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

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

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International Business Research

Academic year 2015-16

Date last modified
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Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15
Period 4  Startdate: 01-Feb-16  Enddate: 01-Apr-16

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. Applied research articles will be discussed 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
Attendance

Key words
Entrepreneurial Theory and Research

Academic year 2015-16

Date last modified
28-10-2015 1:27

Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15

Code
EBC4094

ECTS credits
5.0

Organisational unit
School of Business and Economics

Coordinator
Y.P.M. Bammens

Description
This course discusses scientific research in the areas of entrepreneurship and small business management. The course focuses on topics such as entrepreneurial opportunity recognition, organizational and strategic issues, academic and social entrepreneurship, high-tech venturing and international entrepreneurship.

Goals
The goal of this course is to familiarize students with the academic literature on entrepreneurship and small business management. Besides, it aims to enhance the student’s research competencies.

Instruction language
EN

Prerequisites

Recommended literature
To be announced

Teaching methods
PBL
Lecture(s)
Presentation(s)
Work in subgroups
Assignment(s)
Paper(s)

Assessment methods
Written exam
Participation
Final paper

Key words
Entrepreneurial or SME Management

Academic year 2015-16

Date last modified
28-10-2015 1:27

Period
Semester 1  Startdate: 01-Sep-15  Enddate: 29-Jan-16
Year  Startdate: 01-Sep-15  Enddate: 31-Aug-16
Semester 2  Startdate: 01-Feb-16  Enddate: 31-Aug-16

Code
EBC4093

ECTS credits
7.0

Organisational unit
School of Business and Economics

Coordinator
A.E.J. van Gils

Description
"In block period 1, students will have to plan and organize an entrepreneurship event for alumni from this program and entrepreneurs from the region. From the second block period onwards, students can select one of the following projects: 1. In a group of four to six students, you set-up your own student company and you effectively run and manage this company during one academic year. Both commercial and social venture projects can be initiated. 2. In a group of two to three students, you join an academic entrepreneur or a valorisation officer, and based on a technological invention or patent, the team's aim is to bring this invention to commercial application, and/or to set-up a new venture. 3. A group of two to three students assists the entrepreneur of a small or medium-sized company during one year in the management of his/her company. Besides making a thorough analysis of the current business situation, you write a strategic development plan. Moreover, you execute one specific project to enhance value creation in this company. Teaching method: opening lecture (to be planned in September and February, as this is a floating skill) · Work in subgroups · Tutorials and group coaching sessions”

Goals
Students will develop several competencies required within the entrepreneurship and small business domain, such as opportunity recognition, strategic and relational competencies. Moreover, team and managerial skills will be further developed.

Instruction language
EN
**Prerequisites**
Knowledge of bachelor courses in accounting, finance, marketing, organisation and strategy

**Recommended literature**
To be decided, will be announced in the block book.

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

**Assessment methods**
Final paper
Participation
Oral exam

**Key words**
Entrepreneurship and Research Methods

Academic year 2015-16

Date last modified
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Period
Period 1  Startdate: 01-Sep-15  Enddate: 23-Oct-15
Period 4  Startdate: 01-Feb-16  Enddate: 01-Apr-16

Code
EBC4216

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
Y.P.M. Bammens

Description
This course discusses theories and advanced research topics in the areas of entrepreneurship and small business management. The course reviews concepts such as effectuation, bricolage, resource dependency and further develops knowledge on specific types of entrepreneurial businesses (academic and social entrepreneurship, high-tech venturing and international entrepreneurship). With regards to research methodology, both quantitative and qualitative research methods will be studied, and students will get the opportunity to practice some research techniques such a factor and regression analyses.

Goals
The goal of this course is to advance students’ knowledge on theories and processes in entrepreneurial and smaller businesses. Specific attention will be given to the different methodologies used within this research field. The course also aims to further develop the research skills of the students.

