

MA IB track Supply Chain Management
School of Business and Economics

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

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Purchasing 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

EBC4013

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

F.A. Rozemeijer

Description

You will learn to identify and formulate interesting research questions; how to investigate research questions, which includes basic knowledge of methods of research design and data collection; and how to structure your research proposal.

Goals

The objective of the course is to provide students the opportunity to deepen their awareness and understanding of conceptual frameworks and best (managerial) practices regarding purchasing and supply management, using a mix of 'state of the art' theory and practical examples. More specific the objectives: Understand the role of purchasing in supply chain management Understand the potential impact of purchasing on firm performance Learn how to improve the strategic management of purchasing Learn how to improve the integration of purchasing in supply chain management

Instruction language

EN

Prerequisites

No specific prerequisites

Recommended literature

-

Teaching methods

PBL

PRESENTATION(S)
LECTURE(S)

Assessment methods

FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words

Supply Chain Strategy

Academic year 2013-14

Date last modified

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Period

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

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

Code

EBC4018

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

J. Semeijn

Description

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

Goals

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

Instruction language

EN

Prerequisites

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

Recommended literature

Fawcett Stanley E., Ellram Lisa M., Ogden Jeffrey A., Supply Chain Management from Vision to Implementation. Pearson Education 2007

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Retailing and Distribution

Academic year 2013-14

Date last modified

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Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4014

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

B.P.J. Foubert

Description

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

Goals

Retailers take up an extremely important position in the supply chain as they are the final business that links manufacturers to end-consumers. Retailing is where supply meets consumers' needs, wants and whims in the most literal way. Therefore, dealing with retailing as just another link in the supply chain is an oversimplification. This course addresses the strategic and operations decisions with which retailers are confronted. Students will train their managerial and quantitative skills necessary to optimize these decisions. Throughout the course, we go beyond a sterile conceptualization of demand and discuss in detail how a retailer's decisions affect the end-consumer. Although most of the studied principles have wide applicability, our primary focus is on food and general merchandise retailers. Also, we are mainly interested in bricks-and-mortar settings.

Instruction language

EN

Prerequisites

none

Recommended literature

A course manual and topic dependent key-articles as selected by students.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

FINAL PAPER

PARTICIPATION

WRITTEN EXAM

Key words

Supply Chain Research Methods

Academic year 2013-14

Date last modified

14-12-2013 1:29

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

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

Code

EBC4088

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A. Perea y Monsuwé

Description

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

Goals

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

Instruction language

EN

Prerequisites

Basics in linear programming, statistics and familiarity with Excel An advanced level of English.

Recommended literature

Reader, research papers

Teaching methods

PBL

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Supply Chain Operations

Academic year 2013-14

Date last modified

31-5-2013 1:28

Period

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

Code

EBC4016

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A. Berger

Description

The course Supply Chain Operations deals with the design, management and improvement of the processes that create a firm's primary services and products. Topics include scheduling, facility layout, facility location, inventory control, service quality and demand management. The course combines the usual theory and exercises with several cases from manufacturing and service industry.

Goals

Understanding the basic concepts of operations management in a supply chain context. The course addresses service operations as well.

Instruction language

EN

Prerequisites

Linear programming modeling, statistics (hypothesis testing, regression), familiarity with Excel and Solver.

Recommended literature

Please check course homepage for changes. Textbooks: Chase, R.B., F.R. Jacobs, and N.J. Aquilano, Operations and Supply Management, 12th edition, McGraw-Hill Irwin, 2008. Fitzsimmons, J.A., and M.J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, 6th edition, McGraw-Hill, 2007. In addition, we use several contemporary research articles.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Supply Chain Metrics

Academic year 2013-14

Date last modified

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Period

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

Code

EBC4087

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

L.R.J. Quintens

Description

The course focuses on the relationships within supply chains (e.g. structure and organization of supply chains), and how these relationships drive the performance of supply chains. Performance metrics (allocations of gains, decision rights and risk) that can be used to evaluate and improve supply chains will be discussed. In the strategic planning process performance targets are established. Subsequently, in the control and evaluation process these targets are compared to the performance metrics. Discrepancies may give rise to minor or major corrective actions (e.g., improving (contractual) relationships within the chain). Traditionally, performance metrics have been used in the strategic planning process to evaluate and control the performance of individual supply chain members. However, increasingly, it has been acknowledged that in supply chains performance metrics should be formulated on the level of the supply chain and not at the level of individual supply chain members. The following issues will be addressed: I. relationships between chain members; II. chain strategies and supply chain performance; III. Supply Chain Management; IV. and performance metrics; V. chain members: allocation of profits, decision rights and risk . A number of reasons exist for the measurement of performance metrics in Supply Chain Management in relation to the structure and organization of the supply chain. First and foremost, they provide an objective basis for decision-making and thus improve supply chain performance. Moreover, they facilitate communication, provide feedback to and motivate chain members. However, using the right performance metrics is essential. In Supply Chain Management performance measures range from price and cost measures (objective) to customer satisfaction measures (subjective). Establishing a supply chain performance measurement and evaluation system assists supply chain managers in determining the right performance metrics to be measured, to formulated the specific measures, to establish performance objectives and to implement the system in the supply chain.

Goals

Participants in this course will learn the importance of managing (contractual) relationships in supply chains and how

these relationships influence performance metrics which are used to evaluate supply chains. Understanding the role that relationships have in supply chains and the establishment of a supply chain performance measurement and evaluation system should result in the improved performance of the supply chain.

Instruction language

EN

Prerequisites

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

Recommended literature

To be announced

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

PARTICIPATION

FINAL PAPER

Key words

Master's Thesis

Academic year 2013-14

Date last modified

21-3-2014 1:27

Period

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

Code

EMTH0001

ECTS credits

17.0

Organisational unit

School of Business and Economics

Coordinator

Description

Goals

Instruction language

Prerequisites

Recommended literature

Teaching methods

Assessment methods

Key words

Skill MA thesis: IB-SCM

Academic year 2013-14

Date last modified

4-4-2014 1:28

Period

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

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

Code

EBS4022

ECTS credits

4.0

Organisational unit

School of Business and Economics

Coordinator

E. Vanpoucke

Description

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

Goals

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

Instruction language

EN

Prerequisites

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

Recommended literature

Green, S.B. and N.J. Salkind (2003), Using SPSS for Windows and Macintosh: Analyzing and Understanding Data, Upper

Saddle River: Prentice Hall. Pans, R.H.M.C. (2004), Guide to the Final Thesis FE&BA, Maastricht: University of Maastricht

Teaching methods

PBL

Assessment methods

PARTICIPATION

Key words

Purchasing Management

Academic year 2013-14

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Period

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

Code

EBC4013

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

F.A. Rozemeijer

Description

You will learn to identify and formulate interesting research questions; how to investigate research questions, which includes basic knowledge of methods of research design and data collection; and how to structure your research proposal.

Goals

The objective of the course is to provide students the opportunity to deepen their awareness and understanding of conceptual frameworks and best (managerial) practices regarding purchasing and supply management, using a mix of 'state of the art' theory and practical examples. More specific the objectives: Understand the role of purchasing in supply chain management Understand the potential impact of purchasing on firm performance Learn how to improve the strategic management of purchasing Learn how to improve the integration of purchasing in supply chain management

Instruction language

EN

Prerequisites

No specific prerequisites

Recommended literature

-

Teaching methods

PBL

PRESENTATION(S)
LECTURE(S)

Assessment methods

FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words

Supply Chain Strategy

Academic year 2013-14

Date last modified

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Period

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

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

Code

EBC4018

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

J. Semeijn

Description

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

Goals

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

Instruction language

EN

Prerequisites

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

Recommended literature

Fawcett Stanley E., Ellram Lisa M., Ogden Jeffrey A., Supply Chain Management from Vision to Implementation. Pearson Education 2007

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Assurance Services

Academic year 2013-14

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Period

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

Code

EBC4037

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A. Vanstraelen

Description

The broad area of assurance services concerns the relevance and reliability of financial and non-financial information. This course more specifically focuses on those assurance services that improve the reliability of information as perceived by decision makers such as shareholders. In particular, this course on assurance services will focus on audits of financial statements performed by public accounting firms. The course will cover the essential elements of the process of assurance services (audit process) as well as academic literature on assurance services. Essential elements of the audit process are for example business risk assessment, internal control evaluation, planning of the audit approach including audit risk assessment, performance of analytical and detailed procedures, and audit reporting. Academic research that will be discussed relates to current issues such as Sarbanes-Oxley regulation, audit industry specialization, audit litigation and audit quality, and fundamental issues such as audit judgment, the demand for auditing and competition.

Goals

The objectives of this course are twofold. First, students will gain insight into the essential elements of the process of assurance services. These elements are for example business risk assessment, internal control evaluation, planning of the audit approach including audit risk assessment, performance of analytical and detailed procedures, and audit reporting. Second, students will obtain a solid knowledge of the academic literature on assurance services. To that end, the process of assurance services will be put into perspective by the results of academic research. Current issues such as Sarbanes-Oxley regulation, audit industry specialization, audit litigation and audit quality, and fundamental issues such as audit judgment, the demand for auditing and competition will be covered. Students who successfully complete this course will have sufficient knowledge of the process of assurance services to effectively perform entry-level assurance work in professional accounting firms. Furthermore, students will be able to read and critically evaluate auditing research, and report the results of research on current and fundamental issues in the accounting profession.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a bachelor degree with a major in Business. Exchange students need to major in accounting in their Master.

