Colophon
The Study Guide Master's degree programmes is published by the Faculty of Economics and the Faculty of Management & Organization and is distributed free of cost among the students and staff.

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Serious accidents, fire or other calamities: University’s alarm number: 8050
Dear master student,

It is our pleasure to offer you this guide containing the master’s degree programmes of our two faculties, the Faculty of Management and Organization and the Faculty of Economics.

To mark the occasion of our ever-closer cooperation, we have introduced a new house style for our communication with our students. We do hope that you like this new style and the clarity that is supposed to come with it. For us, the publication of this joint guide highlights our cooperation. Further development of our master’s degree programmes will keep us quite busy. For example, most of our master’s degree programmes are in English. It will take us probably one more year to complete the language shift for some other programmes. In order to exploit the opportunity thus created, we put a lot of effort in the marketing of our programmes in a variety of countries, thereby proudly using the prominent position of our university among the EU universities. This is hard work, but it is starting to pay off now already. Therefore it might be that you take courses with foreign students in the next academic year. Also, guaranteeing the proficiency in English of our staff members will have our permanent attention. At the same time, we are still considering the development of additional master’s degree programmes.

This being said, we hope that you not just like the new cover of this guide to our master’s degree programmes, but infinitely more importantly, like the programmes described in the guide. Anyhow, we do our best to make this final leg of your university education inspiring and challenging.

Henk Sol
Dean, Faculty of Management and Organization

Tom Wansbeek
Dean, Faculty of Economics
How to read this study guide

This study guide contains information about all master’s degree programmes of the Faculty of Economics (acronym: FEW) and the Faculty of Management & Organization (acronym: FBK), except for the master’s degree programme of International Economics and Business and the master’s degree programme of International Business and Management. For these programmes a separate study guide has been published.

The first language in this guide is English. This means that all general information is in English. Only the study programmes and courses offered in Dutch have not been translated.

**Part A** contains the programme descriptions of the master’s degree programmes.

**Part B** contains all course descriptions of the master’s degree programmes in alphabetical order.

**Part C** contains all practical information, like opening hours, addresses and phone numbers that will guide you through the Faculty of Economics, the Faculty of Management & Organization and the University of Groningen.

Finally, the study guide contains some *appendices*, such as the Regulations and Guidelines and the Student Regulations. The Education and Examination Regulations have been published in a separate guide.

This study guide is composed with great care and attention. The content of the guide is published with due reserve.

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**You can also find the course descriptions on internet:**

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## The Academic Year 2004-2005

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<th>Start/end date</th>
<th>Notes</th>
<th>Activities</th>
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<td></td>
<td></td>
<td></td>
<td><strong>Half Semester 1</strong></td>
</tr>
<tr>
<td>37</td>
<td>L1</td>
<td>Starts 6 Sept.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>L2</td>
<td>Mon. 13 Sept.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>L3</td>
<td>Mon. 20 Sept.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>L4</td>
<td>Mon. 27 Sept.</td>
<td>1 Oct. free</td>
<td>Economist’s Congress</td>
</tr>
<tr>
<td>41</td>
<td>L5</td>
<td>Mon. 4 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>L6</td>
<td>Mon. 11 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>L7</td>
<td>Mon. 18 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>L8</td>
<td>Ends Fri. 29 Oct.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>45</td>
<td>E1</td>
<td>Starts Mon. 1 Nov.</td>
<td></td>
<td>Regular examinations for HS 1.1 material</td>
</tr>
<tr>
<td>46</td>
<td>E2</td>
<td>Ends Fri. 12 Nov.</td>
<td></td>
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</tr>
</tbody>
</table>

### Half Semester 2

|     |          |                |                        |                                  |
| 47  | L1       | Starts Mon. 15 Nov. |                      |                                  |
| 48  | L2       | Mon. 22 Nov.    |                        |                                  |
| 49  | L3       | Mon. 29 Nov.    |                        |                                  |
| 50  | L4       | Mon. 6 Dec.     |                        |                                  |
| 51  | L5       | Mon. 13 Dec.    |                        |                                  |
| 52  | L6       | Mon. 20 Dec.    |                        |                                  |
| 53  | No classes | Starts Mon. 27 Dec. |                                | Christmas Holidays               |
| 1   | No classes | Ends Fri. 7 Jan. |                        |                                  |
| 2   | L7       | Mon. 10 Jan.    |                        |                                  |
| 3   | L8       | Ends Fri. 21 Jan. |                      |                                  |
| 4   | E1       | Starts Mon. 24 Jan. |                                | Resits for HS 1.1 material and regular examinations for HS 1.2 and S 1 material |
| 5   | E2       | Mon. 31 Jan.    |                        |                                  |
| 6   | E3       | Ends Fri. 11 Feb. |                        |                                  |

**C** = Calendar week; **L** = Lecture period; **E** = Examination period; **HS** = Half semester; **S** = Semester
### Semester 2

#### Half Semester 1

<table>
<thead>
<tr>
<th>C</th>
<th>L / E week</th>
<th>Start/end date</th>
<th>Notes</th>
<th>Activities</th>
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<tr>
<td>7</td>
<td>L1</td>
<td>Starts Mon. 14 Feb.</td>
<td></td>
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<tr>
<td>8</td>
<td>L2</td>
<td>Mon. 21 Feb.</td>
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<tr>
<td>9</td>
<td>L3</td>
<td>Mon. 28 Feb.</td>
<td></td>
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<tr>
<td>10</td>
<td>L4</td>
<td>Mon. 7 Mar.</td>
<td></td>
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<tr>
<td>11</td>
<td>L5</td>
<td>Mon. 14 Mar.</td>
<td></td>
<td></td>
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<tr>
<td>12</td>
<td>L6</td>
<td>Mon. 21 Mar.</td>
<td>Good Friday</td>
<td></td>
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<td>13</td>
<td>L7</td>
<td>Mon. 28 Mar.</td>
<td>Easter Monday</td>
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<td>14</td>
<td>L8</td>
<td>Ends Fri. 8 Apr.</td>
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<td></td>
</tr>
<tr>
<td>15</td>
<td>E1</td>
<td>Starts Mon. 11 Apr.</td>
<td>Resits for HS 1.2 and S1 material</td>
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</tr>
<tr>
<td>16</td>
<td>E2</td>
<td>Mon. 18 Apr.</td>
<td></td>
<td>Resits for regular examinations for HS 2.1 material</td>
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<tr>
<td>17</td>
<td>E3</td>
<td>Ends Fri. 28 Apr.</td>
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#### Half Semester 2

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<th>Notes</th>
<th>Activities</th>
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<td>Starts Mon. 2 May</td>
<td>5/6 May free</td>
<td>Ascension Day</td>
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<td>Mon. 9 May</td>
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<td>20</td>
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<td>Tue. 17 May</td>
<td>16 May free</td>
<td>Whit Monday</td>
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<tr>
<td>21</td>
<td>L4</td>
<td>Mon. 23 May</td>
<td></td>
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<tr>
<td>22</td>
<td>L5</td>
<td>Mon. 30 May</td>
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<tr>
<td>23</td>
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<td>Mon. 6 June</td>
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<td>24</td>
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<td>Mon. 13 June</td>
<td></td>
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<tr>
<td>25</td>
<td>L8</td>
<td>Ends Fri. 24 June</td>
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<tr>
<td>26</td>
<td>E1</td>
<td>Starts Mon. 27 Jun</td>
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<td>Mon. 4 July</td>
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<td>28</td>
<td>E3</td>
<td>Ends Fri. 15 July</td>
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<td>29</td>
<td>Vacation</td>
<td>Starts Mon. 18 Jul</td>
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<td>Ends Fri. 19 Aug.</td>
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<td>Starts ma 22 Aug.</td>
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<td>35</td>
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<td>Ends Fri. 2 Sept.</td>
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*C = Calendar week; L = Lecture period; E = Examination period; HS = Half semester; S = Semester*
Explanation

The academic year will be divided into two semesters. These semesters will be further divided into half semesters (also referred to as ‘blocks’). Each half semester will last eight lecture weeks followed by an examination period of two to three weeks. Examinations may be repeated after the next half semester. The resit examinations for the fourth half semester will be held at the end of August.

All courses will be offered and examined within a single half semester. The only exceptions are the 10 EC courses of the third year of the bachelor’s degree programme and the first semester of the master’s degree programme. They are offered as semester courses with an examination at the end of the semester. The time period in which the resits are held can be found in the course descriptions. Intermediate tests may take place halfway through the study material of the semester courses.
The academic year of the University of Groningen is divided into semesters. Each semester is immediately followed by a period of examinations.

### Lecture periods 2004-2005

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<td>November 12th</td>
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<tr>
<td>1.2</td>
<td>November 15th</td>
<td>February 11th</td>
</tr>
<tr>
<td></td>
<td>(no lectures)</td>
<td>(from Dec 25th 12, 2004 – Jan 7th, 2005)</td>
</tr>
<tr>
<td>2.1</td>
<td>February 14th</td>
<td>April 28th</td>
</tr>
<tr>
<td>2.2</td>
<td>May 2nd</td>
<td>July 15th</td>
</tr>
</tbody>
</table>

Examinations: the last two or three weeks of each block

Results: at the end of the next block and from August 22nd until September 2nd

### University vacations/holidays

**Christmas holidays:** Dec. 25th 2004 – Jan. 7th 2005

**Summer holidays:** July 18th 2005 – Aug. 21st 2005

**Economen congres (Economist’s congress):** October 1st 2004

**BIG Congress (Congress of FBK):** To be announced

**Goede Vrijdag (Good Friday):** March 25th 2005

**Paasmaandag (Easter Monday):** March 28th 2005

**Hemelvaartsdag (Ascension Day):** May 5th 2005

**Free day:** May 6th 2005

**Pinkstermaandag (Whit-Monday):** May 16th 2005

N.B. 28 August the university is closed.

### Days on which lectures (may) be postponed

<table>
<thead>
<tr>
<th>Event</th>
<th>Dates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information day RUG</td>
<td>October 29th, 2004</td>
</tr>
<tr>
<td>Student for a day</td>
<td>December 2nd &amp; 3rd, 2004</td>
</tr>
<tr>
<td>Open day RUG</td>
<td>February 25th, 2005</td>
</tr>
<tr>
<td>Lecture ’Carrousel’</td>
<td>April 19th – 21st, 2005</td>
</tr>
<tr>
<td>Parents’ day RUG</td>
<td>June 3rd, 2005</td>
</tr>
</tbody>
</table>
Enrolment opens 6 weeks before the deadlines
A1 Introduction

Since September 1\textsuperscript{st} 2003, all education is organized in conformance with the bachelor's-master's degree structure (acronym: BaMa-structure). A programme in the BaMa-structure has two phases. First you take a bachelor's degree programme of three years. Subsequently you can continue with a (more specialized) master's degree programme of one or two years.

As of section A4 you will find the master’s degree programme descriptions. The Faculty of Economics (FEW) and the Faculty of Management & Organization (FBK) are working together more and more; therefore we start with an overview of the programmes of both faculties.

For information about how to apply for a master’s degree programme you can look at www.rug.nl/economics/education/masterStudies/ or www.rug.nl/fmo/education/masterProgrammes/.
A2 Overview study programmes FEW and FBK

The figure on the next page gives an overview of all bachelor's and master's degree programmes of the FEW and the FBK. The arrows indicate through which bachelor's degree programme students can continue with a particular master's degree programme. Each bachelor's degree programme gives admission to at least one master's degree programme, the so-called transfer master. For particular specializations within a master's degree programme prerequisites apply. Students have to 'filter' on that specialization by choosing the right specialization course in the third year of the bachelor's degree programme.

Students may be provisionally admitted to a master's degree programme with a deficiency of no more than 30 EC, provided that the required specialization course has been successfully completed. See the Education and Examination Regulations guide for the complete regulation (article 4.6).

All bachelor’s degree programmes of the FEW and the FBK last for three years. The master's degree programmes last one year, except for the ‘Lerarenopleiding Economie en Bedrijfswetenschappen’ (teacher-training programme) and the Advanced Master programme, which last for two years.

Credits
The study load of each course is expressed in European Credits (EC). One EC is the equivalent of 28 hours of study. An academic year consists of 60 EC. Before 2003-2004 the study load of a course was expressed in 'old' credits (cr), which equalled 40 hours of study. The ratio is thus 1 EC = 0.7 cr.

Note: for FEW various courses have changed in name, study load and/or period. You can find the corresponding courses in the conversion tables in chapter B2 of the Bachelor Study Guide FEW.
Faculties of Management and Organization and Economics
Survey of bachelor’s and master’s degree programmes

Bachelor's

- Business Studies
- Economics and Management
- International Economics and Business
- Accountancy & Controlling
- Econometrics and Operations Research
- Economics
- Economics of Taxation
- Technology Management

Master's

- Business Administration, with specializations:
  - Business & ICT
  - Business Development
  - Finance
  - Marketing
  - Operations & Supply Chains
  - Organizational & Management Control
  - Small Business & Entrepreneurship
  - Strategy & Innovation
- Human Resource Management
- International Business & Management
- International Economics and Business
- Accountancy & Controlling
- Accountancy
- Controlling
- Econometrics, Operations Research and Actuarial Studies
  - Econometrics
  - Operations Research
  - Actuarial Studies
- Economics
  - Monetary Economics
  - Economic Policy
- Education and Communication in Economics and Business Studies
  2 years / with internship
- Economics of Taxation
- Technology Management
- Management and Consultancy
  2 years / dual
- Advanced Master in Economics and Business
  2 years

Courses Faculty of Management and Organization
Courses Faculty of Economics
Joint courses of Faculties of Management and Organization and Economics
A3 Organization of education

Structure of the board of the FEW and FBK
The University of Groningen is responsible for academic education of high quality, for study programmes that are feasible and for good facilities in education as well as for students. The faculty is competent and responsible for the construction and the maintenance of education. Therefore the structure of the board contains various important organs with an emphatic participation of students.

The faculty boards both consist of three members and are advised by a student.

The participation of staff and students is organized through the faculty council. Both councils consist of 14 members, of which seven are chosen through and from the staff and of which seven are chosen through and from students.

The faculties have appointed programme directors for the study programmes. On behalf of the faculty boards these programme directors are responsible for the organization and coordination of the programmes. Furthermore they give advice to the faculty boards about the content, the composition and the programming of several activities of education, and also about the system of quality assurance.

Important committees in the field of education are the educational committees. Each study programme has an educational committee. The task of this committee consists of giving advice – on request or of one’s own accord – about all affairs regarding education. Half of the committee consists of students. To contribute to the administrative processes of the faculty students are organized in the ‘Economen Unie’ (Economist’s Union).

In the table below you can find the names of programme directors and educational coordinators of all study programmes of the FEW and the FBK.

