International Business

In your first year, you will take the same courses as all other International Business students, ranging from Finance to Accounting to Management of Organisations and Marketing. This gives you a solid footing from which to choose the specialisation Emerging Markets or continue with the regular International Business programme for your second and third years.

Emerging Markets

Most of the world’s economic growth is taking place in rising economic powers such as the BRICs (Brazil, Russia, India, China) and other countries in Asia, Latin America, Africa and Eastern Europe. In this specialisation, you’ll use a multi-disciplinary approach to study these emerging economies and the new business opportunities associated with their growth. You’ll learn what drives the high growth in these markets, how they are evolving, where the next business opportunities will be, and how to make responsible management and policy decisions in these rapidly changing and sometimes fragile economies.

Application procedure

The application for the specialisation Emerging Markets will be open from March 20 until April 30. Please find the information about the application procedure via SBE's Student Intranet.

You’ll like this if you...

- like to interact with people from different cultures and with different backgrounds
- enjoy working in fast-paced environments and like the challenge of a high workload
- want to study business and economics from the perspective of rapidly developing countries
- are interested in the complex relationships between culture, politics and business

What you’ll actually do:

- develop strong analytical abilities and use them to solve complex business and economics problems in emerging markets
- learn how to work with people from other cultures through an internship in an emerging economy
- choose the focus of your studies by designing your own curriculum
- develop an understanding of the way culture and politics shape the business environment in rapidly developing countries

Your future

Within the Emerging Markets specialisation, you’ll have the freedom to choose many of your courses and design your own path. You can ensure that you’ll be well prepared for many of the master’s programmes in business and economics at Maastricht University, including:
Global Supply Chain Management and Change
Management of Learning
Financial Economics
International Business
Economics

You’ll also be well positioned to apply to master’s programmes at other universities that focus on the business or economics of emerging markets, as well as related areas such as development studies, global studies and international relations.

Career prospects

The challenging structure of the specialisation is designed to make you an attractive candidate for:

- international (multinational) companies
- international development organisations
- global financial institutions
- trade promotion offices and ministries of national governments
- business and economics consultancies
- market research companies

First year courses

Compulsory Courses Year 1

School of Business and Economics
Management of Organisations and Marketing

Full course description

This course, which has an evident business administration character, addresses the issues of managing organisations and their marketing activities. This course introduces the basic concepts necessary to analyse and understand the functioning of any organisation, among others management, culture, and structure. Fundamental aspects like what management is and why we should study it will be dealt with, firstly. Subsequently, culture, ethics, corporate responsibility, teams, decision making, and structure will be discussed among others. Based on this knowledge the course deals with challenges faced by managers of organisations nowadays.

The marketing part of this course builds upon ‘marketing orientation’ as a foundation of contemporary firms. Attention is, for instance, paid to basic marketing tools, positioning and segmentation strategies, and customer motivation. Throughout the course examples of real life problems organisations face are given.

Next to these main subjects, practical skills deemed relevant for a successful study career will be emphasised.

Course objectives

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

When you have successfully finished this course, you are:

- capable of studying in an academic problem-based learning environment
- knowledgeable of the foundations of management and organisation studies
- knowledgeable of the foundations of marketing studies
- capable of understanding and explaining basic organisational and marketing problems in isolation

**Prerequisites**

An advanced level of English

**Recommended reading**

- Introductory (custom-made) Management of Organisations and Marketing book
- Skillset booklet (custom-made)
- Articles
- Study materials on PBL in an international classroom

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**EBC1001**

**Period 1**

3 Sep 2018

26 Oct 2018

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinators:**

K. Geyskens

J.M. Kensbock

**Teaching methods:**

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

**Assessment methods:**

Attendance, Participation, Written exam, Final paper

**Days:**

Monday, Tuesday, Thursday

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**School of Business and Economics**
Quantitative Methods I

Full course description

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

Course objectives

Active mastery and knowledge of basic mathematical and statistical techniques.

Prerequisites

Math secondary school at "minor" level.

Recommended reading

School of Business and Economics

Economics and Business

Full course description

The course 'Economics and Business' introduces economic principles and concepts. The following topics are addressed in lectures and tutorials: supply and demand analysis, perfect competition, monopoly, oligopoly, game theory, agency theory, and elements of macroeconomics. A parallel skills training in academic writing is an integrated component of the course.

Course objectives

Insight in basic economic concepts and tools, and the ability to apply them to the real world.

Prerequisites

Since Economics and Business is a first-year class, the presentation avoids the use of advanced mathematical concepts. However, knowledge of basic mathematical concepts such as solving equations, reading and working with graphs, manipulating inequalities, or working with single-variable functions is an indispensable prerequisite.

If you feel that you have deficiencies in mathematics, here are two splendid textbooks:


In addition, an advanced level of English is required.
Recommended reading

The course will use an introductory economics text book. The book will be announced in early October.

**EBC1009**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M. Wibral

**Teaching methods:**
PBL, Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Final paper, Participation, Written exam

School of Business and Economics

**Finance**

**Full course description**

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

**Course objectives**

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

**Prerequisites**

- An advanced level of English
- No specific required knowledge requested
School of Business and Economics

Fundamentals of Supply Chain Management

Full course description

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

Course objectives

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

Prerequisites

- An advanced level of English
- Basic Statistics

Recommended reading

EBC1029

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
L.R.J. Quintens
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Participation, Final paper, Written exam

School of Business and Economics
Accounting

Full course description

THIS COURSE IS COMPULSORY ONLY FOR STUDENTS WHO DID NOT PASS ACCOUNTING IN 2017-2018 OR BEFORE. THESE STUDENTS HAVE TO RETAKE ACCOUNTING IN 2018-2019, AND DO NOT TAKE ACCOUNTING AND FINANCIAL REPORTING (EBC1037-1038-1039).

The aim of this course is to introduce financial accounting. Students will learn how to record business transactions and draw up financial statements (balance sheet, income statement and cash flow statement). Understanding the basic principles underlying ‘the language of business’ is essential to anyone who will be involved in the preparation (e.g., controllers), monitoring (e.g., supervisory board members, auditors, stock market regulators), analysis (e.g., financial analysts, M&A consultants), or use (e.g., venture capitalists, governments, private shareholders, bondholders) of financial accounting information. The course also addresses other factors (such as accounting regulation, auditing, corporate governance and managerial incentives and judgement) that affect the preparation and use of financial statements as well as techniques for analyzing financial statements.

Course objectives

- Learn how to prepare financial statements (income statement, balance sheet, cash flow statement) at an introductory level using International Financial Reporting Standards (IFRS).
- Understand how managerial judgement plays a role in selecting accounting methods and measurement.
- Learn how to analyze and interpret financial statements.
- Understand how managerial incentives, managerial judgement, auditing and corporate governance affect the quality of financial statements.
Prerequisites

- An advanced level of English
- No specific required knowledge requested

Recommended reading


**EBC1013**

**Period 2**
29 Oct 2018
21 Dec 2018

Print course description

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
K. Haesebrouck

**Teaching methods:**
PBL, Lecture(s)

**Assessment methods:**
Participation, Written exam

School of Business and Economics

**Strategy**

Full course description

Firms create substantial value for a wide variety of stakeholders, including customers, shareholders and employees. In order to grow the firm, and sustain its long-term competitiveness, managers need to think carefully about a number of high-level strategic decisions. Essentially, these strategic decisions involve the questions where to compete - i.e., corporate strategy - and how to compete - i.e., business strategy. The formulation of an adequate corporate and business strategy (strategy formulation) will, however, need to be guided by the vision and mission of the company as well as a careful analysis of the company's internal and external context (strategy analysis). To achieve this objective, this course will rely on lectures, self-study, class presentations, case discussions, and team assignments. In combination, these different modes of study will offer students a deep understanding of the strategic management process and enhance their ability to apply these insights to real-life companies.
Course objectives

The learning goals for this course are twofold. First, by blending theory, empirical research and practical applications, the course provides students with core concepts, frameworks and analysis techniques in strategy that will help them become managers who make well-reasoned strategic decisions. Second, the course provides students with opportunities to practice and receive constructive feedback about their presentation skills, communication skills and team working skills. At the end of the course, students understand the strategic management process, the importance of the external environment and the internal resources, capabilities and competences of the firm in making strategic decisions, and understand the use of strategic tools and frameworks when formulating business-level and corporate-level strategies. In addition, at the end of the course students are able to give a professional case presentation on the strategy formulation and strategy analysis of a selected company.

Prerequisites

An advanced level of English.

Recommended reading

Introductory textbook on Strategy; Academic journal articles; Cases.
is no separate formal training in (or testing of) computer science: this element has been integrated into the remaining two parts of the course.

In the mathematics part, we will expand the analysis of functions and (systems of) equations. Issues that will be addressed are:

- The matrix representation of systems of linear equations (so called linear algebra) will be introduced and supplemented by the concepts of determinants and inverse matrices, which are important tools to manipulate such systems.
- A collection of tools often used in finance but also in other fields (buzzwords: interest rates, present value, discounting, and geometric series).

All these topics will be introduced and illustrated using economic or business applications.

In the second half of the course, we introduce the mathematical programming approach to solving decision problems in business.

The analysis will focus on the variety of business decision problems that can be modelled as linear programming models. The emphasis is on modelling, while finding the optimal solution is left to the computer.

In the statistics part, we will expand the coverage of inferential statistics, i.e. how to draw conclusions about a population based on a sample. Students will learn to apply the basic tools of inferential statistics (confidence intervals and hypothesis tests) to examine a large array of questions that may occur in economics or business. We will focus on the following topics:

- How to examine whether the mean of some quantitative variable (e.g. income) differs between two or more populations (e.g. men vs. women). Related to this, we will also examine what to do when the data are paired, and when the variable of interest is a proportion.
- How to analyse relationships between qualitative variables (e.g. between brand preference and gender).
- How to analyse relationships between two or more quantitative variables (e.g. between income and age) using regression analysis. This is one of the most frequently used statistical techniques in economics and business.

All these issues will involve the use of real-life data, which will be analysed using EXCEL.

**Course objectives**

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

**Prerequisites**

- Basic knowledge of mathematics and statistics, comparable to the course Quantitative Methods I, code EBC1005/1006/1007.
- Exchange students must have attended a course similar to QM1 at their home university.

**Recommended reading**

School of Business and Economics

Accounting and Financial Reporting

Full course description

The aim of this course is to introduce financial accounting and reporting. Students will learn how to record business transactions and draw up financial statements (balance sheet, income statement and cash flow statement). Understanding the basic principles underlying ‘the language of business’ is essential to anyone who will be involved in the preparation (e.g., controllers), monitoring (e.g., supervisory board members, auditors, stock market regulators), analysis (e.g., financial analysts, M&A consultants), or use (e.g., venture capitalists, governments, private shareholders, bondholders) of financial accounting information. The course also addresses other factors (such as accounting regulation, auditing, corporate governance and managerial incentives and judgement) that affect the preparation and use of financial statements as well as techniques for analyzing financial statements.

Course objectives

- Learn how to prepare financial statements (income statement, balance sheet, cash flow statement) at an introductory level using International Financial Reporting Standards (IFRS).
- Understand how managerial judgement plays a role in selecting accounting methods and measurement.
- Learn how to analyze and interpret financial statements.
- Understand how managerial incentives, managerial judgement, auditing and corporate governance affect the quality of financial statements.

Prerequisites

- An advanced level of English
- No specific required knowledge requested
Recommended reading


EBC1037

Period 2
29 Oct 2018
21 Dec 2018

ECTS credits:
6.5

Instruction language:
English

Teaching methods:
PBL, Lecture(s)

Assessment methods:
Participation, Written exam

Compulsory Skills Year 1

School of Business and Economics
Management Game

Full course description

This skills training is organised as a game in which an international market is simulated in which six companies currently participate. The game consist of 10 rounds in which a number of firms participate in a (number of) markets. Every day students get feedback on the performance of their ‘company’ and their competitors. The examination of the game consists of an intro-test, a peer assessment and the actual results measured by a number of performance variables; equity ratios, stock price, profit used in the game for the firm in which the student is involved.

The management game serves as a (simulated) real-life application and Integration of the acquired knowledge from the following 1-st year IB courses: Management of Organisations and Marketing, Economics and Business, Accounting, Strategy, Finance, Fundamentals of Supply Chain Management.

Every student is obliged to have an individual GBG licence.

Course objectives

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

Prerequisites

Required knowledge for exchange students:

- Knowledge on an introductory level on; organisation, strategy, marketing, accounting, finance and
School of Business and Economics

Reflections on Academic Discourse

Full course description

The present skills training is about the value of ideas in understanding our environment. The discussions provoked by the economic crisis will help you to consider why some theories are relevant over a certain time period in various cultures and others are not, while at the same time proponents of both sets of theories seem to consider their respective theories as absolutely true. We will encourage you to examine why for many theories that seem to be quite successful, you can find an opposite theory that is adopted by many other academics or practitioners. You have to choose a topical area to which you want to apply this course.

All first years students in this School follow this course together (i.e. Economics Econometrics, Fiscal Economics and International Business students will meet each other).

Prerequisites

- An advanced level of English
- No specific required knowledge requested
Recommended reading

Per topical area you will use a set of articles indicated in ELEUM.

The common text for this course is similar to:


EBS1001
Period 3
7 Jan 2019
1 Feb 2019

Print course description
ECTS credits: 4.0
Instruction language: English
Coordinator: M. Wibral
Teaching methods: Lecture(s), Assignment(s), Work in subgroups
Assessment methods: Final paper, Participation, Written exam

Second year courses

Compulsory Courses Year 2

School of Business and Economics
Management Information Systems

Full course description

Too often IT is viewed as the province of technocrats, a domain inhabited by technical experts with little relevance to real-world business problems. And yet, the economic importance of information, information systems, and thus information management in business has been growing constantly over the last decades, thanks to the relentless increase in computer performance. IT is no longer a tool to simply automate back-office transactions, but has become a strategic tool in most businesses. Therefore, future managers simply cannot ignore information systems because of the critical role they play in contemporary organisations.

Business managers often complain that IT isn’t meeting their performance expectations. This gap between expected and actual performance is mainly caused by the insufficient involvement of business units in IT projects, the weak oversight and management of these projects, and by IT’s
inadequate understanding of their business requirements. This course has been designed as a response to this lack of knowledge about managerial IT issues. The course combines academic readings with a guest lecture, company cases and a group presentation about recent IT trends.

**Course objectives**

The purpose of this course is:

- To give students an understanding of the role of information technology (IT) in organisations.
- To give students an understanding of the challenges of managing technology.
- To provide students with a thorough knowledge of different types of IT applications.

**Recommended reading**

Will be announced on EleUM.

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**EBC2003**

**Period 4**

4 Feb 2019  
5 Apr 2019

[Print course description]

ECTS credits: 6.5  
Instruction language: English  
**Coordinator:** A.S. Joshi  
**Teaching methods:** PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups  
**Assessment methods:** Participation, Written exam

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**School of Business and Economics**

**Finance and Accounting**

**Full course description**

The first part deals with basic issues in finance, such as capital structure, dividend policy and derivatives. In particular, building on the finance knowledge presented in the first year of your studies, we will now provide you with additional concepts in the two main areas of finance: corporate finance and financial markets. Regarding corporate finance, this course builds on the basic concepts of investment decision making within a company and the role of the cost of capital of a firm and proceeds to discuss the relevance of an optimal corporate strategy regarding the choice between debt and equity and between dividends and retained earnings. Regarding financial markets and following the discussion of basic financial instruments such as stocks and bonds in the first year, this course now proceeds to more complex financial instruments including futures and options. After
Bachelor International Business

investigating the specific characteristics of these derivatives, their payoff structures and pricing will be the focus of attention.

The aim of the second part of the course is to introduce financial accounting. Students will learn how to record basic business transactions in the financial statements. This part of the course also addresses other factors (such as accounting regulation, internal control, governance and managerial incentives) that affect the preparation and use of financial statements as well as techniques for analysing financial statements.

Course objectives

- Understand what finance theory says about the choice between debt and equity finance for a firm. Compare these theoretical predictions with corporate reality.
- Understand a firm's payout policy: Why do firms pay dividends? Do investors demand dividends? Should dividends matter for the firm or the investor? How do dividends compare to share repurchases?
- Learn about derivatives, their pricing and use by firms and investors.
- Learn how to prepare financial statements (income statement, balance sheet, cash flow statement) at an introductory level using International Financial Reporting Standards (IFRS).
- Understand how managerial judgement plays a role in selecting accounting methods and measurement.
- Learn how to analyse and interpret financial statements.

Prerequisites

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

An advanced level of English is required.

Recommended reading

School of Business and Economics

Management of Organisations

Full course description

The course Management of Organisations aims to stimulate your critical thinking and personal development rather than providing clear-cut management recipes. You will be confronted with paradoxes that will aid your development. We will discuss the dilemmas that managers face in the changing management environment. Examples of topics that will be discussed are: management myths and realities, paradox, design, teams, learning, leadership, and corporate social responsibility.

Course objectives

During the course you will:

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

Prerequisites

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

Recommended reading

The course builds upon articles from academic journals and and the business press.

EBC2008

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
School of Business and Economics

Marketing Management

Full course description

In today’s internationally-oriented business environment, it is crucial for prospective managers to familiarize themselves with concepts and issues related to Marketing Management that provide them with the knowledge and skills needed to compete in this environment.

Marketing Management can be considered an intermediate general marketing course and builds upon the first year course ‘Management of Organisations and Marketing’. Basic managerial, marketing, and statistical knowledge is a prerequisite for attending this course. The course adopts two formats: case study analysis and a marketing research project. In the case study format, emphasis is put on contemporary and international issues within a diverse scale of industries that focus on strategic as well as tactical marketing problems. Although conceptual material is provided and used as an instrument for analysis, emphasis is put on a critical and problem-solving approach of real-life cases. Through a marketing research project, students are challenged to delve into a real managerial issue and utilize skills that are developed within the course. To understand how to address this problem, students are tasked design and implement a full scale marketing research and provide a report with proposed solutions back to the company.

The sessions build upon PBL-guided case study sessions, while in-class exercises and assignments help build students’ marketing research skills. Lectures support the elaboration of the research project.

International marketing and research cases are being discussed on a regular basis in tutorial group meetings. The necessary knowledge for these discussions can be found in a basic textbook on marketing management, as well as a book on how to conduct marketing research. The latter is also necessary for successfully conducting a real-life marketing research project. Additional information on how to conduct marketing research will come from lectures.

For Bachelor IB students, the course is given in term III, period 2. The course will be particularly appealing to those students interested in developing a better understanding of international marketing and marketing research practices. As a matter of fact, it is a fundamental course for every manager to be, regardless of whether or not he or she has a particular interest in the marketing discipline.
Course objectives

Marketing Management focuses on the development of a better understanding of core marketing issues through the analysis of real-life marketing problems and marketing decision-making in an international context.

Prerequisites

- Course1.1: Management of Organisations and Marketing;
- Knowledge of marketing and statistics at a basic level;
- An advanced level of English;
- Exchange students need to have taken at least one marketing and one statistical course at introductory level;

Recommended reading

This course makes use of a customized text book (i.e., a text book compiling chapters from multiple text books). More details will be provided before the start of the course.

EBC2009

Period 2
29 Oct 2018
21 Dec 2018

Print course description

ECTS credits:
6.5
Instruction language:
English
Coordinator:
R.P.A. Ciuchita

Teaching methods:
PBL, Lecture(s), Assignment(s), Patient contact, Work in subgroups, Presentation(s)

Assessment methods:
Participation, Written exam

School of Business and Economics

Corporate Governance

Full course description

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

Course objectives

This course provides students with a comprehensive overview of the myriad of issues, both theoretical and practical, arising out of the current international debate on creating effective corporate governance. Next to acquiring a comprehensive overview of corporate governance, key learning objectives are to:

1. Develop a deep understanding of the key elements of corporate governance;
2. Acquire general knowledge of institutional differences in corporate governance as well as a general appreciation of many different codes of best practice worldwide;
3. Learn how to apply your knowledge and understanding of corporate governance to real-world problems, and provide well-informed advice and judgments based on relevant academic research;
4. Learn how to effectively communicate knowledge, advice and judgments on various corporate governance issues.

Prerequisites

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

Recommended reading

Textbook and academic articles.

EBC2020
School of Business and Economics

Global Business

Full course description

The topics covered in this course can roughly be grouped into three categories:

- FOUNDATIONS: Globalization drivers, internationalization, entry strategies, foreign direct investment and the multinational enterprise.
- STRATEGY: International business strategy, strategic tasks, services versus products, and global, multinational and transnational strategies
- ORGANISATION: Cross-border management of business functions; transnational leadership, transnational company’s value system as well as inter-firm relationships.

Course objectives

The course develops a better understanding of the MNE and its challenges and opportunities in a globalized world. Given the complexities of managerial decisions of MNEs, there is no “silver bullet”. However, the course provides students with a better understanding of a firm’s external and internal factors that need to be taken into account. The course is less structured than the courses you have been taking during your studies in Maastricht so far, in order to get accustomed to the unruly reality we live in. You are provided the possibility to work in a team, to define the right problem statement, to apply knowledge to a real life companies, to orient yourself to the labor market and to discuss social responsibility. The specific objectives are:

1. to understand a number of crucial theoretical, empirical and managerial issues in international business strategy;
2. to develop the ability to apply theory to real world companies and to find possible solutions;
3. to develop skills to understand and analyze information from real life companies from their annual reports and economics press, and combine it with the theoretical insights obtained;
4. to develop the ability to critically assess the usefulness of competing or complementary theories and to decide yourself what is important;
5. to develop a helicopter view on study material;
6. to develop skills working in international teams;
7. to manage time;
8. to employ academic writing skills.

**Prerequisites**

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

**Recommended reading**

To be announced.

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**EBC2021**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
J.D.P. Kasper
B. Lokshin

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

**Assessment methods:**
Participation, Written exam

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**School of Business and Economics**

**Management of Operations and Product Development**

**Full course description**

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

**Course objectives**

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

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

Recommended reading


School of Business and Economics

Entrepreneurship and Small Business Management

Full course description

The course discusses the different steps in the entrepreneurial and small-business process, such as opportunity recognition, gathering resources, strategic planning in smaller companies, managing the venture, and growth, exit or failure of the business. It also introduces different types of entrepreneurship, such as social, academic and corporate venturing, as well as the theories that are important within this research field.

Course objectives

The Entrepreneurship and Small Business Management course aims to introduce students to the world of start-ups, SMEs (small-and medium-sized enterprises) and corporate venturing. The goal of the course is to acquaint students with concepts and theories that are relevant in the process of setting up and managing an own business. Besides, we will illustrate how entrepreneurial behaviour in large companies can positively influence multiple individual and firm-level performance variables. At the same time, the course will offer the students a ‘learning-by doing’ environment in which they can
practice certain fundamentals of the entrepreneurial process such as value creation, opportunity recognition and creativity. Finally, this course aims to bridge theory and practice illustrating how the theories in this course are applied in their specific business context. This course however is not a step-by-step guide for starting your own business.

**Prerequisites**

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read and understand academic journal articles.

**Recommended reading**

Selection of book chapters and journal articles.

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**EBC2158**

**Period 5**
8 Apr 2019
7 Jun 2019

Print course description

**ECTS credits:**
6.5

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

**Assessment methods:**
Final paper, Participation, Written exam

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**Compulsory Skills Year 2**

**School of Business and Economics**

**Quantitative Methods III**

**Full course description**

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

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

Prerequisites

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

Exchange students must have attended courses similar to QM1 and QM2 at their home university. If not, successful completion of QM3 is impossible.

Recommended reading


Specialisation Emerging Markets Compulsory Courses Year 2

School of Business and Economics

Institutions, Politics and Entrepreneurship in
Emerging Markets

Full course description

This course provides an introduction to the institutional environment shaping the economics of business and entrepreneurship in emerging economies. The role of the state and formal political institutions, as well as civil society and informal institutions, are analysed. Particular emphasis is placed on the allocation of entrepreneurial talent and its impact on business and economic development. The institutional framework (‘rules of the game’ or ‘reward structure of society’) is taken as a point of departure to explain how the allocation of entrepreneurial talent can give rise to either productive or non-productive forms of entrepreneurship, the latter including topics such as bureaucratic corruption and regulatory capture by interest groups. The course will also cover destructive forms of entrepreneurship, including violent conflicts and human rights abuses by corporations in emerging economies.

Course objectives

The goal of this course is for the students to understand the role of the institutional and political environment in shaping business and economics in emerging economies. The students will learn to work with measurements of entrepreneurship and business environments, to use game theory to analyse the incentives and strategic interactions among entrepreneurial individuals, to understand the importance of interactions between different types of institutions (e.g. formal and informal), to recognize that entrepreneurship can be both productive and destructive, and to think about new and creative forms of entrepreneurship to deal with problems in business and economics.

Prerequisites

Completed all first year courses in either the International Business bachelor or in the Economics and Business Economics bachelor.

Recommended reading

To be announced.

EBC2154

Period 1
3 Sep 2018
26 Oct 2018

Print course description

ECTS credits: 6.5

Coordinator: K.M. Thomsson

Teaching methods: PBL, Lecture(s), Presentation(s)

Assessment methods: Final paper, Participation, Written exam
School of Business and Economics

Financing Emerging Economies

Full course description

The overall theme of the course is to analyse how financial institutions and markets function or can be created within emerging economies. The course combines major areas of finance, such as corporate finance, investments and capital markets, all covered from the perspective of emerging markets. It also covers areas of particular interest to emerging economies, including microfinance, payment systems and pension systems in countries with limited social protection. China is used as an example of a country that has managed to create its own financial markets, which is contrasted by other emerging economies that so far lack well-developed financial institutions.

Course objectives

This primary goal of this course is to teach the students to recognize the underpinnings of well-functioning financial markets, and to understand how such markets can be created in rapidly evolving economies. After the course the students should also be familiar with the key financial topics of practical interest for companies active in emerging markets.

Prerequisites

Completed all first year courses in either the International Business bachelor or in the Economics and Business Economics bachelor.

Recommended reading

To be announced.

EBC2157

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Coordinator:
P.M.A. Eichholtz

School of Business and Economics
Growth and International Economic Relations in Emerging Economies

Full course description

This course analyses the long-run development and international economic relations of emerging economies. The long-run part deals with economic growth, population growth, education decisions and systems, interactions between public health and growth, domestic savings and investment, sustainability in regard to the natural environment and other resources. The international relations part relates growth to migration, aid, foreign investment and foreign debt, with the latter including financial crises. It also covers international trade and trade policy, with particular emphasis placed on the “Asian miracle”. The course is empirically oriented, and the students will compare emerging economies to rich and poor countries, in order to learn where emerging economies differ from, and where they are similar to other countries.

Course objectives

The primary goal of this course is for the students to learn how to do empirical work on emerging economies. In particular, the students will learn how to (empirically) compare emerging economies to rich and poor countries, in order to understand how these economies do or do not differ from others. The students will also gain a basic knowledge of the causes and consequences of economic growth in rapidly evolving economies, as well as an understanding of the international economic relations of these economies.

Prerequisites

Basic course knowledge in micro-, macro- and international economics.

Recommended reading

To be announced.

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EBC2155

Period 2
29 Oct 2018
21 Dec 2018

Print course description

ECTS credits: 6.5

Coordinator: T.G. Treibich

Teaching methods: PBL, Presentation(s), Assignment(s), Work in subgroups

Assessment methods: Written exam, Participation, Final paper
Full course description

The course will study business innovation and business transformation in emerging market countries. It is organized around four forces that are shaping the transition from imitation to innovation: (1) the building of technological capabilities within firms located in emerging economies, (2) globally distributed networks and value chains in which these firms actively take part, (3) the role of government and politics in this context, and (4) multinational enterprises. This course will address the question of how these forces interact in shaping the innovation landscape in emerging economies. One of the aims of this course is to develop an understanding of the vast heterogeneity among the types of firms that are actors in the emerging locations of innovative activity – in which emerging market countries, and in what sectors innovating firms of different types have emerged in the past and probably will emerge in the future. The students will get introduced to a rapidly expanding literature on innovation in emerging market firms and multinationals, including their forward and backwards linkages and their impact on the host and home countries and regions.

Course objectives

The students in this course will (1) develop an appreciation for the vast heterogeneity among emerging market countries, (2) understand the importance of this heterogeneity for business-level innovation, (3) get introduced to a rapidly expanding literature on innovation in emerging market multinationals, and (4) learn to apply innovation theory to real world cases by working in small teams.

Prerequisites

Completed all first year courses in either International Business or Economics and Business Economics.

Recommended reading

Textbooks on emerging markets and academic articles.

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EBC2156

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Coordinator:
B. Lokshin
Teaching methods:
Work in subgroups, Lecture(s), PBL, Presentation(s)
Assessment methods:
Attendance, Final paper, Participation, Written exam
Specialisation Emerging Markets Core Courses
Year 2

School of Business and Economics
Management Information Systems

Full course description

Too often IT is viewed as the province of technocrats, a domain inhabited by technical experts with little relevance to real-world business problems. And yet, the economic importance of information, information systems, and thus information management in business has been growing constantly over the last decades, thanks to the relentless increase in computer performance. IT is no longer a tool to simply automate back-office transactions, but has become a strategic tool in most businesses. Therefore, future managers simply cannot ignore information systems because of the critical role they play in contemporary organisations.

Business managers often complain that IT isn’t meeting their performance expectations. This gap between expected and actual performance is mainly caused by the insufficient involvement of business units in IT projects, the weak oversight and management of these projects, and by IT’s inadequate understanding of their business requirements. This course has been designed as a response to this lack of knowledge about managerial IT issues. The course combines academic readings with a guest lecture, company cases and a group presentation about recent IT trends.

Course objectives

The purpose of this course is:

- To give students an understanding of the role of information technology (IT) in organisations.
- To give students an understanding of the challenges of managing technology.
- To provide students with a thorough knowledge of different types of IT applications.

Recommended reading

Will be announced on EleUM.

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**EBC2003**

**Period 4**

4 Feb 2019
5 Apr 2019

[Print course description]

ECTS credits:
6.5

Instruction language:
English
Full course description

The first part deals with basic issues in finance, such as capital structure, dividend policy and derivatives. In particular, building on the finance knowledge presented in the first year of your studies, we will now provide you with additional concepts in the two main areas of finance: corporate finance and financial markets. Regarding corporate finance, this course builds on the basic concepts of investment decision making within a company and the role of the cost of capital of a firm and proceeds to discuss the relevance of an optimal corporate strategy regarding the choice between debt and equity and between dividends and retained earnings. Regarding financial markets and following the discussion of basic financial instruments such as stocks and bonds in the first year, this course now proceeds to more complex financial instruments including futures and options. After investigating the specific characteristics of these derivatives, their payoff structures and pricing will be the focus of attention.

The aim of the second part of the course is to introduce financial accounting. Students will learn how to record basic business transactions in the financial statements. This part of the course also addresses other factors (such as accounting regulation, internal control, governance and managerial incentives) that affect the preparation and use of financial statements as well as techniques for analysing financial statements.

Course objectives

- Understand what finance theory says about the choice between debt and equity finance for a firm. Compare these theoretical predictions with corporate reality.
- Understand a firm's payout policy: Why do firms pay dividends? Do investors demand dividends? Should dividends matter for the firm or the investor? How do dividends compare to share repurchases?
- Learn about derivatives, their pricing and use by firms and investors.
- Learn how to prepare financial statements (income statement, balance sheet, cash flow statement) at an introductory level using International Financial Reporting Standards (IFRS).
- Understand how managerial judgement plays a role in selecting accounting methods and measurement.
- Learn how to analyse and interpret financial statements.

Prerequisites

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

An advanced level of English is required.

Recommended reading


EBC2007

Period 1
3 Sep 2018
26 Oct 2018

ECTS credits:
6.5

Instruction language:
English

Coordinator:
S. Kleimeier - Ros

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

Assessment methods:
Participation, Written exam

School of Business and Economics

Management of Organisations

Full course description

The course Management of Organisations aims to stimulate your critical thinking and personal development rather than providing clear-cut management recipes. You will be confronted with paradoxes that will aid your development. We will discuss the dilemmas that managers face in the changing management environment. Examples of topics that will be discussed are: management myths and realities, paradox, design, teams, learning, leadership, and corporate social responsibility.

Course objectives

During the course you will:

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

**Prerequisites**

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

**Recommended reading**

The course builds upon articles from academic journals and and the business press.

**EBC2008**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
D.A.T. Schumacher

**Teaching methods:**
PBL, Presentation(s), Assignment(s), Work in subgroups

**Assessment methods:**
Participation, Written exam

**School of Business and Economics**

**Marketing Management**

**Full course description**

In today’s internationally-oriented business environment, it is crucial for prospective managers to familiarize themselves with concepts and issues related to Marketing Management that provide them with the knowledge and skills needed to compete in this environment.

Marketing Management can be considered an intermediate general marketing course and builds upon the first year course ‘Management of Organisations and Marketing’. Basic managerial, marketing, and statistical knowledge is a prerequisite for attending this course. The course adopts two formats: case study analysis and a marketing research project. In the case study format, emphasis is put on contemporary and international issues within a diverse scale of industries that focus on strategic as well as tactical marketing problems. Although conceptual material is provided and used as an instrument for analysis, emphasis is put on a critical and problem-solving approach of real-life cases.
Bachelor International Business

Through a marketing research project, students are challenged to delve into a real managerial issue and utilize skills that are developed within the course. To understand how to address this problem, students are tasked design and implement a full scale marketing research and provide a report with proposed solutions back to the company.

The sessions build upon PBL-guided case study sessions, while in-class exercises and assignments help build students’ marketing research skills. Lectures support the elaboration of the research project.

International marketing and research cases are being discussed on a regular basis in tutorial group meetings. The necessary knowledge for these discussions can be found in a basic textbook on marketing management, as well as a book on how to conduct marketing research. The latter is also necessary for successfully conducting a real-life marketing research project. Additional information on how to conduct marketing research will come from lectures.

For Bachelor IB students, the course is given in term III, period 2. The course will be particularly appealing to those students interested in developing a better understanding of international marketing and marketing research practices. As a matter of fact, it is a fundamental course for every manager to be, regardless of whether or not he or she has a particular interest in the marketing discipline.

Course objectives

Marketing Management focuses on the development of a better understanding of core marketing issues through the analysis of real-life marketing problems and marketing decision-making in an international context.

Prerequisites

- Course1.1: Management of Organisations and Marketing;
- Knowledge of marketing and statistics at a basic level;
- An advanced level of English;
- Exchange students need to have taken at least one marketing and one statistical course at introductory level;

Recommended reading

This course makes use of a customized text book (i.e., a text book compiling chapters from multiple text books). More details will be provided before the start of the course.

EBC2009

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Corporate Governance

Full course description

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

Course objectives

This course provides students with a comprehensive overview of the myriad of issues, both theoretical and practical, arising out of the current international debate on creating effective corporate governance. Next to acquiring a comprehensive overview of corporate governance, key learning objectives are to:
1. Develop a deep understanding of the key elements of corporate governance;
2. Acquire general knowledge of institutional differences in corporate governance as well as a
general appreciation of many different codes of best practice worldwide;
3. Learn how to apply your knowledge and understanding of corporate governance to real-world
problems, and provide well-informed advice and judgments based on relevant academic
research;
4. Learn how to effectively communicate knowledge, advice and judgments on various corporate
governance issues.

**Prerequisites**

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

**Recommended reading**

Textbook and academic articles.

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**EBC2020**

**Period 4**

4 Feb 2019

5 Apr 2019

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

R.W.J. Deumes

**Teaching methods:**

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

**Assessment methods:**

Participation, Written exam

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**School of Business and Economics**

**Global Business**

**Full course description**

The topics covered in this course can roughly be grouped into three categories:

- **FOUNDATIONS:** Globalization drivers, internationalization, entry strategies, foreign direct investment
  and the multinational enterprise.
- **STRATEGY:** International business strategy, strategic tasks, services versus products, and global,
  multinational and transnational strategies
- **ORGANISATION:** Cross-border management of business functions; transnational leadership,
transnational company’s value system as well as inter-firm relationships.

**Course objectives**

The course develops a better understanding of the MNE and its challenges and opportunities in a globalized world. Given the complexities of managerial decisions of MNEs, there is no “silver bullet”. However, the course provides students with a better understanding of a firm’s external and internal factors that need to be taken into account. The course is less structured than the courses you have been taking during your studies in Maastricht so far, in order to get accustomed to the unruly reality we live in. You are provided the possibility to work in a team, to define the right problem statement, to apply knowledge to a real life companies, to orient yourself to the labor market and to discuss social responsibility. The specific objectives are:

1. to understand a number of crucial theoretical, empirical and managerial issues in international business strategy;
2. to develop the ability to apply theory to real world companies and to find possible solutions;
3. to develop skills to understand and analyze information from real life companies from their annual reports and economics press, and combine it with the theoretical insights obtained;
4. to develop the ability to critically assess the usefulness of competing or complementary theories and to decide yourself what is important;
5. to develop a helicopter view on study material;
6. to develop skills working in international teams;
7. to manage time;
8. to employ academic writing skills.

**Prerequisites**

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

**Recommended reading**

To be announced.
Management of Operations and Product Development

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


ECTS credits: 6.5

Instruction language: English

Coordinator: M. Ebrahim

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

Assessment methods: Participation, Written exam, Attendance
Full course description

The course discusses the different steps in the entrepreneurial and small-business process, such as opportunity recognition, gathering resources, strategic planning in smaller companies, managing the venture, and growth, exit or failure of the business. It also introduces different types of entrepreneurship, such as social, academic and corporate venturing, as well as the theories that are important within this research field.

Course objectives

The Entrepreneurship and Small Business Management course aims to introduce students to the world of start-ups, SMEs (small-and medium-sized enterprises) and corporate venturing. The goal of the course is to acquaint students with concepts and theories that are relevant in the process of setting up and managing an own business. Besides, we will illustrate how entrepreneurial behaviour in large companies can positively influence multiple individual and firm-level performance variables. At the same time, the course will offer the students a 'learning-by doing' environment in which they can practice certain fundamentals of the entrepreneurial process such as value creation, opportunity recognition and creativity. Finally, this course aims to bridge theory and practice illustrating how the theories in this course are applied in their specific business context. This course however is not a step-by-step guide for starting your own business.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read and understand academic journal articles

Recommended reading

Selection of book chapters and journal articles.

EBC2158

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

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

Assessment methods:
Specialisation Emerging Markets Skills

School of Business and Economics

Market Research in Emerging Economies

Full course description

Students will perform market research for local companies interested in selling their products and services in emerging markets. This will be done in small groups with each group being assigned a specific emerging economy/market.

Course objectives

The primary goal of this course is for students to gain knowledge and experience about how local companies can market their products and services in emerging markets.

Prerequisites

- Completed all first year courses in either the International Business bachelor or in the Economics and Business Economics bachelor.
- Students within Emerging Markets specialisation only

Recommended reading

to be added

EBS2063

Year
1 Sep 2018
31 Aug 2019

Print course description
ECTS credits:
4.0
Coordinator:
L.R.J. Quintens
Teaching methods:
Assignment(s)
Assessment methods:
Final paper

School of Business and Economics
QM Emerging Markets

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

Creative Problem-Solving and Communication Skills for Emerging Markets

Full course description

In this course, students will be asked to solve one or several real-world problem(s) of a company or (non-)government organization in creative and innovative ways. The course will use experiential exercises, in-class discussions, presentations and reflection on the students' experiences. Specific attention will be paid to issues of communication and creativity in teams in emerging markets.

As this course is develop specifically for the specialisation Emerging Markets, special attention will be given to issues relevant for emerging markets such as awareness of the impact of historical relations and cultural differences.

Course objectives

Both during their studies and later in their careers, students will have to work in teams with people from a wide variety of backgrounds. The goal of this skills course is for students to learn how their personal and team characteristics, as well as environmental factors, can promote or inhibit effective communication and creativity in teams. The students will also learn to apply different methods and thinking skills that foster creative problem-solving in settings characterized by complexity, diversity and uncertainty.

Prerequisites

This skills training is only open for students of the specialisation Emerging Markets. Two years of coursework in this specialisation is required.

Recommended reading

To be announced.

EBS2067

Period 1
3 Sep 2018
26 Oct 2018

Period 2
29 Oct 2018
21 Dec 2018

Print course description

ECTS credits:
4.0

Coordinator:
B.E. Belfi

Teaching methods:
PBL, Lecture(s), Assignment(s), Work in subgroups, Presentation(s)
Elective Skills

School of Business and Economics

Writing a Review

Full course description

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

Course objectives

Students learn to write a review

Prerequisites

- An advanced level of English
- No specific knowledge required.

Recommended reading

will be announced later on the corresponding Eleum webpage

EBS2029

Year
1 Sep 2018
31 Aug 2019

Period 6
10 Jun 2019
5 Jul 2019

Print course description

ECTS credits:
4.0

Instruction language:
English

Coordinator:
J.G.A. van Mierlo

Teaching methods:
PBL, Assignment(s)

Assessment methods:
Final paper, Attendance, Participation
School of Business and Economics

Accounting and Controlling in Practice

Full course description

The course consists of interactive case studies and workshops with firms. You will gain valuable insights into the practice of controlling and accounting.

Course objectives

This skills training will make you familiar with different career paths with an accounting background. The course strongly enhance your teamwork, analytical, rhetoric, and accounting skills.

Prerequisites

An advanced level of English.

Recommended reading

To be announced.

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EBS2025

**Period 6**

10 Jun 2019

5 Jul 2019

[Print course description](#)

**ECTS credits:**

4.0

**Instruction language:**

English

**Coordinator:**

C. Feichter

**Teaching methods:**

PBL

School of Business and Economics

Interview Skills and Techniques

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

A selection of articles and book chapters will be made available in the Course book.

EBS2035

Period 3
7 Jan 2019
1 Feb 2019

Print course description
ECTS credits:
4.0
Instruction language:
English
Coordinator:
S. Bartczek
Teaching methods:
PBL, Assignment(s)

Assessment methods:
Final paper, Attendance, Participation

School of Business and Economics

Game Theory, Basic Concepts and Applications

Full course description

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

Course objectives

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

Prerequisites

Basic economics and calculus.

Recommended reading

TBA.

EBS2036

Period 6
10 Jun 2019
5 Jul 2019

Print course description

ECTS credits:
4.0

Instruction language:
English

Coordinators:
H.J.M. Peters
E. Tsakas

Teaching methods:
PBL, Presentation(s), Assignment(s), Work in subgroups

Assessment methods:
Attendance, Participation

School of Business and Economics
Sampling Design

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

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

EBS2037

Period 6
10 Jun 2019
5 Jul 2019

Print course description
ECTS credits:
4.0
SPSS for Windows

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

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

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

Recommended reading
The manual and all other information will be available on "My Courses" in the Student Portal.
School of Business and Economics

Spreadsheets

Full course description

In this skills training the application of spreadsheets models on examples of business problems will be the main issue. Spreadsheets programs provide end-users with an easy to use facility for solving all kinds of problems in the business domain, e.g. accounting tasks, production planning and so forth. The focus in this skills training will be on using the 'built-in' functionality of spread-sheet packages to solve every day business problems.

Note: information about examination methods:

- Assignments during this skill
- Final assignment at the end of the course

Course objectives

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

Prerequisites

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

Recommended reading

compendium

EBS2039

Period 6
10 Jun 2019
5 Jul 2019

ECTS credits:
4.0

Instruction language:
English

Coordinator:
M.A. van Ekert

Teaching methods:
Full course description

The presentation skills training program focuses on creative ways of presenting information. In general, students in their final year of undergraduate education have used PowerPoint on numerous occasions for various courses. The training in this skills course focuses on different communication techniques. Some examples follow.

- Pecha Kucha: a timed presentation using pictures. Students learn to time their presentation and respect deadline of 20 seconds per slide. Requires good preparation.
- Elevator Speech: few minutes to draw someone's attention to an issue, aiming at establishing a future appointment with the interlocutor and tell him/her more. Students learn to be concise and effective.
- TED talk: combines story-telling, the use of catchphrases, metaphors, analogies, maintaining the audience's interest. Learning objective: the power of words and presence on stage.
- PowerPoint is a support but how you convey your information is of paramount importance.

Course objectives

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

Prerequisites

- No specific knowledge required.
- An advanced level of English

Recommended reading

Reading booklet, provided on Eleum.

EBS2030

Period 3
7 Jan 2019
1 Feb 2019

Period 6
10 Jun 2019
5 Jul 2019

Print course description
ECTS credits:
4.0
Instruction language:
Introduction to Web Programming with PHP

Full course description

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

Course objectives

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

Prerequisites

Basic computer skills are required, knowledge of HTML is a pre. Since the course is taught as distance education, an internet connection is an absolute requirement, as well as a working VPN connection to the university network in case you decide to work from outside the university network (e.g. at home). All information and content will be made available via the course web portal: http://php.infonomics.nl (accessible from within university network or VPN).

Based on experiences from previous years, students with limited knowledge of HTML need 35 - 40 hours per week to complete the course successfully.

We do not provide a resit for this skills training.

Recommended reading

Syllabus / Book / Online material

EBS2040
School of Business and Economics

Country Risk Analysis

Full course description

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

Course objectives

- learn to understand how risk ratings are constructed and being used
- learn how to analyse the economic and political developments of a country

Prerequisites

- a “pass” for the first-year economics course(s). The skills training is open to all students.
- an advanced level of English

Recommended reading

No specific literature
**School of Business and Economics**

### Business Plan

#### Full course description

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

#### Course objectives

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

#### Prerequisites

- Knowledge of bachelor courses in marketing, organisation studies, strategy and finance.
- An advanced level of English

#### Recommended reading


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**EBS2015**
Full course description

In this skills training you will take part in understanding shareholder value-based thinking in the context of M&As by performing case work that focuses on valuing and assessing takeovers, synergies, option-like deals, and buyouts.

Other teaching methods: 3 written case studies.
Other examination method: assignments/cases.

Course objectives

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

Prerequisites

- Exchange students need to have taken at least one introductory finance course, sufficient first-year finance skills, passing criteria are that all three cases must be completed with a "sufficient" grading.
- An advanced level of English

Recommended reading

Articles, parts of books and cases
Excel for Finance

Full course description

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

Course objectives

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

Prerequisites

- Exchange students need to have taken at least one introductory finance course
- An advanced level of English

Recommended reading

To be announced.
School of Business and Economics

Communication and Leadership Skills

Full course description

This skills training focuses on developing the interpersonal communication skills which leaders in all kinds of organisations should possess in order to achieve the organisation’s objectives. This includes:

- the ability to identify when a problem should be solved by the leader and when problem-solving should be delegated to the subordinate;
- the ability to facilitate problem solving by subordinates by making use of listening skills;
- the ability to confront people when they display behaviour that is unacceptable by making use of sending skills;
- the ability to deal with the subordinate’s response to being confronted by means of switching between a sending and a listening posture; and
- the ability to turn conflict into cooperation.

Note: Role plays will be part of this skill.

Course objectives

Communication and leadership are, among others, key skills of managers, chairpersons in meetings, coordinators of project teams - in fact - all employees being a leader or not.

The objectives of the course are therefore:

1. To introduce students to some of the theories and empirical research on communication and leadership.
2. To create awareness of the participant’s communication style.
3. To increase the effectiveness of the participant’s communication and leadership skills.

Prerequisites

An advanced level of English.
Recommended reading

To be announced.

EBS2019

Period 6
10 Jun 2019
5 Jul 2019

Print course description
ECTS credits:
4.0
Instruction language:
English
Coordinator:
D.A.T. Schumacher
Teaching methods:
PBL, Assignment(s), Lecture(s), Work in subgroups
Assessment methods:
Final paper, Attendance

School of Business and Economics
Real Estate Investment and Valuation

Full course description

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

Course objectives

Acquire a thorough understanding of real estate valuation and financing techniques.

Prerequisites

Basic knowledge of financial markets; basic knowledge in finance; an advanced level of English.
Recommended reading

Selected chapters from:

- Ling and Archer, Real Estate Principles, 3rd edition, 2010
- Geltner et al., Commercial Real Estate Analysis and Investments, 3rd edition, 2013

EBS2033

Period 6
10 Jun 2019
5 Jul 2019

Print course description

ECTS credits:
4.0

Instruction language:
English

Coordinator:
M.S. Langen

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

Assessment methods:
Final paper

School of Business and Economics

International negotiation skills

Full course description

The emphasis of this course is the training of individual and joined (i.e. group-based) negotiation skills. For these reasons, in this course includes theoretical elements on negotiation strategies and tactics, case-studies, and above all role plays during which negotiation skills can be brought into practice. The use of role-play as the teaching method during tutorial meetings provides all course participants with ample opportunity to practice these skills. The experience gained from each role-play will be documented on individual learning points forms. At the end of this training students will be aware of different negotiation techniques and should be able to apply them.

Course objectives

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

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

Recommended reading

Required

Optional
There is also a book called Negotiation (fourth Edition) by the same authors. This is the complete full length version and contains more elaborate materials).

School of Business and Economics
Finance Field Trip

Full course description

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

Course objectives

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

**Prerequisites**

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

**Recommended reading**

**Articles**

**EBS2022**

**Period 6**

10 Jun 2019
5 Jul 2019

[Print course description](#)

**ECTS credits:**

4.0

**Instruction language:**

English

**Coordinator:**

C.J.G. Vandenboorn

**Teaching methods:**

PBL, Presentation(s), Work in subgroups

**Assessment methods:**

Final paper

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**EBS2056**

**Semester 2**

4 Feb 2019
5 Jul 2019

[Print course description](#)

**ECTS credits:**

4.0

**Coordinator:**

S.J.B. van Diepen
Fraud and Crime in the Firm

Full course description

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

Course objectives

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

Prerequisites

An advanced level of English
how do they know that a new approach is really better than the old practice? A new marketing program, changes in human resources tools, new training programs, changes at schools or new approaches to combat traffic jams or fight crime: all have to deal with the question to what extent they will really improve outcomes and what elements are responsible for this result. This requires systematic comparison and therefore experimentation is the best way to learn. Recently new tools have been developed to learn by experimentation. In this skills training the full process of a systematic field experiments - that in practice can take several years - is simulated in two weeks. Students can - individually or in small groups - choose topics of their interest and develop and implement a program to experiment with change.

**Course objectives**

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

**Prerequisites**

An advanced level of English

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**EBS2058**

**Period 6**
10 Jun 2019
5 Jul 2019

[Print course description](#)

**ECTS credits:** 4.0

**Instruction language:**
English

**Coordinator:**
A.H. Borghans

**Teaching methods:**
PBL, Assignment(s), Work in subgroups

**Assessment methods:**
Final paper, Participation

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**School of Business and Economics**

**Cost-Benefit Analysis**

**Full course description**

In this skills training, students evaluate an existing public project (a road, a new regulation, a cultural or sports event, etc.) using the tools of cost-benefit analysis. The results of this evaluation are reported in a presentation and a paper.
Course objectives

Students acquire the skill to apply the basic principles of cost-benefit analysis.

Prerequisites

Introductory courses in microeconomics and public economics.

Recommended reading

Introductory texts about cost-benefit analysis.

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EBS2059

Period 6
10 Jun 2019
5 Jul 2019

Print course description

ECTS credits:
4.0

Coordinator:
K.G.M. Bosmans

Teaching methods:
Presentation(s), Lecture(s), Assignment(s), Work in subgroups

Assessment methods:
Final paper, Attendance

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School of Business and Economics

From curiosity to the research process

Full course description

Starting point for the course is an activity that is common to all people: observations. Students, policymakers, consultants, managers, all try to understand the world around them. This could be the tutorial group, a country, a company, or a department and ask them self what is going on here? If you understand the world around you, you are able to take appropriate action.

In this specific course you will get an insight of how to understand the world around you. Based on your own curiosity and observations you conduct a small scale research, following the next steps: observations, start asking questions; start thinking about explanations, what is going on? trying to find patterns, theory building; answering the questions by observations. We will also pay attention to the advantages and disadvantages of observations.

We choose not to use difficult theories, research methods or statistical analysis, but rather to use your own interest, simple phenomena and simple research methods. This approach means that you can focus on your own thinking and research process, rather than be distracted by difficult theories or statistical methods. The acquired skills are useful for more advanced courses, papers and master thesis.

The skill is organized as follows. First, we will stimulate your curiosity by observations and thinking.
You will ask yourself “What is going on”. Next, this will be translated to your own research question. So, you can follow your own interest. Subsequently, you will gather data by simple observations or experiments. We don’t make use of statistical techniques to analyse the data, but will prefer tables and figures. You will report your findings in a paper. Completing the course with a good result will make you eligible for the marble programme.

**Course objectives**

As a result of the skill students will be able to transfer their curiosity and observations into research questions, appropriate data gathering and reporting. Therefore the focus will be on research skills, communication skills and learning skills. The course is a good preparation for understanding academic articles and all real life situations you will run into in later life.

**Recommended reading**

**EBS2060**

**Period 6**
10 Jun 2019
5 Jul 2019

[Print course description](#)

**ECTS credits:**
4.0

**Coordinator:**
J.F.H. Nijhuis

**Teaching methods:**
Lecture(s), Assignment(s), Presentation(s)

**Assessment methods:**
Final paper, Participation

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**School of Business and Economics**

**Mobile Innovation and Marketing**

**Full course description**

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

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

Prerequisites

Basic marketing knowledge, Interest in mobile marketing

Recommended reading

Articles (available on EleUM)

EBS2062

Period 6
10 Jun 2019
5 Jul 2019

Print course description

ECTS credits:
4.0

Coordinators:
T. Schiefer
M.M.H.M.G. Steins

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

Assessment methods:
Participation, Final paper

Third year courses

Region Latin America Courses

School of Business and Economics

Culture, Politics and Society in Contemporary Latin America

Full course description

This course on contemporary Latin America focuses on the integration and synthesis of culture, economics and politics in Latin American societies in order to develop an understanding of the region in its contemporary social-political and cultural setting. This course transcends the borders of academic disciplines and deals with topics like history and public policy, political obstacles for intra-
regional cooperation, social change and prosperity, and cultural forces in society.

Course objectives

The goal of this course is to understand economic issues in contemporary Latin American society in their social, cultural and political context.

Prerequisites

First-year courses in economics in either the International Business bachelor or in the Economics and Business Economics bachelor, or equivalent courses from other programmes.

Recommended reading

Collection of articles and book chapters.

EBC2160
Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Coordinator:
K.M. Thomsson
Teaching methods:
PBL, Assignment(s), Lecture(s), Paper(s), Presentation(s), Work in subgroups
Assessment methods:
Attendance, Final paper, Participation, Written exam

School of Business and Economics

Management and Organisation of Latin American Enterprises

Full course description

This course is focused on Latin American enterprises and their setting. Particular attention is paid to business policy, organizational structure and management processes. Topics covered include business organization, management of technology and quality, international competition and cooperation, foreign direct investment and technology transfer, intellectual property rights and the role of the state and the external environment.
Course objectives

The goal of this course is to develop a solid understanding of organizational and managerial features specific to Latin American enterprises.

Prerequisites

First-year courses in economics in either the International Business bachelor or in the Economics and Business Economics bachelor, or equivalent courses from other programmes.

Recommended reading

Collection of articles and book chapters.

EBC2159

Period 2
29 Oct 2018
21 Dec 2018

Print course description

ECTS credits:
6.5

Coordinator:
K.M. Thomsson

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

Assessment methods:
Final paper, Participation, Written exam

School of Business and Economics
Creative Problem-Solving and Communication Skills for Emerging Markets

Full course description

In this course, students will be asked to solve one or several real-world problem(s) of a company or (non-)government organization in creative and innovative ways. The course will use experiential exercises, in-class discussions, presentations and reflection on the students’ experiences. Specific attention will be paid to issues of communication and creativity in teams in emerging markets.

As this course is develop specifically for the specialisation Emerging Markets, special attention will be given to issues relevant for emerging markets such as awareness of the impact of historical relations and cultural differences.
**Course objectives**

Both during their studies and later in their careers, students will have to work in teams with people from a wide variety of backgrounds. The goal of this skills course is for students to learn how their personal and team characteristics, as well as environmental factors, can promote or inhibit effective communication and creativity in teams. The students will also learn to apply different methods and thinking skills that foster creative problem-solving in settings characterized by complexity, diversity and uncertainty.

**Prerequisites**

This skills training is only open for students of the specialisation Emerging Markets. Two years of coursework in this specialisation is required.

**Recommended reading**

To be announced.

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**EBS2067**

**Period 1**
- 3 Sep 2018
- 26 Oct 2018

**Period 2**
- 29 Oct 2018
- 21 Dec 2018

[Print course description](#)

**ECTS credits:**
- 4.0

**Coordinator:**
- B.E. Belfi

**Teaching methods:**
- PBL, Lecture(s), Assignment(s), Work in subgroups, Presentation(s)

**Assessment methods:**
- Attendance, Final paper, Participation, Presentation

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**Emerging Markets Region Courses**

**School of Business and Economics**

**Doing Business in Emerging Markets (Capita Selecta)**

**Full course description**

This course covers the business environment in various emerging markets from a broad perspective.
It does not have a fixed content, block period, or teacher. Instead, it is meant to cover, in a flexible way, countries and regions that fall outside the regular offerings available to the bachelors students within the specialisation Emerging Markets.

Students who participate in this course have to register for it in period 2, even if the course has been given earlier in the same academic year.

Course objectives
The goal of this course is to understand economic and business issues in various emerging markets.

Prerequisites
Second-year courses in the Emerging Markets specialization within either the International Business bachelor or the Economics and Business Economics bachelor.

Recommended reading
Collection of articles and book chapters.

School of Business and Economics
Globalisation Debate

Full course description
Globalisation is a controversial economic phenomenon. On the one hand, economists portray it as a way to increase the rate of economic growth and provide material well-being for everyone on the globe. On the other hand, the so-called anti-globalisation movement has actively – and sometimes violently – protested against it because they see globalisation as a force that leads to inequality in the world and puts stress on the environment.

This course reviews this debate using the analytical tools of economic theory. The course proposes a
number of topics, such as the consequences of the liberalisation of global capital markets, the relationship between free trade and the environment, outsourcing and labour standards, the nature and effects of financial crises, and the rationale for the policies pursued by the IMF and the World Bank. For each of those topics, a number of critical contributions in the literature are identified and discussed. The reading list that is compiled in this way includes a wide variety of authors. All literature is presented in a non-technical and accessible way.

The group meetings aim to understand the economic argumentation that can be used on both sides of the globalisation debate. Thus, students will be able to judge to what extent the arguments used by the proponents of globalisation, or by the anti-globalist movement, are founded in sound economic reasoning. As part of the assessment for the course, students must also write a short paper in which they summarize these arguments and present their own view of the potential benefits of globalisation.

Course objectives

Students will become familiar with the economic arguments used by proponents of globalisation and by the anti-globalist movement; they will learn to assess these arguments using sound economic reasoning, and thus form their own individual opinion on globalisation.

Prerequisites

- 3rd year bachelor student
- Having finished one principles of economics course and one principles of finance course (courses that are generally taught in year 1 or year 2 of a business/liberal arts program)
- Appropriate analytical skills (basic mathematics and statistics, ability to read and work with graphs)
- An advanced level of English

Recommended reading

To be announced.