Recommended literature

B. Soltani, "Auditing: An international approach", Prentice-Hall, 2007

Teaching methods

LECTURE(S)

WORK IN SUBGROUPS

PBL

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Cases in Management Information Systems

Academic year 2013-14

Date last modified

4-9-2013 1:29

Period

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

Code

EBC4038

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

M.P.M. Vluggen

Description

The course focuses on how organisation can use information systems to improve their performance. It will follow the case-based teaching method. The chosen cases - all from real life - reflect the breadth of the information systems field. The cases deal with issues such as: -Resistance to change -Enterprise 2.0 tools (blogs, wikis, prediction markets) -Outsourcing and offshoring - IT- investment prioritisation -The strategic use of information systems - Customer relationship management - The role of IT in mergers

Goals

This course provides an overview of how modern organisations employ information systems in their day-to-day practices. Real-life cases are combined with academic and popular business press literature. Students that have followed this course will: Have a good overview of IT applications and how they are used in organisations; Be able to identify causal links between certain IT project/system features and the outcome (success/failure) of these projects/systems. Have developed their skills in analysing cases.

Instruction language

EN

Prerequisites

Students should have followed one introductory course on management information systems (level comparable to the introductory course Management Information Systems. An advanced level of English

Recommended literature

no textbook reader available via ELEUM

Teaching methods

PBL

PAPER(S)

PRESENTATION(S)

LECTURE(S)

Assessment methods

FINAL PAPER

PARTICIPATION

Key words

Int Competitive Analysis & Strategy

Academic year 2013-14

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2-5-2013 1:27

Period

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

Code

EBC4044

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

S.J. Dixon

Description

This course provides students with a thorough understanding of the economic principles underlying strategy formulation. Based on an analysis of the factors shaping the industry environment, firms assess their positioning relative to their rivals, and formulate strategies in order to achieve a durable competitive advantage. The course provides students with the tools to analyse the positioning and performance of firms in different industry environments, drawing on economic theories, such as industrial organisation theory, basic game theoretical analysis, transaction cost theory, and the resource based theory of the firm. The course covers topics such as product positioning and differentiation, diversification, vertical integration, pricing, strategic commitments and entry deterrence. Primarily through the choice of cases, the course has a focus on the economics of strategy formulation by the multinational firm and international aspects of competition.

Goals

Students will develop an understanding of the economics behind business strategy. Students will apply knowledge to solve real business problems Students will develop their communication skills in terms of writing and presenting Students will develop their group work and research skills through the strategy project

Instruction language

EN

Prerequisites

Basic knowledge of microeconomics - Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a bachelor degree with a major in Business. Exchange students need to major in strategy

in their Master. An advanced level of English.

Recommended literature

textbook: Besanko, David, 2010, Economics of Strategy, 5th Edition, New York: John Wiley & Sons journal articles

Teaching methods

PBL

PRESENTATION(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

FINAL PAPER

PARTICIPATION

WRITTEN EXAM

Key words

Organisational Change and Consultancy

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4047

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

H. Günter

Description

This course aims at furthering students' understanding of the development of organisations over time and how this development may or may not be influenced or even 'managed'. The course consists of two parts. First, we look at change 'from the outside in'. A broad overview is provided of the theoretical and empirical literature on the nature of organisational change and the processes involved. In the second part of the course, we take an "inside look" at the change process and study organizational interventions by management consultants. We study the consultancy industry, learn to differentiate among types of consultants, and assess the challenges that consultants and clients face. Note: Tutorial groups (seminars) are the primary teaching methods. Next to participation and written exam, FACILITATION is also assessed.

Goals

You will learn about different mechanisms that cause organisations to change. We also deal with the effects of change and the role that consultants can and cannot play in the change process.

Instruction language

EN

Prerequisites

Standard Organisation Theory as in, for instance, Daft (2010): Organisation Theory and Design Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. Exchange students need to major in organisation in their Master. An advanced level of English.

Recommended literature

Journal articles Book chapters

Teaching methods

PRESENTATION(S)

LECTURE(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Corporate Governance and Restructuring

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4052

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

S. Kleimeier - Ros

Description

The purpose of this course is to provide an understanding of corporate governance, i.e. how different corporate structures can lead to a better alignment of managers' interests with those of shareholders. In the first part of the course, the prerequisites needed for an in depths understanding of corporate governance and restructuring are discussed. On the one hand, corporate governance and restructuring will be motivated as solutions to principle-agency problems in the firm. On the other hand, valuation will be discussed which is at the very heart of finance and is the core paradigm that we will use throughout our study of corporate governance and restructuring. The basic evaluation techniques will be refreshed and reviewed in the context of a case study. The second part of the course focuses on specific types of corporate restructuring and their implications for the governance of the company. Whereas mergers, acquisitions, takeovers or leveraged buyouts are the more well-known forms of corporate restructuring in industrialized countries, this course also explores the role of project finance and privatization in industrialized as well as developing countries.

Goals

During this course, students will explore the effects that corporate restructuring has on the governance of a company. The different educational elements of the course consist of (guest) lectures and tutorials. During the latter, students will review the relevant academic literature, solve case studies and conduct a research project. This combination of different course elements will teach students how to draw meaningful links between a problem from practice and an academic approach towards this problem. Each topic of the course will first be introduced through the academic literature and then explored via the cases or the research project. In this way, students will learn how to propose solutions based on a well-grounded academic reasoning and how to identify an appropriate theoretical framework to address a business problem. During the research project the students will collect and analyze data and will thus develop self-directed learning skills, e.g. skills which will also be valuable for a successful completion of the master thesis. Throughout the

course, the focus will be on PBL and as such students will learn to work in international tutorial groups, present a complex matter in a precise, understandable way, inspire the discussion and come to solutions. Students will have to submit written case and project reports and will thus be trained to write an extensive report in a clear and well-structured way. Overall, this course allows students to acquire up-to-date academic knowledge within their specialization.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. Exchange students need to major in finance in their Master. Students are expected to understand the following concepts: capital budgeting including NPV, IRR, the calculation of WACC, the definition and estimation of cost of debt and equity, CAPM. The basics of financial accounting are also a prerequisite. An advanced level of English is required.

Recommended literature

Package of articles and cases.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Internal Control

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

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

Code

EBC4069

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 first discusses some key concepts of internal control, such as the role of information, the COSO control framework, and the typology of organizations framework. Thereafter, based on the typology of organizations framework, the course addresses the evaluation and design of effective and efficient internal controls for different types of organizations. Furthermore, we discuss current research in the area of internal control.

Goals

Understand the concept of internal control and the relationship with other disciplines. Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organization's operations. Understand the different control frameworks and how they relate. Learn about the typology of organizations framework and apply this framework to design effective internal control systems for different types of organizations. Learn about current research in the area of internal control.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a bachelor degree with a major in Business. Exchange students need to major in accounting or information management in their Master.

Recommended literature

Vaassen, E.H.J., Meuwissen, R.H.G., Schelleman C.C.M., Accounting Information Systems and Internal Control, Chichester, John Wiley and Sons, 2008, forthcoming Reader with academic articles.

Teaching methods

PBL

PRESENTATION(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

International Business Research

Academic year 2013-14

Date last modified

8-4-2014 1:28

Period

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

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

Code

EBC4073

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

M.A. Carree

Description

The course introduces students to scientific thinking in management and business research. It starts with introducing the different research methodologies. Then the ingredients of good research are being discussed. The course also emphasizes the issue of interpreting research outcomes from a critical perspective. This includes topics, such as how to interpret outcomes and which conclusions can be drawn from these outcomes. Methodological approaches, such as survey research, case study research, experiments, analysis of secondary data etc., to conduct research are discussed. Finally, you are requested to write a research proposal yourself. Scientific articles and data material will be used to confront students with typical problems of conducting research. Group discussions and assignments will be used to gain insights in these problems and to identify potential solutions. The course emphasizes the interdependencies and trade-offs in research decisions and help the student to learn making more realistic choices. In the end the student should have acquired the necessary knowledge and skills to set up and conduct a sound research study him/herself. The emphasis of the course will be on the logic of research and the requirements regarding the research design. The differences between quantitative research and qualitative research will be discussed as well.

