valuable information they can access. More commonly, they don’t have the right talent and processes to design experiments and extract business value from big data, which require changes in the way many executives now make decisions: trusting instincts and experience over experimentation and rigorous analysis.

**Instruction language**
EN

**Prerequisites**
"Management Information systems or MIS/Marketing. Knowledge and understanding of management information systems (level comparable to: course Management Information systems or Marketing and Management Information Systems. This course requires a basic knowledge on the role of information systems in organisations. Students should be aware of the various types of information systems that are used within large organisations (e.g. operational information systems versus decision support systems). Therefore an introductory course on management information systems is recommended as a prerequisite. No technical IT knowledge is required."

**Recommended literature**

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
Business and Politics in Europe

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC2051

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
W. Swaan

Description
Please attention: There is no traditional exam in this course. The final paper has strict requirements on literature to be followed. Basically, it is an exam in the form of paper. It is NOT a “free” paper. Grading is on your understanding of the assigned literature. This course provides an advanced introduction to the interaction between business and politics in Europe, and is indispensable for anyone aspiring to become a leading business person in Europe. A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, political science and modern history. We start with a brief review of the history of the European Union with special attention to structures of decisionmaking. This is followed by an introduction into the emerging field of corporate political strategy. The increased impact of regulation on the competitive position of firms has led many firms to develop active political strategies. Based upon these introductions we are going to explore the relation between business and politics in Europe. This involves, among other things, an analysis of the varieties of capitalism in Europe, including the different traditions of political decision making, the historical background of these differences, the impact this has on lobbying practices in the EU and the various member states, and how as a business person one should this take into account when anticipating and influencing decision making in the EU. Apart from studying the assigned literature, students’ work in teams of 2-3 persons on a project, the topic of which may be chosen in one of the following areas: · Varieties of capitalism in Europe: comparing 2-3 countries on some elements of the business system, · A country or region in Europe: analysing the competitiveness of 2-3 industries, or analysing 2-3 elements of the institutional structure of the country · The implementation of EU regulation in a particular industry. The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past. This is impossible in one course of 8 weeks, at least not on an advanced level. Fulfilling this expectation would basically imply a repetition of a first year course Introduction to International Business. During your studies at UM you build your own toolbox by choosing advanced courses in Strategy, Organisation, Marketing, Logistics, Accounting etc. The current course
provides additional tools by understanding the interaction between business and politics in Europe. This indeed indispensable when doing business in Europe. More additional remarks concerning assessment methods: 90% attendance (max. 1 absence) Take home assignments on course material Project Presentations

**Goals**
Understand the wider institutional environment in which firms in Europe operate. Understand the relevant elements of institutional diversity in Europe; in particular how institutional diversity extends to elements other than culture. Understand the differences in political systems in Europe, their historical roots and the implications this has for business. Understand the mutual interaction between Business and Politics in Europe, in particular regarding the functioning of the European Union, the impact of regulation, the role of lobbying and the implications this all has for business. Ability to apply knowledge of the European institutional environment to relevant business decisions, including anticipation of regulatory changes and strategy development in general. Ability to work independently on a project, including independent literature search. Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge. Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

**Instruction language**
EN

**Prerequisites**
Two years of study in International Business and/or International Economic Studies at a level comparable to UM. Very good working knowledge of English (reading, writing, speaking). Special remarks follow for: Exchange Students; UM IES students; UM SBE students having taken a minor in European Studies. Note for Exchange Students Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students. In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course. You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds. The course is NOT open to students majoring in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement. Note for UM IES students This course lies on the interface of international business and international studies and hence fits very well into the IES curriculum. Compared to the standard IES courses it has a much more applied character. It is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms. Note for UM SBE students having taken a minor in European Studies Some of the topics in this course are also touched upon in the minor offered by European Studies. There is, however, no overlap regarding literature. The current course gives you the opportunity to apply your knowledge to a business setting.

**Recommended literature**
Articles to be collected by students from the electronic library. Independent search for relevant literature

**Teaching methods**
PBL
LECTURE(S)
Assessment methods
FINAL PAPER
PARTICIPATION

Key words
Investment Analysis and Portfolio Mngmnt

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC2054

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
R.R.A.E. Otten

Description
The purpose of this course is to study the investment process of both private and institutional investors. By solving cases we investigate how you can manage your money in the most efficient way. This includes for instance the choice of asset class (stocks versus bonds), building a diversified portfolio, active versus passive investing and the added value of alternative investments. Topics include: Equity portfolio management, mutual funds, real estate, hedge funds, private equity and venture capital. Other examination

Goals
Learn to manage portfolio of financial assets. Apply to real life cases.

Instruction language
EN

Prerequisites
Knowledge and understanding of: portfolio theory (CAPM), basics of derivatives (options futures, forward) and basics of statistics (OLS regression). Exchange students need to have taken at least one introductory finance course. An advance level of English.

Recommended literature

Teaching methods
Assessment methods
WRITTEN EXAM

Key words
Information Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 1 Startdate: 02-Sep-13 Enddate: 25-Oct-13

Code
EBC2060

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
G.B. Furnaux

Description
The course will discuss themes that are directly relevant to information system managers. Some of these topics are: How to analyse the role of IT in an individual organisation; How to measure and analyse the current level of success of IT systems in individual organisations; How to optimize the information system portfolio within an organisation; How to improve the role of end users in the IS development process; How to select and acquire information systems. How to improve the operation of the information management function. All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. The discussion of each topic will focus on methods and tools or instruments that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge on the topic for students who lack the relevant prior knowledge.

Goals
This course introduces students to the field of information management with particular emphasis on the management of information within organizations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information. Key Learning Objectives. Develop an awareness and understanding of key principles, theories, and technologies related to the management of information. Obtain experience in applying information management concepts to address substantive, real-world information management issues.; Appreciate how empirical research can
guide efforts to address real-world information management issues. Foster ability to communicate business issues to
technical audiences and complex technical issues to non-technical audiences

**Instruction language**
EN

**Prerequisites**
There are no specific prerequisites for this course. However, it does build upon the basic understanding of the role of
information systems in organizations that is provided in an introductory MIS course such as the Management Information
 Systems course offered to International Business students (EBC2003). For further details on the topics covered in EBC2003
and the literature that is used please refer to EleUM.

**Recommended literature**
Electronic reader

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
Brand Management

Academic year 2013-14

Date last modified
11-7-2013 1:30

Period
Period 1 Startdate: 02-Sep-13 Enddate: 25-Oct-13

Code
EBC2062

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
E.C. Brüggen

Description
Brand Management studies how to build, maintain, and exploit a company’s most valuable asset: its brands. While products are increasingly becoming more standardized, the only difference that remains is the brand label on them. But brands are no manna from heaven. It takes serious efforts to build a brand, and marketing communication is a major tool in achieving an outstanding brand. Starting from the brand equity concept, we study how brand equity is achieved. After a short look at measurement issues (how do you establish a brand’s worth?) we turn to managerial issues: what can you do with your strong brand? No surprise that in all management stages, advertising plays an important role. More precisely, we discover that the concept of Integrated Marketing Communication is of crucial importance. This concept proposes to design and plan all communications in relation to company’s strategic policies, in particular its branding strategy. The literature highlight specific topics in branding and blends academic insights with managerial studies. The final assignment is to design a Brand Management plan for a real-life branding problem. In this plan you integrate all topics that you have explored in the course. For bachelor students at Maastricht University, the course is part of the Marketing Major. But it can also be chosen as an elective and may therefore be interesting for students who plan to focus on another business area. For example, accounting students learn about the background of an important intangible asset. Strategy students dive into one particularly important strategic issue. Further the course is of interest to anyone who wants to learn more about the thrilling world of branding and advertising, which is around us anytime, anyplace, anywhere.

Goals
Learning about key terms and models in the field of branding. To gain understanding of the fundamental links between brand management, consumer behavior, and Integrated Marketing Communication. To gain understanding of the role of brand management in marketing strategy. Ability to read intermediate level academic articles and apply their findings to specific branding challenges. To learn to interpret visible branding activities. Ability to develop a branding solution for a
real-life brand management problem.

**Instruction language**

EN

**Prerequisites**

SBE students: International Marketing Management non-SBE students: at least one 6.5 ECTS marketing course at introductory level

**Recommended literature**

A detailed literature list will be available on the Eleum site of the course

**Teaching methods**

PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**

FINAL PAPER
ATTENDANCE
PARTICIPATION
WRITTEN EXAM

**Key words**
Operations Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 1 Startdate: 02-Sep-13 Enddate: 25-Oct-13

Code
EBC2064

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A. Grigoriev

Description
The course focus is on methodologies that have shown to be indispensable for decision making in both production and service organisations. Topics that are going to be covered are Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Material Requirements Planning, Lean Production/JIT. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be discussed using examples and exercises. The course combines student summary lectures, case and exercise discussions, and literature presentations. Quantitative models will be trained using exercises and cases.

Goals
Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions.

Instruction language
EN

Prerequisites
Basic knowledge of the role and scope of Operations Management within Business. Moderate mathematical skills; ability to understand quantitative models and concepts. An advanced level of English.

Recommended literature
Teaching methods
PBL
PRESENTATION(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods
FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words
Crisis Management in organisations

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

Code
EBC2100

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
B.H.J. Schreurs

Description
The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss
ideas on what can help us to avoid and handle a crisis intelligently. An enormous amount of articles have been written on
how to solve crises situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving
organizational crises is not that simple. This course presents a clear framework that may help you to understand how
organizational crises arise, and aims to give you more insight in the complexity of crisis management. The course consists
of three main parts. In the first part, we discuss the psychological, social-cultural and technological structural causes of
an organizational crisis. In the second part, we examine to what extent organizations can prevent or plan for crises. In
the last part, we study how organizations can cope with a crisis once it has hit, thereby focusing on crisis communication,
leadership and organizational learning.