<table>
<thead>
<tr>
<th>Study Programme</th>
<th>Faculty</th>
<th>Director</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bachelor’s degree programmes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accountancy &amp; Controlling</td>
<td>FEW</td>
<td>Jeltje van der Meer</td>
<td>Dick Assink</td>
</tr>
<tr>
<td>General Economics</td>
<td>FEW</td>
<td>Elmer Sterken</td>
<td>Paul Elhorst</td>
</tr>
<tr>
<td>Economics &amp; Management</td>
<td>FEW</td>
<td>Peter Smid</td>
<td></td>
</tr>
<tr>
<td>Econometrie and Operations Research</td>
<td>FEW</td>
<td>Kees Praagman</td>
<td></td>
</tr>
<tr>
<td>Economics of Taxation</td>
<td>FEW</td>
<td>Peter Smid</td>
<td>Marianne Christen</td>
</tr>
<tr>
<td>International Economics &amp; Business</td>
<td>FEW</td>
<td>Bart van Ark</td>
<td>Beppo van Leeuwen</td>
</tr>
<tr>
<td>Business Studies</td>
<td>FBK</td>
<td>Louk Paul</td>
<td></td>
</tr>
<tr>
<td>Technology Management</td>
<td>FBK</td>
<td>Gerard Gaalman</td>
<td>Pieter Lont</td>
</tr>
<tr>
<td>Industrial Engineering and Management</td>
<td>FWN*</td>
<td>John Simons</td>
<td></td>
</tr>
<tr>
<td>Study Programme</td>
<td>Faculty</td>
<td>Director</td>
<td>Coordinator</td>
</tr>
<tr>
<td>-----------------------------------------</td>
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<td><strong>Master’s degree programmes</strong></td>
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<td></td>
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<td>Business Administration, specializations:</td>
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<td>Egon Berghout</td>
<td></td>
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<tr>
<td>- Business &amp; ICT</td>
<td>FBK</td>
<td>Cees Sterks</td>
<td></td>
</tr>
<tr>
<td>- Marketing</td>
<td></td>
<td>Karel Jan Alsem</td>
<td></td>
</tr>
<tr>
<td>- Finance</td>
<td></td>
<td>Peter Smid</td>
<td></td>
</tr>
<tr>
<td>- Operations and Supply Chains</td>
<td></td>
<td>Martin Land</td>
<td></td>
</tr>
<tr>
<td>- Small Business &amp; Entrepreneurship</td>
<td></td>
<td>Clemens Lutz</td>
<td></td>
</tr>
<tr>
<td>- Organizational and Management Control</td>
<td></td>
<td>Henk ter Bogt</td>
<td></td>
</tr>
<tr>
<td>- Strategy and Innovation</td>
<td></td>
<td>Gerda Gemser</td>
<td></td>
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<tr>
<td>- Business Development</td>
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<td>Frans Kuijpers</td>
<td></td>
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<tr>
<td>Economics</td>
<td>FEW</td>
<td>Elmer Sterken</td>
<td>Paul Elhorst</td>
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<tr>
<td>Accountancy &amp; Controlling</td>
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<td>Jeltje van der Meer</td>
<td>Dick Assink</td>
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<tr>
<td>Econometrics, OR and Actuarial Studies</td>
<td>FEW</td>
<td>Kees Praagman</td>
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<td>Economics of Taxation</td>
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<td>International Economics &amp; Business</td>
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<td>Beppo van Leeuwen</td>
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<td>Technology Management</td>
<td>FBK</td>
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<td>Pieter Lont</td>
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<tr>
<td>International Business &amp; Management</td>
<td>FBK</td>
<td>Kees van Veen</td>
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<tr>
<td>Human Resource Management</td>
<td>FBK</td>
<td>Erik Bax</td>
<td></td>
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<tr>
<td>Research Master in Economics and Business</td>
<td>FBK</td>
<td>Jakob de Haan</td>
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<td>Teachers Training Programme</td>
<td>FEW</td>
<td>Peter Smid</td>
<td>Geert Hoevers and Louwers Wouda</td>
</tr>
<tr>
<td>Industrial Engineering and Management</td>
<td>FWN*</td>
<td>John Simons</td>
<td></td>
</tr>
</tbody>
</table>

*Acronym of Faculteit der Wiskunde en Natuurwetenschappen, Faculty of Mathematics and Natural Sciences
De masteropleiding Accountancy & Controlling heeft als doel om gespecialiseerde wetenschappelijke kennis, vaardigheden en inzicht op het gebied van economie, bedrijfswetenschappen, accountancy en controlling bij te brengen.

Het traject Accountancy van de masteropleiding Accountancy & Controlling is de laatste fase van het wetenschappelijk deel van de opleiding tot accountant en vormt de basis voor de aansluitende (theoretische) postmasteropleiding tot Registeraccountant. Het traject Controlling is de laatste fase van het wetenschappelijke deel van de opleiding tot controller en is de basis voor de postmasteropleiding tot Registercontroller.

De functies van accountant en controller richten zich beide in de eerste plaats op de kwaliteit (w.o. betrouwbaarheid) van de interne en externe informatievoorziening ten behoeve van respectievelijk de besturing en beheersing van de ondernemingsactiviteiten en processen en de besluitvorming door de verschillende stakeholders. De opleidingen voor beide functies lopen daardoor in de voorafgaande bacheloropleiding geheel en vervolgens in de masteropleiding deels parallel met daarin vakken als: ontwerpen van bestuurlijke informatiesystemen, financiering, strategie- en organisatie-ontwerp en riskmanagement. Gericht op de functie van de accountant vindt in deze masteropleiding een verdere verdieping plaats m.b.t. financial accounting en worden de grondslagen van de controleleer behandeld. Gericht op de functie van de controller wordt een verdere verdieping aangeboden in management control en verandermanagement. De opleiding wordt afgesloten met een master afstudeerwerkstuk.

Toekomstige functies/werkvelden
De meeste afgestudeerden zullen kiezen voor een aansluitende 2-jarige (parttime) postmasteropleiding voor Registeraccountant (RA), of voor de 2,5 jarige (parttime) postmasteropleiding voor Registercontroller (RC). De postmasteropleiding voor Registeraccountant kan tegelijk worden gevolgd met een (verplichte) 3-jarige praktijkstage bij een accountantskantoor of -dienst. Meer informatie hieromtrent bij bovengenoemde coördinator. De postmasteropleiding voor Registercontroller kan worden gevolgd nadat enige ervaring in de functie van (assistent-) controller is opgedaan. Meer informatie over deze opleiding bij het secretariaat van de Controllersopleiding, tel. 050-363 7297, WSN 727.

Gelet op de brede bedrijfseconomische/bedrijfskundige basis en de specialisatie op het terrein van de bestuurlijke informatievoorziening en de betrouwbaarheid daarvan, biedt het masterdiploma van beide trajecten diverse
mogelijkheden voor functies in het bedrijfsleven, zoals: financieel manager, informatiemanager, hoofd administratie, systeem-ontwerper, assistent-accountant en assistent-controller.

A4.2 Aangepast masterjaar 2004-2005 – overgangsregeling Accountancy

<table>
<thead>
<tr>
<th>Periode</th>
<th>Vakcode</th>
<th>Vaknaam</th>
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<td>Auditing</td>
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<td></td>
<td>EWB093A02</td>
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<td>RGMFI90107</td>
<td>Belastingrecht 2</td>
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<td>EWPA41A4</td>
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<td>EWB001A05</td>
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<td>2.2</td>
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<td>Financiële en Actuariële Rekenkunde</td>
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</tr>
</tbody>
</table>

A4.3 Aangepast masterjaar 2004-2005 – overgangsregeling Controlling

<table>
<thead>
<tr>
<th>Periode</th>
<th>Vakcode</th>
<th>Vaknaam</th>
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<td>BKM048A10</td>
<td>Field Course 1 OMC: Organizational &amp;</td>
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<td></td>
<td>EWB093A02</td>
<td>Belastingrecht 1 voor A&amp;C</td>
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<td>EWB022A06</td>
<td>Financiële en Actuariële Rekenkunde</td>
<td>6</td>
</tr>
</tbody>
</table>

Toelatingseisen

Uitsluitend toegang op basis van een bachelor diploma Accountancy & Controlling, of een ander bachelor diploma plus behaalde deficiënte vakken.

De toelatingscommissie kan een voorlopige toelating (voor maximaal 12 maanden) toestaan, indien bachelor vakken met in totaal ten hoogste 30 EC nog niet zijn behaald, mits het propedeusediploma en alle modules van financial accounting, management accounting, grondslagen internal control en organisatie- en informatie-analyse reeds zijn behaald.
A5  Master of Science in Business Administration (MScBA)

Programme Director
Prof. dr. C.G.M. Sterks
WSN 657
Tel. 050-363 3722
c.g.m.sterks@eco.rug.nl

General description
The Master of Science in Business Administration (MScBA) is a joint degree programme offered by the Faculty of Management and Organization and the Faculty of Economics. The Faculty of Management and Organization is the responsible faculty, meaning that students who want to take this programme must register with the Faculty of Management and Organization. The MScBA is a new programme offered for the first time in September 2003. The programme has eight separate specializations related to the specializations of the former doctoraal degrees in Business Studies and Economics and Management. Some of the specializations have a slightly more business studies orientation and others a slightly more business economics orientation.

Vision and identity
Business administration is a multidisciplinary science which aims to integrate knowledge and skills from at least three different disciplines: technical sciences (including the design of production and service systems), social sciences (concentrating on explaining the behaviour of individuals and groups in organizations) and economics, particularly business economics. Business Administration students study the design and operation of organizations and their environments in their mutual relationships, with the emphasis on the three perspectives outlined above. The problems and opportunities of organizations are approached from the point of view of the dynamics and complexity present. The approach is in stages, from diagnosis via design to change. Within the field, a wide range of research and design methodologies are used, including quantitative and qualitative methodologies for empirical research, casuistics and design theory. The broad nature of Business administration means that many specialist aspects will be dealt with during the course. Graduates in Business administration must not only have multidisciplinary expertise and knowledge of research methods, but also good communicative skills such as writing, presentation and cooperation.

Business economics (Economics and Management) is an ever-changing but yet highly crystallized field. Business economics concentrates on studying phenomena within and between organizations, with the development of an effective and efficient collection of planning and management tools as the most crucial aspect. The courses in business economics are based on three characteristics. First, business economics knowledge must be embedded in knowledge of and insight into economics in a wider sense. Second, the scientific nature of the business economics programme is expressed by its use of internationally recognized material as well as by the use of scientific research methodologies. Third, students must solve concrete problems in organizations
using their specialist knowledge, thus requiring the acquisition of cooperation, writing and presentation skills alongside their academic skills.

The differences between business economics and business administration at the RUG have diminished in the past few years. In the labour market, graduates of business economics and business administration are often interchangeable. Internationally, the difference between the two seems virtually irrelevant. Abroad, business economics and business administration are rarely distinguished which is why the two faculties have long worked together in a joint research school (SOM).

By jointly offering a Master of Science in Business Administration (MScBA), with specialist business studies, business economics and research training at its core, the best expertise from both faculties is concentrated within a single reputable degree programme. This has resulted in a qualitatively high-level teaching programme with a wide specialist repertoire. The two faculties thus hope to compete successfully in both the international student market and the growing Dutch market for internationally oriented English-language education.

The joint MScBA has significantly increased the chances of BSc students from both faculties to continue their studies. Students can transfer from a more business economics oriented programme to a more business studies oriented programme and vice versa.

The grouping of lecturers and students from the Faculties of Management and Organization and Economics within the MScBA has created a stimulating environment for interdisciplinary cooperation. This is increasingly one of the conditions for success both within academic research and in the labour market.

The MScBA offers students of Business Studies and Economics and Management at the RUG, as well as of equivalent Bachelor’s degree programmes from other institutes of higher education in the Netherlands and abroad, the chance to participate in a stimulating final phase of their studies. The programme is of a high quality and is characterized by breadth, depth and flexibility.
The specializations within the MScBA
The diagram below provides an overview of the qualification routes and the specializations within the MScBA.

An English-language specialization programme not only means that all teaching is in English, but moreover that all oral presentations and written papers by students must be in English. There will also be plenty of opportunities for exchange activities within these profiles. The Marketing Management profile within the Marketing specialization will still be taught in Dutch in the 2004-2005 academic year. There will also be English-language optional modules in the Dutch-language programmes. The broad programmes are expected to attract large numbers of students. They consist of two profiles and have more modules than the other specializations.
The structure of the Master’s degree specialization programmes

Structure of the Master's degree programme

- **modules**
  - 35 EC to 40 EC
  - preferably modules worth 10 EC
  - no more than 2 modules worth 5 EC

- **MSc thesis**
  - 20-25 EC

- **language**
  - English or Dutch, or a combination

Objectives and attainment targets

**Aims**
The general aims of the Master’s degree programme in Business Administration are as follows:
- to train students to become academic professionals able to conduct independent research;
- graduates must have the knowledge, skills and attitude to be able to work independently within the knowledge area of their chosen specialization;
- to provide an academic course of a high-quality, international standard;
- graduates must be able to find good positions in the labour market, both at home and abroad.
Attainment targets
The MScBA must comply with the general Master's degree qualifications for Higher Education as formulated by the Dutch/Flemish Accreditation Body. The specific attainment targets at curriculum level for the MScBA are:

1. Graduates must have mastered the knowledge area of Business Administration in a general sense as well as the knowledge area of the specialization programme at an advanced level:
   1.1 Graduates must have the most up-to-date knowledge of the most important disciplines of the Business Administration knowledge area, as well as the most up-to-date knowledge at an advanced level of the knowledge area of the specialization programme (newest insights, methodologies, techniques and theories, as well as their mutual interrelationships).
   1.2 Graduates will be able to formulate a critical assessment of the relationships between theoretical concepts, research methodologies and empirical findings in scientific publications.
   1.3 Graduates will be able to translate the knowledge gained within the programme to practical applications at a professional level.
   1.4 Graduates will be able to make links between the results published in scientific or subject-specific publications and the literature of the knowledge area in question and relevant social developments.

2. Graduates will be able to conduct independent research in their chosen Master's specialization.
   2.1 Graduates are able to recognize a problem, formulate a problem definition, conduct empirical or literature studies, draw up conclusions, designs, recommendations and/or suggested implementations.
   2.2 Graduates have the skills to use relevant data and source materials, make methodological assessments and apply research methodologies.

3. Graduates will have advanced knowledge of their chosen specialization, about management and organization and the environment where organizations operate.

4. Graduates must have developed a set of high quality skills
   4.1 Graduates are able to work in a multidisciplinary team, including an international team.
   4.2 Graduates have a professional attitude so that the relevant skills can be applied, for example by working methodically, accurately, precisely, by behaving ethically, working independently, displaying initiative.
   4.3 Graduates have effective oral and writing skills and, depending on the chosen specialization, management skills.
   4.4 Graduates have the relevant skills in the field of information technology.
   4.5 Graduates have the skills to approach problems in an integrative way.
Quality guarantees
In order to enable the character of Business Administration to develop properly, students of Economics and Management must take modules in operations management and organizational behaviour in the second and/or third year of their Bachelor’s degree.

The interdependency of teaching and research is emphasized in the MScBA. In both the modules and the MSc thesis, research into the field of the chosen specialization plays an important role. On the one hand, this will be expressed by the choice of literature, and on the other by the presentation of their own research by the lecturers involved. When choosing and fulfilling the MSc thesis, research conducted by the relevant lecturers may perhaps play a role.

The teaching of the MSc modules will be done almost exclusively by qualified researchers, i.e. fellows and associate fellows of the research school. In other instances the lecturers will be recognized researchers with Dutch publications to their name, or they will have other expertise, for example experience as managers, advisors, consultants or supervisors.

The teaching in the MScBA is nearly always in small groups of 15-30 students.

In the English-language specializations of the MScBA, exchanges of students and staff will take place. We are currently expanding the number of strategic alliances with comparable partners abroad.

All the lecturers comply with the minimum requirements for English language proficiency and where possible follow internships/sabbaticals abroad. There is a deliberate international recruitment and selection policy.

Students of FEW and FBK who want to follow an English-language specialization have to follow a tailor-made English course within their regular bachelor’s optional modules. The course concentrates on active skills, both writing and oral.

Admission requirements MScBA
An admissions board decides who qualifies for the MScBA. Admission is virtually automatic with a bachelor’s degree of the University of Groningen in Business Studies or Economics and Management. Students who have followed the first three years of the old Business Studies or Economics and Management programmes in the doctoraal system will also generally satisfy the admission requirements.

The MScBA field course does have a certain third year module (specialization course) as a prerequisite, and the specializations in English require a module in English if the score in a compulsory test is not sufficient. The field course is an introductory course at the start of each specialization. Students who need only 30 EC for their bachelor’s degree certificate or 14 old credits after the third year of the ‘old’ doctoraal programme, may apply for provisional admittance to the MScBA. However, the relevant specialization courses from the bachelor’s degree programme must have been passed. Students must also have completed all their second year modules. See
elsewhere in this study guide under the programme descriptions for more details about specialization courses and their equivalent old modules. Provisional admission means that although students may follow the modules and take the examinations, they may not yet register for the MScBA. They remain registered for a bachelor’s degree or for the *doctoraal* programme. As soon as they have worked away their deficiencies, definite admission becomes possible and students may register for the MScBA.

Students from other Dutch universities or universities abroad will have different backgrounds in knowledge and competences. Students with bachelor’s degrees in Business Studies and Business Economics from Dutch universities will generally be admitted without supplementary conditions. Students from universities abroad will need to be assessed more thoroughly for suitability.

HBO students can transfer in two ways. First, they can gain a bachelor’s degree in Business Studies or Economics and Management by following a transfer programme lasting one year. This degree then qualifies them for the MScBA in the manner described above. Second, a 30 EC transfer package is part of the regular HBO course for a select group of HBO students at one of the northern Hogescholen. This type of HBO certificate only qualifies a student for those specializations of the MScBA that dovetail with the HBO course in question.

Requests for admission/provisional admission for the MScBA must be received by the Admissions Office of the Faculty of Management and Organization before the May 1\textsuperscript{st} for non-EU students and July 1\textsuperscript{st} for students within the EU.
A6 MScBA - Specialization Business & ICT

A6.1 Programme description

Coordinator
Prof. dr. E.W. Berghout
WSN 422
Tel. 050-363 3721 (secretary: 050-363 3685)
e.w.berghout@eco.rug.nl

Objectives and content
Business & ICT (Information and Communication Technology) is a master of Science specialization within the Business Administration programmethat enables participants to study the important role of ICT within and between organizations.
In the last few years, important changes have taken place in the way organizations operate. This can be illustrated by the following examples: in the banking business Internet-based banking is becoming the norm, as is booking travel destinations using the Internet. You are also kindly requested to send your meter reading to the Water Company by Internet.
Some of these initiatives were designed to improve business processes as well as to make them more cost effective. In other cases the purpose was to reach new customers or to bring new products or services to market.
It will be clear that such initiatives cause many changes in working procedures and in employee tasks. New web-based information systems have to be developed, and future plans for the information function as well as for the company as a whole have to be drawn up.
All this is covered by Business & ICT: innovating but also implementing changes.