EBC2143

Period 1
3 Sep 2018
26 Oct 2018

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
T.G. Treibich

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

Assessment methods:
Written exam, Participation, Final paper
Full course description

In this course, students will be asked to solve one or several real-world problem(s) of a company or (non-)government organization in creative and innovative ways. The course will use experiential exercises, in-class discussions, presentations and reflection on the students’ experiences. Specific attention will be paid to issues of communication and creativity in teams in emerging markets.

As this course is develop specifically for the specialisation Emerging Markets, special attention will be given to issues relevant for emerging markets such as awareness of the impact of historical relations and cultural differences.

Course objectives

Both during their studies and later in their careers, students will have to work in teams with people from a wide variety of backgrounds. The goal of this skills course is for students to learn how their personal and team characteristics, as well as environmental factors, can promote or inhibit effective communication and creativity in teams. The students will also learn to apply different methods and thinking skills that foster creative problem-solving in settings characterized by complexity, diversity and uncertainty.

Prerequisites

This skills training is only open for students of the specialisation Emerging Markets. Two years of coursework in this specialisation is required.

Recommended reading

To be announced.

EBS2067

**Period 1**
3 Sep 2018
26 Oct 2018

**Period 2**
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
4.0
Coordinator:
B.E. Belfi
Teaching methods:
Major Finance

School of Business and Economics
Options and Futures

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


ECTS credits: 6.5

Instruction language: English

Coordinator: P.J. Mauricio Rodrigues

Teaching methods: PBL, Presentation(s), Assignment(s), Work in subgroups

Assessment methods: Participation, Written exam
School of Business and Economics
Investment Analysis and Portfolio Management

Full course description

The purpose of this course is to study how investors (both retail and institutional) construct and manage portfolios. We follow the investment process investors follow in real life. That is from Asset Liability Management to Strategic and Tactical Asset Allocation to Portfolio Management, Security Selection and finally Trading. Each week we study a different asset class. Next to traditional assets like listed stocks we look at the added value of real estate, mutual funds, hedge funds and private equity in order to build diversified portfolios. Finally the course will introduce you to a new development in professional asset management; Socially Responsible Investing (SRI). We study the impact of SRI on portfolio return and risk. All topics are explored via real life cases using actual data.

Course objectives

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

Prerequisites

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

Recommended reading


EBC2054

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
R.R.A.E. Otten
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Written exam
Financial Management and Policy

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

- Reader

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EBC2055

Period 2
29 Oct 2018
21 Dec 2018

Print course description

ECTS credits: 6.5

Instruction language: English

Coordinators:
J.W.B. Bos
J.M.R. Merk

Teaching methods:
Presentation(s), Lecture(s), Assignment(s)

Assessment methods:
Participation, Written exam, Attendance

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School of Business and Economics
Full course description

This course deals with financial challenges you will encounter when you operate across borders, in one way or another. Whether it is the currency risk you encounter when exporting your products abroad, the decision you face to perhaps start producing a broad, or the components that you import from abroad: if you are entrepreneurial, you need a minimum knowledge of international financial management in order to adequately manage risks, and to perceive financial opportunities. In the course, we try - as much as possible - to take the view of the entrepreneur. And we want you, the students, to take that same view. Of course, as with any area of expertise, you have to acquire a basic set of tools. But the course is about much more than just a set of tools. There is a strategic element to international financial management. For example, the same currency risk that you run by exporting abroad, can be hedged in many ways: you can buy currency futures or options, but you can also decide to produce in the country to which you export, thereby providing yourself with a so-called natural hedge. As you will see, the optimal decision requires you to correctly assess the risks involved in each scenario, as well as the extent to which you can hedge these risks, and the cost at which you do so. However, as is often the case when we talk about risk in finance, there is also such a thing as a risk preference. You, the entrepreneur, need to know about international financial management as much as you need to know your own risk appetite. The course prerequisites are limited (basic finance course and basic economics course) and thus this course is very well suited for exchange students.

Course objectives

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

Prerequisites

- Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.
- An advanced level of English.

Recommended reading


EBC2070

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
C.J.G. Vandenboorn

Teaching methods:
Major Information Management

School of Business and Economics

Information Management

Full course description

The course will discuss themes that are directly relevant to producing information management professionals. Some of these topics are:

1. Measuring the impact of IT on business performance
2. IT consumerization
3. Big Data: The role of Business Intelligence and Business Analytics
4. IT Governance
5. Information Security

All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. Given the widespread use of IT, managers who are active outside the field of IT also deal with many of these same problems on a regular basis. The discussion of each topic will focus on methods and tools that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge for students who lack the relevant prior knowledge.

Course objectives

This course introduces students to the field of information management with particular emphasis on the management of information within Organisations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information.

Key Learning Objectives

- Develop an awareness and understanding of key principles, theories, and technologies related to the management of information
- Obtain experience in applying information management concepts to address substantive, real-world information management issues
- Appreciate how empirical research can guide efforts to address real-world information management issues
- Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences
Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics. Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude. Graduates can inform judgments on 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 and interpersonal skills.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**

**Reader**

**EBC2060**

**Period 1**

3 Sep 2018

26 Oct 2018

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

A.S. Joshi

**Teaching methods:**

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

**Assessment methods:**

Participation, Written exam

School of Business and Economics

**ERP and Business Intelligence Systems**

**Full course description**

The focus of this course will be on how firms (re)organise their information structures by using information technologies such as ERP-systems (e.g. SAP and Oracle), data warehouses and Business
Intelligence systems. Over the last 2 decades, the availability of these systems have profoundly changed the way in which management information is produced and used within organisations. As a result, new and dynamic ways of meeting the information needs of management are emerging. But also, these developments result in new problems within firms which, again, result in new approaches in trying to face these problems.

It is important to understand that this course will take a management approach to Information and Communication Technology (ICT). There will be no technical analysis of the information systems that will be discussed during this course. Also, as far as ERP systems are concerned there is no focus on a logistics point of view. However, the emphasis of this course will be on the impact these systems have on organisations and people within these organisations. More specifically, we will address the issue on how these ICT developments change the role of information within organisations, focussing on a managerial level of decision making.

Course objectives

This course will build on the literature on ERP systems and Business Intelligence systems, in order to introduce students to two recently developed concepts in the IT practice: digitized platforms and big data.

Could the enterprise become a full-time laboratory? What if you could analyse every transaction, capture insights from every customer interaction, and didn’t have to wait for months to get data from the field? Data are flooding in at rates never seen before as a result of greater access to customer data from public, proprietary, and purchased sources, as well as new information gathered from Web communities and newly deployed smart assets. These trends are broadly known as “big data.”

Web-based companies, such as Amazon.com, eBay, and Google, have been early leaders, testing factors that drive performance—from where to place buttons on a Web page to the sequence of content displayed—to determine what will increase sales and user engagement. Companies selling physical products are also exploiting big data for rigorous experimentation using Business Intelligence technology. Ford Motor, PepsiCo, and Southwest Airlines, for instance, analyse consumer postings about them on social-media sites such as Facebook and Twitter to gauge the immediate impact of their marketing campaigns and to understand how consumer sentiment about their brands is changing.

Most companies are far from accessing all the available data. Many haven’t even mastered the digital platform needed to capture and analyse the valuable information they can access. More commonly, they don’t have the right talent and processes to design experiments and extract business value from big data, which require changes in the way many executives now make decisions: trusting instincts and experience over experimentation and rigorous analysis.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

Prerequisites

This course requires a basic knowledge on the role of information systems in organisations. Students
should be aware of the various types of information systems that are used within large organisations (e.g. operational information systems versus decision support systems). Therefore an introductory course on management information systems is recommended as a prerequisite. No technical IT knowledge is required.

An advanced level of English.

Recommended reading

Textbook and reader.

**EBC2061**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
B. Celik

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Participation, Written exam

School of Business and Economics

**Systems Analysis and Design**

**Full course description**

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

During the course we will address and apply techniques such as Data flow diagrams, Entity-Relationship diagrams and relational modelling.

For the more technical parts of the course, various lectures will be organized to properly introduce and explain the topics at hand. These lectures will be followed by group sessions in which students apply their knowledge. During most tutorial meetings, exercises will be discussed. These exercises have to be prepared by all individual students. Working in teams or groups on these assignments is fully acceptable, but in no way mandatory. In addition, each student will be involved in hosting one or
several tutorial meetings. Finally, the course includes one group assignment which has to be prepared by subgroups of 3-4 students.

**Course objectives**

All businesses and Organisations develop or buy information systems. While the main purpose of these systems is to store and retrieve information, each system is unique and meets a different demand. In order to build properly functioning systems, it is essential that all requirements of the new information systems are analysed and translated into blueprints for future system implementations. This course will provide you with the necessary insights, and teach you the skills and methodologies to analyse and design information systems.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

**Prerequisites**

An advanced level of English.

**Recommended reading**

- Modern Systems Analysis And Design
  Authors: Hoffer, Jeffrey A.; George, Joey F.; Valacich, Joseph S.
  Edition: 7 (International edition)
  Published by: Pearson.
  ISBN10: 0-273-78709-8
School of Business and Economics

Knowledge Management

Full course description

This course studies the knowledge management practices of contemporary global organisations. For a long time companies relied on labour, capital and (raw) material as their most important assets, but nowadays intellectual capital (knowledge) is seen as the key driver of competitiveness for many organisations. Organisations such as consultancy and law firms heavily rely on so-called knowledge workers to deliver their services. The growing recognition that knowledge is a distinct production factor has led to a new field of study and practice: knowledge management.

Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of organisational knowledge, aimed at maximizing organisations’ return on knowledge assets. Managing knowledge is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Information technology (e.g. corporate Facebooks, wikis, online forums) can support knowledge management initiatives in organisations, but these systems are not without limitations. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?” This question is addressed using academic and business press readings and a diverse set of company cases.

Course objectives

Students that have followed this course should be able to:

- Understand Knowledge Management (KM) concepts and tools;
- Understand KM processes (acquisition, selection, generation, internalisation, externalisation);
- Identify how KM can be used effectively within specific environments;
- Understand the facilitating role that information technology can play in knowledge management;
- Understand the challenges posed by KM implementation.

Prerequisites

No prerequisites

Recommended reading

Electronic Reader

EBC2039

Period 2
29 Oct 2018
21 Dec 2018
Major Marketing

School of Business and Economics

Consumer Behaviour

Full course description

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

Course objectives

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

Recommended reading

Consumer behavior textbook. Academic articles.

EBC2041

Period 4
Full course description

Much of the economy in the developed world is dominated by the production and consumption of services. For example, in the US, current statistics show that approximately 75% of the work force is involved in the services industry. Additionally, 45% of an average US family's budget is spent on services, and for Europe statistics are similar. In many developing nations services are considered a way to expand and stimulate economic growth and development. Consistent with economic growth comes a growth in services employment. While most business schools focus on the manufacturing segment of the economy, given these facts it seems imperative to study the marketing of services in a separate course. Three kinds of services will form the central focus of this course: (1) Services which are offered by organizations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others), (2) Services which are offered by companies that manufacture products. In this context services refer mostly to the so-called “after-sales service” (repair services, service engineers, etc.) but also (product) instructions accompanying a sale, and (3) a specific focus on the online context of social media, virtual communities, Twitter etc. as these hold promising potential for service delivery and as they form a new frontier for both practitioners as well as researchers.

Service organisations vary, from restaurants, hotels and car rental agencies to financial services and even education. These organisations require a distinctive approach to marketing strategy. We will build on the principle of marketing and expand into very specific themes covering the entire spectrum of services, seen through many angles and illustrated by relevant case studies. In the course we will explore methods, based on academic research, in which firms can use service as a unique selling proposition. We have designed this course to address the unique needs and challenges in this ever-changing aspect of marketing, including the dynamic and rapidly developing area of electronic and mobile services. Throughout the course emphasis will be placed more specifically on issues related to marketing management and customer perceptions. Thus, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, to enhance understanding of the course concepts, several elaborate cases will be discussed and student teams will complete a real-life services marketing project.
Course objectives

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

Recommended reading

  Alan Wilson, Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler
  McGraw-Hill Higher Education

EBC2043

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
J.G.A.M. Lemmink

Teaching methods:
PBL, Presentation(s)

Assessment methods:
Written exam

School of Business and Economics
Brand Management

Full course description

Brand Management studies how to build, maintain, and exploit a company’s most valuable asset: its brands. While products are increasingly becoming more standardized, the only difference that remains is the brand label on them. But brands are no manna from heaven. It takes serious efforts to build a brand, and marketing communication is a major tool in achieving an outstanding brand.

How brands can be managed is the starting point and primary topic of the course. We will study what
a brand is, which elements constitute a brand, and what needs to be considered in brand management. Brand measurement as well as the basic branding strategies related to brand systems and brand extensions will be discussed.

For building brands, advertising and communication is perhaps the most important instrument and deserves explicit attention. Advertising and communication seeks to influence consumer behavior; therefore, understanding the basic aspects of that topic is important for studying brand management. Throughout the course, students work on a real-life branding or communication problem.

For bachelor students at Maastricht University, the course is part of the Marketing Major. But it can also be chosen as an elective and may therefore be interesting for students who plan to focus on another business area. For example, accounting students learn about the background of an important intangible asset. Strategy students dive into one particularly important strategic issue. Further, the course is of interest to anyone who wants to get experience in bridging theory and practice and who wants to learn more about the thrilling world of branding and advertising, which is around us anytime, anywhere, anywhere.

Course objectives

The course has the following objectives:

- Learning about the history of brand management
- Developing an understanding of key terms and models in brand management
- Understanding different theories in branding
- Gaining an understanding of the role of brand management in marketing strategy
- Introduction to several topics of brand management
- Introduction to the role of advertising and communication in branding
- Studying how the effectiveness of branding initiatives can be measured
- Learning about new developments in branding
- Actively applying the acquired knowledge by working on a real-life branding and communication problem

Recommended reading

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

EBC2062

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
L.M. Straeter
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
School of Business and Economics
Marketing Strategy & Practice

Full course description

In an increasingly dynamic environment companies require a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies when it comes to consumers and partners. Thus, it is imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer.

The course Marketing Strategy & Practice focuses on designing strategies from the market back to create, deliver, and sustain customer value in competitive and dynamic markets. To do so, this course deals with a comprehensive investigation and analysis of all major components of marketing strategy and their integration. This course takes a business oriented setup by focusing on real life examples/cases and by allowing students to participate in a market simulation game. The objective of the simulation is to put into practice the concepts related to marketing strategy and the marketing mix in a risk-free environment.

Course objectives

In this course we will take the viewpoint of the Chief Marketing Officer (CMO). A CMO is not simply an implementer but rather a maker of organization strategy. More specifically, a CMO is expected to be a leader in defining the mission of a business, in analyzing competitive market situations, in developing business objectives and goals, and in defining customer value propositions and marketing strategies that create value for a business unit as a whole.

Hence, we will use this perspective to address the issues of (1) defining and developing the strategic goals of the organization; (2) identifying organizational growth opportunities through customer and market analysis (3) formulating product-market strategies; and (4) budgeting marketing, financial and production resources.

Prerequisites

A basic marketing course at the level of Management of Organizations and Marketing and Marketing Management, and/or knowledge of the basic concepts of marketing.

Recommended reading

The literature for this course consists of a series of articles related to the topics discussed. Additionally, some cases will be used as examples of real-life business situations.

EBC2063
Major Organisation

School of Business and Economics

Crisis Management in organisations

Full course description

The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. A crisis is a low probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect and means of resolution, as well as by a belief that decisions must be made swiftly. Well-known examples are the BP oil spill and the Chernobyl disaster. Hence, this is not a course about financial crises.

An enormous amount of articles have been written on how to solve crisis situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. The objective of this course is to offer you a clear framework that helps you in understanding how organizational crises arise, and to give you more insight in the complexity of crisis management.

The course consists of two main parts: (1) conditions that affect the vulnerability to an organizational crisis; and (2) crisis management. The first part concentrates on the factors that make an organization crisis prone. We thereby focus on human nature; social-cultural causes; and organizational-technological causes. The second part discusses crisis management. We will discuss what organizations can do to prevent crises, and how to contain and resolve organizational crises. Specific attention will be paid to crisis decision making by individuals and groups; communication, and leadership in times of crises.

Course objectives

After successfully completing this course, students should be able to:
understand the nature and types of organizational crises;
- discuss the possible outcomes of organizational crises;
- recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises;
- explain which factors help in preventing organizational crises;
- explain which factors help in containing and resolving organizational crises;
- appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process;
- appreciate the challenges in coping with uncertainty.

Prerequisites

An advanced level of English.

Recommended reading

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, students are required to apply the literature to real-life crisis situations.

EBC2100

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinators:
B.H.J. Schreurs
C. Marques dos Santos
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Paper(s)
Assessment methods:
Participation, Final paper, Attendance

School of Business and Economics
Organisational Behaviour

Full course description

Organisational Behaviour focuses on what people do in an organisation and how their behaviour affects organisational performance. An organisation may be designed to fit its institutional environment, but organisational performance may still suffer because of low employee morale, high stress levels, and conflicts at the workplace. Issues discussed in the course cover a wide range of important topics from motivation, emotions, personality, and job satisfaction to work teams, power,
Course objectives

This course on Organisational Behaviour is meant to provide students with solid, evidence-based, and actionable knowledge on organisational behaviour. Organisational Behaviour, in a nutshell, investigates why people in organisations behave the way they do. After the completion of the course, students should be familiar with Organisational Behaviour theories; be able to read, understand, and critically evaluate Organisational Behaviour research findings including conceptual and empirical work; and be able to apply Organisational Behaviour concepts when diagnosing and solving business problems.

Prerequisites

- Students should have basic knowledge of organisational theory. Prior courses in the field of organisation and management are advantageous.
- An advanced level of English.

Recommended reading

To be announced.

EBC2048

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
H. Günter
Teaching methods:
PBL, Presentation(s), Lecture(s), Work in subgroups
Assessment methods:
Participation, Final paper

School of Business and Economics
Comparative Management

Full course description

Comparative management analyses the extent to which management principles are applicable from one business context (e.g., industry or country) to another. Comparative management seeks to determine the applicability of mainstream management know-how to other contexts.
For example, the rise of many countries in Asia from being a developing country to global powerhouse status, the unprecedented transformation of societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard theories.

Note: Moreover Presentation/Facilitation will be part of the Assessment methods.

**Course objectives**

The course is aimed at the study of management in different contexts and different international contexts more in particular. In the course we examine and compare management practices across countries, institutional environments and cultures. That also incorporates the different contexts that different industries and different professional and functional backgrounds provide. The purpose of teaching Comparative Management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage different organisations successfully. The intention is to help them to develop an awareness of the concepts of culture and institutions and their pervasive and hidden influence on behaviour in organisations, particularly with respect to management and management practices. We want students to become familiar with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts (e.g., functional areas, professions and industries) and to appreciate the impact of working in a different context on one's personal behaviour.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**

Scientific journal articles and textbook chapters.

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**EBC2067**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

S.J.B. van Diepen

**Teaching methods:**

PBL, Presentation(s), Lecture(s)

**Assessment methods:**


School of Business and Economics

Human Resource Management

Full course description

The course is based on the assumption that there is no single 'one best way' of managing human resources but rather that a range of approaches may be applicable to any one organisation, depending on its environment, its business context and its employees.

Consecutive issues in this course among others are: HRM in business organisations, strategy and strategic HRM; human resources and staffing, compensation; HRM in small enterprises and benchmarking HRM.

Course objectives

This Human Resource Management course aims at introducing students to the field of human resource management by reporting both theory and practice. The goals of the course are to introduce students to the various issues that arise in human resource management, as well as to familiarise students with the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency of different tools in different cases. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the management of human resources in various business contexts. This implies that you will not learn how to run and practice HRM but rather why certain phenomena occur in the field of HRM and in the context of different organisational environments.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read academic journal articles.

Recommended reading

Selection of book chapters and journal articles.

EBC2163

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Coordinator:
S.J.B. van Diepen
Major Supply Chain Management

School of Business and Economics
Digital Supply Networks

Full course description

Companies such as Amazon, Airbnb, and LinkedIn build and manage powerful supply networks to create value. The goal of this course is to provide students with an understanding of these networks and their relationships with customers as well as suppliers. We also zoom in on the digitization and innovation processes that govern these relationships. Students will critically evaluate cutting-edge thinking on these topics and discuss implications for supply chain management, strategy, and marketing.

Course objectives

This course not only provides students with concepts to understand recent digitization processes but also prepares them with the conceptual tools to manage future in supply chain, marketing, and strategy innovations.

Prerequisites

A holistic understanding of Supply Chain Management, Marketing, and Strategy; a keen interest in technology and innovation; Knowledge of Internet technologies and a good command of English.
School of Business and Economics

Operations Management

Full course description

The course focuses on the application of techniques in the area of Operations Management.

Topics which are covered include Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Lean Production/JIT, and Waiting Line Theory. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be applied on examples and exercises. Furthermore, said techniques are applied to an accurate interactive simulation, which takes the form of a computer game.

The course combines cases, exercises and discussions, facilitated by students themselves. Facilitations cover both the learning materials resulting from the aforementioned game, and the mandatory hand-in assignments.

Course objectives

Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions. Ability to simulate real life situations and solve cases in the area of research. Ability to apply theoretical knowledge to practical (simulated) operational situations.

Prerequisites

- Advanced knowledge of the role and scope of Operations Management within Business.
- Advanced mathematical skills; ability to understand quantitative models and concepts, and apply these.
- Moderate level of understanding of simulation.
- Moderate level of knowledge concerning Linear Programming.
- An advanced level of English.
- An advanced level of expertise in PBL (Project Based Learning).

From the above, it can be assumed that students taking this course have at the very minimum obtained the necessary knowledge in order to pass the course Management of Operations and Product Development (MOPD).

Recommended reading


- Various research papers from the field of Operations Management.
School of Business and Economics

Global Transportation Management

Full course description

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

Course objectives

The course Global Transportation Management provides a detailed introduction into different transportation modes and their applicability in single - and multimodal contexts. The course stimulates critical thinking and own opinion formation. By encouraging students to actively shape form and content of multiple tutorial sessions in repeated facilitation settings, social skills, communication skills, character traits, attitudes complement the hard skills developed. The comparatively high proportion of exchange students contributes to the achievement of the aforementioned goals in an inherently international classroom setting.

Prerequisites

- An advanced level of English.
Recommended reading

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

EBC2065

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
S. Bartczek
Teaching methods:
Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Final paper, Participation

School of Business and Economics
Global Supply Chain Management

Full course description

Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context.

Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required literature, as well as additional material, such as other academic articles, cases, and examples.

Prerequisites

- General insight and interest in business. This is one of the four courses in the supply chain management major.
- An advanced level of English.

Recommended reading

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

Course objectives

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

Consumer behavior textbook. Academic articles.

EB2041

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
K. Geyskens

Teaching methods:
Presentation(s), Lecture(s), Assignment(s), Work in subgroups

Assessment methods:
Final paper, Participation, Written exam

School of Business and Economics

Services Marketing

Full course description

Much of the economy in the developed world is dominated by the production and consumption of services. For example, in the US, current statistics show that approximately 75% of the work force is involved in the services industry. Additionally, 45% of an average US family's budget is spent on services, and for Europe statistics are similar. In many developing nations services are considered a way to expand and stimulate economic growth and development. Consistent with economic growth comes a growth in services employment. While most business schools focus on the manufacturing segment of the economy, given these facts it seems imperative to study the marketing of services in a separate course. Three kinds of services will form the central focus of this course: (1) Services which are offered by organizations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others), (2) Services which are offered by companies that manufacture products. In this context services refer mostly to the so-called "after-sales service" (repair services, service engineers, etc.) but also (product) instructions accompanying a sale, and (3) a specific focus on the online context of social media, virtual communities, Twitter etc. as these hold promising potential for service delivery and as they form a new frontier for both practitioners as well as researchers.

Service organisations vary, from restaurants, hotels and car rental agencies to financial services and even education. These organisations require a distinctive approach to marketing strategy. We will build on the principle of marketing and expand into very specific themes covering the entire spectrum of services, seen through many angles and illustrated by relevant case studies. In the course we will explore methods, based on academic research, in which firms can use service as a unique selling proposition. We have designed this course to address the unique needs and challenges in this ever-
changing aspect of marketing, including the dynamic and rapidly developing area of electronic and mobile services. Throughout the course emphasis will be placed more specifically on issues related to marketing management and customer perceptions. Thus, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, to enhance understanding of the course concepts, several elaborate cases will be discussed and student teams will complete a real-life services marketing project.

**Course objectives**

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

**Recommended reading**

  Alan Wilson, Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler
  McGraw-Hill Higher Education
Digital Supply Networks

Full course description

Companies such Amazon, Airbnb and LinkedIn build and manage powerful supply networks to create value. The goal of this course is to provide students with an understanding of these networks and their relationships with customers as well as suppliers. We also zoom in on the digitization and innovation processes that govern these relationships. Students will critically evaluate cutting-edge thinking on these topics and discuss implications for supply chain management, strategy and marketing.

Course objectives

This course not only provides students with concepts to understand recent digitization processes but also prepares them with the conceptual tools to manage future in supply chain, marketing and strategy innovations.

Prerequisites

A holistic understanding of Supply Chain Management, Marketing and Strategy; a keen interest in technology and innovation; Knowledge of Internet technologies and a good command of English.

EBC2045

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinators:
L.R.J. Quintens
S. Bartczek

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

Assessment methods:
Final paper, Participation

School of Business and Economics
Options and Futures

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


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**EBC2053**

**Period 5**

8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

P.J. Mauricio Rodrigues

**Teaching methods:**

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

**Assessment methods:**

Participation, Written exam

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**School of Business and Economics**

**Investment Analysis and Portfolio Management**

Full course description

The purpose of this course is to study how investors (both retail and institutional) construct and manage portfolios. We follow the investment process investors follow in real life. That is from Asset Liability Management to Strategic and Tactical Asset Allocation to Portfolio Management, Security Selection and finally Trading. Each week we study a different asset class. Next to traditional assets like listed stocks we look at the added value of real estate, mutual funds, hedge funds and private equity in order to build diversified portfolios. Finally the course will introduce you to a new development in professional asset management; Socially Responsible Investing (SRI). We study the
impact of SRI on portfolio return and risk. All topics are explored via real life cases using actual data.

Course objectives

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

Prerequisites

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

Recommended reading

Prerequisites

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

Recommended reading

- Reader

School of Business and Economics

Auditing

Full course description

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

The course is linked to audit practice by means of case-studies and a workshop in collaboration with a large audit firm and/or a guest lecture.

Course objectives

Solid understanding of the audit process;
Basic knowledge of the academic literature on auditing;
Obtain problem solving skills in auditing settings and develop experience in using and interpreting data in common decision contexts.
Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can inform judgments on theoretical and practical business/economic issues.

Graduates can find, read and understand relevant research.

Graduates have largely self-directed learning skills and the ability to regulate their own learning process.

Prerequisites

- Internal control & accounting systems
- Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems).
- An advanced level of English

Recommended reading

Textbook and academic articles

EBC2058

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
A. Vanstraelen

Teaching methods:
PBL, Lecture(s), Assignment(s)

Assessment methods:
Participation, Written exam

School of Business and Economics

Management Accounting

Full course description

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

The leading theme of this course is the value of accounting information for decision-making within the firm. The course provides an overview of state-of-the-art advanced cost accounting and cost management techniques. Some topics in this respect are: activity-based costing and activity-based management, performance evaluation (measurement) techniques (scorecards, ...) and cost allocation issues.

A selection of such issues will be covered in depth during the course. In addition, this course introduces and discusses both state-of-the-art research studies and more popular contemplations regarding strategic cost accounting and especially cost management.

Prerequisites

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

Recommended reading

Textbook

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Print course description

ECTS credits:

6.5

Instruction language:

English

Coordinator:

C. Feichter

Teaching methods:

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

Assessment methods:

Participation, Written exam

School of Business and Economics

Information Management
**Full course description**

The course will discuss themes that are directly relevant to producing information management professionals. Some of these topics are:

1. Measuring the impact of IT on business performance
2. IT consumerization
3. Big Data: The role of Business Intelligence and Business Analytics
4. IT Governance
5. Information Security

All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. Given the widespread use of IT, managers who are active outside the field of IT also deal with many of these same problems on a regular basis. The discussion of each topic will focus on methods and tools that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge for students who lack the relevant prior knowledge.

**Course objectives**

This course introduces students to the field of information management with particular emphasis on the management of information within Organisations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information.

**Key Learning Objectives**

- Develop an awareness and understanding of key principles, theories, and technologies related to the management of information
- Obtain experience in applying information management concepts to address substantive, real-world information management issues
- Appreciate how empirical research can guide efforts to address real-world information management issues
- Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
Graduates can inform Judgments on 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 and interpersonal skills.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**

**Reader**

**EBC2060**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
A.S. Joshi

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Participation, Written exam

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**School of Business and Economics**

**ERP and Business Intelligence Systems**

**Full course description**

The focus of this course will be on how firms (re)organise their information structures by using information technologies such as ERP-systems (e.g. SAP and Oracle), data warehouses and Business Intelligence systems. Over the last 2 decades, the availability of these systems have profoundly changed the way in which management information is produced and used within organisations. As a result, new and dynamic ways of meeting the information needs of management are emerging. But also, these developments result in new problems within firms which, again, result in new approaches in trying to face these problems.

It is important to understand that this course will take a management approach to Information and Communication Technology (ICT). There will be no technical analysis of the information systems that will be discussed during this course. Also, as far as ERP systems are concerned there is no focus on a logistics point of view. However, the emphasis of this course will be on the impact these systems have on organisations and people within these organisations. More specifically, we will address the issue on how these ICT developments change the role of information within organisations, focussing on a managerial level of decision making.
Course objectives

This course will build on the literature on ERP systems and Business Intelligence systems, in order to introduce students to two recently developed concepts in the IT practice: digitized platforms and big data.

Could the enterprise become a full-time laboratory? What if you could analyse every transaction, capture insights from every customer interaction, and didn’t have to wait for months to get data from the field? Data are flooding in at rates never seen before as a result of greater access to customer data from public, proprietary, and purchased sources, as well as new information gathered from Web communities and newly deployed smart assets. These trends are broadly known as “big data.”

Web-based companies, such as Amazon.com, eBay, and Google, have been early leaders, testing factors that drive performance—from where to place buttons on a Web page to the sequence of content displayed—to determine what will increase sales and user engagement. Companies selling physical products are also exploiting big data for rigorous experimentation using Business Intelligence technology. Ford Motor, PepsiCo, and Southwest Airlines, for instance, analyse consumer postings about them on social-media sites such as Facebook and Twitter to gauge the immediate impact of their marketing campaigns and to understand how consumer sentiment about their brands is changing.

Most companies are far from accessing all the available data. Many haven’t even mastered the digital platform needed to capture and analyse the valuable information they can access. More commonly, they don’t have the right talent and processes to design experiments and extract business value from big data, which require changes in the way many executives now make decisions: trusting instincts and experience over experimentation and rigorous analysis.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

Prerequisites

This course requires a basic knowledge on the role of information systems in organisations. Students should be aware of the various types of information systems that are used within large organisations (e.g. operational information systems versus decision support systems). Therefore an introductory course on management information systems is recommended as a prerequisite. No technical IT knowledge is required.

An advanced level of English.

Recommended reading

Textbook and reader.

EBC2061
Brand Management

Full course description

Brand Management studies how to build, maintain, and exploit a company's most valuable asset: its brands. While products are increasingly becoming more standardized, the only difference that remains is the brand label on them. But brands are no manna from heaven. It takes serious efforts to build a brand, and marketing communication is a major tool in achieving an outstanding brand.

How brands can be managed is the starting point and primary topic of the course. We will study what a brand is, which elements constitute a brand, and what needs to be considered in brand management. Brand measurement as well as the basic branding strategies related to brand systems and brand extensions will be discussed.

For building brands, advertising and communication is perhaps the most important instrument and deserves explicit attention. Advertising and communication seeks to influence consumer behavior; therefore, understanding the basic aspects of that topic is important for studying brand management. Throughout the course, students work on a real life branding or communication problem.

For bachelor students at Maastricht University, the course is part of the Marketing Major. But it can also be chosen as an elective and may therefore be interesting for students who plan to focus on another business area. For example, accounting students learn about the background of an important intangible asset. Strategy students dive into one particularly important strategic issue. Further the course is of interest to anyone who wants to get experience in bridging theory and practice and who wants to learn more about the thrilling world of branding and advertising, which is around us anytime, anyplace, anywhere.

Course objectives

The course has the following objectives:

- Learning about the history of brand management
- Developing an understanding of key terms and models in brand management
Understanding different theories in branding
Gaining an understanding of the role of brand management in marketing strategy
Introduction to several topics of brand management
Introduction to the role of advertising and communication in branding
Studying how the effectiveness of branding initiatives can be measured
Learning about new developments in branding
Actively applying the acquired knowledge by working on a real life branding and communication problem

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

EBC2062

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
L.M. Straeter
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Attendance, Participation, Written exam

School of Business and Economics
Operations Management

Full course description

The course focusses on the application of techniques in the area of Operations Management.

Topics which are covered include Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Lean Production/JIT, and Waiting Line Theory. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be applied on examples and exercises. Furthermore, said techniques are applied to an accurate interactive simulation, which takes the form of a computer game.

The course combines cases, exercises and discussions, facilitated by students themselves. Facilitations cover both the learning materials resulting from the aforementioned game, and the mandatory hand-in assignments.
Course objectives

Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions. Ability to simulate real life situations and solve cases in the area of research. Ability to apply theoretical knowledge to practical (simulated) operational situations.

Prerequisites

- Advanced knowledge of the role and scope of Operations Management within Business.
- Advanced mathematical skills; ability to understand quantitative models and concepts, and apply these.
- Moderate level of understanding of simulation.
- Moderate level of knowledge concerning Linear Programming.
- An advanced level of English.
- An advanced level of expertise in PBL (Project Based Learning).

From the above, it can be assumed that students taking this course have at the very minimum obtained the necessary knowledge in order to pass the course Management of Operations and Product Development (MOPD).

Recommended reading


- Various research papers from the field of Operations Management.

EBC2064

Period 1
3 Sep 2018
26 Oct 2018

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
A. Abiad Monge

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

Assessment methods:
Final paper, Participation, Written exam

School of Business and Economics
Global Transportation Management

Full course description

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

Course objectives

The course Global Transportation Management provides a detailed introduction into different transportation modes and their applicability in single - and multimodal contexts. The course stimulates critical thinking and own opinion formation. By encouraging students to actively shape form and content of multiple tutorial sessions in repeated facilitation settings, social skills, communication skills, character traits, attitudes complement the hard skills developed. The comparatively high proportion of exchange students contributes to the achievement of the aforementioned goals in an inherently international classroom setting.

Prerequisites

- An advanced level of English.

Recommended reading

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

EBC2065

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinator: S. Bartczek
Teaching methods: Presentation(s), Lecture(s), Assignment(s), Work in subgroups
School of Business and Economics

Strategic Management of Technology and Innovation

Full course description

This is an introductory course to the management of innovation. Thus it aims at introducing theories, models and tools to the students that are central to managing the identification, development and commercialization of innovations. Core topics covered in this course include market failures faced by innovating firms, knowledge about the various definitions of an innovation and innovative activities, how to search for novel ideas (inside as well as outside of the firms’ boundaries), what tools to use inside and outside of the firm to evaluate promising ideas efficiently and accurately, ways to acquire external financing in case of cash flow constraints, tools to use to increase appropriability of innovations as well as various forms to develop innovations inside and outside of the firm.

Course objectives

Technological change and innovation have to be managed by firms. In this course we will explore what main challenges firms face in their technological change and innovation activities and which concepts, techniques, tools and management processes are helpful to successfully advance technological change and innovations.

Prerequisites

- Basic knowledge of management/business economics, organization and strategy.
- An advanced level of English.

Recommended reading

Book, articles and case studies.

EBC2068

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
M.J. van Wegberg
Teaching methods:
School of Business and Economics

International Business History

Full course description

We study a path-breaking historical development in one or more leading industrial capitalist nations. We zoom in on business activities and their outcomes, and we zoom out to the historical and national context in which these events have taken place. Looking back at history can be concretely informative since much what exists now has its roots in the past. But studying history is also a way of developing creative notions about how humans interact with their business environment in a situation of pervasive uncertainty. This can broaden our mental scope in dealing with our own uncertain world. This may well be the most important learning to develop in our course.

Course objectives

The course has two learning goals both linked to intellectual leadership, the ability to lead in interpreting situations, seeing opportunities where others don’t even look, and thinking through possible pathways towards jointly beneficial futures. These two goals are:

- study historical evolution in terms of human and organisational actors responding to opportunities in their environment in ways that pioneered entirely new industries and forms of business.
- writing an essay that demonstrates that the student has ideas and is able to communicate these in a persuasive way.

Prerequisites

This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation. I have to say that the reading load is quite considerable.

Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, and the educational approach. Failure to attend both meetings implies course failure.

Recommended reading

Book and / or selected articles about business history with emphasis on the second industrial revolution.

EBC2069

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
## School of Business and Economics

### International Financial Management

#### Full course description

This course deals with financial challenges you will encounter when you operate across borders, in one way or another. Whether it is the currency risk you encounter when exporting your products abroad, the decision you face to perhaps start producing a broad, or the components that you import from abroad: if you are entrepreneurial, you need a minimum knowledge of international financial management in order to adequately manage risks, and to perceive financial opportunities. In the course, we try – as much as possible – to take the view of the entrepreneur. And we want you, the students, to take that same view. Of course, as with any area of expertise, you have to acquire a basic set of tools. But the course is about much more than just a set of tools. There is a strategic element to international financial management. For example, the same currency risk that you run by exporting abroad, can be hedged in many ways: you can buy currency futures or options, but you can also decide to produce in the country to which you export, thereby providing yourself with a so-called natural hedge. As you will see, the optimal decision requires you to correctly assess the risks involved in each scenario, as well as the extent to which you can hedge these risks, and the cost at which you do so. However, as is often the case when we talk about risk in finance, there is also such a thing as a risk preference. You, the entrepreneur, need to know about international financial management as much as you need to know your own risk appetite. The course prerequisites are limited (basic finance course and basic economics course) and thus this course is very well suited for exchange students.

#### Course objectives

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

#### Prerequisites

- Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.
- An advanced level of English.

#### Recommended reading


**EBC2070**
School of Business and Economics

Systems Analysis and Design

Full course description

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

During the course we will address and apply techniques such as Data flow diagrams, Entity-Relationship diagrams and relational modelling.

For the more technical parts of the course, various lectures will be organized to properly introduce and explain the topics at hand. These lectures will be followed by group sessions in which students apply their knowledge. During most tutorial meetings, exercises will be discussed. These exercises have to be prepared by all individual students. Working in teams or groups on these assignments is fully acceptable, but in no way mandatory. In addition, each student will be involved in hosting one or several tutorial meetings. Finally, the course includes one group assignment which has to be prepared by subgroups of 3-4 students.

Course objectives

All businesses and Organisations develop or buy information systems. While the main purpose of these systems is to store and retrieve information, each system is unique and meets a different demand. In order to build properly functioning systems, it is essential that all requirements of the new information systems are analysed and translated into blueprints for future system implementations. This course will provide you with the necessary insights, and teach you the skills and methodologies to analyse and design information systems.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

**Prerequisites**

An advanced level of English.

**Recommended reading**

- Modern Systems Analysis And Design
  Authors: Hoffer, Jeffrey A.; George, Joey F.; Valacich, Joseph S.
  Edition: 7 (International edition)
  Published by: Pearson.
  ISBN10: 0-273-78709-8

**School of Business and Economics**

**Crisis Management in organisations**

**Full course description**

The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. A crisis
is a low probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect and means of resolution, as well as by a belief that decisions must be made swiftly. Well-known examples are the BP oil spill and the Chernobyl disaster. Hence, this is not a course about financial crises.

An enormous amount of articles have been written on how to solve crisis situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. The objective of this course is to offer you a clear framework that helps you in understanding how organizational crises arise, and to give you more insight in the complexity of crisis management.

The course consists of two main parts: (1) conditions that affect the vulnerability to an organizational crisis; and (2) crisis management. The first part concentrates on the factors that make an organization crisis prone. We thereby focus on human nature; social-cultural causes; and organizational-technological causes. The second part discusses crisis management. We will discuss what organizations can do to prevent crises, and how to contain and resolve organizational crises. Specific attention will be paid to crisis decision making by individuals and groups; communication, and leadership in times of crises.

Course objectives

After successfully completing this course, students should be able to:

- understand the nature and types of organizational crises;
- discuss the possible outcomes of organizational crises;
- recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises;
- explain which factors help in preventing organizational crises;
- explain which factors help in containing and resolving organizational crises;
- appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process;
- appreciate the challenges in coping with uncertainty.

Prerequisites

An advanced level of English.

Recommended reading

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, students are required to apply the literature to real-life crisis situations.
School of Business and Economics

Commercialising Science & Technology

Full course description

The course Commercialising Science & Technology aims to help you understand and master core entrepreneurial challenges of turning science into products and products into businesses. In so doing, we will adopt a strongly entrepreneurial lens. That means that we will look at important technology commercialization activities through the eyes of a potential technology entrepreneur.

Adopting the view of technology entrepreneurs means that market-related aspects of science commercialization move center stage. In that, one of the most important tasks entrepreneurs have to perform is to understand their full opportunity space, i.e. the range of potential opportunities and the conditions of value creation within those opportunities. Opportunity validation and development becomes the key focus, all the while paying attention to the challenges of developing the technology in parallel. If this process is mastered it can be a highly rewarding task—not only for individual inventors and their team, but also for stakeholders such as future employees, research and other value chain partners, the region, and the country.

The competencies you will acquire in this course will help you prepare for your own entrepreneurial journey. They will also be extremely valuable should you choose a career in managing technology at an established firm or within a public or private research lab. In particular university labs and corporate R&D department rely increasingly on professionals that help bridging the gap between science production (conference presentations, scientific publications, and patents) and commercial value creation (revenues, funding for scientific and applied research). In both settings efforts in research and development need to be legitimized and be able to answer to which extent they will ultimately result in economic performance—a core learning goal in this course.

Course objectives

Primary goal:

To understand how science-based research and technological breakthroughs can be transformed into new business.

Secondary goals:

1. To develop a solid theoretical understanding of the process of market opportunity identification and evaluation in the context of new technologies.
2. To explore the frontier of current knowledge when it comes to creating value from technological
inventions and managing early-stage commercialization processes.
3. To practically apply your knowledge on early stage commercialization efforts.
4. To channel back your practically acquired knowledge into theoretical conceptualizations of the entrepreneurial opportunity identification and evaluation process.

Prerequisites

The courses of the Entrepreneurship minor (see also http://www.mc4e.nl/minor) draw on the scholarly entrepreneurship literature. You do NOT need to have prior knowledge in the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). However, we strongly encourage you to take the two introductory courses of the minor (Birthing new ventures & Mobilising resources [EBC2145; EBC2146]) BEFORE taking this course. Your command of English in speech and writing needs be adequate to actively prepare for, participate in, and contribute to the classes. Also, make sure you can commit sufficient time during this block to accommodate the work load this course will bring with it.

Recommended reading

- e-Reader with papers
- set of teaching cases (sold by MC4E for approx. € 30)

EBC2144

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
J. Thiel
Teaching methods:
PBL, Lecture(s), Assignment(s), Paper(s), Presentation(s), Work in subgroups
Assessment methods:
Attendance, Participation

School of Business and Economics
Birthing new ventures

Full course description

Not many will contest the societal impact of enterprising individuals and entrepreneurial ventures on our economies. Entrepreneurs may start-up new companies with the intent to challenge (and sometimes even overthrow) incumbents. In the process, they create new jobs and apply competitive pressure on established firms. Entrepreneurs supposedly have an important direct and indirect effect
Not surprisingly, academics have sought to unravel the entrepreneurial process. From their findings we learn that all that happens prior to a formal launch of a new venture is critical to understand the essence of entrepreneurship. For example, we know that many more people see opportunities than those that actually seek to exploit the opportunities they have discovered.

In this course you will explore why and how opportunities are created and/or discovered by more or less enterprising individuals. In addition you will explore why only a few of those that see an opportunity will actually engage in efforts to further explore and exploit the opportunities that they have spotted. You will identify factors that drive entrepreneurship at the level of the individual. You will explore how personality characteristics, experience, education, and social embeddedness shape entrepreneurial journeys. You will learn that entrepreneurship is not necessarily about taking risk, since many entrepreneurs put a lot of effort in minimizing (or even outsourcing) risk prior to the launch of their venture.

**Course objectives**

This course aims to highlight the importance of the process stages that precede the launch of an entrepreneurial venture. We learned that the developmental process that results in the birthing of new ventures has a long-lasting impact on venture survival and/or entrepreneurial growth, therefore it is important to study it. This course provides a bird’s eye view on factors and processes that lead to the launch of entrepreneurial ventures. It builds a foundational understanding of the initial stages of the entrepreneurial process that will allow you to deepen your understanding of entrepreneurship in the subsequent courses of the Entrepreneurship minor.

**Primary course objective:**
You understand the critical role of the individual-opportunity nexus in initiating new ventures;

**Secondary course objectives:**

1. You understand how disciplinary perspectives have enriched (and continue to enrich) the scholarly understanding of the entrepreneurial process.
2. You understand why the stages that precede the formal start-up of a new venture are so critical to understanding the outcomes of enterprising behaviour.
3. You know how personalities and cognitive characteristics shape the emergence of new ventures.
4. You understand how and why new entrepreneurial opportunities arise.
5. You are able to explain how entrepreneurs screen and select opportunities.
6. You can decide on approaches to assess and enhance the value promise of embryonic business concepts.

**Prerequisites**

The courses of the Entrepreneurship minor (see also [http://www.mc4e.nl/minor](http://www.mc4e.nl/minor)) draw on the academic entrepreneurship literature. They do NOT expect students to have already developed an understanding of the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). We encourage students to take the two introductory courses of the minor (Birthing new ventures and Mobilising resources [EBC2145; EBC2146]) BEFORE taking the other courses in the Minor. As this minor is delivered in English, your command of the English language (speaking and writing) should be good enough to actively prepare, participate, and contribute to class.
Recommended reading

- e-Reader with papers;
- Set of teaching cases (costing approx. €20)

### EBC2145

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
W.E.J. Bodewes
C.M. Do Rosário Costa
M.A. Carree

**Teaching methods:**
PBL, Assignment(s), Work in subgroups

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School of Business and Economics

**Mobilising resources for entrepreneurial start-up and growth**

**Full course description**

The societal impact of enterprising individuals cannot be contested. They founded companies that challenge (and often replace) incumbents and they have an important role in introducing innovative products and services to new or established markets. However, entrepreneurs never operate in isolation; many entrepreneurs cofound their venture with others and establish partnerships to gather the resources necessary for launching and growing their ventures.

This course covers co-founder enrollment, customer enrollment and financial enrollment. For instance, you will explore how to put together an entrepreneurial team, examine team dynamics as well as how to recruit the best employees. You will review different types of financial resources available to entrepreneurs as well as how to select the best one for a specific type of venture. Based on this, you will also examine the role of business modeling and customer validation as part of a venture's resource mobilisation. This course will explore the concept of bootstrapping or how to get things done when you do not have the required resources. In all of the above, attention will be paid to how a venture's resource mobilisation strategy is not a static concept, but is one that changes dynamically over the lifecycle of a venture.
Course objectives

This course aims to provide you insight into how to launch and grow a high-impact venture from a resource-based perspective. In other words, after having taken this course you should understand which resources are crucial to venture success, how to gather them, what elements to take into account when mobilizing resources as well as how you can get things done without resources.

Prerequisites

The courses of the Entrepreneurship minor (see also http://www.mc4e.nl/minor) draw on the scholarly entrepreneurship literature. They do NOT expect that you have already developed an understanding of the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). We encourage you to take the two introductory courses of the minor (Birthing new ventures and Mobilising resources [EBC2145; EBC2146]) BEFORE taking the other courses of the Minor. As this minor is delivered in English, your command of the English language in speech and writing should be good enough to actively prepare for, participate in, and contribute to the classes.

Recommended reading

- Academic journal articles

   \[\text{EBC2146}\]
   \[\text{Period 1}\]
   \[3 \text{ Sep 2018}\]
   \[26 \text{ Oct 2018}\]
   \[\text{Print course description}\]
   \[\text{ECTS credits:}\]
   \[6.5\]
   \[\text{Instruction language:}\]
   \[\text{English}\]
   \[\text{Coordinators:}\]
   \[\text{W.E.J. Bodewes}\]
   \[\text{J. Thiel}\]
   \[\text{Y.P.M. Bammens}\]
   \[\text{Teaching methods:}\]
   \[\text{PBL, Lecture(s), Assignment(s), Paper(s)}\]
   \[\text{Assessment methods:}\]
   \[\text{Participation, Final paper, Attendance}\]

School of Business and Economics

Global Supply Chain Management

Full course description

Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production
and warehousing to distribution and transportation in an international context.

Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required literature, as well as additional material, such as other academic articles, cases, and examples.

**Prerequisites**

- General insight and interest in business. This is one of the four courses in the supply chain management major.
- An advanced level of English.

**Recommended reading**

Reader based on State-of-the-Art articles on Global Supply Chain Management.

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**EBC2030**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

J. Semeijn

**Teaching methods:**

PBL, Presentation(s), Work in subgroups

**Assessment methods:**

Participation, Final paper

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**School of Business and Economics**

**Organisational Behaviour**

**Full course description**

Organisational Behaviour focuses on what people do in an organisation and how their behaviour affects organisational performance. An organisation may be designed to fit its institutional environment, but organisational performance may still suffer because of low employee morale, high stress levels, and conflicts at the workplace. Issues discussed in the course cover a wide range of important topics from motivation, emotions, personality, and job satisfaction to work teams, power, conflict, and communication.
Course objectives

This course on Organisational Behaviour is meant to provide students with solid, evidence-based, and actionable knowledge on organisational behaviour. Organisational Behaviour, in a nutshell, investigates why people in organisations behave the way they do. After the completion of the course, students should be familiar with Organisational Behaviour theories; be able to read, understand, and critically evaluate Organisational Behaviour research findings including conceptual and empirical work; and be able to apply Organisational Behaviour concepts when diagnosing and solving business problems.

Prerequisites

- Students should have basic knowledge of organisational theory. Prior courses in the field of organisation and management are advantageous.
- An advanced level of English.

Recommended reading

To be announced.

EBC2048

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
H. Günter
Teaching methods:
PBL, Presentation(s), Lecture(s), Work in subgroups
Assessment methods:
Participation, Final paper

School of Business and Economics
Project and Process Management

Full course description

The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The process management part of this course deals with operation,
strategy and process management. We define a process to be any transformation that converts inputs to outputs. The process view considers any organization to be a process that consists of interconnected sub processes. In this part of the course we will provide students with the basic concepts that enables them to describe processes in a way that allows them to apply "management levers" on those processes: process flow time, work-in-process, process-efficiency and so forth.

**Course objectives**

The course is directed at the following learning and competences:

- developing an awareness of the range, scope and complexity of the phenomena, issues and problems related to project and process management;
- developing an integrated and process oriented perspective on managing complex projects and team work;
- acquiring competencies in the usage of tools, techniques, methods and models for managing projects and processes.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**


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

Assessment methods:
Final paper, Participation

School of Business and Economics
Business and Politics in Europe

Full course description

The course looks at the interaction between Business and Society, focusing on political issues. While political risk tended to be an issue restricted to emerging markets, recent developments, such as Brexit, have made clear that it is increasingly becoming an issue for companies in developed market economies as well. Knowledge of the interaction between business and politics has become indispensable for an ever-wider group of people: leading business persons in Europe and an ever-wider circle of management below the top level; consultants; employees of non-governmental organisations; and entrepreneurs working in policy sensitive areas (such as renewable energy). Clearly, participation in the course requires interest in societal processes in general and in politics in particular.

Topics covered:

- Corporate political strategy as a part of overall business strategy (ca. 20%);
- Introduction to comparative politics and comparative institutional economics, that is, comparing how the institutional setup of the economy and politics differs across countries in Europe (ca. 20%);
- Functioning of the EU, also in relation to the Euro crisis (ca. 20%);
- Empirical research of lobbying in Europe and relevance for business strategy (ca. 20%).
- Analysis of the background of recent developments, such as Brexit (10%),
- Integral approach to Corporate Social Responsibility, Corporate Political Strategy and Competitive Market strategy (ca.10%)

A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, and political science.

The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past.

Additional remarks regarding assessment methods:

- Attendance requirement: max. 2 absences allowed. Second absence might have an impact on participation grade.
- Students work in teams of 2-3 persons on a project. Teams either focus on 1-3 countries in Europe, or on EU regulation in a particular industry.
- Two or three papers (take-home assignments) on course material
- The papers have strict requirements regarding literature to be followed. They are not "free" papers.

Course objectives

- Understand the mutual interaction between Business and Politics in Europe, in particular regarding lobbying, and the implications this has for corporate strategy.
- Understand the relevant elements of institutional diversity in which firms in Europe operate, in particular how institutional diversity extends to elements other than culture.
Bachelor International Business

- Understand the functioning of the European Union and differences in the political systems of the member states.
- Understand political aspects of the Euro crisis, especially the interaction between the crisis and the political organisation of the European Union.
- Understand the societal processes behind other recent developments, such as Brexit, and the dissatisfaction with the functioning of the European Union.
- Ability to apply knowledge of the European institutional environment to relevant business decisions.
- Ability to work independently on a project, including independent literature search.
- Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge.
- Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

Prerequisites

- Two years of study in (International) Business and/or (International) Economics at a level comparable to SBE.
- Very good working knowledge of English (reading, writing, speaking).

Special remarks follow for:

- Exchange Students;
- SBE Economics students.

Note for Exchange Students

- The course is strongly recommended to exchange students satisfying the prerequisites (see also below). Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students.
- In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course.
- You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds.
- The course is NOT open to students in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement.

Note for SBE Economics students

As the course focuses on the institutional environment of business it fits very well into the SBE Economics curriculum. Compared to the standard Economics courses at SBE it has a more applied character. Special attention is paid to political aspects of the Euro crisis on the level of the EU. The course is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms.

Recommended reading

Articles to be collected by students from the electronic library. Combination of fundamental papers with very recent literature.

EBC2051
School of Business and Economics

International Financial Accounting

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

School of Business and Economics

Internal Control and Accounting Information Systems

Full course 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 quality of reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Course objectives

- Understand the concept of quality of information and the importance of this concept.
- Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations.
- Learn about the different organisational processes within organisations, and learn how to design internal controls for each of these processes.
- Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes.
- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform judgments on 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 and interpersonal skills.
- Graduates have largely self-directed learning skills and the ability to regulate their own learning.
Bachelor International Business

process.
- Graduates have a professional attitude. This includes demonstrating an open mind, proactive behaviour, critical reflection and accountability.
- Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.
- Graduates show social responsibility. This includes demonstrating awareness for academic and scientific responsibility in a broader social or ethical context.

Prerequisites

- An advanced level of English.
- No specific knowledge required.

Recommended reading


School of Business and Economics

Knowledge Management

Full course description

This course studies the knowledge management practices of contemporary global Organisations. For a long time companies relied on labour, capital and (raw) material as their most important assets, but nowadays intellectual capital (knowledge) is seen as the key driver of competitiveness for many Organisations. Organisations such as consultancy and law firms heavily rely on so-called knowledge workers to deliver their services. The growing recognition that knowledge is a distinct production factor has led to a new field of study and practice: knowledge management.

Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage
and application of Organisational knowledge, aimed at maximizing Organisations’ return on knowledge assets. Managing knowledge is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Information technology (e.g. corporate Facebooks, wikis, online forums) can support knowledge management initiatives in Organisations, but these systems are not without limitations. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?” This question is addressed using academic and business press readings and a diverse set of company cases.

Course objectives

Students that have followed this course should be able to:

- Understand Knowledge Management (KM) concepts and tools;
- Understand KM processes (acquisition, selection, generation, internalisation, externalisation);
- Identify how KM can be used effectively within specific environments;
- Understand the facilitating role that information technology can play in knowledge management;
- Understand the challenges posed by KM implementation.

Prerequisites

No prerequisites

Recommended reading

Electronic Reader

EBC2039

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinators:
J.R. Sweeney
N.A. Sutton
Teaching methods:
PBL, Presentation(s), Lecture(s)
Assessment methods:
Participation, Written exam

School of Business and Economics
Marketing Strategy & Practice

Full course description

In an increasingly dynamic environment companies require a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies when it comes to consumers and partners. Thus, it is imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer.

The course Marketing Strategy & Practice focuses on designing strategies from the market back to create, deliver, and sustain customer value in competitive and dynamic markets. To do so, this course deals with a comprehensive investigation and analysis of all major components of marketing strategy and their integration. This course takes a business oriented setup by focusing on real life examples/cases and by allowing students to participate in a market simulation game. The objective of the simulation is to put into practice the concepts related to marketing strategy and the marketing mix in a risk-free environment.

Course objectives

In this course we will take the viewpoint of the Chief Marketing Officer (CMO). A CMO is not simply an implementer but rather a maker of organization strategy. More specifically, a CMO is expected to be a leader in defining the mission of a business, in analyzing competitive market situations, in developing business objectives and goals, and in defining customer value propositions and marketing strategies that create value for a business unit as a whole.

Hence, we will use this perspective to address the issues of (1) defining and developing the strategic goals of the organization; (2) identifying organizational growth opportunities through customer and market analysis (3) formulating product-market strategies; and (4) budgeting marketing, financial and production resources.

Prerequisites

A basic marketing course at the level of Management of Organizations and Marketing and Marketing Management, and/or knowledge of the basic concepts of marketing.

Recommended reading

The literature for this course consists of a series of articles related to the topics discussed. Additionally, some cases will be used as examples of real-life business situations.

EBC2063

Period 1
3 Sep 2018
26 Oct 2018

Print course description
Comparative Management

Full course description

Comparative management analyses the extent to which management principles are applicable from one business context (e.g., industry or country) to another. Comparative management seeks to determine the applicability of mainstream management know-how to other contexts.

For example, the rise of many countries in Asia from being a developing country to global powerhouse status, the unprecedented transformation of societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard theories.

Note: Moreover Presentation/Facilitation will be part of the Assessment methods.

Course objectives

The course is aimed at the study of management in different contexts and different international contexts more in particular. In the course we examine and compare management practices across countries, institutional environments and cultures. That also incorporates the different contexts that different industries and different professional and functional backgrounds provide. The purpose of teaching Comparative Management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage different organisations successfully. The intention is to help them to develop an awareness of the concepts of culture and institutions and their pervasive and hidden influence on behaviour in organisations, particularly with respect to management and management practices. We want students to become familiar with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts (e.g., functional areas, professions and industries) and to appreciate the impact of working in a different context on one’s personal behaviour.

Prerequisites

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

An advanced level of English.
Recommended reading

Scientific journal articles and textbook chapters.