Goals
"After successfully completing this course, students should be able to: Understand the nature and types of organizational
crises; Discuss the possible outcomes of organizational crises; Recognize how individual, social/organizational/cultural,
and technological factors have contributed to the emergence of organizational crises; Explain which factors help in
preventing, containing, and resolving organizational crises; Appreciate the role of individual/group decision-making,
communication, and leadership in the crisis management process."

Instruction language
EN

Prerequisites
**Recommended literature**
The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, you are required to apply the literature to real life crisis situations (e.g., BP oil spill, Chernobyl).

**Teaching methods**
PBL
PRESENTATION(S)
WORK IN SUBGROUPS
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM
FINAL PAPER

**Key words**
Global Supply Chain Management

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period

Code
EBC2030

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
L.R.J. Quintens

Description
Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context. Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required as well as additional material, such as other academic articles, cases, and examples.

Goals
This course at the bachelor’s level is designed to provide IBE students with basic knowledge of international supply chain management activities. An integrative view is taken to the analysis of production and logistics systems in an international context. Problems and case studies are used to illustrate the different topics and concepts. Students will acquire the foundations of supply chain management knowledge, apply theoretical knowledge to practical cases and work on their presentation skills.

Instruction language
EN

Prerequisites
General insight and interest in business. This is the first supply chain management course in the major.

Recommended literature
Reader based on State-of-the-Art articles on Global Supply Chain Management
Teaching methods
PBL
PRESENTATION(S)
PAPER(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Knowledge Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period

Code
EBC2039

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
M.P.M. Vluggen

Description
This course studies the knowledge management practices of contemporary organizations. Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of organizational knowledge, aimed at maximizing organizations’ return on knowledge assets. The discipline of knowledge management is a very young one: it is little more than ten years old. Yet, people in organizations have always acquired, used and valued knowledge. Explicitly recognizing knowledge as a corporate asset is new, however, as is understanding the need to manage it with the same care paid to other, more tangible assets. Now that the foundation of industrialized economies has shifted from natural resources to intellectual capital, executives have been compelled to examine the knowledge underlying their businesses. This is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?”

Goals
Students that have followed this course should be able to: Understand Knowledge Management (KM) concepts and tools; Understand KM processes (acquisition, selection, generation, internalisation, externalisation); Identify how KM can be used effectively within specific environments; Understand the facilitating role that information technology can play in knowledge management; Understand the challenges posed by KM implementation.

Instruction language
EN

Prerequisites
No prerequisites
**Recommended literature**
Electronic Reader

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
PAPER(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
Financial Management and Policy

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period

Code
EBC2055

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
G.M.B.J. Hüblner

Description
Topic coverage includes: asset valuation, real options, capital structure, cost of capital, Hybrid Financing, dividend policy, corporate liabilities, short term finance. Throughout the course, practical applications of financial concepts and techniques will be carried out with the use of cases.

Goals
This course provides substantial background for several other advanced finance courses. This course covers important concepts and theories related to the financial management of firms.

Instruction language
EN

Prerequisites
Second year course in finance Knowledge and understanding of finance (level comparable to course Finance). Exchange students need to have taken at least one introductory finance course

Recommended literature

Teaching methods
PRESENTATION(S)
LECTURE(S)
Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Strategic Marketing

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period

Code
EBC2063

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
N. Kalogeras

Description
Description: This course focuses on designing strategies from the market back to create, deliver, and sustain customer value. To do so, this course views marketing as both a general management responsibility (building capabilities and firm processes) and an organizational orientation (culture and structure). Thus, the course will not pay attention to the tactical decisions (e.g. sales, advertising, pricing) or formal models of marketing decision-making (e.g. forecasting or product diffusion models) featured in other marketing courses. Finally, our level of analysis will be on the business unit and its network of channels, customer relationships, and alliances. Competences: In increasingly dynamic environment companies requires a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies about consumers and partners. Thus, it is an imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer. We will take the viewpoint of the senior marketing manager to address the issues of (1) the nature and value of market orientation vs. other firm orientations, (2) uncovering customer value: value disciplines, (3) achieving and sustaining competitive advantage: sources and positions, (4) developing marketing capabilities and assets: market learning, customer relationships, alliances, (5) innovating strategies, (6) reaching markets: dynamic distribution channels strategies, (7) aligning the organization to the market: processes, capabilities, and structure. This course takes a very business oriented setup with many real-life examples. Students can improve their analytical, teamwork, presentation, and communication skills.

Goals
In increasingly dynamic environment companies requires a capacity to continuously learn about and swiftly respond to
markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies about consumers and partners. Thus, it is an imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer. We will take the viewpoint of the senior marketing manager to address the issues of (1) the nature and value of market orientation vs. other firm orientations, (2) uncovering customer value: value disciplines, (3) achieving and sustaining competitive advantage: sources and positions, (4) developing marketing capabilities and assets: market learning, customer relationships, alliances, (5) innovating strategies, (6) reaching markets: dynamic distribution channels strategies, (7) aligning the organisation to the market: processes, capabilities, and structure. This course takes a very business oriented setup with many real-life examples. Students can improve their analytical, teamwork, presentation, and communication skills.

**Instruction language**

EN

**Prerequisites**

Course International Marketing Management (III term) Exchange students need to have taken at least one marketing course at introductory level (Comparable to: Principles of Marketing, by Kotler).

**Recommended literature**

The course is currently under review. Most likely an intermediate textbook will be used, supplemented by a limited set of articles. Cases will be used for the analysis of real life situations.

**Teaching methods**

PBL
PRESENTATION(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM

**Key words**
Comparative Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period

Code
EBC2067

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
S.J.B. van Diepen

Description
"Comparative management analyses the extent to which management principles are applicable from one country or business context to another. Since the leader in the development of management principles is the United States, comparative management also seeks to determine the applicability of American know-how to foreign locales. For example, the rise of many countries in Asia from developing country to global powerhouse status, the unprecedented transformation of socialist societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard United States theories. Note: Moreover Presentation/Facilitation will be part of the Assessment methods."

Goals
The purpose of teaching Comparative management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage international organisations successfully. The intention is to help them to develop an awareness of the concept of culture and its pervasive and hidden influence on behaviour, particularly with respect to management and management practices. We want them to develop familiarity with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts and to appreciate the impact of living and working in another culture on one’s personal behaviour.

Instruction language
EN

Prerequisites
None, but some prior courses on organisation, management, leadership, organisational behaviour and the like greatly enhance the fruitfulness of this course

**Recommended literature**

"Scientific journal articles. A textbook."

**Teaching methods**

PBL
PRESENTATION(S)
LECTURE(S)

**Assessment methods**

ATTENDANCE
PARTICIPATION
WRITTEN EXAM

**Key words**
International Business History

Academic year 2013-14

Date last modified
11-7-2013 1:30

Period

Code
EBC2069

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
M.J. van Wegberg

Description
The course concentrates on the study of patterns of industrial growth and competition in the three main centres of the international arena, i.e. the United States, Germany and Great Britain. It focuses on the historical development of major corporations in each of these countries, concentrating on the period between 1870 and 1940. These firms continue to form a large proportion of the Fortune Global 500 group of multinationals, and studying their historical origins allows us to explore both the internal drivers of corporate performance as well as the important differences in the external institutional context of these three economies. We can learn from this how international differences now have their roots in the past.

Goals
Appreciate the role of management in the development of organisational capabilities and in the long-term competitiveness of firms - Learn about the importance of institutional differences between countries and industrial sectors - Distil the essential lessons from fairly extensive readings, and present these to an audience - Present coherent arguments in writing about the historical and institutional factors influencing business and economic growth

Instruction language
EN

Prerequisites
This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation.
Recommended literature
- Alfred D. Chandler Jr., 1990, Scale and Scope: The dynamics of industrial capitalism, Harvard/Belknap - Reader containing additional articles

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
ATTENDANCE
WRITTEN EXAM
FINAL PAPER

Key words
Consumer Behaviour

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2041

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
K. Geyskens

Description
Consumers and their needs are at the core of marketing. The past decades have witnessed a shift from a mere sales- and product-oriented approach (whereby marketing was a matter of pushing already existing product lines and creating awareness for those products) to a consumer-oriented approach (whereby products fit identified needs of well-delineated consumer segments, i.e. products need to be “positioned”). In order to be able to anticipate today’s rapid changes in consumers’ motives and needs, a decent understanding of the underlying mechanisms is a sine qua non. The objective of this course is to introduce the student to the principles of consumer behaviour. We start from formal theories and concepts and discuss their usefulness in developing effective marketing strategies. Most sessions will be organised around the consumer’s purchase decision process, consisting of Need Arousal, Information Search and Processing, Brand Evaluation and Attitude Development, Purchase, Consumption and Postpurchase Evaluation. Other sessions address specific consumer-specific or environmental variables that affect this decision process.

Goals
Consumer Behaviour aims at providing students with a better understanding of basic consumer buying behaviour in order to be able to describe, explain, and predict how consumers will behave under various marketing conditions and actions.

Instruction language
EN

Prerequisites
International marketing management /Marketing and management information systems Exchange students need to have taken at least one marketing course at introductory level (Comparable to: Principles of Marketing, by Kotler). Basic
statistical knowledge.