In the Master’s in Business & ICT specialization you will learn to study the interaction between ICT and business from different angles. We start with a strategic angle by assessing the importance of ICT for a business. We then focus on the following aspects:
- the business processes concerned with the creation of products and services;
- the information systems that support the business processes and decision-making;
- the consequences of ICT systems for organizations and human actors;
In addition, there are options designed to deepen your insight, including knowledge management and logistics information systems.

Future working areas
Business & ICT graduates typically advice on strategic possibilities and organisational consequences of ICT. Their career often starts as an internal or external consultant, however, they also frequently enter general management trainee-ships. More advanced professions are IT director, Chief Information Officer, Advanced ICT Sales functions and general management functions.
A6.2 Programme structure

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1-2</td>
<td>BKM050A10</td>
<td>Field Course Business &amp; ICT: Strategy &amp; ICT</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>BKM046A10</td>
<td>Business Processes &amp; ICT*)</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>BKM052A10</td>
<td>ICT-systems</td>
<td>10</td>
</tr>
<tr>
<td>2.1-2</td>
<td>BKM053A10</td>
<td>ICT: Human and Organizational issues*)</td>
<td>10</td>
</tr>
<tr>
<td>1.1-2</td>
<td>EWM065A20</td>
<td>Master Thesis MScBa Business &amp; ICT</td>
<td>20</td>
</tr>
<tr>
<td>2.1-2</td>
<td>EWM065A20</td>
<td>Master Thesis MScBa Business &amp; ICT</td>
<td>20</td>
</tr>
</tbody>
</table>

The programme consists of the field course Strategy & ICT, two in-depth courses in the field of Business & ICT; one or two profile-bound courses and a master thesis project.

*) You may choose a course from one of the other Master’s degree specializations. The field course and the final project are compulsory. At least 5 EC must be chosen from the modules available in other specializations. The optional modules are listed below.

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1-2</td>
<td>EWM019A10</td>
<td>Field Course Marketing</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>BKM007A10</td>
<td>Field Course Business Development (Business Development II)</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>BKM058A05</td>
<td>Information systems for Operations and Supply Chains</td>
<td>5</td>
</tr>
<tr>
<td>1.1</td>
<td>EWM030A05</td>
<td>Marketing Informatiemanagement</td>
<td>5</td>
</tr>
<tr>
<td>1.2</td>
<td>EWM013A05</td>
<td>E-Commerce</td>
<td>5</td>
</tr>
<tr>
<td>2.1-2</td>
<td>TBB105E</td>
<td>Business Intelligence (TBK)</td>
<td>5</td>
</tr>
</tbody>
</table>

Admission requirements
For admission to the specialization you must have a relevant bachelor’s degree. You must also have followed the bachelor’s degree specialization course ‘Business & ICT’ or an equivalent course. The prerequisite for the field course consists of third year courses in Business & ICT.
A7 MScBA – Traject Business Development

A7.1 Programmbeschrijving

Coördinator
Prof. dr. ir. F.P.J. Kuijpers
WSN 853
Tel. 050-363 7234 (secretariaat 050-363 3151)
f.p.j.kuijpers@bdk.rug.nl

Doel/inhoud
Een bedrijf dat in de voorste linies van zijn bedrijfstak wil blijven krijgt het steeds moeilijker. Er is een moordende concurrentie, producten worden in snel tempo geavanceerder en de klanten stellen steeds hogere eisen. Ook de frequentie waarmee nieuwe technologieën elkaar opvolgen stijgt nog steeds. Een belangrijke voorwaarde om de continuïteit van een onderneming te waarborgen is dan ook het goed organiseren van het proces van business development: het geïntegreerd ontwikkelen van (nieuwe) fysieke goederen of diensten en markten. Het bedrijf moet uiteraard een goed beeld hebben van de maatschappelijke en de technologische trends en marktontwikkelingen om hierop met nieuwe producten in te spelen (product = fysiek goed en/of dienst). De centrale vraag die in de afstudeerrichting Business Development (BD) wordt gesteld is derhalve: ‘Hoe kan een bedrijf (of instelling) op de beste wijze een nieuw product ontwikkelen en in de markt zetten’ (dit is een integrale combinatie van twee wezenlijke business vragen, t.w. productontwikkeling en marktontwikkeling)
Toekomstige functies/werkvelden
Deze afstudeerrichting leidt u op voor (junior) posities op de terreinen productontwikkeling en innovatie, marketing en productontwikkeling, en organisatieverandering in het licht van product- en marktontwikkeling. De afgestudeerden in BD zijn de afgelopen jaren onder meer in de volgende functies terechtgekomen:
− strategisch stafmedewerker in business development
− medewerker productontwikkeling en productvernieuwing
− productmanager en marketingmedewerker bij technologische ondernemingen
− innovatieadviseur bij Syntens en TNO
− medewerker nieuwe ontwikkelingen in beleidsvormende of belangenorganisaties (bijvoorbeeld VNO-NCW, brancheorganisaties, provincies en gemeenten)
− management trainee organisatieontwikkeling
− en net als vele andere bedrijfskundigen: als (mede-)directeur van een (high tech-)bedrijf.

A7.2 Opbouw van het programma

<table>
<thead>
<tr>
<th>Periode</th>
<th>Vakcode</th>
<th>Vaknaam</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1-2</td>
<td>BKM007A10</td>
<td>Field course Business Development (Business Development II)</td>
<td>10</td>
</tr>
<tr>
<td>1.1</td>
<td>BKM028A05, BKM054A05</td>
<td>Management van Business Development Ontwerp afstudeeronderzoek, HOVO**</td>
<td>5</td>
</tr>
<tr>
<td>1.2</td>
<td>BKM022A05</td>
<td>Integrale Business Development</td>
<td>5</td>
</tr>
<tr>
<td>2.1-2</td>
<td></td>
<td>Keuzevak</td>
<td>5</td>
</tr>
<tr>
<td>2.1</td>
<td>BKM054A05</td>
<td>Ontwerp afstudeeronderzoek, HOVO**</td>
<td>5</td>
</tr>
<tr>
<td>1.1-2</td>
<td>BKM121A25</td>
<td>Masterafstudeerwerkstuk MscBA Business Development</td>
<td>25</td>
</tr>
<tr>
<td>1.1</td>
<td>BKM117A05</td>
<td>Verdieping BD*</td>
<td>5</td>
</tr>
</tbody>
</table>

Keuzevakken: de student doet bij keuze voor een Business Development-gerelateerd keuzevak een voorstel aan de coördinator van het traject Business Development.

*) Voor Verdieping BD mag een aantal vakken worden gekozen, zie de studiegidsstekst van Verdieping BD.

**) Een hand-out met informatie is verkrijgbaar op het BD secretariaat, WSN 864.
Toelatingseisen
Volgt u een andere bachelor en wilt u toch graag Business Development studeren, dan kunt u het beste contact opnemen met de studieadviseurs van de Faculteit Bedrijfskunde: Karel Labberté of Els Brilman e-mail: studieadviseurs@bdk.rug.nl.
De ingangseisen voor de field course Business Development bestaat uit het met voldoende resultaat afgelegd hebben van het ‘Trajectvak Business Development’ (10 EC).
A8 MScBA – Specialization Finance

A8.1 Programme description

Coordinator
Dr. P.P.M. Smid
WSN 463
Tel. 050-363 3668
p.p.m.smid@eco.rug.nl

Objectives and content
The Finance specialization within the MScBA programme aims at providing scientific knowledge and analytical and practical skills with respect to the financial economic aspects of business economics.

The specialization has two profiles: Corporate Financial Management (CFM) and Risk & Portfolio Management (RPM). The central topic within CFM is corporate finance; it is studied from the perspective of the company seeking finance for its capital investment projects. Well-known concepts such as Value-Based Management and Shareholder Value are central themes within the CFM profile. Therefore, an important part of the profile is devoted to the interdependency of financial and strategic planning, as well as to related issues of corporate governance.

RPM concentrates on the management of financial risks, primarily within financial institutions. However, attention will also be paid to the perspective of the individual investor. A lot of time is reserved to study the investment decisions of both institutional and individual investors. The proper use of all kinds of financial instruments and products will also be addressed. To this end, a sound knowledge of the financial markets is essential and will be provided. Of course, a study of risk and portfolio management is not complete without paying attention to the problem of performance measurement, which will also be studied.

The so-called Field Course Finance is a compulsory course for all students in the specialization. This course provides students with an introduction to qualitative and quantitative research in finance. The main focus will be on the knowledge and techniques that are necessary to conduct a research project in finance. As such, it provides a good background for the final research project: each student has to write a Master’s thesis of 20 ECs.

The student has to take optional courses totalling at least 10 ECs, to choose from the list of optional courses.

Future working areas
The following examples are just some of the wide range of possibilities.

CFM
- corporate finance consulting, IPOs, mergers and acquisitions, buyouts etc.;
- financial management positions in companies;
- corporate investment banking;
- corporate governance issues;
- analysis and supervisory activities;
- financial consulting.

RPM
- pension funds, insurance companies, investment funds etc.;
- investment management, exchange, stock exchange;
- financial advisory services;
- analysis and supervisory activities;
- bank positions.

A8.2 Programme structure profile Corporate Financial Management

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1-2</td>
<td>BKM047A10</td>
<td>Field Course Finance</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EWM012A10</td>
<td>Corporate Valuation</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EWM011A10</td>
<td>Corporate Governance, Finance &amp; Strategy</td>
<td>10</td>
</tr>
<tr>
<td>2.1</td>
<td></td>
<td>Optional courses *</td>
<td>10</td>
</tr>
<tr>
<td>2.2</td>
<td>EWM066A20</td>
<td>Master Thesis MScBa Finance</td>
<td>20</td>
</tr>
</tbody>
</table>

*) You may choose from the list of optional courses.

A8.3 Programme structure profile Risk & Portfolio Management

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1-2</td>
<td>BKM047A10</td>
<td>Field Course Finance</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EWM040A10</td>
<td>Portfolio Management</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EWM048A10</td>
<td>Risk and Derivatives</td>
<td>10</td>
</tr>
<tr>
<td>2.1</td>
<td></td>
<td>Optional courses *</td>
<td>10</td>
</tr>
<tr>
<td>2.2</td>
<td>EWM066A20</td>
<td>Master Thesis MScBa Finance</td>
<td>20</td>
</tr>
</tbody>
</table>

*) You may choose from the list of optional courses.

Optional Courses

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>EWM022A05</td>
<td>Institutional Investment Management</td>
<td>5</td>
</tr>
<tr>
<td>2.1</td>
<td>EWM006A05</td>
<td>Behavioral Finance</td>
<td>5</td>
</tr>
<tr>
<td>2.1</td>
<td>EWM060A05</td>
<td>Credit Risk Analysis</td>
<td>5</td>
</tr>
<tr>
<td>2.1</td>
<td>EWM057A10</td>
<td>Theoretical Foundations of Corporate Finance</td>
<td>10</td>
</tr>
<tr>
<td>2.2</td>
<td>EWM014A05</td>
<td>Mathematical Methods for the Implementation and Analysis of Social Responsible Investments</td>
<td>5</td>
</tr>
<tr>
<td>2.1</td>
<td>BKM045A05</td>
<td>Working Capital Management</td>
<td>5</td>
</tr>
</tbody>
</table>

Other choice, to be submitted for approval to the coordinator.
Admission requirements

Students with a bachelor’s degree in Economics and Management (Economie en Management) or Business Studies (Bedrijfskunde) are admitted. The so-called Specialization Course Finance is a prerequisite for the field course. Students with a bachelor’s degree Bedrijfskunde are admitted, provided that they have passed the course in ‘Financial Accounting’ as well as the ‘Specialization Course Finance’. Students with an other economically oriented bachelor’s degree who wish to enroll in the specialization are advised to contact the study advisor or the coordinator of the specialization.
A9 MScBa – Traject Marketing

A9.1 Programmbeschrijving

Coördinator
Dr. Karel Jan Alsem
WSN 401
Tel. 050-363 3694 (secretariaat 050- 363 3686)
k.j.alsem@eco.rug.nl

Doel en inhoud
Marketing gaat over het bevorderen van ruilrelaties tussen een leverancier en een afnemer, waarbij de leverancier een product levert in ruil voor geld. Een voorbeeld is Douwe Egberts die allerlei activiteiten onderneemt om de verkoop van koffie in de winkels te stimuleren en klanten te behouden, zoals het maken van reclame op TV en in tijdschriften, zorgen dat er steeds voldoende koffie geleverd wordt aan de winkels, zodat de consument geen lege schappen vindt, onderzoek doen naar de effecten van sponsoring en het ontwikkelen van een aantrekkelijke, informatieve website.

In het traject Marketing dat de faculteiten Economie en Bedrijfswetenschappen aanbieden worden de nieuwste ontwikkelingen in het vakgebied belicht. Twee uitgangspunten staan daarbij centraal: een goed marketeer moet een sterk analytisch vermogen hebben om situaties te analyseren, en moet daarnaast een sterk manager zijn: creatief en klantgericht marketingbeleid kunnen ontwikkelen en uitvoeren. Deze twee uitgangspunten zijn onder andere terug te vinden in twee aparte profielen binnen het traject marketing: het marketing management profiel en het (engelstalige) profiel marktonderzoek ('marketing research'). Een student kiest voor één van beide profielen. Maar ook binnen vrijwel alle vakken die in beide profielen worden aangeboden zijn zowel een onderzoeks- en een managementcomponent te vinden (onder andere via opdrachten).

Het traject Marketing aan de RuG wordt gegeven door docenten die nationaal en internationaal publiceren en die deskundig zijn in zowel consumentenmarketing als business marketing. Het niveau van de opleiding is hoog, en er wordt veel van de studenten gevraagd. Bij de meeste vakken wordt niet alleen diep op de theorie ingegaan, maar zijn er ook veel toepassingen en moeten regelmatig oplossingen worden gepresenteerd. Ook zijn er mogelijkheden om vakken in het buitenland te volgen (Engeland, Zweden, VS).

Toekomstige functies/werkvelden

Marketing Management
- product manager;
- marketing manager;
- marktingstrateeg in de reclame-/adviesbranche;
- direct marketing manager;
- E-commerce-manager.
Marketing Research
- marktonderzoeker in onderzoek-/adviesbranche;
- marktonderzoeker bij fabrikant/distribuant/overheid;
- markt/informatiespecialist in sectoren als industrie, handel, dienstverlening;
- marktonderzoekconsultant;
- onderzoeker aan een universiteit om in vier jaar te promoveren (AIO).

A9.2 Opbouw van het profiel Marketing Management

<table>
<thead>
<tr>
<th>Periode</th>
<th>Vakcode</th>
<th>Vaknaam</th>
<th>Taal</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1-2</td>
<td>EWM019A10</td>
<td>Field course Marketing</td>
<td>E</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EWM034A10</td>
<td>Merkmanagement en Communicatie*</td>
<td>N</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EWM008A10</td>
<td>Business Marketing*</td>
<td>E</td>
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</tr>
<tr>
<td></td>
<td>EWM009A10</td>
<td>Consumer Behavior</td>
<td>E</td>
<td>10</td>
</tr>
<tr>
<td>1.1</td>
<td>EWM030A05</td>
<td>Marketing informatiemanagement</td>
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<td>5</td>
</tr>
<tr>
<td>1.2</td>
<td>EWM024A05</td>
<td>International Marketing</td>
<td>E</td>
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</tr>
<tr>
<td></td>
<td>EWM013A05</td>
<td>E-commerce</td>
<td>N</td>
<td>5</td>
</tr>
<tr>
<td>2.1-2</td>
<td>EWM050A10</td>
<td>Services en Direct Marketing</td>
<td>N</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>EWM028A10</td>
<td>Logistiek en Retailmanagement</td>
<td>N</td>
<td>10</td>
</tr>
<tr>
<td>1.1-2</td>
<td>EWM067A20</td>
<td>Masterafstudeerwerkstuk MScBA Marketing</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>2.1-2</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Eén van beide verplicht in profiel

- In totaal, inclusief het afstudeerwerkstuk, moet 50 EC betrekking hebben op marketingvakken.
- Van die 50 EC moet minimaal 40 EC worden gevuld met profielvakken. Aangezien het afstudeerwerkstuk 20 EC is, moet dus voor 20 EC profielvakken worden gekozen. Bij die keuze zijn per profiel nog enkele specifieke restricties die we hieronder zullen beschrijven.
- Field course en afstudeerwerkstuk Marketing Management zijn verplicht (30 EC)
- Merkmanagement en Communicatie of Business Marketing (10 EC) (beide mag ook).
- Naast vorige twee eisen nog 10 EC profielvakken marketing management.
- Overige 10 EC: een nog niet gekozen marketingvak of een keuzevak (zie lijst met keuzevakken).
A9.3 Programme structure profile Research Based Marketing

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>Lang.</th>
<th>EC</th>
</tr>
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<tbody>
<tr>
<td>1.1-2</td>
<td>EWM019A10</td>
<td>Field course Marketing</td>
<td>E</td>
<td>10</td>
</tr>
<tr>
<td>1.1-2</td>
<td>EWM003A10</td>
<td>Advanced Market Research**</td>
<td>E</td>
<td>10</td>
</tr>
<tr>
<td>1.1-2</td>
<td>EWM009A10</td>
<td>Consumer Behavior*</td>
<td>E</td>
<td>10</td>
</tr>
<tr>
<td>2.1-2</td>
<td>EWM031A10</td>
<td>Marketing Model Building*</td>
<td>E</td>
<td>10</td>
</tr>
<tr>
<td>1.1-2</td>
<td>EWM067A20</td>
<td>Master Thesis MScBA Marketing</td>
<td></td>
<td>20</td>
</tr>
</tbody>
</table>

* One of both courses is mandatory in the profile
** Mandatory in the profile

- In total, including the Master Thesis, 50 EC has to be in the field of marketing.
- A minimum of 40 EC of these 50 has to be obtained in the profile of Research Based Marketing, again including the Master Thesis. This means that 20 EC have to be chosen in the field of Research Based Marketing. A few specific restrictions are mentioned below.
- The field course and Master Thesis Marketing Research are mandatory (30 EC).
- Advanced Market Research is mandatory (10 EC).
- Besides the previously mentioned requirements, another 10 EC profile courses must be elected in the field of marketing research, this means either Consumer Behavior or Marketing Model Building (or both).
- Remaining 10 EC: another marketing course or an elective course (see list).