### EBC2067

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
S.J.B. van Diepen

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

**Assessment methods:**
Participation, Written exam

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**School of Business and Economics**

**Social & Environmental Entrepreneurship**

**Full course description**

This course will provide you the opportunity to learn how you can apply your knowledge and skills to address complex social and environmental problems. Social and environmental entrepreneurs are committed to furthering a social and/or environmental mission, and rank social, environmental or cultural impact on a par with, or above, profit. At the intersection of business, government and not-for-profit organisations, these social and environmental entrepreneurs are now visible and having an impact on a global scale. This course is structured around experiential problem-based learning, providing you the opportunity to synthesise theory and practice alongside real-world social and environmental enterprises. Topics will include: critically reviewing concepts; the challenges of scaling social and environmental enterprises; frameworks for understanding and strategising; mobilising funding and resources from a variety of stakeholders; understanding and reporting social/environmental impact; and cross-sector collaboration.

**Course objectives**

1. You can critically reflect on social and environmental entrepreneurship theory and practice
2. You can conduct primary research and analyse primary and secondary data in the field of social and environmental entrepreneurship
3. You can identify and evaluate social and environmental entrepreneurship opportunities
4. You can develop strategic recommendations for a social/environmental enterprise
5. You can prepare and present documentation to secure stakeholder support
6. You learn to cope with the chaos and complexity of doing social and environmental entrepreneurship in the real world

**Prerequisites**

This course is part of the Entrepreneurship Minor. The courses of the Entrepreneurship Minor (see also [http://www.mc4e.nl/minor](http://www.mc4e.nl/minor)) draw on the scholarly and practical entrepreneurship literature. They do NOT expect that you have already developed an understanding of the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). We encourage you to take the two introductory courses of the minor (Birthing New Ventures and Mobilising Resources [EBC2145; EBC2146]) BEFORE taking the other courses of the Minor. As this minor is delivered in English, your command of the English language in speech and writing should be good enough to actively prepare for, participate in, and contribute inside and outside of class.

**Recommended reading**

- Papers from scholarly journals, case studies, podcasts, and videos

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**EBC2147**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
J.L.J. Ormiston

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

**Assessment methods:**
Final paper, Participation, Attendance

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**School of Business and Economics**

**Human Resource Management**

**Full course description**

The course is based on the assumption that there is no single 'one best way' of managing human resources but rather that a range of approaches may be applicable to any one organisation, depending on its environment, its business context and its employees.

Consecutive issues in this course among others are: HRM in business organisations, strategy and
strategic HRM; human resources and staffing, compensation; HRM in small enterprises and benchmarking HRM.

Course objectives

This Human Resource Management course aims at introducing students to the field of human resource management by reporting both theory and practice. The goals of the course are to introduce students to the various issues that arise in human resource management, as well as to familiarise students with the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency of different tools in different cases. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the management of human resources in various business contexts. This implies that you will not learn how to run and practice HRM but rather why certain phenomena occur in the field of HRM and in the context of different organisational environments.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read academic journal articles.

Recommended reading

Selection of book chapters and journal articles.

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EBC2163

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Coordinator:
S.J.B. van Diepen

Teaching methods:
Assignment(s), PBL, Work in subgroups, Presentation(s)

Assessment methods:
Participation, Written exam

Quantitative Economics Electives

School of Business and Economics
Quantitative Business

Full course description

This course is devoted to refreshing, extending and actively applying the mathematical and statistical tools introduced in the first year quantitative methods courses.

In the mathematics part we pay attention to a number of applications of first-year mathematical tools to business economics, such as: investment under uncertainty, the CAPM-model, industrial organisation, Game Theory a.o. The purpose is twofold: to repeat and extend the first-year methods and show how they are applied on the one hand, and to get acquainted with some basic quantitative business models on the other hand.

In the statistics part we repeat, apply and extend all the inferential tools discussed in the first year: a.o. the one-sample t-test, the independent-samples t-test, the paired sample t-test, one-way-ANOVA, the chi-square test and regression analysis. Some new techniques, e.g. non parametric tests, logistic regression and factor analysis will be introduced. Case studies using real-life datasets that reflect business problems from a.o. marketing and finance are examined extensively. The empirical analyses are performed with SPSS, a statistical software package widely used in professional practice.

Course objectives

- Learn to recognize the opportunities to apply basic tools from mathematics and inferential statistics in business.
- Learn to implement statistical tools using the statistical software package SPSS, and to correctly interpret the results.

Prerequisites

Intermediate knowledge of mathematics and statistics, comparable to the course Quantitative Methods II, code EBC1033/1034/1035.

Recommended reading

- QM1 + QM2 mathematics reader, to be downloaded on Student Portal.
School of Business and Economics

**Time Series Modelling**

**Full course description**

The objective of this course is to give students in the Bachelors program of Economics an introduction to modelling univariate and multivariate time series in economics. The topics covered will include modelling non-stationary time series, Granger causality, co-integration, ARIMA, seasonality, ARCH, Unit roots.

**Course objectives**

Enable economic students to perform an empirical analysis of time series using the correct tools. Introduction to quantitative methods and econometrics.

**Prerequisites**

The Quantitative Methods 3 course for EC, or one of the courses Empirical Econometrics for Business, Empirical Econometrics or Forecasting for international business.

Assuming a basic understanding of multiple regression analysis (such as with an introductory course on econometric/quantitative methods), this accessible introduction to time series analysis shows how to develop models capable of forecasting, interpreting and testing hypothesis concerning economic data using well established as well as modern techniques. Based on real-world data and with the help of interactive software such as Eviews we will study and apply key concepts such as ARIMA, unit roots, causality, cointegration, deterministic and stochastic, trends, volatility, outliers, structural breaks, seasonality, vector autoregressive models.

An advanced level of English.

**Recommended reading**

- Diebold, F. (2017), Econometrics (available online).
- Diebold, F. (2017), Forecasting (available online).

**EBC2086**

**Period 1**

3 Sep 2018

26 Oct 2018
School of Business and Economics

Game Theory and Economics

Full course description

This course discusses the main concepts from cooperative and non-cooperative game theory:

- Cooperative game theory: core, Shapley value, nucleolus.
- Non-cooperative game theory: Nash equilibrium, subgame perfect equilibrium, Bayesian and perfect Bayesian equilibrium.

The emphasis will be on concepts and applications. Applications range from oligopoly theory to job market signalling, investment policies, organisational strategies, and cost allocation.

Course objectives

Knowledge of the main concepts in cooperative and non-cooperative game theory; skills in applying these concepts in economic models.

Prerequisites

1. The course is open for all students, although Economics students should be aware of the challenging technical level of this course. The course Thinking strategically could be a proper alternative.
2. This course is compulsory for 2nd-year students Econometrics and Operations Research.
3. Exchange students need to follow a Bachelor in economics, not in business and must have a decent level in mathematics, especially calculus. Some prior knowledge about microeconomics would be helpful.

An advanced level of English.

Recommended reading


EBC2110
School of Business and Economics

Forecasting for Economics and Business

Full course description

This course will cover static and dynamic forecasting models, models with trends and seasonals, and cover the Box-Jenkins methodology for modeling cycles in stationary data. The course will provide students with a thorough understanding of time-series and with the empirical skills to estimate, test, and forecast the most appropriate dynamic models.

Course objectives

- Understand the importance of knowing the mechanisms that generate univariate time-series data.

- Learn the basic tools for making forecasts including software (E-Views).

- Learn and understand methods to investigate dynamic characteristics of time-series data.

- Gain practical experience in analysing, modelling and forecasting a time series and reporting the results in course paper.

Prerequisites

This course can be chosen as an elective by students in the Bachelor program of IBE and IES. Students must have a good and solid foundation in empirical econometrics and applied statistics, in particular statistics including knowledge about the multiple linear regression model.

James H. Stock and Mark W. Watson : Introduction to Econometrics provides a good level indication of the prerequisites knowledge students must have to be able to follow this course successfully.

An advanced level of English.
Recommended reading

The book by Diebold (2014), 'Forecasting' (available online).

EBC2089

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
G.A. Pfann
Teaching methods:
Assignment(s), Presentation(s), PBL, Lecture(s)
Assessment methods:
Final paper, Participation, Written exam

School of Business and Economics
Empirical Econometrics

Full course description

Econometric methods at an intermediate level, with an emphasis on applications from macroeconomics and finance, the choice of an adequate model, the testing of assumptions and the interpretation of results. The topics covered will include modelling non-stationary time series and error correction models.

Course objectives

- An insight into the proper use of econometric methods in economic and business research:
- Learn how to use the basic toolkit of econometrics, including software (Eviews, Stata);
- Conduct a small-scale empirical research project, present it and report on it in a term paper;
- Know how to interpret applied econometric studies and how to evaluate them with regard to their theoretical and practical relevance.

Prerequisites

This course requires a good background in algebra, statistics, regression models, and extensions such as dummy variables, interactions, and logarithmic transformations. Students are assumed to have already studied the equivalent of Chapters 1 to 7 and 10 of Wooldridge's textbook, as covered in the course EBC2011, the Economics version of Quantitative Methods III. Other students will need to invest
Bachelor International Business

some time and effort in catching up.

THIS COURSE IS THE NATURAL SEQUENCE TO QM III IES (course code EBC2011) AND USES THE SAME TEXTBOOK.

Attendance of the opening lecture is essential in view of the assignment of case or country studies.

An advanced level of English.

**Recommended reading**


**EBC2090**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description]

ECTS credits:
6.5

Instruction language:

English

Coordinator:

D.P.I. de Crombrugghe

Teaching methods:

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

Assessment methods:

Final paper, Attendance, Participation, Oral exam

**School of Business and Economics**

**Auctions and Electronic Markets**

**Full course description**

In order to satisfy the Econometrics & OR curriculum, you have to choose two of the courses EBC2091, EBC2120, EBC2121, EBC2122 in period 4.

The course is divided into three parts. Part (I) deals with fundamental results on single-item auctions under strong assumptions about the bidders and their preferences. It should not be a surprise that this classical theory is by far not sufficient when designing auctions for real applications. For example, in frequency auctions, like the UMTS auctions in Europe, or in reverse auctions used in procurement, many items are sold at the same time. Furthermore, we may face problems like the winner's curse when there is uncertainty about the valuation of the items sold in an auction. Part (II) gives a detailed insight in such issues and how they can be dealt with. In Part (III), theoretical insights from part (I) and (II) are applied to particular markets for which auctions have been proposed, or are already used. We broaden our knowledge thereby by investigating the interaction between auction design and specific
properties of the market. Examples of markets are electric power, highway franchising, emission rights, and listings in online search engines. Each student writes a final paper about one of these markets, in which they make proposals for an auction design in these markets.

Course objectives

1. Being familiar with the game theoretic analysis of classical single-item auctions;
2. get insight in recent and classical auction literature and learn to interpret the main results;
3. be aware of the most important issues of auction design and how they can be addressed in various contexts;
4. learn how to set up an auction design for a particular application.

Prerequisites

- Exchange students need to major in economics.
- An advanced level of English.

Recommended reading

Course book.

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EBC2091

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
A.J. Vermeulen

Teaching methods:
PBL, Presentation(s), Lecture(s), Paper(s)

Assessment methods:
Final paper, Participation

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School of Business and Economics
MARBLE research course

Full course description

This course is the 2nd part of the Marble triptych.

In the first marble part, which is part of the regular curriculum, students will be made familiar with theories and research in the field resulting in a research question.
In this course (second part), students will continue to work on the research paper. In order to do so the following topics will be discussed: 1) research proposal, 2) theoretical framework, 3) methodology, 4) reporting the results, and 5) reflection on the research. To train the competences and achieve the outcomes, there will be three kinds of sessions. First, there will be sessions in which students will deal with general research skills, writing a research proposal, theoretical framework, research methodologies, reporting and discussion. This is common knowledge that every Marble student should know. Second, there will be group sessions where students discuss their own work in progress and will receive feedback from peers; This relates to: the research proposal, the theoretical framework, and the discussion of the research. Furthermore, there are some sessions about critical thinking.

This course is obligatory for all Marble students. It will have a multi-disciplinary character. In this way students will get acquainted with a variety of research methodologies.

In the third part (the capstone) of the triptych students will finalize their paper.

Students in participating in the first semester, can hand in the marble research paper (capstone) in period 6.

**Course objectives**

This course supports the students in writing their marble research paper. Therefore it will focus on 1) writing the research proposal, conceptual framework, methodology, reporting result and discussion, 2) general research skills, 3) critical thinking. After the course students are able to perform their own research and critically analyse argumentations.

It focuses on the following competences: research skills, communications skills, learning skills. and professional attitude.

**Prerequisites**

Students have to be selected for the Marble project.

**Recommended reading**

Relevant articles

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[Print course description]

**ECTS credits:**

6.5

**Coordinator:**

F. Moers
Teaching methods:
Lecture(s), PBL, Presentation(s)

Assessment methods:
Participation, Final paper, Presentation

School of Business and Economics
Quantitative Methods III

Full course description

The course QM3 is a continuation of the first year Economics course QM2 and contains mathematical and statistical subjects.

The mathematics part will summarize and complete the subject-matter concerning static optimisation of functions. Additional techniques will be considered to optimize a nonlinear function with inequality constraints. Besides, we will study the subject of dynamic systems. Here, functions and relations depend on the time variable. In mathematics the basic elements of dynamics are difference and differential equations, which will be introduced. Applications can be found in macro-economics and the theory of economic growth. Closely related to differential equations are integrals, to which we will pay some attention as well.

The statistics part of QM3 digs deeper into the regression model, already introduced in QM2. We will provide a more formal treatment of the regression model, while also introduce a number of new topics, including the problem of omitted variables bias, the testing of general linear parameter restrictions, and the large-sample (asymptotic) properties of regression. Most attention is devoted to the analysis of cross-section data. At the end, we will briefly discuss the analysis of time-series data, which involves a number of new and thorny problems. Unlike in QM2 where we studied assignments based on given Excel output, the emphasis will now be on active empirical assignments. You will generate empirical results by yourself, using the statistical package Eviews, which is used extensively in the economics profession and offers a wealth of features not available in Excel.

Course objectives

- Learn advanced optimisation techniques and apply them to economic problems.
- Understand the concept of integral and learn some integration techniques.
- Learn how to solve some simple discrete as well as continuous dynamic systems and to analyse equilibrium points.
- Learn advanced multiple regression techniques.
- Learn some univariate as well as multivariate time series techniques.
- Apply multiple regression and time series techniques to economic problems using statistical software.

Prerequisites

The courses Quantitative Methods I (EBC1005/1006/1007) and Quantitative Methods II (EBC 1033/1034/1035), taught at the University of Maastricht. In particular the following subjects should have been mastered:

- Mathematics: exponential and logarithmic functions, (partial) derivative and rules a.o. chain rule, optimisation of functions of one and two variables, Lagrange.
- Statistics: random variable, probability distributions, confidence interval, hypothesis testing, linear regression.
Bachelor International Business
An advanced level of English.

Recommended reading

Mathematics:

Statistics:
- Jeffrey M. Wooldridge, Introductory Econometrics: a modern approach, 5th ed. or higher, Thomson South-Western. ISBN : 9781111534394 (also as eBook, see www.cengagebrain.co.uk).

EBC2011

Period 1
3 Sep 2018
26 Oct 2018

Print course description

ECTS credits: 6.5

Instruction language: English

Coordinator: J. de Graaff

Teaching methods: PBL, Lecture(s), Assignment(s)

Assessment methods: Participation, Written exam

School of Business and Economics
Information, Markets and Organisations

Full course description

The course gives an introduction to the field “information economics”, which studies how asymmetry of information (e.g., about the quality of some good) affects markets and organizations. A common theme is that such asymmetry often leads to inefficiency. The course covers the main issues of the field, in particular adverse selection and moral hazard.

Course objectives

Knowledge of the main issues in information economics; skills in analyzing these issues in economic models.
**Prerequisites**

Prior knowledge in microeconomics equivalent to the course Microeconomics (EBC1012) is essential. Recommended are also the courses Probability Theory (EBC1024), Analysis II (EBC1032), and Game Theory and Economics (EBC2110). Elective and exchange student who have not taken these courses are expected to fill gaps in prior knowledge on their own.

**Recommended reading**


### EBC2108

**Period 5**  
8 Apr 2019  
7 Jun 2019

[Print course description](#)  
**ECTS credits:**  
6.5  
**Instruction language:**  
English  
**Coordinator:**  
S. Terstiege  
**Teaching methods:**  
PBL, Lecture(s), Assignment(s)  
**Assessment methods:**  
Written exam

**School of Business and Economics**  
**Thinking Strategically**

**Full course description**

The course treats the main concepts of game theory at an intermediate level, and includes applications to economics. The following topics are discussed: zero sum games, value and optimal strategies. Nonzero sum games, Nash equilibrium, subgame perfect Nash equilibrium. Games with incomplete information, perfect Bayesian Nash equilibrium. Applications to standard economic models, bargaining and auctions. Evolutionary games, repeated games. Cooperative games: core, Shapley value, nucleolus.

**Course objectives**

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

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

Recommended reading


EBC2082

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinator: H.J.M. Peters
Teaching methods: PBL, Lecture(s), Assignment(s)
Assessment methods: Participation, Written exam, Attendance

School of Business and Economics
Decision Support Systems and Business Modelling

Full course description

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

Course objectives

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

**Prerequisites**

Basic mastery of Excel, or an alternative spreadsheet application: cell referencing, building formulas, use of logical functions. This does not include mastery of VBA for Excel: training in VBA programming is part of the course.

An advanced level of English.

**Recommended reading**

The course is built around a reader that will be distributed before the course. Secondary literature references about decision support systems in general will be provided in the reader.

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**EBC2088**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
J. Flesch

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Final paper, Oral exam

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**School of Business and Economics**

**Dynamic Modelling and Dynamic Optimisation**

**Full course description**

Besides a great amount of static models in Economic Theory dynamic models are also frequently studied. These models can be found in various fields such as Macro and Micro Economics, Public Choice, Game Theory and Finance. First, dynamic models, in terms of systems of differential equations are studied with respect to stability. Next optimal control problems are solved by means of the maximum principle of Pontryagin. Applications range from optimal investment to optimal fishing and problems concerning environmental economics.
Course objectives

In this course the student will learn to analyse stability properties of equilibria of dynamic systems in qualitative terms, to apply the maximum principle to optimal control problems, draw phase diagrams with Mathematica and use these to analyse solutions of optimal control problems.

Prerequisites

The student should be familiar with:

- linear differential equations,
- non-linear optimisation,
- standard calculus on functions of more than one variable.

Exchange students need to follow a Bachelor in economics.

An advanced level of English.

Recommended reading

- Electronic Courseware for Mathematica.
Behavioural Economics

Full course description

The traditional model of the homo oeconomicus is ubiquitous in microeconomic theory. Economic agents are assumed to be rational utility maximizers with self-regarding preferences and unlimited processing capacities. Common sense and the results of experiments show that this is not always the case. Often people behave differently than predicted by theory. In the course, we will deal with the following problem statements:

1. When does microeconomic theory apply and when does it lose its predictive power?
2. If it does not apply, what concepts and models can be used to either extend or to substitute the current theory in order to describe human behaviour?

Specifically we will discuss the following issues:

- Non-expected utility theory,
- Intertemporal choice
- Social preferences,
- Reciprocity,
- Levels of analytical reasoning
- The role of mistakes

In addition, we will touch on the following topics:

- Mental accounting
- Heuristics
- Neuroeconomics

Course objectives

The goal of the course is to provide the students with the necessary sensitivity when applying theoretical models. After the course students should be able to identify the most important concepts describing reasons why humans deviate from behaviour predicted by the commonly used model of the homo oeconomicus.

Prerequisites

Microeconomics

- Ability and willingness to think analytically

While the course seeks to critic the standard microeconomic theory, this will done in a constructive manner. That is, we will investigate in detail why the standard model might fail, and what extensions or alternative might be used instead. Consequently, we will use, and develop further, the formal tools of analysis you would have learned from your second year microeconomics course.

In addition:

- Basic game theory is helpful, but not necessary (simple equilibrium concepts such as (pure and mixed strategy) Nash equilibrium and subgame perfect Nash equilibrium).
- Exchange students need to major in Business.

An advanced level of English.
Recommended reading

There is not one textbook that will cover the course. References and papers will be made available to the students at the beginning of the course.

EBC2080

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
D. Karos
Teaching methods:
PBL
Assessment methods:
Participation, Final paper, Written exam

School of Business and Economics
Job Performance and the Employment Relationship

Full course description

To improve the performance of a firm, managers have to find tools to hire the right people, to sort them into the right job, to motivate them to do their work well, to develop their skills through formal and informal learning and to cooperate efficiently with co-workers. Firms that stimulate one aspect might do so at the cost of others. Managers therefore face many complex trade-offs in their personnel policies.

In this course economic tools to understand these trade-offs will be discussed and illustrated with examples how to apply them in practice.

Many questions are asked about the employment relationship, such as: Why should pay vary across workers within firms - and how "compressed" should pay be within firms? Should firms pay workers for their performance on the job or for their skills or hours of work? How are pay and promotions structured across jobs to induce optimal effort from employees? How to design jobs and performance measures? Why use teams and how are teams used most effectively? How should all these human resource management practices, from incentive pay to teamwork, be combined within firms?
Course objectives

- Understanding of a firm's trade-offs in recruiting, rewarding and developing workers
- Understanding trade-offs in job design and allocation of workers to tasks and jobs
- Understanding of the economic principles that can be used for these and related HRM decisions and policies
- Skills how to use and refine such personnel policies in the practice of a firm

Prerequisites

Knowledge and understanding of introductory microeconomics, like the first-year course EBC1009, Economics and Business and EBC1010, Microeconomics, the latter being based on (parts of) Perloff J.M. (2011), Microeconomics, Pearson, Addison Wesley, Boston.

An advanced level of English

Recommended reading


The textbook is supplemented with a few academic journal articles.

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**EBC2138**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

S. Künn

**Teaching methods:**

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

**Assessment methods:**

Participation, Written exam, Final paper

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**School of Business and Economics**

**Globalisation Debate**

**Full course description**

Globalisation is a controversial economic phenomenon. On the one hand, economists portray it as a way to increase the rate of economic growth and provide material well-being for everyone on the globe. On the other hand, the so-called anti-globalisation movement has actively – and sometimes violently – protested against it because they see globalisation as a force that leads to inequality in the
world and puts stress on the environment. This course reviews this debate using the analytical tools of economic theory. The course proposes a number of topics, such as the consequences of the liberalisation of global capital markets, the relationship between free trade and the environment, outsourcing and labour standards, the nature and effects of financial crises, and the rationale for the policies pursued by the IMF and the World Bank. For each of those topics, a number of critical contributions in the literature are identified and discussed. The reading list that is compiled in this way includes a wide variety of authors. All literature is presented in a non-technical and accessible way.

The group meetings aim to understand the economic argumentation that can be used on both sides of the globalisation debate. Thus, students will be able to judge to what extent the arguments used by the proponents of globalisation, or by the anti-globalist movement, are founded in sound economic reasoning. As part of the assessment for the course, students must also write a short paper in which they summarize these arguments and present their own view of the potential benefits of globalisation.

**Course objectives**

Students will become familiar with the economic arguments used by proponents of globalisation and by the anti-globalist movement; they will learn to assess these arguments using sound economic reasoning, and thus form their own individual opinion on globalisation.

**Prerequisites**

- 3rd year bachelor student
- Having finished one principles of economics course and one principles of finance course (courses that are generally taught in year 1 or year 2 of a business/liberal arts program)
- Appropriate analytical skills (basic mathematics and statistics, ability to read and work with graphs)
- An advanced level of English

**Recommended reading**

To be announced.

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**EBC2143**

**Period 1**
- 3 Sep 2018
- 26 Oct 2018

[Print course description]

**ECTS credits:**
- 6.5

**Instruction language:**
- English

**Coordinator:**
- T.G. Treibich

**Teaching methods:**
- Lecture(s), Presentation(s), PBL, Assignment(s)

**Assessment methods:**
School of Business and Economics

Public Management Reform and Public Entrepreneurship

Full course description

All over the world modern government organisations are changing their classical bureaucratic structures into modern institutions focussing on public management and public entrepreneurship. Public entrepreneurship is related to institutional public reform.

Prerequisites

Two years of the programme in Economics or International Business Studies. For students from abroad, an introductory course in Public Economics, Microeconomics or Organisation- Economics is required. Relevant theories and concepts: welfare economics, new institutional economics, new economics or organisation, public choice theory, new public management, privatisation, marketisation. This course aims at International Economics students, International Business students and students in Organisational Economics.

An advanced level of English.

This course aims at IES-students, Socrates- and other exchange students, as well as students in organisational economics (e.g. track Organisation: Change Management). This courses is an elective for IB-students.

Recommended reading

- Osborne, D. and T. Gaebler, Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector

EBC2077

Period 4
4 Feb 2019
5 Apr 2019

ECTS credits: 6.5

Instruction language: English

Coordinator: J.G.A. van Mierlo

Teaching methods: PBL, Presentation(s), Work in subgroups
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 Nobel prize 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 nine sessions of the course
the psychology and behavioural economics of judgment and decision-making are 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. Students should realize that the course is not easy and that
its material also includes some mathematical derivations.

Course objectives

- 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

Prerequisites

- Basic understanding of microeconomics (level comparable to: course Economics and Business),
probability theory and mathematics (level comparable to course QM2)
- An advanced level of English

Recommended reading

- Hastie, Reid and Robyn M. Dawes. Rational choice in an uncertain world: The psychology of
judgment and decision making. Sage, 2010.
- Articles and chapters from books.
School of Business and Economics

Innovation in Business and Economic Growth

Full course description

This course looks at innovation from within the firm, and investigates how innovation processes contribute to economic growth. Firms do not act in isolation: they need to confront themselves with the changing conditions of the economy and society of which they are part. The proposed literature covers notions of knowledge, innovation, and technology (innovation systems, general purpose technologies), their Organisational patterns (networks, clusters, and global value chains), and firms’ innovation strategies in modern contexts (dispersed R&D, markets for technology).

In order to develop theoretically grounded innovation strategies, the course combines a theoretical perspective with practical elements on innovation processes in firms. Each tutorial is divided in two parts: in the first the assigned literature is reviewed and discussed, in the second theoretical insights are applied to the business cases on which students (in groups) work during the course. The business case addresses one of the four scenarios outlined in the CPB report (reference below), is guided by a set of questions and discussed during the tutorials.

This course provides business students with the dual opportunity to develop their understanding of innovation processes within firms and understand how managerial decisions shape and are shaped by economic, social, and technological conditions.

Course objectives

This course looks at the role of innovation in the modern economy. The main goal of the course is to understand how firms’ innovation strategies affect (and are affected by) the economic, technological and social context which surrounds them. To achieve this goal students are required to write (in small groups) a business case which focuses on defining an appropriate innovation strategy for an existing or start-up firm depending on four different hypothetical scenarios which might characterize the Netherlands’ economy and society in 2040.

Prerequisites

An advanced level of English
Recommended reading

- Journal articles

EBC2148

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
F. Visentin
Teaching methods:
PBL, Work in subgroups, Paper(s), Presentation(s)
Assessment methods:
Written exam, Attendance, Final paper, Participation

Law Electives

Faculty of Law
Comparative Income and Business Taxation

Full course description

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

Course objectives

- Students should be able to understand and explain basic principles of personal and corporate income taxation from both a government as well as a taxpayer perspective.
- Students should gain a basic understanding of principles of international tax law, the role of tax treaties and their interaction with certain elements of EU law.

Prerequisites

None
**Recommended reading**

- H. Ault / B. Arnold, Comparative Income Taxation: A Structural Analysis, 4th edition, 2019/2020 (if not available in time, we will use the IBFD’s digital Tax Research Platform)

- Articles

- Sources from newspapers and magazines

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**TAX3009**

**Period 4**
4 Feb 2019
5 Apr 2019

[Print course description](#)

**ECTS credits:**
6.0

**Instruction language:**
English

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

**Teaching methods:**
Lecture(s), PBL

**Assessment methods:**
Written exam, Final paper, Presentation

**Keywords:**
Income tax, corporation tax, international business, cross-border employment

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**School of Business and Economics**

**International Business Law**

**Full course description**

This course concentrates on the general principles and main features of international business law - that is, the law governing international business transactions. The course is divided into three parts.

In Part I three general topics will be discussed. The essence of trade is exchange of property in its widest possible meaning. The basis of almost every exchange is a contract. This course therefore starts by looking at contracts from a legal perspective: what does the law require for there to be a legally binding contract? Next we will look at one of the ways the law protects private interests against infringements by others: the law of torts. We will do so by means of the law on product liability, under which manufacturers may be held liable for damage caused by defective products. Furthermore, a basic understanding of the European Union and Community, its institutions, legislative instruments and, of course, fields of activity is of paramount importance for European business.
In Part II focus will be on business to consumer transactions, with a certain focus on e-commerce. The crucial difference between business to consumer transactions and those between businesses is that individual consumers typically have no bargaining power. This has led legislators, Brussels not in the least, to offer a degree of protection to the consumer. The nature of e-commerce, moreover, raises some further issues both in contract and tort that deserve attention.

Part III deals with what is traditionally considered to form the core of international business law: the international sale of goods between businesses. In this context we will examine issues of formation of contract specific to business to business transactions as well as remedies in case of breach of contract. An international sale of goods typically involves two further arrangements to be made by the parties: the carriage of goods from the seller to the buyer and, conversely, payment of the purchase price by the buyer to the seller. We will study carriage of goods by road and sea, focusing on the liability of the carrier and the transport documents used. The course ends with an introduction to the basics of the most important payment mechanism in international trade, the so-called ‘letter of credit’ or documentary credit.

For further information please refer to www.unimaas.nl > Faculty of Law > Education > Programme guide of the appropriate academic year.

Recommended reading

Reader and legal materials.

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**EBC2034**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
A. Beckers

**Teaching methods:**
PBL

**Assessment methods:**
Written exam

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**Emerging Markets Major Courses**

**School of Business and Economics**
Consumer Behaviour

Full course description

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

Course objectives

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

Recommended reading

Consumer behavior textbook. Academic articles.

EBC2041

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinator: K. Geyskens
Teaching methods: Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods: Final paper, Participation, Written exam

School of Business and Economics
Services Marketing

Full course description

Much of the economy in the developed world is dominated by the production and consumption of services. For example, in the US, current statistics show that approximately 75% of the work force is involved in the services industry. Additionally, 45% of an average US family's budget is spent on services, and for Europe statistics are similar. In many developing nations services are considered a way to expand and stimulate economic growth and development. Consistent with economic growth comes a growth in services employment. While most business schools focus on the manufacturing segment of the economy, given these facts it seems imperative to study the marketing of services in a separate course. Three kinds of services will form the central focus of this course: (1) Services which are offered by organizations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others), (2) Services which are offered by companies that manufacture products. In this context services refer mostly to the so-called “after-sales service” (repair services, service engineers, etc.) but also (product) instructions accompanying a sale, and (3) a specific focus on the online context of social media, virtual communities, Twitter etc. as these hold promising potential for service delivery and as they form a new frontier for both practitioners as well as researchers.

Service organisations vary, from restaurants, hotels and car rental agencies to financial services and even education. These organisations require a distinctive approach to marketing strategy. We will build on the principle of marketing and expand into very specific themes covering the entire spectrum of services, seen through many angles and illustrated by relevant case studies. In the course we will explore methods, based on academic research, in which firms can use service as a unique selling proposition. We have designed this course to address the unique needs and challenges in this ever-changing aspect of marketing, including the dynamic and rapidly developing area of electronic and mobile services. Throughout the course emphasis will be placed more specifically on issues related to marketing management and customer perceptions. Thus, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, to enhance understanding of the course concepts, several elaborate cases will be discussed and student teams will complete a real-life services marketing project.

Course objectives

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

Recommended reading

  Alan Wilson, Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler
  McGraw-Hill Higher Education
School of Business and Economics
Digital Supply Networks

Full course description

Companies such Amazon, Airbnb and LinkedIn build and manage powerful supply networks to create value. The goal of this course is to provide students with an understanding of these networks and their relationships with customers as well as suppliers. We also zoom in on the digitization and innovation processes that govern these relationships. Students will critically evaluate cutting-edge thinking on these topics and discuss implications for supply chain management, strategy and marketing.

Course objectives

This course not only provides students with concepts to understand recent digitization processes but also prepares them with the conceptual tools to manage future in supply chain, marketing and strategy innovations.

Prerequisites

A holistic understanding of Supply Chain Management, Marketing and Strategy; a keen interest in technology and innovation; Knowledge of Internet technologies and a good command of English.
School of Business and Economics

**Options and Futures**

**Full course description**

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

**Course objectives**

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

**Prerequisites**

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

**Recommended reading**


**EBC2053**

**Period 5**

8 Apr 2019
7 Jun 2019

Print course description

ECTS credits: 6.5

Instruction language: English

Coordinators:
L.R.J. Quintens
S. Bartczek

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

Assessment methods:
Final paper, Participation
School of Business and Economics

Investment Analysis and Portfolio Management

Full course description

The purpose of this course is to study how investors (both retail and institutional) construct and manage portfolios. We follow the investment process investors follow in real life. That is from Asset Liability Management to Strategic and Tactical Asset Allocation to Portfolio Management, Security Selection and finally Trading. Each week we study a different asset class. Next to traditional assets like listed stocks we look at the added value of real estate, mutual funds, hedge funds and private equity in order to build diversified portfolios. Finally the course will introduce you to a new development in professional asset management; Socially Responsible Investing (SRI). We study the impact of SRI on portfolio return and risk. All topics are explored via real life cases using actual data.

Course objectives

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

Prerequisites

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

Recommended reading


ECTS credits: 6.5

Instruction language: English
Financial Management and Policy

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

- Reader

ECTS credits: 6.5
Instruction language: English
Coordinators: J.W.B. Bos, J.M.R. Merk
Teaching methods:
School of Business and Economics

Auditing

Full course description

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

The course is linked to audit practice by means of case-studies and a workshop in collaboration with a large audit firm and/or a guest lecture.

Course objectives

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

- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform judgments on theoretical and practical business/economic issues.
- Graduates can find, read and understand relevant research.
- Graduates have largely self-directed learning skills and the ability to regulate their own learning process.

Prerequisites

- Internal control & accounting systems
- Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems).
- An advanced level of English

Recommended reading

Textbook and academic articles

EBC2058

Period 5
8 Apr 2019
7 Jun 2019
School of Business and Economics
Management Accounting

Full course description

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

Course objectives

The leading theme of this course is the value of accounting information for decision-making within the firm. The course provides an overview of state-of-the-art advanced cost accounting and cost management techniques. Some topics in this respect are: activity-based costing and activity-based management, performance evaluation (measurement) techniques (scorecards, ...) and cost allocation issues.

A selection of such issues will be covered in depth during the course. In addition, this course introduces and discusses both state-of-the-art research studies and more popular contemplations regarding strategic cost accounting and especially cost management.

Prerequisites

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

Recommended reading

Textbook
The course will discuss themes that are directly relevant to producing information management professionals. Some of these topics are:

1. Measuring the impact of IT on business performance
2. IT consumerization
3. Big Data: The role of Business Intelligence and Business Analytics
4. IT Governance
5. Information Security

All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. Given the widespread use of IT, managers who are active outside the field of IT also deal with many of these same problems on a regular basis. The discussion of each topic will focus on methods and tools that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge for students who lack the relevant prior knowledge.

Course objectives

This course introduces students to the field of information management with particular emphasis on the management of information within Organisations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management
Key Learning Objectives

- Develop an awareness and understanding of key principles, theories, and technologies related to the management of information
- Obtain experience in applying information management concepts to address substantive, real-world information management issues
- Appreciate how empirical research can guide efforts to address real-world information management issues
- Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics. Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude. Graduates can inform judgments on 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 and interpersonal skills.

Prerequisites

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

An advanced level of English.

Recommended reading

Reader

EBC2060

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A.S. Joshi
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
School of Business and Economics

Operations Management

Full course description

The course focuses on the application of techniques in the area of Operations Management.

Topics which are covered include Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Lean Production/JIT, and Waiting Line Theory. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be applied on examples and exercises. Furthermore, said techniques are applied to an accurate interactive simulation, which takes the form of a computer game.

The course combines cases, exercises and discussions, facilitated by students themselves. Facilitations cover both the learning materials resulting from the aforementioned game, and the mandatory hand-in assignments.

Course objectives

Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions. Ability to simulate real life situations and solve cases in the area of research. Ability to apply theoretical knowledge to practical (simulated) operational situations.

Prerequisites

- Advanced knowledge of the role and scope of Operations Management within Business.
- Advanced mathematical skills; ability to understand quantitative models and concepts, and apply these.
- Moderate level of understanding of simulation.
- Moderate level of knowledge concerning Linear Programming.
- An advanced level of English.
- An advanced level of expertise in PBL (Project Based Learning).

From the above, it can be assumed that students taking this course have at the very minimum obtained the necessary knowledge in order to pass the course Management of Operations and Product Development (MOPD).

Recommended reading

- Various research papers from the field of Operations Management.
School of Business and Economics

Global Transportation Management

Full course description

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

Course objectives

The course Global Transportation Management provides a detailed introduction into different transportation modes and their applicability in single – and multimodal contexts. The course stimulates critical thinking and own opinion formation. By encouraging students to actively shape form and content of multiple tutorial sessions in repeated facilitation settings, social skills, communication skills, character traits, attitudes complement the hard skills developed. The comparatively high proportion of exchange students contributes to the achievement of the aforementioned goals in an inherently international classroom setting.

Prerequisites

- An advanced level of English.
Recommended reading

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

EBC2065

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
S. Bartczek
Teaching methods:
Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Final paper, Participation

School of Business and Economics
Strategic Management of Technology and Innovation

Full course description

This is an introductory course to the management of innovation. Thus it aims at introducing theories, models and tools to the students that are central to managing the identification, development and commercialization of innovations. Core topics covered in this course include market failures faced by innovating firms, knowledge about the various definitions of an innovation and innovative activities, how to search for novel ideas (inside as well as outside of the firms’ boundaries), what tools to use inside and outside of the firm to evaluate promising ideas efficiently and accurately, ways to acquire external financing in case of cash flow constraints, tools to use to increase appropriability of innovations as well as various forms to develop innovations inside and outside of the firm.

Course objectives

Technological change and innovation have to be managed by firms. In this course we will explore what main challenges firms face in their technological change and innovation activities and which concepts, techniques, tools and management processes are helpful to successfully advance technological change and innovations.
Prerequisites

- Basic knowledge of management/business economics, organization and strategy.
- An advanced level of English.

Recommended reading

Book, articles and case studies.

EBC2068

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M.J. van Wegberg

**Teaching methods:**
PBL, Assignment(s), Presentation(s), Work in subgroups, Lecture(s)

**Assessment methods:**
Participation, Written exam, Attendance

School of Business and Economics

International Business History

Full course description

We study a path-breaking historical development in one or more leading industrial capitalist nations. We zoom in on business activities and their outcomes, and we zoom out to the historical and national context in which these events have taken place. Looking back at history can be concretely informative since much what exists now has its roots in the past. But studying history is also a way of developing creative notions about how humans interact with their business environment in a situation of pervasive uncertainty. This can broaden our mental scope in dealing with our own uncertain world. This may well be the most important learning to develop in our course.

Course objectives

The course has two learning goals both linked to intellectual leadership, the ability to lead in interpreting situations, seeing opportunities where others don’t even look, and thinking through possible pathways towards jointly beneficial futures. These two goals are:

- study historical evolution in terms of human and organisational actors responding to opportunities in their environment in ways that pioneered entirely new industries and forms of business.
• writing an essay that demonstrates that the student has ideas and is able to communicate these in a persuasive way.

**Prerequisites**

This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation. I have to say that the reading load is quite considerable.

Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, and the educational approach. Failure to attend both meetings implies course failure.

**Recommended reading**

Book and/or selected articles about business history with emphasis on the second industrial revolution.

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**EBC2069**

Period 2
29 Oct 2018
21 Dec 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M.J. van Wegberg

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

**Assessment methods:**
Attendance, Final paper, Participation

**School of Business and Economics**

**International Financial Management**

**Full course description**

This course deals with financial challenges you will encounter when you operate across borders, in one way or another. Whether it is the currency risk you encounter when exporting your products abroad, the decision you face to perhaps start producing a broad, or the components that you import from abroad: if you are entrepreneurial, you need a minimum knowledge of international financial management in order to adequately manage risks, and to perceive financial opportunities. In the course, we try – as much as possible – to take the view of the entrepreneur. And we want you, the students, to take that same view. Of course, as with any area of expertise, you have to acquire a basic set of tools. But the course is about much more than just a set of tools. There is a strategic element to international financial management. For example, the same currency risk that you run by exporting abroad, can be hedged in many ways: you can buy currency futures or options, but you can
also decide to produce in the country to which you export, thereby providing yourself with a so-called natural hedge. As you will see, the optimal decision requires you to correctly assess the risks involved in each scenario, as well as the extent to which you can hedge these risks, and the cost at which you do so. However, as is often the case when we talk about risk in finance, there is also such a thing as a risk preference. You, the entrepreneur, need to know about international financial management as much as you need to know your own risk appetite. The course prerequisites are limited (basic finance course and basic economics course) and thus this course is very well suited for exchange students.

Course objectives

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

Prerequisites

- Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.
- An advanced level of English.

Recommended reading


EBC2070

- Period 4
- 4 Feb 2019
- 5 Apr 2019

ECTS credits:
6.5

Instruction language:
English

Coordinator:
C.J.G. Vandenboorn

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

Assessment methods:
Written exam, Participation

School of Business and Economics
Systems Analysis and Design

Full course description

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

During the course we will address and apply techniques such as Data flow diagrams, Entity-Relationship diagrams and relational modelling.

For the more technical parts of the course, various lectures will be organized to properly introduce and explain the topics at hand. These lectures will be followed by group sessions in which students apply their knowledge. During most tutorial meetings, exercises will be discussed. These exercises have to be prepared by all individual students. Working in teams or groups on these assignments is fully acceptable, but in no way mandatory. In addition, each student will be involved in hosting one or several tutorial meetings. Finally, the course includes one group assignment which has to be prepared by subgroups of 3-4 students.

**Course objectives**

All businesses and Organisations develop or buy information systems. While the main purpose of these systems is to store and retrieve information, each system is unique and meets a different demand. In order to build properly functioning systems, it is essential that all requirements of the new information systems are analysed and translated into blueprints for future system implementations. This course will provide you with the necessary insights, and teach you the skills and methodologies to analyse and design information systems.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

**Prerequisites**

An advanced level of English.

**Recommended reading**

- Modern Systems Analysis And Design
  Authors: Hoffer, Jeffrey A.; George, Joey F.; Valacich, Joseph S.
  Edition: 7 (International edition)
  Published by: Pearson.
  ISBN10: 0-273-78709-8
The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. A crisis is a low probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect and means of resolution, as well as by a belief that decisions must be made swiftly. Well-known examples are the BP oil spill and the Chernobyl disaster. Hence, this is not a course about financial crises.

An enormous amount of articles have been written on how to solve crisis situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. The objective of this course is to offer you a clear framework that helps you in understanding how organizational crises arise, and to give you more insight in the complexity of crisis management.

The course consists of two main parts: (1) conditions that affect the vulnerability to an organizational crisis; and (2) crisis management. The first part concentrates on the factors that make an organization crisis prone. We thereby focus on human nature; social-cultural causes; and organizational-technological causes. The second part discusses crisis management. We will discuss what organizations can do to prevent crises, and how to contain and resolve organizational crises. Specific attention will be paid to crisis decision making by individuals and groups; communication, and leadership in times of crises.

Course objectives

After successfully completing this course, students should be able to:

- understand the nature and types of organizational crises;
- discuss the possible outcomes of organizational crises;
- recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises;
• explain which factors help in preventing organizational crises;
• explain which factors help in containing and resolving organizational crises;
• appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process;
• appreciate the challenges in coping with uncertainty.

**Prerequisites**

An advanced level of English.

**Recommended reading**

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, students are required to apply the literature to real-life crisis situations.

**EBC2100**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
B.H.J. Schreurs
C. Marques dos Santos

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Paper(s)

**Assessment methods:**
Participation, Final paper, Attendance

**School of Business and Economics**

**Global Supply Chain Management**

**Full course description**

Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context.

Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required literature, as well as additional material, such as other academic articles, cases, and examples.
Prerequisites

- General insight and interest in business. This is one of the four courses in the supply chain management major.
- An advanced level of English.

Recommended reading

Reader based on State-of-the-Art articles on Global Supply Chain Management.

### EBC2030

**Period 2**

29 Oct 2018
21 Dec 2018

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

J. Semeijn

**Teaching methods:**

PBL, Presentation(s), Work in subgroups

**Assessment methods:**

Participation, Final paper

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**School of Business and Economics**

**Organisational Behaviour**

**Full course description**

Organisational Behaviour focuses on what people do in an organisation and how their behaviour affects organisational performance. An organisation may be designed to fit its institutional environment, but organisational performance may still suffer because of low employee morale, high stress levels, and conflicts at the workplace. Issues discussed in the course cover a wide range of important topics from motivation, emotions, personality, and job satisfaction to work teams, power, conflict, and communication.

**Course objectives**

This course on Organisational Behaviour is meant to provide students with solid, evidence-based, and actionable knowledge on organisational behaviour. Organisational Behaviour, in a nutshell, investigates why people in organisations behave the way they do. After the completion of the course, students should be familiar with Organisational Behaviour theories; be able to read, understand, and critically evaluate Organisational Behaviour research findings including conceptual and empirical work; and be able to apply Organisational Behaviour concepts when diagnosing and solving business
Prerequisites

- Students should have basic knowledge of organisational theory. Prior courses in the field of organisation and management are advantageous.
- An advanced level of English.

Recommended reading

To be announced.

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**EBC2048**

**Period 4**

4 Feb 2019

5 Apr 2019

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

H. Günter

**Teaching methods:**

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

**Assessment methods:**

Participation, Final paper

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**School of Business and Economics**

**Project and Process Management**

**Full course description**

The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The process management part of this course deals with operation, strategy and process management. We define a process to be any transformation that converts inputs to outputs. The process view considers any organization to be a process that consists of interconnected sub processes. In this part of the course we will provide students with the basic concepts that enables them to describe processes in a way that allows them to apply "management levers" on those processes: process flow time, work-in-process, process-efficiency and so forth.
Course objectives

The course is directed at the following learning and competences:

- developing an awareness of the range, scope and complexity of the phenomena, issues and problems related to project and process management;
- developing an integrated and process oriented perspective on managing complex projects and teamwork;
- acquiring competencies in the usage of tools, techniques, methods and models for managing projects and processes.

Prerequisites

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

An advanced level of English.

Recommended reading


School of Business and Economics

Business and Politics in Europe

Full course description

The course looks at the interaction between Business and Society, focussing on political issues. While political risk tended to be an issue restricted to emerging markets, recent developments, such as Brexit, have made clear that it is increasingly becoming an issue for companies in developed market economies as well. Knowledge of the interaction between business and politics has become indispensable for an ever wider group of people: leading business persons in Europe and an ever wider circle of management below the top level; consultants; employees of non-governmental organisations; and entrepreneurs working in policy sensitive areas (such as renewable energy). Clearly, participation in the course requires interest in societal processes in general and in politics in particular.

Topics covered:

- Corporate political strategy as a part of overall business strategy (ca. 20%);
- Introduction to comparative politics and comparative institutional economics, that is, comparing how the institutional setup of the economy and politics differs across countries in Europe (ca. 20%);
- Functioning of the EU, also in relation to the Euro crisis (ca. 20%);
- Empirical research of lobbying in Europe and relevance for business strategy (ca. 20%).
- Analysis of the background of recent developments, such as Brexit (10%),
- Integral approach to Corporate Social Responsibility, Corporate Political Strategy and Competitive Market strategy (ca.10%)

A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, and political science.

The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past.

Additional remarks regarding assessment methods:

- Attendance requirement: max. 2 absences allowed. Second absence might have an impact on participation grade.
- Students work in teams of 2-3 persons on a project. Teams either focus on 1-3 countries in Europe, or on EU regulation in a particular industry.
- Two or three papers (take-home assignments) on course material
- The papers have strict requirements regarding literature to be followed. They are not "free" papers.

Course objectives

- Understand the mutual interaction between Business and Politics in Europe, in particular regarding lobbying, and the implications this has for corporate strategy.
- Understand the relevant elements of institutional diversity in which firms in Europe operate, in particular how institutional diversity extends to elements other than culture.
- Understand the functioning of the European Union and differences in the political systems of the member states.
- Understand political aspects of the Euro crisis, especially the interaction between the crisis and the political organisation of the European Union.
- Understand the societal processes behind other recent developments, such as Brexit, and the dissatisfaction with the functioning of the European Union.
- Ability to apply knowledge of the European institutional environment to relevant business decisions.
• Ability to work independently on a project, including independent literature search.
• Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge.
• Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

**Prerequisites**

• Two years of study in (International) Business and/or (International) Economics at a level comparable to SBE.
• Very good working knowledge of English (reading, writing, speaking).

Special remarks follow for:

• Exchange Students;
• SBE Economics students.

**Note for Exchange Students**

• The course is strongly recommended to exchange students satisfying the prerequisites (see also below). Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students.
• In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course.
• You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds.
• The course is NOT open to students in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement.

**Note for SBE Economics students**

As the course focuses on the institutional environment of business it fits very well into the SBE Economics curriculum. Compared to the standard Economics courses at SBE it has a more applied character. Special attention is paid to political aspects of the Euro crisis on the level of the EU. The course is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms.

**Recommended reading**

Articles to be collected by students from the electronic library. Combination of fundamental papers with very recent literature.

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**EBC2051**

**Period 1**

3 Sep 2018

26 Oct 2018

[Print course description]

ECTS credits:
School of Business and Economics

International Financial Accounting

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


EBC2056

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
School of Business and Economics

Internal Control and Accounting Information Systems

Full course 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 quality of reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Course objectives

- Understand the concept of quality of information and the importance of this concept.
- Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations.
- Learn about the different organisational processes within organisations, and learn how to design internal controls for each of these processes.
- Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes.
- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform Judgments on 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 and interpersonal skills.
- Graduates have largely 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.
- Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.
- Graduates show social responsibility. This includes demonstrating awareness for academic and scientific responsibility in a broader social or ethical context.
Prerequisites

- An advanced level of English.
- No specific knowledge required.

Recommended reading


School of Business and Economics

Knowledge Management

Full course description

This course studies the knowledge management practices of contemporary global Organisations. For a long time companies relied on labour, capital and (raw) material as their most important assets, but nowadays intellectual capital (knowledge) is seen as the key driver of competitiveness for many Organisations. Organisations such as consultancy and law firms heavily rely on so-called knowledge workers to deliver their services. The growing recognition that knowledge is a distinct production factor has led to a new field of study and practice: knowledge management.

Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of Organisational knowledge, aimed at maximizing Organisations’ return on knowledge assets. Managing knowledge is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Information technology (e.g. corporate Facebooks, wikis, online forums) can support knowledge management initiatives in Organisations, but these systems are not without limitations. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?” This question is addressed using academic and business press readings and a diverse set of company cases.
Course objectives

Students that have followed this course should be able to:

- Understand Knowledge Management (KM) concepts and tools;
- Understand KM processes (acquisition, selection, generation, internalisation, externalisation);
- Identify how KM can be used effectively within specific environments;
- Understand the facilitating role that information technology can play in knowledge management;
- Understand the challenges posed by KM implementation.

Prerequisites

No prerequisites

Recommended reading

Electronic Reader

EBC2039

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinators: J.R. Sweeney, N.A. Sutton
Teaching methods: PBL, Presentation(s), Lecture(s)
Assessment methods: Participation, Written exam

School of Business and Economics
Marketing Strategy & Practice

Full course description

In an increasingly dynamic environment companies require a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies when it comes to consumers and partners. Thus, it is imperative for both marketing and non-marketing specialists to grasp how marketing helps
the firm design strategies starting from the customer.

The course Marketing Strategy & Practice focuses on designing strategies from the market back to create, deliver, and sustain customer value in competitive and dynamic markets. To do so, this course deals with a comprehensive investigation and analysis of all major components of marketing strategy and their integration. This course takes a business oriented setup by focusing on real life examples/cases and by allowing students to participate in a market simulation game. The objective of the simulation is to put into practice the concepts related to marketing strategy and the marketing mix in a risk-free environment.

**Course objectives**

In this course we will take the viewpoint of the Chief Marketing Officer (CMO). A CMO is not simply an implementer but rather a maker of organization strategy. More specifically, a CMO is expected to be a leader in defining the mission of a business, in analyzing competitive market situations, in developing business objectives and goals, and in defining customer value propositions and marketing strategies that create value for a business unit as a whole.

Hence, we will use this perspective to address the issues of (1) defining and developing the strategic goals of the organization; (2) identifying organizational growth opportunities through customer and market analysis (3) formulating product-market strategies; and (4) budgeting marketing, financial and production resources.

**Prerequisites**

A basic marketing course at the level of Management of Organizations and Marketing and Marketing Management, and/or knowledge of the basic concepts of marketing.

**Recommended reading**

The literature for this course consists of a series of articles related to the topics discussed. Additionally, some cases will be used as examples of real-life business situations.

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**EBC2063**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
S.A. Sadowski

**Teaching methods:**
PBL, Presentation(s), Assignment(s), Work in subgroups

**Assessment methods:**
Participation, Written exam, Attendance
School of Business and Economics

Comparative Management

Full course description

Comparative management analyses the extent to which management principles are applicable from one business context (e.g., industry or country) to another. Comparative management seeks to determine the applicability of mainstream management know-how to other contexts.

For example, the rise of many countries in Asia from being a developing country to global powerhouse status, the unprecedented transformation of societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard theories.

Note: Moreover Presentation/Facilitation will be part of the Assessment methods.

Course objectives

The course is aimed at the study of management in different contexts and different international contexts more in particular. In the course we examine and compare management practices across countries, institutional environments and cultures. That also incorporates the different contexts that different industries and different professional and functional backgrounds provide. The purpose of teaching Comparative Management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage different organisations successfully. The intention is to help them to develop an awareness of the concepts of culture and institutions and their pervasive and hidden influence on behaviour in organisations, particularly with respect to management and management practices. We want students to become familiar with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts (e.g., functional areas, professions and industries) and to appreciate the impact of working in a different context on one's personal behaviour.

Prerequisites

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

An advanced level of English.

Recommended reading

Scientific journal articles and textbook chapters.

EBC2067

Period 2
29 Oct 2018
21 Dec 2018
School of Business and Economics

Human Resource Management

Full course description

The course is based on the assumption that there is no single 'one best way' of managing human resources but rather that a range of approaches may be applicable to any one organisation, depending on its environment, its business context and its employees.

Consecutive issues in this course among others are: HRM in business organisations, strategy and strategic HRM; human resources and staffing, compensation; HRM in small enterprises and benchmarking HRM.

Course objectives

This Human Resource Management course aims at introducing students to the field of human resource management by reporting both theory and practice. The goals of the course are to introduce students to the various issues that arise in human resource management, as well as to familiarise students with the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency of different tools in different cases. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the management of human resources in various business contexts. This implies that you will not learn how to run and practice HRM but rather why certain phenomena occur in the field of HRM and in the context of different organisational environments.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read academic journal articles.

Recommended reading

Selection of book chapters and journal articles.
**Emerging Markets Elective Courses**

**School of Business and Economics**

**Quantitative Business**

**Full course description**

This course is devoted to refreshing, extending and actively applying the mathematical and statistical tools introduced in the first year quantitative methods courses.

In the mathematics part we pay attention to a number of applications of first-year mathematical tools to business economics, such as: investment under uncertainty, the CAPM-model, industrial organisation, Game Theory a.o. The purpose is twofold: to repeat and extend the first-year methods and show how they are applied on the one hand, and to get acquainted with some basic quantitative business models on the other hand.

In the statistics part we repeat, apply and extend all the inferential tools discussed in the first year: a.o. the one-sample t-test, the independent-samples t-test, the paired sample t-test, one-way-ANOVA, the chi-square test and regression analysis. Some new techniques, e.g. non parametric tests, logistic regression and factor analysis will be introduced. Case studies using real-life datasets that reflect business problems from a.o. marketing and finance are examined extensively. The empirical analyses are performed with SPSS, a statistical software package widely used in professional practice.

**Course objectives**

- Learn to recognize the opportunities to apply basic tools from mathematics and inferential statistics in business.
- Learn to implement statistical tools using the statistical software package SPSS, and to correctly interpret the results.

**Prerequisites**

Intermediate knowledge of mathematics and statistics, comparable to the course Quantitative
School of Business and Economics

Full course description

The traditional model of the homo oeconomicus is ubiquitous in microeconomic theory. Economic agents are assumed to be rational utility maximizers with self-regarding preferences and unlimited processing capacities. Common sense and the results of experiments show that this is not always the case. Often people behave differently than predicted by theory. In the course, we will deal with the following problem statements:

1. When does microeconomic theory apply and when does it lose its predictive power?
2. If it does not apply, what concepts and models can be used to either extend or to substitute the current theory in order to describe human behaviour?

Specifically we will discuss the following issues:

- Non-expected utility theory,
- Intertemporal choice
- Social preferences,
- Reciprocity,
- Levels of analytical reasoning
- The role of mistakes
In addition, we will touch on the following topics:

- Mental accounting
- Heuristics
- Neuroeconomics

**Course objectives**

The goal of the course is to provide the students with the necessary sensitivity when applying theoretical models. After the course students should be able to identify the most important concepts describing reasons why humans deviate from behaviour predicted by the commonly used model of the homo oeconomicus.

**Prerequisites**

Microeconomics

- Ability and willingness to think analytically

While the course seeks to critic the standard microeconomic theory, this will done in a constructive manner. That is, we will investigate in detail why the standard model might fail, and what extensions or alternative might be used instead. Consequently, we will use, and develop further, the formal tools of analysis you would have learned from your second year microeconomics course.

In addition:

- Basic game theory is helpful, but not necessary (simple equilibrium concepts such as (pure and mixed strategy) Nash equilibrium and subgame perfect Nash equilibrium).
- Exchange students need to major in Business.

An advanced level of English.

**Recommended reading**

There is not one textbook that will cover the course. References and papers will be made available to the students at the beginning of the course.

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**EBC2080**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
D. Karos

**Teaching methods:**
PBL
The objective of this course is to give students in the Bachelors program of Economics an introduction to modelling univariate and multivariate time series in economics. The topics covered will include modelling non-stationary time series, Granger causality, co-integration, ARIMA, seasonality, ARCH, Unit roots.

Course objectives

Enable economic students to perform an empirical analysis of time series using the correct tools. Introduction to quantitative methods and econometrics.

Prerequisites

The Quantitative Methods 3 course for EC, or one of the courses Empirical Econometrics for Business, Empirical Econometrics or Forecasting for international business.

Assuming a basic understanding of multiple regression analysis (such as with an introductory course on econometric/quantitative methods), this accessible introduction to time series analysis shows how to develop models capable of forecasting, interpreting and testing hypothesis concerning economic data using well established as well as modern techniques. Based on real-world data and with the help of interactive software such as Eviews we will study and apply key concepts such as ARIMA, unit roots, causality, cointegration, deterministic and stochastic, trends, volatility, outliers, structural breaks, seasonality, vector autoregressive models.

An advanced level of English.

Recommended reading

- Diebold, F. (2017), Econometrics (available online).
- Diebold, F. (2017), Forecasting (available online).
School of Business and Economics

Game Theory and Economics

Full course description

This course discusses the main concepts from cooperative and non-cooperative game theory:

- Cooperative game theory: core, Shapley value, nucleolus.
- Non-cooperative game theory: Nash equilibrium, subgame perfect equilibrium, Bayesian and perfect Bayesian equilibrium.