Instruction language

Prerequisites

Recommended literature
To be announced

Teaching methods
PBL
Presentation(s)
Lecture(s)
Assignment(s)
Paper(s)
Work in subgroups

**Assessment methods**
Final paper
Participation
Written exam

**Key words**
Family Business

Academic year 2015-16

Date last modified
28-10-2015 1:27

Period
Period 1  Startdate: 01-Sep-15  Enddate: 23-Oct-15

Code
EBC4217

ECTS credits
5.0

Organisational unit
School of Business and Economics

Coordinator
Y.P.M. Bammens

Description
This course introduces students to the unique management issues facing the organizational form of family firms. The course addresses the importance and distinctive nature of family businesses, and familiarizes students with central theories (agency theory, stewardship theory, socioemotional wealth 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 analysing management problems in family firms. To allow students to apply the knowledge gathered to case studies as well as to a real-life family firms.

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. An advanced level of English

Recommended literature
Academic journal articles; Case studies

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

**Assessment methods**

**Key words**
Entrepreneurial Finance

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period

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 on financial decision making for small and medium companies from their start-up until the exit (via, e.g., an IPO). The course starts with a refresher of basic finance theory. Students that have no background in finance should be aware that this is a very brief introduction to finance and are advised to study basic concepts beforehand. After that we will discuss the empirics of returns to private equity, i.e., how profitable is it to start a business. The next topic is capital choices of small businesses. Some financing choices of entrepreneurs will be discussed in more detail, namely relationship lending, crowd financing, and angel and venture capital. The course ends with an overview of exit choices of investors. All topics are covered via research articles that present important empirical results."

Goals
The course provides a thorough understanding on financial decision making for small and medium companies from their start-up until the exit (via, e.g., an IPO).

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 or 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**
Value-Based Marketing

Academic year 2015-16

Date last modified
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Period
Period 4  Startdate: 01-Feb-16   Enddate: 01-Apr-16

Code
EBC4082

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
E.C. Brüggen

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
Control & account small & medium-sized enterprises

Academic year 2015-16

Date last modified
6-11-2015 1:25

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

Code
EBC4090

ECTS credits
5.0

Organisational unit
School of Business and Economics

Coordinator
R.W.J. Deumes

Description
This course will cover control and accountability issues in a small business environment. These issues are essential to being in control as a small business manager as they improve decision making. Only then entrepreneurs are fully able to concentrate on and fully exploit their entrepreneurial skills. To that end, the course deals with the relevant financial reporting issues, and typical management accounting and control issues in small businesses. Furthermore, the course will discuss the internal control system in small businesses in order to provide the entrepreneur with relevant and reliable information for decision making. Also, the IT issues in small businesses will be discussed as this appears to be a major problem area. There often is insufficient knowledge of the IT risks within small business, and small businesses are unaware of the measures that can be taken to mitigate these IT risks. Furthermore, small business may have difficulties in implementing such measures because their limited size and resources may force them to depend heavily on third parties (i.e. outsourcing, application service providers). As a result, most small businesses have little control over their IT resources. Therefore, all these three issues related to the role of Information technology within small business will be addressed. The course will not only provide students an overview of the academic literature on control and accountability in small businesses. It will also train practical skills that are important in a small business environment by using cases on the various small business aspects in the area of control and accountability.

Goals
After completing this course, you will have good knowledge of systems and techniques that are available to managers of small and medium-sized enterprises to provide relevant information for decision making and control.

Instruction language
EN
Prerequisites
Basis knowledge in the areas of financial and management accounting.

Recommended literature
Academic textbook and academic articles

Teaching methods
Assignment(s)
PBL

Assessment methods
Participation
Written exam

Key words
Purchasing Management

Academic year 2015-16

Date last modified
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Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15

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 2015-16

Date last modified
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Period
Period 1 Startdate: 31-Aug-15 Enddate: 25-Oct-15
Period 4 Startdate: 01-Feb-16 Enddate: 01-Apr-16

Code
EBC4018

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator

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

Assessment methods
Participation
Written exam

Key words
Assurance Services

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15

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 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 professional scepticism, auditor independence, audit firm governance, quality control, public oversight, audit market structure, concentration, competition, and audit pricing. The course is linked to audit practice by means of case-studies, a workshop in collaboration with a large audit firm and a guest lecture.”