**Recommended literature**

**Teaching methods**
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**
FINAL PAPER
PARTICIPATION
WRITTEN EXAM

**Key words**
Organisation Design

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2047

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A.T.M. van Iterson

Description
“This course gives an advanced level treatment of aspects related to the design of organisations so as to help achieving added value for the customer, shareholder, employee, stakeholder and the wider society. In this course you will become familiar with the design of organisations, particularly in its wider market and societal context, as well as its link with organisational change. This course builds on the second-year course Management of Organisations and will take you deeper into the field. This course will be relevant for you whether you want to pursue a career as a specialist or as a generalist, whether you want to work in a for-profit organisation, in a not-for-profit organisation or whether you want to set up your own business. Central questions in this course are: What are organisations? What is their effect on society? And vice versa: how does society at large affect organisations? Why do organisations exist? (Put differently: why don’t all economic transactions take place via the market?) How can we classify organisational types? Why are there so many types of organisations? What makes an organisation effective and efficient? What makes an organisation ethical? Whose interests do organisations serve? Why do some organisations fail where others succeed? And most importantly: How should organisations be designed and changed?”

Goals
To develop: (i) a foundation of knowledge about different academic theories about the design and re-design of organisations; (ii) the capacity to analyse the strengths and weaknesses of different organisational theories, designs and practices, to compare and contrast approaches, and evaluate and assess these different models, (iii) the ability to apply the theoretical and conceptual ideas to concrete design and redesign problems, (iv) a tolerance and appreciation for, as well as an ability to manage, conflicting perspectives, ambiguity, paradox, and contradiction, and (v) an ability to analyse organisations in the context of the fundamental and persistent tensions that characterize all organisational design efforts
Instruction language
EN

Prerequisites
Basic knowledge of organisation theory. An advanced level of English

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Project and Production Management

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2050

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
P.W.L. Bollen

Description
The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The production management part of this course deals with issues regarding the management of production systems (that have been created as an outcome of a project). In this part of the course the following issues will be discussed: Operations strategy, Process management (Project, job, batch, line, continuous), Capacity, location and lay-out decisions, Inventory Management, Aggregate planning, (Enterprise) Resource planning; ERP, MPS, MRP-I, MRP-II, Lean production systems : JIT, KANBAN

Goals
The course is directed at the following learning and competences: developing an awareness of the range, scope and complexity of the phenomena, issues and problems related to project and production management; developing an integrated and process oriented perspective on managing complex projects and team work; acquiring competencies in the usage of tools, techniques, methods and models for managing projects and production management.

Instruction language
EN

Prerequisites
The prior knowledge of the students on these topics is limited to parts of the organisation & marketing course. Exchange
students should have prior knowledge of basic organisational and marketing concepts on an introductory level’

**Recommended literature**
Dr. Peter Bollen, 2013, Compilation Text Book “Project- and Production Management”, Pearson Custom Publishing
978-0-470-64620-5 Literature reader

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
FINAL PAPER
PARTICIPATION

**Key words**
Internal Control & Accounting Info Systems

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2057

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
C.C.M. Schelleman

Description
The area of internal control and accounting information systems concerns the quality of (financial) information. As a result of recent corporate financial scandals, this has become a significant issue in today's business. Every business needs a control system that monitors the effectiveness and efficiency of operations, reduces the risk of asset loss, and helps to ensure the reliability of financial reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Goals
"Understand the concept of quality of information and the importance of this concept. Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations. Learn about the different organizational processes within organisations, and learn how to design internal controls for each of these processes. Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes."

Instruction language
EN

Prerequisites
No specific knowledge required.
**Recommended literature**

**Teaching methods**
PBL
PRESENTATION(S)
ASSIGNMENT(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
Management Accounting

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14   Enddate: 04-Apr-14

Code
EBC2059

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A. Brüggen

Description
The leading theme of this course is the value of accounting information for (strategic) decision-making within the firm. The course elaborates on cost accounting and cost management techniques. Some topics in this respect are: Activity Based Costing/Management, Balanced Scorecard, Cost Allocation and Performance Measurement. A selection of such issues will be covered in depth during the course. In addition, this course discusses state-of-the-art articles describing research studies and more popular contemplations regarding cost accounting and especially cost management.

Goals
“The leading theme of this course is the value of accounting information for (strategic) decision-making within the firm. The course provides an overview of state-of-the-art advanced cost accounting and cost management techniques. Some topics in this respect are: activity-based costing and activity-based managemeent, performance evaluation (measurement) techniques (scorecards, ...) and cost allocation issues. A selection of such issues will be covered in depth during the course. In addition, this course introduces and discusses both state-of-the-art research studies and more popular contemplations regarding strategic cost accounting and especially cost management.”

Instruction language
EN

Prerequisites
"2nd year courses Accounting II (EBC2002) or Finance and Accounting (EBC2007) . This course requires a basic knowledge of accounting procedures. Therefore, students should have at least completed a first year or second year bachelor course in accounting. Ideally, students should also have taken an intermediary course in financial or management accounting.
Students that do not have any background in accounting should have a full bachelor degree in business or economics

**Recommended literature**
Textbook

**Teaching methods**
PBL
PRESENTATION(S)
ASSIGNMENT(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
Global Transportation Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2065

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
S. Bartczek

Description
The aim of this course is to examine the role of transportation in international business in detail. It is the objective to provide students you with a conceptual understanding of the conditions faced by transportation managers in an international environment. Topics include complexity of international shipments, economic and legal environment of ocean, air carriers, freight forwarding, carrier selection, contract logistics and export documentation. Furthermore, it covers - among others - the cost structure and documentation of shipments, conference system for shipping lines, international sourcing, service priorities, and future outlooks for transportation logistics.

Goals
Global Transportation Management develops a fundamental understanding of the role of transportation in Supply Chain Management and familiarizes students with different modes of international transportation: ocean shipping, air, road and rail transportation.

Instruction language
EN

Prerequisites
At least one course in Logistics at Introductory level (level comparable to: The Management of Business Logistics: a Supply Chain Perspective, by J.J. Coyle, E.J. Bardi and C.J Langley (2003)).

Recommended literature
The literature assigned for this course draws from a variety of sources of stakeholders involved in global transportation
management. The course is supplemented by a large selection of scientific articles of leading academic logistics and supply chain journals. Cases are used to illustrate the different concepts.

**Teaching methods**

PRESENTATION(S)  
LECTURE(S)  
ASSIGNMENT(S)

**Assessment methods**

WRITTEN EXAM  
FINAL PAPER  
PARTICIPIATION

**Key words**
International Financial Management

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2070

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
T. Post

Description
This course focuses on international financial management. We will deal with corporate issues from the perspective of companies operating in a multi-country environment and with problems facing an international financial or risk manager. The objective of the course is to familiarise participants with the fundamental issues in international finance and how they relate to business practice. In order to meet this objective, the course will be based both on lectures and group sessions.

Goals
The objective of the course is to introduce students to the fundamentals of international finance, international asset allocation and international financial management.

Instruction language
EN

Prerequisites
Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
WRITTEN EXAM

Key words
Systems Analysis and Design

Academic year 2013-14

Date last modified
18-7-2013 1:30

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2072

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
L.H.H. Bollen

Description
This course will provide students with the necessary tools & skills to analyse and design an information system. Also basics of data management and data modelling will be part of this course. After completing this course students will be able to translate business requirements into an information systems design. No programming skills are necessary to follow this course. However, good analytical skills are needed.

Goals
- Understand the basic objectives and tasks of a systems analyst. 
- Learn the main modelling techniques to model data and processes. 
- Understand the underlying management decisions.

Instruction language
EN

Prerequisites
An advanced level of English

Recommended literature
Required textbook. Some additional articles provided via ELEUM.

Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
Organisational Behaviour

Academic year 2013-14

**Date last modified**
21-2-2014 1:29

**Period**
Period 5  Startdate: 07-Apr-14  Enddate: 06-Jun-14

**Code**
EBC2048

**ECTS credits**
6.5

**Organisational unit**
School of Business and Economics

**Coordinator**
I.H. van Emmerik

**Description**
This course will build on topics discussed during other courses in the major of Organization. While comparative management addresses the cultural impact on management decisions, organizational design the structural decision made by management, organizational behavior will focus on what people actually do in an organization and how their behavior affects organizational performance. A manager can design an organization fitting its institutional environment, but organizational performance can remain at a low level if the employees within an organization have: low motivation, high stress level and power conflicts. This course will thus focus on employment related situations. Topics discussed on an individual level will be: motivation, perception, learning and attitudes. On a group level the topics are: group decision making, teams and power and conflict.

**Goals**
"After the completion of this course students should be familiar with advanced theories of organisational behaviour (OB) that help in understanding why people and groups in organisations behave as they do; be able to read, understand and critically evaluate different types of academic literature: large-scale studies, case studies, theoretical articles, and review articles; be able to conduct reasonably sophisticated discussions about conflicting approaches and to form well-founded and - where necessary - critical opinions on these approaches; be able to apply OB concepts for diagnosing and analysing problems in organisations and to use this knowledge for suggesting and evaluating problem solutions."

**Instruction language**
EN

**Prerequisites**
Students should have basic knowledge of organizational theory. Prior courses in the field of organization, management and organizational design are advantageous. An advanced level of English

**Recommended literature**

To be announced at Eleum.