The emphasis will be on concepts and applications. Applications range from oligopoly theory to job market signalling, investment policies, organisational strategies, and cost allocation.

Course objectives

Knowledge of the main concepts in cooperative and non-cooperative game theory; skills in applying these concepts in economic models.

Prerequisites

1. The course is open for all students, although Economics students should be aware of the challenging technical level of this course. The course Thinking strategically could be a proper alternative.
2. This course is compulsory for 2nd-year students Econometrics and Operations Research.
3. Exchange students need to follow a Bachelor in economics, not in business and must have a decent level in mathematics, especially calculus. Some prior knowledge about microeconomics would be helpful.

An advanced level of English.

Recommended reading


EBC2110

Period 2
29 Oct 2018
School of Business and Economics
Forecasting for Economics and Business

Full course description

This course will cover static and dynamic forecasting models, models with trends and seasonals, and cover the Box-Jenkins methodology for modeling cycles in stationary data. The course will provide students with a thorough understanding of time-series and with the empirical skills to estimate, test, and forecast the most appropriate dynamic models.

Course objectives

- Understand the importance of knowing the mechanisms that generate univariate time-series data.
- Learn the basic tools for making forecasts including software (E-Views).
- Learn and understand methods to investigate dynamic characteristics of time-series data.
- Gain practical experience in analysing, modelling and forecasting a time series and reporting the results in course paper.

Prerequisites

This course can be chosen as an elective by students in the Bachelor program of IBE and IES. Students must have a good and solid foundation in empirical econometrics and applied statistics, in particular statistics including knowledge about the multiple linear regression model.

James H. Stock and Mark W. Watson : Introduction to Econometrics provides a good level indication of the prerequisites knowledge students must have to be able to follow this course successfully.

An advanced level of English.
Recommended reading

The book by Diebold (2014), 'Forecasting' (available online).

EBC2089

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
G.A. Pfann
Teaching methods:
Assignment(s), Presentation(s), PBL, Lecture(s)
Assessment methods:
Final paper, Participation, Written exam

School of Business and Economics
Empirical Econometrics

Full course description

Econometric methods at an intermediate level, with an emphasis on applications from macroeconomics and finance, the choice of an adequate model, the testing of assumptions and the interpretation of results. The topics covered will include modelling non-stationary time series and error correction models.

Course objectives

• An insight into the proper use of econometric methods in economic and business research:
• Learn how to use the basic toolkit of econometrics, including software (Eviews, Stata);
• Conduct a small-scale empirical research project, present it and report on it in a term paper;
• Know how to interpret applied econometric studies and how to evaluate them with regard to their theoretical and practical relevance.

Prerequisites

This course requires a good background in algebra, statistics, regression models, and extensions such as dummy variables, interactions, and logarithmic transformations. Students are assumed to have already studied the equivalent of Chapters 1 to 7 and 10 of Wooldridge's textbook, as covered in the course EBC2011, the Economics version of Quantitative Methods III. Other students will need to invest some time and effort in catching up.
THIS COURSE IS THE NATURAL SEQUENCE TO QM III IES (course code EBC2011) AND USES THE SAME TEXTBOOK.

Attendance of the opening lecture is essential in view of the assignment of case or country studies.

An advanced level of English.

Recommended reading


EBC2090

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
D.P.I. de Crombrugghe

**Teaching methods:**
PBL, Presentation(s), Assignment(s), Lecture(s), Work in subgroups

**Assessment methods:**
Final paper, Attendance, Participation, Oral exam

School of Business and Economics

**Auctions and Electronic Markets**

**Full course description**

In order to satisfy the Econometrics & OR curriculum, you have to choose two of the courses EBC2091, EBC2120, EBC2121, EBC2122 in period 4.

The course is divided into three parts. Part (I) deals with fundamental results on single-item auctions under strong assumptions about the bidders and their preferences. It should not be a surprise that this classical theory is by far not sufficient when designing auctions for real applications. For example, in frequency auctions, like the UMTS auctions in Europe, or in reverse auctions used in procurement, many items are sold at the same time. Furthermore, we may face problems like the winner's curse when there is uncertainty about the valuation of the items sold in an auction. Part (II) gives a detailed insight in such issues and how they can be dealt with. In Part (III), theoretical insights from part (I) and (II) are applied to particular markets for which auctions have been proposed, or are already used. We broaden our knowledge thereby by investigating the interaction between auction design and specific properties of the market. Examples of markets are electric power, highway franchising, emission rights, and listings in online search engines. Each student writes a final paper about one of these
markets, in which they make proposals for an auction design in these markets.

Course objectives

1. Being familiar with the game theoretic analysis of classical single-item auctions;
2. get insight in recent and classical auction literature and learn to interpret the main results;
3. be aware of the most important issues of auction design and how they can be addressed in various contexts;
4. learn how to set up an auction design for a particular application.

Prerequisites

- Exchange students need to major in economics.
- An advanced level of English.

Recommended reading

Course book.

EBC2091

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A.J. Vermeulen
Teaching methods:
PBL, Presentation(s), Lecture(s), Paper(s)
Assessment methods:
Final paper, Participation

School of Business and Economics
Job Performance and the Employment Relationship

Full course description

To improve the performance of a firm, managers have to find tools to hire the right people, to sort them into the right job, to motivate them to do their work well, to develop their skills through formal and informal learning and to cooperate efficiently with co-workers. Firms that stimulate one aspect might do so at the cost of others. Managers therefore face many complex trade-offs in their personnel policies.
In this course economic tools to understand these trade-offs will be discussed and illustrated with examples how to apply them in practice.

Many questions are asked about the employment relationship, such as: Why should pay vary across workers within firms - and how "compressed" should pay be within firms? Should firms pay workers for their performance on the job or for their skills or hours of work? How are pay and promotions structured across jobs to induce optimal effort from employees? How to design jobs and performance measures? Why use teams and how are teams used most effectively? How should all these human resource management practices, from incentive pay to teamwork, be combined within firms?

**Course objectives**

- Understanding of a firm’s trade-offs in recruiting, rewarding and developing workers
- Understanding trade-offs in job design and allocation of workers to tasks and jobs
- Understanding of the economic principles that can be used for these and related HRM decisions and policies
- Skills how to use and refine such personnel policies in the practice of a firm

**Prerequisites**

Knowledge and understanding of introductory microeconomics, like the first-year course EBC1009, Economics and Business and EBC1010, Microeconomics, the latter being based on (parts of) Perloff J.M. (2011), Microeconomics, Pearson, Addison Wesley, Boston.

An advanced level of English

**Recommended reading**


The textbook is supplemented with a few academic journal articles.

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**EBC2138**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

S. Künn

**Teaching methods:**

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

**Assessment methods:**

Participation, Written exam, Final paper
Globalisation is a controversial economic phenomenon. On the one hand, economists portray it as a way to increase the rate of economic growth and provide material well-being for everyone on the globe. On the other hand, the so-called anti-globalisation movement has actively – and sometimes violently – protested against it because they see globalisation as a force that leads to inequality in the world and puts stress on the environment.

This course reviews this debate using the analytical tools of economic theory. The course proposes a number of topics, such as the consequences of the liberalisation of global capital markets, the relationship between free trade and the environment, outsourcing and labour standards, the nature and effects of financial crises, and the rationale for the policies pursued by the IMF and the World Bank. For each of those topics, a number of critical contributions in the literature are identified and discussed. The reading list that is compiled in this way includes a wide variety of authors. All literature is presented in a non-technical and accessible way.

The group meetings aim to understand the economic argumentation that can be used on both sides of the globalisation debate. Thus, students will be able to judge to what extent the arguments used by the proponents of globalisation, or by the anti-globalist movement, are founded in sound economic reasoning. As part of the assessment for the course, students must also write a short paper in which they summarize these arguments and present their own view of the potential benefits of globalisation.

Course objectives

Students will become familiar with the economic arguments used by proponents of globalisation and by the anti-globalist movement; they will learn to assess these arguments using sound economic reasoning, and thus form their own individual opinion on globalisation.

Prerequisites

- 3rd year bachelor student
- Having finished one principles of economics course and one principles of finance course (courses that are generally taught in year 1 or year 2 of a business/liberal arts program)
- Appropriate analytical skills (basic mathematics and statistics, ability to read and work with graphs)
- An advanced level of English

Recommended reading

To be announced.
School of Business and Economics

Quantitative Methods III

Full course description

The course QM3 is a continuation of the first year Economics course QM2 and contains mathematical and statistical subjects.

The mathematics part will summarize and complete the subject-matter concerning static optimisation of functions. Additional techniques will be considered to optimize a nonlinear function with inequality constraints. Besides, we will study the subject of dynamic systems. Here, functions and relations depend on the time variable. In mathematics the basic elements of dynamics are difference and differential equations, which will be introduced. Applications can be found in macro-economics and the theory of economic growth. Closely related to differential equations are integrals, to which we will pay some attention as well.

The statistics part of QM3 digs deeper into the regression model, already introduced in QM2. We will provide a more formal treatment of the regression model, while also introduce a number of new topics, including the problem of omitted variables bias, the testing of general linear parameter restrictions, and the large-sample (asymptotic) properties of regression. Most attention is devoted to the analysis of cross-section data. At the end, we will briefly discuss the analysis of time-series data, which involves a number of new and thorny problems. Unlike in QM2 where we studied assignments based on given Excel output, the emphasis will now be on active empirical assignments. You will generate empirical results by yourself, using the statistical package Eviews, which is used extensively in the economics profession and offers a wealth of features not available in Excel.

Course objectives

• Learn advanced optimisation techniques and apply them to economic problems.
• Understand the concept of integral and learn some integration techniques.
• Learn how to solve some simple discrete as well as continuous dynamic systems and to analyse equilibrium points.
• Learn advanced multiple regression techniques.
• Learn some univariate as well as multivariate time series techniques.
• Apply multiple regression and time series techniques to economic problems using statistical software.
Prerequisites

The courses Quantitative Methods I (EBC1005/1006/1007) and Quantitative Methods II (EBC 1033/1034/1035), taught at the University of Maastricht. In particular the following subjects should have been mastered:

- Mathematics: exponential and logarithmic functions, (partial) derivative and rules a.o. chain rule, optimisation of functions of one and two variables, Lagrange.
- Statistics: random variable, probability distributions, confidence interval, hypothesis testing, linear regression.

An advanced level of English.

Recommended reading

Mathematics:

Statistics:
- Jeffrey M. Wooldridge, Introductory Econometrics: a modern approach, 5th ed. or higher, Thomson South-Western. ISBN : 97811111534394 (also as eBook, see [www.cengagebrain.co.uk](http://www.cengagebrain.co.uk)).
Full course description

The course gives an introduction to the field “information economics”, which studies how asymmetry of information (e.g., about the quality of some good) affects markets and organizations. A common theme is that such asymmetry often leads to inefficiency. The course covers the main issues of the field, in particular adverse selection and moral hazard.

Course objectives

Knowledge of the main issues in information economics; skills in analyzing these issues in economic models.

Prerequisites

Prior knowledge in microeconomics equivalent to the course Microeconomics (EBC1012) is essential. Recommended are also the courses Probability Theory (EBC1024), Analysis II (EBC1032), and Game Theory and Economics (EBC2110). Elective and exchange student who have not taken these courses are expected to fill gaps in prior knowledge on their own.

Recommended reading


EBC2108

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinator: S. Terstiege
Teaching methods: PBL, Lecture(s), Assignment(s)
Assessment methods: Written exam

School of Business and Economics
Public Management Reform and Public
Entrepreneurship

Full course description

All over the world modern government organisations are changing their classical bureaucratic structures into modern institutions focussing on public management and public entrepreneurship. Public entrepreneurship is related to institutional public reform.

Prerequisites

Two years of the programme in Economics or International Business Studies. For students from abroad, an introductory course in Public Economics, Microeconomics or Organisation-Economics is required. Relevant theories and concepts: welfare economics, new institutional economics, new economics or organisation, public choice theory, new public management, privatisation, marketisation. This course aims at International Economics students, International Business students and students in Organisational Economics.

An advanced level of English.

This course aims at IES-students, Socrates- and other exchange students, as well as students in organisational economics (e.g. track Organisation: Change Management). This courses is an elective for IB-students.

Recommended reading

- Osborne, D. and T. Gaebler, Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector
Ethics, Organisations and Society

Full course description

A major fraud case
On 29 June 2009 Bernard Madoff was convicted for fraud and sentenced to 150 years in prison. He had turned his wealth management business into a massive Ponzi scheme. As a result, Madoff’s clients lost US$ 65 billion. Madoff pleaded guilty and apologized to his victims, saying, “I have left a legacy of shame, as some of my victims have pointed out, to my family and my grandchildren. This is something I will live in for the rest of my life. I'm sorry.”

You do not need a cause in ethics and corporate responsibility to know that what Madoff did was wrong. You simply have a look at our legal system – or nearly every other legal system in the world – and you will find that fraud is illegal. The fact that it takes place – and sometimes, in the case of bribery and corruption is even condoned by those in power – does not mean that it is legit. More interesting than the obvious felony committed by Madoff are, therefore, those cases where the law is not clear, but where there might be something fishy about the actions and behaviour of a person or an organisation’s.

Take Goldman Sachs and its actions that contributed to the 2008 financial crisis. US senator Carl Levin – who chaired the US Senate’s Permanent Committee on Investigations – asked for a legal investigation arguing that Goldman “used net short positions to benefit from the downturn in the mortgage market, and designed, marketed, and sold CDOs [Collateralised Debt Obligations – a structured financial product – HH] in ways that created conflicts of interest with the firm’s clients and at times led to the bank’s profiting from the same products that caused substantial losses for its clients.” The US Department of Justice decided not to prosecute Goldman for its behaviour. According to the department “the burden of proof to bring a criminal case could not be met based on the law and facts as they exist at this time”. Goldman was cleared from legal prosecution, but is it also cleared from a moral point of view? This is the moment when ethics comes in.

Need for ethical reflection
In an era in which lack of ethical thinking and competences contributed to some of the major crises that took place in this relatively young millennium, a course in ethics does not seem to be luxury. Looking at business, government, multilateral Organisations or NGOs, basic knowledge and skills to understand and improve the relationship with society seem to be an important asset nowadays.

Ethics should, however, not be confused with morality – and certainly not with the moral norms in our present society. Ethics deals with a fundamental reflection on the norms and values in our society. It is not about telling you what is right or wrong. Since we are living in a global society it means that we are constantly confronted with different norms and values as a result of cultural differences. As the saying goes ‘When in Rome, …’, but does that apply to all ethical issues?

Focus of the course
This course is offered by Prof. Dr. Harry Hummels on behalf of the department of Finance – in association with Accounting and Information Management – of the School of Business and Economics. The affiliation with the Finance department does not entail that the course is solely confined to theory and cases in the financial domain. That is not to say that many crises, whether social, financial, environmental, or political, may not find their origin in financial issues. Take, for instance, the rising food prices. Aren’t they partly caused because of financial speculation? Or think of the environmental disaster that Shell and its partners face in the Niger Delta. Doesn’t this find its roots in the (re)distribution of the proceeds of the industry in the area. Or what about BP in the Gulf of Mexico where cutting costs was a major element in causing the oil spill? The latter case will be discussed extensively in one of the tutorials.
Course objectives

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

Prerequisites

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

An advanced level of English.

Recommended reading


EBC2081

Period 5  
8 Apr 2019  
7 Jun 2019

ECTS credits:
6.5
Instruction language:
English
Coordinator:
N.A. Sutton
Teaching methods:
PBL, Presentation(s), Lecture(s), Work in subgroups
Assessment methods:
Final paper, Participation

School of Business and Economics
Thinking Strategically

Full course description

The course treats the main concepts of game theory at an intermediate level, and includes
applications to economics. The following topics are discussed: zero sum games, value and optimal strategies, nonzero sum games, Nash equilibrium, subgame perfect Nash equilibrium. Games with incomplete information, perfect Bayesian Nash equilibrium. Applications to standard economic models, bargaining and auctions. Evolutionary games, repeated games. Cooperative games: core, Shapley value, nucleolus.

**Course objectives**

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

**Prerequisites**

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

**Recommended reading**


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**EBC2082**

**Period 1**
3 Sep 2018
26 Oct 2018

Print course description

**ECTS credits:**
6.5

**Instruction language:**
English

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

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

**Assessment methods:**
Participation, Written exam, Attendance

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**School of Business and Economics**

**International Business Law**

**Full course description**

This course concentrates on the general principles and main features of international business law - that is, the law governing international business transactions. The course is divided into three parts.

In Part I three general topics will be discussed. The essence of trade is exchange of property in its widest possible meaning. The basis of almost every exchange is a contract. This course therefore starts by looking at contracts from a legal perspective: what does the law require for there to be a
legally binding contract? Next we will look at one of the ways the law protects private interests against infringements by others: the law of torts. We will do so by means of the law on product liability, under which manufacturers may be held liable for damage caused by defective products. Furthermore, a basic understanding of the European Union and Community, its institutions, legislative instruments and, of course, fields of activity is of paramount importance for European business.

In Part II focus will be on business to consumer transactions, with a certain focus on e-commerce. The crucial difference between business to consumer transactions and those between businesses is that individual consumers typically have no bargaining power. This has led legislators, Brussels not in the least, to offer a degree of protection to the consumer. The nature of e-commerce, moreover, raises some further issues both in contract and tort that deserve attention.

Part III deals with what is traditionally considered to form the core of international business law: the international sale of goods between businesses. In this context we will examine issues of formation of contract specific to business to business transactions as well as remedies in case of breach of contract. An international sale of goods typically involves two further arrangements to be made by the parties: the carriage of goods from the seller to the buyer and, conversely, payment of the purchase price by the buyer to the seller. We will study carriage of goods by road and sea, focusing on the liability of the carrier and the transport documents used. The course ends with a introduction to the basics of the most important payment mechanism in international trade, the so-called ‘letter of credit’ or documentary credit.

For further information please refer to www.unimaas.nl > Faculty of Law > Education > Programme guide of the appropriate academic year.

**Recommended reading**

Reader and legal materials.

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**EBC2034**

**Period 5**
8 Apr 2019  
7 Jun 2019

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
A. Beckers

**Teaching methods:**
PBL

**Assessment methods:**
Written exam

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**School of Business and Economics**
Decision Support Systems and Business Modelling

Full course description

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

Course objectives

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

Prerequisites

Basic mastery of Excel, or an alternative spreadsheet application: cell referencing, building formulas, use of logical functions. This does not include mastery of VBA for Excel: training in VBA programming is part of the course.

An advanced level of English.

Recommended reading

The course is built around a reader that will be distributed before the course. Secondary literature references about decision support systems in general will be provided in the reader.

EBC2088

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
J. Flesch
Teaching methods:
School of Business and Economics
Dynamic Modelling and Dynamic Optimisation

Full course description

Besides a great amount of static models in Economic Theory dynamic models are also frequently studied. These models can be found in various fields such as Macro and Micro Economics, Public Choice, Game Theory and Finance. First, dynamic models, in terms of systems of differential equations are studied with respect to stability. Next optimal control problems are solved by means of the maximum principle of Pontryagin. Applications range from optimal investment to optimal fishing and problems concerning environmental economics.

Course objectives

In this course the student will learn to analyse stability properties of equilibria of dynamic systems in qualitative terms, to apply the maximum principle to optimal control problems, draw phase diagrams with Mathematica and use these to analyse solutions of optimal control problems.

Prerequisites

The student should be familiar with:

- linear differential equations,
- non-linear optimisation,
- standard calculus on functions of more than one variable.

Exchange students need to follow a Bachelor in economics.

An advanced level of English.

Recommended reading

- Electronic Courseware for Mathematica.

EBC2116

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
**Instruction language:**
English

**Coordinators:**
A.J.A. Storcken
J. de Graaff

**Teaching methods:**
PBL, Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Written exam, Final paper

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**School of Business and Economics**

**Innovation in Business and Economic Growth**

**Full course description**

This course looks at innovation from within the firm, and investigates how innovation processes contribute to economic growth. Firms do not act in isolation: they need to confront themselves with the changing conditions of the economy and society of which they are part. The proposed literature covers notions of knowledge, innovation, and technology (innovation systems, general purpose technologies), their Organisational patterns (networks, clusters, and global value chains), and firms’ innovation strategies in modern contexts (dispersed R&D, markets for technology).

In order to develop theoretically grounded innovation strategies, the course combines a theoretical perspective with practical elements on innovation processes in firms. Each tutorial is divided in two parts: in the first the assigned literature is reviewed and discussed, in the second theoretical insights are applied to the business cases on which students (in groups) work during the course. The business case addresses one of the four scenarios outlined in the CPB report (reference below), is guided by a set of questions and discussed during the tutorials.

This course provides business students with the dual opportunity to develop their understanding of innovation processes within firms and understand how managerial decisions shape and are shaped by economic, social, and technological conditions.

**Course objectives**

This course looks at the role of innovation in the modern economy. The main goal of the course is to understand how firms’ innovation strategies affect (and are affected by) the economic, technological and social context which surrounds them. To achieve this goal students are required to write (in small groups) a business case which focuses on defining an appropriate innovation strategy for an existing or start-up firm depending on four different hypothetical scenarios which might characterize the Netherlands’ economy and society in 2040.

**Prerequisites**

An advanced level of English
Recommended reading

- Journal articles

EBC2148

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
F. Visentin
Teaching methods:
PBL, Work in subgroups, Paper(s), Presentation(s)
Assessment methods:
Written exam, Attendance, Final paper, Participation

School of Business and Economics

Consumer Behaviour

Full course description

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

Course objectives

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

Consumer behavior textbook. Academic articles.

EBC2041

Period 4
4 Feb 2019
5 Apr 2019

ECTS credits:
6.5

Instruction language:
English

Coordinator:
K. Geyskens

Teaching methods:
Presentation(s), Lecture(s), Assignment(s), Work in subgroups

Assessment methods:
Final paper, Participation, Written exam

School of Business and Economics

Services Marketing

Full course description

Much of the economy in the developed world is dominated by the production and consumption of services. For example, in the US, current statistics show that approximately 75% of the work force is involved in the services industry. Additionally, 45% of an average US family's budget is spent on services, and for Europe statistics are similar. In many developing nations services are considered a way to expand and stimulate economic growth and development. Consistent with economic growth comes a growth in services employment. While most business schools focus on the manufacturing segment of the economy, given these facts it seems imperative to study the marketing of services in a separate course. Three kinds of services will form the central focus of this course: (1) Services which are offered by organizations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others), (2) Services which are offered by companies that manufacture products. In this context services refer mostly to the so-called "after-sales service" (repair services, service engineers, etc.) but also (product) instructions accompanying a sale, and (3) a specific focus on the online context of social media, virtual communities, Twitter etc. as these hold promising potential for service delivery and as they form a new frontier for both practitioners as well as researchers.

Service organisations vary, from restaurants, hotels and car rental agencies to financial services and even education. These organisations require a distinctive approach to marketing strategy. We will build on the principle of marketing and expand into very specific themes covering the entire spectrum of services, seen through many angles and illustrated by relevant case studies. In the course we will explore methods, based on academic research, in which firms can use service as a unique selling
proposition. We have designed this course to address the unique needs and challenges in this ever-changing aspect of marketing, including the dynamic and rapidly developing area of electronic and mobile services. Throughout the course emphasis will be placed more specifically on issues related to marketing management and customer perceptions. Thus, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, to enhance understanding of the course concepts, several elaborate cases will be discussed and student teams will complete a real-life services marketing project.

Course objectives

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

Recommended reading

  Alan Wilson, Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler
  McGraw-Hill Higher Education
Global Supply Chain Management

Full course description

Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context.

Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required literature, as well as additional material, such as other academic articles, cases, and examples.

Prerequisites

- General insight and interest in business. This is one of the four courses in the supply chain management major.
- An advanced level of English.

Recommended reading

Reader based on State-of-the-Art articles on Global Supply Chain Management.

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School of Business and Economics

Digital Supply Networks

Full course description

Companies such Amazon, Airbnb and LinkedIn build and manage powerful supply networks to create value. The goal of this this course is to provide students with an understanding of these networks and
their relationships with customers as well as suppliers. We also zoom in on the digitization and innovation processes that govern these relationships. Students will critically evaluate cutting-edge thinking on these topics and discuss implications for supply chain management, strategy and marketing.

**Course objectives**

This course not only provides students with concepts to understand recent digitization processes but also prepares them with the conceptual tools to manage future in supply chain, marketing and strategy innovations.

**Prerequisites**

A holistic understanding of Supply Chain Management, Marketing and Strategy; a keen interest in technology and innovation; Knowledge of Internet technologies and a good command of English.

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**EBC2045**

**Period 5**
8 Apr 2019  
7 Jun 2019

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
L.R.J. Quintens  
S. Bartczek

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Final paper, Participation

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**School of Business and Economics**

**Organisational Behaviour**

**Full course description**

Organisational Behaviour focuses on what people do in an organisation and how their behaviour affects organisational performance. An organisation may be designed to fit its institutional environment, but organisational performance may still suffer because of low employee morale, high stress levels, and conflicts at the workplace. Issues discussed in the course cover a wide range of important topics from motivation, emotions, personality, and job satisfaction to work teams, power, conflict, and communication.
Course objectives

This course on Organisational Behaviour is meant to provide students with solid, evidence-based, and actionable knowledge on organisational behaviour. Organisational Behaviour, in a nutshell, investigates why people in organisations behave the way they do. After the completion of the course, students should be familiar with Organisational Behaviour theories; be able to read, understand, and critically evaluate Organisational Behaviour research findings including conceptual and empirical work; and be able to apply Organisational Behaviour concepts when diagnosing and solving business problems.

Prerequisites

- Students should have basic knowledge of organisational theory. Prior courses in the field of organisation and management are advantageous.
- An advanced level of English.

Recommended reading

To be announced.

EBC2048

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
H. Günter

Teaching methods:
PBL, Presentation(s), Lecture(s), Work in subgroups

Assessment methods:
Participation, Final paper

School of Business and Economics
Project and Process Management

Full course description

The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource
allocation and project control. The process management part of this course deals with operation, strategy and process management. We define a process to be any transformation that converts inputs to outputs. The process view considers any organization to be a process that consists of interconnected sub processes. In this part of the course we will provide students with the basic concepts that enables them to describe processes in a way that allows them to apply "management levers" on those processes: process flow time, work-in-process, process-efficiency and so forth.

**Course objectives**

The course is directed at the following learning and competences:

- developing an awareness of the range, scope and complexity of the phenomena, issues and problems related to project and process management;
- developing an integrated and process oriented perspective on managing complex projects and team work;
- acquiring competencies in the usage of tools, techniques, methods and models for managing projects and processes.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**


The course looks at the interaction between Business and Society, focussing on political issues. While political risk tended to be an issue restricted to emerging markets, recent developments, such as Brexit, have made clear that it is increasingly becoming an issue for companies in developed market economies as well. Knowledge of the interaction between business and politics has become indispensable for an ever wider group of people: leading business persons in Europe and an ever wider circle of management below the top level; consultants; employees of non-governmental organisations; and entrepreneurs working in policy sensitive areas (such as renewable energy). Clearly, participation in the course requires interest in societal processes in general and in politics in particular.

Topics covered:

- Corporate political strategy as a part of overall business strategy (ca. 20%);
- Introduction to comparative politics and comparative institutional economics, that is, comparing how the institutional setup of the economy and politics differs across countries in Europe (ca. 20%);
- Functioning of the EU, also in relation to the Euro crisis (ca. 20%);
- Empirical research of lobbying in Europe and relevance for business strategy (ca. 20%).
- Analysis of the background of recent developments, such as Brexit (10%),
- Integral approach to Corporate Social Responsibility, Corporate Political Strategy and Competitive Market strategy (ca.10%)

A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, and political science.

The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past.

Additional remarks regarding assessment methods:

- Attendance requirement: max. 2 absences allowed. Second absence might have an impact on participation grade.
- Students work in teams of 2-3 persons on a project. Teams either focus on 1-3 countries in Europe, or on EU regulation in a particular industry.
- Two or three papers (take-home assignments) on course material
- The papers have strict requirements regarding literature to be followed. They are not “free” papers.

Course objectives

- Understand the mutual interaction between Business and Politics in Europe, in particular regarding lobbying, and the implications this has for corporate strategy.
- Understand the relevant elements of institutional diversity in which firms in Europe operate, in
particular how institutional diversity extends to elements other than culture.

- Understand the functioning of the European Union and differences in the political systems of the member states.
- Understand political aspects of the Euro crisis, especially the interaction between the crisis and the political organisation of the European Union.
- Understand the societal processes behind other recent developments, such as Brexit, and the dissatisfaction with the functioning of the European Union.
- Ability to apply knowledge of the European institutional environment to relevant business decisions.
- Ability to work independently on a project, including independent literature search.
- Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge.
- Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

**Prerequisites**

- Two years of study in (International) Business and/or (International) Economics at a level comparable to SBE.
- Very good working knowledge of English (reading, writing, speaking).

Special remarks follow for:

- Exchange Students;
- SBE Economics students.

**Note for Exchange Students**

- The course is strongly recommended to exchange students satisfying the prerequisites (see also below). Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students.
- In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course.
- You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds.
- The course is NOT open to students in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement.

**Note for SBE Economics students**

As the course focuses on the institutional environment of business it fits very well into the SBE Economics curriculum. Compared to the standard Economics courses at SBE it has a more applied character. Special attention is paid to political aspects of the Euro crisis on the level of the EU. The course is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms.

**Recommended reading**

Articles to be collected by students from the electronic library. Combination of fundamental papers with very recent literature.
School of Business and Economics

Options and Futures

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


EBC2053

Period 5
8 Apr 2019
7 Jun 2019
School of Business and Economics

Investment Analysis and Portfolio Management

Full course description

The purpose of this course is to study how investors (both retail and institutional) construct and manage portfolios. We follow the investment process investors follow in real life. That is from Asset Liability Management to Strategic and Tactical Asset Allocation to Portfolio Management, Security Selection and finally Trading. Each week we study a different asset class. Next to traditional assets like listed stocks we look at the added value of real estate, mutual funds, hedge funds and private equity in order to build diversified portfolios. Finally the course will introduce you to a new development in professional asset management; Socially Responsible Investing (SRI). We study the impact of SRI on portfolio return and risk. All topics are explored via real life cases using actual data.

Course objectives

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

Prerequisites

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

Recommended reading


EBC2054

Period 1
3 Sep 2018
26 Oct 2018
School of Business and Economics

Financial Management and Policy

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

- Reader
Coordinators:
J.W.B. Bos
J.M.R. Merk

Teaching methods:
Presentation(s), Lecture(s), Assignment(s)

Assessment methods:
Participation, Written exam, Attendance

School of Business and Economics
International Financial Accounting

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

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

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

Recommended reading

EBC2056
Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
School of Business and Economics

Internal Control and Accounting Information Systems

Full course 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 quality of reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Course objectives

- Understand the concept of quality of information and the importance of this concept.
- Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations.
- Learn about the different organisational processes within organisations, and learn how to design internal controls for each of these processes.
- Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes.
- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform Judgments on 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 and interpersonal skills.
- Graduates have largely 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.
- Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.
- Graduates show social responsibility. This includes demonstrating awareness for academic and scientific responsibility in a broader social or ethical context.
Prerequisites

- An advanced level of English.
- No specific knowledge required.

Recommended reading


School of Business and Economics

Auditing

Full course description

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

The course is linked to audit practice by means of case-studies and a workshop in collaboration with a large audit firm and/or a guest lecture.

Course objectives

Solid understanding of the audit process;
Basic knowledge of the academic literature on auditing;
Obtain problem solving skills in auditing settings and develop experience in using and interpreting data in common decision contexts.
Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics. Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude. Graduates can inform judgments on theoretical and practical business/economic issues. Graduates can find, read and understand relevant research. Graduates have largely self-directed learning skills and the ability to regulate their own learning process.

**Prerequisites**

- Internal control & accounting systems
- Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems).
- An advanced level of English

**Recommended reading**

Textbook and academic articles

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**EBC2058**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
A. Vanstraelen

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

**Assessment methods:**
Participation, Written exam

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**School of Business and Economics**

**Management Accounting**

**Full course description**

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

The leading theme of this course is the value of accounting information for decision-making within the firm. The course provides an overview of state-of-the-art advanced cost accounting and cost management techniques. Some topics in this respect are: activity-based costing and activity-based management, performance evaluation (measurement) techniques (scorecards, ...) and cost allocation issues.

A selection of such issues will be covered in depth during the course. In addition, this course introduces and discusses both state-of-the-art research studies and more popular contemplations regarding strategic cost accounting and especially cost management.

Prerequisites

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

Recommended reading

Textbook

EBC2059

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
C. Feichter
Teaching methods:
PBL, Presentation(s), Assignment(s), Work in subgroups
Assessment methods:
Participation, Written exam
Full course description

The course will discuss themes that are directly relevant to producing information management professionals. Some of these topics are:

1. Measuring the impact of IT on business performance
2. IT consumerization
3. Big Data: The role of Business Intelligence and Business Analytics
4. IT Governance
5. Information Security

All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. Given the widespread use of IT, managers who are active outside the field of IT also deal with many of these same problems on a regular basis. The discussion of each topic will focus on methods and tools that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge for students who lack the relevant prior knowledge.

Course objectives

This course introduces students to the field of information management with particular emphasis on the management of information within Organisations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information.

Key Learning Objectives

- Develop an awareness and understanding of key principles, theories, and technologies related to the management of information
- Obtain experience in applying information management concepts to address substantive, real-world information management issues
- Appreciate how empirical research can guide efforts to address real-world information management issues
- Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
Graduates can inform Judgments on 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 and interpersonal skills.

Prerequisites

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

An advanced level of English.

Recommended reading

Reader

**EBC2060**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
A.S. Joshi

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Participation, Written exam

School of Business and Economics

**ERP and Business Intelligence Systems**

**Full course description**

The focus of this course will be on how firms (re)organise their information structures by using information technologies such as ERP-systems (e.g. SAP and Oracle), data warehouses and Business Intelligence systems. Over the last 2 decades, the availability of these systems have profoundly changed the way in which management information is produced and used within organisations. As a result, new and dynamic ways of meeting the information needs of management are emerging. But also, these developments result in new problems within firms which, again, result in new approaches in trying to face these problems.

It is important to understand that this course will take a management approach to Information and Communication Technology (ICT). There will be no technical analysis of the information systems that will be discussed during this course. Also, as far as ERP systems are concerned there is no focus on a logistics point of view. However, the emphasis of this course will be on the impact these systems have on organisations and people within these organisations. More specifically, we will address the issue on how these ICT developments change the role of information within organisations, focussing on a managerial level of decision making.


Course objectives

This course will build on the literature on ERP systems and Business Intelligence systems, in order to introduce students to two recently developed concepts in the IT practice: digitized platforms and big data.

Could the enterprise become a full-time laboratory? What if you could analyse every transaction, capture insights from every customer interaction, and didn’t have to wait for months to get data from the field? Data are flooding in at rates never seen before as a result of greater access to customer data from public, proprietary, and purchased sources, as well as new information gathered from Web communities and newly deployed smart assets. These trends are broadly known as “big data.”

Web-based companies, such as Amazon.com, eBay, and Google, have been early leaders, testing factors that drive performance—from where to place buttons on a Web page to the sequence of content displayed—to determine what will increase sales and user engagement. Companies selling physical products are also exploiting big data for rigorous experimentation using Business Intelligence technology. Ford Motor, PepsiCo, and Southwest Airlines, for instance, analyse consumer postings about them on social-media sites such as Facebook and Twitter to gauge the immediate impact of their marketing campaigns and to understand how consumer sentiment about their brands is changing.

Most companies are far from accessing all the available data. Many haven’t even mastered the digital platform needed to capture and analyse the valuable information they can access. More commonly, they don’t have the right talent and processes to design experiments and extract business value from big data, which require changes in the way many executives now make decisions: trusting instincts and experience over experimentation and rigorous analysis.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

Prerequisites

This course requires a basic knowledge on the role of information systems in organisations. Students should be aware of the various types of information systems that are used within large organisations (e.g. operational information systems versus decision support systems). Therefore an introductory course on management information systems is recommended as a prerequisite. No technical IT knowledge is required.

An advanced level of English.

Recommended reading

Textbook and reader.

EBC2061
School of Business and Economics

Knowledge Management

Full course description

This course studies the knowledge management practices of contemporary global Organisations. For a long time companies relied on labour, capital and (raw) material as their most important assets, but nowadays intellectual capital (knowledge) is seen as the key driver of competitiveness for many Organisations. Organisations such as consultancy and law firms heavily rely on so-called knowledge workers to deliver their services. The growing recognition that knowledge is a distinct production factor has led to a new field of study and practice: knowledge management.

Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of Organisational knowledge, aimed at maximizing Organisations’ return on knowledge assets. Managing knowledge is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Information technology (e.g. corporate Facebooks, wikis, online forums) can support knowledge management initiatives in Organisations, but these systems are not without limitations. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?” This question is addressed using academic and business press readings and a diverse set of company cases.

Course objectives

Students that have followed this course should be able to:

- Understand Knowledge Management (KM) concepts and tools;
- Understand KM processes (acquisition, selection, generation, internalisation, externalisation);
- Identify how KM can be used effectively within specific environments;
- Understand the facilitating role that information technology can play in knowledge management;
- Understand the challenges posed by KM implementation.

Prerequisites

No prerequisites
Recommended reading

Electronic Reader

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[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
J.R. Sweeney
N.A. Sutton

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

**Assessment methods:**
Participation, Written exam

School of Business and Economics

**Brand Management**

**Full course description**

Brand Management studies how to build, maintain, and exploit a company's most valuable asset: its brands. While products are increasingly becoming more standardized, the only difference that remains is the brand label on them. But brands are no manna from heaven. It takes serious efforts to build a brand, and marketing communication is a major tool in achieving an outstanding brand.

How brands can be managed is the starting point and primary topic of the course. We will study what a brand is, which elements constitute a brand, and what needs to be considered in brand management. Brand measurement as well as the basic branding strategies related to brand systems and brand extensions will be discussed.

For building brands, advertising and communication is perhaps the most important instrument and deserves explicit attention. Advertising and communication seeks to influence consumer behavior; therefore, understanding the basic aspects of that topic is important for studying brand management. Throughout the course, students work on a real life branding or communication problem.

For bachelor students at Maastricht University, the course is part of the Marketing Major. But it can also be chosen as an elective and may therefore be interesting for students who plan to focus on another business area. For example, accounting students learn about the background of an important intangible asset. Strategy students dive into one particularly important strategic issue. Further, the course is of interest to anyone who wants to get experience in bridging theory and practice and who
wants to learn more about the thrilling world of branding and advertising, which is around us anytime, anyplace, anywhere.

**Course objectives**

The course has the following objectives:

- Learning about the history of brand management
- Developing an understanding of key terms and models in brand management
- Understanding different theories in branding
- Gaining an understanding of the role of brand management in marketing strategy
- Introduction to several topics of brand management
- Introduction to the role of advertising and communication in branding
- Studying how the effectiveness of branding initiatives can be measured
- Learning about new developments in branding
- Actively applying the acquired knowledge by working on a real life branding and communication problem

**Recommended reading**

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

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**EBC2062**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

L.M. Straeter

**Teaching methods:**

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

**Assessment methods:**

Attendance, Participation, Written exam

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School of Business and Economics

**Marketing Strategy & Practice**

**Full course description**

In an increasingly dynamic environment companies require a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has
Bachelor International Business

advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies when it comes to consumers and partners. Thus, it is imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer.

The course Marketing Strategy & Practice focuses on designing strategies from the market back to create, deliver, and sustain customer value in competitive and dynamic markets. To do so, this course deals with a comprehensive investigation and analysis of all major components of marketing strategy and their integration. This course takes a business oriented setup by focusing on real life examples/cases and by allowing students to participate in a market simulation game. The objective of the simulation is to put into practice the concepts related to marketing strategy and the marketing mix in a risk-free environment.

**Course objectives**

In this course we will take the viewpoint of the Chief Marketing Officer (CMO). A CMO is not simply an implementer but rather a maker of organization strategy. More specifically, a CMO is expected to be a leader in defining the mission of a business, in analyzing competitive market situations, in developing business objectives and goals, and in defining customer value propositions and marketing strategies that create value for a business unit as a whole.

Hence, we will use this perspective to address the issues of (1) defining and developing the strategic goals of the organization; (2) identifying organizational growth opportunities through customer and market analysis (3) formulating product-market strategies; and (4) budgeting marketing, financial and production resources.

**Prerequisites**

A basic marketing course at the level of Management of Organizations and Marketing and Marketing Management, and/or knowledge of the basic concepts of marketing.

**Recommended reading**

The literature for this course consists of a series of articles related to the topics discussed. Additionally, some cases will be used as examples of real-life business situations.

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**EBC2063**

**Period 1**

3 Sep 2018

26 Oct 2018

**Print course description**

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

S.A. Sadowski

**Teaching methods:**
School of Business and Economics

Operations Management

Full course description

The course focusses on the application of techniques in the area of Operations Management.

Topics which are covered include Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Lean Production/JIT, and Waiting Line Theory. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be applied on examples and exercises. Furthermore, said techniques are applied to an accurate interactive simulation, which takes the form of a computer game.

The course combines cases, exercises and discussions, facilitated by students themselves. Facilitations cover both the learning materials resulting from the aforementioned game, and the mandatory hand-in assignments.

Course objectives

Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions. Ability to simulate real life situations and solve cases in the area of research. Ability to apply theoretical knowledge to practical (simulated) operational situations.

Prerequisites

- Advanced knowledge of the role and scope of Operations Management within Business.
- Advanced mathematical skills; ability to understand quantitative models and concepts, and apply these.
- Moderate level of understanding of simulation.
- Moderate level of knowledge concerning Linear Programming.
- An advanced level of English.
- An advanced level of expertise in PBL (Project Based Learning).

From the above, it can be assumed that students taking this course have at the very minimum obtained the necessary knowledge in order to pass the course Management of Operations and Product Development (MOPD).

Recommended reading

School of Business and Economics

Global Transportation Management

Full course description

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

Course objectives

The course Global Transportation Management provides a detailed introduction into different transportation modes and their applicability in single – and multimodal contexts. The course stimulates critical thinking and own opinion formation. By encouraging students to actively shape form and content of multiple tutorial sessions in repeated facilitation settings, social skills, communication skills, character traits, attitudes complement the hard skills developed. The comparatively high proportion of exchange students contributes to the achievement of the aforementioned goals in an inherently international classroom setting.

Prerequisites

- An advanced level of English.
Recommended reading

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

EBC2065

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
S. Bartczek
Teaching methods:
Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Final paper, Participation

School of Business and Economics
Comparative Management

Full course description

Comparative management analyses the extent to which management principles are applicable from one business context (e.g., industry or country) to another. Comparative management seeks to determine the applicability of mainstream management know-how to other contexts.

For example, the rise of many countries in Asia from being a developing country to global powerhouse status, the unprecedented transformation of societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard theories.

Note: Moreover Presentation/Facilitation will be part of the Assessment methods.

Course objectives

The course is aimed at the study of management in different contexts and different international contexts more in particular. In the course we examine and compare management practices across countries, institutional environments and cultures. That also incorporates the different contexts that different industries and different professional and functional backgrounds provide. The purpose of
teaching Comparative Management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage different organisations successfully. The intention is to help them to develop an awareness of the concepts of culture and institutions and their pervasive and hidden influence on behaviour in organisations, particularly with respect to management and management practices. We want students to become familiar with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts (e.g., functional areas, professions and industries) and to appreciate the impact of working in a different context on one's personal behaviour.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**

Scientific journal articles and textbook chapters.

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**EBC2067**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

S.J.B. van Diepen

**Teaching methods:**

PBL, Presentation(s), Lecture(s)

**Assessment methods:**

Participation, Written exam

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**School of Business and Economics**

**Strategic Management of Technology and Innovation**

**Full course description**

This is an introductory course to the management of innovation. Thus it aims at introducing theories, models and tools to the students that are central to managing the identification, development and
commercialization of innovations. Core topics covered in this course include market failures faced by innovating firms, knowledge about the various definitions of an innovation and innovative activities, how to search for novel ideas (inside as well as outside of the firms’ boundaries), what tools to use inside and outside of the firm to evaluate promising ideas efficiently and accurately, ways to acquire external financing in case of cash flow constraints, tools to use to increase appropriability of innovations as well as various forms to develop innovations inside and outside of the firm.

**Course objectives**

Technological change and innovation have to be managed by firms. In this course we will explore what main challenges firms face in their technological change and innovation activities and which concepts, techniques, tools and management processes are helpful to successfully advance technological change and innovations.

**Prerequisites**

- Basic knowledge of management/business economics, organization and strategy.
- An advanced level of English.

**Recommended reading**

Book, articles and case studies.

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**EBC2068**

**Period 5**
8 Apr 2019
7 Jun 2019

*Print course description*

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M.J. van Wegberg

**Teaching methods:**
PBL, Assignment(s), Presentation(s), Work in subgroups, Lecture(s)

**Assessment methods:**
Participation, Written exam, Attendance

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**School of Business and Economics**

**International Business History**

**Full course description**

We study a path-breaking historical development in one or more leading industrial capitalist nations. We zoom in on business activities and their outcomes, and we zoom out to the historical and national
context in which these events have taken place. Looking back at history can be concretely informative since much what exists now has its roots in the past. But studying history is also a way of developing creative notions about how humans interact with their business environment in a situation of pervasive uncertainty. This can broaden our mental scope in dealing with our own uncertain world. This may well be the most important learning to develop in our course.

**Course objectives**

The course has two learning goals both linked to intellectual leadership, the ability to lead in interpreting situations, seeing opportunities where others don't even look, and thinking through possible pathways towards jointly beneficial futures. These two goals are:

- study historical evolution in terms of human and organisational actors responding to opportunities in their environment in ways that pioneered entirely new industries and forms of business.
- writing an essay that demonstrates that the student has ideas and is able to communicate these in a persuasive way.

**Prerequisites**

This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation. I have to say that the reading load is quite considerable.

Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, and the educational approach. Failure to attend both meetings implies course failure.

**Recommended reading**

Book and / or selected articles about business history with emphasis on the second industrial revolution.

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**EBC2069**

**Period 2**

29 Oct 2018  
21 Dec 2018

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

M.J. van Wegberg

**Teaching methods:**

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

**Assessment methods:**

Attendance, Final paper, Participation

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School of Business and Economics
International Financial Management

Full course description

This course deals with financial challenges you will encounter when you operate across borders, in one way or another. Whether it is the currency risk you encounter when exporting your products abroad, the decision you face to perhaps start producing a broad, or the components that you import from abroad: if you are entrepreneurial, you need a minimum knowledge of international financial management in order to adequately manage risks, and to perceive financial opportunities. In the course, we try – as much as possible – to take the view of the entrepreneur. And we want you, the students, to take that same view. Of course, as with any area of expertise, you have to acquire a basic set of tools. But the course is about much more than just a set of tools. There is a strategic element to international financial management. For example, the same currency risk that you run by exporting abroad, can be hedged in many ways: you can buy currency futures or options, but you can also decide to produce in the country to which you export, thereby providing yourself with a so-called natural hedge. As you will see, the optimal decision requires you to correctly assess the risks involved in each scenario, as well as the extent to which you can hedge these risks, and the cost at which you do so. However, as is often the case when we talk about risk in finance, there is also such a thing as a risk preference. You, the entrepreneur, need to know about international financial management as much as you need to know your own risk appetite. The course prerequisites are limited (basic finance course and basic economics course) and thus this course is very well suited for exchange students.

Course objectives

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

Prerequisites

- Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.
- An advanced level of English.

Recommended reading

School of Business and Economics

Systems Analysis and Design

Full course description

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

During the course we will address and apply techniques such as Data flow diagrams, Entity-Relationship diagrams and relational modelling.

For the more technical parts of the course, various lectures will be organized to properly introduce and explain the topics at hand. These lectures will be followed by group sessions in which students apply their knowledge. During most tutorial meetings, exercises will be discussed. These exercises have to be prepared by all individual students. Working in teams or groups on these assignments is fully acceptable, but in no way mandatory. In addition, each student will be involved in hosting one or several tutorial meetings. Finally, the course includes one group assignment which has to be prepared by subgroups of 3-4 students.

Course objectives

All businesses and Organisations develop or buy information systems. While the main purpose of these systems is to store and retrieve information, each system is unique and meets a different demand. In order to build properly functioning systems, it is essential that all requirements of the new information systems are analysed and translated into blueprints for future system implementations. This course will provide you with the necessary insights, and teach you the skills and methodologies to analyse and design information systems.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

Prerequisites

An advanced level of English.
School of Business and Economics

Crisis Management in organisations

Full course description

The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. A crisis is a low probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect and means of resolution, as well as by a belief that decisions must be made swiftly. Well-known examples are the BP oil spill and the Chernobyl disaster. Hence, this is not a course about financial crises.

An enormous amount of articles have been written on how to solve crisis situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. The objective of this course is to offer you a clear framework that helps you in understanding how organizational crises arise, and to give you more insight in the complexity of crisis management.

The course consists of two main parts: (1) conditions that affect the vulnerability to an organizational
crisis; and (2) crisis management. The first part concentrates on the factors that make an organization crisis prone. We thereby focus on human nature; social-cultural causes; and organizational-technological causes. The second part discusses crisis management. We will discuss what organizations can do to prevent crises, and how to contain and resolve organizational crises. Specific attention will be paid to crisis decision making by individuals and groups; communication, and leadership in times of crises.

**Course objectives**

After successfully completing this course, students should be able to:

- understand the nature and types of organizational crises;
- discuss the possible outcomes of organizational crises;
- recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises;
- explain which factors help in preventing organizational crises;
- explain which factors help in containing and resolving organizational crises;
- appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process;
- appreciate the challenges in coping with uncertainty.

**Prerequisites**

An advanced level of English.

**Recommended reading**

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, students are required to apply the literature to real-life crisis situations.
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 Nobel prize 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 nine sessions of the course the psychology and behavioural economics of judgment and decision-making are 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. Students should realize that the course is not easy and that its material also includes some mathematical derivations.

Course objectives

- 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

Prerequisites

- Basic understanding of microeconomics (level comparable to: course Economics and Business), probability theory and mathematics (level comparable to course QM2)
- An advanced level of English

Recommended reading

- Articles and chapters from books.
Full course description

This course will provide you the opportunity to learn how you can apply your knowledge and skills to address complex social and environmental problems. Social and environmental entrepreneurs are committed to furthering a social and/or environmental mission, and rank social, environmental or cultural impact on a par with, or above, profit. At the intersection of business, government and not-for-profit organisations, these social and environmental entrepreneurs are now visible and having an impact on a global scale. This course is structured around experiential problem-based learning, providing you the opportunity to synthesise theory and practice alongside real-world social and environmental enterprises. Topics will include: critically reviewing concepts; the challenges of scaling social and environmental enterprises; frameworks for understanding and strategising; mobilising funding and resources from a variety of stakeholders; understanding and reporting social/environmental impact; and cross-sector collaboration.

Course objectives

1. You can critically reflect on social and environmental entrepreneurship theory and practice
2. You can conduct primary research and analyse primary and secondary data in the field of social and environmental entrepreneurship
3. You can identify and evaluate social and environmental entrepreneurship opportunities
4. You can develop strategic recommendations for a social/environmental enterprise
5. You can prepare and present documentation to secure stakeholder support
6. You learn to cope with the chaos and complexity of doing social and environmental entrepreneurship in the real world

Prerequisites

This course is part of the Entrepreneurship Minor. The courses of the Entrepreneurship Minor (see also http://www.mc4e.nl/minor) draw on the scholarly and practical entrepreneurship literature. They do NOT expect that you have already developed an understanding of the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). We encourage you to take the two introductory courses of the minor (Birthing New Ventures and Mobilising Resources [EBC2145; EBC2146]) BEFORE taking the other courses of the Minor. As this minor is delivered in English, your command of the English language in speech and writing should be good enough to actively prepare for, participate in, and contribute inside and outside of class.

Recommended reading

School of Business and Economics

Human Resource Management

Full course description

The course is based on the assumption that there is no single 'one best way' of managing human resources but rather that a range of approaches may be applicable to any one organisation, depending on its environment, its business context and its employees.

Consecutive issues in this course among others are: HRM in business organisations, strategy and strategic HRM; human resources and staffing, compensation; HRM in small enterprises and benchmarking HRM.

Course objectives

This Human Resource Management course aims at introducing students to the field of human resource management by reporting both theory and practice. The goals of the course are to introduce students to the various issues that arise in human resource management, as well as to familiarise students with the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency of different tools in different cases. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the management of human resources in various business contexts. This implies that you will not learn how to run and practice HRM but rather why certain phenomena occur in the field of HRM and in the context of different organisational environments.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.
Recommended reading

Selection of book chapters and journal articles.

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EBC2163

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**
6.5

**Coordinator:**
[S.J.B. van Diepen](mailto:sjbdiepen@umail.um.edu.nl)

**Teaching methods:**
Assignment(s), PBL, Work in subgroups, Presentation(s)

**Assessment methods:**
Participation, Written exam

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Major Accounting

School of Business and Economics

**International Financial Accounting**

**Full course description**

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

**Course objectives**

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

**Prerequisites**

- 2nd year courses Accounting II (EBC2002) or Finance and Accounting (EBC2007).
- Students from outside the UM should have sufficient knowledge of the topics discussed in chapters 1, 2, 3, 4, 6, 7, 8, 13, 14 of the textbook of Libby, Libby, & Short "Financial Accounting."
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 quality of reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Course objectives

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

- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform judgments on 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 and interpersonal skills.
- Graduates have largely 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.
- Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.
- Graduates show social responsibility. This includes demonstrating awareness for academic and scientific responsibility in a broader social or ethical context.

**Prerequisites**

- An advanced level of English.
- No specific knowledge required.

**Recommended reading**


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**EBC2057**

**Period 4**
4 Feb 2019
5 Apr 2019

**Print course description**

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
C.C.M. Schelleman

**Teaching methods:**
PBL, Presentation(s), Assignment(s), Work in subgroups

**Assessment methods:**
Participation, Written exam

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School of Business and Economics
Auditing

Full course description

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

The course is linked to audit practice by means of case-studies and a workshop in collaboration with a large audit firm and/or a guest lecture.

Course objectives

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

- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform judgments on theoretical and practical business/economic issues.
- Graduates can find, read and understand relevant research.
- Graduates have largely self-directed learning skills and the ability to regulate their own learning process.

Prerequisites

- Internal control & accounting systems
- Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems).
- An advanced level of English

Recommended reading

Textbook and academic articles
Full course description

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

Course objectives

The leading theme of this course is the value of accounting information for decision-making within the firm. The course provides an overview of state-of-the-art advanced cost accounting and cost management techniques. Some topics in this respect are: activity-based costing and activity-based management, performance evaluation (measurement) techniques (scorecards, ...) and cost allocation issues.

A selection of such issues will be covered in depth during the course. In addition, this course introduces and discusses both state-of-the-art research studies and more popular contemplations regarding strategic cost accounting and especially cost management.

Prerequisites

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

Recommended reading

Textbook

EBC2059

Period 4
4 Feb 2019
5 Apr 2019
Major Strategy

School of Business and Economics

Project and Process Management

Full course description

The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The process management part of this course deals with operation, strategy and process management. We define a process to be any transformation that converts inputs to outputs. The process view considers any organization to be a process that consists of interconnected sub processes. In this part of the course we will provide students with the basic concepts that enables them to describe processes in a way that allows them to apply "management levers" on those processes: process flow time, work-in-process, process-efficiency and so forth.

Course objectives

The course is directed at the following learning and competences:

- developing an awareness of the range, scope and complexity of the phenomena, issues and problems related to project and process management;
- developing an integrated and process oriented perspective on managing complex projects and team work;
- acquiring competencies in the usage of tools, techniques, methods and models for managing projects and processes.

Prerequisites

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

An advanced level of English.
Recommended reading


EBC2050

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinator: P.W.L. Bollen
Teaching methods: PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods: Final paper, Participation

School of Business and Economics
Business and Politics in Europe

Full course description

The course looks at the interaction between Business and Society, focussing on political issues. While political risk tended to be an issue restricted to emerging markets, recent developments, such as Brexit, have made clear that it is increasingly becoming an issue for companies in developed market economies as well. Knowledge of the interaction between business and politics has become indispensable for an ever wider group of people: leading business persons in Europe and an ever wider circle of management below the top level; consultants; employees of non-governmental organisations; and entrepreneurs working in policy sensitive areas (such as renewable energy). Clearly, participation in the course requires interest in societal processes in general and in politics in particular.

Topics covered:
Bachelor International Business

- Corporate political strategy as a part of overall business strategy (ca. 20%);
- Introduction to comparative politics and comparative institutional economics, that is, comparing how the institutional setup of the economy and politics differs across countries in Europe (ca. 20%);
- Functioning of the EU, also in relation to the Euro crisis (ca. 20%);
- Empirical research of lobbying in Europe and relevance for business strategy (ca. 20%);
- Analysis of the background of recent developments, such as Brexit (10%);
- Integral approach to Corporate Social Responsibility, Corporate Political Strategy and Competitive Market strategy (ca. 10%)

A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, and political science.

The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past.

Additional remarks regarding assessment methods:

- Attendance requirement: max. 2 absences allowed. Second absence might have an impact on participation grade.
- Students work in teams of 2-3 persons on a project. Teams either focus on 1-3 countries in Europe, or on EU regulation in a particular industry.
- Two or three papers (take-home assignments) on course material
- The papers have strict requirements regarding literature to be followed. They are not "free" papers.

**Course objectives**

- Understand the mutual interaction between Business and Politics in Europe, in particular regarding lobbying, and the implications this has for corporate strategy.
- Understand the relevant elements of institutional diversity in which firms in Europe operate, in particular how institutional diversity extends to elements other than culture.
- Understand the functioning of the European Union and differences in the political systems of the member states.
- Understand political aspects of the Euro crisis, especially the interaction between the crisis and the political organisation of the European Union.
- Understand the societal processes behind other recent developments, such as Brexit, and the dissatisfaction with the functioning of the European Union.
- Ability to apply knowledge of the European institutional environment to relevant business decisions.
- Ability to work independently on a project, including independent literature search.
- Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge.
- Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

**Prerequisites**

- Two years of study in (International) Business and/or (International) Economics at a level comparable to SBE.
- Very good working knowledge of English (reading, writing, speaking).

Special remarks follow for:

- Exchange Students;
- SBE Economics students.

**Note for Exchange Students**
The course is strongly recommended to exchange students satisfying the prerequisites (see also below). Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students.

- In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course.
- You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds.
- The course is NOT open to students in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement.

**Note for SBE Economics students**
As the course focuses on the institutional environment of business it fits very well into the SBE Economics curriculum. Compared to the standard Economics courses at SBE it has a more applied character. Special attention is paid to political aspects of the Euro crisis on the level of the EU. The course is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms.