Goals
“The objectives of this course are twofold. First, students will gain insight into the essential elements of the process of assurance services. 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. 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. Graduates have profound, evidence-based and up-to-date academic knowledge and understanding of theories, methods and tools in business/economics. This includes demonstrating the ability to develop new ideas.
Graduates can apply their profound knowledge and understanding to identify and solve also unstructured or semi-structured real life business/economic problems in unfamiliar environments within broader multidisciplinary contexts. This includes demonstrating analytical skills and a problem-solving attitude. Graduates can integrate various perspectives to formulate judgments even with incomplete information on complex theoretical and practical business/economic issues. Graduates can effectively communicate both to specialist and non-specialist audiences. This includes demonstrating strong presentation skills, project-management skills, interpersonal skills, a high level of argumentation and context sensitivity. Graduates have self-directed learning skills and the ability to regulate their own learning process.

**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**
Textbook and articles

**Teaching methods**
Lecture(s)
Work in subgroups
PBL

**Assessment methods**
Participation
Written exam

**Key words**
Cases in Management Information Systems

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15

Code
EBC4038

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
M.P.M. Vluggen

Description
“This course is entirely based on company cases and focuses on how organisations can use information systems to improve their performance. The chosen cases - all from real life - reflect the breadth of the information systems field. The cases deal with issues such as: - Customer relationship management (CRM) - Enterprise resource planning (ERP) systems - IT-investment prioritisation - Healthcare IT - Resistance to change - Enterprise 2.0 tools (blogs, wikis, prediction markets) - RFID technology - The business-iT gap - The strategic use of information systems - Information systems failure - The role of IT in mergers - Online reputation systems - Online marketing - IT start-ups and entrepreneurship”

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
No prerequisites

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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15

Code
EBC4044

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A.M. Bos

Description
"This course explores the overlapping areas of industrial economics and strategic management. Its focus is on the external environment of the firm and how this environment is affected by strategic decision making of companies. The course is designed to provide students with an understanding of the economic principles underlying strategy formulation. Based on an analysis of the factors shaping the industry, firms assess their positioning relative to their rivals, and formulate strategies in order to achieve a durable competitive advantage. In choosing between strategies, firms have to take into account the possible reactions of rivals to their strategic decisions. The course provides students with the tools to analyse the positioning and performance of firms in different industry environments. These tools mainly rely on economic theories (e.g., theories of industrial organization, basic concepts of game theory, transaction cost theory). The course covers various topics in strategy formulation, such as product positioning and differentiation, vertical integration, pricing, strategic commitment and entry deterrence. By combining theory and cases, the course focuses on strategy formulation by multinational firms."

Goals
"The objectives of the course are: 1. To develop understanding of the economic principles underlying industry structure and strategy. 2. To develop skills in analysing the drivers of the competitive environment and in identifying sound corporate strategies. 3. To develop the ability to apply theory to real world cases and to find solutions to real world cases in theory. 4. To develop skills in searching for, and making good use of, publicly available information on firms and industries, and carry out basic research. 5. To develop teamwork and presentation skills."

Instruction language
EN
**Prerequisites**

“Basic knowledge of microeconomics. Exchange students need to have obtained a bachelor’s degree with a major in business and need to major in strategy in their master.”

**Recommended literature**

textbook

**Teaching methods**

PBL
Presentation(s)
Assignment(s)
Paper(s)

**Assessment methods**

**Key words**
Organisational Change and Consultancy

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1  Startdate: 31-Aug-15   Enddate: 25-Oct-15

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: Next to participation and written exam, FACILITATION is also assessed. Tutorial groups (seminars) are the primary teaching methods.”