Lijst van keuzevakken/ List of optional courses*

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>Lang.</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1-2</td>
<td>EWB084A10</td>
<td>Trajectvak OMC: Management Accounting &amp; Control</td>
<td>N</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>BKB061A10</td>
<td>Specialization Course Business and ICT</td>
<td>E</td>
<td>10</td>
</tr>
<tr>
<td>1.1-2</td>
<td>BKM038A10</td>
<td>Strategy and Innovation</td>
<td>E</td>
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<tr>
<td>2.1-2</td>
<td>BKB062A10</td>
<td>Trajectvak Business Development Quality Management</td>
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<tr>
<td></td>
<td>BKM032A05</td>
<td></td>
<td>E</td>
<td>5</td>
</tr>
</tbody>
</table>

*Indien een student een ander bij het profiel passend keuzevak wenst te volgen, dient daartoe een beargumenteerd, schriftelijk verzoek bij de coördinator te worden ingediend.
* If a student wishes to choose another elective course within the profile, he/she needs to hand in a founded request to the coordinator.
Toelatingseisen/Admission requirements
De bachelor Economie en Management of de bachelor Bedrijfskunde van de Rijksuniversiteit Groningen geeft toegang. Studenten die elders een bachelordiploma hebben behaald en vervolgens willen deelnemen aan het traject Marketing, kunnen over hun eventuele toelating contact opnemen met een studieadviseur of de coördinator van het traject.

Students with a bachelor’s degree in Economics and Management or with a bachelor’s degree in Management and Organization of the University of Groningen are admitted.
Students with other bachelor’s degrees: please contact the study advisor or the coordinator of the specialization.

Ingangseis field course/prerequisite field course

The specialization course Marketing, that existed of ‘Marktonderzoek Theorie’ and ‘Marktonderzoek Praktijk’ in 2003-2004 or a combination of Applied Market Research and ‘Strategische Marketing’ (both FBK).
A10 MScBA – Traject Organizational & Management Control

A10.1 Programmabeschrijving

Coördinator
Dr. H.J. ter Bogt
WSN 471
Tel. 050-363 7191
h.j.ter.bogt@eco.rug.nl

Doel/inhoud
Het mastertraject Organizational & Management Control (OMC) richt zich op de kennis en vaardigheden die bijdragen aan een goede sturing en beheersing van organisaties. Daartoe biedt het traject studenten de mogelijkheid kennis op te doen omtrent methoden en technieken op het gebied van interne en externe financiële en niet-financiële informatievoorziening, het financieel management binnen organisaties en meer in het algemeen de sturing en beheersing van organisaties en de medewerkers ervan. Deze methoden en technieken worden geplaatst in de context van de algemene management- en organisatievraagstukken van organisaties en samenwerkingsverbanden van organisaties, inclusief de strategie, en veranderingen daarin.

Het mastertraject OMC bestaat uit twee door alle studenten te volgen basiscursussen (‘field courses’), te weten Organizational and Management Control en Financial Management. Deze vakken bieden de student een gedegen kennis op het gebied van het financieel management van organisaties en de management accounting, dat wil zeggen de interne en soms ook externe informatieverzameling en -verwerking (en daarbij te hanteren instrumenten en technieken) en het gebruik van deze informatie voor de sturing en beheersing van organisaties en de medewerkers ervan. Vervolgens kan de student, op basis van eigen voorkeuren, voor de vaststelling van het verdere vakkenpakket een keuze maken uit een ruime lijst van keuzevakken. OMC biedt mogelijkheden tot specialisatie, maar vooral ook tot het met elkaar combineren van kennis op het gebied van de control, de financiering en het management van organisaties. Afhankelijk van de precieze invulling die studenten geven aan hun masteropleiding, kan het nadere accent binnen het traject OMC liggen op de (interne en externe) informatievoorziening en het financieel management, dan wel op de organisatiecontext, inclusief de strategie, waarbinnen de informatievoorziening en het financieel management zich afspelen.

Om een relatie te leggen tussen het wetenschappelijke karakter van de opleiding en de praktijk van bedrijven en andere organisaties, wordt tijdens de opleiding gewerkt met onder meer cases, terwijl ook de uitkomsten van wetenschappelijk onderzoek in organisaties aan de orde komen. De relatie tussen theorie en praktijk kan een nader accent krijgen in de afstudeeopdracht, die mede gebaseerd kan zijn op een stage of een praktijkonderzoek in een organisatie. Voorzover aan buitenlandse universiteiten geschikte vakken worden aangeboden, bestaat de mogelijkheid daar een of meerdere vakken te volgen.
Toekomstige functies/werkvelden
Het mastertraject OMC biedt de student ruime mogelijkheden op het gebied van de vakkenkeuze en specialisatie en derhalve ook een breed scala aan mogelijke toekomstige functies. Afgestudeerden kunnen een baan vinden in nationale en internationale bedrijven, non-profitorganisaties of overheidsinstellingen. Voor wat betreft de te vervullen functies valt bijvoorbeeld te denken aan:
- financieel stafmedewerker, medewerker (interne) control en soortgelijke controller-achtige functies en na verloop van tijd financieel manager (indien wordt gekozen voor een sterk financieel-economisch gerichte invulling van de keuzeruimte);
- assistent-manager/management trainee, (junior-) organisatie- adviseur, projectmanager, onderzoeker en diverse staffuncties en na verloop van tijd algemeen manager (als wordt gekozen voor een meer organisatiekundige invulling van de keuzeruimte);
- (junior-) organisatie-adviseur op het gebied van kwaliteitsmanagement, financieel management of veranderingstrajecten in organisaties.

A10.2 Opbouw van het programma

<table>
<thead>
<tr>
<th>Periode</th>
<th>Vakcode</th>
<th>Vaknaam</th>
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<td>BKM008A10</td>
<td>Field Course 2 OMC: Financial Management Keuzevakken 1)</td>
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<td>Keuzevakken 2)</td>
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<tr>
<td>2.1-2</td>
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</table>

2. Studenten kunnen de keuzeruimte invullen met vakken uit de onderstaande keuzevakkenlijst voor het traject OMC. Het voorbeeldprogramma en de keuzevakkenlijst bieden de mogelijkheid om zowel in semester 1 als semester 2 keuzevakken te volgen, maar desgewenst kunnen studenten de keuzeruimte geheel invullen met vakken uit een van beide semesters.
### Lijst van keuzvakken traject OMC - semester 1

<table>
<thead>
<tr>
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<td>EWM011A10</td>
<td>Corporate Governance, Finance &amp; Strategy&lt;sup&gt;1&lt;/sup&gt;</td>
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<td>EWB115A10</td>
<td>Financial Accounting&lt;sup&gt;2&lt;/sup&gt;</td>
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<td></td>
<td>BKM001A10</td>
<td>Advanced HRM 1</td>
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<td></td>
<td>EWM034A10</td>
<td>Merkmanagement en Communicatie</td>
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<td></td>
<td>BKB028A10</td>
<td>International Strategic Management</td>
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<td>EWM002A10</td>
<td>Advanced IE&amp;B: Comparative Institutional Approaches</td>
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<td>Marketing Informatiemanagement</td>
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<td>Management van Business Development</td>
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<td>EWB109A06</td>
<td>Business Research and Organization Theory</td>
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<td>1.2</td>
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<td>Strategie en Verandering</td>
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</table>

**Opmerkingen:**
1. Voor studenten die zijn geslaagd voor de field course Financial Management of de specialization course Finance, of die over vergelijkbare voorkennis beschikken.
2. Voor studenten die zijn geslaagd voor Financial Accounting 1 of die over vergelijkbare voorkennis beschikken.
3. Voor studenten die zijn geslaagd voor Financial Accounting 2 of die over vergelijkbare voorkennis beschikken.

Vanaf 2005-2006:
- Verandermanagement; masteropleiding Accountancy en Controlling; 5 EC; semester 2;
Lijst van keuzevakken traject OMC - semester 2

<table>
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<td></td>
<td>BKB060A10</td>
<td>Specialization Course Operations &amp; Supply Chains</td>
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<td>Specialization Course Business &amp; ICT</td>
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<td></td>
<td>BKB098A05</td>
<td>Organizational Change and Business Development</td>
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<tr>
<td></td>
<td>EWB087A10</td>
<td>Trajectvak Small Business &amp; Entrepreneurship: Fundamentals of SB&amp;E</td>
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<tr>
<td></td>
<td>BKB058A10</td>
<td>Specialization Course S&amp;I: Innovation and its Environment</td>
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<td>EWM006A09</td>
<td>Behavioral Finance</td>
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<td>BKM045A05</td>
<td>Working Capital Management</td>
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<tr>
<td></td>
<td>EWM060A05</td>
<td>Credit Risk Analysis</td>
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</table>

Opmerkingen:
1. Voor studenten die zijn geslaagd voor Financial Accounting 1 of die over vergelijkbare voorkennis beschikken.
2. Voor studenten die zijn geslaagd voor de field course Financial Management of de specialization course Finance, of die over vergelijkbare voorkennis beschikken.

Toelatingseisen
De bacheloropleidingen of doorstroomprogramma’s Economie en Management en Bedrijfskunde aan de Rijksuniversiteit Groningen geven rechtstreeks toelating tot de Master of Science in Business Administration. Studenten die willen deelnemen aan de field course O&MC, dienen tijdens de bachelorfase het trajectvak OMC: Management Accounting te hebben gevolgd (of de ‘oude’ doctoraalkursussen Management Accounting, voor studenten van de FEW, of Management Accounting – Advanced Course, voor studenten van de FBK). Studenten die elders een bachelordiploma hebben behaald en vervolgens willen deelnemen aan het mastertraject O&MC, kunnen over hun eventuele toelating contact opnemen met een studie-adviseur of de coördinator van het traject.
A11 MScBA – Specialization Operations and Supply Chains

A11.1 Programme description

Coordinator
Drs. M.J. Land
WSN 821
Tel. 050-363 7020 (secretary)
e-mail: m.j.land@bdk.rug.nl

Objectives and content
World class organizations must be able to combine internal efficiency with customer-oriented objectives such as short delivery times, reliability, quality and flexibility. Primarily, this requires a perfect organization and design of production, distribution, and service processes accompanied by superior coordination, planning, and control. These tasks together make up the domain of operations management. Nowadays, companies no longer confine themselves to internal operations but extend the domain to the complete supply chains. O&SC projects may range from shortening the stay of patients in hospitals, fine tuning the front office and back office tasks of a bank, implementing new planning concepts, improving distribution structures, to balancing an automotive production line.

Considering the broad spectrum of organizations in practice, the Groningen approach teaches you to perform a company-specific diagnosis in order to develop tailor-made solutions. You learn to select and elaborate the appropriate elements of globally accepted production, distribution and service concepts. The Groningen programme concentrates on co-ordination issues, emphasizing the role of human resources, and relating to all kinds of interfaces, i.e. production/sales, front office/back office, aggregate/detailed planning, etc.

Future working areas
Knowledge of operations and supply chains will enable you to enter practice in a wide range of functions. They include:
- manager logistics/service operations/operations/production/quality/customer service/purchasing;
- consultant logistics/process management/quality/purchasing;
- knowledge of the primary processes within firms has proved to be a good starting point for growth towards higher management echelons. Compliance with international standards offers you the opportunity to start a career in globally operating companies.
### A11.2 Programme structure profile Production & Distribution

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
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</thead>
<tbody>
<tr>
<td>1.1-2</td>
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<td>Field Course Operations and Supply Chains</td>
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<tr>
<td></td>
<td>BKM058A05</td>
<td>Information Systems for Operations and Supply Chains</td>
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<td>2.1-2</td>
<td>BKM014A05</td>
<td>Global Operations and Supply Chains</td>
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<td>1.1-2</td>
<td>BKM120A25</td>
<td>Electives (choose from the list below)</td>
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<td></td>
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<td>Master Thesis MScBA Operations &amp; Supply Chains</td>
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</tbody>
</table>

### A11.3 Programme structure profile Services

<table>
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<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
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</thead>
<tbody>
<tr>
<td>1.1-2</td>
<td>BKM010A10</td>
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<tr>
<td></td>
<td>BKM034A05</td>
<td>Service Operations</td>
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<td>2.1-2</td>
<td>BKM069A05</td>
<td>Quality Management</td>
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<td>Electives (choose from the list below)</td>
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<td></td>
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<td>Master Thesis MScBA Operations &amp; Supply Chains</td>
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### Optional courses

<table>
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<tr>
<td>1.1-2</td>
<td>BKM005A05</td>
<td>Simulation of Business Processes</td>
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<td>2.1-2</td>
<td>BKM031A05</td>
<td>Purchasing Management</td>
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<td>EWB084A10</td>
<td>Trajectvak Organizational Management &amp; Control: Management Accounting &amp; Control (in Dutch)</td>
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<tr>
<td>1.1-2</td>
<td>EWM008A10</td>
<td>Business Marketing</td>
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<td>BKM046A05</td>
<td>Business Processes &amp; ICT</td>
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<td>Advanced HRM 2 (5 EC)</td>
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<td>BKM022A05</td>
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<td>2.1-2</td>
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<td>Logistiek en Retailmanagement (in Dutch)</td>
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<td>t.b.a.</td>
<td>BKB132A05</td>
<td>Gezondheidszorg &amp; Management (in Dutch)</td>
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- It is recommended to choose (one) of the compulsory courses in the other profile.
- At least 5 EC have to be chosen outside the field of Operations and Supply Chains.
- More courses may be accepted based on a well founded proposal from the student, including Technology Management courses.
Admission requirements
Students with a bachelor’s degree in Bedrijfskunde, Technology Management, Industrial Engineering & Management (TBK), Economie en Management or Econometrie en Besliskunde are admitted. The third year course Operations & Supply Chains is a prerequisite for the field course Operations and Supply Chains.
A12 MScBA – Traject Small Business & Entrepreneurship

A12.1 Programmbeschrijving

Coördinator:
Dr. Clemens Lutz
WSN 767
Tel. 050-363 7339
c.h.m.lutz@bdk.rug.nl

Doel
Het doel van de opleiding is drieledig:
1. Afgestudeerden zijn bekend met de specifieke theorieën die er bestaan op het gebied van Entrepreneurship en het MKB. Zij hebben geleerd de bedrijfskundige en bedrijfseconomische kennis uit de bacheloropleiding te interpreteren en toe te passen op het MKB.
2. Afgestudeerden hebben geleerd dat ‘ondernemen’ een proces is waarbij (strategisch) denken, plannen en doen een centrale rol spelen. Dit proces kan door de ondernemer of door een derde (bijv. een adviseur) gestuurd worden. Studenten van de afstudeerrichting kunnen er voor kiezen dit proces van dichtbij mee te maken (bijvoorbeeld in de vorm van een praktijkopdracht).
3. Afgestudeerden beschikken over vaardigheden die bij het ondernemen en adviseren een belangrijke rol spelen.