**Recommended reading**
Articles to be collected by students from the electronic library. Combination of fundamental papers with very recent literature.
Strategic Management of Technology and Innovation

Full course description

This is an introductory course to the management of innovation. Thus it aims at introducing theories, models and tools to the students that are central to managing the identification, development and commercialization of innovations. Core topics covered in this course include market failures faced by innovating firms, knowledge about the various definitions of an innovation and innovative activities, how to search for novel ideas (inside as well as outside of the firms’ boundaries), what tools to use inside and outside of the firm to evaluate promising ideas efficiently and accurately, ways to acquire external financing in case of cash flow constraints, tools to use to increase appropriability of innovations as well as various forms to develop innovations inside and outside of the firm.

Course objectives

Technological change and innovation have to be managed by firms. In this course we will explore what main challenges firms face in their technological change and innovation activities and which concepts, techniques, tools and management processes are helpful to successfully advance technological change and innovations.

Prerequisites

- Basic knowledge of management/business economics, organization and strategy.
- An advanced level of English.

Recommended reading

Book, articles and case studies.

EBC2068

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
M.J. van Wegberg
Teaching methods:
PBL, Assignment(s), Presentation(s), Work in subgroups, Lecture(s)
Assessment methods:
Participation, Written exam, Attendance
Full course description

We study a path-breaking historical development in one or more leading industrial capitalist nations. We zoom in on business activities and their outcomes, and we zoom out to the historical and national context in which these events have taken place. Looking back at history can be concretely informative since much what exists now has its roots in the past. But studying history is also a way of developing creative notions about how humans interact with their business environment in a situation of pervasive uncertainty. This can broaden our mental scope in dealing with our own uncertain world. This may well be the most important learning to develop in our course.

Course objectives

The course has two learning goals both linked to intellectual leadership, the ability to lead in interpreting situations, seeing opportunities where others don’t even look, and thinking through possible pathways towards jointly beneficial futures. These two goals are:

- study historical evolution in terms of human and organisational actors responding to opportunities in their environment in ways that pioneered entirely new industries and forms of business.
- writing an essay that demonstrates that the student has ideas and is able to communicate these in a persuasive way.

Prerequisites

This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation. I have to say that the reading load is quite considerable.

Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, and the educational approach. Failure to attend both meetings implies course failure.

Recommended reading

Book and / or selected articles about business history with emphasis on the second industrial revolution.

EBC2069

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
M.J. van Wegberg
Region Asia Courses

School of Business and Economics
Management and Organisation of Asian Enterprises

Full course description

This course - Management and Organisation of Asian Enterprises - will focus on the Asian enterprise and its technological and Organisational setting. In particular we will pay attention to business policy, Organisational structure and management processes. Among the issues and topics for analysis are:

- Business Organisation and management
- Management of technology and quality
- International competition and cooperation
- Foreign direct investment and technology transfer
- Intellectual property rights
- Role of the state and external environment

Course objectives

- Understand Asian management system.
- Understand Asian way of thinking about a number of management issues.

Prerequisites

- No specific required knowledge. Exchange students should have finished their first year of Bachelor study.
- An advanced level of English.

Recommended reading


ECTS credits: 6.5

Instruction language:
School of Business and Economics

Culture, Politics and Society in Contemporary Asia

Full course description

This particular course on Contemporary Asia focuses on the integration and synthesis of culture, economics and politics in the Asian societies to increase an understanding of the region, in its contemporary social-political and cultural setting. This course will transcend the borders of academic disciplines and domains and deals with topics like:

- Modernity and public policy
- Politico-cultural obstacles for intra-regional cooperation
- Social change and prosperity
- Intercultural interaction
- Cultural forces in society

Course objectives

Understanding economic issues in contemporary Asian society in their social, cultural and political context.

Prerequisites

No specific required knowledge. Exchange students should have finished their first year of Bachelor study.

An advanced level of English.

Recommended reading

Books and articles at an introductory level.

EBC2037

Period 1
3 Sep 2018
26 Oct 2018

Print course description
School of Business and Economics

Creative Problem-Solving and Communication Skills for Emerging Markets

Full course description

In this course, students will be asked to solve one or several real-world problem(s) of a company or (non-)government organization in creative and innovative ways. The course will use experiential exercises, in-class discussions, presentations and reflection on the students’ experiences. Specific attention will be paid to issues of communication and creativity in teams in emerging markets.

As this course is develop specifically for the specialisation Emerging Markets, special attention will be given to issues relevant for emerging markets such as awareness of the impact of historical relations and cultural differences.

Course objectives

Both during their studies and later in their careers, students will have to work in teams with people from a wide variety of backgrounds. The goal of this skills course is for students to learn how their personal and team characteristics, as well as environmental factors, can promote or inhibit effective communication and creativity in teams. The students will also learn to apply different methods and thinking skills that foster creative problem-solving in settings characterized by complexity, diversity and uncertainty.

Prerequisites

This skills training is only open for students of the specialisation Emerging Markets. Two years of coursework in this specialisation is required.

Recommended reading

To be announced.

EBS2067

Period 1
Too often IT is viewed as the province of technocrats, a domain inhabited by technical experts with little relevance to real-world business problems. And yet, the economic importance of information, information systems, and thus information management in business has been growing constantly over the last decades, thanks to the relentless increase in computer performance. IT is no longer a tool to simply automate back-office transactions, but has become a strategic tool in most businesses. Therefore, future managers simply cannot ignore information systems because of the critical role they play in contemporary organisations.

Business managers often complain that IT isn’t meeting their performance expectations. This gap between expected and actual performance is mainly caused by the insufficient involvement of business units in IT projects, the weak oversight and management of these projects, and by IT’s inadequate understanding of their business requirements. This course has been designed as a response to this lack of knowledge about managerial IT issues. The course combines academic readings with a guest lecture, company cases and a group presentation about recent IT trends.

**Course objectives**

The purpose of this course is:

- To give students an understanding of the role of information technology (IT) in organisations.
- To give students an understanding of the challenges of managing technology.
- To provide students with a thorough knowledge of different types of IT applications.
Recommended reading

Will be announced on EleUM.

EBC2003

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
A.S. Joshi

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

Assessment methods:
Participation, Written exam

School of Business and Economics
Finance and Accounting

Full course description

The first part deals with basic issues in finance, such as capital structure, dividend policy and derivatives. In particular, building on the finance knowledge presented in the first year of your studies, we will now provide you with additional concepts in the two main areas of finance: corporate finance and financial markets. Regarding corporate finance, this course builds on the basic concepts of investment decision making within a company and the role of the cost of capital of a firm and proceeds to discuss the relevance of an optimal corporate strategy regarding the choice between debt and equity and between dividends and retained earnings. Regarding financial markets and following the discussion of basic financial instruments such as stocks and bonds in the first year, this course now proceeds to more complex financial instruments including futures and options. After investigating the specific characteristics of these derivatives, their payoff structures and pricing will be the focus of attention.

The aim of the second part of the course is to introduce financial accounting. Students will learn how to record basic business transactions in the financial statements. This part of the course also addresses other factors (such as accounting regulation, internal control, governance and managerial incentives) that affect the preparation and use of financial statements as well as techniques for analysing financial statements.

Course objectives

- Understand what finance theory says about the choice between debt and equity finance for a firm.
Compare these theoretical predictions with corporate reality.

- Understand a firm's payout policy: Why do firms pay dividends? Do investors demand dividends? Should dividends matter for the firm or the investor? How do dividends compare to share repurchases?
- Learn about derivatives, their pricing and use by firms and investors.
- Learn how to prepare financial statements (income statement, balance sheet, cash flow statement) at an introductory level using International Financial Reporting Standards (IFRS).
- Understand how managerial judgement plays a role in selecting accounting methods and measurement.
- Learn how to analyse and interpret financial statements.

**Prerequisites**

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

An advanced level of English is required.

**Recommended reading**


### EBC2007

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
S. Kleimeier - Ros

**Teaching methods:**
PBL, Lecture(s), Assignment(s), Presentation(s)

**Assessment methods:**
Participation, Written exam

**School of Business and Economics**
Management of Organisations

Full course description

The course Management of Organisations aims to stimulate your critical thinking and personal development rather than providing clear-cut management recipes. You will be confronted with paradoxes that will aid your development. We will discuss the dilemmas that managers face in the changing management environment. Examples of topics that will be discussed are: management myths and realities, paradox, design, teams, learning, leadership, and corporate social responsibility.

Course objectives

During the course you will:

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

Prerequisites

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

Recommended reading

The course builds upon articles from academic journals and and the business press.

EBC2008

Period 1
3 Sep 2018
26 Oct 2018

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
D.A.T. Schumacher

Teaching methods:
PBL, Presentation(s), Assignment(s), Work in subgroups

Assessment methods:
Participation, Written exam
Marketing Management

Full course description

In today’s internationally-oriented business environment, it is crucial for prospective managers to familiarize themselves with concepts and issues related to Marketing Management that provide them with the knowledge and skills needed to compete in this environment.

Marketing Management can be considered an intermediate general marketing course and builds upon the first year course ‘Management of Organisations and Marketing’. Basic managerial, marketing, and statistical knowledge is a prerequisite for attending this course. The course adopts two formats: case study analysis and a marketing research project. In the case study format, emphasis is put on contemporary and international issues within a diverse scale of industries that focus on strategic as well as tactical marketing problems. Although conceptual material is provided and used as an instrument for analysis, emphasis is put on a critical and problem-solving approach of real-life cases. Through a marketing research project, students are challenged to delve into a real managerial issue and utilize skills that are developed within the course. To understand how to address this problem, students are tasked design and implement a full scale marketing research and provide a report with proposed solutions back to the company.

The sessions build upon PBL-guided case study sessions, while in-class exercises and assignments help build students’ marketing research skills. Lectures support the elaboration of the research project.

International marketing and research cases are being discussed on a regular basis in tutorial group meetings. The necessary knowledge for these discussions can be found in a basic textbook on marketing management, as well as a book on how to conduct marketing research. The latter is also necessary for successfully conducting a real-life marketing research project. Additional information on how to conduct marketing research will come from lectures.

For Bachelor IB students, the course is given in term III, period 2. The course will be particularly appealing to those students interested in developing a better understanding of international marketing and marketing research practices. As a matter of fact, it is a fundamental course for every manager to be, regardless of whether or not he or she has a particular interest in the marketing discipline.

Course objectives

Marketing Management focuses on the development of a better understanding of core marketing issues through the analysis of real-life marketing problems and marketing decision-making in an international context.

Prerequisites

- Course1.1: Management of Organisations and Marketing;
- Knowledge of marketing and statistics at a basic level;
- An advanced level of English;
- Exchange students need to have taken at least one marketing and one statistical course at introductory level;
Recommended reading

This course makes use of a customized text book (i.e., a text book compiling chapters from multiple text books). More details will be provided before the start of the course.

EBC2009
Period 2
29 Oct 2018
21 Dec 2018
Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
R.P.A. Ciuchita
Teaching methods:
PBL, Lecture(s), Assignment(s), Patient contact, Work in subgroups, Presentation(s)
Assessment methods:
Participation, Written exam

School of Business and Economics
Corporate Governance

Full course description

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

**Course objectives**

This course provides students with a comprehensive overview of the myriad of issues, both theoretical and practical, arising out of the current international debate on creating effective corporate governance. Next to acquiring a comprehensive overview of corporate governance, key learning objectives are to:

1. Develop a deep understanding of the key elements of corporate governance;
2. Acquire general knowledge of institutional differences in corporate governance as well as a general appreciation of many different codes of best practice worldwide;
3. Learn how to apply your knowledge and understanding of corporate governance to real-world problems, and provide well-informed advice and judgments based on relevant academic research;
4. Learn how to effectively communicate knowledge, advice and judgments on various corporate governance issues.

**Prerequisites**

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

**Recommended reading**

Textbook and academic articles.

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**EBC2020**

**Period 4**

4 Feb 2019

5 Apr 2019

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

R.W.J. Deumes
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s)

Assessment methods:
Participation, Written exam

School of Business and Economics
Global Business

Full course description

The topics covered in this course can roughly be grouped into three categories:

- FOUNDATIONS: Globalization drivers, internationalization, entry strategies, foreign direct investment and the multinational enterprise.
- STRATEGY: International business strategy, strategic tasks, services versus products, and global, multinational and transnational strategies
- ORGANISATION: Cross-border management of business functions; transnational leadership, transnational company’s value system as well as inter-firm relationships.

Course objectives

The course develops a better understanding of the MNE and its challenges and opportunities in a globalized world. Given the complexities of managerial decisions of MNEs, there is no “silver bullet”. However, the course provides students with a better understanding of a firm’s external and internal factors that need to be taken into account. The course is less structured than the courses you have been taking during your studies in Maastricht so far, in order to get accustomed to the unruly reality we live in. You are provided the possibility to work in a team, to define the right problem statement, to apply knowledge to a real life companies, to orient yourself to the labor market and to discuss social responsibility. The specific objectives are:

1. to understand a number of crucial theoretical, empirical and managerial issues in international business strategy;
2. to develop the ability to apply theory to real world companies and to find possible solutions;
3. to develop skills to understand and analyze information from real life companies from their annual reports and economics press, and combine it with the theoretical insights obtained;
4. to develop the ability to critically assess the usefulness of competing or complementary theories and to decide yourself what is important;
5. to develop a helicopter view on study material;
6. to develop skills working in international teams;
7. to manage time;
8. to employ academic writing skills.

Prerequisites

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

Recommended reading

To be announced.
School of Business and Economics

Management of Operations and Product Development

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

School of Business and Economics

Entrepreneurship and Small Business Management

Full course description

The course discusses the different steps in the entrepreneurial and small-business process, such as opportunity recognition, gathering resources, strategic planning in smaller companies, managing the venture, and growth, exit or failure of the business. It also introduces different types of entrepreneurship, such as social, academic and corporate venturing, as well as the theories that are important within this research field.

Course objectives

The Entrepreneurship and Small Business Management course aims to introduce students to the world of start-ups, SMEs (small-and medium-sized enterprises) and corporate venturing. The goal of the course is to acquaint students with concepts and theories that are relevant in the process of setting up and managing an own business. Besides, we will illustrate how entrepreneurial behaviour in large companies can positively influence multiple individual and firm-level performance variables. At the same time, the course will offer the students a ‘learning-by doing’ environment in which they can practice certain fundamentals of the entrepreneurial process such as value creation, opportunity recognition and creativity. Finally, this course aims to bridge theory and practice illustrating how the theories in this course are applied in their specific business context. This course however is not a step-by-step guide for starting your own business.

Prerequisites

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

**Recommended reading**

Selection of book chapters and journal articles.

**EBC2158**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**
6.5

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

**Assessment methods:**
Final paper, Participation, Written exam

**Compulsory Skills Year 2**

**School of Business and Economics**

**Quantitative Methods III**

**Full course description**

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

**Course objectives**

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

**Prerequisites**

Basic principles from inferential statistics as discussed in typical first-year Quantitative Methods courses such as QM1 (code EBC 1005/1006/1007) and QM2 (code EBC 1033/1034/1035): basic probability theory, population versus sample, sampling distribution, point estimation, confidence intervals, type I error, regression analysis.
Exchange students must have attended courses similar to QM1 and QM2 at their home university. If not, successful completion of QM3 is impossible.

**Recommended reading**


**EBS2001**

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*Print course description*

**ECTS credits:**
4.0

**Instruction language:**
English

**Coordinator:**
C.C.J.M.C. Kerckhoffs

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

**Assessment methods:**
Written exam

**Specialisation Emerging Markets Compulsory Courses Year 2**

**School of Business and Economics**

**Institutions, Politics and Entrepreneurship in Emerging Markets**

**Full course description**

This course provides an introduction to the institutional environment shaping the economics of business and entrepreneurship in emerging economies. The role of the state and formal political institutions, as well as civil society and informal institutions, are analysed. Particular emphasis is placed on the allocation of entrepreneurial talent and its impact on business and economic development. The institutional framework (‘rules of the game’ or ‘reward structure of society’) is taken as a point of departure to explain how the allocation of entrepreneurial talent can give rise to either productive or non-productive forms of entrepreneurship, the latter including topics such as bureaucratic corruption and regulatory capture by interest groups. The course will also cover destructive forms of entrepreneurship, including violent conflicts and human rights abuses by corporations in emerging economies.
Course objectives

The goal of this course is for the students to understand the role of the institutional and political environment in shaping business and economics in emerging economies. The students will learn to work with measurements of entrepreneurship and business environments, to use game theory to analyse the incentives and strategic interactions among entrepreneurial individuals, to understand the importance of interactions between different types of institutions (e.g. formal and informal), to recognize that entrepreneurship can be both productive and destructive, and to think about new and creative forms of entrepreneurship to deal with problems in business and economics.

Prerequisites

Completed all first year courses in either the International Business bachelor or in the Economics and Business Economics bachelor.

Recommended reading

To be announced.

EBC2154

Period 1
3 Sep 2018
26 Oct 2018

Print course description

ECTS credits:
6.5

Coordinator:
K.M. Thomsson

Teaching methods:
PBL, Lecture(s), Presentation(s)

Assessment methods:
Final paper, Participation, Written exam

School of Business and Economics

Financing Emerging Economies

Full course description

The overall theme of the course is to analyse how financial institutions and markets function or can be created within emerging economies. The course combines major areas of finance, such as corporate finance, investments and capital markets, all covered from the perspective of emerging markets. It also covers areas of particular interest to emerging economies, including microfinance, payment systems and pension systems in countries with limited social protection. China is used as an example of a country that has managed to create its own financial markets, which is contrasted by other emerging economies that so far lack well-developed financial institutions.
Course objectives

This primary goal of this course is to teach the students to recognize the underpinnings of well-functioning financial markets, and to understand how such markets can be created in rapidly evolving economies. After the course the students should also be familiar with the key financial topics of practical interest for companies active in emerging markets.

Prerequisites

Completed all first year courses in either the International Business bachelor or in the Economics and Business Economics bachelor.

Recommended reading

To be announced.

School of Business and Economics

Growth and International Economic Relations in Emerging Economies

Full course description

This course analyses the long-run development and international economic relations of emerging economies. The long-run part deals with economic growth, population growth, education decisions and systems, interactions between public health and growth, domestic savings and investment, sustainability in regard to the natural environment and other resources. The international relations part relates growth to migration, aid, foreign investment and foreign debt, with the latter including financial crises. It also covers international trade and trade policy, with particular emphasis placed on the “Asian miracle”. The course is empirically oriented, and the students will compare emerging economies to rich and poor countries, in order to learn where emerging economies differ from, and where they are similar to other countries.

Course objectives

The primary goal of this course is for the students to learn how to do empirical work on emerging
The course will study business innovation and business transformation in emerging market countries. It is organized around four forces that are shaping the transition from imitation to innovation: (1) the building of technological capabilities within firms located in emerging economies, (2) globally distributed networks and value chains in which these firms actively take part, (3) the role of government and politics in this context, and (4) multinational enterprises. This course will address the question of how these forces interact in shaping the innovation landscape in emerging economies. One of the aims of this course is to develop an understanding of the vast heterogeneity among the types of firms that are actors in the emerging locations of innovative activity – in which emerging market countries, and in what sectors innovating firms of different types have emerged in the past and probably will emerge in the future. The students will get introduced to a rapidly expanding literature on innovation in emerging market firms and multinationals, including their forward and backwards linkages and their impact on the host and home countries and regions.
Course objectives

The students in this course will (1) develop an appreciation for the vast heterogeneity among emerging market countries, (2) understand the importance of this heterogeneity for business-level innovation, (3) get introduced to a rapidly expanding literature on innovation in emerging market multinationals, and (4) learn to apply innovation theory to real world cases by working in small teams.

Prerequisites

Completed all first year courses in either International Business or Economics and Business Economics.

Recommended reading

Textbooks on emerging markets and academic articles.

EBC2156

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Coordinator:
B. Lokshin
Teaching methods:
Work in subgroups, Lecture(s), PBL, Presentation(s)
Assessment methods:
Attendance, Final paper, Participation, Written exam

Specialisation Emerging Markets Core Courses
Year 2

School of Business and Economics
Management Information Systems

Full course description

Too often IT is viewed as the province of technocrats, a domain inhabited by technical experts with little relevance to real-world business problems. And yet, the economic importance of information, information systems, and thus information management in business has been growing constantly over the last decades, thanks to the relentless increase in computer performance. IT is no longer a tool to simply automate back-office transactions, but has become a strategic tool in most businesses. Therefore, future managers simply cannot ignore information systems because of the critical role they
play in contemporary organisations.

Business managers often complain that IT isn’t meeting their performance expectations. This gap between expected and actual performance is mainly caused by the insufficient involvement of business units in IT projects, the weak oversight and management of these projects, and by IT’s inadequate understanding of their business requirements. This course has been designed as a response to this lack of knowledge about managerial IT issues. The course combines academic readings with a guest lecture, company cases and a group presentation about recent IT trends.

**Course objectives**

The purpose of this course is:

- To give students an understanding of the role of information technology (IT) in organisations.
- To give students an understanding of the challenges of managing technology.
- To provide students with a thorough knowledge of different types of IT applications.

**Recommended reading**

Will be announced on EleUM.

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**EBC2003**

**Period 4**

4 Feb 2019  
5 Apr 2019

[Print course description](#)

**ECTS credits:**  
6.5

**Instruction language:**  
English

**Coordinator:**  
A.S. Joshi

**Teaching methods:**  
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**  
Participation, Written exam

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**School of Business and Economics**

**Finance and Accounting**

**Full course description**

The first part deals with basic issues in finance, such as capital structure, dividend policy and derivatives. In particular, building on the finance knowledge presented in the first year of your studies, we will now provide you with additional concepts in the two main areas of finance: corporate finance and financial markets. Regarding corporate finance, this course builds on the basic concepts
of investment decision making within a company and the role of the cost of capital of a firm and proceeds to discuss the relevance of an optimal corporate strategy regarding the choice between debt and equity and between dividends and retained earnings. Regarding financial markets and following the discussion of basic financial instruments such as stocks and bonds in the first year, this course now proceeds to more complex financial instruments including futures and options. After investigating the specific characteristics of these derivatives, their payoff structures and pricing will be the focus of attention.

The aim of the second part of the course is to introduce financial accounting. Students will learn how to record basic business transactions in the financial statements. This part of the course also addresses other factors (such as accounting regulation, internal control, governance and managerial incentives) that affect the preparation and use of financial statements as well as techniques for analysing financial statements.

Course objectives

- Understand what finance theory says about the choice between debt and equity finance for a firm. Compare these theoretical predictions with corporate reality.
- Understand a firm's payout policy: Why do firms pay dividends? Do investors demand dividends? Should dividends matter for the firm or the investor? How do dividends compare to share repurchases?
- Learn about derivatives, their pricing and use by firms and investors.
- Learn how to prepare financial statements (income statement, balance sheet, cash flow statement) at an introductory level using International Financial Reporting Standards (IFRS).
- Understand how managerial judgement plays a role in selecting accounting methods and measurement.
- Learn how to analyse and interpret financial statements.

Prerequisites

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

An advanced level of English is required.

Recommended reading


EBC2007

Period 1
3 Sep 2018
26 Oct 2018
### Bachelor International Business

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**School of Business and Economics**

**Management of Organisations**

**Full course description**

The course Management of Organisations aims to stimulate your critical thinking and personal development rather than providing clear-cut management recipes. You will be confronted with paradoxes that will aid your development. We will discuss the dilemmas that managers face in the changing management environment. Examples of topics that will be discussed are: management myths and realities, paradox, design, teams, learning, leadership, and corporate social responsibility.

**Course objectives**

During the course you will:

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

**Prerequisites**

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

**Recommended reading**

The course builds upon articles from academic journals and and the business press.

**EBC2008**

**Period 1**
School of Business and Economics

Marketing Management

Full course description

In today’s internationally-oriented business environment, it is crucial for prospective managers to familiarize themselves with concepts and issues related to Marketing Management that provide them with the knowledge and skills needed to compete in this environment.

Marketing Management can be considered an intermediate general marketing course and builds upon the first year course ‘Management of Organisations and Marketing’. Basic managerial, marketing, and statistical knowledge is a prerequisite for attending this course. The course adopts two formats: case study analysis and a marketing research project. In the case study format, emphasis is put on contemporary and international issues within a diverse scale of industries that focus on strategic as well as tactical marketing problems. Although conceptual material is provided and used as an instrument for analysis, emphasis is put on a critical and problem-solving approach of real-life cases. Through a marketing research project, students are challenged to delve into a real managerial issue and utilize skills that are developed within the course. To understand how to address this problem, students are tasked design and implement a full scale marketing research and provide a report with proposed solutions back to the company.

The sessions build upon PBL-guided case study sessions, while in-class exercises and assignments help build students’ marketing research skills. Lectures support the elaboration of the research project.

International marketing and research cases are being discussed on a regular basis in tutorial group meetings. The necessary knowledge for these discussions can be found in a basic textbook on marketing management, as well as a book on how to conduct marketing research. The latter is also necessary for successfully conducting a real-life marketing research project. Additional information on how to conduct marketing research will come from lectures.

For Bachelor IB students, the course is given in term III, period 2. The course will be particularly appealing to those students interested in developing a better understanding of international marketing and marketing research practices. As a matter of fact, it is a fundamental course for every
manager to be, regardless of whether or not he or she has a particular interest in the marketing discipline.

Course objectives

Marketing Management focuses on the development of a better understanding of core marketing issues through the analysis of real-life marketing problems and marketing decision-making in an international context.

Prerequisites

- Course 1.1: Management of Organisations and Marketing;
- Knowledge of marketing and statistics at a basic level;
- An advanced level of English;
- Exchange students need to have taken at least one marketing and one statistical course at introductory level;

Recommended reading

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

Course objectives

This course provides students with a comprehensive overview of the myriad of issues, both theoretical and practical, arising out of the current international debate on creating effective corporate governance. Next to acquiring a comprehensive overview of corporate governance, key learning objectives are to:

1. Develop a deep understanding of the key elements of corporate governance;
2. Acquire general knowledge of institutional differences in corporate governance as well as a general appreciation of many different codes of best practice worldwide;
3. Learn how to apply your knowledge and understanding of corporate governance to real-world problems, and provide well-informed advice and judgments based on relevant academic research;
4. Learn how to effectively communicate knowledge, advice and judgments on various corporate governance issues.

Prerequisites

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

Textbook and academic articles.

**EBC2020**

**Period 4**
4 Feb 2019
5 Apr 2019

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
R.W.J. Deumes

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s)

**Assessment methods:**
Participation, Written exam

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School of Business and Economics

**Global Business**

**Full course description**

The topics covered in this course can roughly be grouped into three categories:

- **FOUNDATIONS**: Globalization drivers, internationalization, entry strategies, foreign direct investment and the multinational enterprise.
- **STRATEGY**: International business strategy, strategic tasks, services versus products, and global, multinational and transnational strategies
- **ORGANISATION**: Cross-border management of business functions; transnational leadership, transnational company’s value system as well as inter-firm relationships.

**Course objectives**

The course develops a better understanding of the MNE and its challenges and opportunities in a globalized world. Given the complexities of managerial decisions of MNEs, there is no “silver bullet”. However, the course provides students with a better understanding of a firm’s external and internal factors that need to be taken into account. The course is less structured than the courses you have been taking during your studies in Maastricht so far, in order to get accustomed to the unruly reality we live in. You are provided the possibility to work in a team, to define the right problem statement, to apply knowledge to a real life companies, to orient yourself to the labor market and to discuss social responsibility. The specific objectives are:

1. to understand a number of crucial theoretical, empirical and managerial issues in international business strategy;
2. to develop the ability to apply theory to real world companies and to find possible solutions;
3. to develop skills to understand and analyze information from real life companies from their annual reports and economics press, and combine it with the theoretical insights obtained;
4. to develop the ability to critically assess the usefulness of competing or complementary theories and to decide yourself what is important;
5. to develop a helicopter view on study material;
6. to develop skills working in international teams;
7. to manage time;
8. to employ academic writing skills.

Prerequisites

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

Recommended reading

To be announced.

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**EBC2021**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
J.D.P. Kasper
B. Lokshin

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

**Assessment methods:**
Participation, Written exam

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School of Business and Economics

**Management of Operations and Product Development**

**Full course description**

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

**Course objectives**

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

**Prerequisites**

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

**Recommended reading**


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**EBC2022**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M. Ebrahim

**Teaching methods:**
PBL, Lecture(s), Assignment(s), Work in subgroups, Presentation(s)

**Assessment methods:**
Participation, Written exam, Attendance

**School of Business and Economics**

**Entrepreneurship and Small Business Management**

**Full course description**

The course discusses the different steps in the entrepreneurial and small-business process, such as opportunity recognition, gathering resources, strategic planning in smaller companies, managing the venture, and growth, exit or failure of the business. It also introduces different types of entrepreneurship, such as social, academic and corporate venturing, as well as the theories that are important within this research field.
Course objectives

The Entrepreneurship and Small Business Management course aims to introduce students to the world of start-ups, SMEs (small-and medium-sized enterprises) and corporate venturing. The goal of the course is to acquaint students with concepts and theories that are relevant in the process of setting up and managing an own business. Besides, we will illustrate how entrepreneurial behaviour in large companies can positively influence multiple individual and firm-level performance variables. At the same time, the course will offer the students a ‘learning-by doing’ environment in which they can practice certain fundamentals of the entrepreneurial process such as value creation, opportunity recognition and creativity. Finally, this course aims to bridge theory and practice illustrating how the theories in this course are applied in their specific business context. This course however is not a step-by-step guide for starting your own business.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read and understand academic journal articles

Recommended reading

Selection of book chapters and journal articles.

EBC2158

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Paper(s), Work in subgroups
Assessment methods:
Final paper, Participation, Written exam

Specialisation Emerging Markets Skills

School of Business and Economics
Market Research in Emerging Economies

Full course description

Students will perform market research for local companies interested in selling their products and services in emerging markets. This will be done in small groups with each group being assigned a
Course objectives

The primary goal of this course is for students to gain knowledge and experience about how local companies can market their products and services in emerging markets.

Prerequisites

- Completed all first year courses in either the International Business bachelor or in the Economics and Business Economics bachelor.
- Students within Emerging Markets specialisation only

Recommended reading

to be added

EBS2063

Year
1 Sep 2018
31 Aug 2019

Print course description
ECTS credits:
4.0
Coordinator:
L.R.J. Quintens
Teaching methods:
Assignment(s)
Assessment methods:
Final paper

School of Business and Economics
QM Emerging Markets

Full course description

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

Course objectives

- Learn to recognize the opportunities to apply basic tools from inferential statistics in practical
business situations.

- Learn to implement these tools correctly, using the statistical software package SPSS.
- Learn to interpret the results of such analyses correctly, and understand their limitations.

**Prerequisites**

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

**Recommended reading**


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**EBS2064**

**Period 3**
7 Jan 2019
1 Feb 2019

[Print course description](#)

**ECTS credits:**
4.0

**Coordinator:**
[C.C.J.M.C. Kerckhoffs](#)

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

**Assessment methods:**
Written exam

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**School of Business and Economics**

**Creative Problem-Solving and Communication Skills for Emerging Markets**

**Full course description**

In this course, students will be asked to solve one or several real-world problem(s) of a company or (non-)government organization in creative and innovative ways. The course will use experiential exercises, in-class discussions, presentations and reflection on the students’ experiences. Specific attention will be paid to issues of communication and creativity in teams in emerging markets.

As this course is develop specifically for the specialisation Emerging Markets, special attention will be given to issues relevant for emerging markets such as awareness of the impact of historical relations and cultural differences.
Course objectives

Both during their studies and later in their careers, students will have to work in teams with people from a wide variety of backgrounds. The goal of this skills course is for students to learn how their personal and team characteristics, as well as environmental factors, can promote or inhibit effective communication and creativity in teams. The students will also learn to apply different methods and thinking skills that foster creative problem-solving in settings characterized by complexity, diversity and uncertainty.

Prerequisites

This skills training is only open for students of the specialisation Emerging Markets. Two years of coursework in this specialisation is required.

Recommended reading

To be announced.

EBS2067

Period 1
3 Sep 2018
26 Oct 2018
Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
4.0
Coordinator:
B.E. Belfi
Teaching methods:
PBL, Lecture(s), Assignment(s), Work in subgroups, Presentation(s)
Assessment methods:
Attendance, Final paper, Participation, Presentation

Elective Skills

School of Business and Economics
Writing a Review

Full course description

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

Students learn to write a review

Prerequisites

- An advanced level of English
- No specific knowledge required.

Recommended reading

will be announced later on the corresponding Eleum webpage

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School of Business and Economics

**Accounting and Controlling in Practice**

Full course description

The course consists of interactive case studies and workshops with firms. You will gain valuable insights into the practice of controlling and accounting.

Course objectives

This skills training will make you familiar with different career paths with an accounting background. The course strongly enhance your teamwork, analytical, rhetoric, and accounting skills.
Prerequisites

An advanced level of English.

Recommended reading

To be announced.

EBS2025

Period 6
10 Jun 2019
5 Jul 2019

Print course description
ECTS credits:
4.0
Instruction language:
English
Coordinator:
C. Feichter
Teaching methods:
PBL

School of Business and Economics
Interview Skills and Techniques

Full course description

In this course we will train basic interview techniques for information gathering. While this course is not intended as training for job interviews, the skills learned are applicable to numerous personal interview situations both in the academic realm and beyond.

We will use the techniques and skills needed for the most difficult form of interviewing, the non-directive or open interview. The focus is on qualitative research via face-to-face interviews, which are commonly used in consultancy practice. The problems a consultant typically faces are embedded in information gathering; in order to understand and diagnose a problem, he or she must first gather information. Along with internet or literature research, personal interviews are a primary source of data gathering, allowing the consultant to look for underlying problems. Depth interviews allow the user to uncover information, including attitudes and histories, needed for decision making. These interviews form the backbone of the course, with several different situations and configurations to allow the student ample ability to practice and hone these essential communication skills. Video and observer feedback allow the student to be assessed as their skills develop.

Students will learn to write an interview guide to fit their information gathering needs. They will learn to give constructive feedback, practice active listening skills, silence tolerance, evaluate non-verbal behaviour and conduct several different types of interviews, including the free-attitude interview, the probing interview and the problem clarification interview. A professional interview will be analysed and discussed in the course. Learning goals and outcomes will be the basis for the written assignment which concludes this skills course.
Course objectives

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

Prerequisites

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

Recommended reading

A selection of articles and book chapters will be made available in the Course book.

EBS2035

Period 3
7 Jan 2019
1 Feb 2019

Print course description

ECTS credits:
4.0

Instruction language:
English

Coordinator:
S. Bartczek

Teaching methods:
PBL, Assignment(s)

Assessment methods:
Final paper, Attendance, Participation

School of Business and Economics

Game Theory, Basic Concepts and Applications

Full course description

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

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

Prerequisites

Basic economics and calculus.

Recommended reading

TBA.

EBS2036

Period 6
10 Jun 2019
5 Jul 2019

Print course description

ECTS credits:
4.0

Instruction language:
English

Coordinators:
H.J.M. Peters
E. Tsakas

Teaching methods:
PBL, Presentation(s), Assignment(s), Work in subgroups

Assessment methods:
Attendance, Participation

School of Business and Economics

Sampling Design

Full course description

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

**Course objectives**

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

**Prerequisites**

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

An advanced level of English.

**Recommended reading**

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

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**EBS2037**

**Period 6**

10 Jun 2019

5 Jul 2019

[Print course description]

**ECTS credits:**

4.0

**Instruction language:**

English

**Coordinator:**

J.A. van den Brakel

**Teaching methods:**

PBL, Assignment(s), Work in subgroups

**Assessment methods:**

Attendance, Participation
Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

The manual and all other information will be available on "My Courses" in the Student Portal.

EBS2038

Period 3
7 Jan 2019
1 Feb 2019

Print course description

ECTS credits:
4.0

Instruction language:
English

Coordinator:
Y.T.M. Paulissen

Teaching methods:
PBL, Assignment(s)

Assessment methods:
Attendance, Written exam

School of Business and Economics

Spreadsheets

Full course description

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

- Assignments during this skill
- Final assignment at the end of the course

**Course objectives**

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

**Prerequisites**

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

**Recommended reading**

compendium

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**EBS2039**

**Period 6**
10 Jun 2019
5 Jul 2019

[Print course description]

**ECTS credits:**
4.0

**Instruction language:**
English

**Coordinator:**
M.A. van Ekert

**Teaching methods:**
PBL, Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Attendance

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**School of Business and Economics**

**Presentation Skills**

**Full course description**

The presentation skills training program focuses on creative ways of presenting information. In general, students in their final year of undergraduate education have used PowerPoint on numerous occasions for various courses. The training in this skills course focuses on different communication techniques. Some examples follow.

- Pecha Kucha: a timed presentation using pictures. Students learn to time their presentation and
respect deadline of 20 seconds per slide. Requires good preparation.

- Elevator Speech: few minutes to draw someone's attention to an issue, aiming at establishing a future appointment with the interlocutor and tell him/her more. Students learn to be concise and effective.
- TED talk: combines story-telling, the use of catchphrases, metaphors, analogies, maintaining the audience's interest. Learning objective: the power of words and presence on stage.
- PowerPoint is a support but how you convey your information is of paramount importance.

**Course objectives**

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

**Prerequisites**

- No specific knowledge required.
- An advanced level of English

**Recommended reading**

Reading booklet, provided on Eleum.

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**EBS2030**

**Period 3**
7 Jan 2019
1 Feb 2019

**Period 6**
10 Jun 2019
5 Jul 2019

[Print course description]

ECTS credits:
4.0

Instruction language:
English

Coordinator:
C.A.J. Magnée

Teaching methods:
PBL, Presentation(s), Assignment(s)

Assessment methods:
Attendance, Participation

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**School of Business and Economics**

**Introduction to Web Programming with PHP**

**Full course description**

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

**Course objectives**

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

**Prerequisites**

Basic computer skills are required, knowledge of HTML is a pre. Since the course is taught as distance education, an internet connection is an absolute requirement, as well as a working VPN connection to the university network in case you decide to work from outside the university network (e.g. at home). All information and content will be made available via the course web portal: http://php.infonomics.nl (accessible from within university network or VPN).

Based on experiences from previous years, students with limited knowledge of HTML need 35 - 40 hours per week to complete the course successfully.

We do not provide a resit for this skills training.

**Recommended reading**

Syllabus / Book / Online material

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**EBS2040**

**Period 3**
7 Jan 2019
1 Feb 2019

[Print course description](#)

**ECTS credits:**
4.0

**Instruction language:**
English

**Coordinator:**
R.R. Haenbeukers

**Teaching methods:**
Assignment(s), Work in subgroups

**Assessment methods:**
Final paper, Participation
School of Business and Economics

Country Risk Analysis

Full course description

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

Course objectives

- learn to understand how risk ratings are constructed and being used
- learn how to analyse the economic and political developments of a country

Prerequisites

- a “pass” for the first-year economics course(s). The skills training is open to all students.
- an advanced level of English

Recommended reading

No specific literature

EBS2013

Period 3
7 Jan 2019
1 Feb 2019

Print course description

ECTS credits:
4.0

Instruction language:
English

Coordinator:
A.P. van Veen

Teaching methods:
Presentation(s), Lecture(s), Assignment(s), Work in subgroups

Assessment methods:
Final paper, Attendance
Full course description

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

Course objectives

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

Prerequisites

- Knowledge of bachelor courses in marketing, organisation studies, strategy and finance.
- An advanced level of English

Recommended reading

School of Business and Economics
Managing Takeovers

Full course description
In this skills training you will take part in understanding shareholder value-based thinking in the context of M&As by performing case work that focuses on valuing and assessing takeovers, synergies, option-like deals, and buyouts.

Other teaching methods: 3 written case studies.
Other examination method: assignments/cases.

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

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

Recommended reading
Articles, parts of books and cases

EBS2017
Period 3
7 Jan 2019
1 Feb 2019

Print course description
ECTS credits:
4.0
Instruction language:
English
Coordinator:
S.T. Jongen
Teaching methods:
PBL, Presentation(s), Assignment(s), Work in subgroups
Assessment methods:
Attendance
Full course description

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

Course objectives

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

Prerequisites

- Exchange students need to have taken at least one introductory finance course
- An advanced level of English

Recommended reading

To be announced.

EBS2018

Period 3
7 Jan 2019
1 Feb 2019

Print course description
ECTS credits: 4.0
Instruction language: English
Coordinator: A.P.E. Carlo
Teaching methods: Assignment(s), Work in subgroups
Assessment methods: Attendance, Participation, Written exam
Communication and Leadership Skills

Full course description

This skills training focuses on developing the interpersonal communication skills which leaders in all kinds of organisations should possess in order to achieve the organisation’s objectives. This includes:

- the ability to identify when a problem should be solved by the leader and when problem-solving should be delegated to the subordinate;
- the ability to facilitate problem solving by subordinates by making use of listening skills;
- the ability to confront people when they display behaviour that is unacceptable by making use of sending skills;
- the ability to deal with the subordinate’s response to being confronted by means of switching between a sending and a listening posture; and
- the ability to turn conflict into cooperation.

Note: Role plays will be part of this skill.

Course objectives

Communication and leadership are, among others, key skills of managers, chairpersons in meetings, coordinators of project teams - in fact - all employees being a leader or not.

The objectives of the course are therefore:

1. To introduce students to some of the theories and empirical research on communication and leadership.
2. To create awareness of the participant's communication style.
3. To increase the effectiveness of the participant’s communication and leadership skills.

Prerequisites

An advanced level of English.

Recommended reading

To be announced.
School of Business and Economics

Real Estate Investment and Valuation

Full course description

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

Course objectives

Acquire a thorough understanding of real estate valuation and financing techniques.

Prerequisites

Basic knowledge of financial markets; basic knowledge in finance; an advanced level of English.

Recommended reading

Selected chapters from:

- Ling and Archer, Real Estate Principles, 3rd edition, 2010
- Geltner et al., Commercial Real Estate Analysis and Investments, 3rd edition, 2013

EBS2033

Period 6
10 Jun 2019
5 Jul 2019

Print course description

ECTS credits: 4.0

Instruction language: English
School of Business and Economics

International negotiation skills

Full course description

The emphasis of this course is the training of individual and joined (i.e. group-based) negotiation skills. For these reasons, in this course includes theoretical elements on negotiation strategies and tactics, case-studies, and above all role plays during which negotiation skills can be brought into practice. The use of role-play as the teaching method during tutorial meetings provides all course participants with ample opportunity to practice these skills. The experience gained from each role-play will be documented on individual learning points forms. At the end of this training students will be aware of different negotiation techniques and should be able to apply them.

Course objectives

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

Prerequisites

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

Recommended reading

Required

Optional
There is also a book called Negotiation (fourth Edition) by the same authors. This is the complete full length version and contains more elaborate materials.)
Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

Articles

EBS2022

Period 6
10 Jun 2019
5 Jul 2019
School of Business and Economics

Preparations for Case Competitions

EBS2056

Semester 2
4 Feb 2019
5 Jul 2019

Full course description

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

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

Prerequisites

An advanced level of English

EBS2057

Period 6
10 Jun 2019
5 Jul 2019

Print course description

ECTS credits:
4.0

Coordinator:
S. Künn

Teaching methods:
PBL, Lecture(s), Work in subgroups, Assignment(s)

Assessment methods:
Final paper, Participation

School of Business and Economics

Learning by Experimenting

Full course description

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

In this skills training the full process of a systematic field experiments - that in practice can take several years - is simulated in two weeks. Students can - individually or in small groups - choose topics of their interest and develop and implement a program to experiment with change.

Course objectives

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

Cost-Benefit Analysis

Full course description
In this skills training, students evaluate an existing public project (a road, a new regulation, a cultural or sports event, etc.) using the tools of cost-benefit analysis. The results of this evaluation are reported in a presentation and a paper.

Course objectives
Students acquire the skill to apply the basic principles of cost-benefit analysis.

Prerequisites
Introductory courses in microeconomics and public economics.

Recommended reading
Introductory texts about cost-benefit analysis.
School of Business and Economics

From curiosity to the research process

Full course description

Starting point for the course is an activity that is common to all people: observations. Students, policymakers, consultants, managers, all try to understand the world around them. This could be the tutorial group, a country, a company, or a department and ask them self what is going on here? If you understand the world around you, you are able to take appropriate action.

In this specific course you will get an insight of how to understand the world around you. Based on your own curiosity and observations you conduct a small scale research, following the next steps: observations, start asking questions; start thinking about explanations, what is going on? trying to find patterns, theory building; answering the questions by observations. We will also pay attention to the advantages and disadvantages of observations.

We choose not to use difficult theories, research methods or statistical analysis, but rather to use your own interest, simple phenomena and simple research methods. This approach means that you can focus on your own thinking and research process, rather than be distracted by difficult theories or statistical methods. The acquired skills are useful for more advanced courses, papers and master thesis.

The skill is organized as follows. First, we will stimulate your curiosity by observations and thinking. You will ask yourself “What is going on”. Next, this will be translated to your own research question. So, you can follow your own interest. Subsequently, you will gather data by simple observations or experiments. We don’t make use of statistical techniques to analyse the data, but will prefer tables and figures. You will report your findings in a paper.

Completing the course with a good result will make you eligible for the marble programme.

Course objectives

As a result of the skill students will be able to transfer their curiosity and observations into research questions, appropriate data gathering and reporting. Therefore the focus will be on research skills, communication skills and learning skills. The course is a good preparation for understanding academic articles and all real life situations you will run into in later life.
School of Business and Economics

Mobile Innovation and Marketing

Full course description

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

Course objectives

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

Prerequisites

Basic marketing knowledge, Interest in mobile marketing

Recommended reading

Articles (available on EleUM)
Third year courses

Region Latin America Courses

School of Business and Economics

Culture, Politics and Society in Contemporary Latin America

Full course description

This course on contemporary Latin America focuses on the integration and synthesis of culture, economics and politics in Latin American societies in order to develop an understanding of the region in its contemporary social-political and cultural setting. This course transcends the borders of academic disciplines and deals with topics like history and public policy, political obstacles for intra-regional cooperation, social change and prosperity, and cultural forces in society.

Course objectives

The goal of this course is to understand economic issues in contemporary Latin American society in their social, cultural and political context.

Prerequisites

First-year courses in economics in either the International Business bachelor or in the Economics and Business Economics bachelor, or equivalent courses from other programmes.

Recommended reading

Collection of articles and book chapters.
School of Business and Economics

Management and Organisation of Latin American Enterprises

Full course description

This course is focused on Latin American enterprises and their setting. Particular attention is paid to business policy, organizational structure and management processes. Topics covered include business organization, management of technology and quality, international competition and cooperation, foreign direct investment and technology transfer, intellectual property rights and the role of the state and the external environment.

Course objectives

The goal of this course is to develop a solid understanding of organizational and managerial features specific to Latin American enterprises.

Prerequisites

First-year courses in economics in either the International Business bachelor or in the Economics and Business Economics bachelor, or equivalent courses from other programmes.

Recommended reading

Collection of articles and book chapters.
School of Business and Economics

Creative Problem-Solving and Communication Skills for Emerging Markets

Full course description

In this course, students will be asked to solve one or several real-world problem(s) of a company or (non-)government organization in creative and innovative ways. The course will use experiential exercises, in-class discussions, presentations and reflection on the students’ experiences. Specific attention will be paid to issues of communication and creativity in teams in emerging markets.

As this course is develop specifically for the specialisation Emerging Markets, special attention will be given to issues relevant for emerging markets such as awareness of the impact of historical relations and cultural differences.

Course objectives

Both during their studies and later in their careers, students will have to work in teams with people from a wide variety of backgrounds. The goal of this skills course is for students to learn how their personal and team characteristics, as well as environmental factors, can promote or inhibit effective communication and creativity in teams. The students will also learn to apply different methods and thinking skills that foster creative problem-solving in settings characterized by complexity, diversity and uncertainty.

Prerequisites

This skills training is only open for students of the specialisation Emerging Markets. Two years of coursework in this specialisation is required.

Recommended reading

To be announced.

EBS2067
Emerging Markets Region Courses

School of Business and Economics

Doing Business in Emerging Markets (Capita Selecta)

Full course description

This course covers the business environment in various emerging markets from a broad perspective. It does not have a fixed content, block period, or teacher. Instead, it is meant to cover, in a flexible way, countries and regions that fall outside the regular offerings available to the bachelors students within the specialisation Emerging Markets.

Students who participate in this course have to register for it in period 2, even if the course has been given earlier in the same academic year.

Course objectives

The goal of this course is to understand economic and business issues in various emerging markets.

Prerequisites

Second-year courses in the Emerging Markets specialization within either the International Business bachelor or the Economics and Business Economics bachelor.

Recommended reading

Collection of articles and book chapters.
Globalisation is a controversial economic phenomenon. On the one hand, economists portray it as a way to increase the rate of economic growth and provide material well-being for everyone on the globe. On the other hand, the so-called anti-globalisation movement has actively – and sometimes violently – protested against it because they see globalisation as a force that leads to inequality in the world and puts stress on the environment.

This course reviews this debate using the analytical tools of economic theory. The course proposes a number of topics, such as the consequences of the liberalisation of global capital markets, the relationship between free trade and the environment, outsourcing and labour standards, the nature and effects of financial crises, and the rationale for the policies pursued by the IMF and the World Bank. For each of those topics, a number of critical contributions in the literature are identified and discussed. The reading list that is compiled in this way includes a wide variety of authors. All literature is presented in a non-technical and accessible way.

The group meetings aim to understand the economic argumentation that can be used on both sides of the globalisation debate. Thus, students will be able to judge to what extent the arguments used by the proponents of globalisation, or by the anti-globalist movement, are founded in sound economic reasoning. As part of the assessment for the course, students must also write a short paper in which they summarize these arguments and present their own view of the potential benefits of globalisation.

Course objectives

Students will become familiar with the economic arguments used by proponents of globalisation and by the anti-globalist movement; they will learn to assess these arguments using sound economic reasoning, and thus form their own individual opinion on globalisation.
**Prerequisites**

- 3rd year bachelor student
- Having finished one principles of economics course and one principles of finance course (courses that are generally taught in year 1 or year 2 of a business/liberal arts program)
- Appropriate analytical skills (basic mathematics and statistics, ability to read and work with graphs)
- An advanced level of English

**Recommended reading**

To be announced.

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**EBC2143**

**Period 1**

3 Sep 2018
26 Oct 2018

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

[T.G. Treibich](#)

**Teaching methods:**

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

**Assessment methods:**

Written exam, Participation, Final paper

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**School of Business and Economics**

**Creative Problem-Solving and Communication Skills for Emerging Markets**

**Full course description**

In this course, students will be asked to solve one or several real-world problem(s) of a company or (non-)government organization in creative and innovative ways. The course will use experiential exercises, in-class discussions, presentations and reflection on the students’ experiences. Specific attention will be paid to issues of communication and creativity in teams in emerging markets.

As this course is develop specifically for the specialisation Emerging Markets, special attention will be given to issues relevant for emerging markets such as awareness of the impact of historical relations and cultural differences.
Course objectives

Both during their studies and later in their careers, students will have to work in teams with people from a wide variety of backgrounds. The goal of this skills course is for students to learn how their personal and team characteristics, as well as environmental factors, can promote or inhibit effective communication and creativity in teams. The students will also learn to apply different methods and thinking skills that foster creative problem-solving in settings characterized by complexity, diversity and uncertainty.

Prerequisites

This skills training is only open for students of the specialisation Emerging Markets. Two years of coursework in this specialisation is required.

Recommended reading

To be announced.

EBS2067

Period 1
3 Sep 2018
26 Oct 2018
Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
4.0
Coordinator:
B.E. Belfi
Teaching methods:
PBL, Lecture(s), Assignment(s), Work in subgroups, Presentation(s)
Assessment methods:
Attendance, Final paper, Participation, Presentation

Major Finance

School of Business and Economics
Options and Futures

Full course description

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

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

Prerequisites

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

Recommended reading


EBC2053

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
P.J. Mauricio Rodrigues

Teaching methods:
PBL, Presentation(s), Assignment(s), Work in subgroups

Assessment methods:
Participation, Written exam

School of Business and Economics
Investment Analysis and Portfolio Management

Full course description

The purpose of this course is to study how investors (both retail and institutional) construct and manage portfolios. We follow the investment process investors follow in real life. That is from Asset Liability Management to Strategic and Tactical Asset Allocation to Portfolio Management, Security Selection and finally Trading. Each week we study a different asset class. Next to traditional assets like listed stocks we look at the added value of real estate, mutual funds, hedge funds and private equity in order to build diversified portfolios. Finally the course will introduce you to a new development in professional asset management; Socially Responsible Investing (SRI). We study the impact of SRI on portfolio return and risk. All topics are explored via real life cases using actual data.
Course objectives

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

Prerequisites

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

Recommended reading


EBC2054

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
R.R.A.E. Otten
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Written exam

School of Business and Economics
Financial Management and Policy

Full course description

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

Course objectives

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

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

Recommended reading

- Reader

EBC2055

**Period 2**
29 Oct 2018
21 Dec 2018

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinators:
J.W.B. Bos
J.M.R. Merk

Teaching methods:
Presentation(s), Lecture(s), Assignment(s)

Assessment methods:
Participation, Written exam, Attendance

School of Business and Economics

International Financial Management

Full course description

This course deals with financial challenges you will encounter when you operate across borders, in one way or another. Whether it is the currency risk you encounter when exporting your products abroad, the decision you face to perhaps start producing a broad, or the components that you import from abroad: if you are entrepreneurial, you need a minimum knowledge of international financial management in order to adequately manage risks, and to perceive financial opportunities. In the course, we try - as much as possible - to take the view of the entrepreneur. And we want you, the students, to take that same view. Of course, as with any area of expertise, you have to acquire a basic set of tools. But the course is about much more than just a set of tools. There is a strategic element to international financial management. For example, the same currency risk that you run by exporting abroad, can be hedged in many ways: you can buy currency futures or options, but you can also decide to produce in the country to which you export, thereby providing yourself with a so-called natural hedge. As you will see, the optimal decision requires you to correctly assess the risks involved in each scenario, as well as the extent to which you can hedge these risks, and the cost at which you
do so. However, as is often the case when we talk about risk in finance, there is also such a thing as a risk preference. You, the entrepreneur, need to know about international financial management as much as you need to know your own risk appetite. The course prerequisites are limited (basic finance course and basic economics course) and thus this course is very well suited for exchange students.

Course objectives

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

Prerequisites

- Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.
- An advanced level of English.

Recommended reading


Major Information Management

School of Business and Economics

Information Management

Full course description

The course will discuss themes that are directly relevant to producing information management professionals. Some of these topics are:
1. Measuring the impact of IT on business performance
2. IT consumerization
3. Big Data: The role of Business Intelligence and Business Analytics
4. IT Governance
5. Information Security

All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. Given the widespread use of IT, managers who are active outside the field of IT also deal with many of these same problems on a regular basis. The discussion of each topic will focus on methods and tools that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge for students who lack the relevant prior knowledge.

Course objectives

This course introduces students to the field of information management with particular emphasis on the management of information within Organisations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information.

Key Learning Objectives

- Develop an awareness and understanding of key principles, theories, and technologies related to the management of information
- Obtain experience in applying information management concepts to address substantive, real-world information management issues
- Appreciate how empirical research can guide efforts to address real-world information management issues
- Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics. Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude. Graduates can inform Judgments on 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 and interpersonal skills.

Prerequisites

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

An advanced level of English.
School of Business and Economics

**ERP and Business Intelligence Systems**

**Full course description**

The focus of this course will be on how firms (re)organise their information structures by using information technologies such as ERP-systems (e.g. SAP and Oracle), data warehouses and Business Intelligence systems. Over the last 2 decades, the availability of these systems have profoundly changed the way in which management information is produced and used within organisations. As a result, new and dynamic ways of meeting the information needs of management are emerging. But also, these developments result in new problems within firms which, again, result in new approaches in trying to face these problems.

It is important to understand that this course will take a management approach to Information and Communication Technology (ICT). There will be no technical analysis of the information systems that will be discussed during this course. Also, as far as ERP systems are concerned there is no focus on a logistics point of view. However, the emphasis of this course will be on the impact these systems have on organisations and people within these organisations. More specifically, we will address the issue on how these ICT developments change the role of information within organisations, focussing on a managerial level of decision making.

**Course objectives**

This course will build on the literature on ERP systems and Business Intelligence systems, in order to introduce students to two recently developed concepts in the IT practice: digitized platforms and big
Could the enterprise become a full-time laboratory? What if you could analyse every transaction, capture insights from every customer interaction, and didn’t have to wait for months to get data from the field? Data are flooding in at rates never seen before as a result of greater access to customer data from public, proprietary, and purchased sources, as well as new information gathered from Web communities and newly deployed smart assets. These trends are broadly known as “big data.”

Web-based companies, such as Amazon.com, eBay, and Google, have been early leaders, testing factors that drive performance—from where to place buttons on a Web page to the sequence of content displayed—to determine what will increase sales and user engagement. Companies selling physical products are also exploiting big data for rigorous experimentation using Business Intelligence technology. Ford Motor, PepsiCo, and Southwest Airlines, for instance, analyse consumer postings about them on social-media sites such as Facebook and Twitter to gauge the immediate impact of their marketing campaigns and to understand how consumer sentiment about their brands is changing.

Most companies are far from accessing all the available data. Many haven’t even mastered the digital platform needed to capture and analyse the valuable information they can access. More commonly, they don’t have the right talent and processes to design experiments and extract business value from big data, which require changes in the way many executives now make decisions: trusting instincts and experience over experimentation and rigorous analysis.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

**Prerequisites**

This course requires a basic knowledge on the role of information systems in organisations. Students should be aware of the various types of information systems that are used within large organisations (e.g. operational information systems versus decision support systems). Therefore an introductory course on management information systems is recommended as a prerequisite. No technical IT knowledge is required.

An advanced level of English.

**Recommended reading**

Textbook and reader.

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**EBC2061**

**Period 5**

8 Apr 2019

7 Jun 2019
School of Business and Economics

Systems Analysis and Design

Full course description

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

During the course we will address and apply techniques such as Data flow diagrams, Entity-Relationship diagrams and relational modelling.

For the more technical parts of the course, various lectures will be organized to properly introduce and explain the topics at hand. These lectures will be followed by group sessions in which students apply their knowledge. During most tutorial meetings, exercises will be discussed. These exercises have to be prepared by all individual students. Working in teams or groups on these assignments is fully acceptable, but in no way mandatory. In addition, each student will be involved in hosting one or several tutorial meetings. Finally, the course includes one group assignment which has to be prepared by subgroups of 3-4 students.

Course objectives

All businesses and Organisations develop or buy information systems. While the main purpose of these systems is to store and retrieve information, each system is unique and meets a different demand. In order to build properly functioning systems, it is essential that all requirements of the new information systems are analysed and translated into blueprints for future system implementations. This course will provide you with the necessary insights, and teach you the skills and methodologies to analyse and design information systems.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

**Prerequisites**

An advanced level of English.

**Recommended reading**

- Modern Systems Analysis And Design
  Authors: Hoffer, Jeffrey A.; George, Joey F.; Valacich, Joseph S.
  Edition: 7 (International edition)
  Published by: Pearson.
  ISBN10: 0-273-78709-8

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**EBC2072**

**Period 4**

4 Feb 2019
5 Apr 2019

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

B.E. Aysolmaz

**Teaching methods:**

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

**Assessment methods:**

Participation, Written exam, Attendance

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**School of Business and Economics**

**Knowledge Management**

**Full course description**

This course studies the knowledge management practices of contemporary global Organisations. For a long time companies relied on labour, capital and (raw) material as their most important assets, but nowadays intellectual capital (knowledge) is seen as the key driver of competitiveness for many Organisations. Organisations such as consultancy and law firms heavily rely on so-called knowledge workers to deliver their services. The growing recognition that knowledge is a distinct production factor has led to a new field of study and practice: knowledge management.
Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of Organisational knowledge, aimed at maximizing Organisations’ return on knowledge assets. Managing knowledge is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Information technology (e.g. corporate Facebooks, wikis, online forums) can support knowledge management initiatives in Organisations, but these systems are not without limitations. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?” This question is addressed using academic and business press readings and a diverse set of company cases.