Goals

Familiarize students with different research methodologies. Introduce students to the components of research, such as formulation of research problems, development of theory and hypotheses, research methodologies, and analysis
Understand what distinguishes good research Understand the interdependencies and trade-offs in decisions concerning the choices made during a research project Learn how research outcomes are interpreted and how to critically read research Train students to write a thoughtful research proposal

Instruction language

EN

Prerequisites

Previous courses in research methods and qualitative as well as quantitative methods at the Bachelor level are helpful. Course workload is very demanding. Exchange students need to have obtained a Bachelor degree in business. An advanced level of English

Recommended literature

Academic articles plus book on Business Research Methods

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

PAPER(S)

Assessment methods

FINAL PAPER

PARTICIPATION

WRITTEN EXAM

Key words

Relationship 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

EBC4076

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

R.P.A. Ciuchita

Description

It is commonly accepted that the genuine aim of businesses is to establish and maintain mutually beneficial relationships with different types of selected partners. Despite the recognized importance of sustaining long-term relationships, the role relationship marketing plays in modern management largely differs across contexts. This course is designed to contrast innovative developments in the scientific research arena to exciting challenges faced by contemporary managerial practice. You will gain knowledge about topics such as selection criteria for choosing marketing partners, relationship life cycle, relationship strategies, customisation, and relationship dissolution. The course offers you the opportunity to learn about customers and other parties as potential relationship partners and to familiarise yourself with very recent relational strategies targeted at different stakeholders. In addition, you are challenged to develop a marketing plan for a real-life company playing an integral role in this course. You will get the opportunity to meet professionals and discuss company problems, and different student teams compete for the best marketing plan which is awarded by the focal company. This collaboration with real relationship managers gives you an excellent opportunity to bridge the gap between scientific research and current management practice.

Goals

Relationship marketing refers to all marketing activities directed toward establishing, developing, and maintaining successful relational exchanges. The focal objective of this course is to provide you with state-of-the art knowledge on the strategic role of relationship management in online and offline business-to-business as well as business-to-consumer settings in a national and international context. You learn concepts and frameworks that are useful for developing successful relationship management strategies. In addition, you develop skills for identifying managerial issues, finding alternative ways to deal with those issues, and evaluating alternative plans of action. Finally, you strengthen a broad range of skills including, time management, presentation, writing, feedback, analytical, communication and leadership

skills.

Instruction language

EN

Prerequisites

All students who are admitted to the Master of Science in International Business can follow this course. Exchange students with a Bachelor degree in Business, or with another Bachelor degree, including a minor in Marketing are admitted too.

Recommended literature

State-of-the art literature published in the leading marketing journals. A detailed literature list will be available online (Eleum) at the section course material / group meetings.

Teaching methods

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

FINAL PAPER

PARTICIPATION

WRITTEN EXAM

Key words

Customer Analysis

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

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

Code

EBC4079

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

C. Goukens - Mertens

Description

The Customer Analysis course seeks to explore the fundamental issues of conducting scientific research in the area of customer behavior. In addition, this course provides students with in-depth and advanced level insights in the (sometimes irrational) behavior of customers. By the end of this course, you will understand how emotions, social norms, expectations and context can often lead us astray. Moreover, you will gain insight into how these irrationalities can affect your personal life, your business life, and the way you look at the world.

Goals

This course aims to provide advanced knowledge and understanding of customer behavior. Customer analysis is the cornerstone of marketing in all its facets. Both when studying relationships, and studying value creation and delivery, the customer is the natural counterpart of the organization. Therefore, the outcome of this course is full comprehension of state-of-the-art knowledge of customer behavior and the ability to keep this knowledge up-to-date. Article presentations will build your presentation skills.

Instruction language

EN

Prerequisites

All students who are admitted to the Master of Science in International Business can follow this course. Exchange students with a Bachelor degree in Business, or with another Bachelor degree including a minor in Marketing are also admitted. This course assumes basic knowledge of consumer behavior at an introductory marketing level.

Recommended literature

For the Consumer Behaviour part an advanced textbook will be used as a backbone. Articles from top journals to select a book that will also be used in the course Research for Marketing Decision Making.

Teaching methods

PBL

PRESENTATION(S)

ASSIGNMENT(S)

Assessment methods

ATTENDANCE

PARTICIPATION

WRITTEN EXAM

Key words

Financial Research Methods

Academic year 2013-14

Date last modified

8-4-2014 1:28

Period

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

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

Code

EBC4095

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

R.A.J. Pownall

Description

The course provides students with the correct approach and tools to conduct both academic as well as business research. It is an essential basis for writing a final thesis and for preparing students as researchers in a business setting. The course is designed for Finance students in mind. The course begins with an opening lecture. The following tutorial meetings cover standard research theory (such as research philosophies, developing theories and issues of causality). The importance of good research methods is introduced directly using empirical financial data. Students are introduced to data modeling and statistical inference (using either Eviews or Stata software), considered to be highly relevant for Finance students during computing classes. Students are evaluated on the basis of a final research paper (approx. 10 pages), presentations, discussions and general participation during tutorials and computing classes.

Goals

Students learn how to conduct research using formal research methods. Students shall learn current research methodology and shall learn how to use required statistical tools to undertake good research. The course is instrumental in preparing students for their Masters thesis.

Instruction language

EN

Prerequisites

"Quantitative Methods Finance 1.5"

Recommended literature

"Required literature: Brooks, C., 2008, Introductory economics for finance, Cambridge University Press, UK Articles from financial journals Additional literature: Ryan, B., Scapens, R.W., and Theobald, M., 2002, Research Method and Methodology in Finance and Accounting, Thomson, London, UK Greene, W.H., 2003, Econometric Analysis, 5th edition, Pearson Education, Inc., New Jersey, USA"

Teaching methods

PBL

PRESENTATION(S)

WORK IN SUBGROUPS

ASSIGNMENT(S)

LECTURE(S)

PAPER(S)

Assessment methods

FINAL PAPER

PARTICIPATION

Key words

Business analysis

Academic year 2013-14

Date last modified

6-11-2013 1:28

Period

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

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

Code

EBC4104

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A. Grigoriev

Description

This course deals with a toolbox from econometrics and applied operations research. Particularly, the following quantitative methods are extensively discussed: 1. Forecasting 2. Regression analysis 3. Time series 4. Linear programming 5. Integer linear programming 6. Simulations 7. Multiobjective optimization Besides, students learn how to read manuscripts on the level of current scientific standards, and give presentations using the advanced quantitative reasoning in managerial decision making.

Goals

Ability to translate a verbal fuzzy description of a business problem into the mathematical model. Knowledge of crucial theoretical tools for analyzing the data and managerial decision making.

Instruction language

EN

Prerequisites

Moderate mathematical skills and ability to understand quantitative models and concepts. An advanced level of English.

Recommended literature

J.E. Hanke and D.W. Wichern, Business forecasting, International Edition, Pearson Education. C.T. Ragsdale, Managerial Decision Modeling, Thomson South-Western. Research papers.

Teaching methods

PBL

PRESENTATION(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

FINAL PAPER

Key words

Shareholder Value & Market Based Assets

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4126

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A.O.I. Hoffmann

Description

Marketing has traditionally focused on activities that enhance customer satisfaction and increase market share. In this course we view marketing activities as market based assets that directly influence the expected returns and the volatility in these returns. Understanding the relationship between marketing activities and expected return and volatility in return, will allow students to understand the link between marketing and financial performance. Other teaching methods: opening lecture.

Goals

The purpose of this course is to provide an understanding of how marketing activities, such as branding, promotion, channel contracting strategies can contribute to the creation of shareholder value.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Students are expected to have basic knowledge about marketing as well as about finance. Moreover, as advanced statistical techniques will be presented, knowledge of and experience in statistics as well as analytic insights are required for this course.

Recommended literature

Srivastava, R.K., T.A. Shervani and L. Fahey (1998), "Market Based-Assets and Shareholder Value: A Framework for Analysis, Journal of Marketing Vol 62 (January): 2-18. Gruca, T.S. and L.L. Rego (2005), "Customer Satisfaction, Cash

Flow, and Shareholder Value,” Journal of Marketing, vol 69 (July): 115-130. Rust, R.T., T. Ambler, G.S. Carpenter, V. Kumar and R.K. Srivastava (2004), “ Measuring Marketing Productivity: Current Knowledge and future Directions,” Journal of Marketing vol 68 (October), 76-89. Fornell, C., S. Mithas, F. V. Morgeson III and M.S. Krishan (2006), “ Customer Satisfaction and Stock Prices: High Returns, Low Risk,” Journal of Marketing vol 70 (January), 3-14. Luo, X. and N. Donthu (2006), “Marketing’s Credibility: A Longitudinal Investigation of Marketing Communication Productivity and Shareholder Value,” Journal of Marketing vol 70 (October), 70-91. Lovett, M.J. and J.B. MacDonald (2005), “How Does Financial Performance Affect Marketing? Studying the Marketing-Finance Relationship From a dynamic Perspective,” Journal of the Academy of Marketing Science 33 (4): 476-485 State-of-the art literature published in the leading marketing journals. A detailed literature list will be available online (Eleum) at the section course material / group meetings.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

ATTENDANCE

PARTICIPATION

WRITTEN EXAM

Key words

Retailing and Distribution

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4014

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

B.P.J. Foubert

Description

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

Goals

Retailers take up an extremely important position in the supply chain as they are the final business that links manufacturers to end-consumers. Retailing is where supply meets consumers' needs, wants and whims in the most literal way. Therefore, dealing with retailing as just another link in the supply chain is an oversimplification. This course addresses the strategic and operations decisions with which retailers are confronted. Students will train their managerial and quantitative skills necessary to optimize these decisions. Throughout the course, we go beyond a sterile conceptualization of demand and discuss in detail how a retailer's decisions affect the end-consumer. Although most of the studied principles have wide applicability, our primary focus is on food and general merchandise retailers. Also, we are mainly interested in bricks-and-mortar settings.