Inhoud

Verwacht u in de toekomst op enigerlei wijze actief te worden in het MKB, dan is de opleiding SB&E relevant. Alle specifieke kenmerken van kleinere bedrijven komen in de opleiding aan de orde, waarbij in principe aan alle functionele gebieden van de bedrijfskunde aandacht wordt besteed. Ook vragen als ‘wat is ondernemerschap nu eigenlijk?’ en ‘ben ik geschikt als ondernemer?’ komen

**Toekomstige functies/werkvelden**

Uit het bovenstaande kunt u afleiden op wat voor soort startfuncties u bent voorbereid:

1. ‘all-round’-medewerker in het MKB;
2. ondernemer (zelf een bedrijf starten of overnemen, bijv. een familiebedrijf voortzetten);
3. (MKB-)organisatieadviseur, waarbij ondernemerschap en verandermanagement centraal staan;
4. medewerker in een grotere organisatie waar een ondernemende houding op prijs wordt gesteld (intrapreneur);
5. medewerker in grote organisaties die zich op het MKB richten of er veel mee te maken hebben (banken, accountantsbureaus, (semi-)overheidsinstanties, onderzoeksinstellingen).

**A12.2 Opbouw van het programma**

<table>
<thead>
<tr>
<th>Periode</th>
<th>Vakcode</th>
<th>Vaknaam</th>
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<td>BKM011A10</td>
<td>Field Course Small business Management</td>
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<td>Keuzevak(ken) te kiezen uit een trajectgebonden lijst</td>
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<td>EWM051A10</td>
<td>Small Business Economics</td>
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<td>New Ventures and Entrepreneurship</td>
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**Trajectgebonden keuzevakken**

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<td>EWB084A10</td>
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<td>Business Marketing</td>
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<td>BKM028A05</td>
<td>Management van Business Development</td>
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<td>ICT: Human and Organizational Issues</td>
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Opmerkingen:

* De verdeling van de individuele en groepsopdrachten, over de blokken, kan er toe leiden dat de studielast per blok enigszins afwijkt van het gemiddelde. Voor studenten die gedurende het studiejaar instromen, of nog vakken uit de bachelor fase moeten halen is geen exacte inschatting van de studielast per blok of semester te berekenen.

** De studielast van Entrepreneurial Skills en de afstudeeropdracht is deels zelf te plannen binnen het semester.


Toelatingseisen
Algemene toelatingseisen MScBA en kennis op het niveau van het ‘Trajectvak Fundamentals of Small Business & Entrepreneurship’.
A13 MScBA – Specialization Strategy & Innovation

A13.1 Programme description

Coordinator
Dr. G. Gemser
WSN 760
Tel. 050-363 7085 (secretary 050-363 3453)
g.gemser@bdk.rug.nl

Objectives and content
In a knowledge-based economy, firms increasingly compete on the basis of innovation. In particular, non-technical aspects of innovation provide numerous opportunities for organizations to differentiate themselves strategically. In order to enable students to specialize in this crucial business area, the University of Groningen has developed a unique Master of Business Administration specialization in strategic management of innovation.

Almost a century ago, the US car manufacturer General Motors was able to topple Ford Motor Company, the dominant competitor at the time, by manufacturing types and varieties of cars that looked very different from the single T-Model manufactured by Ford. The importance of non-technical innovations has only increased since that time. For example, the iMac computer from Apple has been a great commercial success, not only because of its technical performance but also because of its out-of-the-ordinary appearance. Other examples of non-technical innovations are the introduction of new fashions or art styles, new business models, the staging of experiences, and new types of services. Non-technical innovation accounts for a major share of the innovative developments in business. However, both courses in innovation and courses in strategy usually focus on technical innovation. Our specialization in Strategy and Innovation fills this gap by specifically focusing all courses on the strategic management of non-technical innovation. By doing so, S & I offers a learning opportunity that is unique in its kind. S & I will prepare students for the strategic challenges of the present-day knowledge-based economy. S & I will concentrate on the cultural industries (e.g., music, media, publishing, film, the arts) and the service industries (e.g., professional services, entertainment, tourism and retail). However, manufacturing industries in which non-technical innovation is crucial will also be studied, including fashion, furniture, and many other consumer durables.

The specialization in Strategy and Innovation is structured around two semesters of 22 weeks each. Semester 1 covers four core courses:
- The course 'Strategy and Innovation' provides students with crucial insights into relevant strategic theories and concepts.
- In the fieldcourse 'Managing Non-Technical Innovation', the focus is on how firms in a particular industry manage non-technical innovations, and what explains the diversity between firms within an industry and firms between industries.
- In the course 'Innovation and Entrepreneurship' we will delve deeper into issues such as venture capital, factors explaining the success or failure of
new ventures, the development of intrapreneurship and entrepreneurship, and the management of professionals and processes of change.

− In the course ‘Capturing Value from Innovation’ we focus on the management of intellectual capital and, among other things, will analyse the effectiveness of the mechanisms firms use to protect themselves against imitation, and the role of licensing and franchising as a specific means to appropriate value.

Semester 2 comprises one optional course (5 EC) and a master thesis (25 EC).

Teaching comprises a combination of lectures, seminars, tutorials, case studies and projects. The methods will vary from course to course. Assessment is also varied and includes essays, exams, reports, case studies, industry-based assignments, presentations and a master thesis. The faculty members involved in S & I publish extensively on areas of strategy innovation and non-technical innovation and are thus able to provide students with state-of-the-art knowledge.

Future working areas
Graduates of the MScBA in Strategy and Innovation will be highly employable, working in management roles in a wide variety of organizations in both commercial and public sectors. Examples include organizations in the design, entertainment, leisure, retail, and consumer goods industries. Graduates may also work for consulting agencies that provide support for firms to become more competitive. To sum up, this specialization will prepare students for the most relevant, cutting-edge aspects of competing in the modern knowledge-based economy.

A13.2 Programme structure

<table>
<thead>
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<th>Period</th>
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<th>Course</th>
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<tbody>
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<td>1.1-2</td>
<td>BKM009A10</td>
<td>Field Course Strategy &amp; Innovation: Managing Non-technical Innovation</td>
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<td>BKM038A10</td>
<td>Strategy and Innovation (formerly known as Strategy in the KEE)</td>
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<td>1.1</td>
<td>BKM021A05</td>
<td>Innovation and Entrepreneurship</td>
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</tr>
<tr>
<td>1.2</td>
<td>BKM041A05</td>
<td>Capturing Value from Innovation (Value Appropriation of NTI)</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Optional course *</td>
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<tr>
<td>1.1-2</td>
<td>BKM123A25</td>
<td>Master Thesis MScBa Strategy &amp; Innovation</td>
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<td>2.1-2</td>
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<td></td>
<td></td>
</tr>
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</table>

*) We strongly suggest you follow the course ‘Research Methodology (IE&B)’ (EWM046A05, 4.2.1). Other courses may also be considered in consultation with the programme coordinator.

Admission requirements
The student should ideally have a bachelor’s degree in Business Administration or Economics and Management.
'Old-style' students from Business Administration must have passed their propaedeutic examination and obtained at least 63 'old-style' credits. The students must have passed the following two courses at least:
- 'Omgevingsanalyse' (3 EC); and
- 'Strategievorming en Verandering' (5 EC) or 'Strategie en Verandering voor Accountancy studenten' (5 EC) or 'Strategievorming' (5 EC).

'Old-style' students from 'Technische Bedrijfswetenschappen' must have: passed their propaedeutic examination and obtained at least 63 'old-style' credits. The students must have passed the following two courses at least:
- 'Externe Organisatie' (4 EC); and
- 'Technologie, Strategie en Organisatieontwikkeling' (4 EC).

'Old style' students from Economics and Management must have: passed their propaedeutic examination and obtained at least 63 'old-style' credits. The students must have passed the following courses at least:
- 'Microeconomics 2: Industrial Economics' (4 EC)" or 'International Competitive Analysis' (4 EC); and
- 'International Business 1: Strategic Management' (4 EC).
A14  MSc Econometrics – Specialization Econometrics

A14.1 Programme description

Programme director
Dr. C. Praagman
WSN 251
Tel. 050-363 7076
c.praagman@eco.rug.nl

Objective/content
The study in Econometrics, Operations Research and Actuarial Studies aims at the description and analysis of problems from economics, management and related area's by mathematical models. Acquiring a research oriented attitude on the one hand, and knowledge of the most important models used on the other form the main ingredients, together with the ability to transform the outcome of the models in relevant results for the application field. The Specialization Econometrics especially is concerned with interpretation of observed (economic) data. The data are modelled in order to find or verify relations between them, either for simulation or forecasting, or for policy decisions. Traditionally macroeconomics is an important field of application for econometrics. Modern econometrics, however, also considers applications in other fields like financial economics, marketing or consumer behavior. The curriculum consists of two advanced econometric courses, one course to be chosen from the complete set of courses for the master of Econometrics, Operations Research and Actuarial Studies, one course in quantitative economics and a master thesis. The topic of the master thesis has to be in the field of econometrics, statistics or mathematical economy.

Future working areas
Graduated econometricians generally have no problem in finding a job. Acquiring a Ph.D. position is a possibility, not only in econometrics, but also in economics, statistics, management sciences or one of the social sciences. Financial institutions like banks, insurance companies and pension funds have employed a large percentage of econometricians recently, in addition to the more traditional ones like the CBS and the government.
A14 MSc Econometrics – Specialization Econometrics

A14.2 Programme structure

<table>
<thead>
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<td>Elective course 2**</td>
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<td>2.1-2</td>
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<td>EWM047A10</td>
<td>Researchlab Econometrics</td>
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* Elective course 1:
Choose from Advanced Industrial Organization, Applied Statistics and Financial Econometrics (10 EC each) or one of the mandatory courses from the other specializations.

** Elective course 2:
Choose from elective course 1 or quantitative courses from other master’s degree programmes of the faculty, to be approved by the Board of Examiners.

Admission requirements
A bachelor’s degree in Econometrie en Besliskunde from the university of Groningen. The Specialization Course Econometric Methods in the bachelor is a prerequisite for the obligatory courses of the Specialization Econometrics. Students with another bachelor’s degree can apply for admission. Their request will be judged on an individual base by the Admissions Board.
A15 MSc Econometrics – Specialization Actuarial Studies

A15.1 Programme description

Programme director
Dr. C. Praagman
WSN 251
Tel. 050-363 7076
c.praagman@eco.rug.nl

Objective/content
The study in Econometrics, Operations Research and Actuarial Studies aims at the description and analysis of problems from economics, management and related areas by mathematical models. Acquiring a research oriented attitude on the one hand, and knowledge of the most important models used on the other hand form the main ingredients, together with the ability to transform the outcome of the models in relevant results for the application field. The Specialization Actuarial Studies especially is concerned topics related to insurance: life insurance, risk insurance and reinsurance. Insurance is closely related to investment strategies, social security, negotiations between employers and employees on pensions etc. The intrinsic uncertainties in the field make tools like econometrics and statistics indispensable.

The curriculum consists of two advanced actuarial courses, one course to be chosen from the complete set of courses for the master of Econometrics, Operations Research and Actuarial Studies, one course in quantitative economics and a master thesis. The topic of the master thesis has to be in the field of actuarial science.

Future working areas
Graduates in operations research generally have no problem in finding a job. Acquiring a Ph.D. position is an option, not only in actuarial science, but also in econometrics, economics, management science or one of the social sciences. Financial institutions like banks, insurance companies and pension funds are likely employers for graduates in actuarial studies. The ‘Actuarieel Instituut’ (Actuarial Institute) offers additional courses for those who want to become an actuary. Completion gives the right to carry the title ‘Actuaris AG’ (certified by the ‘Actuarieel Genootschap’; title: ‘AG’ behind your name).
## A15.2 Programme structure

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<td>2.1-2</td>
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<td>Risk Models</td>
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* Elective course 1:
Choose from Advanced Industrial Organization, Applied Statistics and Financial Econometrics (10 EC each) or one of the mandatory courses from the other specializations.

** Elective course 2:
Choose from elective course 1 or quantitative courses from other master’s degree programmes of the faculty, to be approved by the Board of Examiners.

### Admission requirements

A bachelor's degree in Econometrie en Besliskunde from the university of Groningen. The Specialization Course Generalised Linear Models in the bachelor is a prerequisite for the obligatory courses of the Specialization Actuarial Studies. Students with another bachelor’s degree can apply for admission. Their request will be judged on an individual base by the Admissions Board.
A16  MSc Econometrics – Specialization Operations Research

A16.1 Programme description

Programme director
Dr. C. Praagman
WSN 251
Tel. 050 – 363 7076
c.praagman@eco.rug.nl

Objective/content
The study in Econometrics, Operations Research and Actuarial Studies aims at the description and analysis of problems from economics, management and related area's by mathematical models. Acquiring a research oriented attitude on the one hand, and knowledge of the most important models used on the other hand form the main ingredients, together with the ability to transform the outcome of the models in relevant results for the application field. The Specialization Operations Research especially is concerned with decision problems on logistics and finance, like vehicle routing, time schedules for railway systems, supply management, production planning, service planning, queueing, investment, portfolio management or asset liability management. Both deterministic and stochastic methods are used.

The curriculum consists of two advanced operations research courses, one course to be chosen from the complete set of courses for the master of Econometrics, Operations Research and Actuarial Studies, one course in quantitative economics and a master thesis. The topic of the master thesis has to be in the field of operations research.

Future working areas
Graduates in operations research generally have no problem in finding a job. Acquiring a Ph.D. position is an option, not only in operations research, but also in economics, management science or one of the social sciences. Almost all big companies employ operations research experts. Hospitals, TNO, State departments like Rijkswaterstaat use OR graduates for policy development and advise.
## A16.2 Programme structure

<table>
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<td>Elective course 2**</td>
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<td>EWM043A10</td>
<td>Quantitative Logistics</td>
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* Elective course 1:
Choose from Advanced Industrial Organization, Applied Statistics and Financial Econometrics (10 EC each) or one of the mandatory courses from the other specializations.

** Elective course 2:
Choose from elective course 1 or quantitative courses from other master’s degree programmes of the faculty, to be approved by the Board of Examiners.

### Admission requirements
A bachelor’s degree in Econometrie en Besliskunde from the university of Groningen. The Specialization Course Applied Operations Research in the bachelor is a prerequisite for the obligatory courses of the Specialization Operations Research. Students with another bachelor’s degree can apply for admission. Their request will be judged on an individual base by the Admissions Board.
A17 MSc Economics – Traject Economic Policy

A17.1 Programme description

Coordinator
Dr. J.P. Elhorst
WSN 550
Tel. 050-363 3893 (secretariaat 050-363 3740)
j.p.elhorst@eco.rug.nl

The specialisation Economic Policy of the MSc programme in Economics offers a practical and theoretical foundation for any profession in this field. The international character of the programme is demonstrated through the medium of English as language of communication and the use of interesting international literature. Apart from topical international manuals, the different courses also use articles from recent journals in order to be in touch with the latest developments.

The graduate will gain knowledge of the most relevant subjects in the field of Economics and Economic Policy (latest views, methods, techniques, theories, and their interrelations). The programme has a clear structure and coherence. During the Bachelor’s degree programme in General Economics the student is required to follow the Specialisation Course Political Economics. During the MSc programme in Economics the students follow the two compulsory courses Public Economics and Markets and Competition, 10 EC must be elected from the courses offered by the study programme, and 10 EC can be elected more freely. Finally, the student must write and defend an extensive MSc thesis of 20 EC. The level of graduates comes close to the level of a first year PhD student in the NAKE programme.

The focus on both theory and practice prepares the students for professional life. First, the students are taught high-grade general economic theory, which is essential for any profession in the field of policy or research. Secondly, the curriculum concentrates on the application of theory into practice. At the end of the MSc programme in Economics the students are required to defend their Master’s thesis during a colloquium, which is part of an informal colloquium series for staff. In this way the students will gain research experience.

Future working areas
Economists are employed in many different types of companies, institutions and organisations. Some examples of career opportunities for graduates:
- Nma, the Netherlands Competition Authority
- government: General economists work at all ministries, in particular at the Ministry for Economic Affairs (including the CPB Netherlands Bureau for Economic Policy Analysis), Ministry of Finance, Ministry of Social Affairs and Employment, and the Ministry for Housing, Regional Development and the Environment;
- local authorities such as provinces and municipalities;
- universities in the Netherlands and abroad;
- international organisations like the OECD and the EU;
institutions for applied research, such as the CBS (Statistics Netherlands),
the Algemene Rekenkamer (the Netherlands Court of Audit), TNO, and the
Social and Cultural Planning Office.

General economists are employed in various areas of work:
- scientific or policy-orientated research (CPB, CBS, OECD);
- policy-making: mainly in large organisations;
- applied research (NEI, TNO, and research bureaus);
- education;
- journalism.