**Teaching methods**

ASSIGNMENT(S)
PBL
PRESENTATION(S)
LECTURE(S)

**Assessment methods**

PARTICIPATION
WRITTEN EXAM
FINAL PAPER

**Key words**
Services Marketing

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2043

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.C. de Ruyter

Description
Services dominate most developed economies, representing significantly more than half of these countries' gross domestic product. Furthermore, in many lesser-developed nations services are considered as a way to expand and stimulate economic growth and development. Consistent with the economic growth has been a growth in services employment. In many countries the majority of the workforce is employed in services jobs, and the projected growth for the next decades is overwhelmingly dominated by services. Therefore it seems imperative to study the marketing of services. The specific problems of marketing of organisations (mostly although not exclusively profit-oriented businesses) that provide services form the central focus. Two kinds of services will be dealt with: - services which are offered by organisations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others) - services which are offered by companies which manufacture products. In this context services refer mostly to the so-called "after/sales service" (repair services, service engineers, etc.) but also (product) instructions accompanying a sale. In addition, special attention will be given to the electronic services. There is a separate block dedicated to services marketing because: 1. Service companies have been providing an increasing amount of the National Income in recent years. 2. This sector requires a specific marketing policy due to the nature of its products. 3. The service sector is likely to provide an increasing contribution to a company's profit as competition on the basis of pricing is getting tougher as a result of which profit margins of many companies will be under pressure. In this block emphasis will be placed more specifically on marketing management and customer perceptions. With regard to this, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, three elaborate cases will be discussed

Goals
The general objective of this course is to introduce the different characteristics of services and their particular
consequences for marketing.
On the one hand, this will be accomplished by studying the literature (the course textbook and selected articles). On the other hand, a major emphasis will be placed on presentations in which teams of participants are expected to lead the discussion on various service marketing themes and report practical research projects conducted to test and practice the theoretical concepts encountered. By these means, students should obtain an in-depth insight into the literature on the marketing of services and at the same time develop a (hands-on) feeling for conducting research in this area. Would-be participants should be aware of the fact that this course requires a considerable amount of planning, effort, and inventiveness.

**Instruction language**

EN

**Prerequisites**

SBE students: International Marketing Management non-SBE students: at least one 6.5 ECTS marketing course at introductory level

**Recommended literature**

The text book for this block is the recently published Services Marketing, Integrating customer focus across the firm by Zeithaml and Bitner (Irwin McGraw Hill 2003, 3rd ed.), ZB hereafter

**Teaching methods**

PBL
PRESENTATION(S)
PAPER(S)

**Assessment methods**

WRITTEN EXAM

**Key words**
E-Supply Chain Management

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2045

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
L.R.J. Quintens

Description
The goal of this course is to enhance students’ understanding of the impact of Internet technology on strategic elements of supply chain management. It explores the application of e-SCM practices and web-based tools to the management of customers, manufacturers, and suppliers. It also describes the business and technology components that are required to successfully implement e-SCM. Next to giving an overall view of how electronic communications enhance all aspects of an organisation’s supply chain, we will zoom in on promising future developments in the supply chain. In addition, there is one optional company visit where students are offered the possibility to participate (but are not obliged to do so). The course does not focus on technical skills or knowledge about programming or building websites.

Goals
This course investigates the emerging role of electronic business (e-business) and its impact on the supply chain management (SCM) decision process. We not only pay attention to how the supply chain is affected by e-business technologies but also investigate the information systems that are necessary to successfully merge the supply chain and e-business technologies.

Instruction language
EN

Prerequisites
It is assumed that students are familiar with internet terminology and have basic knowledge of logistics (level comparable to: the Management of Business Logistics: a Supply Chain Perspective, by J.J. Coyle, E.J. Bardi and C.J. Langley, 2003). At least one course in Logistics at Introductory level.
Recommended literature
Academic articles will be used as written in the block book.

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods
FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words
Options and Futures

Academic year 2013-14

Date last modified
8-4-2014 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2053

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
P.J. Mauricio Rodrigues

Description
The basic valuation models such as the binominal Option Pricing Model and the Black and Scholes Model will be presented and discussed. Investment and hedging strategies, involving stock indices, currencies and interest rates with these new financial instruments will be studied in detail.

Goals
This course offers an introduction to options, forward and futures contracts, the organisation of their markets, their properties, the determination of their price and their use in trading strategies.

Instruction language
EN

Prerequisites
Second-year finance course. Students should be familiar with risk and return and asset pricing concepts. Exchange students need to have taken at least one introductory finance course.

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
International Financial Accounting

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2056

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
P.J. Vorst

Description
The course covers corporate financial accounting and reporting. The objectives of and international differences in financial accounting are discussed. However, the focus of the course will be on the understanding and application of financial accounting methods required by IAS/IFRS in various areas. During the meetings the required literature, questions, and assignments will be discussed.

Goals
"Understanding the sources and implications of international differences in accounting approaches, Becoming familiar with IAS/IFRS, but more importantly, Developing the conceptual knowledge of financial accounting in order to facilitate the understanding (i) of current financial accounting practice, (ii) of why IAS/IFRS prescribes certain accounting methods, and (iii) of why other standard setters (such as the US FASB) may have chosen to prescribe alternative methods"

Instruction language
EN

Prerequisites
"2nd year courses Accounting II (EBC2002) or Finance and Accounting (EBC2007) . Students from outside the UM should have sufficient knowledge of the topics discussed in chapters 1, 2, 3, 4, 6, 7, 8, 13, 14 of the textbook of Libby, Libby, & Short "Financial Accounting"."

Recommended literature
Teaching methods
PRESENTATION(S)
PBL

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Auditing

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 05-Jun-15

Code
EBC2058

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A. Vanstraelen

Description
The course is aimed at giving students a solid introduction to auditing. The evolution of the auditing function, the role of auditing in a modern economy, the different manifestations of auditing, as well as the most elementary auditing techniques are discussed.

Goals
Solid understanding of the audit process; Basic knowledge of the literature on auditing; Obtain problem solving skills in auditing settings and develop experience in using and interpreting data in common decision contexts.

Instruction language
EN

Prerequisites
Internal control & accounting systems Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems). Exchange students are advised to take at least two courses of the available Fiscal Economics courses.

Recommended literature
Textbook and articles

Teaching methods
PBL
LECTURE(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
ERP and Business Intelligence Systems

Academic year 2013-14

Date last modified
12-12-2013 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2061

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
L.H.H. Bollen

Description
“The focus of this course will be on how firms (re)organise their information structures by using information technologies such as ERP systems (e.g. SAP and Oracle), data warehouses and Business Intelligence systems. Over the last 2 decades, the availability of these systems have profoundly changed the way in which management information is produced and used within organisations. As a result, new and dynamic ways of meeting the information needs of management are emerging. But also, these developments result in new problems within firms which, again, result in new approaches in trying to face these problems. It is important to understand that this course will take a management approach to Information and Communication Technology (ICT). There will be no technical analysis of the information systems that will be discussed during this course. Also, as far as ERP systems are concerned there is no focus on a logistics point of view. However, the emphasis of this course will be on the impact these systems have on organisations and people within these organisations. More specifically, we will address the issue on how these ICT developments change the role of information within organisations, focussing on a managerial level of decision making.”

Goals
This course will build on the literature on ERP systems and Business Intelligence systems, in order to introduce students to two recently developed concepts in the IT practice: digitized platforms and big data. Could the enterprise become a full-time laboratory? What if you could analyze every transaction, capture insights from every customer interaction, and didn’t have to wait for months to get data from the field? Data are flooding in at rates never seen before as a result of greater access to customer data from public, proprietary, and purchased sources, as well as new information gathered from Web communities and newly deployed smart assets. These trends are broadly known as “big data.” Web-based companies, such as Amazon.com, eBay, and Google, have been early leaders, testing factors that drive performance—from where to place buttons on a Web page to the sequence of content displayed—to determine what will
increase sales and user engagement. Companies selling physical products are also exploiting big data for rigorous experimentation using Business Intelligence technology. Ford Motor, PepsiCo, and Southwest Airlines, for instance, analyze consumer postings about them on social-media sites such as Facebook and Twitter to gauge the immediate impact of their marketing campaigns and to understand how consumer sentiment about their brands is changing. Most companies are far from accessing all the available data. Many haven’t even mastered the digital platform needed to capture and analyze the valuable information they can access. More commonly, they don’t have the right talent and processes to design experiments and extract business value from big data, which require changes in the way many executives now make decisions: trusting instincts and experience over experimentation and rigorous analysis.

Instruction language
EN

Prerequisites
“Management Information systems or MIS/Marketing. Knowledge and understanding of management information systems (level comparable to: course Management Information systems or Marketing and Management Information Systems. This course requires a basic knowledge on the role of information systems in organisations. Students should be aware of the various types of information systems that are used within large organisations (e.g. operational information systems versus decision support systems). Therefore an introductory course on management information systems is recommended as a prerequisite. No technical IT knowledge is required.”

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
PARTICIPATION
WRITTEN EXAM

Key words
Business Innovation

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2068

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
W.A. Letterie

Description
Successful innovation requires firms to manage the innovation process. To that end firms need to obtain particular skills and knowledge. During the business innovation course we will probe into the strategies developed by firms to innovate and to generate value from innovations. Topics included are how organizational and industrial context shape innovation. We will cover which internal and external sources are important for innovative firms. For instance, links with customer needs and R&D alliances will be discussed. Another topic is how firms can appropriate the value of their innovations. In this context we will discuss corporate venturing and we touch upon the role open innovation may play.

Goals
Technology and innovation have to be managed by firms. In this course we will explore which concepts, techniques, tools and management processes are helpful to successfully advance technological innovations.