Instruction language

EN

Prerequisites

none

Recommended literature

A course manual and topic dependent key-articles as selected by students.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

FINAL PAPER

PARTICIPATION

WRITTEN EXAM

Key words

Intellectual Property Rights in a Networ

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4026

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

H.H.M. Meijers

Description

This course covers the substantial legal aspects of industrial and intellectual property law with specific relevance for the Information Society as well as the management of Intellectual Property Rights (IPRs). As such the economic rationale of IPRs is covered in respect of the creation and the regulation of markets in information. In order to get a full grasp of legal entitlements for creators in the information age, copyrights, database, patents and trade mark law will be juxtaposed with technological developments, such as multimedia, (open source) software, file sharing, domain name grabbing, and placed in the economic context of competition, management of IPRs and electronic commerce. Knowledge of the legal and economic rationale for the protection of intellectual and industrial creativity through acquisition of the fundamentals of intellectual and industrial property rights, (unfair) competition law, and management of intellectual property rights (IPRs) on an international, European, and national level. Among IPRs covered in the course are copy- and neighboring rights, software, databases, trademarks, designs, and patents. For further information please refer to www.unimaas.nl > Faculty of Law > Education > Programme guide of the appropriate academic year.

Goals

- Understand the origin and history of current economic theory - To learn about theories held by economists in the past, and to understand how they related to other aspects of social, economic and political life at the time they were current.

Instruction language

EN

Prerequisites

No specific required knowledge.

Recommended literature

Abbott/Cottier/Gurry, The International Intellectual Property System: Commentary and Materials (1999, The Hague/London/Boston, Kluwer Law International) - Triton, Intellectual Property in Europe (2002, London, Sweet & Maxwell) - Edwards/Waelde, Law and the Internet - A Framework for Electronic Commerce (2000, Oxford, Hart)

Teaching methods

ASSIGNMENT(S)

PBL

LECTURE(S)

Assessment methods

WRITTEN EXAM

FINAL PAPER

PARTICIPATION

Key words

Financial Statement Analysis + Valuation

Academic year 2013-14

Date last modified

19-7-2013 1:29

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4039

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

P.J. Vorst

Description

The objective of the course is to understand the relevance of financial statement information for investors, financial analysts, banks, managers, and other parties with a financial interest in a firm. Financial statements contain valuable information for various decision-making contexts. Mergers, acquisitions, takeovers, distress prediction, credit analysis, and security analysis require full awareness of the financial position of the firm. This course teaches you the language of financial analysis and firm valuation. Therefore, this course is relevant for everyone who is interested in the role of financial and accounting information in capital markets. In order to gain understanding of financial statement analysis, the course uses cases appropriate for various contexts and discusses several research articles.

Goals

"analysing firms' accounting choices, identifying distortions to the financial statements, and undoing such distortions analysing financial statements in the context of firms' stated goals and strategy preparing prospective financial statements, assessing the value of firms, and understanding differences in the usefulness of various valuation methods applying financial analysis tools in credit analyses and analyses of mergers and acquisitions"

Instruction language

EN

Prerequisites

We expect students who have a major in accounting or finance to be more successful in dealing with the level and intensity of the course. Exchange students need to have obtained a bachelor degree with a major in Business.

Recommended literature

or new edition if available.

Teaching methods

PBL

WORK IN SUBGROUPS

PAPER(S)

PRESENTATION(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Entrepreneurship and Innovation

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4041

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

B.F. Blumberg

Description

The objective of this course is to study innovative behaviour in entrepreneurial firms. First, students should obtain a solid knowledge of the academic literature on entrepreneurship. Topics covered include: the role of entrepreneurship in the economy, psychological and sociological antecedents of entrepreneurs, entrepreneurial strategies and growth and development issues. In the second part of the course, students focus on the role of innovation management in the successful design and implementation of a firm's strategy. More specifically, students analyse how technological innovations create value added for the firm's customers and how it can generate a sustainable competitive advantage for the innovating company. The third part of the course aims to integrate the previous two parts by focusing on innovative behaviour in entrepreneurial firms. Topics include: antecedents of innovative behaviour, types of innovation and the role of clusters, networks and cooperation.

Goals

To understand entrepreneurial behaviour and to be able to analyse the importance of innovation within this context.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Some prior knowledge on strategic and innovation management could be useful in order to have a better understanding of this course. Exchange students need to have obtained a bachelor degree with a major in Business or in Economics. Exchange students need to major in strategy in their Master.

Recommended literature

"Textbook: Drucker, Peter F. (1985), Innovation and Entrepreneurship, Taylor & Francis (2007) A broad collection of academic articles"

Teaching methods

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

WRITTEN EXAM

Key words

Organisational Learning and Development

Academic year 2013-14

Date last modified

18-7-2013 1:30

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4048

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

S. Sun

Description

The better organizations become at learning the more likely it is they will be able to detect and correct errors, and to see when they are unable to detect and correct errors. Also, the more effective organizations are at learning the more likely they will be at being innovative or knowing the limits of their innovation (Argyris 1999). Furthermore, a spirit of free inquiry allows organizations to check different realities, enabling more room for the inherent plurality of people. The survival and development of organizations demands of managers a disciplined and effective approach to discover, understand and apply new knowledge and ideas. Chris Argyris stated that most people define learning too narrowly as mere 'problem solving'. Problem solving is important but we dominantly look outside ourselves to solve them. If learning is to persist, we must also learn to look inward, understand our role in a problem and then change our behaviour. This already starts at looking at how we define a problem. We thus must develop a climate of inquiry that builds a capacity to help people think both rationally and critically about approaching events and things that happen. We strive to live in a world of certainty, of undoubted rock fixed perceptions: our convictions prove that things are the way we see them and there is no alternative to what we hold as true. In other words, the way we 'see' things determines the way we 'see' things. This is our daily situation, our cultural condition, our common ways of being human, the norms and values we grew up with. This whole course is an invitation to refrain from the habit of falling into the temptation of certainty. It aims at knowing how to learn together to be able to foster and design the processes that lie underneath a learning environment to foster innovativeness.

Goals

- Understanding the philosophical and theoretical underpinnings of where our dominant ways of working, thinking and acting come from
- Uncover your own mental models
- Experience the influence of structure on behaviour
- Learn to think about the design and management of a learning organization
- Using the theory to critically reflect on your own mental

models and actions - To form a true learning community in the tutorial

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. An advanced level of English.

Recommended literature

literature will consist of a textbook, articles, chapters from textbooks

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

WORK IN SUBGROUPS

Assessment methods

FINAL PAPER

PARTICIPATION

Key words

Institutional Investors

Academic year 2013-14

Date last modified

15-2-2014 1:30

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4054

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

R.M.M.J. Bauer

Description

The primary objective of this course is to get insight in asset liability management (ALM) and strategic asset allocation of institutional investors in a practical context. There will be a focus on pension funds in the first part of the block. In the second part we will concentrate on equity portfolio management and themes as pension fund governance, corporate governance and socially responsible investments.

Goals

Students will learn about managing the balance sheet of institutional investors in general and pension funds in particular. Both the asset and the liability side will be considered. Students will also learn the concept of strategic asset allocation and equity portfolio management.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. Exchange students need to major in finance in their master.

Recommended literature

Grinold, R.C. and R. Kahn, "Active Portfolio Management", McGraw-Hill, 2000. Appropriate chapters will be announced later. Furthermore a reader of additional articles will be handed out during the course.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Corporate and Venture Finance

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4057

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

P.J. Mauricio Rodrigues

Description

The students should not only understand each decision-making area on its own, but should also be aware of their interdependence and its relationship with corporate value creation. Participants will be introduced to concept of shareholder value, its determinants, and how financial managers can increase and measure shareholder value. Overall, this course focuses on both the theory and models of corporate finance and converts them into tools that can be used to analyse, understand and help any corporation, large and small.

Goals

Instruction language

EN

Prerequisites

Courses and workload are very demanding. Exchange students need to have obtained a Bachelor degree in economics or business administration. Exchange students need to major in finance in their Master. Basic finance concepts are assumed to be known and they include: concept of net present value, internal rate of return, CAPM, WACC, optimal capital structure theory, Lintner's dividend model, agency costs, debt overhang, and moral hazard.

Recommended literature

Journal articles, cases

Teaching methods

PBL

PRESENTATION(S)
LECTURE(S)

Assessment methods

PARTICIPATION
WRITTEN EXAM

Key words

Return on Marketing

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4081

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

K.H.H. Cleeren

Description

While traditionally marketing and finance have been considered as independent disciplines, in recent years there has been a call for more financial accountability in marketing and relationship marketing in particular. Careful and calculated selection processes need to be undertaken to ensure that the firm chooses to market to the right customer at the right time with the right program, taking into account the financial impact of all the relevant decisions. Different perceptual and behavioural metrics have been proposed to assess the (financial) impact of relationship marketing strategies such as customer satisfaction, customer retention, return on relationships (ROR), return on investment (ROI), customer life time value (CLV), customer equity and bottom line profitability. This course is offered to refine the relationship marketing paradigm by learning how to assess whether relationships actually pay off. The course encourages you to take an analytical view of long-term relationships and you learn specific analytical techniques for measuring return on relationships. Complementary, you gain hands-on experience using comprehensive software packages and techniques to analyse real-life data.