A17.2 Programme Structure

<table>
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<th>Period</th>
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<th>EC</th>
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<td>EWM042A10</td>
<td>Macroeconomics 4*</td>
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<td>EWM032A10</td>
<td>Markets and Competition</td>
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<td>Master Thesis Economic Policy</td>
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</table>

* formerly known as Monetary Theory and Policy

Elective course 1 + 2
Compulsory choice of 10 EC from:
- Public Choice & Law and Economics;
- Economic History;
- Spatial & Transport Economics;
- Applied (Micro-) Econometrics.

Compulsory choice of 10 EC from:
- eight courses that are offered for the MSc programme in Economics
- compulsory courses from the MSc programme IE&B or from the MSc
  programme in Econometrics, Operations Research, and Actuarial Studies
  or from the specialisation Finance of the MSc programme in Business
  Administration.
- second year Econometrics courses and compulsory courses and elective
  courses from the third year of the BSc programme in Econometrics.

Admission Requirements
The BSc programme in General Economics gives direct admission to the MSc
programme in Economics. The Specialization Course Political Economics in the
BSc programme is required for the compulsory courses of the specialization
Economic Policy. If your previous education was not at the Faculty of
Economics University of Groningen, then you should contact the Admissions
Officer of Economics about the conditions for admission. Applications for
(conditional) admission to this Master’s degree programme must be sent to the
Admissions Officer before 1 May (students requiring visas) or before 1 July (all
other students).
A18  MSc Economics – Traject Monetary Economics

A18.1 Programmacbeschrijving

Coordinator
Dr. J.P. Elhorst
WSN 550
Tel. 050-363 3893 (secretariaat 050-3633740)
j.p.elhorst@eco.rug.nl

Objectives and Content
The objectives and the structure of the specialization Monetary Economics of the master's degree programme in Economics are identical to those of the specialization Economic Policy. The content, however, is essentially different. In the first place, the student is required to follow the preparatory specialization course Financial Intermediation during the bachelor's degree programme General Economics. Secondly, during the master's degree programme Economics students must follow two compulsory courses, Macroeconomics 4 and Money and Banking. Finally, the master's thesis of 20 EC has to be in the field of Monetary Economics.

Future work functions /areas
Monetary economists are employed in many different types of companies, institutions and organisations. Many monetary economists work in financial institutions. Some examples of career opportunities for graduates:
- financial institutions: banks, pension funds and insurance companies are important employers of general economists. Examples are: De Nederlandsche Bank (the Netherlands Central Bank), the European Central Bank, commercial banks such as ABN-AMRO, ING and Rabobank, and insurance companies like AEGON;
- government: General economists work at all ministries, in particular at the Ministry for Economic Affairs (including the CPB Netherlands Bureau for Economic Policy Analysis), Ministry of Finance, Ministry of Social Affairs and Employment, and the Ministry for Housing, Regional Development and the Environment;
- companies such as Shell, Unilever, Philips and Gasunie;
- universities in the Netherlands and abroad;
- international organisations like the OECD, the IMF, the World bank, the EU, and the European Central Bank;

Monetary economists are employed in various areas of work:
- Scientific or policy-orientated research (DNB, CPB, OECD, IMF)
- Policy-making: mainly in large organisations
- Management: especially in businesses
### A18.2 Programme Structure

<table>
<thead>
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<th>EC</th>
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<td>EWM037A10</td>
<td>Money and Banking</td>
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<td>2.1-2</td>
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<td>Master Thesis Monetary Economics</td>
<td>20</td>
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</tbody>
</table>

* Formerly Monetary Theory and Policy

Elective course 1 + 2
Compulsory choice of 10 EC from:
- Public Choice & Law and Economics;
- Economic History;
- Spatial & Transport Economics;
- Applied (Micro-) Econometrics.

Compulsory choice of 10 EC from:
- eight courses that are offered for the MSc programme in Economics
- compulsory courses from the MSc programme IE&B or from the MSc programme in Econometrics, Operations Research, and Actuarial Studies or from the specialisation Finance of the MSc programme in Business Administration.
- second year Econometrics courses and compulsory courses and elective courses from the third year of the BSc programme in Econometrics.

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**Admission Requirements**

The bachelor’s degree programme in General Economics gives direct admission to the master’s degree programme in Economics. The Specialization Course Financial Intermediation in the bachelor’s degree programme is required for the compulsory courses of the specialization Monetary Economics. If your previous education was not at the Faculty of Economics University of Groningen, then you should contact the Admissions Officer of Economics about the conditions for admission. Applications for (conditional) admission to this master’s degree programme must be sent to the Admissions Officer before 1 May (students requiring visas) or before 1 July (all other students).
A19 MSc Fiscale Economie

A19.1 Programmacbeschrijving

Coördinator
Mw. mr. M.C. Christen
WSN 328
Tel. 050-363 3763
m.c.christen@eco.rug.nl

Doel/inhoud
Doelstelling van de opleiding is:
- Het verschaffen van kennis van en inzicht in het geldende recht, zowel nationaal als internationaal.
- Het in hun onderlinge samenhang kunnen beoordelen van juridische, maatschappelijke en economische aspecten van een vraagstuk en deze kritisch kunnen benaderen.
- Het vermogen zelfstandig en op heldere wijze, zowel mondeling als schriftelijk, antwoorden te formuleren op juridische vragen.
- Het vermogen zelfstandig de, voor de oplossing van een vraag, relevante wetgeving, jurisprudentie en literatuur te verzamelen, te beoordelen en toe te passen.


Toekomstige functies/werkvelden
De masteropleiding Fiscale Economie is bij uitstek een op de beroepspraktijk gerichte opleiding. Geconstateerd kan worden dat de opleiding uitstekend aansluit op de eisen van de beroepspraktijk, zowel op het gebied van bedrijven en ondernemingen als op het gebied van de overheid. Fiscaal- economen met een voltooide masteropleiding zullen hun werkkring vinden in dezelfde werkvelden als de bachelors. Dankzij de verdere verdieping van de voor de praktijk relevante onderdelen van het (belasting)recht en de economie, en een uitbreiding van kennis dankzij de nieuwe vakken die aan de orde komen, hebben afgestudeerden toegang tot eerder omschreven posities op een hoger (hoog) niveau binnen bedrijfsleven, overheid en advieskantoren en zijn zij geschikt voor beleidsbepalende functies.
A19.2 Opbouw van het programma

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<td>Particulieren en Belastingheffing c.s.</td>
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**Toelatingseisen**
De bacheloropleiding Fiscale Economie geeft rechtstreeks toegang tot deze masteropleiding. Volgt u een andere bachelor en wilt u toch graag de master Fiscale Economie doen, dan kunt u het beste contact opnemen met een van de studieadviseurs van Economie of met de onderwijscoördinator, mw. M.C.Christen.
A20  MSc Human Resource Management

A20.1 Programme description

Programme director
Dr. E.H. Bax, WSN 811, 050-363 4288, e.h.bax@bdk.rug.nl

Graduate coordinator
J. van Polen, WSN 801, 050-363 4288, j.van.polen@bdk.rug.nl

Objective/content
The aim of the MSc in HRM is to train management-oriented Human Resource professionals. Key words include academic, high quality, oriented to market and actual practice, creative, analytical and international.

The MSc in HRM is based on a model with the following characteristics. The task of an HR professional is to analyse labour allocation within an organization. The bottom line is how to realise a link between the demand for personnel in the organization – expressed in jobs and duties – and the supply of personnel (people and their qualities). Labour allocation can then be achieved by influencing the demand side (organizational change) or by guiding the supply side (recruitment, selection, training, assessment, remuneration), or by adapting the two to each other. Developments in the business environment (e.g. technological, economic and demographic developments) and strategic business decisions (the business case) are crucially important for the choices that have to be made in this labour allocation process. The policy choices eventually made have consequences – an output – with regard to terms of employment and working conditions, which in turn influence the behaviour and attitudes of employees (commitment, motivation, dissatisfaction, absenteeism, turnover).

By choosing the above model as a starting point, the MSc in HRM differs from other courses in the HR field on the following two points:

- The course has a business administration perspective: the MSc in HRM trains HR professionals to be able to place personnel and organizational issues into the context of the other aspects of the company (incl. strategic management, production management, product development, value management, marketing, IT, etc.), the business strategy and environmental developments (economic, technological, sociocultural and institutional).
- In addition to studying the current methodologies and techniques of HRM (recruitment, selection, performance management, training and development, career planning, employability, remuneration, managing diversity), ample attention is paid to the analysis of the demand side – the labour organization. It is worth noting that over the past few years, MSc in HRM lecturers have built up a significant reputation in the field of team production problem analysis.

As the matching of supply and demand is a dynamic process, the curriculum also pays significant attention to the problem of organizational change.
The teaching methods within the MSc in HRM are designed to promote the active participation of students. This is achieved, on the one hand, by encouraging students to gain hands-on experience within actual business practice, and on the other by stimulating detached reflection and scientific research. The MSc in HRM offers two profiles which differ slightly in the mix of practical/theoretical reflection processes. The more practical profile is designed for students who want a career in practical HR management. This programme has a less practically oriented final assignment and a compulsory module in Applied HRM. The second profile is designed for students who are more attracted to academic research or who plan to become policy officers for the government, employer and employee organizations and other non-profit institutions. These students do not follow the Applied HRM module but have a more extensive final assignment. Incidentally, the difference between the two profiles is only relative and does not rule out choosing the practical profile and a management career or vice versa.

As the practical profile implies contact with Dutch-language businesses, we strongly recommend English-speaking students to choose the management profile.

Future working areas
HR manager in profit-making and non-profit organizations, general manager, policy officer for labour and organizational matters, personnel consultant, organizational advisor, policy officer for personnel affairs, and other positions within the HRM field.

A20.2 Programme structure Practical Profile

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>BKM001A010</td>
<td>Advanced HRM 1</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Part A: Strategic HRM - 5 EC)</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>BKM002A10</td>
<td>Advanced HRM 2</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Part A: Change management - 5 EC)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Optional module</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>BKM001A10</td>
<td>Advanced HRM 1</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Part B: Production Concepts and Labour Organization - 5 EC)</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>BKM002A10</td>
<td>Advanced HRM 2</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Part B: Personnel Policy Instruments - 5 EC)</td>
<td></td>
</tr>
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<td>Optional module</td>
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</tr>
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<td>Master Thesis</td>
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</tbody>
</table>

¹ The Master Thesis in the Practical Profile includes a skills training module of 2 EC. The Policy Profile does not. See elsewhere in this study guide under ‘HRM Skills’ for the content of the skills training.
A20.3 Programme structure Policy Profile

<table>
<thead>
<tr>
<th>Period</th>
<th>Code</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>BKM001A10</td>
<td>Advanced HRM 1</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Part A: Strategic HRM - 5 EC)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>BKM002A10</td>
<td>Advanced HRM 2</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Part A: Change management – 5 EC)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Optional module</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>BKM001A10</td>
<td>Advanced HRM 1</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Part B: Production Concepts and Labour Organization - 5 EC)</td>
<td></td>
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<tr>
<td></td>
<td>BKM002A10</td>
<td>Advanced HRM 2</td>
<td>5</td>
</tr>
<tr>
<td></td>
<td></td>
<td>(Part B: Personnel Policy Instruments – 5 EC)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Optional module</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td></td>
<td>Optional module</td>
<td>5</td>
</tr>
<tr>
<td>2.2</td>
<td></td>
<td>Master Thesis²</td>
<td>10</td>
</tr>
</tbody>
</table>

List of Optional Modules

- Corporate Governance en Stakeholdermanagement (FBK);
- Personnel Economics (FBK);
- Conflict Management and Industrial Relations (FEW);
- Diversiteit in Organisaties (PPSW);
- Human Factors (PPSW);
- Werkstress (PPSW);
- Interventiemethodiek (PPSW);
- International HRM (FBK);
- Management Consulting (FBK);
- Quality Management (FBK);
- Service Operations (FBK);
- HRM and International Labour Law (FBK).

Admission requirements

Students with a bachelor’s degree in Business Studies from the RUG must have followed the third-year Labour Law and Employee Participation module (10 EC).

Students with a bachelor’s degree of the Faculty of Economics must have taken the third year course ‘Management 3: Human Resource Management’ as well as the course ‘Labour Law and Employee Participation’ (10 EC, FBK).

Students with a bachelor’s degree in PPSW (Psychology, Education and Sociology) from the RuG must have followed the third-year module Labour Law and Employee Participation (10 EC, FBK).

² The Master Thesis in the Practical Profile includes a skills training module worth 2 EC. The Policy Profile does not. See elsewhere in this study guide under ‘HRM Skills’ for the content of the skills training.
Students with a Bachelor’s degree in Law must be familiar with the principles of Dutch Labour Law and have passed the following management modules: HRM (5 EC), Behaviour in Organizations (4 EC) and Introduction to Organization Studies (4 EC).

HBO transfer students with a HBO certificate related to the MSc in HRM may follow a special one year transitional programme. For more information, see elsewhere in this study guide and the website of the Faculty of Management & Organization.

Other students from the Netherlands or other countries possessing a bachelor’s or master’s degree relevant to an advanced study in HRM and comparable to the before mentioned bachelor’s degrees in business science, economics, psychology, sociology and law. These students will only be admitted after successfully having passed the MSc HRM’s admission procedure.
A21 Advanced Master in Economics & Business

A21.1 Programme description

Programme director
Prof. dr. J. de Haan
WSN 357
Tel. 050-363 3706
j.de.haan@eco.rug.nl

The research school SOM is responsible for the organisation of the Advanced Master in Economics and Business. SOM is the research school of the Faculty of Management and Organisation and the Faculty of Economics at the University of Groningen.

Objectives and content
The aim of the SOM Master of Science in Economics and Business is to provide students with a thorough grounding in academic research in one of its profiles. It builds on a university Bachelor of Science degree. Students will be recruited in the Netherlands as well as in other countries. Students who graduate from the programme are well equipped to continue with a PhD project at any university abroad or in the Netherlands. Moreover, the graduates will be well qualified for professional positions in the public and private sector at the level just below the PhD level. The programme is offered on a full-time basis only. After completion of the program, students will be awarded the academic title of Master of Science in Economics and Business.

The master's degree programme requires the full-time concentration of the student for two years. Students must: (1) demonstrate a specified level of competence in the chosen research profile through course examinations; (2) demonstrate a specified level of competence in research methodology and research methods; (3) submit a master's thesis and a PhD research proposal. Furthermore, as all courses are taught in English, students must demonstrate proficiency in this language. These requirements are met both by passing an appropriate set of courses and through an overall preparation in subject matter and techniques that goes beyond course work. All of the requirements should be completed by the end of the second year.

Future working areas
The SOM Master will train students for a career in research. It is SOM’s ambition to select only highly-qualified students for the programme. Graduating students will obtain a Master of Science in Economics and Business degree that will give access to SOM’s PhD programme. Students who do not want to pursue a doctorate degree will be well qualified for a national or international research career in the public or private sector.
A21.2 Programme structure

The first year of the Advanced Master mainly consists of a number of selected courses. These courses are combined into four ‘profiles’:
- Economics;
- Marketing;
- International Economics and Business;
- Management and Organisation.
In addition, there are some specific courses for all students in this programme, like methodology and English writing and presentation.

During the second year, students will take specialised courses offered by SOM and other research schools and by national and international PhD networks (like NAKE, NOBEM, EIASM). A tailor-made course programme of 30 EC for each student will be designed. During the second year, Advanced Master students will be appointed as a student assistant for one day a week in order to participate in research projects of SOM fellows and to work on their own research.
An important and distinct feature of the programme is the application of this knowledge in a research project of 30 EC under the close supervision of a fellow of SOM. This research project has to be completed by writing a master thesis. Students interested in a PhD positions are also required to write a proposal for a PhD project. The aim of the research project during the second year is to learn students actively to plan, conduct, and report on research under the supervision of an experienced researcher, usually a fellow of SOM. The final result of the project is a scientific paper and possibly a PhD research proposal.

The general outline of the programme is as follows:

First year

<table>
<thead>
<tr>
<th>Period</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>semester 1</td>
<td>Three field courses</td>
<td>30</td>
</tr>
<tr>
<td>semester 1 &amp; 2</td>
<td>Learning and Practising Research</td>
<td>7</td>
</tr>
<tr>
<td>semester 2</td>
<td>Additional field course</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Philosophy of science and research methodology</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>English writing and presentation</td>
<td>3</td>
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Second year

<table>
<thead>
<tr>
<th>Period</th>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>semester 1 (preferably)</td>
<td>Specialised courses from networks and research schools</td>
<td>30</td>
</tr>
<tr>
<td>semester 2</td>
<td>Research Project</td>
<td>30</td>
</tr>
</tbody>
</table>
### Field courses per profile

<table>
<thead>
<tr>
<th>Profile Economics</th>
<th>a: obligatory</th>
<th>b: optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microeconomics</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Monetary and growth theory</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Econometrics</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Public Economics</td>
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<td>x</td>
</tr>
<tr>
<td>Political Economy</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Theoretical Foundations of Corporate Finance</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profile Marketing</th>
<th>a: obligatory</th>
<th>b: optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Microeconomics</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Econometrics</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Advanced Marketing</td>
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<td>x</td>
</tr>
<tr>
<td>Advanced Market Research</td>
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<td>x</td>
</tr>
<tr>
<td>Consumer Behaviour</td>
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<td>x</td>
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<tr>
<td>Marketing Model Building</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Profile International Economics and Business</th>
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<th>b: optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Econometrics</td>
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<td>x</td>
</tr>
<tr>
<td>Advanced International Economics</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Advanced International Business</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Advanced International Economics &amp; Business</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>International Human Resource Management</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Strategy in the Knowledge Based Economy</td>
<td></td>
<td>x</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profile Management and Organisation</th>
<th>a: obligatory</th>
<th>b: optional</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organisation Theory</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Production and Operations Management</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Information and Knowledge Management</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Management Accounting Research</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Strategy in the Knowledge Based Economy</td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>Industrial Organisation: Markets and Competition</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Note: if you cannot find some course descriptions in this study guide or on internet, please contact the coordinator, dr. D.P. van Donk.