**Course objectives**

Students that have followed this course should be able to:

- Understand Knowledge Management (KM) concepts and tools;
- Understand KM processes (acquisition, selection, generation, internalisation, externalisation);
- Identify how KM can be used effectively within specific environments;
- Understand the facilitating role that information technology can play in knowledge management;
- Understand the challenges posed by KM implementation.

**Prerequisites**

No prerequisites

**Recommended reading**

Electronic Reader

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**EBC2039**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinators:**

J.R. Sweeney

N.A. Sutton

**Teaching methods:**

PBL, Presentation(s), Lecture(s)

**Assessment methods:**

Participation, Written exam
Major Marketing

School of Business and Economics
Consumer Behaviour

Full course description

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

Course objectives

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

Recommended reading

Consumer behavior textbook. Academic articles.

EBC2041

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
K. Geyskens
Teaching methods:
Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Final paper, Participation, Written exam
School of Business and Economics

Services Marketing

Full course description

Much of the economy in the developed world is dominated by the production and consumption of services. For example, in the US, current statistics show that approximately 75% of the work force is involved in the services industry. Additionally, 45% of an average US family's budget is spent on services, and for Europe statistics are similar. In many developing nations services are considered a way to expand and stimulate economic growth and development. Consistent with economic growth comes a growth in services employment. While most business schools focus on the manufacturing segment of the economy, given these facts it seems imperative to study the marketing of services in a separate course. Three kinds of services will form the central focus of this course: (1) Services which are offered by organizations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others), (2) Services which are offered by companies that manufacture products. In this context services refer mostly to the so-called “after-sales service” (repair services, service engineers, etc.) but also (product) instructions accompanying a sale, and (3) a specific focus on the online context of social media, virtual communities, Twitter etc. as these hold promising potential for service delivery and as they form a new frontier for both practitioners as well as researchers.

Service organisations vary, from restaurants, hotels and car rental agencies to financial services and even education. These organisations require a distinctive approach to marketing strategy. We will build on the principle of marketing and expand into very specific themes covering the entire spectrum of services, seen through many angles and illustrated by relevant case studies. In the course we will explore methods, based on academic research, in which firms can use service as a unique selling proposition. We have designed this course to address the unique needs and challenges in this ever-changing aspect of marketing, including the dynamic and rapidly developing area of electronic and mobile services. Throughout the course emphasis will be placed more specifically on issues related to marketing management and customer perceptions. Thus, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, to enhance understanding of the course concepts, several elaborate cases will be discussed and student teams will complete a real-life services marketing project.

Course objectives

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

Brand Management studies how to build, maintain, and exploit a company's most valuable asset: its brands. While products are increasingly becoming more standardized, the only difference that remains is the brand label on them. But brands are no manna from heaven. It takes serious efforts to build a brand, and marketing communication is a major tool in achieving an outstanding brand.

How brands can be managed is the starting point and primary topic of the course. We will study what a brand is, which elements constitute a brand, and what needs to be considered in brand management. Brand measurement as well as the basic branding strategies related to brand systems and brand extensions will be discussed.

For building brands, advertising and communication is perhaps the most important instrument and deserves explicit attention. Advertising and communication seeks to influence consumer behavior; therefore, understanding the basic aspects of that topic is important for studying brand management. Throughout the course, students work on a real life branding or communication problem.

For bachelor students at Maastricht University, the course is part of the Marketing Major. But it can also be chosen as an elective and may therefore be interesting for students who plan to focus on another business area. For example, accounting students learn about the background of an important intangible asset. Strategy students dive into one particularly important strategic issue. Further, the course is of interest to anyone who wants to get experience in bridging theory and practice and who
wants to learn more about the thrilling world of branding and advertising, which is around us anytime, anyplace, anywhere.

**Course objectives**

The course has the following objectives:

- Learning about the history of brand management
- Developing an understanding of key terms and models in brand management
- Understanding different theories in branding
- Gaining an understanding of the role of brand management in marketing strategy
- Introduction to several topics of brand management
- Introduction to the role of advertising and communication in branding
- Studying how the effectiveness of branding initiatives can be measured
- Learning about new developments in branding
- Actively applying the acquired knowledge by working on a real life branding and communication problem

**Recommended reading**

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

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**EBC2062**

**Period 2**

29 Oct 2018

21 Dec 2018

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

L.M. Straeter

**Teaching methods:**

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

**Assessment methods:**

Attendance, Participation, Written exam

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**School of Business and Economics**

**Marketing Strategy & Practice**

**Full course description**

In an increasingly dynamic environment companies require a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has
advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies when it comes to consumers and partners. Thus, it is imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer.

The course Marketing Strategy & Practice focuses on designing strategies from the market back to create, deliver, and sustain customer value in competitive and dynamic markets. To do so, this course deals with a comprehensive investigation and analysis of all major components of marketing strategy and their integration. This course takes a business oriented setup by focusing on real life examples/cases and by allowing students to participate in a market simulation game. The objective of the simulation is to put into practice the concepts related to marketing strategy and the marketing mix in a risk-free environment.

**Course objectives**

In this course we will take the viewpoint of the Chief Marketing Officer (CMO). A CMO is not simply an implementer but rather a maker of organization strategy. More specifically, a CMO is expected to be a leader in defining the mission of a business, in analyzing competitive market situations, in developing business objectives and goals, and in defining customer value propositions and marketing strategies that create value for a business unit as a whole.

Hence, we will use this perspective to address the issues of (1) defining and developing the strategic goals of the organization; (2) identifying organizational growth opportunities through customer and market analysis (3) formulating product-market strategies; and (4) budgeting marketing, financial and production resources.

**Prerequisites**

A basic marketing course at the level of Management of Organizations and Marketing and Marketing Management, and/or knowledge of the basic concepts of marketing.

**Recommended reading**

The literature for this course consists of a series of articles related to the topics discussed. Additionally, some cases will be used as examples of real-life business situations.
Major Organisation

School of Business and Economics

Crisis Management in organisations

Full course description

The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. A crisis is a low probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect and means of resolution, as well as by a belief that decisions must be made swiftly. Well-known examples are the BP oil spill and the Chernobyl disaster. Hence, this is not a course about financial crises.

An enormous amount of articles have been written on how to solve crisis situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. The objective of this course is to offer you a clear framework that helps you in understanding how organizational crises arise, and to give you more insight in the complexity of crisis management.

The course consists of two main parts: (1) conditions that affect the vulnerability to an organizational crisis; and (2) crisis management. The first part concentrates on the factors that make an organization crisis prone. We thereby focus on human nature; social-cultural causes; and organizational-technological causes. The second part discusses crisis management. We will discuss what organizations can do to prevent crises, and how to contain and resolve organizational crises. Specific attention will be paid to crisis decision making by individuals and groups; communication, and leadership in times of crises.

Course objectives

After successfully completing this course, students should be able to:

• understand the nature and types of organizational crises;
• discuss the possible outcomes of organizational crises;
• recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises;
• explain which factors help in preventing organizational crises;
• explain which factors help in containing and resolving organizational crises;
• appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process;
• appreciate the challenges in coping with uncertainty.

Prerequisites

An advanced level of English.
Recommended reading

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, students are required to apply the literature to real-life crisis situations.

**EBC2100**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
B.H.J. Schreurs
C. Marques dos Santos

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Paper(s)

**Assessment methods:**
Participation, Final paper, Attendance

School of Business and Economics

**Organisational Behaviour**

**Full course description**

Organisational Behaviour focuses on what people do in an organisation and how their behaviour affects organisational performance. An organisation may be designed to fit its institutional environment, but organisational performance may still suffer because of low employee morale, high stress levels, and conflicts at the workplace. Issues discussed in the course cover a wide range of important topics from motivation, emotions, personality, and job satisfaction to work teams, power, conflict, and communication.

**Course objectives**

This course on Organisational Behaviour is meant to provide students with solid, evidence-based, and actionable knowledge on organisational behaviour. Organisational Behaviour, in a nutshell, investigates why people in organisations behave the way they do. After the completion of the course, students should be familiar with Organisational Behaviour theories; be able to read, understand, and critically evaluate Organisational Behaviour research findings including conceptual and empirical work; and be able to apply Organisational Behaviour concepts when diagnosing and solving business problems.
Prerequisites

- Students should have basic knowledge of organisational theory. Prior courses in the field of organisation and management are advantageous.
- An advanced level of English.

Recommended reading

To be announced.

EBC2048

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
H. Günter
Teaching methods:
PBL, Presentation(s), Lecture(s), Work in subgroups
Assessment methods:
Participation, Final paper

School of Business and Economics

Comparative Management

Full course description

Comparative management analyses the extent to which management principles are applicable from one business context (e.g., industry or country) to another. Comparative management seeks to determine the applicability of mainstream management know-how to other contexts.

For example, the rise of many countries in Asia from being a developing country to global powerhouse status, the unprecedented transformation of societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard theories.

Note: Moreover Presentation/Facilitation will be part of the Assessment methods.

Course objectives

The course is aimed at the study of management in different contexts and different international contexts more in particular. In the course we examine and compare management practices across countries, institutional environments and cultures. That also incorporates the different contexts that
different industries and different professional and functional backgrounds provide. The purpose of teaching Comparative Management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage different organisations successfully. The intention is to help them to develop an awareness of the concepts of culture and institutions and their pervasive and hidden influence on behaviour in organisations, particularly with respect to management and management practices. We want students to become familiar with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts (e.g., functional areas, professions and industries) and to appreciate the impact of working in a different context on one's personal behaviour.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**

Scientific journal articles and textbook chapters.

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**EBC2067**

Period 2
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
S.J.B. van Diepen

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

**Assessment methods:**
Participation, Written exam

School of Business and Economics

**Human Resource Management**

**Full course description**

The course is based on the assumption that there is no single 'one best way' of managing human resources but rather that a range of approaches may be applicable to any one organisation, depending on its environment, its business context and its employees.
Consecutive issues in this course among others are: HRM in business organisations, strategy and strategic HRM; human resources and staffing, compensation; HRM in small enterprises and benchmarking HRM.

Course objectives

This Human Resource Management course aims at introducing students to the field of human resource management by reporting both theory and practice. The goals of the course are to introduce students to the various issues that arise in human resource management, as well as to familiarise students with the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency of different tools in different cases. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the management of human resources in various business contexts. This implies that you will not learn how to run and practice HRM but rather why certain phenomena occur in the field of HRM and in the context of different organisational environments.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read academic journal articles.

Recommended reading

Selection of book chapters and journal articles.

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EBC2163

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Coordinator:
S.J.B. van Diepen

Teaching methods:
Assignment(s), PBL, Work in subgroups, Presentation(s)

Assessment methods:
Participation, Written exam

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Major Supply Chain Management

School of Business and Economics
Digital Supply Networks

Full course description

Companies such Amazon, Airbnb and LinkedIn build and manage powerful supply networks to create value. The goal of this this course is to provide students with an understanding of these networks and their relationships with customers as well as suppliers. We also zoom in on the digitization and innovation processes that govern these relationships. Students will critically evaluate cutting-edge thinking on these topics and discuss implications for supply chain management, strategy and marketing.

Course objectives

This course not only provides students with concepts to understand recent digitization processes but also prepares them with the conceptual tools to manage future in supply chain, marketing and strategy innovations.

Prerequisites

A holistic understanding of Supply Chain Management, Marketing and Strategy; a keen interest in technology and innovation; Knowledge of Internet technologies and a good command of English.

EBC2045

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinators:
L.R.J. Quintens
S. Bartczek
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Final paper, Participation

School of Business and Economics
Operations Management

Full course description

The course focusses on the application of techniques in the area of Operations Management.
Bachelor International Business

Topics which are covered include Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Lean Production/JIT, and Waiting Line Theory. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be applied on examples and exercises. Furthermore, said techniques are applied to an accurate interactive simulation, which takes the form of a computer game.

The course combines cases, exercises and discussions, facilitated by students themselves. Facilitations cover both the learning materials resulting from the aforementioned game, and the mandatory hand-in assignments.

**Course objectives**

Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions. Ability to simulate real life situations and solve cases in the area of research. Ability to apply theoretical knowledge to practical (simulated) operational situations.

**Prerequisites**

- Advanced knowledge of the role and scope of Operations Management within Business.
- Advanced mathematical skills; ability to understand quantitative models and concepts, and apply these.
- Moderate level of understanding of simulation.
- Moderate level of knowledge concerning Linear Programming.
- An advanced level of English.
- An advanced level of expertise in PBL (Project Based Learning).

From the above, it can be assumed that students taking this course have at the very minimum obtained the necessary knowledge in order to pass the course Management of Operations and Product Development (MOPD).

**Recommended reading**


- Various research papers from the field of Operations Management.

**EBC2064**

Period 1
3 Sep 2018
26 Oct 2018

[Print course description]

ECTS credits:
6.5

Instruction language:
School of Business and Economics

Global Transportation Management

Full course description

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

Course objectives

The course Global Transportation Management provides a detailed introduction into different transportation modes and their applicability in single and multimodal contexts. The course stimulates critical thinking and own opinion formation. By encouraging students to actively shape form and content of multiple tutorial sessions in repeated facilitation settings, social skills, communication skills, character traits, attitudes complement the hard skills developed. The comparatively high proportion of exchange students contributes to the achievement of the aforementioned goals in an inherently international classroom setting.

Prerequisites

- An advanced level of English.

Recommended reading

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

EBC2065

Period 4
4 Feb 2019
5 Apr 2019
School of Business and Economics

Global Supply Chain Management

Full course description

Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context.

Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required literature, as well as additional material, such as other academic articles, cases, and examples.

Prerequisites

- General insight and interest in business. This is one of the four courses in the supply chain management major.
- An advanced level of English.

Recommended reading

Reader based on State-of-the-Art articles on Global Supply Chain Management.

EBC2030

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Print course description

ECTS credits: 6.5

Instruction language: English

Coordinator: S. Bartczek

Teaching methods: Presentation(s), Lecture(s), Assignment(s), Work in subgroups

Assessment methods: Final paper, Participation
Business Electives

School of Business and Economics

Consumer Behaviour

Full course description

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

Course objectives

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

Recommended reading

Consumer behavior textbook. Academic articles.
Services Marketing

Full course description

Much of the economy in the developed world is dominated by the production and consumption of services. For example, in the US, current statistics show that approximately 75% of the work force is involved in the services industry. Additionally, 45% of an average US family's budget is spent on services, and for Europe statistics are similar. In many developing nations services are considered a way to expand and stimulate economic growth and development. Consistent with economic growth comes a growth in services employment. While most business schools focus on the manufacturing segment of the economy, given these facts it seems imperative to study the marketing of services in a separate course. Three kinds of services will form the central focus of this course: (1) Services which are offered by organizations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others), (2) Services which are offered by companies that manufacture products. In this context services refer mostly to the so-called "after-sales service" (repair services, service engineers, etc.) but also (product) instructions accompanying a sale, and (3) a specific focus on the online context of social media, virtual communities, Twitter etc. as these hold promising potential for service delivery and as they form a new frontier for both practitioners as well as researchers.

Service organisations vary, from restaurants, hotels and car rental agencies to financial services and even education. These organisations require a distinctive approach to marketing strategy. We will build on the principle of marketing and expand into very specific themes covering the entire spectrum of services, seen through many angles and illustrated by relevant case studies. In the course we will explore methods, based on academic research, in which firms can use service as a unique selling proposition. We have designed this course to address the unique needs and challenges in this ever-changing aspect of marketing, including the dynamic and rapidly developing area of electronic and mobile services. Throughout the course emphasis will be placed more specifically on issues related to marketing management and customer perceptions. Thus, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, to enhance understanding of the course concepts, several elaborate cases will be discussed and student teams will complete a real-life services marketing project.

Course objectives

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

**Recommended reading**

  Alan Wilson, Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler
  McGraw-Hill Higher Education

**EBC2043**

**Period 5**

8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

[JM. G.A.M. Lemmink](#)

**Teaching methods:**

PBL, Presentation(s)

**Assessment methods:**

Written exam

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**School of Business and Economics**

**Digital Supply Networks**

**Full course description**

Companies such Amazon, Airbnb and LinkedIn build and manage powerful supply networks to create value. The goal of this this course is to provide students with an understanding of these networks and their relationships with customers as well as suppliers. We also zoom in on the digitization and innovation processes that govern these relationships. Students will critically evaluate cutting-edge thinking on these topics and discuss implications for supply chain management, strategy and marketing.

**Course objectives**

This course not only provides students with concepts to understand recent digitization processes but also prepares them with the conceptual tools to manage future in supply chain, marketing and strategy innovations.
Prerequisites

A holistic understanding of Supply Chain Management, Marketing and Strategy; a keen interest in technology and innovation; Knowledge of Internet technologies and a good command of English.

EBC2045

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinators: L.R.J. Quintens, S. Bartczek
Teaching methods: PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods: Final paper, Participation

School of Business and Economics
Options and Futures

Full course description

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

Course objectives

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

Prerequisites

- Second-year finance course.
- Students should be familiar with risk and return and asset pricing concepts.
- Exchange students need to have taken at least one introductory finance course.
- An advanced level of English.
School of Business and Economics

Investment Analysis and Portfolio Management

Full course description

The purpose of this course is to study how investors (both retail and institutional) construct and manage portfolios. We follow the investment process investors follow in real life. That is from Asset Liability Management to Strategic and Tactical Asset Allocation to Portfolio Management, Security Selection and finally Trading. Each week we study a different asset class. Next to traditional assets like listed stocks we look at the added value of real estate, mutual funds, hedge funds and private equity in order to build diversified portfolios. Finally the course will introduce you to a new development in professional asset management; Socially Responsible Investing (SRI). We study the impact of SRI on portfolio return and risk. All topics are explored via real life cases using actual data.

Course objectives

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

Prerequisites

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


School of Business and Economics
Financial Management and Policy

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

- Reader
School of Business and Economics

Auditing

Full course description

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

The course is linked to audit practice by means of case-studies and a workshop in collaboration with a large audit firm and/or a guest lecture.

Course objectives

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

- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform judgments on theoretical and practical business/economic issues.
- Graduates can find, read and understand relevant research.
- Graduates have largely self-directed learning skills and the ability to regulate their own learning process.
Prerequisites

- Internal control & accounting systems
- Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems).
- An advanced level of English

Recommended reading

Textbook and academic articles

EBC2058

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A. Vanstraelen
Teaching methods:
PBL, Lecture(s), Assignment(s)
Assessment methods:
Participation, Written exam

School of Business and Economics
Management Accounting

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

Textbook

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**EBC2059**

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
C. Feichter

Teaching methods:
PBL, Presentation(s), Assignment(s), Work in subgroups

Assessment methods:
Participation, Written exam

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School of Business and Economics

Information Management

Full course description

The course will discuss themes that are directly relevant to producing information management professionals. Some of these topics are:

1. Measuring the impact of IT on business performance
2. IT consumerization
3. Big Data: The role of Business Intelligence and Business Analytics
4. IT Governance
5. Information Security
All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. Given the widespread use of IT, managers who are active outside the field of IT also deal with many of these same problems on a regular basis. The discussion of each topic will focus on methods and tools that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge for students who lack the relevant prior knowledge.

Course objectives

This course introduces students to the field of information management with particular emphasis on the management of information within Organisations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information.

Key Learning Objectives

- Develop an awareness and understanding of key principles, theories, and technologies related to the management of information
- Obtain experience in applying information management concepts to address substantive, real-world information management issues
- Appreciate how empirical research can guide efforts to address real-world information management issues
- Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics. Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude. Graduates can inform judgments on 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 and interpersonal skills.

Prerequisites

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

An advanced level of English.

Recommended reading

Reader
School of Business and Economics

ERP and Business Intelligence Systems

Full course description

The focus of this course will be on how firms (re)organise their information structures by using information technologies such as ERP-systems (e.g. SAP and Oracle), data warehouses and Business Intelligence systems. Over the last 2 decades, the availability of these systems have profoundly changed the way in which management information is produced and used within organisations. As a result, new and dynamic ways of meeting the information needs of management are emerging. But also, these developments result in new problems within firms which, again, result in new approaches in trying to face these problems.

It is important to understand that this course will take a management approach to Information and Communication Technology (ICT). There will be no technical analysis of the information systems that will be discussed during this course. Also, as far as ERP systems are concerned there is no focus on a logistics point of view. However, the emphasis of this course will be on the impact these systems have on organisations and people within these organisations. More specifically, we will address the issue on how these ICT developments change the role of information within organisations, focussing on a managerial level of decision making.

Course objectives

This course will build on the literature on ERP systems and Business Intelligence systems, in order to introduce students to two recently developed concepts in the IT practice: digitized platforms and big data.

Could the enterprise become a full-time laboratory? What if you could analyse every transaction, capture insights from every customer interaction, and didn’t have to wait for months to get data from the field? Data are flooding in at rates never seen before as a result of greater access to customer data from public, proprietary, and purchased sources, as well as new information gathered from Web
communities and newly deployed smart assets. These trends are broadly known as “big data.”

Web-based companies, such as Amazon.com, eBay, and Google, have been early leaders, testing factors that drive performance—from where to place buttons on a Web page to the sequence of content displayed—to determine what will increase sales and user engagement. Companies selling physical products are also exploiting big data for rigorous experimentation using Business Intelligence technology. Ford Motor, PepsiCo, and Southwest Airlines, for instance, analyse consumer postings about them on social-media sites such as Facebook and Twitter to gauge the immediate impact of their marketing campaigns and to understand how consumer sentiment about their brands is changing.

Most companies are far from accessing all the available data. Many haven’t even mastered the digital platform needed to capture and analyse the valuable information they can access. More commonly, they don’t have the right talent and processes to design experiments and extract business value from big data, which require changes in the way many executives now make decisions: trusting instincts and experience over experimentation and rigorous analysis.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

**Prerequisites**

This course requires a basic knowledge on the role of information systems in organisations. Students should be aware of the various types of information systems that are used within large organisations (e.g. operational information systems versus decision support systems). Therefore an introductory course on management information systems is recommended as a prerequisite. No technical IT knowledge is required.

An advanced level of English.

**Recommended reading**

Textbook and reader.
School of Business and Economics  
**Brand Management**

**Full course description**

Brand Management studies how to build, maintain, and exploit a company's most valuable asset: its brands. While products are increasingly becoming more standardized, the only difference that remains is the brand label on them. But brands are no manna from heaven. It takes serious efforts to build a brand, and marketing communication is a major tool in achieving an outstanding brand.

How brands can be managed is the starting point and primary topic of the course. We will study what a brand is, which elements constitute a brand, and what needs to be considered in brand management. Brand measurement as well as the basic branding strategies related to brand systems and brand extensions will be discussed.

For building brands, advertising and communication is perhaps the most important instrument and deserves explicit attention. Advertising and communication seeks to influence consumer behavior; therefore, understanding the basic aspects of that topic is important for studying brand management. Throughout the course, students work on a real life branding or communication problem.

For bachelor students at Maastricht University, the course is part of the Marketing Major. But it can also be chosen as an elective and may therefore be interesting for students who plan to focus on another business area. For example, accounting students learn about the background of an important intangible asset. Strategy students dive into one particularly important strategic issue. Further the course is of interest to anyone who wants to get experience in bridging theory and practice and who wants to learn more about the thrilling world of branding and advertising, which is around us anytime, anyplace, anywhere.

**Course objectives**

The course has the following objectives:

- Learning about the history of brand management
- Developing an understanding of key terms and models in brand management
- Understanding different theories in branding
- Gaining an understanding of the role of brand management in marketing strategy
- Introduction to several topics of brand management
- Introduction to the role of advertising and communication in branding
- Studying how the effectiveness of branding initiatives can be measured
- Learning about new developments in branding
- Actively applying the acquired knowledge by working on a real life branding and communication problem
Recommended reading

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

**EBC2062**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
L.M. Straeter

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Attendance, Participation, Written exam

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School of Business and Economics

**Operations Management**

**Full course description**

The course focusses on the application of techniques in the area of Operations Management.

Topics which are covered include Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Lean Production/JIT, and Waiting Line Theory. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be applied on examples and exercises. Furthermore, said techniques are applied to an accurate interactive simulation, which takes the form of a computer game.

The course combines cases, exercises and discussions, facilitated by students themselves. Facilitations cover both the learning materials resulting from the aforementioned game, and the mandatory hand-in assignments.

**Course objectives**

Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions. Ability to simulate real life situations and solve cases in the area of research. Ability to apply theoretical knowledge to practical (simulated) operational situations.
Prerequisites

- Advanced knowledge of the role and scope of Operations Management within Business.
- Advanced mathematical skills; ability to understand quantitative models and concepts, and apply these.
- Moderate level of understanding of simulation.
- Moderate level of knowledge concerning Linear Programming.
- An advanced level of English.
- An advanced level of expertise in PBL (Project Based Learning).

From the above, it can be assumed that students taking this course have at the very minimum obtained the necessary knowledge in order to pass the course Management of Operations and Product Development (MOPD).

Recommended reading

- Various research papers from the field of Operations Management.

EBC2064

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A. Abiad Monge
Teaching methods:
PBL, Presentation(s), Assignment(s), Work in subgroups, Paper(s)
Assessment methods:
Final paper, Participation, Written exam

School of Business and Economics
Global Transportation Management

Full course description

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

**Course objectives**

The course Global Transportation Management provides a detailed introduction into different transportation modes and their applicability in single – and multimodal contexts. The course stimulates critical thinking and own opinion formation. By encouraging students to actively shape form and content of multiple tutorial sessions in repeated facilitation settings, social skills, communication skills, character traits, attitudes complement the hard skills developed. The comparatively high proportion of exchange students contributes to the achievement of the aforementioned goals in an inherently international classroom setting.

**Prerequisites**

- An advanced level of English.

**Recommended reading**

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

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**EBC2065**

**Period 4**

4 Feb 2019

5 Apr 2019

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

S. Bartczek

**Teaching methods:**

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

**Assessment methods:**

Final paper, Participation

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**School of Business and Economics**
Strategic Management of Technology and Innovation

Full course description

This is an introductory course to the management of innovation. Thus it aims at introducing theories, models and tools to the students that are central to managing the identification, development and commercialization of innovations. Core topics covered in this course include market failures faced by innovating firms, knowledge about the various definitions of an innovation and innovative activities, how to search for novel ideas (inside as well as outside of the firms’ boundaries), what tools to use inside and outside of the firm to evaluate promising ideas efficiently and accurately, ways to acquire external financing in case of cash flow constraints, tools to use to increase appropriability of innovations as well as various forms to develop innovations inside and outside of the firm.

Course objectives

Technological change and innovation have to be managed by firms. In this course we will explore what main challenges firms face in their technological change and innovation activities and which concepts, techniques, tools and management processes are helpful to successfully advance technological change and innovations.

Prerequisites

- Basic knowledge of management/business economics, organization and strategy.
- An advanced level of English.

Recommended reading

- Book, articles and case studies.

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EBC2068

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
M.J. van Wegberg
Teaching methods:
PBL, Assignment(s), Presentation(s), Work in subgroups, Lecture(s)
Assessment methods:
Participation, Written exam, Attendance
Full course description

We study a path-breaking historical development in one or more leading industrial capitalist nations. We zoom in on business activities and their outcomes, and we zoom out to the historical and national context in which these events have taken place. Looking back at history can be concretely informative since much what exists now has its roots in the past. But studying history is also a way of developing creative notions about how humans interact with their business environment in a situation of pervasive uncertainty. This can broaden our mental scope in dealing with our own uncertain world. This may well be the most important learning to develop in our course.

Course objectives

The course has two learning goals both linked to intellectual leadership, the ability to lead in interpreting situations, seeing opportunities where others don’t even look, and thinking through possible pathways towards jointly beneficial futures. These two goals are:

- study historical evolution in terms of human and organisational actors responding to opportunities in their environment in ways that pioneered entirely new industries and forms of business.
- writing an essay that demonstrates that the student has ideas and is able to communicate these in a persuasive way.

Prerequisites

This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation. I have to say that the reading load is quite considerable.

Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, and the educational approach. Failure to attend both meetings implies course failure.

Recommended reading

Book and / or selected articles about business history with emphasis on the second industrial revolution.
Teaching methods:
PBL, Lecture(s), Assignment(s), Paper(s), Work in subgroups

Assessment methods:
Attendance, Final paper, Participation

School of Business and Economics

International Financial Management

Full course description

This course deals with financial challenges you will encounter when you operate across borders, in one way or another. Whether it is the currency risk you encounter when exporting your products abroad, the decision you face to perhaps start producing a broad, or the components that you import from abroad: if you are entrepreneurial, you need a minimum knowledge of international financial management in order to adequately manage risks, and to perceive financial opportunities. In the course, we try – as much as possible – to take the view of the entrepreneur. And we want you, the students, to take that same view. Of course, as with any area of expertise, you have to acquire a basic set of tools. But the course is about much more than just a set of tools. There is a strategic element to international financial management. For example, the same currency risk that you run by exporting abroad, can be hedged in many ways: you can buy currency futures or options, but you can also decide to produce in the country to which you export, thereby providing yourself with a so-called natural hedge. As you will see, the optimal decision requires you to correctly assess the risks involved in each scenario, as well as the extent to which you can hedge these risks, and the cost at which you do so. However, as is often the case when we talk about risk in finance, there is also such a thing as a risk preference. You, the entrepreneur, need to know about international financial management as much as you need to know your own risk appetite. The course prerequisites are limited (basic finance course and basic economics course) and thus this course is very well suited for exchange students.

Course objectives

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

Prerequisites

- Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.
- An advanced level of English.

Recommended reading


EBC2070

Period 4
4 Feb 2019
5 Apr 2019

Print course description
School of Business and Economics

Systems Analysis and Design

Full course description

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

During the course we will address and apply techniques such as Data flow diagrams, Entity-Relationship diagrams and relational modelling.

For the more technical parts of the course, various lectures will be organized to properly introduce and explain the topics at hand. These lectures will be followed by group sessions in which students apply their knowledge. During most tutorial meetings, exercises will be discussed. These exercises have to be prepared by all individual students. Working in teams or groups on these assignments is fully acceptable, but in no way mandatory. In addition, each student will be involved in hosting one or several tutorial meetings. Finally, the course includes one group assignment which has to be prepared by subgroups of 3-4 students.

Course objectives

All businesses and Organisations develop or buy information systems. While the main purpose of these systems is to store and retrieve information, each system is unique and meets a different demand. In order to build properly functioning systems, it is essential that all requirements of the new information systems are analysed and translated into blueprints for future system implementations. This course will provide you with the necessary insights, and teach you the skills and methodologies to analyse and design information systems.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams.
This includes demonstrating interpersonal skills and a high proficiency of English.

**Prerequisites**

An advanced level of English.

**Recommended reading**

- Modern Systems Analysis And Design
  Authors: Hoffer, Jeffrey A.; George, Joey F.; Valacich, Joseph S.
  Edition: 7 (International edition)
  Published by: Pearson.
  ISBN10: 0-273-78709-8

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**EBC2072**

**Period 4**
4 Feb 2019
5 Apr 2019

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
B.E. Aysolmaz

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

**Assessment methods:**
Participation, Written exam, Attendance

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**School of Business and Economics**

**Crisis Management in organisations**

**Full course description**

The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. A crisis is a low probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect and means of resolution, as well as by a belief that decisions must be made swiftly. Well-known examples are the BP oil spill and the Chernobyl disaster. Hence, this is not a course about financial crises.
An enormous amount of articles have been written on how to solve crisis situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. The objective of this course is to offer you a clear framework that helps you in understanding how organizational crises arise, and to give you more insight in the complexity of crisis management.

The course consists of two main parts: (1) conditions that affect the vulnerability to an organizational crisis; and (2) crisis management. The first part concentrates on the factors that make an organization crisis prone. We thereby focus on human nature; social-cultural causes; and organizational-technological causes. The second part discusses crisis management. We will discuss what organizations can do to prevent crises, and how to contain and resolve organizational crises. Specific attention will be paid to crisis decision making by individuals and groups; communication, and leadership in times of crises.

Course objectives

After successfully completing this course, students should be able to:

- understand the nature and types of organizational crises;
- discuss the possible outcomes of organizational crises;
- recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises;
- explain which factors help in preventing organizational crises;
- explain which factors help in containing and resolving organizational crises;
- appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process;
- appreciate the challenges in coping with uncertainty.

Prerequisites

An advanced level of English.

Recommended reading

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, students are required to apply the literature to real-life crisis situations.
Full course description

The course Commercializing Science & Technology aims to help you understand and master core entrepreneurial challenges of turning science into products and products into businesses. In so doing, we will adopt a strongly entrepreneurial lens. That means that we will look at important technology commercialization activities through the eyes of a potential technology entrepreneur.

Adopting the view of technology entrepreneurs means that market-related aspects of science commercialization move center stage. In that, one of the most important tasks entrepreneurs have to perform is to understand their full opportunity space, i.e. the range of potential opportunities and the conditions of value creation within those opportunities. Opportunity validation and development becomes the key focus, all the while paying attention to the challenges of developing the technology in parallel. If this process is mastered it can be a highly rewarding task—not only for individual inventors and their team, but also for stakeholders such as future employees, research and other value chain partners, the region, and the country.

The competencies you will acquire in this course will help you prepare for your own entrepreneurial journey. They will also be extremely valuable should you choose a career in managing technology at an established firm or within a public or private research lab. In particular university labs and corporate R&D department rely increasingly on professionals that help bridging the gap between science production (conference presentations, scientific publications, and patents) and commercial value creation (revenues, funding for scientific and applied research). In both settings efforts in research and development need to be legitimised and be able to answer to which extent they will ultimately result in economic performance—a core learning goal in this course.

Course objectives

Primary goal:

To understand how science-based research and technological breakthroughs can be transformed into new business.

Secondary goals:

1. To develop a solid theoretical understanding of the process of market opportunity identification and evaluation in the context of new technologies.
2. To explore the frontier of current knowledge when it comes to creating value from technological inventions and managing early-stage commercialization processes.
3. To practically apply your knowledge on early stage commercialization efforts.
4. To channel back your practically acquired knowledge into theoretical conceptualizations of the entrepreneurial opportunity identification and evaluation process.
Prerequisites

The courses of the Entrepreneurship minor (see also http://www.mc4e.nl/minor) draw on the scholarly entrepreneurship literature. You do NOT need to have prior knowledge in the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). However, we strongly encourage you to take the two introductory courses of the minor (Birthing new ventures & Mobilising resources [EBC2145; EBC2146]) BEFORE taking this course. Your command of English in speech and writing needs be adequate to actively prepare for, participate in, and contribute to the classes. Also, make sure you can commit sufficient time during this block to accommodate the work load this course will bring with it.

Recommended reading

- e-Reader with papers
- set of teaching cases (sold by MC4E for approx. € 30)

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Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
J. Thiel

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

Assessment methods:
Attendance, Participation

School of Business and Economics

Birthing new ventures

Full course description

Not many will contest the societal impact of enterprising individuals and entrepreneurial ventures on our economies. Entrepreneurs may start-up new companies with the intent to challenge (and sometimes even overthrow) incumbents. In the process, they create new jobs and apply competitive pressure on established firms. Entrepreneurs supposedly have an important direct and indirect effect on driving innovation.

Not surprisingly, academics have sought to unravel the entrepreneurial process. From their findings we learn that all that happens prior to a formal launch of a new venture is critical to understand the essence of entrepreneurship. For example, we know that many more people see opportunities than those that actually seek to exploit the opportunities they have discovered.
In this course you will explore why and how opportunities are created and/or discovered by more or less enterprising individuals. In addition you will explore why only a few of those that see an opportunity will actually engage in efforts to further explore and exploit the opportunities that they have spotted. You will identify factors that drive entrepreneurship at the level of the individual. You will explore how personality characteristics, experience, education, and social embeddedness shape entrepreneurial journeys. You will learn that entrepreneurship is not necessarily about taking risk, since many entrepreneurs put a lot of effort in minimizing (or even outsourcing) risk prior to the launch of their venture.

**Course objectives**

This course aims to highlight the importance of the process stages that precede the launch of an entrepreneurial venture. We learned that the developmental process that results in the birthing of new ventures has a long-lasting impact on venture survival and/or entrepreneurial growth, therefore it is important to study it. This course provides a bird’s eye view on factors and processes that lead to the launch of entrepreneurial ventures. It builds a foundational understanding of the initial stages of the entrepreneurial process that will allow you to deepen your understanding of entrepreneurship in the subsequent courses of the Entrepreneurship minor.

**Primary course objective:**
You understand the critical role of the individual-opportunity nexus in initiating new ventures;

**Secondary course objectives:**

1. You understand how disciplinary perspectives have enriched (and continue to enrich) the scholarly understanding of the entrepreneurial process.
2. You understand why the stages that precede the formal start-up of a new venture are so critical to understanding the outcomes of enterprising behaviour.
3. You know how personalities and cognitive characteristics shape the emergence of new ventures.
4. You understand how and why new entrepreneurial opportunities arise.
5. You are able to explain how entrepreneurs screen and select opportunities.
6. You can decide on approaches to assess and enhance the value promise of embryonic business concepts.

**Prerequisites**

The courses of the Entrepreneurship minor (see also [http://www.mc4e.nl/minor](http://www.mc4e.nl/minor)) draw on the academic entrepreneurship literature. They do NOT expect students to have already developed an understanding of the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). We encourage students to take the two introductory courses of the minor (Birthing new ventures and Mobilising resources [EBC2145; EBC2146]) BEFORE taking the other courses in the Minor. As this minor is delivered in English, your command of the English language (speaking and writing) should be good enough to actively prepare, participate, and contribute to class.

**Recommended reading**

- e-Reader with papers;
- Set of teaching cases (costing approx. €20)

EBC2145
School of Business and Economics

Mobilising resources for entrepreneurial start-up and growth

Full course description

The societal impact of enterprising individuals cannot be contested. They found companies that challenge (and often replace) incumbents and they have an important role in introducing innovative products and services to new or established markets. However, entrepreneurs never operate in isolation; many entrepreneurs cofound their venture with others and establish partnerships to gather the resources necessary for launching and growing their ventures.

This course covers co-founder enrollment, customer enrollment and financial enrollment. For instance, you will explore how to put together an entrepreneurial team, examine team dynamics as well as how to recruit the best employees. You will review different types of financial resources available to entrepreneurs as well as how to select the best one for a specific type of venture. Based on this, you will also examine the role of business modeling and customer validation as part of a venture's resource mobilisation. This course will explore the concept of bootstrapping or how to get things done when you do not have the required resources. In all of the above, attention will be paid to how a venture's resource mobilisation strategy is not a static concept, but is one that changes dynamically over the lifecycle of a venture.

Course objectives

This course aims to provide you insight into how to launch and grow a high-impact venture from a resource-based perspective. In other words, after having taken this course you should understand which resources are crucial to venture success, how to gather them, what elements to take into account when mobilizing resources as well as how you can get things done without resources.

Prerequisites

The courses of the Entrepreneurship minor (see also http://www.mc4e.nl/minor) draw on the scholarly
They do NOT expect that you have already developed an understanding of the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). We encourage you to take the two introductory courses of the minor (Birthing new ventures and Mobilising resources [EBC2145; EBC2146]) BEFORE taking the other courses of the Minor. As this minor is delivered in English, your command of the English language in speech and writing should be good enough to actively prepare for, participate in, and contribute to the classes.

**Recommended reading**

- Academic journal articles

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[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
- W.E.J. Bodewes
- J. Thiel
- Y.P.M. Bammens

**Teaching methods:**
PBL, Lecture(s), Assignment(s), Paper(s)

**Assessment methods:**
Participation, Final paper, Attendance

**School of Business and Economics**

**Global Supply Chain Management**

**Full course description**

Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context.

Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required literature, as well as additional material, such as other academic articles, cases, and examples.

**Prerequisites**

- General insight and interest in business. This is one of the four courses in the supply chain
Organisational Behaviour

Full course description

Organisational Behaviour focuses on what people do in an organisation and how their behaviour affects organisational performance. An organisation may be designed to fit its institutional environment, but organisational performance may still suffer because of low employee morale, high stress levels, and conflicts at the workplace. Issues discussed in the course cover a wide range of important topics from motivation, emotions, personality, and job satisfaction to work teams, power, conflict, and communication.

Course objectives

This course on Organisational Behaviour is meant to provide students with solid, evidence-based, and actionable knowledge on organisational behaviour. Organisational Behaviour, in a nutshell, investigates why people in organisations behave the way they do. After the completion of the course, students should be familiar with Organisational Behaviour theories; be able to read, understand, and critically evaluate Organisational Behaviour research findings including conceptual and empirical work; and be able to apply Organisational Behaviour concepts when diagnosing and solving business problems.
Prerequisites

- Students should have basic knowledge of organisational theory. Prior courses in the field of organisation and management are advantageous.
- An advanced level of English.

Recommended reading

To be announced.

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**EBC2048**

**Period 4**

4 Feb 2019

5 Apr 2019

[Print course description]

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

H. Günter

**Teaching methods:**

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

**Assessment methods:**

Participation, Final paper

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School of Business and Economics

**Project and Process Management**

**Full course description**

The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The process management part of this course deals with operation, strategy and process management. We define a process to be any transformation that converts inputs to outputs. The process view considers any organization to be a process that consists of interconnected sub processes. In this part of the course we will provide students with the basic concepts that enables them to describe processes in a way that allows them to apply "management levers" on those processes: process flow time, work-in-process, process-efficiency and so forth.

**Course objectives**

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

**Prerequisites**

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

An advanced level of English.

**Recommended reading**


Full course description

The course looks at the interaction between Business and Society, focussing on political issues. While political risk tended to be an issue restricted to emerging markets, recent developments, such as Brexit, have made clear that it is increasingly becoming an issue for companies in developed market economies as well. Knowledge of the interaction between business and politics has become indispensable for an ever wider group of people: leading business persons in Europe and an ever wider circle of management below the top level; consultants; employees of non-governmental organisations; and entrepreneurs working in policy sensitive areas (such as renewable energy). Clearly, participation in the course requires interest in societal processes in general and in politics in particular.

Topics covered:

- Corporate political strategy as a part of overall business strategy (ca. 20%);
- Introduction to comparative politics and comparative institutional economics, that is, comparing how the institutional setup of the economy and politics differs across countries in Europe (ca. 20%);
- Functioning of the EU, also in relation to the Euro crisis (ca. 20%);
- Empirical research of lobbying in Europe and relevance for business strategy (ca. 20%).
- Analysis of the background of recent developments, such as Brexit (10%),
- Integral approach to Corporate Social Responsibility, Corporate Political Strategy and Competitive Market strategy (ca.10%)

A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, and political science.

The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past.

Additional remarks regarding assessment methods:

- Attendance requirement: max. 2 absences allowed. Second absence might have an impact on participation grade.
- Students work in teams of 2-3 persons on a project. Teams either focus on 1-3 countries in Europe, or on EU regulation in a particular industry.
- Two or three papers (take-home assignments) on course material
- The papers have strict requirements regarding literature to be followed. They are not “free” papers.

Course objectives

- Understand the mutual interaction between Business and Politics in Europe, in particular regarding lobbying, and the implications this has for corporate strategy.
- Understand the relevant elements of institutional diversity in which firms in Europe operate, in particular how institutional diversity extends to elements other than culture.
- Understand the functioning of the European Union and differences in the political systems of the member states.
- Understand political aspects of the Euro crisis, especially the interaction between the crisis and the political organisation of the European Union.
- Understand the societal processes behind other recent developments, such as Brexit, and the dissatisfaction with the functioning of the European Union.
- Ability to apply knowledge of the European institutional environment to relevant business decisions.
- Ability to work independently on a project, including independent literature search.
Bachelor International Business

- Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge.
- Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

**Prerequisites**

- Two years of study in (International) Business and/or (International) Economics at a level comparable to SBE.
- Very good working knowledge of English (reading, writing, speaking).

Special remarks follow for:

- Exchange Students;
- SBE Economics students.

**Note for Exchange Students**

- The course is strongly recommended to exchange students satisfying the prerequisites (see also below). Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students.
- In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course.
- You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds.
- The course is NOT open to students in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement.

**Note for SBE Economics students**

As the course focuses on the institutional environment of business it fits very well into the SBE Economics curriculum. Compared to the standard Economics courses at SBE it has a more applied character. Special attention is paid to political aspects of the Euro crisis on the level of the EU. The course is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms.

**Recommended reading**

Articles to be collected by students from the electronic library. Combination of fundamental papers with very recent literature.

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**EBC2051**

**Period 1**

3 Sep 2018
26 Oct 2018

[Print course description]

**ECTS credits:**

6.5
School of Business and Economics

International Financial Accounting

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


EBC2056

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
School of Business and Economics

Internal Control and Accounting Information Systems

Full course 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 quality of reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Course objectives

- Understand the concept of quality of information and the importance of this concept.
- Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations.
- Learn about the different organisational processes within organisations, and learn how to design internal controls for each of these processes.
- Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes.
- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform Judgments on 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 and interpersonal skills.
- Graduates have largely 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.
- Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.
- Graduates show social responsibility. This includes demonstrating awareness for academic and scientific responsibility in a broader social or ethical context.
Prerequisites

- An advanced level of English.
- No specific knowledge required.

Recommended reading


School of Business and Economics

Knowledge Management

Full course description

This course studies the knowledge management practices of contemporary global Organisations. For a long time companies relied on labour, capital and (raw) material as their most important assets, but nowadays intellectual capital (knowledge) is seen as the key driver of competitiveness for many Organisations. Organisations such as consultancy and law firms heavily rely on so-called knowledge workers to deliver their services. The growing recognition that knowledge is a distinct production factor has led to a new field of study and practice: knowledge management.

Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of Organisational knowledge, aimed at maximizing Organisations’ return on knowledge assets. Managing knowledge is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Information technology (e.g. corporate Facebooks, wikis, online forums) can support knowledge management initiatives in Organisations, but these systems are not without limitations. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?” This question is addressed using academic and business press readings and a diverse set of company cases.
Course objectives

Students that have followed this course should be able to:

- Understand Knowledge Management (KM) concepts and tools;
- Understand KM processes (acquisition, selection, generation, internalisation, externalisation);
- Identify how KM can be used effectively within specific environments;
- Understand the facilitating role that information technology can play in knowledge management;
- Understand the challenges posed by KM implementation.

Prerequisites

No prerequisites

Recommended reading

Electronic Reader

**EBC2039**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
J.R. Sweeney
N.A. Sutton

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

**Assessment methods:**
Participation, Written exam

**School of Business and Economics**

**Marketing Strategy & Practice**

**Full course description**

In an increasingly dynamic environment companies require a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies when it comes to consumers and partners. Thus, it is imperative for both marketing and non-marketing specialists to grasp how marketing helps
the firm design strategies starting from the customer.

The course Marketing Strategy & Practice focuses on designing strategies from the market back to create, deliver, and sustain customer value in competitive and dynamic markets. To do so, this course deals with a comprehensive investigation and analysis of all major components of marketing strategy and their integration. This course takes a business oriented setup by focusing on real life examples/cases and by allowing students to participate in a market simulation game. The objective of the simulation is to put into practice the concepts related to marketing strategy and the marketing mix in a risk-free environment.

Course objectives

In this course we will take the viewpoint of the Chief Marketing Officer (CMO). A CMO is not simply an implementer but rather a maker of organization strategy. More specifically, a CMO is expected to be a leader in defining the mission of a business, in analyzing competitive market situations, in developing business objectives and goals, and in defining customer value propositions and marketing strategies that create value for a business unit as a whole.

Hence, we will use this perspective to address the issues of (1) defining and developing the strategic goals of the organization; (2) identifying organizational growth opportunities through customer and market analysis (3) formulating product-market strategies; and (4) budgeting marketing, financial and production resources.

Prerequisites

A basic marketing course at the level of Management of Organizations and Marketing and Marketing Management, and/or knowledge of the basic concepts of marketing.

Recommended reading

The literature for this course consists of a series of articles related to the topics discussed. Additionally, some cases will be used as examples of real-life business situations.
School of Business and Economics

Comparative Management

Full course description

Comparative management analyses the extent to which management principles are applicable from one business context (e.g., industry or country) to another. Comparative management seeks to determine the applicability of mainstream management know-how to other contexts.

For example, the rise of many countries in Asia from being a developing country to global powerhouse status, the unprecedented transformation of societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard theories.

Note: Moreover Presentation/Facilitation will be part of the Assessment methods.

Course objectives

The course is aimed at the study of management in different contexts and different international contexts more in particular. In the course we examine and compare management practices across countries, institutional environments and cultures. That also incorporates the different contexts that different industries and different professional and functional backgrounds provide. The purpose of teaching Comparative Management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage different organisations successfully. The intention is to help them to develop an awareness of the concepts of culture and institutions and their pervasive and hidden influence on behaviour in organisations, particularly with respect to management and management practices. We want students to become familiar with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts (e.g., functional areas, professions and industries) and to appreciate the impact of working in a different context on one's personal behaviour.

Prerequisites

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

An advanced level of English.

Recommended reading

Scientific journal articles and textbook chapters.

EBC2067

Period 2
29 Oct 2018
21 Dec 2018
School of Business and Economics

Social & Environmental Entrepreneurship

Full course description

This course will provide you the opportunity to learn how you can apply your knowledge and skills to address complex social and environmental problems. Social and environmental entrepreneurs are committed to furthering a social and/or environmental mission, and rank social, environmental or cultural impact on a par with, or above, profit. At the intersection of business, government and not-for-profit organisations, these social and environmental entrepreneurs are now visible and having an impact on a global scale. This course is structured around experiential problem-based learning, providing you the opportunity to synthesise theory and practice alongside real-world social and environmental enterprises. Topics will include: critically reviewing concepts; the challenges of scaling social and environmental enterprises; frameworks for understanding and strategising; mobilising funding and resources from a variety of stakeholders; understanding and reporting social/environmental impact; and cross-sector collaboration.

Course objectives

1. You can critically reflect on social and environmental entrepreneurship theory and practice
2. You can conduct primary research and analyse primary and secondary data in the field of social and environmental entrepreneurship
3. You can identify and evaluate social and environmental entrepreneurship opportunities
4. You can develop strategic recommendations for a social/environmental enterprise
5. You can prepare and present documentation to secure stakeholder support
6. You learn to cope with the chaos and complexity of doing social and environmental entrepreneurship in the real world

Prerequisites

This course is part of the Entrepreneurship Minor. The courses of the Entrepreneurship Minor (see also http://www.mc4e.nl/minor) draw on the scholarly and practical entrepreneurship literature. They do NOT expect that you have already developed an understanding of the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). We encourage you to take the two introductory courses of the minor (Birthing New Ventures and Mobilising Resources [EBC2145; EBC2146]) BEFORE taking the other courses of the Minor. As this minor is delivered in English, your command of the English language in speech and
writing should be good enough to actively prepare for, participate in, and contribute inside and outside of class.

**Recommended reading**

- Papers from scholarly journals, case studies, podcasts, and videos

**EBC2147**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
J.L.J. Ormiston

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

**Assessment methods:**
Final paper, Participation, Attendance

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**School of Business and Economics**

**Human Resource Management**

**Full course description**

The course is based on the assumption that there is no single 'one best way' of managing human resources but rather that a range of approaches may be applicable to any one organisation, depending on its environment, its business context and its employees.

Consecutive issues in this course among others are: HRM in business organisations, strategy and strategic HRM; human resources and staffing, compensation; HRM in small enterprises and benchmarking HRM.

**Course objectives**

This Human Resource Management course aims at introducing students to the field of human resource management by reporting both theory and practice. The goals of the course are to introduce students to the various issues that arise in human resource management, as well as to familiarise students with the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency of different tools in different cases. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the
Bachelor International Business

management of human resources in various business contexts. This implies that you will not learn how to run and practice HRM but rather why certain phenomena occur in the field of HRM and in the context of different organisational environments.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read academic journal articles.

Recommended reading

Selection of book chapters and journal articles.

EBC2163

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Coordinator:
S.J.B. van Diepen
Teaching methods:
Assignment(s), PBL, Work in subgroups, Presentation(s)
Assessment methods:
Participation, Written exam

Quantitative Economics Electives

School of Business and Economics
Quantitative Business

Full course description

This course is devoted to refreshing, extending and actively applying the mathematical and statistical tools introduced in the first year quantitative methods courses.

In the mathematics part we pay attention to a number of applications of first-year mathematical tools to business economics, such as: investment under uncertainty, the CAPM-model, industrial organisation, Game Theory a.o. The purpose is twofold: to repeat and extend the first-year methods and show how they are applied on the one hand, and to get acquainted with some basic quantitative business models on the other hand.

In the statistics part we repeat, apply and extend all the inferential tools discussed in the first year:
a.o. the one-sample t-test, the independent-samples t-test, the paired sample t-test, one-way-ANOVA, the chi-square test and regression analysis. Some new techniques, e.g. non parametric tests, logistic regression and factor analysis will be introduced. Case studies using real-life datasets that reflect business problems from a.o. marketing and finance are examined extensively. The empirical analyses are performed with SPSS, a statistical software package widely used in professional practice.

**Course objectives**

- Learn to recognize the opportunities to apply basic tools from mathematics and inferential statistics in business.
- Learn to implement statistical tools using the statistical software package SPSS, and to correctly interpret the results.

**Prerequisites**

Intermediate knowledge of mathematics and statistics, comparable to the course Quantitative Methods II, code EBC1033/1034/1035.

**Recommended reading**

- QM1 + QM2 mathematics reader, to be downloaded on Student Portal.

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**School of Business and Economics**

**Time Series Modelling**

**Full course description**

The objective of this course is to give students in the Bachelors program of Economics an introduction to modelling univariate and multivariate time series in economics. The topics covered will include
modelling non-stationary time series, Granger causality, co-integration, ARIMA, seasonality, ARCH, Unit roots.

Course objectives

Enable economic students to perform an empirical analysis of time series using the correct tools. Introduction to quantitative methods and econometrics.

Prerequisites

The Quantitative Methods 3 course for EC, or one of the courses Empirical Econometrics for Business, Empirical Econometrics or Forecasting for international business.

Assuming a basic understanding of multiple regression analysis (such as with an introductory course on econometric/quantitative methods), this accessible introduction to time series analysis shows how to develop models capable of forecasting, interpreting and testing hypothesis concerning economic data using well established as well as modern techniques. Based on real-world data and with the help of interactive software such as Eviews we will study and apply key concepts such as ARIMA, unit roots, causality, cointegration, deterministic and stochastic, trends, volatility, outliers, structural breaks, seasonality, vector autoregressive models.

An advanced level of English.

Recommended reading

- Diebold, F. (2017), Econometrics (available online).
- Diebold, F. (2017), Forecasting (available online).

EBC2086

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A.W. Hecq
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Final paper, Participation, Oral exam

School of Business and Economics
Game Theory and Economics

Full course description

This course discusses the main concepts from cooperative and non-cooperative game theory:

- Cooperative game theory: core, Shapley value, nucleolus.
- Non-cooperative game theory: Nash equilibrium, subgame perfect equilibrium, Bayesian and perfect Bayesian equilibrium.

The emphasis will be on concepts and applications. Applications range from oligopoly theory to job market signalling, investment policies, organisational strategies, and cost allocation.

Course objectives

Knowledge of the main concepts in cooperative and non-cooperative game theory; skills in applying these concepts in economic models.

Prerequisites

1. The course is open for all students, although Economics students should be aware of the challenging technical level of this course. The course Thinking strategically could be a proper alternative.
2. This course is compulsory for 2nd-year students Econometrics and Operations Research.
3. Exchange students need to follow a Bachelor in economics, not in business and must have a decent level in mathematics, especially calculus. Some prior knowledge about microeconomics would be helpful.

An advanced level of English.

Recommended reading

School of Business and Economics
Forecasting for Economics and Business

Full course description

This course will cover static and dynamic forecasting models, models with trends and seasonals, and cover the Box-Jenkins methodology for modeling cycles in stationary data. The course will provide students with a thorough understanding of time-series and with the empirical skills to estimate, test, and forecast the most appropriate dynamic models.

Course objectives

- Understand the importance of knowing the mechanisms that generate univariate time-series data.
- Learn the basic tools for making forecasts including software (E-Views).
- Learn and understand methods to investigate dynamic characteristics of time-series data.
- Gain practical experience in analysing, modelling and forecasting a time series and reporting the results in course paper.

Prerequisites

This course can be chosen as an elective by students in the Bachelor program of IBE and IES. Students must have a good and solid foundation in empirical econometrics and applied statistics, in particular statistics including knowledge about the multiple linear regression model.

James H. Stock and Mark W. Watson: Introduction to Econometrics provides a good level indication of the prerequisites knowledge students must have to be able to follow this course successfully.

An advanced level of English.

Recommended reading

The book by Diebold (2014), 'Forecasting' (available online).
School of Business and Economics

Empirical Econometrics

Full course description

Econometric methods at an intermediate level, with an emphasis on applications from macroeconomics and finance, the choice of an adequate model, the testing of assumptions and the interpretation of results. The topics covered will include modelling non-stationary time series and error correction models.

Course objectives

- An insight into the proper use of econometric methods in economic and business research:
- Learn how to use the basic toolkit of econometrics, including software (Eviews, Stata);
- Conduct a small-scale empirical research project, present it and report on it in a term paper;
- Know how to interpret applied econometric studies and how to evaluate them with regard to their theoretical and practical relevance.

Prerequisites

This course requires a good background in algebra, statistics, regression models, and extensions such as dummy variables, interactions, and logarithmic transformations. Students are assumed to have already studied the equivalent of Chapters 1 to 7 and 10 of Wooldridge's textbook, as covered in the course EBC2011, the Economics version of Quantitative Methods III. Other students will need to invest some time and effort in catching up.

THIS COURSE IS THE NATURAL SEQUENCE TO QM III IES (course code EBC2011) AND USES THE SAME TEXTBOOK.

Attendance of the opening lecture is essential in view of the assignment of case or country studies.

An advanced level of English.

Recommended reading

School of Business and Economics

Auctions and Electronic Markets

Full course description

In order to satisfy the Econometrics & OR curriculum, you have to choose two of the courses EBC2091, EBC2120, EBC2121, EBC2122 in period 4.

The course is divided into three parts. Part (I) deals with fundamental results on single-item auctions under strong assumptions about the bidders and their preferences. It should not be a surprise that this classical theory is by far not sufficient when designing auctions for real applications. For example, in frequency auctions, like the UMTS auctions in Europe, or in reverse auctions used in procurement, many items are sold at the same time. Furthermore, we may face problems like the winner's curse when there is uncertainty about the valuation of the items sold in an auction. Part (II) gives a detailed insight in such issues and how they can be dealt with. In Part (III), theoretical insights from part (I) and (II) are applied to particular markets for which auctions have been proposed, or are already used. We broaden our knowledge thereby by investigating the interaction between auction design and specific properties of the market. Examples of markets are electric power, highway franchising, emission rights, and listings in online search engines. Each student writes a final paper about one of these markets, in which they make proposals for an auction design in these markets.