Goals

Return on Relationships refers to the long-term net financial outcome caused by the establishment and maintenance of individual customer relationships. This course develops your strategic understanding of analytical techniques, and offers you hands-on experience, to assess whether marketing relationships do result in bottom line profits. You gain knowledge of perceptual and behavioural metrics that can be used to evaluate relationship marketing strategies in a national and international context. You will become skilled at applying different software packages to analyse existing relationship data and learn how to interpret these findings and adjust the relationship marketing strategy accordingly. In addition, you strengthen a broad range of skills mainly including presentation, analysis, and time-management skills.

Instruction language

EN

Prerequisites

All students who are admitted to the Master of Science in International Business can follow this course. In one assignment, students have to use SPSS. So a background and/or interest in learning SPSS is strongly recommended.

Recommended literature

Gruca, T. S. and L. L. Rego. (2005). Customer Satisfaction, Cash Flow, and Shareholder Value, *Journal of Marketing* 69(3): 115-130. Hogan, J. E., D. R. Lehmann, M. Merino, R. K. Srivastava, J. S. Thomas and P. C. Verhoef. (2002). Linking Customer Assets to Financial Performance. *Journal of Service Research* 5(1): 26. Rust, R. T., T. Ambler, G. S. Carpenter, V. Kumar and R. K. Srivastava. (2004). Measuring Marketing Productivity: Current Knowledge and Future Directions, *Journal of Marketing* 68(4): 76-89. Srivastava, R. K., T. A. Shervani and L. Fahey. (1998). Market-Based Assets and Shareholder Value: A Framework for Analysis, *Journal of Marketing* 62(1): 2-18.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

ATTENDANCE

PARTICIPATION

WRITTEN EXAM

Key words

Data Management

Academic year 2013-14

Date last modified

4-9-2013 1:29

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4091

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

L.H.H. Bollen

Description

In the first half of the course we will discuss data modeling and SQL and in the second part of the course we will discuss some theoretical issues underlying database management and understand the role of data play in an organization.

Goals

The aim of this course is to introduce you to the theoretical and practical issues related to database management. This includes designing databases using data modeling, querying databases SQL and understanding the underlying theoretical issues. In addition we will discuss some data issues from a managerial perspective.

Instruction language

EN

Prerequisites

Course and workload are very demanding for all IB Master Courses. Exchange students need to have obtained a bachelor degree with a major in Business, Information Systems or a related field.

Recommended literature

Some articles provided via ELEUM.

Teaching methods

PBL

PRESENTATION(S)

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

Assessment methods

FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words

Business intelligence case study

Academic year 2013-14

Date last modified

14-12-2013 1:29

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

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

Code

EBC4107

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

C.P.M. van Hoesel

Description

This skill will consider a case from practice in which a company active in the office rental business is determining its growth strategy in Europe. The company frequently has to make decisions on acquisitions of new buildings, or alternatively renting buildings in cities in which it wishes to become (more) active. Comparing the different alternatives involves a market (demand) research, a financial planning for several years, and risk analysis of the alternatives. Ultimately, an advisory tool must be developed in which the relevant data are presented to the manager who must decide.

Goals

This skill aims at getting hands-on experience in analyzing managerial decision processes, using available data, and using quantitative techniques for decision making.

Instruction language

EN

Prerequisites

Basic mathematics and statistics, basic finance and accounting, business analysis, internal control.

Recommended literature

Articles available through ELEUM. Text book for the second part: Data mining for business intelligence, by Shmueli et al.

Teaching methods

PBL

WORK IN SUBGROUPS

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

FINAL PAPER

PARTICIPATION

Key words

Equity Analysis and Portfolio Management

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4112

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

J.M.M. Derwall

Description

This course outlines the main steps in the equity analysis and portfolio management process. Themes covered in this course include stock market inefficiencies (anomalies), behavioural finance, variables that forecast stock returns, quantitative optimization methods based on stock return forecasting models and mean-variance analysis, equity style management, transaction costs, and measuring the performance of active portfolio managers. The reading of articles and a main course book will be supplemented with excel cases that ask students to put theory to practice. A decent knowledge of excel in conjunction with sufficient knowledge of statistics, regression models, and modern investment portfolio theory are critical for a successful completion of the cases.

Goals

Applying valuation measures for forecasting stock returns and applying forecasts for portfolio construction. Understanding and applying the fundamental steps of equity analysis (with a focus on accounting and financial analysis) Understanding and applying various equity valuation methods

Instruction language

EN

Prerequisites

Excel (and Eviews), statistics and regression models, introductory knowledge of investments and financial markets.

Recommended literature

Book of Chincarini and Kim (2006), and articles to be announced.

Teaching methods

PBL

LECTURE(S)

Assessment methods

WRITTEN EXAM

Key words

Strategic Performance Analysis

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4131

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A. Brügger

Description

This course provides you with thorough knowledge to analyse business situations for strategic decision-making. In particular, this course deals with due diligence analysis in mergers and acquisitions, value chain analysis, internal capital markets, turnaround management and the analysis of strategic changes. This course will provide you not only with the necessary practical and analytical skills but also in-depth knowledge of management accounting that help you to analyse the above mentioned situations and to support decision-making. The literature consists mainly of academic articles. Besides a thorough understanding of the theoretical foundations, this course will trigger your practical skills by several case studies and a company workshop.

Goals

After having completed this course you will be able to analyse complex business situations, have gained practical and analytical skills, and you are able to lead discussions on an academically high level.

Instruction language

EN

Prerequisites

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

Recommended literature

Reader

Teaching methods

PBL

PRESENTATION(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Entrepreneurial Finance

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

Period 2 Startdate: 28-Oct-13 Enddate: 20-Dec-13

Code

EBC4181

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

P.J. Mauricio Rodrigues

Description

The course provides a thorough understanding of the financial decisions that have to be for entrepreneurs throughout the life-cycle of a firm. These decisions centre on the investment, financing, dividend, and restructuring activities of multinational companies, but also of smaller companies and start ups. More specifically, the course will place a particular focus on the interaction between strategic and financial choices. The concept of innovation and long-term investments is embedded in a private equity and venture capital context. Moreover, the course will cover corporate debt, capital structure, and financial distress. Similarly, the topic of investment banking is now also broadened and in a securities offerings context also involves manipulative practices of investment banks. The remaining topics of the course are the private equity, venture capital, mergers and acquisitions and payout policy.

Goals

This course will provide a thorough understanding of the financial decisions that have to be made in a corporation or by an entrepreneur. These decisions centre on the investment, financing, dividend, and restructuring activities of multinational companies, but also of smaller companies and start ups.

Instruction language

Prerequisites

Courses and workload are very demanding. Students need to have obtained a Bachelor degree in economics or business administration and at least some financial education. Students need to major in finance in their Master. Basic finance concepts are assumed to be known and they include: concept of net present value, internal rate of return, CAPM, WACC, optimal capital structure theory, Lintner's dividend model, agency costs, debt overhang, and moral hazard.

Recommended literature

Journals articles and case studies

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Supply Chain Operations

Academic year 2013-14

Date last modified

31-5-2013 1:28

Period

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

Code

EBC4016

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A. Berger

Description

The course Supply Chain Operations deals with the design, management and improvement of the processes that create a firm's primary services and products. Topics include scheduling, facility layout, facility location, inventory control, service quality and demand management. The course combines the usual theory and exercises with several cases from manufacturing and service industry.

Goals

Understanding the basic concepts of operations management in a supply chain context. The course addresses service operations as well.

Instruction language

EN

Prerequisites

Linear programming modeling, statistics (hypothesis testing, regression), familiarity with Excel and Solver.

Recommended literature

Please check course homepage for changes. Textbooks: Chase, R.B., F.R. Jacobs, and N.J. Aquilano, Operations and Supply Management, 12th edition, McGraw-Hill Irwin, 2008. Fitzsimmons, J.A., and M.J. Fitzsimmons, Service Management: Operations, Strategy, Information Technology, 6th edition, McGraw-Hill, 2007. In addition, we use several contemporary research articles.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Psychology and Economics

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4021

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

M.C.M. Vendrik

Description

Increasingly, economists are discovering psychology as a means to enrich their models of economic behaviour and well-being and to give them a better foundation. The importance of this is illustrated by the fact that the Nobelprize winner in economics in 2002 was the distinguished psychologist Daniel Kahneman. He characterizes his research as a quest for the 'logic of the irrational'. Adam Smith already recognized that economic, just like other, behaviour is motivated by an intriguing blend of 'rational' considerations and 'irrational' sentiments. The great challenge is to investigate the implications of the latter motives for economics. This course aims to give an intensive introduction into this field. In the first half of the course the psychology of judgment and decision-making is dealt with. Basic principles of rationality are compared with actual behaviour in making decisions. Next, students are introduced into the psychological and economic research on subjective well-being (happiness) and its socio-economic determinants (especially income). The importance of this research for economics and its policy implications will be highlighted. The last session opens the 'black box' of the brain and emotions for economics and explains why economics needs psychology. Differences and similarities in the approaches of psychology and economics will be clarified. Special emphasis will be laid on the interfaces between economic psychology and behavioural economics.