Instruction language
EN

Prerequisites
Basic knowledge of: marketing, organisation and strategy An advanced level of English

Recommended literature
Book and articles

Teaching methods
PBL
ASSIGNMENT(S)

**Assessment methods**
PARTICIPATION
FINAL PAPER

**Key words**
Thinking Strategically

Academic year 2013-14

**Date last modified**
21-2-2014 1:29

**Period**
Period 1  Startdate: 02-Sep-13  Enddate: 25-Oct-13

**Code**
EBC2082

**ECTS credits**
6.5

**Organisational unit**
School of Business and Economics

**Coordinator**
H.J.M. Peters

**Description**
The course is oriented towards students in economics and business administration, who are interested in the interface between game theory and economic theory at an introductory level. Game theory allows economists to talk rigorously about situations in which economic agents are involved in a situation of conflict and where their behaviour is rational given their expectations about the behaviour of the other agents. Game theory has become a major tool for the construction of new economic models and, at the same time, has expanded into other disciplines (like political science). The course emphasizes examples of all sorts of issues related to game theory and economics.

**Goals**
After this course students know the basic concepts of game theory and their applications to economics.

**Instruction language**
EN

**Prerequisites**
Basic standard knowledge of calculus, as taught in the first year of an average program in economics or business. For students from Maastricht: level of QM1 and QM2.

**Recommended literature**

**Teaching methods**
PBL
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
PARTICIPATION
WRITTEN EXAM

**Key words**
Forecasting for Economics and Business

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBC2089

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A.W. Hecq

Description
This course focuses on modern techniques in modeling time series and on the construction of simple dynamic models. The course will extensively cover the Box-Jenkins methodology, and extend to models with non-stationary data, forecasting with leading indicators and multivariate dynamic models (VAR).

Goals
Understand the importance of knowing the mechanism that generated the data regarding the phenomenon about which a forecast is required; Learn the basic tools for making forecasts including software (E-Views) Learn and understand methods to investigate dynamic relationships between a series and influential exogenous variables; Gain practical experience in analysing, modelling and forecasting a time series and reporting the results in course paper.

Instruction language
EN

Prerequisites
This course can be chosen as an elective by students in the Bachelor program of IB, INF, IBE and IES. Students are expected to have a good foundation in quantitative methods, in particular statistics including knowledge about the multiple regression model. Bowerman and O’Connell (2007), Business Statistics in Practice, 4th ed., McGraw-Hill, Chapters 1 to 12 give a good indication of the topics that students should have covered in earlier courses. An advanced level of English.

Recommended literature
The book by Diebold (2007), 'Elements of Forecasting'.

**Teaching methods**
PBL
LECTURE(S)
ASSIGNMENT(S)
PRESENTATION(S)

**Assessment methods**
FINAL PAPER
PARTICIPATION
ORAL EXAM

**Key words**
Decision Support Systems+Business Modell

Academic year 2013-14

Date last modified
12-12-2013 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2088

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J. Flesch

Description
"Decision support systems are computer-based systems for management decision makers who deal with semi-structured decision problems. A DSS is closely related to a MIS, a management information system. Where a MIS helps decision makers utilize data and models to solve structured problems, a DSS aims to give the same support, in case the problem is less structured (less routine). In this course, we will focus on the separate techniques that form the building blocks of a DSS: databases, spreadsheet models, recommendation model, and the user interface. Developing a business model as a decision aid for a self-designed choice problem is the major assignment of the course. We will use Excel and VBA as a tool to program our own DSS. Writing a management report describing the DSS and its possible implementation is the second practical assignment. Together, those two assignments compose the project done by small project groups of 2 students."

Goals
"Understanding the role and operation of decision support systems. Independent development of a decision support system. Master programming in Excel and the design of user interfaces in VBA for Excel."

Instruction language
EN

Prerequisites
Basic mastery of Excel, or an alternative spreadsheet application: cell referencing, building formulas, use of logical functions. This does not include mastery of VBA for Excel: training in VBA programming is part of the course. An advanced level of English.
Recommended literature
“The course is built around a reader that will be distributed before the course. Secondary literature references about decision support systems in general will be provided in the reader.”

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods
FINAL PAPER
ORAL EXAM

Key words
Ethics, organisations and Society

Academic year 2013-14

Date last modified
21-2-2014 1:29

Period
Period 5   Startdate: 14-Apr-14   Enddate: 06-Jun-14

Code
EBC2081

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
G.J.A. Hummels

Description
On 29 June 2009 Bernard Madoff was convicted for fraud and sentenced to 150 years in prison. He had turned his wealth management business into a massive Ponzi scheme. As a result, Madoff’s clients lost US$ 65 billion. Madoff pleaded guilty and apologized to his victims, saying, "I have left a legacy of shame, as some of my victims have pointed out, to my family and my grandchildren. This is something I will live in for the rest of my life. I'm sorry." You do not need a cause in ethics and corporate responsibility to know that what Madoff did was wrong. You simply have a look at our legal system - or nearly every other legal system in the world - and you will find that fraud is illegal. More interesting than the obvious felony committed by Madoff are, therefore, those cases where the law is not clear, but where there might be something fishy about the actions and behaviour of a person or an organisation. We will discuss a variety of cases ranging from the Body Shop to Shell and from BP to the financial sector. In an era where lack of ethical thinking and competences contributed to some of the major crises that have taken place in this relatively young millennium, a course in ethics does not seem an unnecessary luxury. Looking at business, but also at government, multilateral organizations or NGOs, some basic knowledge and skills to understand and improve the relationship with society seems to be an important asset nowadays. At the end of the course there will be a symposium with participation of three international organisations like Shell, ING and KPMG.

Goals
The core of an ethics course is to confront students with ethical and responsibility dilemmas that they have to study, reflect on and discuss in small groups. Ethics is characterised by a discourse on moral values, norms and standards and the decision-making on the basis of sound argumentation. Students who have completed the course have mastered the core insights of business ethics theory and corporate responsibility.
**Instruction language**

EN

**Prerequisites**
In order to participate in this course, all participants should have a basic understanding of the functioning of organisations, management of and co-ordination within organisations, organisational ecology, co-ordination mechanisms in industries - such as, for example, the choice between allocation through planning or through market forces - and of an ‘economic order’.

**Recommended literature**
The literature for this course consists of textbooks and academic articles. The books are: · Buchholtz, A.K., and Carroll, A.B., Business and Society; Ethics and Stakeholder Management, Thomson, 8th edition, 2011. · Jones, G., Cardinal, D., and Hayward, J., Moral Philosophy, a guide to ethical theory, Hodder Education, London, 2006 In addition, articles and cases will be used and distributed during the course.

**Teaching methods**
PBL
PRESENTATION(S)
LECTURE(S)
PAPER(S)

**Assessment methods**
FINAL PAPER
PARTICIPATION

**Key words**
Comparative Income and Business Taxation

Academic year 2013-14

**Date last modified**
8-10-2013 1:29

**Period**
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

**Code**
TAX3009

**ECTS credits**
6.0

**Organisational unit**
Faculty of Law

**Coordinator**
R.H.C. Luja

**Description**
This course provides an introduction to the legal structure and design of tax systems. We will first focus on the basic principles of tax systems and elements of the tax base (deductions, attribution of income). There will be a particular focus on taxing personal income (from labour and capital) and corporate income (like interest, royalties and dividends). We will then address selected issues of doing business abroad like double taxation as well as taxation of non-residents. Basic anti-tax-avoidance legislation will also be addressed as will basic elements of European (tax) law. This course will not focus on any country in particular, allowing this to be a real principle-based and comparative course.

**Goals**
- Students should be able to understand and evaluate basic principles of income taxation and of business taxation.  
- Students should be able to gain a basic understanding of principles of international tax law.

**Instruction language**
EN

**Prerequisites**

**Recommended literature**
To be announced. Reader.

**Teaching methods**
LECTURE(S)
PBL
Assessment methods
WRITTEN EXAM
FINAL PAPER
PRESENTATION

Key words
Income tax, corporation tax, international business taxation,
International Business Law

Date last modified
12-12-2013 1:28

Period
Period 5  Startdate: 14-Apr-14  Enddate: 06-Jun-14

Code
EBC2034

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
N. Kornet

Description
This course concentrates on the general principles and main features of international business law - that is, the law governing international business transactions. The course is divided into three parts. In Part I three general topics will be discussed. The essence of trade is exchange of property in its widest possible meaning. The basis of almost every exchange is a contract. This course therefore starts by looking at contracts from a legal perspective: what does the law require for there to be a legally binding contract? Next we will look at one of the ways the law protects private interests against infringements by others: the law of torts. We will do so by means of the law on product liability, under which manufacturers may be held liable for damage caused by defective products. Furthermore, a basic understanding of the European Union and Community, its institutions, legislative instruments and, of course, fields of activity is of paramount importance for European business. In Part II focus will be on business to consumer transactions, with a certain focus on e-commerce. The crucial difference between business to consumer transactions and those between businesses is that individual consumers typically have no bargaining power. This has led legislators, Brussels not in the least, to offer a degree of protection to the consumer. The nature of e-commerce, moreover, raises some further issues both in contract and tort that deserve attention. Part III deals with what is traditionally considered to form the core of international business law: the international sale of goods between businesses. In this context we will examine issues of formation of contract specific to business to business transactions as well as remedies in case of breach of contract. An international sale of goods typically involves two further arrangements to be made by the parties: the carriage of goods from the seller to the buyer and, conversely, payment of the purchase price by the buyer to the seller. We will study carriage of goods by road and sea, focusing on the liability of the carrier and the transport documents used. The course ends with an introduction to the basics of the most important payment mechanism in international trade, the so-called 'letter of credit' or documentary credit. For further information please refer to www.unimaas.nl > Faculty of Law > Education > Programme guide of the appropriate academic year.
Goals
Instruction language
EN

Prerequisites
Recommended literature
reader and legal materials

Teaching methods
PBL

Assessment methods
WRITTEN EXAM

Key words
Writing a Review

Academic year 2013-14

Date last modified
8-2-2014 1:31

Period
Year Startdate: 01-Sep-13 Enddate: 31-Aug-14
Period 6 Startdate: 16-Jun-14 Enddate: 27-Jun-14

Code
EBS2029

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
J.G.A. van Mierlo

Description
The review is a critical reflection on the literature studied (100 to 200 pages, depending on the academic level of the literature). The review has a length of about 5 pages. The literature to be studied consists of one or more books or articles.