#### Admission

In principle, every bachelor’s degree of the Faculty of Management and Organisation and of the Faculty of Economics of the University of Groningen gives access to the SOM Advanced Master. A bachelor’s degree in another field or granted by another University may also give access to the SOM Master.

Students who have done a one year master’s degree programme may be admitted to the second year of the SOM Advanced Master’s degree.
programme, depending on the quality of the curriculum of their programme. In case of any deficiencies, they may need to do more than 60 EC. The Board of Examiners decides in these cases about the details of the educational programme of admitted students. The Board of Admissions (see below) decides on admission.

Admission is based on the student’s performance in a bachelor or equivalent programme, on internationally comparable GMAT scores (Graduate Management Admission Test: code number 7207) if applicable, TOEFL score (Test of English as a Foreign Language, code number 7191) and the essay that students have to write as part of the admission procedure.

To apply for admission to the SOM Advanced Master, each applicant should submit a completed application form, as well as various other documents needed, including original TOEFL test scores.

Admission is decided upon by the Board of Admissions, appointed by the Board of Examiners of the SOM Research Master in Economics and Business.

Fee: The tuition fee for students originating from The Netherlands, the European Union, Iceland, Liechtenstein, Norway and Switzerland is € 1,476,- per year. The tuition fee for others is € 7,150,- per year.
A22 Masterprogramma Lerarenopleiding

A22.1 Programmbeschrijving

Coördinatoren
Drs. A.W.G.Hoevers
Drs. L.Wouda
WSN 225
Tel. 050-363 3738
a.w.g.hoevers@eco.rug.nl
l.wouda@eco.rug.nl

Doel/inhoud

In het eerste masterjaar (zie ook onderstaand schema) volgt u hoofdzakelijk het programma van een Master of Science bij de Faculteit der Economische Wetenschappen of bij de Faculteit Bedrijfskunde. Binnen dat programma maakt u kennis met de lerarenopleiding: u volgt in dat jaar in het tweede semester de praktijkgerichte vakken Ervaringsleren en Kennisoverdracht. In het tweede masterjaar bent u ontwerper van lesmateriaal in de economische vakken en voert u het eigen ontwerp uit op HAVO en VWO. U wordt vanuit de praktijk opgeleid tot docent, coach en tot economisch vakspecialist. Er is ruimschoots de gelegenheid om in dit praktijkjaar uw eigen specialisatie in het educatieve en communicatieve veld te kiezen en te realiseren. U rondt in het tweede masterjaar ook uw economie- of bedrijfskundemaster af. Zo haalt u twee mastertitels in twee jaar.

Met deze studieroute heeft u recht op vijf jaar studiefinanciering. Bovendien behoort een betaalde schoolstage in het laatste masterjaar tot de mogelijkheden. U schrijft zich in voor zowel de master Lerarenopleiding als voor de masteropleiding bij FEW of FBK.

A22.2 Opbouw van het programma

<table>
<thead>
<tr>
<th>Periode</th>
<th>Vaknaam</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>1e masterjaar</td>
<td>Master of Science bij FEW of FBK</td>
<td>50</td>
</tr>
<tr>
<td></td>
<td>Educatieve en Communicatieve master</td>
<td>10</td>
</tr>
<tr>
<td>2e masterjaar</td>
<td>Master of Science bij FEW of FBK</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Educatieve en Communicatieve master</td>
<td>50</td>
</tr>
</tbody>
</table>

Toekomstige functies/werkvelden
Aan het eind van het traject van de lerarenmaster bent u bevoegd in alle economische vakken op Europese middelbare scholen. In Nederland is de studie en stage gericht op zowel de HAVO als het VWO.
Het traject is ook van belang als u kiest voor een carrière als docent op het HBO of het WO. Maar de masteropleiding is niet alleen gericht op een functie in het onderwijs. Binnen deze studie werkt u namelijk aan vakkennis én aan communicatieve en educatieve competenties: uw maatschappelijke oriëntatie en beroepskeuzemogelijkheden worden erdoor verbreed. U ontwikkelt competenties die nauw gerelateerd zijn aan het onderwijs, zoals consultancy, management op school, (educatieve) journalistiek en het professioneel ontwerpen van lesmateriaal voor een uitgeverij. Daarmee vindt u aansluiting bij aantrekkelijke arbeidsmarktperspectieven en bij nieuwe ontwikkelingen binnen de school.

Toelatingseisen

Let op: voor het afronden van de master Lerarenopleiding kunt u twee jaar studiefinanciering krijgen, als u zich voor deze master als eerste masteropleiding inschrijft. Voor de master of science bij FEW of FBK schrijft u zich dus als tweede masteropleiding in.
Part B – Course descriptions

In this part you can find the course descriptions in alphabetical order. **Please note**: the course descriptions are also available at: [http://bdk.eco.rug.nl/studiegids/2004-2005/](http://bdk.eco.rug.nl/studiegids/2004-2005/). Always check this site before the start of a semester or half semester for changes in the course descriptions!

### BKM001A10 Advanced HRM 1

| Contact      | Bax, E.H. dr (tel: 3849)  
|             | e-mail: e.h.bax@bdk.rug.nl |
| Lecturer(s) | Bax, E.H. dr  
|             | Witte, M.C. de dr          |
| Secretary   | Boswijk-Korte, E.H. (tel: 4288)  
|             | e-mail: e.h.boswijk-korte@bdk.rug.nl |
| EC          | 10                        |
| Period      | 1.1-2                     |
| Study year  | Master                    |
| Language    | English                   |
| Format      | Lectures and workshops    |
| Assessment  | Written examination & paper. Each part has a separate assessment procedure. |
| Resit       | Semester 2.1              |
|             | Semester 2.2              |

**Recommended priors**

**Prerequisite(s)**

**Study**

```
Master Human Resource Management
```

### Objective

The course aims to provide a scientific and analytical perspective on strategic HRM and the related design of the work organization. After finishing the course students will have knowledge and understanding of the recent developments in the field and are able to apply this knowledge in practice and in scientific research projects.

### Content

The course contains two parts. Part Advanced HRM I A is on strategic HRM; part Advanced HRM I B concentrates on the design of the work organization.

Part I A starts from the assumption that engineering a fit between the demand and supply of labour in the organization is the core of the HR function. This fit can be arranged by adaptation of the demand side (task, functions, roles) or/and of the supply site (number and characteristics of people). The HR function works with insights and knowledge of organization science (demand) as well as with the instruments of personnel policy (supply) to calibrate this continuing process of labour allocation. However, the degrees of freedom one has in managing the fit between demand and supply are limited. The constraints follow from developments in the external environment of the organization (social, cultural, institutional, economic and technological) as well as from the association between the labour allocation within the organization and the latter business strategy. This first part of the field course on strategic HRM focuses on the relations between environment and business strategy on the one hand and the allocation of labour in the organization on the other.
Part 2 of the course, Advanced HRM 1 B is about production concepts and the design of the labour organisation. It thus addresses the demand side of the allocation process. We start by introducing a format for business modelling (environment, business position, and organisation) and proceed analysing the value creation strategy for the stakeholders, and more specifically, for the customers. Hence, we introduce two paradigms of business and organisational development, market based and a resource based strategies. Next a workflow analysis method is presented which describes in different steps the required output of product and services, activities, raw inputs, equipment and human resources. The demand of labour has to be translated in a perspective on the design of the structure and effectiveness of modern organisations (the meso level of production concepts). This production concept has to be elaborated in jobs and activities which are executed by the employees (the micro level). Hence, Tayloristic, neo-Tayloristic (e.g. lean production and McDonaldization) and post-Tayloristic (e.g. social technical systems theory or business process reengineering) design approaches will be presented. A common element of neo and post Tayloristic views is the idea of team-based organisations. In this respect we address team design, team development and the performance of teams. Finally, the last element of our approach is job analysis (getting detailed information about jobs) and job (re)design (changing tasks or the way work is performed in an existing job). After all, identifying the tasks performed results in a sketch of the required competencies in given jobs and can be related to a variety of human resources activities.

The general background idea on organisation design is the alignment of the value creation strategy (the business position) and the (re)configuration of the organisational aspects (structure, culture, people and technology). In practice organisations follow different value creation strategies simultaneously. These strategies each require a matching, but mutual excluding configuration of organisational aspects. That is why many management teams are confused and disentangled.

**Literature**


*Literature to be announced.*

<table>
<thead>
<tr>
<th>BKM002A10</th>
<th>Advanced HRM 2</th>
</tr>
</thead>
</table>
| **Contact** | Emans,B.J.M. dr (tel: 7845)  
 e-mail: b.j.m.emans@bdk.rug.nl |
| **Lecturer(s)** | Emans,B.J.M. dr  
 Vegt, G.S. van der dr. |
| **Secretary** | Agterberg,I.J.M. (tel: 3854)  
 e-mail: i.j.m.hut-agterberg@bdk.rug.nl |
| **EC** | 10 |
| **Period** | 1.1-2 |
| **Study year** | Master |
| **Language** | English |
| **Format** | Lectures and workshops |
| **Assessment** | Written examination |
| **Resit** | Semester 2.1 |
Recommended priors

The first part of the course is on organizational change and elaborates on the course Organisatieverandering (BSc BA 3rd year) and/or Strategievorming&verandering (old programme BA). The second part of the course is on the instruments of personnel policy and elaborates on the courses Gedrag in Organisaties, Statistiek-1 -2 (propadeuse FBK 2002/3) and Human Resource Management (BSc BA 2nd Year).

Prerequisite(s)

Study Master Human Resource Management

Objective

The first part of the course provides fundamental insights in the processes of organization change along with training opportunities for the participants in applying those insights to the practices of HRM managers.

The second part of the course aims to provide a scientific and analytical perspective on the instruments of personnel policy. After finishing the course students will have knowledge and understanding of the recent developments in the field and are able to apply this knowledge in practice and in scientific research projects.

Content

The HR manager's responsibility is to develop and maintain the organization as a system of collaborating people. Partly, this responsibility implies taking care of as it is termed organization development: helping the organization to renew itself properly. The literature used in the first course focuses on the basic mechanisms underlying organizational change. More specifically, it sets out the most recent scientific views about issues related to organizational change. The latter is the main focus of the course.

The core responsibility of the HRM function is to engineer a fit between the demand and supply of labour in the organization. One way of doing so is to promote the adaptation of the quantity of people and their qualities to the requirements of prevailing functions and tasks as required by the work processes in the organization. The total of methods and techniques of 'engineering this supply side' is generally referred to as the instruments of personnel policy. This second course is about these instruments.

Literature


Additional texts to be announced.
Resit Semester 2.1
Recommended priors
Prerequisite(s) Master Econometrics, Operations Research & Act. Studies
Study

Objective
To bring students up-to-date with the state-of-the-art in industrial organization theory. Upon completion of the course, students should be able to read, comprehend, and critically assess current articles in leading journals in this field (RAND Journal of Economics, Journal of Industrial Economics, International Journal of Industrial Organization).

Content
Using the rigorous mathematical tools of game theory, Industrial Organization studies the strategic interaction of firms on markets, yielding a body of research that is both intellectually challenging and directly relevant for policy makers. This course will cover the latest developments in this field. Topics include formal models of oligopoly theory, product differentiation, price discrimination, advertising, research and development, models of asymmetric information, and network effects. The course will also include a substantial amount of auction theory.

Literature
Jean Tirole, *The Theory of Industrial Organization*, 1988, MIT Press, This book only serves as the basis for this course. Additional articles will also be assigned.

<table>
<thead>
<tr>
<th>EWM002A10</th>
<th>Advanced IE&amp;B: Comparative Institutional Approaches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Ark, H.H. van prof dr (tel: 3674) e-mail: <a href="mailto:h.h.van.ark@eco.rug.nl">h.h.van.ark@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Ark, H.H. van prof dr Peli, G. dr Sorge, A.M. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk, E.A. (tel: 3730) e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
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<tr>
<td>Period</td>
<td>1.1-2</td>
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<td>Master</td>
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<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Working groups with mandatory attendance</td>
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<tr>
<td>Assessment</td>
<td>On the basis of essay questions, written assignment, participation, contributions and presentations.</td>
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<tr>
<td>Resit</td>
<td>Not applicable</td>
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<td>Recommended priors</td>
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<tr>
<td>Prerequisite(s)</td>
<td>150 EC of the BSc IE&amp;B or IB&amp;M (or old programme) including (for IE&amp;B students): the 3rd year courses IB 3 and IE 3, or (for IB&amp;M students): at least 15 EC of the basic IB&amp;M courses in the third year (ISM, MIBO, IE&amp;T and IFM)</td>
</tr>
<tr>
<td>Study</td>
<td>Master International Economics and Business</td>
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</table>
Objective
This course is part of the MSc programmes International Economics and Business (IE&B) and International Business and Management (IB&M). It adopts comparative analysis of institutions and systems of capitalism and some characteristics of non-capitalist economies. The aim is to deepen the understanding of students on differences between market, transition and developing economies, and their connection to the nature of firms and their strategies concerning the prevalent ways in which economic activities are coordinated and controlled.

Content
This course focuses on the characteristics of the business environment (socio-economic and institutional factors) in a cross-cultural and cross-country context. The perspective is not exclusively on either the aggregate economy or the firm, but rather on the interaction (technical and economic, as well as social and cultural) between the business environment and organisations. The focus of the course is explicitly on the roles and importance of institutions and (market) co-ordination mechanisms for the organisation, structure and development of economic activity. In doing this, the course adopts a strongly comparative approach. It looks at varieties of hierarchies and markets that help us distinguish between, for example, Anglo-Saxon forms of capitalism, continental European models, organization systems in transition economies and the (East) Asian business system. The course combines analytical perspectives from the economic and sociological approaches to institutions. The set-up of the course is to study a range of key articles on comparative institutional approaches by setting up reading classes, during which students present and discuss basic literature. This is followed by a series of assignments, which focus on applications of the literature to comparisons at macro level (e.g., the role of international organisations such as IMF, World Bank, EU) or micro level (multinational enterprises, strategic alliances, etc.) in cross-contextual setting.

Literature
Series of articles to be downloaded from Nestor site, for consultation of literature, see, for example, R. Whitley, ed. (2002), Competing Capitalisms: Institutions and Economies, Volumes I and II.

<table>
<thead>
<tr>
<th>EWM003A10</th>
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<tr>
<td>Contact</td>
<td>Wieringa, J.E. dr (tel: 7093) e-mail: <a href="mailto:j.e.wieringa@eco.rug.nl">j.e.wieringa@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Wieringa, J.E. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Tamling, H.G. (tel: 7065) e-mail: <a href="mailto:h.tamling@eco.rug.nl">h.tamling@eco.rug.nl</a></td>
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</tr>
<tr>
<td>Format</td>
<td>Lectures and computer sessions</td>
</tr>
<tr>
<td>Assessment</td>
<td>Grading is based on 4 reports that are produced on four research projects (60%) and a written assessment at the end of the course (40%).</td>
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<td>Recommended priors</td>
<td>Basic knowledge of Marketing and Marketing Research and intermediate level of knowledge in statistics</td>
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Part B – Course descriptions

Study MScBA, Marketing

Objective
After completing this course, you will be able to translate a number of strategic marketing problems into operational requirements for marketing data and analytical tools. You will be able to apply a series of new marketing tools, using available computer programmes. You are then able to recognize, analyse and solve the most important strategic marketing problems taking an end-user perspective.

Content
The course is meant as an advanced course in techniques for marketing research, marketing decision modelling and marketing engineering. It intends to develop the analytical skills required for professions such as marketing manager, account manager, market researcher and marketing (research) in the new information technology intense marketing environment. The Marketing problems that are addressed are: Market Response Modelling, Market Segmentation, Market Structuring and Positioning.