Goals

- Acquiring a structured insight into the important roles of psychological factors and processes in the judgments, decision-making and well-being of economic agents
- Learning about the difference in approach between psychology and economics
- Learning about the relations between psychology and economics

Instruction language

EN

Prerequisites

Requirements enrollment: Only for RM students and PhD students!!!

Recommended literature

Reid Hastie and Robyn M. Dawes (2001), Rational Choice in an Uncertain World: The Psychology of Judgment and Decision Making, London: Sage Publications Articles and chapters from books.

Teaching methods

PRESENTATION(S)

LECTURE(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Leadership

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4042

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

I.H. van Emmerik

Description

This course on leadership aims to investigate the past and current research perspectives on leadership as well as address the personal skills a manager needs in order to lead others. Specific topics that are addressed include trait, behavioral and contingency theories of leadership, transformational and charismatic leadership, ethics and diversity and several skills of leadership.

Goals

(1)To make students familiar with theories and empirical research on leadership. (2)To introduce students to potential managerial problems which arise when being a leader within an organisation. (3)To enable students to handle the diagnosis and analysis of organisational events and problems which involve leadership issues, and to use this knowledge for the suggestion, comparison and evaluation of problem solutions. (4) To facilitate reflection on their own leadership experience.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a bachelor degree with a major in Business. Exchange students need to major in organisation in their Master. An advanced level of English is required.

Recommended literature

Textbooks which provide general information on the topics studied, articles from refereed journals addressing more specific research in the domain.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

FINAL PAPER

Key words

Alliances and M&As

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4043

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

J. Hagedoorn

Description

The purpose of this course is to give students a better understanding of both structural aspects of alliances and M&As and the process of setting up these specific forms of inter-firm relationships. Several aspects of alliances and M&As will be taught such as: - strategic management of these inter-firm relationships - networks - how-to-do-issues Students will be tested on both literature and the content of the lectures.

Goals

Students will have obtained state-of-the-art knowledge on alliances and M&As in terms of both academic contributions and more practitioner's oriented knowledge. M&As and alliances are discussed from various theoretical perspectives. Through presentations students have learned to combine different perspectives, analyse academic texts and relate them to real-life cases.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a bachelor degree with a major in Business. Exchange students need to major in strategy in their Master.

Recommended literature

A range of papers from management journals

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

Assessment methods

FINAL PAPER

Key words

Behavioural Finance

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4053

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A.O.I. Hoffmann

Description

Traditional finance literature is based on the assumption of rational and omniscient investors who optimize the risk/return profile of their portfolios. This approach has merits in the development of theoretical foundations like the Capital Asset Pricing Model and the Arbitrage Pricing Theory for a stylized world with efficient markets. However, treating investors as being utility optimizing, omniscient, and unboudedly rational individuals, sets limits to understanding and explaining real-life investors' behavior. The limitations of traditional finance are well-known in the field of behavioral finance and the extant literature in the latter field has contributed to understanding many facets of both micro level individual investor as well as macro level stock market behavior that were inexplicable from a traditional finance perspective. Behavioral finance is a relatively new discipline that studies how psychology affects finance. This course serves to provide a broad overview of what constitutes behavioral finance and how its findings may be used to better understand and possibly improve both the financial decision-making behavior of individual investors as well as that of corporate executives and provides first insights in how we may apply this knowledge when developing financial products.

Goals

The purpose of this course is to provide an understanding of the psychological underpinnings of the behavior of individuals and the effect that has on financial markets and the financial decision making processes in corporations.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. Exchange students need to major in finance in their Master. Students are expected to understand the basics of CAPM and portfolio choice as well as financial markets and investor behaviour.

Recommended literature

Both a textbook and a collection of articles will be used: Textbook: Shefrin, Hersh (2007). *Beyond Greed and Fear: Understanding Behavioral Finance and the Psychology of Investing*. Oxford University Press. Articles: A selection of later to be announced scientific articles will be used. This will be posted on ELEUM.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

ATTENDANCE

PARTICIPATION

WRITTEN EXAM

Key words

Financial Accounting

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4074

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

A.H.K. Renders

Description

This course provides an in-depth treatment of various advanced financial reporting methods that play a major role in the financial reporting of multi-national companies. It covers both measurement and (footnote) disclosure issues. Topics that will be discussed in detail include provisions and contingent liabilities, financial instruments, impairment, segment reporting, business combinations, and consolidation of (foreign) subsidiaries. Although a substantial part of the course will focus on the practical application of International Financial Reporting Standards (IFRS), the rationale behind the standards will also be discussed using insights from academic literature.

Goals

- - disclosures required by IFRS. - treatments.

Instruction language

EN

Prerequisites

Students entering the course should at least have knowledge of financial accounting at an introductory level. We expect students who have a major in accounting or finance to be more successful in dealing with the level and intensity of the course. Exchange students need to have obtained a bachelor degree with a major in Business.

Recommended literature

- Alfredson K., K. Leo, R. Picker, P. Pacter, J. Radford and V. Wise, Applying International Financial Reporting Standards (enhanced edition), 2007, Wiley, ISBN 978-0-470-80823-8.

Teaching methods

PBL

PRESENTATION(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Value-Based Marketing

Academic year 2013-14

Date last modified

2-5-2013 1:27

Period

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

Code

EBC4082

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

E.C. Brügger

Description

This course elaborates the logical steps of value-based marketing. First, you learn how to identify the value expectations of target and future customers. Fitting these expectations to a firm's market offerings, you learn how to formulate value propositions for business- to-business and business-to-consumer markets. The course further focuses on how marketing management may leverage the value proposition to the customer. You study how channel members enforce the value proposition mainly through supply coordination and increased customer connectedness. You learn how branding strategies may enhance value to the customer. Finally, we emphasize price setting of value propositions. Apart from challenging tutorial sessions, the most important learning environment is the value based marketing project you perform in a small group for a real-life enterprise.

Goals

Customers buy value, not products, services or features. They buy from the company that provides the most value. And they buy what is in their best interest. Consequently, a company should not market a product or service but a best value proposition to a most appropriate market. Especially through channel and brand management, marketing additionally leverages this value creation process. In this course, you learn how to set up value-based marketing strategies to target value-seeking customers across international markets. You develop an analytical framework to assess value-based marketing strategies as well as expand your capabilities of assessing and designing these strategies in a real- life managerial context. Complementary, you develop a wide range of skills to analyse marketing practice in a real-life context, including interviewing, team and time management, and managerial reporting.

Instruction language

EN

Prerequisites

All students who are admitted to the Master of Science in International Business can follow this course. This course assumes intermediate knowledge of marketing strategy and customer behavior.

Recommended literature

State-of-the art literature published in the leading marketing journals. A detailed literature list will be available online (Eleum).

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

FINAL PAPER

PARTICIPATION

WRITTEN EXAM

Key words

IT Project Management

Academic year 2013-14

Date last modified

4-9-2013 1:29

Period

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

Code

EBC4118

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

G.B. Furneaux

Description

This course introduces students to a wide range of tools and techniques that are routinely employed by practicing project managers to help them overcome the well known challenges of completing projects on time and budget. As such, it includes numerous opportunities to apply the methods discussed to practical situations encountered during the key stages of the project management process. Such efforts are intended to foster greater appreciation for both the value and the limitations of these methods.

Goals

"This course introduces students to the field of project management with particular emphasis on the management of information technology (IT) projects. Students will develop an understanding of the most common processes, tools, techniques, and theories applied to the management of IT and non-IT projects. Traditional and emerging methods for the management of IT specific projects will also be explored. This exploration is intended to provide students with a greater understanding of how they can address some of the unique challenges associated with IT projects. 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. As part of the process of preparing to conduct independent research, it is further expected that students will develop an improved ability to understand and critique research published in the field of project management. Key Learning Objectives

- Develop an understanding of key project management concepts and principles including those associated with the planning, execution, and monitoring of projects
- Develop familiarity with some of the key findings reported upon in recent project management literature
- Acquire skills in the preparation of project management plans, progress evaluations, and risk identification and response efforts
- Improve ability to recognize and describe important information system development methodologies and determine their suitability to particular circumstances
- Acquire knowledge concerning some of the tools available to

support project management activities □ Improve ability to recognize and effectively address threats to project success"

Instruction language

EN

Prerequisites

There are no specific prerequisites for the course since it is expected that Master level students will have the general math and other skills needed for success.

Recommended literature

James Cadle and Donald Yeates, Project Management for Information Systems, 5th edition, Pearson Prentice Hall, ISBN: 978-0-13-2068581

Teaching methods

PBL

PRESENTATION(S)

PAPER(S)

Assessment methods

WRITTEN EXAM

Key words

Managers @ Work

Academic year 2013-14

Date last modified

14-12-2013 1:29

Period

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

Code

EBC4045

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

J.W. Foppen

Description

This course is devoted to a critical analysis of studies on key facets of manager's work and careers. The aim is to develop an understanding of management and to develop a capacity for scrutinizing claims, assumptions, evidence, and interpretations of those writing about it. Specific attention is paid to issues of organizational effectiveness and change. Specifically the (hidden) assumptions regarding the role, capabilities & motivation of managers in these situations is examined.