Course objectives

1. Being familiar with the game theoretic analysis of classical single-item auctions;
2. get insight in recent and classical auction literature and learn to interpret the main results;
3. be aware of the most important issues of auction design and how they can be addressed in various contexts;
4. learn how to set up an auction design for a particular application.
Prerequisites

- Exchange students need to major in economics.
- An advanced level of English.

Recommended reading

Course book.

EBC2091

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
A.J. Vermeulen

Teaching methods:
PBL, Presentation(s), Lecture(s), Paper(s)

Assessment methods:
Final paper, Participation

School of Business and Economics
MARBLE research course

Full course description

This course is the 2nd part of the Marble triptych.

In the first marble part, which is part of the regular curriculum, students will be made familiar with theories and research in the field resulting in a research question.

In this course (second part), students will continue to work on the research paper. In order to do so the following topics will be discussed: 1) research proposal, 2) theoretical framework, 3) methodology, 4) reporting the results, and 5) reflection on the research. To train the competences and achieve the outcomes, there will be three kinds of sessions. First, there will be sessions in which students will deal with general research skills, writing a research proposal, theoretical framework, research methodologies, reporting and discussion. This is common knowledge that every Marble student should know. Second, there will be group sessions where students discuss their own work in progress and will receive feedback from peers; This relates to: the research proposal, the theoretical framework, and the discussion of the research. Furthermore, there are some sessions about critical thinking.

This course is obligatory for all Marble students. It will have a multi-disciplinary character. In this way
students will get acquainted with a variety of research methodologies.

In the third part (the capstone) of the triptych students will finalize their paper.

Students in participating in the first semester, can hand in the marble research paper (capstone) in period 6.

**Course objectives**

This course supports the students in writing their marble research paper. Therefore it will focus on 1) writing the research proposal, conceptual framework, methodology, reporting result and discussion, 2) general research skills, 3) critical thinking. After the course students are able to perform their own research and critically analyse argumentations.

It focuses on the following competences: research skills, communications skills, learning skills, and professional attitude.

**Prerequisites**

Students have to be selected for the Marble project.

**Recommended reading**

Relevant articles

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[Print course description](#)

**ECTS credits:**

6.5

**Coordinator:**

F. Moers

**Teaching methods:**

Lecture(s), PBL, Presentation(s)

**Assessment methods:**

Participation, Final paper, Presentation

School of Business and Economics
Quantitative Methods III

Full course description

The course QM3 is a continuation of the first year Economics course QM2 and contains mathematical and statistical subjects.

The mathematics part will summarize and complete the subject-matter concerning static optimisation of functions. Additional techniques will be considered to optimize a nonlinear function with inequality constraints. Besides, we will study the subject of dynamic systems. Here, functions and relations depend on the time variable. In mathematics the basic elements of dynamics are difference and differential equations, which will be introduced. Applications can be found in macro-economics and the theory of economic growth. Closely related to differential equations are integrals, to which we will pay some attention as well.

The statistics part of QM3 digs deeper into the regression model, already introduced in QM2. We will provide a more formal treatment of the regression model, while also introduce a number of new topics, including the problem of omitted variables bias, the testing of general linear parameter restrictions, and the large-sample (asymptotic) properties of regression. Most attention is devoted to the analysis of cross-section data. At the end, we will briefly discuss the analysis of time-series data, which involves a number of new and thorny problems. Unlike in QM2 where we studied assignments based on given Excel output, the emphasis will now be on active empirical assignments. You will generate empirical results by yourself, using the statistical package Eviews, which is used extensively in the economics profession and offers a wealth of features not available in Excel.

Course objectives

- Learn advanced optimisation techniques and apply them to economic problems.
- Understand the concept of integral and learn some integration techniques.
- Learn how to solve some simple discrete as well as continuous dynamic systems and to analyse equilibrium points.
- Learn advanced multiple regression techniques.
- Learn some univariate as well as multivariate time series techniques.
- Apply multiple regression and time series techniques to economic problems using statistical software.

Prerequisites

The courses Quantitative Methods I (EBC1005/1006/1007) and Quantitative Methods II (EBC 1033/1034/1035), taught at the University of Maastricht. In particular the following subjects should have been mastered:

- Mathematics: exponential and logarithmic functions, (partial) derivative and rules a.o. chain rule, optimisation of functions of one and two variables, Lagrange.
- Statistics: random variable, probability distributions, confidence interval, hypothesis testing, linear regression.

An advanced level of English.
Recommended reading

Mathematics:

Statistics:
- Jeffrey M. Wooldridge, Introductory Econometrics: a modern approach, 5th ed. or higher, Thomson South-Western. ISBN : 9781111534394 (also as eBook, see www.cengagebrain.co.uk).

EBC2011

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
J. de Graaff
Teaching methods:
PBL, Lecture(s), Assignment(s)
Assessment methods:
Participation, Written exam

School of Business and Economics
Information, Markets and Organisations

Full course description

The course gives an introduction to the field “information economics”, which studies how asymmetry of information (e.g., about the quality of some good) affects markets and organizations. A common theme is that such asymmetry often leads to inefficiency. The course covers the main issues of the field, in particular adverse selection and moral hazard.

Course objectives

Knowledge of the main issues in information economics; skills in analyzing these issues in economic models.

Prerequisites

Prior knowledge in microeconomics equivalent to the course Microeconomics (EBC1012) is essential. Recommended are also the courses Probability Theory (EBC1024), Analysis II (EBC1032), and Game Theory and Economics (EBC2110). Elective and exchange student who have not taken these courses
are expected to fill gaps in prior knowledge on their own.

Recommended reading


EBC2108

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
S. Terstiege

Teaching methods:
PBL, Lecture(s), Assignment(s)

Assessment methods:
Written exam

School of Business and Economics

Thinking Strategically

Full course description

The course treats the main concepts of game theory at an intermediate level, and includes applications to economics. The following topics are discussed: zero sum games, value and optimal strategies. Nonzero sum games, Nash equilibrium, subgame perfect Nash equilibrium. Games with incomplete information, perfect Bayesian Nash equilibrium. Applications to standard economic models, bargaining and auctions. Evolutionary games, repeated games. Cooperative games: core, Shapley value, nucleolus.

Course objectives

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

Prerequisites

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

Decision Support Systems and Business Modelling

Full course description

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

Course objectives

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

Prerequisites

Basic mastery of Excel, or an alternative spreadsheet application: cell referencing, building formulas,
use of logical functions. This does not include mastery of VBA for Excel: training in VBA programming is part of the course.

An advanced level of English.

Recommended reading

The course is built around a reader that will be distributed before the course. Secondary literature references about decision support systems in general will be provided in the reader.

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**EBC2088**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
J. Flesch

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Final paper, Oral exam

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**School of Business and Economics**

**Dynamic Modelling and Dynamic Optimisation**

**Full course description**

Besides a great amount of static models in Economic Theory dynamic models are also frequently studied. These models can be found in various fields such as Macro and Micro Economics, Public Choice, Game Theory and Finance. First, dynamic models, in terms of systems of differential equations are studied with respect to stability. Next optimal control problems are solved by means of the maximum principle of Pontryagin. Applications range from optimal investment to optimal fishing and problems concerning environmental economics.

**Course objectives**

In this course the student will learn to analyse stability properties of equilibria of dynamic systems in qualitative terms, to apply the maximum principle to optimal control problems, draw phase diagrams with Mathematica and use these to analyse solutions of optimal control problems.
**Prerequisites**

The student should be familiar with:

- linear differential equations,
- non-linear optimisation,
- standard calculus on functions of more than one variable.

Exchange students need to follow a Bachelor in economics.

An advanced level of English.

**Recommended reading**

- Electronic Courseware for Mathematica.

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**EBC2116**

**Period 4**

4 Feb 2019

5 Apr 2019

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinators:**

A.J.A. Storcken

J. de Graaff

**Teaching methods:**

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

**Assessment methods:**

Written exam, Final paper

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**Economics Electives**

**School of Business and Economics**

**Behavioural Economics**

**Full course description**

The traditional model of the homo oeconomicus is ubiquitous in microeconomic theory. Economic agents are assumed to be rational utility maximizers with self-regarding preferences and unlimited processing capacities. Common sense and the results of experiments show that this is not always the case. Often people behave differently than predicted by theory. In the course, we will deal with the
following problem statements:

1. When does microeconomic theory apply and when does it lose its predictive power?
2. If it does not apply, what concepts and models can be used to either extend or to substitute the current theory in order to describe human behaviour?

Specifically we will discuss the following issues:

- Non-expected utility theory,
- Intertemporal choice
- Social preferences,
- Reciprocity,
- Levels of analytical reasoning
- The role of mistakes

In addition, we will touch on the following topics:

- Mental accounting
- Heuristics
- Neuroeconomics

**Course objectives**

The goal of the course is to provide the students with the necessary sensitivity when applying theoretical models. After the course students should be able to identify the most important concepts describing reasons why humans deviate from behaviour predicted by the commonly used model of the homo oeconomicus.

**Prerequisites**

Microeconomics

- Ability and willingness to think analytically

While the course seeks to critic the standard microeconomic theory, this will done in a constructive manner. That is, we will investigate in detail why the standard model might fail, and what extensions or alternative might be used instead. Consequently, we will use, and develop further, the formal tools of analysis you would have learned from your second year microeconomics course.

In addition:

- Basic game theory is helpful, but not necessary (simple equilibrium concepts such as (pure and mixed strategy) Nash equilibrium and subgame perfect Nash equilibrium).
- Exchange students need to major in Business.

An advanced level of English.

**Recommended reading**

There is not one textbook that will cover the course. References and papers will be made available to the students at the beginning of the course.
School of Business and Economics

Job Performance and the Employment Relationship

Full course description

To improve the performance of a firm, managers have to find tools to hire the right people, to sort them into the right job, to motivate them to do their work well, to develop their skills through formal and informal learning and to cooperate efficiently with co-workers. Firms that stimulate one aspect might do so at the cost of others. Managers therefore face many complex trade-offs in their personnel policies.

In this course economic tools to understand these trade-offs will be discussed and illustrated with examples how to apply them in practice.

Many questions are asked about the employment relationship, such as: Why should pay vary across workers within firms - and how "compressed" should pay be within firms? Should firms pay workers for their performance on the job or for their skills or hours of work? How are pay and promotions structured across jobs to induce optimal effort from employees? How to design jobs and performance measures? Why use teams and how are teams used most effectively? How should all these human resource management practices, from incentive pay to teamwork, be combined within firms?

Course objectives

- Understanding of a firm's trade-offs I recruiting, rewarding and developing workers
- Understanding trade-offs in job design and allocation of workers to tasks and jobs
- Understanding of the economic principles that can be used for these and related HRM decisions and policies
- Skills how to use and refine such personnel policies in the practice of a firm

Prerequisites

Knowledge and understanding of introductory microeconomics, like the first-year course EBC1009,
Globalisation Debate

Full course description

Globalisation is a controversial economic phenomenon. On the one hand, economists portray it as a way to increase the rate of economic growth and provide material well-being for everyone on the globe. On the other hand, the so-called anti-globalisation movement has actively – and sometimes violently – protested against it because they see globalisation as a force that leads to inequality in the world and puts stress on the environment.

This course reviews this debate using the analytical tools of economic theory. The course proposes a number of topics, such as the consequences of the liberalisation of global capital markets, the relationship between free trade and the environment, outsourcing and labour standards, the nature and effects of financial crises, and the rationale for the policies pursued by the IMF and the World Bank. For each of those topics, a number of critical contributions in the literature are identified and discussed. The reading list that is compiled in this way includes a wide variety of authors. All literature is presented in a non-technical and accessible way.
The group meetings aim to understand the economic argumentation that can be used on both sides of the globalisation debate. Thus, students will be able to judge to what extent the arguments used by the proponents of globalisation, or by the anti-globalist movement, are founded in sound economic reasoning. As part of the assessment for the course, students must also write a short paper in which they summarize these arguments and present their own view of the potential benefits of globalisation.

Course objectives

Students will become familiar with the economic arguments used by proponents of globalisation and by the anti-globalist movement; they will learn to assess these arguments using sound economic reasoning, and thus form their own individual opinion on globalisation.

Prerequisites

- 3rd year bachelor student
- Having finished one principles of economics course and one principles of finance course (courses that are generally taught in year 1 or year 2 of a business/liberal arts program)
- Appropriate analytical skills (basic mathematics and statistics, ability to read and work with graphs)
- An advanced level of English

Recommended reading

To be announced.
Entrepreneurship

Full course description

All over the world modern government organisations are changing their classical bureaucratic structures into modern institutions focusing on public management and public entrepreneurship. Public entrepreneurship is related to institutional public reform.

Prerequisites

Two years of the programme in Economics or International Business Studies. For students from abroad, an introductory course in Public Economics, Microeconomics or Organisation- Economics is required. Relevant theories and concepts: welfare economics, new institutional economics, new economics or organisation, public choice theory, new public management, privatisation, marketisation. This course aims at International Economics students, International Business students and students in Organisational Economics.

An advanced level of English.

This course aims at IES-students, Socrates- and other exchange students, as well as students in organisational economics (e.g. track Organisation: Change Management). This courses is an elective for IB-students.

Recommended reading

- Osborne, D. and T. Gaebler, Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector

EBC2077

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
J.G.A. van Mierlo

Teaching methods:
PBL, Presentation(s), Work in subgroups

Assessment methods:
Final paper, Attendance, Participation

School of Business and Economics
Economic Psychology

Full course 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 Nobel prize 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 nine sessions of the course the psychology and behavioural economics of judgment and decision-making are 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. Students should realize that the course is not easy and that its material also includes some mathematical derivations.

Course objectives

- 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

Prerequisites

- Basic understanding of microeconomics (level comparable to: course Economics and Business), probability theory and mathematics (level comparable to course QM2)
- An advanced level of English

Recommended reading

- Articles and chapters from books.

EBC2103

Period 2
29 Oct 2018
21 Dec 2018

Spin course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
P. Werner
**Teaching methods:**
Presentation(s), Lecture(s), Work in subgroups

**Assessment methods:**
Participation, Written exam, Presentation

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**School of Business and Economics**  
**Innovation in Business and Economic Growth**

**Full course description**

This course looks at innovation from within the firm, and investigates how innovation processes contribute to economic growth. Firms do not act in isolation: they need to confront themselves with the changing conditions of the economy and society of which they are part. The proposed literature covers notions of knowledge, innovation, and technology (innovation systems, general purpose technologies), their Organisational patterns (networks, clusters, and global value chains), and firms’ innovation strategies in modern contexts (dispersed R&D, markets for technology).

In order to develop theoretically grounded innovation strategies, the course combines a theoretical perspective with practical elements on innovation processes in firms. Each tutorial is divided in two parts: in the first the assigned literature is reviewed and discussed, in the second theoretical insights are applied to the business cases on which students (in groups) work during the course. The business case addresses one of the four scenarios outlined in the CPB report (reference below), is guided by a set of questions and discussed during the tutorials.

This course provides business students with the dual opportunity to develop their understanding of innovation processes within firms and understand how managerial decisions shape and are shaped by economic, social, and technological conditions.

**Course objectives**

This course looks at the role of innovation in the modern economy. The main goal of the course is to understand how firms' innovation strategies affect (and are affected by) the economic, technological and social context which surrounds them. To achieve this goal students are required to write (in small groups) a business case which focuses on defining an appropriate innovation strategy for an existing or start-up firm depending on four different hypothetical scenarios which might characterize the Netherlands’ economy and society in 2040.

**Prerequisites**

An advanced level of English

**Recommended reading**

- Journal articles

**EBC2148**
Law Electives

Faculty of Law

Comparative Income and Business Taxation

Full course description

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

Course objectives

- Students should be able to understand and explain basic principles of personal and corporate income taxation from both a government as well as a taxpayer perspective.
- Students should gain a basic understanding of principles of international tax law, the role of tax treaties and their interaction with certain elements of EU law.

Prerequisites

None

Recommended reading

- H. Ault / B. Arnold, Comparative Income Taxation: A Structural Analysis, 4th edition, 2019/2020 (if not available in time, we will use the IBFD’s digital Tax Research Platform)
Full course description

This course concentrates on the general principles and main features of international business law - that is, the law governing international business transactions. The course is divided into three parts.

In Part I three general topics will be discussed. The essence of trade is exchange of property in its widest possible meaning. The basis of almost every exchange is a contract. This course therefore starts by looking at contracts from a legal perspective: what does the law require for there to be a legally binding contract? Next we will look at one of the ways the law protects private interests against infringements by others: the law of torts. We will do so by means of the law on product liability, under which manufacturers may be held liable for damage caused by defective products. Furthermore, a basic understanding of the European Union and Community, its institutions, legislative instruments and, of course, fields of activity is of paramount importance for European business.

In Part II focus will be on business to consumer transactions, with a certain focus on e-commerce. The crucial difference between business to consumer transactions and those between businesses is that individual consumers typically have no bargaining power. This has led legislators, Brussels not in the least, to offer a degree of protection to the consumer. The nature of e-commerce, moreover, raises some further issues both in contract and tort that deserve attention.

Part III deals with what is traditionally considered to form the core of international business law: the
international sale of goods between businesses. In this context we will examine issues of formation of contract specific to business to business transactions as well as remedies in case of breach of contract. An international sale of goods typically involves two further arrangements to be made by the parties: the carriage of goods from the seller to the buyer and, conversely, payment of the purchase price by the buyer to the seller. We will study carriage of goods by road and sea, focusing on the liability of the carrier and the transport documents used. The course ends with an introduction to the basics of the most important payment mechanism in international trade, the so-called ‘letter of credit’ or documentary credit.

For further information please refer to www.unimaas.nl > Faculty of Law > Education > Programme guide of the appropriate academic year.

Recommended reading

Reader and legal materials.

**EBC2034**

Period 5  
8 Apr 2019  
7 Jun 2019

Print course description

ECTS credits:  
6.5

Instruction language:  
English

Coordinator:  
A. Beckers

Teaching methods:  
PBL

Assessment methods:  
Written exam

**Emerging Markets Major Courses**

**School of Business and Economics**

**Consumer Behaviour**

**Full course description**

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

**Course objectives**

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

**Recommended reading**

Consumer behavior textbook. Academic articles.

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**EBC2041**

**Period 4**

4 Feb 2019

5 Apr 2019

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

K. Geyskens

**Teaching methods:**

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

**Assessment methods:**

Final paper, Participation, Written exam

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**School of Business and Economics**

**Services Marketing**

**Full course description**

Much of the economy in the developed world is dominated by the production and consumption of services. For example, in the US, current statistics show that approximately 75% of the work force is involved in the services industry. Additionally, 45% of an average US family's budget is spent on services, and for Europe statistics are similar. In many developing nations services are considered a way to expand and stimulate economic growth and development. Consistent with economic growth comes a growth in services employment. While most business schools focus on the manufacturing segment of the economy, given these facts it seems imperative to study the marketing of services in
a separate course. Three kinds of services will form the central focus of this course: (1) Services which are offered by organizations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others), (2) Services which are offered by companies that manufacture products. In this context services refer mostly to the so-called "after-sales service" (repair services, service engineers, etc.) but also (product) instructions accompanying a sale, and (3) a specific focus on the online context of social media, virtual communities, Twitter etc. as these hold promising potential for service delivery and as they form a new frontier for both practitioners as well as researchers.

Service organisations vary, from restaurants, hotels and car rental agencies to financial services and even education. These organisations require a distinctive approach to marketing strategy. We will build on the principle of marketing and expand into very specific themes covering the entire spectrum of services, seen through many angles and illustrated by relevant case studies. In the course we will explore methods, based on academic research, in which firms can use service as a unique selling proposition. We have designed this course to address the unique needs and challenges in this ever-changing aspect of marketing, including the dynamic and rapidly developing area of electronic and mobile services. Throughout the course emphasis will be placed more specifically on issues related to marketing management and customer perceptions. Thus, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, to enhance understanding of the course concepts, several elaborate cases will be discussed and student teams will complete a real-life services marketing project.

Course objectives

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

Recommended reading

  Alan Wilson, Valerie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler
  McGraw-Hill Higher Education
School of Business and Economics

Digital Supply Networks

Full course description

Companies such as Amazon, Airbnb, and LinkedIn build and manage powerful supply networks to create value. The goal of this course is to provide students with an understanding of these networks and their relationships with customers as well as suppliers. We also zoom in on the digitization and innovation processes that govern these relationships. Students will critically evaluate cutting-edge thinking on these topics and discuss implications for supply chain management, strategy, and marketing.

Course objectives

This course not only provides students with concepts to understand recent digitization processes but also prepares them with the conceptual tools to manage future in supply chain, marketing, and strategy innovations.

Prerequisites

A holistic understanding of Supply Chain Management, Marketing, and Strategy; a keen interest in technology and innovation; Knowledge of Internet technologies and a good command of English.

EBC2045

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinators:
L.R.J. Quintens
S. Bartczek

Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Options and Futures

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


ECTS credits: 6.5

Instruction language: English

Coordinator: P.J. Mauricio Rodrigues

Teaching methods: PBL, Presentation(s), Assignment(s), Work in subgroups

Assessment methods: Participation, Written exam

School of Business and Economics
Investment Analysis and Portfolio Management

Full course description

The purpose of this course is to study how investors (both retail and institutional) construct and manage portfolios. We follow the investment process investors follow in real life. That is from Asset Liability Management to Strategic and Tactical Asset Allocation to Portfolio Management, Security Selection and finally Trading. Each week we study a different asset class. Next to traditional assets like listed stocks we look at the added value of real estate, mutual funds, hedge funds and private equity in order to build diversified portfolios. Finally the course will introduce you to a new development in professional asset management; Socially Responsible Investing (SRI). We study the impact of SRI on portfolio return and risk. All topics are explored via real life cases using actual data.

Course objectives

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

Prerequisites

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

Recommended reading


EBC2054

Period 1
3 Sep 2018
26 Oct 2018

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
R.R.A.E. Otten

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

Assessment methods:
Written exam

School of Business and Economics
Financial Management and Policy

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

- Reader

EBC2055

Period 2
29 Oct 2018
21 Dec 2018

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinators:
J.W.B. Bos
J.M.R. Merk

Teaching methods:
Presentation(s), Lecture(s), Assignment(s)

Assessment methods:
Participation, Written exam, Attendance

School of Business and Economics
Full course description

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

The course is linked to audit practice by means of case-studies and a workshop in collaboration with a large audit firm and/or a guest lecture.

Course objectives

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

• Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
• Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
• Graduates can inform judgments on theoretical and practical business/economic issues.
• Graduates can find, read and understand relevant research.
• Graduates have largely self-directed learning skills and the ability to regulate their own learning process.

Prerequisites

• Internal control & accounting systems
• Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems).
• An advanced level of English

Recommended reading

Textbook and academic articles
Full course description

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

Course objectives

The leading theme of this course is the value of accounting information for decision-making within the firm. The course provides an overview of state-of-the-art advanced cost accounting and cost management techniques. Some topics in this respect are: activity-based costing and activity-based management, performance evaluation (measurement) techniques (scorecards, ...) and cost allocation issues.

A selection of such issues will be covered in depth during the course. In addition, this course introduces and discusses both state-of-the-art research studies and more popular contemplations regarding strategic cost accounting and especially cost management.

Prerequisites

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

Recommended reading

Textbook

EBC2059

Period 4
4 Feb 2019
5 Apr 2019
# Full course description

The course will discuss themes that are directly relevant to producing information management professionals. Some of these topics are:

1. Measuring the impact of IT on business performance
2. IT consumerization
3. Big Data: The role of Business Intelligence and Business Analytics
4. IT Governance
5. Information Security

All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. Given the widespread use of IT, managers who are active outside the field of IT also deal with many of these same problems on a regular basis. The discussion of each topic will focus on methods and tools that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge for students who lack the relevant prior knowledge.

# Course objectives

This course introduces students to the field of information management with particular emphasis on the management of information within Organisations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information.

**Key Learning Objectives**

- Develop an awareness and understanding of key principles, theories, and technologies related to the management of information
- Obtain experience in applying information management concepts to address substantive, real-world
information management issues
• Appreciate how empirical research can guide efforts to address real-world information management issues
• Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
Graduates can inform judgments on 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 and interpersonal skills.

Prerequisites

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

An advanced level of English.

Recommended reading

Reader

EBC2060

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A.S. Joshi
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Participation, Written exam

School of Business and Economics
Operations Management

Full course description

The course focusses on the application of techniques in the area of Operations Management.

Topics which are covered include Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Lean Production/JIT, and Waiting Line Theory. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be applied on examples and exercises. Furthermore, said techniques are applied to an accurate interactive simulation, which takes the form of a computer game.

The course combines cases, exercises and discussions, facilitated by students themselves. Facilitations cover both the learning materials resulting from the aforementioned game, and the mandatory hand-in assignments.

Course objectives

Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions. Ability to simulate real life situations and solve cases in the area of research. Ability to apply theoretical knowledge to practical (simulated) operational situations.

Prerequisites

- Advanced knowledge of the role and scope of Operations Management within Business.
- Advanced mathematical skills; ability to understand quantitative models and concepts, and apply these.
- Moderate level of understanding of simulation.
- Moderate level of knowledge concerning Linear Programming.
- An advanced level of English.
- An advanced level of expertise in PBL (Project Based Learning).

From the above, it can be assumed that students taking this course have at the very minimum obtained the necessary knowledge in order to pass the course Management of Operations and Product Development (MOPD).

Recommended reading


- Various research papers from the field of Operations Management.
School of Business and Economics

Global Transportation Management

Full course description

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

Course objectives

The course Global Transportation Management provides a detailed introduction into different transportation modes and their applicability in single – and multimodal contexts. The course stimulates critical thinking and own opinion formation. By encouraging students to actively shape form and content of multiple tutorial sessions in repeated facilitation settings, social skills, communication skills, character traits, attitudes complement the hard skills developed. The comparatively high proportion of exchange students contributes to the achievement of the aforementioned goals in an inherently international classroom setting.

Prerequisites

- An advanced level of English.

Recommended reading

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

Strategic Management of Technology and Innovation

Full course description

This is an introductory course to the management of innovation. Thus it aims at introducing theories, models and tools to the students that are central to managing the identification, development and commercialization of innovations. Core topics covered in this course include market failures faced by innovating firms, knowledge about the various definitions of an innovation and innovative activities, how to search for novel ideas (inside as well as outside of the firms’ boundaries), what tools to use inside and outside of the firm to evaluate promising ideas efficiently and accurately, ways to acquire external financing in case of cash flow constraints, tools to use to increase appropriability of innovations as well as various forms to develop innovations inside and outside of the firm.

Course objectives

Technological change and innovation have to be managed by firms. In this course we will explore what main challenges firms face in their technological change and innovation activities and which concepts, techniques, tools and management processes are helpful to successfully advance technological change and innovations.

Prerequisites

- Basic knowledge of management/business economics, organization and strategy.
- An advanced level of English.
School of Business and Economics

International Business History

Full course description

We study a path-breaking historical development in one or more leading industrial capitalist nations. We zoom in on business activities and their outcomes, and we zoom out to the historical and national context in which these events have taken place. Looking back at history can be concretely informative since much what exists now has its roots in the past. But studying history is also a way of developing creative notions about how humans interact with their business environment in a situation of pervasive uncertainty. This can broaden our mental scope in dealing with our own uncertain world. This may well be the most important learning to develop in our course.

Course objectives

The course has two learning goals both linked to intellectual leadership, the ability to lead in interpreting situations, seeing opportunities where others don’t even look, and thinking through possible pathways towards jointly beneficial futures. These two goals are:

- study historical evolution in terms of human and organisational actors responding to opportunities in their environment in ways that pioneered entirely new industries and forms of business.
- writing an essay that demonstrates that the student has ideas and is able to communicate these in a persuasive way.

Prerequisites

This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation. I have to say that the reading load is quite considerable.
Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, and the educational approach. Failure to attend both meetings implies course failure.

**Recommended reading**

Book and / or selected articles about business history with emphasis on the second industrial revolution.

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**EBC2069**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M.J. van Wegberg

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

**Assessment methods:**
Attendance, Final paper, Participation

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**School of Business and Economics**

**International Financial Management**

**Full course description**

This course deals with financial challenges you will encounter when you operate across borders, in one way or another. Whether it is the currency risk you encounter when exporting your products abroad, the decision you face to perhaps start producing a broad, or the components that you import from abroad: if you are entrepreneurial, you need a minimum knowledge of international financial management in order to adequately manage risks, and to perceive financial opportunities. In the course, we try – as much as possible – to take the view of the entrepreneur. And we want you, the students, to take that same view. Of course, as with any area of expertise, you have to acquire a basic set of tools. But the course is about much more than just a set of tools. There is a strategic element to international financial management. For example, the same currency risk that you run by exporting abroad, can be hedged in many ways: you can buy currency futures or options, but you can also decide to produce in the country to which you export, thereby providing yourself with a so-called natural hedge. As you will see, the optimal decision requires you to correctly assess the risks involved in each scenario, as well as the extent to which you can hedge these risks, and the cost at which you do so. However, as is often the case when we talk about risk in finance, there is also such a thing as a risk preference. You, the entrepreneur, need to know about international financial management as much as you need to know your own risk appetite. The course prerequisites are limited (basic finance course and basic economics course) and thus this course is very well suited for exchange students.
Course objectives

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

Prerequisites

- Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.
- An advanced level of English.

Recommended reading


School of Business and Economics

Systems Analysis and Design

Full course description

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

During the course we will address and apply techniques such as Data flow diagrams, Entity-Relationship diagrams and relational modelling.

For the more technical parts of the course, various lectures will be organized to properly introduce and explain the topics at hand. These lectures will be followed by group sessions in which students
apply their knowledge. During most tutorial meetings, exercises will be discussed. These exercises have to be prepared by all individual students. Working in teams or groups on these assignments is fully acceptable, but in no way mandatory. In addition, each student will be involved in hosting one or several tutorial meetings. Finally, the course includes one group assignment which has to be prepared by subgroups of 3-4 students.

Course objectives

All businesses and Organisations develop or buy information systems. While the main purpose of these systems is to store and retrieve information, each system is unique and meets a different demand. In order to build properly functioning systems, it is essential that all requirements of the new information systems are analysed and translated into blueprints for future system implementations. This course will provide you with the necessary insights, and teach you the skills and methodologies to analyse and design information systems.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

Prerequisites

An advanced level of English.

Recommended reading

- Modern Systems Analysis And Design
  Authors: Hoffer, Jeffrey A.; George, Joey F.; Valacich, Joseph S.
  Edition: 7 (International edition)
  Published by: Pearson.
  ISBN10: 0-273-78709-8
School of Business and Economics

Crisis Management in organisations

Full course description

The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. A crisis is a low probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect and means of resolution, as well as by a belief that decisions must be made swiftly. Well-known examples are the BP oil spill and the Chernobyl disaster. Hence, this is not a course about financial crises.

An enormous amount of articles have been written on how to solve crisis situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. The objective of this course is to offer you a clear framework that helps you in understanding how organizational crises arise, and to give you more insight in the complexity of crisis management.

The course consists of two main parts: (1) conditions that affect the vulnerability to an organizational crisis; and (2) crisis management. The first part concentrates on the factors that make an organization crisis prone. We thereby focus on human nature; social-cultural causes; and organizational-technological causes. The second part discusses crisis management. We will discuss what organizations can do to prevent crises, and how to contain and resolve organizational crises. Specific attention will be paid to crisis decision making by individuals and groups; communication, and leadership in times of crises.

Course objectives

After successfully completing this course, students should be able to:

- understand the nature and types of organizational crises;
- discuss the possible outcomes of organizational crises;
- recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises;
- explain which factors help in preventing organizational crises;
- explain which factors help in containing and resolving organizational crises;
- appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process;
- appreciate the challenges in coping with uncertainty.

Prerequisites

An advanced level of English.
Recommended reading

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, students are required to apply the literature to real-life crisis situations.

EBC2100

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinators:
B.H.J. Schreurs
C. Marques dos Santos
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Paper(s)
Assessment methods:
Participation, Final paper, Attendance

School of Business and Economics
Global Supply Chain Management

Full course description

Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context.

Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary of the required literature, as well as additional material, such as other academic articles, cases, and examples.

Prerequisites

- General insight and interest in business. This is one of the four courses in the supply chain management major.
- An advanced level of English.
School of Business and Economics

Organisational Behaviour

Full course description

Organisational Behaviour focuses on what people do in an organisation and how their behaviour affects organisational performance. An organisation may be designed to fit its institutional environment, but organisational performance may still suffer because of low employee morale, high stress levels, and conflicts at the workplace. Issues discussed in the course cover a wide range of important topics from motivation, emotions, personality, and job satisfaction to work teams, power, conflict, and communication.

Course objectives

This course on Organisational Behaviour is meant to provide students with solid, evidence-based, and actionable knowledge on organisational behaviour. Organisational Behaviour, in a nutshell, investigates why people in organisations behave the way they do. After the completion of the course, students should be familiar with Organisational Behaviour theories; be able to read, understand, and critically evaluate Organisational Behaviour research findings including conceptual and empirical work; and be able to apply Organisational Behaviour concepts when diagnosing and solving business problems.

Prerequisites

- Students should have basic knowledge of organisational theory. Prior courses in the field of organisation and management are advantageous.
- An advanced level of English.
Recommended reading

To be announced.

EBC2048

Period 4
4 Feb 2019
5 Apr 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
H. Günter

Teaching methods:
PBL, Presentation(s), Lecture(s), Work in subgroups

Assessment methods:
Participation, Final paper

School of Business and Economics

Project and Process Management

Full course description

The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The process management part of this course deals with operation, strategy and process management. We define a process to be any transformation that converts inputs to outputs. The process view considers any organization to be a process that consists of interconnected sub processes. In this part of the course we will provide students with the basic concepts that enables them to describe processes in a way that allows them to apply "management levers" on those processes: process flow time, work-in-process, process-efficiency and so forth.

Course objectives

The course is directed at the following learning and competences:

- developing an awareness of the range, scope and complexity of the phenomena, issues and problems related to project and process management;
- developing an integrated and process oriented perspective on managing complex projects and team work;
• acquiring competencies in the usage of tools, techniques, methods and models for managing projects and processes.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**


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**EBC2050**

**Period 4**

4 Feb 2019
5 Apr 2019

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

P.W.L. Bollen

**Teaching methods:**

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

**Assessment methods:**

Final paper, Participation

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**School of Business and Economics**

**Business and Politics in Europe**

**Full course description**

The course looks at the interaction between Business and Society, focussing on political issues. While political risk tended to be an issue restricted to emerging markets, recent developments, such as
Brexit, have made clear that it is increasingly becoming an issue for companies in developed market economies as well. Knowledge of the interaction between business and politics has become indispensable for an ever wider group of people: leading business persons in Europe and an ever wider circle of management below the top level; consultants; employees of non-governmental organisations; and entrepreneurs working in policy sensitive areas (such as renewable energy). Clearly, participation in the course requires interest in societal processes in general and in politics in particular.

Topics covered:

- Corporate political strategy as a part of overall business strategy (ca. 20%);
- Introduction to comparative politics and comparative institutional economics, that is, comparing how the institutional setup of the economy and politics differs across countries in Europe (ca. 20%);
- Functioning of the EU, also in relation to the Euro crisis (ca. 20%);
- Empirical research of lobbying in Europe and relevance for business strategy (ca. 20%).
- Analysis of the background of recent developments, such as Brexit (10%),
- Integral approach to Corporate Social Responsibility, Corporate Political Strategy and Competitive Market strategy (ca. 10%)

A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, and political science.

The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past.

Additional remarks regarding assessment methods:

- Attendance requirement: max. 2 absences allowed. Second absence might have an impact on participation grade.
- Students work in teams of 2-3 persons on a project. Teams either focus on 1-3 countries in Europe, or on EU regulation in a particular industry.
- Two or three papers (take-home assignments) on course material
- The papers have strict requirements regarding literature to be followed. They are not "free" papers.

**Course objectives**

- Understand the mutual interaction between Business and Politics in Europe, in particular regarding lobbying, and the implications this has for corporate strategy.
- Understand the relevant elements of institutional diversity in which firms in Europe operate, in particular how institutional diversity extends to elements other than culture.
- Understand the functioning of the European Union and differences in the political systems of the member states.
- Understand political aspects of the Euro crisis, especially the interaction between the crisis and the political organisation of the European Union.
- Understand the societal processes behind other recent developments, such as Brexit, and the dissatisfaction with the functioning of the European Union.
- Ability to apply knowledge of the European institutional environment to relevant business decisions.
- Ability to work independently on a project, including independent literature search.
- Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge.
- Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.
Prerequisites

- Two years of study in (International) Business and/or (International) Economics at a level comparable to SBE.
- Very good working knowledge of English (reading, writing, speaking).

Special remarks follow for:

- Exchange Students;
- SBE Economics students.

Note for Exchange Students

- The course is strongly recommended to exchange students satisfying the prerequisites (see also below). Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students.
- In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course.
- You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds.
- The course is NOT open to students in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement.

Note for SBE Economics students

As the course focuses on the institutional environment of business it fits very well into the SBE Economics curriculum. Compared to the standard Economics courses at SBE it has a more applied character. Special attention is paid to political aspects of the Euro crisis on the level of the EU. The course is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms.

Recommended reading

Articles to be collected by students from the electronic library. Combination of fundamental papers with very recent literature.

EBC2051

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
L.S. Figge
School of Business and Economics

International Financial Accounting

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading

School of Business and Economics

Internal Control and Accounting Information Systems

Full course 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 quality of reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Course objectives

- Understand the concept of quality of information and the importance of this concept.
- Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations.
- Learn about the different organisational processes within organisations, and learn how to design internal controls for each of these processes.
- Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes.
- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform judgments on 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 and interpersonal skills.
- Graduates have largely 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.
- Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.
- Graduates show social responsibility. This includes demonstrating awareness for academic and scientific responsibility in a broader social or ethical context.

Prerequisites

- An advanced level of English.
- No specific knowledge required.
School of Business and Economics

Knowledge Management

Full course description

This course studies the knowledge management practices of contemporary global Organisations. For a long time companies relied on labour, capital and (raw) material as their most important assets, but nowadays intellectual capital (knowledge) is seen as the key driver of competitiveness for many Organisations. Organisations such as consultancy and law firms heavily rely on so-called knowledge workers to deliver their services. The growing recognition that knowledge is a distinct production factor has led to a new field of study and practice: knowledge management.

Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of Organisational knowledge, aimed at maximizing Organisations’ return on knowledge assets. Managing knowledge is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Information technology (e.g. corporate Facebooks, wikis, online forums) can support knowledge management initiatives in Organisations, but these systems are not without limitations. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?” This question is addressed using academic and business press readings and a diverse set of company cases.

Course objectives

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

**Prerequisites**

No prerequisites

**Recommended reading**

Electronic Reader

**EBC2039**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
J.R. Sweeney
N.A. Sutton

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

**Assessment methods:**
Participation, Written exam

**School of Business and Economics**

**Marketing Strategy & Practice**

**Full course description**

In an increasingly dynamic environment companies require a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies when it comes to consumers and partners. Thus, it is imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer.

The course Marketing Strategy & Practice focuses on designing strategies from the market back to create, deliver, and sustain customer value in competitive and dynamic markets. To do so, this course deals with a comprehensive investigation and analysis of all major components of marketing strategy.
and their integration. This course takes a business oriented setup by focusing on real life examples/cases and by allowing students to participate in a market simulation game. The objective of the simulation is to put into practice the concepts related to marketing strategy and the marketing mix in a risk-free environment.

**Course objectives**

In this course we will take the viewpoint of the Chief Marketing Officer (CMO). A CMO is not simply an implementer but rather a maker of organization strategy. More specifically, a CMO is expected to be a leader in defining the mission of a business, in analyzing competitive market situations, in developing business objectives and goals, and in defining customer value propositions and marketing strategies that create value for a business unit as a whole.

Hence, we will use this perspective to address the issues of (1) defining and developing the strategic goals of the organization; (2) identifying organizational growth opportunities through customer and market analysis (3) formulating product-market strategies; and (4) budgeting marketing, financial and production resources.

**Prerequisites**

A basic marketing course at the level of Management of Organizations and Marketing and Marketing Management, and/or knowledge of the basic concepts of marketing.

**Recommended reading**

The literature for this course consists of a series of articles related to the topics discussed. Additionally, some cases will be used as examples of real-life business situations.

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**EBC2063**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
S.A. Sadowski

**Teaching methods:**
PBL, Presentation(s), Assignment(s), Work in subgroups

**Assessment methods:**
Participation, Written exam, Attendance

**School of Business and Economics**
Comparative Management

Full course description

Comparative management analyses the extent to which management principles are applicable from one business context (e.g., industry or country) to another. Comparative management seeks to determine the applicability of mainstream management know-how to other contexts.

For example, the rise of many countries in Asia from being a developing country to global powerhouse status, the unprecedented transformation of societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard theories.

Note: Moreover Presentation/Facilitation will be part of the Assessment methods.

Course objectives

The course is aimed at the study of management in different contexts and different international contexts more in particular. In the course we examine and compare management practices across countries, institutional environments and cultures. That also incorporates the different contexts that different industries and different professional and functional backgrounds provide. The purpose of teaching Comparative Management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage different organisations successfully. The intention is to help them to develop an awareness of the concepts of culture and institutions and their pervasive and hidden influence on behaviour in organisations, particularly with respect to management and management practices. We want students to become familiar with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts (e.g., functional areas, professions and industries) and to appreciate the impact of working in a different context on one’s personal behaviour.

Prerequisites

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

An advanced level of English.

Recommended reading

Scientific journal articles and textbook chapters.
School of Business and Economics

Human Resource Management

Full course description

The course is based on the assumption that there is no single 'one best way' of managing human resources but rather that a range of approaches may be applicable to any one organisation, depending on its environment, its business context and its employees.

Consecutive issues in this course among others are: HRM in business organisations, strategy and strategic HRM; human resources and staffing, compensation; HRM in small enterprises and benchmarking HRM.

Course objectives

This Human Resource Management course aims at introducing students to the field of human resource management by reporting both theory and practice. The goals of the course are to introduce students to the various issues that arise in human resource management, as well as to familiarise students with the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency of different tools in different cases. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the management of human resources in various business contexts. This implies that you will not learn how to run and practice HRM but rather why certain phenomena occur in the field of HRM and in the context of different organisational environments.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read academic journal articles.

Recommended reading

Selection of book chapters and journal articles.

EBC2163
Emerging Markets Elective Courses

School of Business and Economics
Quantitative Business

Full course description

This course is devoted to refreshing, extending and actively applying the mathematical and statistical tools introduced in the first year quantitative methods courses.

In the mathematics part we pay attention to a number of applications of first-year mathematical tools to business economics, such as: investment under uncertainty, the CAPM-model, industrial organisation, Game Theory a.o. The purpose is twofold: to repeat and extend the first-year methods and show how they are applied on the one hand, and to get acquainted with some basic quantitative business models on the other hand.

In the statistics part we repeat, apply and extend all the inferential tools discussed in the first year: a.o. the one-sample t-test, the independent-samples t-test, the paired sample t-test, one-way-ANOVA, the chi-square test and regression analysis. Some new techniques, e.g. non parametric tests, logistic regression and factor analysis will be introduced. Case studies using real-life datasets that reflect business problems from a.o. marketing and finance are examined extensively. The empirical analyses are performed with SPSS, a statistical software package widely used in professional practice.

Course objectives

- Learn to recognize the opportunities to apply basic tools from mathematics and inferential statistics in business.
- Learn to implement statistical tools using the statistical software package SPSS, and to correctly interpret the results.

Prerequisites

Intermediate knowledge of mathematics and statistics, comparable to the course Quantitative Methods II, code EBC1033/1034/1035.
Recommended reading

- QM1 + QM2 mathematics reader, to be downloaded on Student Portal.

EBC2025

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

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

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

Assessment methods:
Written exam, Participation

School of Business and Economics

Behavioural Economics

Full course description

The traditional model of the homo oeconomicus is ubiquitous in microeconomic theory. Economic agents are assumed to be rational utility maximizers with self-regarding preferences and unlimited processing capacities. Common sense and the results of experiments show that this is not always the case. Often people behave differently than predicted by theory. In the course, we will deal with the following problem statements:

1. When does microeconomic theory apply and when does it lose its predictive power?
2. If it does not apply, what concepts and models can be used to either extend or to substitute the current theory in order to describe human behaviour?

Specifically we will discuss the following issues:

- Non-expected utility theory,
- Intertemporal choice
- Social preferences,
- Reciprocity,
- Levels of analytical reasoning
- The role of mistakes

In addition, we will touch on the following topics:
Course objectives

The goal of the course is to provide the students with the necessary sensitivity when applying theoretical models. After the course students should be able to identify the most important concepts describing reasons why humans deviate from behaviour predicted by the commonly used model of the homo oeconomicus.

Prerequisites

Microeconomics

- Ability and willingness to think analytically

While the course seeks to critic the standard microeconomic theory, this will done in a constructive manner. That is, we will investigate in detail why the standard model might fail, and what extensions or alternative might be used instead. Consequently, we will use, and develop further, the formal tools of analysis you would have learned from your second year microeconomics course.

In addition:

- Basic game theory is helpful, but not necessary (simple equilibrium concepts such as (pure and mixed strategy) Nash equilibrium and subgame perfect Nash equilibrium).
- Exchange students need to major in Business.

An advanced level of English.

Recommended reading

There is not one textbook that will cover the course. References and papers will be made available to the students at the beginning of the course.
School of Business and Economics

Time Series Modelling

Full course description

The objective of this course is to give students in the Bachelors program of Economics an introduction to modelling univariate and multivariate time series in economics. The topics covered will include modelling non-stationary time series, Granger causality, co-integration, ARIMA, seasonality, ARCH, Unit roots.

Course objectives

Enable economic students to perform an empirical analysis of time series using the correct tools. Introduction to quantitative methods and econometrics.

Prerequisites

The Quantitative Methods 3 course for EC, or one of the courses Empirical Econometrics for Business, Empirical Econometrics or Forecasting for international business.

Assuming a basic understanding of multiple regression analysis (such as with an introductory course on econometric/quantitative methods), this accessible introduction to time series analysis shows how to develop models capable of forecasting, interpreting and testing hypothesis concerning economic data using well established as well as modern techniques. Based on real-world data and with the help of interactive software such as Eviews we will study and apply key concepts such as ARIMA, unit roots, causality, cointegration, deterministic and stochastic, trends, volatility, outliers, structural breaks, seasonality, vector autoregressive models.

An advanced level of English.

Recommended reading

- Diebold, F. (2017), Econometrics (available online).
- Diebold, F. (2017), Forecasting (available online).

EBC2086

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
School of Business and Economics

Game Theory and Economics

Full course description

This course discusses the main concepts from cooperative and non-cooperative game theory:

- Cooperative game theory: core, Shapley value, nucleolus.
- Non-cooperative game theory: Nash equilibrium, subgame perfect equilibrium, Bayesian and perfect Bayesian equilibrium.

The emphasis will be on concepts and applications. Applications range from oligopoly theory to job market signalling, investment policies, organisational strategies, and cost allocation.

Course objectives

Knowledge of the main concepts in cooperative and non-cooperative game theory; skills in applying these concepts in economic models.

Prerequisites

1. The course is open for all students, although Economics students should be aware of the challenging technical level of this course. The course Thinking strategically could be a proper alternative.
2. This course is compulsory for 2nd-year students Econometrics and Operations Research.
3. Exchange students need to follow a Bachelor in economics, not in business and must have a decent level in mathematics, especially calculus. Some prior knowledge about microeconomics would be helpful.

An advanced level of English.

Recommended reading

School of Business and Economics

Forecasting for Economics and Business

Full course description

This course will cover static and dynamic forecasting models, models with trends and seasonals, and cover the Box-Jenkins methodology for modeling cycles in stationary data. The course will provide students with a thorough understanding of time-series and with the empirical skills to estimate, test, and forecast the most appropriate dynamic models.

Course objectives

- Understand the importance of knowing the mechanisms that generate univariate time-series data.

- Learn the basic tools for making forecasts including software (E-Views).

- Learn and understand methods to investigate dynamic characteristics of time-series data.

- Gain practical experience in analysing, modelling and forecasting a time series and reporting the results in course paper.

Prerequisites

This course can be chosen as an elective by students in the Bachelor program of IBE and IES. Students must have a good and solid foundation in empirical econometrics and applied statistics, in particular statistics including knowledge about the multiple linear regression model.

James H. Stock and Mark W. Watson : Introduction to Econometrics provides a good level indication of the prerequisites knowledge students must have to be able to follow this course successfully.

An advanced level of English.
Recommended reading

The book by Diebold (2014), 'Forecasting' (available online).

School of Business and Economics

Empirical Econometrics

Full course description

Econometric methods at an intermediate level, with an emphasis on applications from macroeconomics and finance, the choice of an adequate model, the testing of assumptions and the interpretation of results. The topics covered will include modelling non-stationary time series and error correction models.

Course objectives

- An insight into the proper use of econometric methods in economic and business research:
- Learn how to use the basic toolkit of econometrics, including software (Eviews, Stata);
- Conduct a small-scale empirical research project, present it and report on it in a term paper;
- Know how to interpret applied econometric studies and how to evaluate them with regard to their theoretical and practical relevance.

Prerequisites

This course requires a good background in algebra, statistics, regression models, and extensions such as dummy variables, interactions, and logarithmic transformations. Students are assumed to have already studied the equivalent of Chapters 1 to 7 and 10 of Wooldridge's textbook, as covered in the course EBC2011, the Economics version of Quantitative Methods III. Other students will need to invest some time and effort in catching up.

THIS COURSE IS THE NATURAL SEQUENCE TO QM III IES (course code EBC2011) AND USES THE SAME TEXTBOOK.
Attendance of the opening lecture is essential in view of the assignment of case or country studies.

An advanced level of English.

**Recommended reading**


**EBC2090**

Period 2  
29 Oct 2018  
21 Dec 2018

[Print course description](#)  
ECTS credits:  
6.5  
Instruction language:  
English  
Coordinator:  
D.P.I. de Crombrugghe  
Teaching methods:  
PBL, Presentation(s), Assignment(s), Lecture(s), Work in subgroups  
Assessment methods:  
Final paper, Attendance, Participation, Oral exam

**School of Business and Economics**  
**Auctions and Electronic Markets**

**Full course description**

In order to satisfy the Econometrics & OR curriculum, you have to choose two of the courses EBC2091, EBC2120, EBC2121, EBC2122 in period 4.

The course is divided into three parts. Part (I) deals with fundamental results on single-item auctions under strong assumptions about the bidders and their preferences. It should not be a surprise that this classical theory is by far not sufficient when designing auctions for real applications. For example, in frequency auctions, like the UMTS auctions in Europe, or in reverse auctions used in procurement, many items are sold at the same time. Furthermore, we may face problems like the winner's curse when there is uncertainty about the valuation of the items sold in an auction. Part (II) gives a detailed insight in such issues and how they can be dealt with. In Part (III), theoretical insights from part (I) and (II) are applied to particular markets for which auctions have been proposed, or are already used. We broaden our knowledge thereby by investigating the interaction between auction design and specific properties of the market. Examples of markets are electric power, highway franchising, emission rights, and listings in online search engines. Each student writes a final paper about one of these markets, in which they make proposals for an auction design in these markets.
Course objectives

1. Being familiar with the game theoretic analysis of classical single-item auctions;
2. get insight in recent and classical auction literature and learn to interpret the main results;
3. be aware of the most important issues of auction design and how they can be addressed in various contexts;
4. learn how to set up an auction design for a particular application.

Prerequisites

- Exchange students need to major in economics.
- An advanced level of English.

Recommended reading

Course book.

EBC2091

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A.J. Vermeulen
Teaching methods:
PBL, Presentation(s), Lecture(s), Paper(s)
Assessment methods:
Final paper, Participation

School of Business and Economics
Job Performance and the Employment Relationship

Full course description

To improve the performance of a firm, managers have to find tools to hire the right people, to sort them into the right job, to motivate them to do their work well, to develop their skills through formal and informal learning and to cooperate efficiently with co-workers. Firms that stimulate one aspect might do so at the cost of others. Managers therefore face many complex trade-offs in their personnel policies.

In this course economic tools to understand these trade-offs will be discussed and illustrated with
examples how to apply them in practice.

Many questions are asked about the employment relationship, such as: Why should pay vary across workers within firms – and how "compressed" should pay be within firms? Should firms pay workers for their performance on the job or for their skills or hours of work? How are pay and promotions structured across jobs to induce optimal effort from employees? How to design jobs and performance measures? Why use teams and how are teams used most effectively? How should all these human resource management practices, from incentive pay to teamwork, be combined within firms?

Course objectives

- Understanding of a firm's trade-offs I recruiting, rewarding and developing workers
- Understanding trade-offs in job design and allocation of workers to tasks and jobs
- Understanding of the economic principles that can be used for these and related HRM decisions and policies
- Skills how to use and refine such personnel policies in the practice of a firm

Prerequisites

Knowledge and understanding of introductory microeconomics, like the first-year course EBC1009, Economics and Business and EBC1010, Microeconomics, the latter being based on (parts of) Perloff J.M. (2011), Microeconomics, Pearson, Addison Wesley, Boston.

An advanced level of English

Recommended reading


The textbook is supplemented with a few academic journal articles.
Globalisation Debate

Full course description

Globalisation is a controversial economic phenomenon. On the one hand, economists portray it as a way to increase the rate of economic growth and provide material well-being for everyone on the globe. On the other hand, the so-called anti-globalisation movement has actively – and sometimes violently – protested against it because they see globalisation as a force that leads to inequality in the world and puts stress on the environment.

This course reviews this debate using the analytical tools of economic theory. The course proposes a number of topics, such as the consequences of the liberalisation of global capital markets, the relationship between free trade and the environment, outsourcing and labour standards, the nature and effects of financial crises, and the rationale for the policies pursued by the IMF and the World Bank. For each of those topics, a number of critical contributions in the literature are identified and discussed. The reading list that is compiled in this way includes a wide variety of authors. All literature is presented in a non-technical and accessible way.

The group meetings aim to understand the economic argumentation that can be used on both sides of the globalisation debate. Thus, students will be able to judge to what extent the arguments used by the proponents of globalisation, or by the anti-globalist movement, are founded in sound economic reasoning. As part of the assessment for the course, students must also write a short paper in which they summarize these arguments and present their own view of the potential benefits of globalisation.

Course objectives

Students will become familiar with the economic arguments used by proponents of globalisation and by the anti-globalist movement; they will learn to assess these arguments using sound economic reasoning, and thus form their own individual opinion on globalisation.

Prerequisites

- 3rd year bachelor student
- Having finished one principles of economics course and one principles of finance course (courses that are generally taught in year 1 or year 2 of a business/liberal arts program)
- Appropriate analytical skills (basic mathematics and statistics, ability to read and work with graphs)
- An advanced level of English

Recommended reading

To be announced.

EBC2143

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
Full course description

The course QM3 is a continuation of the first year Economics course QM2 and contains mathematical and statistical subjects.

The mathematics part will summarize and complete the subject-matter concerning static optimisation of functions. Additional techniques will be considered to optimize a nonlinear function with inequality constraints. Besides, we will study the subject of dynamic systems. Here, functions and relations depend on the time variable. In mathematics the basic elements of dynamics are difference and differential equations, which will be introduced. Applications can be found in macro-economics and the theory of economic growth. Closely related to differential equations are integrals, to which we will pay some attention as well.

The statistics part of QM3 digs deeper into the regression model, already introduced in QM2. We will provide a more formal treatment of the regression model, while also introduce a number of new topics, including the problem of omitted variables bias, the testing of general linear parameter restrictions, and the large-sample (asymptotic) properties of regression. Most attention is devoted to the analysis of cross-section data. At the end, we will briefly discuss the analysis of time-series data, which involves a number of new and thorny problems. Unlike in QM2 where we studied assignments based on given Excel output, the emphasis will now be on active empirical assignments. You will generate empirical results by yourself, using the statistical package Eviews, which is used extensively in the economics profession and offers a wealth of features not available in Excel.

Course objectives

- Learn advanced optimisation techniques and apply them to economic problems.
- Understand the concept of integral and learn some integration techniques.
- Learn how to solve some simple discrete as well as continuous dynamic systems and to analyse equilibrium points.
- Learn advanced multiple regression techniques.
- Learn some univariate as well as multivariate time series techniques.
- Apply multiple regression and time series techniques to economic problems using statistical software.

Prerequisites

The courses Quantitative Methods I (EBC1005/1006/1007) and Quantitative Methods II (EBC 1033/1034/1035), taught at the University of Maastricht. In particular the following subjects should
have been mastered:

- **Mathematics**: exponential and logarithmic functions, (partial) derivative and rules a.o. chain rule, optimisation of functions of one and two variables, Lagrange.
- **Statistics**: random variable, probability distributions, confidence interval, hypothesis testing, linear regression.

An advanced level of English.

**Recommended reading**

Mathematics:


Statistics:

- Jeffrey M. Wooldridge, Introductory Econometrics: a modern approach, 5th ed. or higher, Thomson South-Western. ISBN : 97811111534394 (also as eBook, see www.cengagebrain.co.uk).

**EBC2011**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
J. de Graaff

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

**Assessment methods:**
Participation, Written exam

**School of Business and Economics**

**Information, Markets and Organisations**

**Full course description**

The course gives an introduction to the field “information economics”, which studies how asymmetry of information (e.g., about the quality of some good) affects markets and organizations. A common theme is that such asymmetry often leads to inefficiency. The course covers the main issues of the field, in particular adverse selection and moral hazard.
Course objectives

Knowledge of the main issues in information economics; skills in analyzing these issues in economic models.

Prerequisites

Prior knowledge in microeconomics equivalent to the course Microeconomics (EBC1012) is essential. Recommended are also the courses Probability Theory (EBC1024), Analysis II (EBC1032), and Game Theory and Economics (EBC2110). Elective and exchange student who have not taken these courses are expected to fill gaps in prior knowledge on their own.

Recommended reading


EBC2108

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinator: S. Terstiege
Teaching methods: PBL, Lecture(s), Assignment(s)
Assessment methods: Written exam

School of Business and Economics
Public Management Reform and Public Entrepreneurship

Full course description

All over the world modern government organisations are changing their classical bureaucratic structures into modern institutions focussing on public management and public entrepreneurship. Public entrepreneurship is related to institutional public reform.
Prerequisites

Two years of the programme in Economics or International Business Studies. For students from abroad, an introductory course in Public Economics, Microeconomics or Organisation- Economics is required. Relevant theories and concepts: welfare economics, new institutional economics, new economics or organisation, public choice theory, new public management, privatisation, marketisation. This course aims at International Economics students, International Business students and students in Organisational Economics.

An advanced level of English.

This course aims at IES-students, Socrates- and other exchange students, as well as students in organisational economics (e.g. track Organisation: Change Management). This courses is an elective for IB-students.