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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1 Startdate: 31-Aug-15 Enddate: 25-Oct-15

Code
EBC4052

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
S. Ros - Kleimeier

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-depth understanding of corporate governance and restructuring are discussed. On the one hand, corporate governance and restructuring will be motivated as solutions to principal-agent 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 companies operating in industrialized as well as developing countries. Whereas mergers, acquisitions, or takeovers are the more well-known forms of corporate restructuring, this course also explores project finance, privatization and bankruptcy.”

Goals
“Understand different types of restructuring methods available to companies with specific attention to the relationship between firm value, governance and restructuring. Understand the need for corporate governance in today’s economies. Learn about different corporate governance tools.”

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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1  Startdate: 31-Aug-15   Enddate: 25-Oct-15
Period 4  Startdate: 01-Feb-16   Enddate: 01-Apr-16

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**

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

**Assessment methods**
Participation
Written exam

**Key words**
Relationship Management

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1   Startdate: 31-Aug-15   Enddate: 25-Oct-15

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 2015-16

**Date last modified**
15-4-2016 1:13

**Period**
Period 1  Startdate: 31-Aug-15   Enddate: 25-Oct-15
Period 4  Startdate: 01-Feb-16   Enddate: 01-Apr-16

**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 2015-16

Date last modified
2-12-2015 1:18

Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15
Period 4  Startdate: 01-Feb-16  Enddate: 01-Apr-16

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 modelling 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

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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1 Startdate: 31-Aug-15  Enddate: 25-Oct-15
Period 4 Startdate: 01-Feb-16  Enddate: 01-Apr-16

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

Instruction language
EN

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

Recommended literature
Teaching methods
PBL
Presentation(s)
Assignment(s)
Paper(s)

Assessment methods
Participation
Written exam
Final paper

Key words
Shareholder Value & Market Based Assets

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15

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

**Teaching methods**

PBL
Presentation(s)
Lecture(s)
Assignment(s)

**Assessment methods**

Attendance
Participation
Written exam

**Key words**
Retailing and Distribution

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period

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 Digital Eco

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period

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**

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

**Assessment methods**
Written exam
Final paper
Participation

**Key words**
Financial Statement Analysis + Valuation

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period

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 2015-16

Date last modified
15-4-2016 1:13

Period

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. A broad collection of academic articles.”

**Teaching methods**

Presentation(s)
Lecture(s)
Assignment(s)
Paper(s)

**Assessment methods**

Final paper
Participation

**Key words**
Organisational Learning and Development

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period

Code
EBC4048

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
M.R.W. Hamstra

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 2015-16

**Date last modified**
15-4-2016 1:13

**Period**

**Code**
EBC4054

**ECTS credits**
6.5

**Organisational unit**
School of Business and Economics

**Coordinator**
D.W.G.A. Broeders

**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 2015-16

Date last modified
15-4-2016 1:13

Period

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 2015-16

Date last modified
15-4-2016 1:13

Period

Code
EBC4081

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
M. Hermans

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 the assignments, students will have to use regression analysis and SPSS. So a background in regression analysis and SPSS is necessary.

Recommended literature

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

Assessment methods
Attendance
Participation
Written exam

Key words
Data Management

Academic year 2015-16

**Date last modified**
15-4-2016 1:13

**Period**

**Code**
EBC4091

**ECTS credits**
6.5

**Organisational unit**
School of Business and Economics

**Coordinator**
L.H.H. Bollen

**Description**
In the first halof of the course we will discuss datamodeling and SQL and in the second part of the course we will discuss some theoretical issues underlyin 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 practival issues related to database management. This includes designing databases using datamodeling, quering databases SQL and understanding the underlying theoretical issues.In addition we will discuss some data issues from a manageral 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)
Papers(s)