Goals

1) familiarize students with settings in which managers operate, their actual roles and activities; 2) stimulate critical reflection on assumptions regarding management in organizational theories and research studies as well as in professional publications; 3) enhance awareness of the applicability of theory and advice in management practice, particularly with regard to organizational change.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Participants should have a bachelor degree with a major in Business or Economics. This also applies to exchange students. Exchange students need to major in organisation in their Master. An advanced level of English

Recommended literature

Chapters from books as well as articles from professional and academic journals.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

FINAL PAPER

Key words

Real Estate Finance

Academic year 2013-14

Date last modified

15-2-2014 1:30

Period

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

Code

EBC4055

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

R.J.M.M. Holtermans

Description

The real estate markets play a major role in the economy. By all counts, the real estate market is the largest asset market we have. Moreover, the investment characteristics of real estate differ markedly from those of other asset classes like stocks and bonds. All this makes studying the real estate markets relevant and interesting. Some of the topics addressed include: -advanced valuation issues -the real options approach to property valuation -explaining property market behaviour -diversification of the real estate portfolio -direct and indirect real estate investments -performance measurement of property investments -real estate and inflation hedge -international real estate investments -mortgages and mortgage-backed securities -property derivatives

Goals

1. Understand modern financing techniques for real estate 2. Acquire a deep understanding about real estate investment strategies and valuation 3. Understand how different real estate markets (housing, commercial real estate) behave in the light of macro economic and demographic developments

Instruction language

EN

Prerequisites

Basic knowledge of Financial Markets, Portfolio Management, and Valuation. Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. An advanced level of English.

Recommended literature

Reader containing book chapters and journal articles

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Risk Management

Academic year 2013-14

Date last modified

14-12-2013 1:29

Period

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

Code

EBC4056

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

W.F.M. Bams

Description

The course focuses on practical issues in the measurement and management of risk in financial institutions.

Goals

- Understand the different dimensions of risk in financial institutions and corporations - Learn how to measure and monitor market-, credit- and operational risk - Learn how to measure financial risks in corporations - Understand the concepts of regulatory capital and economic capital - Understand the new regulatory framework for capital requirements (Basel II) - Understand the interrelations between different risk types and how to integrate these in a firmwide framework for performance

Instruction language

EN

Prerequisites

Exchange students need to have obtained a Bachelor degree in economics or business administration. Exchange students need to major in finance in their master.

Recommended literature

Crouhy, M., D. Galai and R. Mark, 2006, The essentials of Risk Management (ISBN: 0-07-142966-2, McGraw Hill). Additional literature may be available through Eleum . Data and programs for assignments will be available through Eleum.

Teaching methods

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

Assessment methods

PARTICIPATION
WRITTEN EXAM

Key words

Managing ICT in a Global Environment

Academic year 2013-14

Date last modified

14-12-2013 1:29

Period

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

Code

EBC4059

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

G.B. Furneaux

Description

As information and communication technology (ICT) becomes more pervasive in today's organizations it is often seen as a more or less standardized commodity that is absolutely necessary for the survival of the organization. This development has some serious implications for the skills needed by an Information Manager. Often the actual technical tasks are outsourced to other companies and these companies frequently reside in a foreign country with a different language, culture, and time zone. The task of the local Information Manager will thus be more the manager of the entire process while protecting the company from the negative effects of outsourcing. Coordination and control tasks will dominate the day of today's Information Manager. In addition the trend to centralize information management in large global firms confronts the Information Manager with the difficult task of providing centralized Information Systems to a culturally and geographically diverse group of employees and customers, which causes additional problems which have to be dealt with. In this course we will focus on the skills necessary by an Information Manager in this global environment.

Goals

he course will focus on the global developments on Information Management. Students will learn the skills necessary by an Information Manager in this global environment: cross-cultural issues in Information Systems use trends in global outsourcing, management of an outsourcing relationship, and managing global virtual teams.

Instruction language

EN

Prerequisites

Game Theory and Economics (code 3059B), Econometric Methods or Empirical Econometrics (code 3063B). The workshop

assumes a good knowledge of economic theory or econometric methods and preferably of both, and addresses itself primarily to students in econometrics or economic theory, quantitative economics or financial economics. This block also is part of the special track for students interested in Econometrics in the Mphil EFR.

Recommended literature

textbook required reader available via ELEUM

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Marketing Innovation Management

Academic year 2013-14

Date last modified

14-12-2013 1:29

Period

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

Code

EBC4078

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

F.D. Mahr

Description

This course deals with the management of marketing innovations. Academics as well as practitioners recognise that continuous innovation is critical for competitive survival. An innovation is defined as the development and implementation of new ideas by people who over time engage in transactions with others within an institutional context. Hence, the development of new products, services, and processes involves an integrated set of unique activities. These activities are embedded in interfaces between the marketing function and other firm functions e.g., finance, production, R&D. Furthermore, the marketing function also has to manage collaborations with other firms in the context of joint innovation projects. Hence, this course: (1) helps students to understand the context and content of marketing innovation management and its processes; (2) equips students with hands-on experience on the ways in which marketing operations deal with intra- and inter-functional relationships; (3) provides an insight into the interaction of marketing with corporate strategy and business design.

Goals

The general objective of this course is to acquire knowledge on how value is created through innovation. While the previous course in the curriculum considered how value is delivered to the market, this course emphasises value creation within a firm. Theoretical state-of-the-art literature provides analytical frameworks as well as managerial guidelines on how value through innovation can be created. You learn how (international) marketing innovations are strategically managed, e.g. the role of marketing in innovation, the innovation process, etc. You are taught about the interaction of marketing with corporate strategy, business design, operations, R&D, human resource management, information systems, etc., i.e. how marketing operations affect and are affected by other organisational functions. Furthermore, you gain knowledge of the input of marketing in several key strategic business processes, e.g. learning, marketing orientation. You develop and strengthen a wide range of skills, including analytical thinking, presentation, writing, and communication

skills.

Instruction language

EN

Prerequisites

All students who are admitted to the Master of Science in International Business can follow this course. Exchange students with a Bachelor degree in Business, or with another Bachelor degree, including a minor in Marketing are also admitted. This course assumes knowledge of innovation management at an introductory level.

Recommended literature

State-of-the-art literature published in the leading marketing journals. A detailed literature list will be available online (Eleum) at the section course material / group meetings.

Teaching methods

Assessment methods

FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words

Supply Chain Metrics

Academic year 2013-14

Date last modified

14-12-2013 1:29

Period

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

Code

EBC4087

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

L.R.J. Quintens

Description

The course focuses on the relationships within supply chains (e.g. structure and organization of supply chains), and how these relationships drive the performance of supply chains. Performance metrics (allocations of gains, decision rights and risk) that can be used to evaluate and improve supply chains will be discussed. In the strategic planning process performance targets are established. Subsequently, in the control and evaluation process these targets are compared to the performance metrics. Discrepancies may give rise to minor or major corrective actions (e.g., improving (contractual) relationships within the chain). Traditionally, performance metrics have been used in the strategic planning process to evaluate and control the performance of individual supply chain members. However, increasingly, it has been acknowledged that in supply chains performance metrics should be formulated on the level of the supply chain and not at the level of individual supply chain members. The following issues will be addressed: I. relationships between chain members; II. chain strategies and supply chain performance; III. Supply Chain Management; IV. and performance metrics; V. chain members: allocation of profits, decision rights and risk . A number of reasons exist for the measurement of performance metrics in Supply Chain Management in relation to the structure and organization of the supply chain. First and foremost, they provide an objective basis for decision-making and thus improve supply chain performance. Moreover, they facilitate communication, provide feedback to and motivate chain members. However, using the right performance metrics is essential. In Supply Chain Management performance measures range from price and cost measures (objective) to customer satisfaction measures (subjective). Establishing a supply chain performance measurement and evaluation system assists supply chain managers in determining the right performance metrics to be measured, to formulated the specific measures, to establish performance objectives and to implement the system in the supply chain.

Goals

Participants in this course will learn the importance of managing (contractual) relationships in supply chains and how

these relationships influence performance metrics which are used to evaluate supply chains. Understanding the role that relationships have in supply chains and the establishment of a supply chain performance measurement and evaluation system should result in the improved performance of the supply chain.

Instruction language

EN

Prerequisites

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

Recommended literature

To be announced

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

PAPER(S)

Assessment methods

PARTICIPATION

FINAL PAPER

Key words

Business Innovation+Sustainable Develop

Academic year 2013-14

Date last modified

14-12-2013 1:29

Period

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

Code

EBC4106

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

M.J. van Wegberg

Description

The topic of this course is that businesses innovation takes place in a societal context. Inventors, innovators, and businesses influence their environment. They have external effects on the local society, natural environment, on competitors, clients and suppliers. Business leads to sustainable development if it meets present needs without undermining the ability of future generations to meet theirs. Many actors in a capitalist society are aware of their external effects. They start a business or invent a new technology, product, or business model in order to solve a social ill or a perceived inefficiency. They live in the world and they act their part. When business chooses to ignore its social, political and natural environment, government needs to step in to correct resulting problems. If the government is to step back from the market process then firms need to increase their social responsibility by working towards sustainable development. Unsustainable development hurts business too. A business that undermines its social, economic or natural environment will lose legitimacy and sap the sources of its vitality. Many innovations and enterprises were motivated by the initiators to improve the society as they perceived it. Many entrepreneurs felt a societal responsibility to improve the people who worked for them or the societies in which they operated. The view of capitalism as solely profit oriented and opportunistic represents an impoverished view of the reality of business. This course aims to correct that. By doing so it provides its students a handle to see their societal awareness and responsibility as a resource that helps them be creative, to think up new products and products, and to make original contributions to the companies they work for. .