Goals
Students learn to write a review

Instruction language
EN

Prerequisites
No specific knowledge required.

Recommended literature
will be announced later on the corresponding Eleum webpage

Teaching methods
PBL
ASSIGNMENT(S)
Assessment methods

FINAL PAPER
ATTENDANCE
PARTICIPATION

Key words
Global Real Estate Case Competition

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Year  Startdate: 01-Sep-13  Enddate: 31-Aug-14

Code
EBS2061

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
A.M. Chegut

Description

Goals

Instruction language

Prerequisites

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods

Key words
Country Risk Analysis

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14

Code
EBS2013

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
R. Gerards

Description
This skills training aims to give students insight into the process of country risk rating. Risk rating is becoming more important, in particular because of Basel II and Basel III. Students work in teams and construct risk ratings for one pair of countries. Two lectures from country risk analysts that work in the banking/insurance sector, will help students to think about how to measure country risk. Students will discover tips and tricks in the construction of these ratings.

Goals
"learn how to analyse the economic development of a country learn to understand how risk ratings are constructed learn to manage a large database"

Instruction language
EN

Prerequisites
a “pass” for the first-year economics course(s). The skills training is open to all students.

Recommended literature
No specific literature

Teaching methods
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
FINAL PAPER
ATTENDANCE

Key words
Managing Takeovers

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14

Code
EBS2017

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
P. Gerhard

Description
In this skills training you will take part in understanding shareholder value-based thinking in the context of M&As by performing case work that focuses on valuing and assessing takeovers, synergies, option-like deals, and buyouts. Other teaching methods: 3 written case studies. Other examination method: assignments/cases.

Goals
Mergers, takeovers and restructuring have become commonplace phenomena in the new economy and force companies to grow larger. A recent example is the takeover of Arcelor by Mittal Steel (two of the main players in the steel market). The question is whether these takeovers actually create value for the firm.

Instruction language
EN

Prerequisites
Exchange students need to have taken at least one introductory finance course, sufficient first-year finance skills, passing criteria are that all three cases must be completed with a “sufficient” grading.

Recommended literature
Articles, parts of books and cases

Teaching methods
PBL
Assessment methods

Key words
Excel for Finance

Academic year 2013-14

Date last modified
29-6-2013 1:30

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14

Code
EBS2018

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
M. Millone

Description
The skill covers four core concepts in finance, capital budgeting, valuation, portfolio analysis and the capital asset pricing model through the application of Microsoft Excel’s software package. Students will use problems in the text to solve analytical tasks using excel. In addition, students will be taught advanced Excel tools, ranging from mastering advanced Excel functions, pivot tables, to introductory macros. Finally, each week students will test their knowledge through two examinations testing their knowledge on core concepts in finance and excel. This course prepares students for incorporating more advanced Excel knowledge for the business and accounting environment that lays ahead.

Goals
This skill reviews core concepts from Finance 1.5 within the context of Microsoft Excel software's concepts and tools.

Instruction language
EN

Prerequisites
Exchange students need to have taken at least one introductory finance course

Recommended literature
Principles of Finance with Excel by Simon Beninga.

Teaching methods
PBL
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
ATTENDANCE
PARTICIPATION

Key words
Dealing with Div in Int Context

Academic year 2013-14

Date last modified
30-10-2013 1:31

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14
Period 4  Startdate: 03-Feb-14  Enddate: 04-Apr-14

Code
EBS2023

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
W. Swaan

Description
After an introduction to the topic you will begin with taking stock of your existing skills and determining what you want to work on in this skills training. This is helped by an extensive mindmap of intercultural skills development. In the following meetings we look at how communication styles, values and cultural identities have an impact on intercultural encounters. We will use role plays, discussions, reflection on your own experiences, small team work, all in relation to an attractive textbook. Notwithstanding the use of a textbook, focus remains on skills development. Half way the training we do an intercultural simulation where you can reflect on your development. The final session integrates your learning by looking at effective conflict management and effective intercultural cooperation. Additional information about teaching methods: Simulation, Role plays, Class discussion and Learning reports are incorporated in the teaching methods. Additional information about assessments methods: In Course assignments and Learning Reports include the final grade too.

Goals
Both in your career and in your studies, you will have to be able to work with people from very diverse backgrounds. This requires effective intercultural skills. The training takes your existing skills as a starting point and offers you the opportunity to improve the particular skills that benefit you the most. We focus at three elements: values, communication styles and the role of cultural identities in intergroup encounters. You will discover how these elements play a role in communication and how every encounter is always a mixture of individual and cultural elements. You will learn how to reflect effectively on intercultural encounters, how to communicate about tensions you experience (and how not...), and how to talk about cultural differences in a way that is productive for everybody involved.
**Instruction language**
EN

**Prerequisites**
The training aims at participants of all levels of intercultural experience: from very limited to very extensive. You can take it before, or after your study abroad, and as an exchange student during your stay at UM. Bicultural students and students with extensive intercultural life experience enjoy the training a lot. The skills training will turn your intercultural life experiences into a valuable asset.

**Recommended literature**
Stella Ting-Toomey, Communicating Across Cultures. New York: The Guilford Press, 1999

**Teaching methods**
PBL
Lecture(s)
Assignment(s)

**Assessment methods**
Final paper
Attendance
Participation

**Key words**
Presentation Skills

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2030

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
M.M.A.J. Johnson

Description
The training uses the presentations written and made by the students during the block to train presentation skills in a systematic way. The training will provide techniques that can be used to make presentations on research and consulting activities more attractive. Students will have the possibility to use tools such as videotapes, microphones and diverse audiences.

Goals
Increased ability to give a (good) presentation (enhanced presentation skills).

Instruction language
EN

Prerequisites
No specific knowledge required. Students in the Bachelor Fiscal Economics can only choose this skills training in period 6.

Recommended literature
Reading booklet, provided on Eleum.

Teaching methods
PBL
PRESENTATION(S)
ASSIGNMENT(S)

Assessment methods
ATTENDANCE
PARTICIPATION

Key words
Interview Skills and Techniques

Academic year 2013-14

**Date last modified**
6-11-2013 1:28

**Period**
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14

**Code**
EBS2035

**ECTS credits**
4.0

**Organisational unit**
School of Business and Economics

**Coordinator**
S. Bartczek

**Description**
In this course we will train basic interview techniques for information gathering. While this course is not intended as training for job interviews, the skills learned are applicable to numerous personal interview situations both in the academic realm and beyond. We will use the techniques and skills needed for the most difficult form of interviewing, the non-directive or open interview. The focus is on qualitative research via face-to-face interviews, which are commonly used in consultancy practice. The problems a consultant typically faces are embedded in information gathering; in order to understand and diagnose a problem, he or she must first gather information. Along with internet or literature research, personal interviews are a primary source of data gathering, allowing the consultant to look for underlying problems. Depth interviews allow the user to uncover information, including attitudes and histories, needed for decision making. These interviews form the backbone of the course, with several different situations and configurations to allow the student ample ability to practice and hone these essential communication skills. Video and observer feedback allow the student to be assessed as their skills develop. Students will learn to write an interview guide to fit their information gathering needs. They will learn to give constructive feedback, practice active listening skills, silence tolerance, evaluate non-verbal behaviour and conduct several different types of interviews, including the free-attitude interview, the probing interview and the problem clarification interview. A professional interview will be analysed and discussed in the course. Learning goals and outcomes will be the basis for the written assignment which concludes this skills course.

**Goals**
The emphasis of this course is the training of individual communication skills. We will use role-play as the teaching method in each group meeting, by which everybody will have ample opportunity to practise these skills. The experience gained from each role-play will be documented on individual learning points forms. After this training students should be aware of different interviewing techniques and should be able to apply them.
Instruction language
EN

Prerequisites
None. Since this course relies heavily on role-plays, students should be able to speak English and write well. · role-plays
nb: Students should have (or borrow) a recording device to tape their interviews (audio or video) · video feedback

Recommended literature
A selection of articles and book chapters will be made available in the block book.

Teaching methods
PBL
ASSIGNMENT(S)

Assessment methods
FINAL PAPER
ATTENDANCE
PARTICIPATION

Key words
SPSS for Windows

Academic year 2013-14

Date last modified
2-5-2013 1:27

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14

Code
EBS2038

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
Y.T.M. Paulissen

Description
The students will, by means of different data sets, get a guided tour through different modules in order to understand its data handling(transformations and some 'built-in' functionality of the statistical routines.

Goals
This skills training is designed to help students learn the basics of SPSS for Windows and aims at getting the students acquainted with the functionality and possibilities of the latest version of SPSS.