**Assessment methods**
Final paper
Participation
Written exam

**Key words**
Business intelligence case study

Academic year 2015-16

**Date last modified**
15-4-2016 1:13

**Period**
Period 5  Startdate: 11-Apr-16   Enddate: 27-May-16

**Code**
EBC4107

**ECTS credits**
6.5

**Organisational unit**
School of Business and Economics

**Coordinator**
M.B.P. Peeters - Rutten

**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 develop 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**
Strategic Performance Analysis

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period

Code
EBC4131

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A. Brüggen

Description
“This is an advanced course in Management Accounting. Students will work in subgroups on a project with a company. During the course, they will solve a real problem and will present it at the end of the course in front of a jury, consisting of members of the boards of the particular firm, members of the chamber of commerce and professors. Further, this course provides you with thorough knowledge to analyse business situations for strategic decision-making. In particular, this course deals with financial distress, interfirm relations, 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
This is a very practice-oriented course.

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
Teaching methods
PBL
Presentation(s)
Assignment(s)

Assessment methods
Participation
Written exam

Key words
Entrepreneurial Finance

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period

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 on financial decision making for small and medium companies from their start-up until the exit (via, e.g., an IPO). The course starts with a refresher of basic finance theory. Students that have no background in finance should be aware that this is a very brief introduction to finance and are advised to study basic concepts beforehand. After that we will discuss the empirics of returns to private equity, i.e., how profitable is it to start a business. The next topic is capital choices of small businesses. Some financing choices of entrepreneurs will be discussed in more detail, namely relationship lending, crowd financing, and angel and venture capital. The course ends with an overview of exit choices of investors. All topics are covered via research articles that present important empirical results."

Goals
The course provides a thorough understanding on financial decision making for small and medium companies from their start-up until the exit (via, e.g., an IPO).

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 or 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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4  Startdate: 01-Feb-16  Enddate: 01-Apr-16

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

Assessment methods
Participation
Written exam

Key words
Psychology and Economics

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4  Startdate: 01-Feb-16  Enddate: 01-Apr-16

Code
EBC4021

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
A. Baranski Madrigal

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**

**Teaching methods**
Presentation(s)
Lecture(s)

**Assessment methods**
Participation
Written exam

**Key words**
Leadership

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4 Startdate: 01-Feb-16 Enddate: 01-Apr-16

Code
EBC4042

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
N.L. van den Elst

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
Participation

**Key words**
Alliances and Mergers & Acquisitions

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4   Startdate: 01-Feb-16   Enddate: 01-Apr-16

Code
EBC4043

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
W.A. Letterie

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
Academic material
Teaching methods

PBL
Presentation(s)
Lecture(s)

Assessment methods

Final paper

Key words
Behavioural Finance

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4 Startdate: 01-Feb-16 Enddate: 01-Apr-16

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 unbouded 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**
Fixed Income Management

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4  Startdate: 01-Feb-16   Enddate: 01-Apr-16

Code
EBC4058

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
T. Post

Description
Topics include: duration and convexity; yield curve, term structure and forward curve; bank risk management; fixed-income portfolio manage

Goals
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 economics or business administration. Exchange students need to major in finance in their Master.

Recommended literature

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

Participation
Written exam

Key words
Financial Accounting

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4 Startdate: 01-Feb-16 Enddate: 01-Apr-16

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
Teaching methods

PBL
Presentation(s)
Assignment(s)

Assessment methods

Participation
Written exam

Key words
Value-Based Marketing

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4  Startdate: 01-Feb-16  Enddate: 01-Apr-16

Code
EBC4082

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
E.C. Brüggen

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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4  Startdate: 01-Feb-16  Enddate: 01-Apr-16

Code
EBC4118

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.R. Sweeney

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. Graduates have profound, evidence-based and up-to-date academic knowledge and understanding of theories, methods and tools in business/economics. This includes demonstrating the ability to develop new ideas. Graduates can apply their profound knowledge and understanding to identify and solve also unstructured or semi-structured real life business/economic problems in unfamiliar environments within broader multidisciplinary contexts. This includes demonstrating analytical skills and a problem-solving attitude. Graduates can integrate various perspectives to formulate judgments even with incomplete information on complex theoretical and practical business/economic issues. Graduates can effectively communicate both to specialist and nonspecialist audiences. This includes demonstrating strong presentation skills, project- management skills, interpersonal skills, a high level of argumentation and context sensitivity. Graduates have self-directed learning skills and the ability to regulate their own learning process. Graduates have a professional attitude. This includes demonstrating an open mind, proactive behaviour, critical reflection and accountability.”