Sessions of the course: Session and Topics: 1. Opening group sessions 2. Course opening lecture 3. Externalities, Business and Society 4. Opportunism, Virtue and Exploitation 5. Societal Issues: Pollution, Poverty, Aging and Globalization 6. Diversity, Creativity and Change 7. Creative Destruction and Disruptive Innovation 8. Case Discussion: Social Problems are Business Opportunities 9. Sustainability and Entrepreneurship 10. Inclusive Capitalism: Sustainability Coalitions and Alliances 11. Instruments for Change: Sustainability Standards 12. Project Feedback, Lessons Learned. . Educational Approach Each student develops a project motivated by the goal to improve sustainability and society. The aim is to

identify a social ill or inefficiency, and to think up an innovation, new organization, or a strategy that can contribute to solving this problem. The project first demonstrates that a social ill or inefficiency indeed exists. A private opinion is not enough. The project requires rigorous thinking to show that society can do better. It should suggest a solution. The solution should demonstrably contribute to the goal. It should be feasible from a business perspective. The solution should be shown to be compatible with a profit requirement and to be viable in the long term without subsidies. The data gathering should include at least one extensive interview. Secondary data should be collected from multiple sources. The discourse in the project report should use theories and concepts from the course literature. Since the master Strategy and Innovation contains courses on competition, strategy, innovation and alliances, the report should explicitly use and refer to insights from at least one of the other three courses of this track. Each session has two presenters. With a maximum of fourteen students per group that applies to seven sessions. The remaining group sessions will be organized by the students collectively. The reports have to be handed in in session ten. This enables feedback to occur in session 12.

Goals

Each student develops a project motivated by the goal to improve sustainability and society. The aim is to identify a social ill or inefficiency, and to think up an innovation, new organization, or a strategy that can contribute to solving this problem. The project first demonstrates that a social ill or inefficiency indeed exists. A private opinion is not enough. The project requires rigorous thinking to show that society can do better. It should suggest a solution. The solution should demonstrably contribute to the goal. It should be feasible from a business perspective. The solution should be shown to be compatible with a profit requirement and to be viable in the long term without subsidies. interview. Secondary data should be collected from multiple sources. The discourse in the project report should use theories and concepts from the course literature. Since the master Strategy and Innovation contains courses on competition, strategy, innovation, and alliances, the report should explicitly use and refer to insights from at least one of the other three courses of this track. students per group that applies to seven sessions. The remaining group sessions will be organized by the students collectively. feedback to occur in session 12.

Instruction language

EN

Prerequisites

Excellent command of English in spontaneous class discussions, prepared student presentations, and in writing for essays (part of the grading). Vocabulary, syntax, pronunciation should all be proper. Basic understanding of strategic management and business economics. Basic concepts like ROA and concentration and the five forces should be known. Basic understanding (in terms of reading rather than actually doing) of statistics, notably, the ability to understand regression analysis as research tool, regression equations as a model in a research paper, and tables of results.

Recommended literature

The course uses a book plus numerous peer reviewed academic articles. The book: Hart, Stuart L, 2010, Capitalism at the Crossroads: Aligning Business, Earth, and Humanity, Upper Saddle River, Wharton Business School, 3d edition. This book is a very motivating account of how business not only should deal with the world's ills but in fact will benefit from doing so. There is no inconsistency between private business and social wellbeing. The downside of the visionary book is that it cannot pass as an academic textbook. We therefore complement it with academic articles to provide depth of view and a critical perspective.

Teaching methods

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

Assessment methods

FINAL PAPER
PARTICIPATION

Key words

Fin Prod Develop: A Mrktng-Finance Appr

Academic year 2013-14

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

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EBC4113

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

N. Kalogeras

Description

The course integrates the financial literature on financial product development with the marketing approach towards product development. The course will show that both approaches are complementary to each others and that only by integrating the two approaches the necessary and sufficient conditions for successful financial product development will be fulfilled.

Goals

The purpose of this course is to provide students with insight in the product development process of financial products, and how this differs from the product development process of more tangible products. More specifically, literature on the interface between marketing and finance will be used to gain a better understanding of these processes. Apart from this more theoretical part of the course, there will be a methodological component in which more attention will be paid to how we may try to find out investors' needs or the existence of different segments of investors and how companies may adapt their product development to incorporate such different segments. Students will be acquainted with advanced statistical techniques to do so.

Instruction language

EN

Prerequisites

Courses and workload are very demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. Exchange students need to major in finance in their Master. Students are expected to have basic knowledge about marketing as well as about finance. Moreover, as advanced statistical techniques will be presented,

knowledge of and experience in statistics as well as analytical insights are required for this course.

Recommended literature

State-of-the art literature published in the leading marketing journals. A detailed literature list will be available online (ELEUM) at the section course material/group meetings.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

ASSIGNMENT(S)

Assessment methods

ATTENDANCE

PARTICIPATION

WRITTEN EXAM

Key words

Operational strategy

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

Code

EBC4123

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

P.W.L. Bollen

Description

The way in which scholars, practitioners and consultants, define, perceive and analyze international business organizations has shifted from a function-based perspective in the past towards a process-based perspective nowadays. In such a perspective the focus is on operational, tactical and strategy processes in a global context. In this course we will apply process-analysis on (international) operational, tactical and strategic decision making processes. The course will deal with (amongst others) following topics: . - international company's primary activities and the activities of its global competitors - - - and (global) organization structure and sales-, human resources, financial- and administrative functions. . In this course a number of case studies will be used that illustrate how these concepts can be applied in a practical context. These (real life) case studies will be taken from manufacturing companies as well as service providing organizations.

Goals

Apply a suitable methodology for the development of an operational strategy Describe & discuss the key characteristics of different approaches to operations Assess the suitability of operations processes for a particular operations strategy Recommend an appropriate process design in given operational circumstances Implement an operations strategy

Instruction language

EN

Prerequisites

-

Recommended literature

Textbook Reader with articles

Teaching methods

PBL

PRESENTATION(S)

ASSIGNMENT(S)

Assessment methods

FINAL PAPER

ATTENDANCE

PARTICIPATION

Key words

Management Control

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Period

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

Code

EBC4154

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

F. Moers

Description

The central question of this course is: 'How do managers control the parts of the organisation they are responsible for?' In other words, we are interested in how managers make sure that organisational participants behave and perform in line with the organisation's objectives. Management Control is an essential managerial task. In this course we will deal with the following questions: What control problems do we observe in practice? In what way can these control problems be solved? What are the effects of management control systems? How can we design and implement adequate management control systems?

Goals

After you have finished this course, you will have a good understanding of at least three themes. First, you will be able to understand and discuss the meaning and importance of management control as a basic part of managerial activity. Second, you will be able to understand and assess the interaction between control problems and organisational arrangements, such as performance measurement and incentives. Third, you will have obtained skills to adequately address control problems in actual practice.

Instruction language

EN

Prerequisites

"2nd year courses Finance & Accounting (EBC2007) and Management of organisations (EBC2008) or 2nd year courses Accounting II (EBC2002) and Managerial economics (EBC2023). Intermediate level knowledge on the subject fields of Accounting, Organisational studies or Finance."

Recommended literature

Merchant, K.A. and Van der Stede, W.A., Management Control Systems: Performance Measurement, Evaluation and Incentives, Prentice Hall, 3rd edition, 2012.

Teaching methods

PBL

PRESENTATION(S)

LECTURE(S)

Assessment methods

PARTICIPATION

WRITTEN EXAM

Key words

Family Business

Academic year 2013-14

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

Code

EBC4180

ECTS credits

6.5

Organisational unit

School of Business and Economics

Coordinator

Y.P.M. Bammens

Description

The Family Business course introduces students to the unique management issues facing this organizational form. The course addresses the importance and distinctive nature of family businesses, and familiarizes students with central theories (agency theory, stewardship theory, resource-based theory) and topics (e.g., succession, governance, entrepreneurship) covered in the academic family business literature. The course uses a combination of topical readings, lecture, case discussion, and assignments to explore and illustrate family business issues.

Goals

To introduce students to the management challenges faced by family businesses; To discuss theoretical frameworks that will help students in analyzing management problems in family firms; To allow students to apply the knowledge gathered to case studies on family businesses as well as to a real-life company.

Instruction language

Prerequisites

This Master-level course familiarizes students with the specifics of the organizational form of family businesses, and requires a general understanding of business concepts and management theories.

Recommended literature

Academic journal articles; Case studies

Teaching methods

PBL

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

Assessment methods

FINAL PAPER
PARTICIPATION
WRITTEN EXAM

Key words