Instruction language
EN

Prerequisites
Statistics of quantitative methods I and II (to be able to interpret the statistical outputs of SPSS). An advanced level of English.

Recommended literature
The manual and all other information will be available on ELEUM.

Teaching methods
PBL
ASSIGNMENT(S)
Assessment methods

ATTENDANCE
WRITTEN EXAM

Key words
Introduction to Web Programming with PHP

Academic year 2013-14

Date last modified
18-12-2013 1:27

Period
Period 3  Startdate: 06-Jan-14  Enddate: 31-Jan-14

Code
EBS2040

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
R.R. Haenbeukers

Description
This course enables students to build dynamic database driven (e-commerce) web sites using the PHP programming language. The course is explicitly meant for students with limited or no programming experience and discusses basic programming building blocks needed to create interactive, dynamic websites. We do not address in depth discussions of for instance object oriented programming. PHP is an open source based programming language widely used on the Internet for both commercial and non-commercial websites such as facebook. This course gives an introduction in programming with PHP in combination with some simple database techniques in order to be able to understand the working of dynamic websites. In the first week we will discuss step by step the features and main building blocks of PHP whereas in the second week a real life project will be implemented such as an online book store or an online cultural event calendar.

Goals
“Learn and understand the basic working of dynamic websites Learn to program in PHP Learn the basic working of databases Apply all acquired knowledge to your personal dynamic website by means of a real life example (for instance a Cultural events calendar, an Online Bookstore or a Content Management System)”

Instruction language
EN

Prerequisites
“Basic computer skills (understanding of directories and the file system and general computer use) is required, knowledge of HTML is a pre. Note: the course can be followed remotely/at home but this is only achievable for those with a good
understanding of HTML and the working of the Internet/World Wide Web. An Internet connection is required, as well as a VPN connection with the university network. Note furthermore that formal subscription to the course is required even for those who run the course remotely. Based on experiences from previous years, students with limited knowledge of HTML need 35 - 40 hours per week to complete the course successfully. We have no coursebook; all information will be transferred via the Internet. Course website is available at http://php.infonomics.nl (accessible from within university). We do not provide a resit for this skills training.”

**Recommended literature**

**Teaching methods**
LECTURE(S)
ASSIGNMENT(S)

**Assessment methods**
PARTICIPATION

**Key words**
Business Plan

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2015

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
B. Lokshin

Description
The aim of this skills training is to give students the opportunity to integrate the knowledge they have mastered. One of the ways to accomplish such integration is by letting students write a business plan. All aspects of a business administration study program are to be used in such a plan. The writing of the business plan starts with an analysis of the company, the products and its competitive environment. This is followed by market research and analysis, and the design of a marketing plan. The goal of this effort is to identify target markets and the current market position. Based on the results of these studies and the type of activities of the firm, the plans for research and development and manufacturing should be designed. These plans have implications for the management and the internal organisation of the company. The financial consequences are the bottom line of the business plan.

Goals
Students will learn to apply their knowledge (gathered within the domains of strategy, organisation, marketing and finance) to a specific entrepreneurial case study.

Instruction language
EN

Prerequisites
Knowledge of bachelor courses in marketing, organisation studies, strategy and finance.

Recommended literature
Teaching methods
PRESENTATION(S)
ASSIGNMENT(S)
PAPER(S)

Assessment methods
FINAL PAPER

Key words
Communication and leadership skills

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2019

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
N.L. van den Elst

Description
This skills training focuses on developing the interpersonal communication skills which leaders in all kinds of organisations should possess in order to achieve the organisation’s objectives. This includes: the ability to identify when a problem should be solved by the leader and when problemsolving should be delegated to the subordinate; the ability to facilitate problem solving by subordinates by making use of listening skills; the ability to confront people when they display behaviour that is unacceptable by making use of sending skills; the ability to deal with the subordinate's response to being confronted by means of switching between a sending and a listening posture; and the ability to turn conflict into cooperation. Note: Role plays will be part of this skill.

Goals
Communication and leadership are among key skills of managers, chairpersons in meetings, and coordinators of project teams. The objective of the course is therefore twofold: 1.to create awareness of the participant’s communication style, and 2.to increase the effectiveness of the participant’s communication and leadership skills.

Instruction language
EN

Prerequisites
The willingness to try out new behavior and receive feedback. For instance, role plays will be part of this skill. An advanced level of English

Recommended literature
To be announced.

**Teaching methods**
- PBL
- ASSIGNMENT(S)

**Assessment methods**
- PARTICIPATION
- FINAL PAPER
- ATTENDANCE

**Key words**
Finance Field Trip

Academic year 2013-14

Date last modified
18-1-2014 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2022

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
J.M.R. Merk

Description
This course provides a useful background for second and third year Bachelor students who are interested in topics about international and cultural differences in the global financial environment. The location of the tour will vary from year to year. Participating will write a paper concerning their key findings. The Finance Study Association is involved in organising the trip.

Goals
The primary objective of this skill is to let participating students get into touch with foreign financial markets and practices through a short international study tour. After finishing the skill, the students will have a notion of the financial working methods of companies abroad, the nature of the local financial markets, and the economic developments of the visited country.

Instruction language
EN

Prerequisites
Skill is meant for IB/IBE Bachelor students, having done at least two Finance Major courses.

Recommended literature
Articles

Teaching methods
Assessment methods

Key words
Accounting and Controlling in Practice

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2025

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
A. Brüggen

Description
This course consists of one case study, only. You will be grouped into small teams of four to five students. The challenge of the case study is not only to manage and actually gather corporate information, but also to derive to decisions in a changing corporate environment. In short, these skills will give you a slight insight into the job of a controller in an international firm.

Goals
This skills training will strongly enhance your teamwork, analytic, rhetoric, and management accounting skills.

Instruction language
EN

Prerequisites
This course requires a basic knowledge of accounting procedures. Therefore, students should have at least completed a first year or second year bachelor course in accounting. Ideally, students should also have taken an intermediary course in financial or management accounting. Students that do not have any background in accounting should have a full bachelor degree in business or economics.

Recommended literature
Case studies (e.g. Harvard Business School)

Teaching methods
PRESENTATION(S)
ASSIGNMENT(S)

**Assessment methods**
FINAL PAPER
ATTENDANCE
PARTICIPATION

**Key words**
Real Estate Investment and Valuation

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2033

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
R.J.M.M. Holtermans

Description
Real estate is a major asset class in institutional investors’ portfolios. In general these investors get equity exposure through the stock market, so their exposure to the underlying assets (oil wells, factories, human capital) is indirect. In real estate, this is different. Institutional investors often buy and own the real estate assets directly. Understanding the investment and valuation process in real properties is therefore essential for an institutional real estate investor, but also for real estate advisors, bankers, and property developers. The skill Real Estate Investment and Valuation will teach second-year Bachelor students how they can apply the financial knowledge they have acquired to real-life property investment situations, using international investment cases that are rooted in reality.

Goals
Acquire a basic understanding of real estate valuation and financing techniques.

Instruction language
EN

Prerequisites
Basic knowledge of financial markets; an advanced level of English.

Recommended literature
Teaching methods
PBL
PRESENTATION(S)
PAPER(S)

Assessment methods
ORAL EXAM
ATTENDANCE

Key words
Game Theory, Basic Concepts + Appl

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2036

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
A.C. Westkamp

Description
During five sessions of classroom experiments, the students will be confronted with decision problems in game theory. After each experiment session, students are asked to study the game theoretic concepts that are related to this experiment, to solve some exercises, and to give a presentation about the theory.

Goals
The goal of this course is to introduce students to some fundamental concepts in game theory.

Instruction language
EN

Prerequisites
Basic economics and calculus. An advanced level of English.

Recommended literature

Teaching methods
PBL
PRESENTATION(S)
ASSIGNMENT(S)
PAPER(S)
Assessment methods
ATTDENDANCE
PARTICIPATION

Key words
Sampling Design

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2037

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
J.A. van den Brakel

Description
Marketing researchers often draw samples in order to infer the opinions of a client population. This is very practical, but since only a small part of the population is observed, the results are subject to inaccuracy. Of course, we want the sample results to be as close as possible to the true values. The most straightforward way to draw a sample is simple random sampling, where every population member has the same chance of being sampled. However, sometimes more complex sampling designs (e.g. stratified samples) are much better. "Better" in the sense of value-for-money: they allow us to make more accurate statements at the same cost, or to reach a desired level of accuracy at lower cost, than simple random sampling. This course focuses on the statistical aspects of various sampling designs. The objective is to construct appropriate sampling designs in real life situations. During the first half of the course, some theory is introduced, and tested by small numerical assignments. During the second half, a sampling design is developed for a practical situation and the actual sampling is conducted. The samples are drawn from a given data set which serves as population: the course does not involve the construction of a questionnaire and the actual gathering of data.

Goals
Understand why designs like stratified sampling are often more informative than simple random sampling. Learn to recognize the opportunities to apply more advanced sampling designs in practical situations. Learn to implement different sampling designs, and process their outcomes.

Instruction language
EN

Prerequisites
Basic principles from inferential statistics as discussed in typical first-year Quantitative Methods courses such as QM1 (code EBC1005/1006/1007) and QM2 (code EBC1033/1034/1035): basic probability theory, population versus sample, sampling distribution, point estimation, confidence intervals, type I error, regression analysis. An advanced level of English.

**Recommended literature**
A translated and adapted version of Theorie en Praktijk van het Steekproefonderzoek by J.G. Bethlehem, 1st ed., CBS, Voorburg (to be made available through Eleum).