**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**


**Teaching methods**

PBL
Presentation(s)
Paper(s)

**Assessment methods**

Written exam

**Key words**
Managers @ Work

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

Code
EBC4055

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
N. Kok

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 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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

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

Teaching methods

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PBL
Presentation(s)
Lecture(s)
Assignment(s)

**Assessment methods**
Participation
Written exam

**Key words**
Managing ICT in a Global Environment

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

Code
EBC4059

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.R. Sweeney

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
The 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 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

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

**Key words**
Supply Chain Metrics

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

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 Development

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

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 orientated 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.

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. 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. The reports have to be handed in in session ten. This enables feedback to occur in session 12.

Instruction language
EN

Prerequisites
"Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, teams, and the educational approach. Failure to attend both meetings implies course failure. 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 literature consists of academic articles plus usually a book as well. To give an idea in 2014 we used Stuart Hart’s motivational book ‘Capitalism at the crossroads’. A set of academic articles will provide multiple viewpoints, depth, and critical perspectives.

Teaching methods
PBL
Lecture(s)
Assignment(s)
Work in subgroups
Paper(s)

**Assessment methods**
Final paper
Participation
Attendance

**Key words**
Financial Product Development

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5   Startdate: 11-Apr-16   Enddate: 27-May-16

Code
EBC4113

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.M.R. Merk

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

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

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 the 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

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 5  Startdate: 11-Apr-16  Enddate: 27-May-16

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. Graduates have profound, evidence-based and up-to-date academic knowledge and understanding of theories, methods and tools in business/economics. This includes demonstrating the ability to develop new ideas. Graduates can apply their profound knowledge and understanding to identify and solve also unstructured or semi-structured real life business/economic problems in unfamiliar environments within broader multidisciplinary contexts. This includes demonstrating analytical skills and a problem-solving attitude."

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


Teaching methods

PBL
Presentation(s)
Lecture(s)

Assessment methods

Participation
Written exam

Key words
Sustainable Finance, Management, and St

Academic year 2015-16

Date last modified
28-10-2015 1:27

Period
Period 1  Startdate: 31-Aug-15  Enddate: 25-Oct-15

Code
EBC4211

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.M.M. Derwall

Description
This course discusses the implications of global sustainability challenges for the development of strategy, management systems, and financing policies of companies. We combine key theoretical and empirical studies from various disciplines to understand how companies can undertake steps to adopt sustainability principles in ways that serve both their business goals and society at large. Rather than perceiving sustainability issues as constraints on performance, students learn how profit-oriented companies can identify sustainability challenges that are strategically relevant to the company, and which affect the competitiveness and long-run performance of their organizations. After such issues have been integrated in corporate and business strategy, managers must be aware that those strategic benefits that firms can reap with corporate sustainability performance may be intangible and may materialize slowly. These features of corporate sustainability can make it complicated for firms to set the right targets for employees, create adequate benchmarks for measuring progress, provide workers the right incentives to behave towards ultimate sustainability goals, make internally consistent financing decisions, and report properly on corporate sustainability performance to external financial and non-financial stakeholders. Translating strategy to actions along these lines thus becomes central to the second part of the course.