Recommended reading

- Osborne, D. and T. Gaebler, Reinventing Government: How the Entrepreneurial Spirit is Transforming the Public Sector

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A major fraud case

On 29 June 2009 Bernard Madoff was convicted for fraud and sentenced to 150 years in prison. He had turned his wealth management business into a massive Ponzi scheme. As a result, Madoff's clients lost US$ 65 billion. Madoff pleaded guilty and apologized to his victims, saying, "I have left a
legacy of shame, as some of my victims have pointed out, to my family and my grandchildren. This is something I will live in for the rest of my life. I'm sorry."

You do not need a cause in ethics and corporate responsibility to know that what Madoff did was wrong. You simply have a look at our legal system – or nearly every other legal system in the world – and you will find that fraud is illegal. The fact that it takes place – and sometimes, in the case of bribery and corruption is even condoned by those in power – does not mean that it is legit. More interesting than the obvious felony committed by Madoff are, therefore, those cases where the law is not clear, but where there might be something fishy about the actions and behaviour of a person or an organisation's.

Take Goldman Sachs and its actions that contributed to the 2008 financial crisis. US senator Carl Levin – who chaired the US Senate’s Permanent Committee on Investigations – asked for a legal investigation arguing that Goldman “used net short positions to benefit from the downturn in the mortgage market, and designed, marketed, and sold CDOs [Collateralised Debt Obligations – a structured financial product – HH] in ways that created conflicts of interest with the firm’s clients and at times led to the bank’s profiting from the same products that caused substantial losses for its clients.” The US Department of Justice decided not to prosecute Goldman for its behaviour. According to the department “the burden of proof to bring a criminal case could not be met based on the law and facts as they exist at this time”. Goldman was cleared from legal prosecution, but is it also cleared from a moral point of view? This is the moment when ethics comes in.

**Need for ethical reflection**
In an era in which lack of ethical thinking and competences contributed to some of the major crises that took place in this relatively young millennium, a course in ethics does not seem to be luxury. Looking at business, government, multilateral Organisations or NGOs, basic knowledge and skills to understand and improve the relationship with society seem to be an important asset nowadays.

Ethics should, however, not be confused with morality – and certainly not with the moral norms in our present society. Ethics deals with a fundamental reflection on the norms and values in our society. It is not about telling you what is right or wrong. Since we are living in a global society it means that we are constantly confronted with different norms and values as a result of cultural differences. As the saying goes ‘When in Rome, …’, but does that apply to all ethical issues?

**Focus of the course**
This course is offered by Prof. Dr. Harry Hummels on behalf of the department of Finance – in association with Accounting and Information Management – of the School of Business and Economics. The affiliation with the Finance department does not entail that the course is solely confined to theory and cases in the financial domain. That is not to say that many crises, whether social, financial, environmental, or political, may not find their origin in financial issues. Take, for instance, the rising food prices. Aren’t they partly caused because of financial speculation? Or think of the environmental disaster that Shell and its partners face in the Niger Delta. Doesn’t this find its roots in the (re)distribution of the proceeds of the industry in the area. Or what about BP in the Gulf of Mexico where cutting costs was a major element in causing the oil spill? The latter case will be discussed extensively in one of the tutorials.

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

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

An advanced level of English.

Recommended reading


EBC2081

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
N.A. Sutton
Teaching methods:
PBL, Presentation(s), Lecture(s), Work in subgroups
Assessment methods:
Final paper, Participation

School of Business and Economics
Thinking Strategically

Full course description

The course treats the main concepts of game theory at an intermediate level, and includes applications to economics. The following topics are discussed: zero sum games, value and optimal strategies. Nonzero sum games, Nash equilibrium, subgame perfect Nash equilibrium. Games with incomplete information, perfect Bayesian Nash equilibrium. Applications to standard economic models, bargaining and auctions. Evolutionary games, repeated games. Cooperative games: core, Shapley value, nucleolus.
Course objectives

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

Prerequisites

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

Recommended reading


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School of Business and Economics

International Business Law

Full course description

This course concentrates on the general principles and main features of international business law - that is, the law governing international business transactions. The course is divided into three parts.

In Part I three general topics will be discussed. The essence of trade is exchange of property in its widest possible meaning. The basis of almost every exchange is a contract. This course therefore starts by looking at contracts from a legal perspective: what does the law require for there to be a legally binding contract? Next we will look at one of the ways the law protects private interests against infringements by others: the law of torts. We will do so by means of the law on product liability, under which manufacturers may be held liable for damage caused by defective products. Furthermore, a basic understanding of the European Union and Community, its institutions, legislative instruments and, of course, fields of activity is of paramount importance for European business.
In Part II focus will be on business to consumer transactions, with a certain focus on e-commerce. The crucial difference between business to consumer transactions and those between businesses is that individual consumers typically have no bargaining power. This has led legislators, Brussels not in the least, to offer a degree of protection to the consumer. The nature of e-commerce, moreover, raises some further issues both in contract and tort that deserve attention.

Part III deals with what is traditionally considered to form the core of international business law: the international sale of goods between businesses. In this context we will examine issues of formation of contract specific to business to business transactions as well as remedies in case of breach of contract. An international sale of goods typically involves two further arrangements to be made by the parties: the carriage of goods from the seller to the buyer and, conversely, payment of the purchase price by the buyer to the seller. We will study carriage of goods by road and sea, focusing on the liability of the carrier and the transport documents used. The course ends with an introduction to the basics of the most important payment mechanism in international trade, the so-called ‘letter of credit’ or documentary credit.

For further information please refer to www.unimaas.nl > Faculty of Law > Education > Programme guide of the appropriate academic year.

Recommended reading
Reader and legal materials.

School of Business and Economics
Decision Support Systems and Business Modelling
Full course description

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

Course objectives

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

Prerequisites

Basic mastery of Excel, or an alternative spreadsheet application: cell referencing, building formulas, use of logical functions. This does not include mastery of VBA for Excel: training in VBA programming is part of the course.

An advanced level of English.

Recommended reading

The course is built around a reader that will be distributed before the course. Secondary literature references about decision support systems in general will be provided in the reader.
Full course description

Besides a great amount of static models in Economic Theory dynamic models are also frequently studied. These models can be found in various fields such as Macro and Micro Economics, Public Choice, Game Theory and Finance. First, dynamic models, in terms of systems of differential equations are studied with respect to stability. Next optimal control problems are solved by means of the maximum principle of Pontryagin. Applications range from optimal investment to optimal fishing and problems concerning environmental economics.

Course objectives

In this course the student will learn to analyse stability properties of equilibria of dynamic systems in qualitative terms, to apply the maximum principle to optimal control problems, draw phase diagrams with Mathematica and use these to analyse solutions of optimal control problems.

Prerequisites

The student should be familiar with:

- linear differential equations,
- non-linear optimisation,
- standard calculus on functions of more than one variable.

Exchange students need to follow a Bachelor in economics.

An advanced level of English.

Recommended reading

- Electronic Courseware for Mathematica.

EBC2116

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinators:
A.J.A. Storcken
J. de Graaff
School of Business and Economics

Innovation in Business and Economic Growth

Full course description

This course looks at innovation from within the firm, and investigates how innovation processes contribute to economic growth. Firms do not act in isolation: they need to confront themselves with the changing conditions of the economy and society of which they are part. The proposed literature covers notions of knowledge, innovation, and technology (innovation systems, general purpose technologies), their Organisational patterns (networks, clusters, and global value chains), and firms’ innovation strategies in modern contexts (dispersed R&D, markets for technology).

In order to develop theoretically grounded innovation strategies, the course combines a theoretical perspective with practical elements on innovation processes in firms. Each tutorial is divided in two parts: in the first the assigned literature is reviewed and discussed, in the second theoretical insights are applied to the business cases on which students (in groups) work during the course. The business case addresses one of the four scenarios outlined in the CPB report (reference below), is guided by a set of questions and discussed during the tutorials.

This course provides business students with the dual opportunity to develop their understanding of innovation processes within firms and understand how managerial decisions shape and are shaped by economic, social, and technological conditions.

Course objectives

This course looks at the role of innovation in the modern economy. The main goal of the course is to understand how firms’ innovation strategies affect (and are affected by) the economic, technological and social context which surrounds them. To achieve this goal students are required to write (in small groups) a business case which focuses on defining an appropriate innovation strategy for an existing or start-up firm depending on four different hypothetical scenarios which might characterize the Netherlands’ economy and society in 2040.

Prerequisites

An advanced level of English

Recommended reading

- Journal articles

EBC2148
Consumers and their needs are at the core of marketing. The past decades have witnessed a shift from a mere sales- and product-oriented approach (whereby marketing was a matter of pushing already existing product lines and creating awareness for those products) to a consumer-oriented approach (whereby products fit identified needs of well-delineated consumer segments, i.e. products need to be “positioned”). In order to be able to anticipate today’s rapid changes in consumers’ motives and needs, a decent understanding of the underlying mechanisms is a sine qua non. The objective of this course is to introduce the student to the principles of consumer behaviour. We start from formal theories and concepts and discuss their usefulness in developing effective marketing strategies. Most sessions will be organised around the consumer’s purchase decision process, consisting of Need Arousal, Information Search and Processing, Brand Evaluation and Attitude Development, Purchase, Consumption and Postpurchase Evaluation. Other sessions address specific consumer-specific or environmental variables that affect this decision process.

Course objectives

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

Recommended reading

Consumer behavior textbook. Academic articles.
School of Business and Economics

Services Marketing

Full course description

Much of the economy in the developed world is dominated by the production and consumption of services. For example, in the US, current statistics show that approximately 75% of the work force is involved in the services industry. Additionally, 45% of an average US family's budget is spent on services, and for Europe statistics are similar. In many developing nations services are considered a way to expand and stimulate economic growth and development. Consistent with economic growth comes a growth in services employment. While most business schools focus on the manufacturing segment of the economy, given these facts it seems imperative to study the marketing of services in a separate course. Three kinds of services will form the central focus of this course: (1) Services which are offered by organizations in the service-sector (banks, assurance and transport companies, the hotel and catering industry, health care and the tourist industry, among others); (2) Services which are offered by companies that manufacture products. In this context services refer mostly to the so-called “after-sales service” (repair services, service engineers, etc.) but also (product) instructions accompanying a sale, and (3) a specific focus on the online context of social media, virtual communities, Twitter etc. as these hold promising potential for service delivery and as they form a new frontier for both practitioners as well as researchers.

Service organisations vary, from restaurants, hotels and car rental agencies to financial services and even education. These organisations require a distinctive approach to marketing strategy. We will build on the principle of marketing and expand into very specific themes covering the entire spectrum of services, seen through many angles and illustrated by relevant case studies. In the course we will explore methods, based on academic research, in which firms can use service as a unique selling proposition. We have designed this course to address the unique needs and challenges in this ever-changing aspect of marketing, including the dynamic and rapidly developing area of electronic and mobile services. Throughout the course emphasis will be placed more specifically on issues related to marketing management and customer perceptions. Thus, a number of presentation topics need to be researched both in a theoretical and a practical manner in addition to the discussion of a number of tasks. Moreover, to enhance understanding of the course concepts, several elaborate cases will be discussed and student teams will complete a real-life services marketing project.
Course objectives

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

Recommended reading

  Alan Wilson, Valarie A. Zeithaml, Mary Jo Bitner and Dwayne D. Gremler
  McGraw-Hill Higher Education

School of Business and Economics
Global Supply Chain Management

Full course description

Global Supply Chain Management provides a first introduction to the design, organisation, and optimisation of a firm’s supply chain processes, from the procurement of raw materials via production and warehousing to distribution and transportation in an international context.

Tutorials evolve around student presentations and discussion of relevant literature and case studies. Normally, a subgroup of students will be responsible for an entire session, presenting a key summary
of the required literature, as well as additional material, such as other academic articles, cases, and examples.

**Prerequisites**

- General insight and interest in business. This is one of the four courses in the supply chain management major.
- An advanced level of English.

**Recommended reading**

Reader based on State-of-the-Art articles on Global Supply Chain Management.

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**EBC2030**

**Period 2**

29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

J. Semeijn

**Teaching methods:**

PBL, Presentation(s), Work in subgroups

**Assessment methods:**

Participation, Final paper

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**School of Business and Economics**

**Digital Supply Networks**

**Full course description**

Companies such Amazon, Airbnb and LinkedIn build and manage powerful supply networks to create value. The goal of this course is to provide students with an understanding of these networks and their relationships with customers as well as suppliers. We also zoom in on the digitization and innovation processes that govern these relationships. Students will critically evaluate cutting-edge thinking on these topics and discuss implications for supply chain management, strategy and marketing.

**Course objectives**

This course not only provides students with concepts to understand recent digitization processes but also prepares them with the conceptual tools to manage future in supply chain, marketing and strategy innovations.
Prerequisites

A holistic understanding of Supply Chain Management, Marketing and Strategy; a keen interest in technology and innovation; Knowledge of Internet technologies and a good command of English.

EBC2045

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinators:
L.R.J. Quintens
S. Bartczek
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Final paper, Participation

School of Business and Economics
Organisational Behaviour

Full course description

Organisational Behaviour focuses on what people do in an organisation and how their behaviour affects organisational performance. An organisation may be designed to fit its institutional environment, but organisational performance may still suffer because of low employee morale, high stress levels, and conflicts at the workplace. Issues discussed in the course cover a wide range of important topics from motivation, emotions, personality, and job satisfaction to work teams, power, conflict, and communication.

Course objectives

This course on Organisational Behaviour is meant to provide students with solid, evidence-based, and actionable knowledge on organisational behaviour. Organisational Behaviour, in a nutshell, investigates why people in organisations behave the way they do. After the completion of the course, students should be familiar with Organisational Behaviour theories; be able to read, understand, and critically evaluate Organisational Behaviour research findings including conceptual and empirical work; and be able to apply Organisational Behaviour concepts when diagnosing and solving business problems.
Prerequisites

- Students should have basic knowledge of organisational theory. Prior courses in the field of organisation and management are advantageous.
- An advanced level of English.

Recommended reading

To be announced.

EBC2048

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits: 6.5
Instruction language: English
Coordinator: H. Günter
Teaching methods: PBL, Presentation(s), Lecture(s), Work in subgroups
Assessment methods: Participation, Final paper

School of Business and Economics
Project and Process Management

Full course description

The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The process management part of this course deals with operation, strategy and process management. We define a process to be any transformation that converts inputs to outputs. The process view considers any organization to be a process that consists of interconnected sub processes. In this part of the course we will provide students with the basic concepts that enables them to describe processes in a way that allows them to apply "management levers" on those processes: process flow time, work-in-process, process-efficiency and so forth.

Course objectives

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

**Prerequisites**

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

An advanced level of English.

**Recommended reading**


Business and Politics in Europe

Full course description

The course looks at the interaction between Business and Society, focussing on political issues. While political risk tended to be an issue restricted to emerging markets, recent developments, such as Brexit, have made clear that it is increasingly becoming an issue for companies in developed market economies as well. Knowledge of the interaction between business and politics has become indispensable for an ever wider group of people: leading business persons in Europe and an ever wider circle of management below the top level; consultants; employees of non-governmental organisations; and entrepreneurs working in policy sensitive areas (such as renewable energy). Clearly, participation in the course requires interest in societal processes in general and in politics in particular.

Topics covered:

- Corporate political strategy as a part of overall business strategy (ca. 20%);
- Introduction to comparative politics and comparative institutional economics, that is, comparing how the institutional setup of the economy and politics differs across countries in Europe (ca. 20%);
- Functioning of the EU, also in relation to the Euro crisis (ca. 20%);
- Empirical research of lobbying in Europe and relevance for business strategy (ca. 20%).
- Analysis of the background of recent developments, such as Brexit (10%),
- Integral approach to Corporate Social Responsibility, Corporate Political Strategy and Competitive Market strategy (ca.10%)

A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, and political science.

The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past.

Additional remarks regarding assessment methods:

- Attendance requirement: max. 2 absences allowed. Second absence might have an impact on participation grade.
- Students work in teams of 2-3 persons on a project. Teams either focus on 1-3 countries in Europe, or on EU regulation in a particular industry.
- Two or three papers (take-home assignments) on course material
- The papers have strict requirements regarding literature to be followed. They are not “free” papers.

Course objectives

- Understand the mutual interaction between Business and Politics in Europe, in particular regarding lobbying, and the implications this has for corporate strategy.
- Understand the relevant elements of institutional diversity in which firms in Europe operate, in particular how institutional diversity extends to elements other than culture.
- Understand the functioning of the European Union and differences in the political systems of the member states.
- Understand political aspects of the Euro crisis, especially the interaction between the crisis and the political organisation of the European Union.
- Understand the societal processes behind other recent developments, such as Brexit, and the dissatisfaction with the functioning of the European Union.
- Ability to apply knowledge of the European institutional environment to relevant business decisions.
- Ability to work independently on a project, including independent literature search.
Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge.
Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

**Prerequisites**

- Two years of study in (International) Business and/or (International) Economics at a level comparable to SBE.
- Very good working knowledge of English (reading, writing, speaking).

Special remarks follow for:

- Exchange Students;
- SBE Economics students.

**Note for Exchange Students**

- The course is strongly recommended to exchange students satisfying the prerequisites (see also below). Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students.
- In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course.
- You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds.
- The course is NOT open to students in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement.

**Note for SBE Economics students**

As the course focuses on the institutional environment of business it fits very well into the SBE Economics curriculum. Compared to the standard Economics courses at SBE it has a more applied character. Special attention is paid to political aspects of the Euro crisis on the level of the EU. The course is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms.

**Recommended reading**

Articles to be collected by students from the electronic library. Combination of fundamental papers with very recent literature.

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**EBC2051**

**Period 1**

3 Sep 2018

26 Oct 2018

[Print course description]

ECTS credits:

6.5
School of Business and Economics

Options and Futures

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


EBC2053

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
P.J. Mauricio Rodrigues

Teaching methods:
School of Business and Economics

Investment Analysis and Portfolio Management

Full course description

The purpose of this course is to study how investors (both retail and institutional) construct and manage portfolios. We follow the investment process investors follow in real life. That is from Asset Liability Management to Strategic and Tactical Asset Allocation to Portfolio Management, Security Selection and finally Trading. Each week we study a different asset class. Next to traditional assets like listed stocks we look at the added value of real estate, mutual funds, hedge funds and private equity in order to build diversified portfolios. Finally the course will introduce you to a new development in professional asset management; Socially Responsible Investing (SRI). We study the impact of SRI on portfolio return and risk. All topics are explored via real life cases using actual data.

Course objectives

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

Prerequisites

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

Recommended reading


EBC2054

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
R.R.A.E. Otten
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
### Assessment methods:
Written exam

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**School of Business and Economics**

**Financial Management and Policy**

### Full course description

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

### Course objectives

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

### Prerequisites

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

### Recommended reading

- Reader

### EBC2055

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinators:**
J.W.B. Bos
J.M.R. Merk

**Teaching methods:**
Presentation(s), Lecture(s), Assignment(s)

**Assessment methods:**
Participation, Written exam, Attendance
International Financial Accounting

Full course description

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

Course objectives

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

Prerequisites

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

Recommended reading


ECTS credits: 6.5
Instruction language: English
Coordinator: M.F. van Peteghem
Teaching methods: Presentation(s), PBL
Assessment methods: Participation, Written exam
Internal Control and Accounting Information Systems

Full course 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 quality of reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Course objectives

- Understand the concept of quality of information and the importance of this concept.
- Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations.
- Learn about the different organisational processes within organisations, and learn how to design internal controls for each of these processes.
- Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes.
- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform judgments on 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 and interpersonal skills.
- Graduates have largely 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.
- Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.
- Graduates show social responsibility. This includes demonstrating awareness for academic and scientific responsibility in a broader social or ethical context.

Prerequisites

- An advanced level of English.
- No specific knowledge required.

Recommended reading

School of Business and Economics

Auditing

Full course description

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

The course is linked to audit practice by means of case-studies and a workshop in collaboration with a large audit firm and/or a guest lecture.

Course objectives

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

- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
- Graduates can inform judgments on theoretical and practical business/economic issues.
- Graduates can find, read and understand relevant research.
- Graduates have largely self-directed learning skills and the ability to regulate their own learning process.
Prerequisites

- Internal control & accounting systems
- Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems).
- An advanced level of English

Recommended reading

Textbook and academic articles

EBC2058

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A. Vanstraelen
Teaching methods:
PBL, Lecture(s), Assignment(s)
Assessment methods:
Participation, Written exam

School of Business and Economics
Management Accounting

Full course description

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

Course objectives

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

**Prerequisites**

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

**Recommended reading**

**Textbook**

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
C. Feichter

**Teaching methods:**
PBL, Presentation(s), Assignment(s), Work in subgroups

**Assessment methods:**
Participation, Written exam

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**School of Business and Economics**

**Information Management**

**Full course description**

The course will discuss themes that are directly relevant to producing information management professionals. Some of these topics are:

1. Measuring the impact of IT on business performance
2. IT consumerization
3. Big Data: The role of Business Intelligence and Business Analytics
4. IT Governance
5. Information Security
All of these topics are on the top of the agenda of an information manager and practitioners are constantly looking for methods to better address these issues. For non IM specialists, a discussion of these topics helps to understand the most relevant problems that are part of using IT in organisations. Given the widespread use of IT, managers who are active outside the field of IT also deal with many of these same problems on a regular basis. The discussion of each topic will focus on methods and tools that are being used by practitioners to deal with these issues. For most topics, additional readings are available to provide background knowledge for students who lack the relevant prior knowledge.

**Course objectives**

This course introduces students to the field of information management with particular emphasis on the management of information within organisations. Students will be provided with opportunities to explore the basic concepts and principles of information management as well as apply these concepts and principles to practical problems. Advanced topics will also be introduced throughout the course to foster greater depth of understanding, to challenge students to think about established issues in new ways, and to highlight gaps in our current understanding. Some appreciation will also be fostered for the limitations of empirical research and for the unique challenges associated with the management of information.

**Key Learning Objectives**

- Develop an awareness and understanding of key principles, theories, and technologies related to the management of information
- Obtain experience in applying information management concepts to address substantive, real-world information management issues
- Appreciate how empirical research can guide efforts to address real-world information management issues
- Foster ability to communicate business issues to technical audiences and complex technical issues to non-technical audiences

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics. Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can inform judgments on 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 and interpersonal skills.

**Prerequisites**

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

An advanced level of English.

**Recommended reading**

Reader
The focus of this course will be on how firms (re)organise their information structures by using information technologies such as ERP-systems (e.g. SAP and Oracle), data warehouses and Business Intelligence systems. Over the last 2 decades, the availability of these systems have profoundly changed the way in which management information is produced and used within organisations. As a result, new and dynamic ways of meeting the information needs of management are emerging. But also, these developments result in new problems within firms which, again, result in new approaches in trying to face these problems.

It is important to understand that this course will take a management approach to Information and Communication Technology (ICT). There will be no technical analysis of the information systems that will be discussed during this course. Also, as far as ERP systems are concerned there is no focus on a logistics point of view. However, the emphasis of this course will be on the impact these systems have on organisations and people within these organisations. More specifically, we will address the issue on how these ICT developments change the role of information within organisations, focussing on a managerial level of decision making.

Course objectives

This course will build on the literature on ERP systems and Business Intelligence systems, in order to introduce students to two recently developed concepts in the IT practice: digitized platforms and big data.

Could the enterprise become a full-time laboratory? What if you could analyse every transaction, capture insights from every customer interaction, and didn’t have to wait for months to get data from the field? Data are flooding in at rates never seen before as a result of greater access to customer data from public, proprietary, and purchased sources, as well as new information gathered from Web
communities and newly deployed smart assets. These trends are broadly known as “big data.”

Web-based companies, such as Amazon.com, eBay, and Google, have been early leaders, testing factors that drive performance—from where to place buttons on a Web page to the sequence of content displayed—to determine what will increase sales and user engagement. Companies selling physical products are also exploiting big data for rigorous experimentation using Business Intelligence technology. Ford Motor, PepsiCo, and Southwest Airlines, for instance, analyse consumer postings about them on social-media sites such as Facebook and Twitter to gauge the immediate impact of their marketing campaigns and to understand how consumer sentiment about their brands is changing.

Most companies are far from accessing all the available data. Many haven’t even mastered the digital platform needed to capture and analyse the valuable information they can access. More commonly, they don’t have the right talent and processes to design experiments and extract business value from big data, which require changes in the way many executives now make decisions: trusting instincts and experience over experimentation and rigorous analysis.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

Prerequisites

This course requires a basic knowledge on the role of information systems in organisations. Students should be aware of the various types of information systems that are used within large organisations (e.g. operational information systems versus decision support systems). Therefore an introductory course on management information systems is recommended as a prerequisite. No technical IT knowledge is required.

An advanced level of English.

Recommended reading

Textbook and reader.

EBC2061

Period 5
8 Apr 2019
7 Jun 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
School of Business and Economics

Knowledge Management

Full course description

This course studies the knowledge management practices of contemporary global Organisations. For a long time companies relied on labour, capital and (raw) material as their most important assets, but nowadays intellectual capital (knowledge) is seen as the key driver of competitiveness for many Organisations. Organisations such as consultancy and law firms heavily rely on so-called knowledge workers to deliver their services. The growing recognition that knowledge is a distinct production factor has led to a new field of study and practice: knowledge management.

Knowledge management can be defined as the systematic, explicit and deliberate acquisition, storage and application of Organisational knowledge, aimed at maximizing Organisations’ return on knowledge assets. Managing knowledge is a difficult endeavour, because knowledge originates in the human mind and can be difficult to codify. Information technology (e.g. corporate Facebooks, wikis, online forums) can support knowledge management initiatives in Organisations, but these systems are not without limitations. Hence, this course is concerned with a very fundamental question: “How can we manage knowledge?” This question is addressed using academic and business press readings and a diverse set of company cases.

Course objectives

Students that have followed this course should be able to:

- Understand Knowledge Management (KM) concepts and tools;
- Understand KM processes (acquisition, selection, generation, internalisation, externalisation);
- Identify how KM can be used effectively within specific environments;
- Understand the facilitating role that information technology can play in knowledge management;
- Understand the challenges posed by KM implementation.

Prerequisites

No prerequisites

Recommended reading

Electronic Reader

EBC2039

Period 2
School of Business and Economics

Brand Management

Full course description

Brand Management studies how to build, maintain, and exploit a company's most valuable asset: its brands. While products are increasingly becoming more standardized, the only difference that remains is the brand label on them. But brands are no manna from heaven. It takes serious efforts to build a brand, and marketing communication is a major tool in achieving an outstanding brand.

How brands can be managed is the starting point and primary topic of the course. We will study what a brand is, which elements constitute a brand, and what needs to be considered in brand management. Brand measurement as well as the basic branding strategies related to brand systems and brand extensions will be discussed.

For building brands, advertising and communication is perhaps the most important instrument and deserves explicit attention. Advertising and communication seeks to influence consumer behavior; therefore, understanding the basic aspects of that topic is important for studying brand management. Throughout the course, students work on a real life branding or communication problem.

For bachelor students at Maastricht University, the course is part of the Marketing Major. But it can also be chosen as an elective and may therefore be interesting for students who plan to focus on another business area. For example, accounting students learn about the background of an important intangible asset. Strategy students dive into one particularly important strategic issue. Further the course of interest to anyone who wants to get experience in bridging theory and practice and who wants to learn more about the thrilling world of branding and advertising, which is around us anytime, anyplace, anywhere.

Course objectives

The course has the following objectives:

- Learning about the history of brand management
- Developing an understanding of key terms and models in brand management
• Understanding different theories in branding
• Gaining an understanding of the role of brand management in marketing strategy
• Introduction to several topics of brand management
• Introduction to the role of advertising and communication in branding
• Studying how the effectiveness of branding initiatives can be measured
• Learning about new developments in branding
• Actively applying the acquired knowledge by working on a real life branding and communication problem

Recommended reading

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

**EBC2062**

**Period 2**
29 Oct 2018
21 Dec 2018

*Print course description*

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
L.M. Straeter

**Teaching methods:**
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Attendance, Participation, Written exam

**School of Business and Economics**

**Marketing Strategy & Practice**

**Full course description**

In an increasingly dynamic environment companies require a capacity to continuously learn about and swiftly respond to markets. Fundamental to this is the customer perspective, the recognition that company success comes from delivering superior customer value. Marketing traditionally has advocated the customer focus; yet, today, marketing needs to take on a more strategic, coordinative role within the firm to craft more interactive strategies when it comes to consumers and partners. Thus, it is imperative for both marketing and non-marketing specialists to grasp how marketing helps the firm design strategies starting from the customer.

The course Marketing Strategy & Practice focuses on designing strategies from the market back to create, deliver, and sustain customer value in competitive and dynamic markets. To do so, this course deals with a comprehensive investigation and analysis of all major components of marketing strategy and their integration. This course takes a business oriented setup by focusing on real life examples/cases and by allowing students to participate in a market simulation game. The objective of
the simulation is to put into practice the concepts related to marketing strategy and the marketing mix in a risk-free environment.

**Course objectives**

In this course we will take the viewpoint of the Chief Marketing Officer (CMO). A CMO is not simply an implementer but rather a maker of organization strategy. More specifically, a CMO is expected to be a leader in defining the mission of a business, in analyzing competitive market situations, in developing business objectives and goals, and in defining customer value propositions and marketing strategies that create value for a business unit as a whole.

Hence, we will use this perspective to address the issues of (1) defining and developing the strategic goals of the organization; (2) identifying organizational growth opportunities through customer and market analysis (3) formulating product-market strategies; and (4) budgeting marketing, financial and production resources.

**Prerequisites**

A basic marketing course at the level of Management of Organizations and Marketing and Marketing Management, and/or knowledge of the basic concepts of marketing.

**Recommended reading**

The literature for this course consists of a series of articles related to the topics discussed. Additionally, some cases will be used as examples of real-life business situations.
Operations Management

Full course description

The course focuses on the application of techniques in the area of Operations Management.

Topics which are covered include Process Analysis, Project Management, Quality Control, Capacity Planning, Supply Chain Management, Inventory Management, Scheduling & Aggregate Planning, Lean Production/JIT, and Waiting Line Theory. Addressing these topics, several quantitative techniques that have shown to be successful in these areas will be applied on examples and exercises. Furthermore, said techniques are applied to an accurate interactive simulation, which takes the form of a computer game.

The course combines cases, exercises and discussions, facilitated by students themselves. Facilitations cover both the learning materials resulting from the aforementioned game, and the mandatory hand-in assignments.

Course objectives

Ability to understand and judge the role and functioning of quantitative models for decision making in the management of operations. Ability to use such models and derive managerial decisions. Ability to simulate real life situations and solve cases in the area of research. Ability to apply theoretical knowledge to practical (simulated) operational situations.

Prerequisites

- Advanced knowledge of the role and scope of Operations Management within Business.
- Advanced mathematical skills; ability to understand quantitative models and concepts, and apply these.
- Moderate level of understanding of simulation.
- Moderate level of knowledge concerning Linear Programming.
- An advanced level of English.
- An advanced level of expertise in PBL (Project Based Learning).

From the above, it can be assumed that students taking this course have at the very minimum obtained the necessary knowledge in order to pass the course Management of Operations and Product Development (MOPD).

Recommended reading

- Various research papers from the field of Operations Management.

EBC2064

Period 1
3 Sep 2018
The aim of this course is to examine the role of transportation in international business in detail. It is the objective to provide students you with a conceptual understanding of the conditions faced by transportation managers in an international environment. Topics include complexity of international shipments, economic and legal environment of ocean, air carriers, freight forwarding, carrier selection, contract logistics and export documentation. Furthermore, it covers - among others - the cost structure and documentation of shipments, conference system for shipping lines, international sourcing, service priorities, and future outlooks for transportation logistics.

Course objectives

The course Global Transportation Management provides a detailed introduction into different transportation modes and their applicability in single – and multimodal contexts. The course stimulates critical thinking and own opinion formation. By encouraging students to actively shape form and content of multiple tutorial sessions in repeated facilitation settings, social skills, communication skills, character traits, attitudes complement the hard skills developed. The comparatively high proportion of exchange students contributes to the achievement of the aforementioned goals in an inherently international classroom setting.

Prerequisites

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

Recommended reading

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

Full course description

Comparative management analyses the extent to which management principles are applicable from one business context (e.g., industry or country) to another. Comparative management seeks to determine the applicability of mainstream management know-how to other contexts.

For example, the rise of many countries in Asia from being a developing country to global powerhouse status, the unprecedented transformation of societies through the adoption of market culture, and the economic integration in Europe have made it an imperative to explore alternative management approaches to standard theories.

Note: Moreover Presentation/Facilitation will be part of the Assessment methods.

Course objectives

The course is aimed at the study of management in different contexts and different international contexts more in particular. In the course we examine and compare management practices across countries, institutional environments and cultures. That also incorporates the different contexts that different industries and different professional and functional backgrounds provide. The purpose of teaching Comparative Management is to provide students with comprehensive knowledge of various management styles practiced by managers in different countries and different business contexts, with the aim of preparing them to manage different organisations successfully. The intention is to help them to develop an awareness of the concepts of culture and institutions and their pervasive and hidden influence on behaviour in organisations, particularly with respect to management and management practices. We want students to become familiar with the types of situations and issues that managers confront when working internationally or in otherwise diverging contexts (e.g., functional areas, professions and industries) and to appreciate the impact of working in a different context on one’s personal behaviour.
Bachelor International Business

Prerequisites

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

An advanced level of English.

Recommended reading

Scientific journal articles and textbook chapters.

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EBC2067

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
[S.J.B. van Diepen](#)

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

**Assessment methods:**
Participation, Written exam

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School of Business and Economics

**Strategic Management of Technology and Innovation**

**Full course description**

This is an introductory course to the management of innovation. Thus it aims at introducing theories, models and tools to the students that are central to managing the identification, development and commercialization of innovations. Core topics covered in this course include market failures faced by innovating firms, knowledge about the various definitions of an innovation and innovative activities, how to search for novel ideas (inside as well as outside of the firms’ boundaries), what tools to use inside and outside of the firm to evaluate promising ideas efficiently and accurately, ways to acquire external financing in case of cash flow constraints, tools to use to increase appropriability of innovations as well as various forms to develop innovations inside and outside of the firm.

**Course objectives**

Technological change and innovation have to be managed by firms. In this course we will explore
what main challenges firms face in their technological change and innovation activities and which concepts, techniques, tools and management processes are helpful to successfully advance technological change and innovations.

**Prerequisites**

- Basic knowledge of management/business economics, organization and strategy.
- An advanced level of English.

**Recommended reading**

Book, articles and case studies.

**EBC2068**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M.J. van Wegberg

**Teaching methods:**
PBL, Assignment(s), Presentation(s), Work in subgroups, Lecture(s)

**Assessment methods:**
Participation, Written exam, Attendance

**School of Business and Economics**

**International Business History**

**Full course description**

We study a path-breaking historical development in one or more leading industrial capitalist nations. We zoom in on business activities and their outcomes, and we zoom out to the historical and national context in which these events have taken place. Looking back at history can be concretely informative since much what exists now has its roots in the past. But studying history is also a way of developing creative notions about how humans interact with their business environment in a situation of pervasive uncertainty. This can broaden our mental scope in dealing with our own uncertain world. This may well be the most important learning to develop in our course.

**Course objectives**

The course has two learning goals both linked to intellectual leadership, the ability to lead in interpreting situations, seeing opportunities where others don’t even look, and thinking through
possible pathways towards jointly beneficial futures. These two goals are:

- study historical evolution in terms of human and organisational actors responding to opportunities in their environment in ways that pioneered entirely new industries and forms of business.
- writing an essay that demonstrates that the student has ideas and is able to communicate these in a persuasive way.

Prerequisites

This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation. I have to say that the reading load is quite considerable.

Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, and the educational approach. Failure to attend both meetings implies course failure.

Recommended reading

Book and / or selected articles about business history with emphasis on the second industrial revolution.

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**EBC2069**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M.J. van Wegberg

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

**Assessment methods:**
Attendance, Final paper, Participation

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School of Business and Economics

**International Financial Management**

**Full course description**

This course deals with financial challenges you will encounter when you operate across borders, in one way or another. Whether it is the currency risk you encounter when exporting your products abroad, the decision you face to perhaps start producing a broad, or the components that you import from abroad: if you are entrepreneurial, you need a minimum knowledge of international financial management in order to adequately manage risks, and to perceive financial opportunities. In the course, we try - as much as possible - to take the view of the entrepreneur. And we want you, the
students, to take that same view. Of course, as with any area of expertise, you have to acquire a basic set of tools. But the course is about much more than just a set of tools. There is a strategic element to international financial management. For example, the same currency risk that you run by exporting abroad, can be hedged in many ways: you can buy currency futures or options, but you can also decide to produce in the country to which you export, thereby providing yourself with a so-called natural hedge. As you will see, the optimal decision requires you to correctly assess the risks involved in each scenario, as well as the extent to which you can hedge these risks, and the cost at which you do so. However, as is often the case when we talk about risk in finance, there is also such a thing as a risk preference. You, the entrepreneur, need to know about international financial management as much as you need to know your own risk appetite. The course prerequisites are limited (basic finance course and basic economics course) and thus this course is very well suited for exchange students.

Course objectives

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

Prerequisites

- Basic courses in finance, economics and statistics. Exchange students should have followed a basic finance course and basic economics course.
- An advanced level of English.

Recommended reading

**Full course description**

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

During the course we will address and apply techniques such as Data flow diagrams, Entity-Relationship diagrams and relational modelling.

For the more technical parts of the course, various lectures will be organized to properly introduce and explain the topics at hand. These lectures will be followed by group sessions in which students apply their knowledge. During most tutorial meetings, exercises will be discussed. These exercises have to be prepared by all individual students. Working in teams or groups on these assignments is fully acceptable, but in no way mandatory. In addition, each student will be involved in hosting one or several tutorial meetings. Finally, the course includes one group assignment which has to be prepared by subgroups of 3-4 students.

**Course objectives**

All businesses and Organisations develop or buy information systems. While the main purpose of these systems is to store and retrieve information, each system is unique and meets a different demand. In order to build properly functioning systems, it is essential that all requirements of the new information systems are analysed and translated into blueprints for future system implementations. This course will provide you with the necessary insights, and teach you the skills and methodologies to analyse and design information systems.

Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.

Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.

Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.

**Prerequisites**

An advanced level of English.

**Recommended reading**

- Modern Systems Analysis And Design
  Authors: Hoffer, Jeffrey A.; George, Joey F.; Valacich, Joseph S.
  Edition: 7 (International edition)
  Published by: Pearson.
  ISBN10: 0-273-78709-8
School of Business and Economics

Crisis Management in organisations

Full course description

The aim of this course is to provide you with an understanding of the phenomenon crisis, its attributes, and to discuss ideas on what can help us to avoid and handle a crisis intelligently. A crisis is a low probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect and means of resolution, as well as by a belief that decisions must be made swiftly. Well-known examples are the BP oil spill and the Chernobyl disaster. Hence, this is not a course about financial crises.

An enormous amount of articles have been written on how to solve crisis situations. Often these solutions are presented in easy to use -to do- lists. Unfortunately, solving organizational crises is not that simple. The objective of this course is to offer you a clear framework that helps you in understanding how organizational crises arise, and to give you more insight in the complexity of crisis management.

The course consists of two main parts: (1) conditions that affect the vulnerability to an organizational crisis; and (2) crisis management. The first part concentrates on the factors that make an organization crisis prone. We thereby focus on human nature; social-cultural causes; and organizational-technological causes. The second part discusses crisis management. We will discuss what organizations can do to prevent crises, and how to contain and resolve organizational crises. Specific attention will be paid to crisis decision making by individuals and groups; communication, and leadership in times of crises.
Course objectives

After successfully completing this course, students should be able to:

- understand the nature and types of organizational crises;
- discuss the possible outcomes of organizational crises;
- recognize how individual, social/organizational/cultural, and technological factors have contributed to the emergence of organizational crises;
- explain which factors help in preventing organizational crises;
- explain which factors help in containing and resolving organizational crises;
- appreciate the role of individual/group decision-making, communication, and leadership in the crisis management process;
- appreciate the challenges in coping with uncertainty.

Prerequisites

An advanced level of English.

Recommended reading

The literature in this course is of an advanced level as it draws from frontline scientific journals that often can be challenging. Furthermore, students are required to apply the literature to real-life crisis situations.

EBC2100

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinators:
B.H.J. Schreurs
C. Marques dos Santos
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Paper(s)
Assessment methods:
Participation, Final paper, Attendance

School of Business and Economics
Economic Psychology

Full course 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 Nobel prize 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 nine sessions of the course the psychology and behavioural economics of judgment and decision-making are 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. Students should realize that the course is not easy and that its material also includes some mathematical derivations.

Course objectives

- 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

Prerequisites

- Basic understanding of microeconomics (level comparable to: course Economics and Business), probability theory and mathematics (level comparable to course QM2)
- An advanced level of English

Recommended reading

- Articles and chapters from books.
Full course description

This course will provide you the opportunity to learn how you can apply your knowledge and skills to address complex social and environmental problems. Social and environmental entrepreneurs are committed to furthering a social and/or environmental mission, and rank social, environmental or cultural impact on a par with, or above, profit. At the intersection of business, government and not-for-profit organisations, these social and environmental entrepreneurs are now visible and having an impact on a global scale. This course is structured around experiential problem-based learning, providing you the opportunity to synthesise theory and practice alongside real-world social and environmental enterprises. Topics will include: critically reviewing concepts; the challenges of scaling social and environmental enterprises; frameworks for understanding and strategising; mobilising funding and resources from a variety of stakeholders; understanding and reporting social/environmental impact; and cross-sector collaboration.

Course objectives

1. You can critically reflect on social and environmental entrepreneurship theory and practice
2. You can conduct primary research and analyse primary and secondary data in the field of social and environmental entrepreneurship
3. You can identify and evaluate social and environmental entrepreneurship opportunities
4. You can develop strategic recommendations for a social/environmental enterprise
5. You can prepare and present documentation to secure stakeholder support
6. You learn to cope with the chaos and complexity of doing social and environmental entrepreneurship in the real world

Prerequisites

This course is part of the Entrepreneurship Minor. The courses of the Entrepreneurship Minor (see also http://www.mc4e.nl/Minor) draw on the scholarly and practical entrepreneurship literature. They do NOT expect that you have already developed an understanding of the functional domains of business administration or small business management (e.g. strategy, marketing, accounting, HRM, finance, operations). We encourage you to take the two introductory courses of the minor (Birthing New Ventures and Mobilising Resources [EBC2145; EBC2146]) BEFORE taking the other courses of the Minor. As this minor is delivered in English, your command of the English language in speech and writing should be good enough to actively prepare for, participate in, and contribute inside and outside of class.

Recommended reading

- Papers from scholarly journals, case studies, podcasts, and videos

EBC2147

Period 2
29 Oct 2018
21 Dec 2018
School of Business and Economics

Human Resource Management

Full course description

The course is based on the assumption that there is no single 'one best way' of managing human resources but rather that a range of approaches may be applicable to any one organisation, depending on its environment, its business context and its employees.

Consecutive issues in this course among others are: HRM in business organisations, strategy and strategic HRM; human resources and staffing, compensation; HRM in small enterprises and benchmarking HRM.

Course objectives

This Human Resource Management course aims at introducing students to the field of human resource management by reporting both theory and practice. The goals of the course are to introduce students to the various issues that arise in human resource management, as well as to familiarise students with the various tools available to deal with these issues and to provide a framework for evaluating the effectiveness and efficiency of different tools in different cases. Obviously, the descriptive nature of this course invites students to develop a critical understanding of the management of human resources in various business contexts. This implies that you will not learn how to run and practice HRM but rather why certain phenomena occur in the field of HRM and in the context of different organisational environments.

Prerequisites

Students need to have an advanced level of English and the ability to read and understand articles from scientific journals.

For exchange students: fluid mastery of English and capacity to read academic journal articles.

Recommended reading

Selection of book chapters and journal articles.
Major Accounting

School of Business and Economics
International Financial Accounting

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

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

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

Recommended reading
EBC2056

Period 5
8 Apr 2019
7 Jun 2019

Print course description

ECTS credits:
6.5

Instruction language:
English

Coordinator:
M.F. van Peteghem

Teaching methods:
Presentation(s), PBL

Assessment methods:
Participation, Written exam

School of Business and Economics
Internal Control and Accounting Information Systems

Full course 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 quality of reporting and compliance with laws and regulations. The course Internal Control & Accounting Information Systems is an introduction into the key concepts and techniques of internal control, such as information quality, the COSO control framework, IT controls and organisational controls. Based on these concepts and techniques, the course addresses the design of effective and efficient internal controls for the purchasing, inventory, production and sales activities of businesses.

Course objectives

• Understand the concept of quality of information and the importance of this concept.
• Understand the role of internal control in producing information of high quality and in promoting the efficiency and effectiveness of an organisation's operations.
• Learn about the different organisational processes within organisations, and learn how to design internal controls for each of these processes.
• Learn about the controls that specifically apply to Information Technology (IT) and integrate these into each of the business processes.
• Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.
• Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.
• Graduates can inform judgments on 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 and interpersonal skills.
• Graduates have largely 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.
• Graduates can effectively function in a multicultural environment and work in multicultural teams. This includes demonstrating interpersonal skills and a high proficiency of English.
• Graduates show social responsibility. This includes demonstrating awareness for academic and scientific responsibility in a broader social or ethical context.

**Prerequisites**

• An advanced level of English.
• No specific knowledge required.

**Recommended reading**

• Committee of Sponsoring Organizations of the Treadway Commission (COSO). 2013. Internal Control - Integrated Framework. AICPA, Durham, NC, USA.

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**EBC2057**

**Period 4**

4 Feb 2019

5 Apr 2019

[Print course description](#)

**ECTS credits:**

6.5

**Instruction language:**

English

**Coordinator:**

C.C.M. Schelleman

**Teaching methods:**

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

**Assessment methods:**

Participation, Written exam

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**School of Business and Economics**

**Auditing**

**Full course description**

The course is aimed at giving students a solid introduction to auditing. The evolution of the auditing function, the role of auditing in a modern economy, the audit process of auditing, as well as the most elementary auditing techniques are discussed.
The course is linked to audit practice by means of case-studies and a workshop in collaboration with a large audit firm and/or a guest lecture.

**Course objectives**

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

- Graduates have academic, evidence-based knowledge and understanding of theories, methods and tools in business/economics.  
- Graduates can apply their knowledge and understanding to identify and solve real life business/economic problems. This includes demonstrating analytical skills and a problem-solving attitude.  
- Graduates can inform judgments on theoretical and practical business/economic issues.  
- Graduates can find, read and understand relevant research.  
- Graduates have largely self-directed learning skills and the ability to regulate their own learning process.

**Prerequisites**

- Internal control & accounting systems  
- Knowledge and understanding of internal control and accounting systems (level comparable to: course Internal control & accounting systems).  
- An advanced level of English

**Recommended reading**

Textbook and academic articles

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**EBC2058**

**Period 5**
8 Apr 2019  
7 Jun 2019

[Print course description](#)  
ECTS credits:  
6.5  
Instruction language:  
English  
Coordinator:  
A. Vanstraelen  
Teaching methods:  
PBL, Lecture(s), Assignment(s)  
Assessment methods:  
Participation, Written exam

School of Business and Economics
Management Accounting

Full course description

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

Course objectives

The leading theme of this course is the value of accounting information for decision-making within the firm. The course provides an overview of state-of-the-art advanced cost accounting and cost management techniques. Some topics in this respect are: activity-based costing and activity-based management, performance evaluation (measurement) techniques (scorecards, ...) and cost allocation issues.

A selection of such issues will be covered in depth during the course. In addition, this course introduces and discusses both state-of-the-art research studies and more popular contemplations regarding strategic cost accounting and especially cost management.

Prerequisites

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

Recommended reading

Textbook

EBC2059

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
C. Feichter
Teaching methods:
Major Strategy

School of Business and Economics
Project and Process Management

Full course description

The development of new products, services and processes is predominantly carried out in project groups. That means that people from different sectors of the organisation are brought together on a temporary basis to accomplish a complex task. The project management part of this course offers an insight in the role of project management in different organisational contexts. Special attention is given to the following issues: project selection, the project manager, project planning, resource allocation and project control. The process management part of this course deals with operation, strategy and process management. We define a process to be any transformation that converts inputs to outputs. The process view considers any organization to be a process that consists of interconnected sub processes. In this part of the course we will provide students with the basic concepts that enables them to describe processes in a way that allows them to apply "management levers" on those processes: process flow time, work-in-process, process-efficiency and so forth.

Course objectives

The course is directed at the following learning and competences:

- developing an awareness of the range, scope and complexity of the phenomena, issues and problems related to project and process management;
- developing an integrated and process oriented perspective on managing complex projects and team work;
- acquiring competencies in the usage of tools, techniques, methods and models for managing projects and processes.

Prerequisites

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

An advanced level of English.

Recommended reading


- Managing Business Process Flows 3rd edition. Anupindi, Chopra, Deshmukh, Van Mieghem and
EBC2050

Period 4
4 Feb 2019
5 Apr 2019

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
P.W.L. Bollen
Teaching methods:
PBL, Presentation(s), Lecture(s), Assignment(s), Work in subgroups
Assessment methods:
Final paper, Participation

School of Business and Economics
Business and Politics in Europe

Full course description

The course looks at the interaction between Business and Society, focussing on political issues. While political risk tended to be an issue restricted to emerging markets, recent developments, such as Brexit, have made clear that it is increasingly becoming an issue for companies in developed market economies as well. Knowledge of the interaction between business and politics has become indispensable for an ever wider group of people: leading business persons in Europe and an ever wider circle of management below the top level; consultants; employees of non-governmental organisations; and entrepreneurs working in policy sensitive areas (such as renewable energy). Clearly, participation in the course requires interest in societal processes in general and in politics in particular.

Topics covered:

- Corporate political strategy as a part of overall business strategy (ca. 20%);
- Introduction to comparative politics and comparative institutional economics, that is, comparing how the institutional setup of the economy and politics differs across countries in Europe (ca. 20%);
- Functioning of the EU, also in relation to the Euro crisis (ca. 20%);
- Empirical research of lobbying in Europe and relevance for business strategy (ca. 20%).
- Analysis of the background of recent developments, such as Brexit (10%),
- Integral approach to Corporate Social Responsibility, Corporate Political Strategy and Competitive Market strategy (ca.10%)
A creative, multidisciplinary approach is taken, using original and challenging literature from economics, business, and political science.

The course is NOT offering some kind of toolbox containing all elements necessary for doing business in Europe, as some students seem to have been expecting in the past.

Additional remarks regarding assessment methods:

- Attendance requirement: max. 2 absences allowed. Second absence might have an impact on participation grade.
- Students work in teams of 2-3 persons on a project. Teams either focus on 1-3 countries in Europe, or on EU regulation in a particular industry.
- Two or three papers (take-home assignments) on course material
- The papers have strict requirements regarding literature to be followed. They are not "free" papers.

**Course objectives**

- Understand the mutual interaction between Business and Politics in Europe, in particular regarding lobbying, and the implications this has for corporate strategy.
- Understand the relevant elements of institutional diversity in which firms in Europe operate, in particular how institutional diversity extends to elements other than culture.
- Understand the functioning of the European Union and differences in the political systems of the member states.
- Understand political aspects of the Euro crisis, especially the interaction between the crisis and the political organisation of the European Union.
- Understand the societal processes behind other recent developments, such as Brexit, and the dissatisfaction with the functioning of the European Union.
- Ability to apply knowledge of the European institutional environment to relevant business decisions.
- Ability to work independently on a project, including independent literature search.
- Ability to work on a project in a multinational team of people with diverse backgrounds and prior knowledge.
- Ability to interpret developments and anticipate changes in European Business & Politics for the coming 5-10 years.

**Prerequisites**

- Two years of study in (International) Business and/or (International) Economics at a level comparable to SBE.
- Very good working knowledge of English (reading, writing, speaking).

Special remarks follow for:

- Exchange Students;
- SBE Economics students.

**Note for Exchange Students**

- The course is strongly recommended to exchange students satisfying the prerequisites (see also below). Given the aims of the course, it would be very beneficial to have students from different national backgrounds, including students from outside Europe. Participation of exchange students in this course is usually greatly appreciated, both by themselves and by the regular students.
- In the past, advanced writing skills in English have proven to be critical for exchange students. If you are unsecure about your writing skills, you are advised to follow trainings in writing skills prior to or parallel to this course.
- You should be prepared and motivated to digest a wide range of topics and issues in a short time and apply these in a project together with students of different backgrounds.
The course is NOT open to students in subjects like Political Science (including International Relations), Psychology, European Studies etc. A sound prior knowledge in International Business or International Economics is a strict requirement.

**Note for SBE Economics students**
As the course focuses on the institutional environment of business it fits very well into the SBE Economics curriculum. Compared to the standard Economics courses at SBE it has a more applied character. Special attention is paid to political aspects of the Euro crisis on the level of the EU. The course is especially recommended for people aspiring positions at regulatory agencies and international organisations in Europe, or at research positions within large international firms.

**Recommended reading**
Articles to be collected by students from the electronic library. Combination of fundamental papers with very recent literature.

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**EBC2051**

**Period 1**
3 Sep 2018
26 Oct 2018

[Print course description](#)

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
L.S. Figge

**Teaching methods:**
PBL, Lecture(s), Assignment(s), Work in subgroups

**Assessment methods:**
Final paper, Participation, Attendance

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**School of Business and Economics**

**Strategic Management of Technology and Innovation**

**Full course description**
This is an introductory course to the management of innovation. Thus it aims at introducing theories, models and tools to the students that are central to managing the identification, development and commercialization of innovations. Core topics covered in this course include market failures faced by innovating firms, knowledge about the various definitions of an innovation and innovative activities, how to search for novel ideas (inside as well as outside of the firms' boundaries), what tools to use inside and outside of the firm to evaluate promising ideas efficiently and accurately, ways to acquire
external financing in case of cash flow constraints, tools to use to increase appropriability of innovations as well as various forms to develop innovations inside and outside of the firm.

**Course objectives**

Technological change and innovation have to be managed by firms. In this course we will explore what main challenges firms face in their technological change and innovation activities and which concepts, techniques, tools and management processes are helpful to successfully advance technological change and innovations.

**Prerequisites**

- Basic knowledge of management/business economics, organization and strategy.
- An advanced level of English.

**Recommended reading**

Book, articles and case studies.

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**EBC2068**

**Period 5**
8 Apr 2019
7 Jun 2019

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
[M.J. van Wegberg](mailto:M.J.vanWegberg@rug.nl)

**Teaching methods:**
PBL, Assignment(s), Presentation(s), Work in subgroups, Lecture(s)

**Assessment methods:**
Participation, Written exam, Attendance

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**School of Business and Economics**

**International Business History**

**Full course description**

We study a path-breaking historical development in one or more leading industrial capitalist nations. We zoom in on business activities and their outcomes, and we zoom out to the historical and national context in which these events have taken place. Looking back at history can be concretely informative since much what exists now has its roots in the past. But studying history is also a way of developing creative notions about how humans interact with their business environment in a situation of pervasive uncertainty. This can broaden our mental scope in dealing with our own uncertain world.
This may well be the most important learning to develop in our course.

**Course objectives**

The course has two learning goals both linked to intellectual leadership, the ability to lead in interpreting situations, seeing opportunities where others don’t even look, and thinking through possible pathways towards jointly beneficial futures. These two goals are:

- study historical evolution in terms of human and organisational actors responding to opportunities in their environment in ways that pioneered entirely new industries and forms of business.
- writing an essay that demonstrates that the student has ideas and is able to communicate these in a persuasive way.

**Prerequisites**

This is a reading course for literate students with an excellent command of the English language in reading, writing, and conversation. I have to say that the reading load is quite considerable.

Attendance in the first two meetings of the course is mandatory. You get introduced to tutor, fellow students, and the educational approach. Failure to attend both meetings implies course failure.

**Recommended reading**

Book and / or selected articles about business history with emphasis on the second industrial revolution.

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**EBC2069**

**Period 2**
29 Oct 2018
21 Dec 2018

[Print course description]

**ECTS credits:**
6.5

**Instruction language:**
English

**Coordinator:**
M.J. van Wegberg

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

**Assessment methods:**
Attendance, Final paper, Participation

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**Region Asia Courses**

School of Business and Economics
Management and Organisation of Asian Enterprises

Full course description

This course - Management and Organisation of Asian Enterprises - will focus on the Asian enterprise and its technological and Organisational setting. In particular we will pay attention to business policy, Organisational structure and management processes. Among the issues and topics for analysis are:

- Business Organisation and management
- Management of technology and quality
- International competition and cooperation
- Foreign direct investment and technology transfer
- Intellectual property rights
- Role of the state and external environment

Course objectives

- Understand Asian management system.
- Understand Asian way of thinking about a number of management issues.

Prerequisites

- No specific required knowledge. Exchange students should have finished their first year of Bachelor study.
- An advanced level of English.

Recommended reading


EBC2036

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A.P. van Veen
Teaching methods:
PBL, Lecture(s), Presentation(s), Assignment(s), Paper(s), Work in subgroups
Assessment methods:
Final paper, Participation, Written exam, Attendance
School of Business and Economics
Culture, Politics and Society in Contemporary Asia

Full course description

This particular course on Contemporary Asia focuses on the integration and synthesis of culture, economics and politics in the Asian societies to increase an understanding of the region, in its contemporary social-political and cultural setting. This course will transcend the borders of academic disciplines and domains and deals with topics like:

- Modernity and public policy
- Politico-cultural obstacles for intra-regional cooperation
- Social change and prosperity
- Intercultural interaction
- Cultural forces in society

Course objectives

Understanding economic issues in contemporary Asian society in their social, cultural and political context.

Prerequisites

No specific required knowledge. Exchange students should have finished their first year of Bachelor study.

An advanced level of English.

Recommended reading

Books and articles at an introductory level.

EBC2037

Period 1
3 Sep 2018
26 Oct 2018

Print course description
ECTS credits:
6.5
Instruction language:
English
Coordinator:
A.P. van Veen
Teaching methods:
PBL, Lecture(s), Paper(s), Assignment(s), Presentation(s), Work in subgroups
Assessment methods:
School of Business and Economics
Creative Problem-Solving and Communication Skills for Emerging Markets

Full course description

In this course, students will be asked to solve one or several real-world problem(s) of a company or (non-)government organization in creative and innovative ways. The course will use experiential exercises, in-class discussions, presentations and reflection on the students’ experiences. Specific attention will be paid to issues of communication and creativity in teams in emerging markets.

As this course is develop specifically for the specialisation Emerging Markets, special attention will be given to issues relevant for emerging markets such as awareness of the impact of historical relations and cultural differences.

Course objectives

Both during their studies and later in their careers, students will have to work in teams with people from a wide variety of backgrounds. The goal of this skills course is for students to learn how their personal and team characteristics, as well as environmental factors, can promote or inhibit effective communication and creativity in teams. The students will also learn to apply different methods and thinking skills that foster creative problem-solving in settings characterized by complexity, diversity and uncertainty.

Prerequisites

This skills training is only open for students of the specialisation Emerging Markets. Two years of coursework in this specialisation is required.

Recommended reading

To be announced.

EBS2067

Period 1
3 Sep 2018
26 Oct 2018

Period 2
29 Oct 2018
21 Dec 2018

Print course description
ECTS credits:
4.0
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**Teaching methods:**
PBL, Lecture(s), Assignment(s), Work in subgroups, Presentation(s)

**Assessment methods:**
Attendance, Final paper, Participation, Presentation