**Teaching methods**
PBL
ASSIGNMENT(S)

**Assessment methods**
ATTENDANCE
PARTICIPATION

**Key words**
Spreadsheets

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2039

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
M.A. van Ekert

Description
In this skills training the application of spreadsheets models on examples of business problems will be the main issue. Spreadsheets programs provide end-users with an easy to use facility for solving all kinds of problems in the business domain, e.g. accounting tasks, production planning and so forth. The focus in this skills training will be on using the 'built-in' functionality of spreadsheet packages to solve every day business problems. Note: information about examination methods: Assignments during this skill Final assignment at the end of the course

Goals
- get reacquainted with basic MS-Excel functions and apply them to every day business problems - learn how to use the advanced functions of MS-Excel to solve every day business problems

Instruction language
EN

Prerequisites
None, the course can be attended by anyone who has an interest in spreadsheets. No prior knowledge of MS-Excel is necessary. An advanced level of English

Recommended literature
compendium

Teaching methods
PBL
LECTURE(S)
ASSIGNMENT(S)

Assessment methods
ATTENDANCE

Key words
International negotiation skills

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2041

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
S. Bartczek

Description
The skills training "Negotiating in the International Context" has been developed to introduce students in the world of negotiating and make them sensitive to the different aspects pertaining to this essential skill. A skill that all successful entrepreneurs, politicians and other workers must master. There are many different kinds of negotiations, at many levels. From discussing a raise with one's boss or making top business deals to being involved in peace negotiations. Every person will be confronted, both in professional and private life, with negotiations. Negotiations in today's world are seldom limited to a national level, and international (cultural) factors play an increasingly large role. Big companies need, in order to survive, to be active on many markets in different countries. An example of one way to do this is by forming strategic alliances with comparable companies. Before forming such an alliance, many complicated steps have to be taken, involving lots of negotiations. A negotiator involved in negotiations in the international context has to be very alert, very sensitive to small signals and large factors which play a role in the creation of successful deals. This means that the negotiator has to be trained in the for the negotiations relevant areas of communication, like knowledge of languages, body language, listening and speaking qualities. (S)He also has to be strong on the analytical side. For a student to be trained properly, the course has to involve aspects on all the different areas of negotiation. For these reasons, in this course, among other things, there will be some theory on negotiation strategies, case-studies, and above all role plays during which negotiation skills can be brought into practice.

Goals
During the course, in which the students will be confronted with intercultural negotiating simulations, they will constantly keep track of their personal developments. After having finished the course, they will be capable of evaluating the learned material, and they will be able to write a report about their personal improvements. They will be better capable of preparing themselves for possible future negotiations, and they will have advantage of the background
knowledge which they will then have. They will also be more sensitive for signals and the many different thinking patterns related to the diverse cultures, which form the context for today’s negotiations.

**Instruction language**
EN

**Prerequisites**
None, since this course relies heavily on role-plays, students should be able to speak English well. Role-plays and short online quizzes about the literature.

**Recommended literature**
Required Essentials of Negotiation (international edition), R. Lewicki, D. Saunders, B. Barry and J. Minton, McGraw Hill (ISBN 0071232540) (The standard edition of Essentials of Negotiations is identical to the international edition.) Optional There is also a book called Negotiation (fourth Edition) by the same authors. This is the complete full length version and contains more elaborate materials.

**Teaching methods**
PBL
LECTURE(S)

**Assessment methods**
FINAL PAPER
ATTENDANCE
PARTICIPATION

**Key words**
Fraud and Crime in the Firm

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2057

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
B.H.H. Golsteyn

Description
While most entrepreneurs are searching for innovative solutions to improve firm performance and managers attempt to organise processes in the firm to optimize performance, there is always the threat that others misuse the opportunities provided by the firm in an illegal way. These problems can be caused both by people in and outside the firm. In practice the legal system and police protection do not fully protect firms against this threat. Additional measures by firms are required for which there is always a trade-off between the costs of these measures and the potential costs of fraud and crime. This skills training develops understanding of why the practices of a firm could provide incentives for criminal behaviour and what firms can do to reduce these problems. Based on cases problems of crime and fraud will be discussed while students in groups work on a plan to limit the costs of fraud and crime for a specific firm.

Goals
- Understanding of how fraud and crime can threat the performance of a firm. - Understanding of the mechanisms generating fraud and crime and possibilities for firms to reduce the potential negative consequences.

Instruction language

Prerequisites
An advanced level of English

Recommended literature

Teaching methods
PBL
LECTURE(S)
WORK IN SUBGROUPS
ASSIGNMENT(S)

**Assessment methods**

FINAL PAPER
PARTICIPATION

**Key words**
Learning by Experimenting

Academic year 2013-14

Date last modified
5-2-2014 1:28

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2058

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
B.J. ter Weel

Description
Firms and organisations are always looking for innovative practices to improve their performance. But how do they know that a new approach is really better than the old practice? A new marketing program, changes in human resources tools, new training programs, changes at schools or new approaches to combat traffic jams or fight crime: all have to deal with the question to what extent they will really improve outcomes and what elements are responsible for this result. This requires systematic comparison and therefore experimentation is the best way to learn. Recently new tools have been developed to learn by experimentation.

Goals
- Understanding of problems and pitfalls in the implementation of innovative practices in firms and organisations;
- Knowledge about tools for systematic experimentation to support innovations;
- Basic understanding of statistical packages needed to evaluate experiments.

Instruction language
EN

Prerequisites

Recommended literature

Teaching methods
PBL
ASSIGNMENT(S)
Assessment methods

FINAL PAPER
PARTICIPATION

Key words
Cost-Benefit Analysis

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2059

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
M.C.M. Vendrik

Description
Starting point of this skills training is the observation that a substantial number of (public) projects, once carried out, require substantial subsidisation. Think of, for example, the Millennium Dome in the UK, the “Treuhand Anstalt” in Germany, or the “Betuwelijn” in the Netherlands. For some projects this is a mere confirmation of the results from the ex-ante cost benefit analysis, but for other projects, this cost benefit analysis actually predicted a positive return. In this skills training, an ex post analysis of the actual costs and benefits of a project which was implemented or started in the past is made. An important component of such an analysis is a correct determination of (public) prices. Moreover, if an ex ante cost-benefit analysis of the project was carried out, this analysis is scrutinized in light of the ex post analysis. The students have to form teams of two or three people. After reading the mandatory literature, each team searches for two projects one of which they would like to make a cost-benefit analysis of. At the end of the first week each team presents these projects and a choice for one of the two projects is made. Then, at the end of the second week, reports on the cost-benefit analyses are presented.

Goals
Ability to take the steps that are necessary in a cost-benefit analysis of a public or semi-public/private project. Ability to correctly apply principles of public economics.

Instruction language

Prerequisites
Introductory courses in microeconomics and public economics.

Recommended literature
Introductory chapters and papers about cost-benefit analysis and project evaluation.

**Teaching methods**
PRESENTATION(S)
LECTURE(S)
ASSIGNMENT(S)
PAPER(S)

**Assessment methods**
FINAL PAPER
ATTENDANCE

**Key words**
From curiosity to the research process

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2060

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
J.G. Nijhuis

Description
"This course is a continuation of the skills training “Reflections on academic discourse” in the first year. In that course differences between theories were discussed. In this specific course students will get an understanding of how theories are built or in more general terms how new knowledge is created. Thereby paying attention to the aim of the research, formulating research questions and an appropriate methodology to answer the research question. Other topics are: the research process, induction/deduction, the research wheel, differences between levels of theory building and formulating hypothesis. The skill is organized as follows. First, there will be plenary sessions in which students will be informed about the reasons of the research and the research process. Second, there will be small group sessions in which students 1) analyze the development of knowledge, 2) investigate a research process and 3) write a short research proposal. These groups will be organized by topical area."

Goals
"During this skill students will work on the following competences: conceptualization, analytical and critical thinking. As a result of the skill students will have an understanding of the need for new knowledge, resulting in developing a conceptual model, research questions/ hypothesis and appropriate research design. The course is a good preparation for understanding academic articles and all the analytical work students will do in future activities."

Instruction language

Prerequisites

Recommended literature
Relevant articles
Teaching methods
LECTURE(S)
ASSIGNMENT(S)
PBL
PRESENTATION(S)

Assessment methods
FINAL PAPER
PARTICIPATION

Key words
Mobile Innovation and Marketing

Academic year 2013-14

Date last modified
14-12-2013 1:29

Period
Period 6  Startdate: 16-Jun-14  Enddate: 27-Jun-14

Code
EBS2062

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
F.D. Mahr

Description
Students have to follow one plenary session, and three group meetings during which students review opportunities and limitations of mobile marketing. Following the steps of the marketing communication model, students discuss means to achieve marketing goals. The preparation of a literature/case presentation and the conceptualization of a basic mobile marketing element e.g. a mobile marketing plan, a mobile app or a mobile consumer profile are integral elements of the skills training.

Goals
The skills training introduces students into the complexities of mobile innovation and marketing. In spite of the widespread proliferation of mobile devices and technologies, the business implications of "anywhere, anytime, always-on" communication through mobiles are still evolving. Students learn hands-on how marketing goals such as increasing consumer awareness or customer loyalty might be achieved through developing and marketing mobile offerings.

Instruction language

Prerequisites
Basic marketing knowledge, Interest in mobile marketing

Recommended literature
Articles (available on EleUM)

Teaching methods
PBL
Presentation(s)
Lecture(s)
Assignment(s)
Paper(s)

Assessment methods
Participation
Final paper

Key words