Goals
The mainstream business community is in urgent need of ways to transform sustainability challenges into competitive advantages. Achieving that goal requires business professionals with an early understanding of how sustainability issues run as a common thread through strategy, management and control, finance, and marketing. This course discusses sustainability in a business context through this multidisciplinary perspective. By doing so, students will be able to understand how businesses can address sustainability to be more competitive and create economic benefits for both the firm and society. Also, to achieve that goal, students will learn how sustainability affects businesses in their strategy formation, their performance management, measurement and control, their reporting, and their financing decisions.
**Instruction language**

**Prerequisites**
Courses and workload are demanding for all IB Master courses. Exchange students need to have obtained a Bachelor degree in business. The course touches on topics from the domains of strategy (core competencies, resource-based view of the firm, Porter-generic strategies), management, (financial) accounting, corporate finance (cost of capital, valuation), and marketing. Students are expected to understand the key basic concepts from these domains, as is taught in typical bachelor business programs. Analytical skills, understanding of excel, and an advanced level of English are required.

**Recommended literature**
The course is taught using a collection of top-ranked academic and high-impact practitioner-oriented articles, and cases that help students to confront theory with practice.

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

**Assessment methods**
Written exam
Participation

**Key words**
Sustainable and Responsible Investments

Academic year 2015-16

Date last modified
15-4-2016 1:13

Period
Period 4  Startdate: 01-Feb-16  Enddate: 01-Apr-16

Code
EBC4212

ECTS credits
6.5

Organisational unit
School of Business and Economics

Coordinator
J.M.M. Derwall

Description
This course fully focuses on the theory and practice of sustainable investments. It demonstrates how sustainability issues affect the development of financial products and may influence the performance of investment strategies. The first part of the course explains how sustainable investing translates to the management of investment portfolios in traditional asset classes, such as the optimization of return/risk characteristics of equity portfolios, but also fixed-income portfolios, by means of Environmental, Social, and Governance (ESG) Factors. Subsequently, the course explains how analysing the (non-) financial preferences and behavioural characteristics of prospective clients/customers are important in developing and successfully marketing sustainable financial products. Students can also get a basic understanding of sustainable investments that are explicitly intended to have positive sustainable-development impact in emerging markets, such as “impact investments” and “microfinance”.

Goals
The goals of this course are to discuss sustainable and responsible investments in the context of stock-market listed firms and other classes, through both an academic and practitioner’s lens. Students first learn how environmental, social, and governance factors as well as fundamental financial factors can affect the decisions of equity investors who seek for a specific return/risk profile of their portfolios. Subsequently, students learn beyond the issue of return-risk optimization how important it is to understand the financial and nonfinancial preferences of investors, and concepts such as trust and cheating, all of which have practical implications for the successful development investment products that cater to specific groups of clients.

Instruction language

Prerequisites
Recommended literature
Teaching methods
Assessment methods
Key words
Master's Thesis (Variable credits)
Academic year 2015-16

Date last modified
23-4-2016 1:13

Period
Year  Startdate: 01-Sep-15  Enddate: 31-Aug-16

Code
EMTH0003

ECTS credits
13.0

Organisational unit
School of Business and Economics

Coordinator

Description

Goals

Instruction language

Prerequisites

Recommended literature

Teaching methods

Assessment methods

Key words

Academic year 2015-16

Date last modified
12-11-2015 1:23

Period
Period 3  Startdate: 11-Jan-16  Enddate: 22-Jan-16
Period 6  Startdate: 13-Jun-16  Enddate: 24-Jun-16

Code
EBS4018

ECTS credits
4.0

Organisational unit
School of Business and Economics

Coordinator
B.H.J. Schreurs

Description
In this course, we study: ó ó ó Furthermore, students have to write their own research proposal, which can be used to search for a supervisor for the MasterÆEs thesis. . Cooperation between O&G and AIM.

Goals
The main objective of this skill training is to formulate and address a research problem. You have to write a research proposal that can be used to assign you to a thesis supervisor.

Instruction language
EN

Prerequisites
No specific prerequisites

Recommended literature
Academic articles on scientific writing.

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

Assessment methods
Final paper
Participation

Key words