Sessions: There are 2 two-hour sessions each week, a lecture and a computer session. 1. The first session each week comprises of lectures, classroom EXCEL assignments, and discussion. Topics covered are Market response Models, Generalized Linear Models, CART, Cluster analysis, Factor Analysis and Mixture Models. 2. The second session each week is a computer session, where based on assignments students will be familiarized with the datasets and S-Plus software. This session serves to consult the lecturer with problems and questions. Students present their results of previous weeks computer assignments.

Literature
Longhow Lam, An Introduction to S-Plus for Windows, Candiensten.

<table>
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<tr>
<th>EWM004A10</th>
<th>Applied (Micro-)Econometrics</th>
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<tr>
<td>Contact</td>
<td>Kooreman, P. prof dr (tel: 4533)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:p.kooreman@eco.rug.nl">p.kooreman@eco.rug.nl</a></td>
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<tr>
<td>Lecturer(s)</td>
<td>Kooreman, P. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Veuten, H.C.W.E. van der (tel: 3740)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:h.c.w.e.van.der.vleuten@eco.rug.nl">h.c.w.e.van.der.vleuten@eco.rug.nl</a></td>
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<td>Format</td>
<td>Lectures and workshops</td>
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<td>Econometrics (for GE)</td>
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</table>
Study Master Economics

Objective
The purpose of this course is to acquire a broad knowledge of modern econometric methods. The course also aims to develop the capability to choose appropriate data and econometric methods to address a given empirical economic question.

Content
The course covers modern econometric methods on the basis of an intermediate/advanced textbook. In addition, recent empirical articles from academic journals are discussed to illustrate the use of the econometric methods. Examples of applications include the measurement of consumers' responses to price incentives, the degree of competition in oligopoly markets, and the effectiveness of labour market policies.

Literature
To be announced.

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<tr>
<th>BKM061A05</th>
<th>Applied Capital Budgeting and Finance</th>
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<tr>
<td>Format</td>
<td>Plenary lectures, computing seminars, presentation seminars, group work</td>
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<td>Resit</td>
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<td>Study</td>
<td>Master Technische Bedrijfskunde</td>
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Objective
This course aims at giving TBK-students knowledge of capital budgeting practices by using the concepts of business finance and value creation, while modelling financial cash flows in spreadsheets, in order to arrive at financially the best investment selections.
Part B – Course descriptions

Content
In this course TBK students will be offered basic knowledge of the principles of Modern Capital Budgeting, like cash flows, discount rates, net present value, what-if evaluation, risk assessment, real options as well as related strategy and financing issues. This knowledge will firstly be applied to the value drivers of a company as a whole, where the financial needs of the business are addressed too. Then special topics will be addressed, such as price and product-mix changes, corporate decline and growth, management flexibility, value creation with joint ventures, inventory management, divestment and the launching of new products. The methodology of the course is centred on the modelling of cash flows in a spreadsheet format, with applications to cases.

Literature

Remarks
If the group is larger than 30 students, it will be divided in sub groups.

<table>
<thead>
<tr>
<th>BKM003A05</th>
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</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Bax,E.H. dr (tel: 3849) e-mail: <a href="mailto:e.h.bax@bdk.rug.nl">e.h.bax@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Bax,E.H. dr Witte,M.C. de dr</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Boswijk-Korte,E.H. (tel: 4288) e-mail: <a href="mailto:e.h.boswijk-korte@bdk.rug.nl">e.h.boswijk-korte@bdk.rug.nl</a></td>
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<tr>
<td><strong>Study</strong></td>
<td>Master Human Resource Management</td>
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</table>

Objective
The course aims to introduce students into the practical problems of HR management. After finishing the course students will be able to make a quick scan of a firms HR policy, to make a short analysis of the related problems and to draft a proposal to improve relevant policies.
Content
The course implies the application of theoretical knowledge of the courses Advanced HRM I and II. It is therefore strongly advised that students only attend Applied HRM after finishing Advanced HRM. Using the analytical framework of Kansrijk Kiezen (notably appendix II) students will analyse a specific organization by interviewing key staff members, collecting data from relevant company (report) data, the internet, statistical sources and the like. In workshops students report on the progress they make and provide mutual assistance in solving practical problems.

Literature
To be announced.

<table>
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<th>Course Code</th>
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<tbody>
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<td>EWM005A10</td>
<td>Applied Statistics</td>
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</tbody>
</table>

Contact
Steerneman, A.G.M. prof dr (tel: 3807)
e-mail: a.g.m.steerneman@eco.rug.nl

Lecturer(s)
Steerneman, A.G.M. prof dr

Secretary
Bennink-Bambang Oetomo, E.S. (tel: 3460)
e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl

EC
10

Period
1.1-2

Study year
Master

Language
English

Format
Lectures, exercises, presentations and reports by students

Assessment
There will be a written exam. Participation is conditional on a sufficient performance during the course. The final mark will be based on the exam and the results during the course.

Resit
Semester 2.1

Recommended priors
Bachelor’s level in Econometrics

Prerequisite(s)

Objective
The objective of the course is to learn how to apply statistics in actual practice and to be a junior statistical consultant.

Content
The course is about genuine statistical applications. Some practical statistical skills will be developed and attention will be paid to relevant sources. Using concrete cases the following issues will be addressed: specification of objectives, initial or explanatory data analysis, problems related to dimensionality and datamining, reflection on model choice assumptions, interpretation of results, the interplay between results and revision of original objectives, etc. The students have to acquire a real case. They will give presentations and have to write a professional report. Special attention will be paid to how to communicate statistical results and to relevant statistical theory.

Literature
Not yet known, Students already possess relevant literature from previous courses. Additional material is not yet known.
**Doel**

Deze module beoogt inzicht te geven in de grondbeginselen van de functie van de accountant en inzicht in de algemene grondslagen van de accountantscontrole.

**Inhoud**

In een combinatie van hoorcolleges en werkcolleges worden aan de hand van de literatuur en praktijkcases de theoretische grondslagen van het accountantsberoep en van accountantscontrole behandeld. In de werkcolleges wordt de toepassing van de theorie behandeld aan de hand van praktijkgerichte cases.

**Literatuur**


Doel
Het doel van het vak is:
1. de onderdelen organisatie- en informatieanalyse te kunnen toepassen binnen een theoretisch kader t.b.v. het ontwerpen van een intern beheersingsysteem;
2. het verkrijgen van inzicht in theorie van ontwerp van een intern beheersingsysteem.

Inhoud
Internal Control behandelt de wijze waarop organisaties het behalen van hun doelstellingen beheersen en hierover betrouwbare informatie verstrekken. Tijdens de colleges zal o.a. aandacht worden besteed aan de volgende onderwerpen: de managementcyclus/internal control framework/enterprise riskmanagement framework/typologiemodel en interne controle/levers of control/toepassing management informatiemodellen in het interne beheersingsysteem. De nadruk bij de cases ligt op de toepassing van organisatie en informatieanalyse.

Literatuur
Wordt nader bekend gemaakt. Informatie via het secretariaat van de vakgroep Accountancy, WSN 324.
Behavioral Finance

Objective

- To study finance from an alternative & highly fascinating point of view.
- In this way, also to reconsider 'traditional' finance and its basic lessons.

Content

Behavioural Finance (BF) is a recent development in the field of finance, having been started in the mid 1980s. This development has not only affected academic finance, but is also gaining profound interest from practitioners, in particular in the field of investments. In BF, empirical phenomena are being analysed in terms of behavioural characteristics. In doing so, it explicitly deviates from the rational decision-making approach of financial economics. Among the issues studied, BF researchers have gained extensive insights into the psychology of investors and into the implications of investor behaviour in terms of the level and volatility of stock market prices. In this way, a new approach has been developed regarding the issue of market (in)efficiency. Such new approach may have profound implications for corporate finance and portfolio investment. The course is based on the study of literature, which requires an ongoing effort of students during the course period. Part of the study is to be conducted in teams. At the end of the course, these teams have to work out a written assignment. The final exam is either written or oral, depending on the number of participants.

Literature

Course reader, selected journal articles and working papers, (further information will be provided at the start of the course - see the course website for last year's reading list).

NOTE: textbooks are mentioned on a preliminary basis - the finally selected textbook(s) will be announced in due time.

Remarks

If only a few foreign students participate, this course will be (partially) given in Dutch.Het is mogelijk dat de cursus (ten dele) in het Nederlands wordt gegeven, indien deelname van buitenlandse studenten achterwege of te beperkt blijft.
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<th>Toetsvorm</th>
<th>Herkansing</th>
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<th>Ingangseisen</th>
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<td>EWB093A02</td>
<td>Belastingrecht 1 voor A&amp;C</td>
<td>Y. Tempelaar (tel: 363 5725)</td>
<td>e-mail: <a href="mailto:y.tempelaar@rechten.rug.nl">y.tempelaar@rechten.rug.nl</a></td>
<td>EC 2</td>
<td>Periode 1.1-2</td>
<td>Studiejaar Bachelor jaar 2</td>
<td>Taal Nederlands</td>
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<td>Bachelor Accountancy &amp; Controlling</td>
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</tbody>
</table>

**Opmerkingen**

Voor informatie over dit vak verwijzen we u naar de website van de Faculteit der Rechtsgeleerdheid: [http://www.rug.nl/rechten/informatievoor/studenten/studiegids](http://www.rug.nl/rechten/informatievoor/studenten/studiegids)

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<tbody>
<tr>
<td>RGMFI90107</td>
<td>Belastingrecht 2</td>
<td>Y. Tempelaar (tel: 363 5725)</td>
<td>e-mail: <a href="mailto:y.tempelaar@rechten.rug.nl">y.tempelaar@rechten.rug.nl</a></td>
<td>EC 7</td>
<td>Periode 1.1-2</td>
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<td>Bachelor Accountancy &amp; Controlling</td>
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</table>

**Doel**

Belastingrecht 2 heeft als doel juristen, economen en bedrijfskundigen die veel met het vennootschapsrecht en/of ondernemingsrecht in aanraking komen, kennis te laten maken met de fiscale aspecten van vennootschappen/ondernemingen, daar deze fiscale aspecten van belang zijn bij bijv. een bedrijfsovername en de opbouw van een concernstructuur.
Inhoud
Belastingrecht 2 behandelt de fiscale aspecten van ondernemingen. Aandacht wordt besteed aan de bepalingen in de Wet Inkomstenbelasting 2001 en de Wet op de vennootschapsbelasting 1969 die een belangrijke rol spelen bij de belastingheffing van ondernemingen. De harde kern van het vak bestaat uit de problematiek rondom bedrijfsopvolging, de keuze van de juiste rechtsvorm voor de onderneming, de opbouw van een concernstructuur en de positie van de directeuraandeelhouder. Daarnaast komt het fiscale winstbegrip aan de orde.

Literatuur

Opmerkingen
Voor meer informatie over dit vak verwijzen we u naar de website van de Faculteit der Rechtsgeleerdheid: [http://www.rug.nl/rechten/informatievoor/studenten/studiegids](http://www.rug.nl/rechten/informatievoor/studenten/studiegids).

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**EWB001A05**  **Business & ICT voor A&C**

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<tr>
<th>Contactdocent</th>
<th>Elenga,C.M (tel.: 3768)</th>
<th>e-mail: <a href="mailto:c.m.elsenga@eco.rug.nl">c.m.elsenga@eco.rug.nl</a></th>
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<td>Werkvorm</td>
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<td>Toetsvorm</td>
<td>Schriftelijk tentamen en opdrachten</td>
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<tr>
<td>Herkansing</td>
<td>Semester 2.1</td>
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<tr>
<td>Opleiding(en)</td>
<td>Bachelor Accountancy &amp; Controlling</td>
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</tbody>
</table>

**Doel**
Inzicht verkrijgen in hoe moderne informatie- en communicatietechnologie functioneert in organisaties op strategisch, tactisch en operationeel niveau.

**Inhoud**
In dit vak wordt een inleiding gegeven op het gebied van toepassingen en uitdagingen van moderne informatie- en communicatietechnologie voor organisaties. Een breed scala van onderwerpen zoals mogelijkheden om met ICT de concurrentiepositie te verbeteren, onder invloed van ICT veranderende taken voor medewerkers, informatievoorziening ten behoeve van de besluitvorming komt aan de orde. Daarnaast is er ook ruim aandacht voor hardware, software en data en communicatietechnologie. Enkele onderwerpen zullen nadrukkelijker en diepgaander worden behandeld, waaronder met name databases, ERP-systemen, het ontwerp- en ontwikkelproces van informatiesystemen en controle en beveiliging.

**Literatuur**
*Wordt nader bekend gemaakt.*
Objective
The course aims at providing students with knowledge about the specific characteristics of business markets and teaches them to apply marketing concepts and principles in a business market context.

Content
Business marketing deals with a large variety of firms in the value chain, selling products, which vary from Post-It notes to roller coasters and from chemicals to consultancy services. The marketing literature traditionally emphasises the marketing of fast-moving consumer goods. Nevertheless, approximately 80% of the transaction volume in the Netherlands belongs to the realm of business marketing! Reason enough to pay closer attention to this fast-growing marketing specialisation. Moreover, the distinction between consumer marketing and business marketing is not always very clear and there are large areas of overlap. During the last decade business marketing has become increasingly popular and a growing number of business firms realise that they need to become market-oriented in order to meet the competition.

The following broad areas are covered:
- Understanding business customers and markets (definition of business marketing, relationship with consumer marketing, organisational buying behaviour, gathering information about business markets);
- Strategy and organisation (business market segmentation, market orientation and value management, transactions and relationships, supply chain management, organising the business marketing function);
- Using marketing instruments on business markets (the role of technology, products and services management, distribution management and physical distribution, pricing, communication, integration of marketing instruments).
Part B – Course descriptions

Literature

<table>
<thead>
<tr>
<th>BKM046A10</th>
<th>Business Processes &amp; ICT</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Schaap, D.J. drs (tel: 7312)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:d.j.schaap@bdk.rug.nl">d.j.schaap@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Schaap, D.J. drs</td>
</tr>
<tr>
<td></td>
<td>Stokking, E.J. drs</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Lingen-Elzinga, D. van (tel: 3864)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:d.van.lingen-elzinga@bdk.rug.nl">d.van.lingen-elzinga@bdk.rug.nl</a></td>
</tr>
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<tr>
<td><strong>Language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Assignments</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>1. a literature test after the first block;</td>
</tr>
<tr>
<td></td>
<td>2. a report of a business process research project in an external organization;</td>
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<tr>
<td></td>
<td>3. a research paper.</td>
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<tr>
<td><strong>Resit</strong></td>
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<td>MScBA, Business &amp; ICT</td>
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Objective
The objectives of this course are:
- To understand the role of business processes in and over organisations and the interactions of business processes with actors, resources and information;
- To understand the business process architecture;
- To understand business process performance issues;
- To get practical skills in the modelling and in simulation of business processes.

Content
Business processes are considered to be arrangements of activities with the purpose to realise products or services on customers' requests. Business processes cross the organisation allocating all sorts of actors, resources and information. An assessment of the business process architecture as well as the performance of business processes as measured by workflow management systems may contribute to the knowledge of the functioning of an organisation. This knowledge might be helpful in redesigning the business processes.
There are four themes:
- business process management;
- modelling and analysing organizations and business processes;
- managing and improving business processes;
- business process automation.
Study Guide Master's degree programmes 2004-2005

Literature

<table>
<thead>
<tr>
<th>EWB109A06</th>
<th>Business Research and Organization Theory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Ees,H. van prof dr (tel: 3705) e-mail: <a href="mailto:h.van.ees@eco.rug.nl">h.van.ees@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Ees,H. van prof dr Jong,G. de</td>
</tr>
<tr>
<td>Secretary</td>
<td>Kortrijk,E.A. (tel: 3730) e-mail: <a href="mailto:e.kortrijk@eco.rug.nl">e.kortrijk@eco.rug.nl</a></td>
</tr>
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<td>Written exam and small group teaching assignments</td>
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<td>Resit</td>
<td>Semester 1.2</td>
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<td>Prerequisite(s)</td>
<td>Bachelor International Economics and Business</td>
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</table>

Objective
This course offers students comprehensive assistance in conducting a small empirical study on a topic of their own choice. All phases of empirical research work (from drafting a research proposal to writing up the results in the form of a research report) will be supervised.

Content
The search for the sources of excellent performance requires adequate methods. This course does not only discuss different aspects of empirical methodology. In that each participant does his/her own small research project he/she will acquire the skill to actually use suitable empirical methods for investigating real-world problems. On the basis of special interests participating students may have developed in previous courses, either internal (firm structure, strategy, leadership etc.) or external (cultural or institutional) factors may be chosen and tested with regard to their influence on performance. The data can be primary or secondary. The empirical methods to be used in the phases of data collection and data analysis can be quantitative or qualitative. In the introductory block of this course 10 sample studies, utilizing a wide variety of methods, will be made available to students and discussed in detail as far as this is necessary. These articles draw on a number of different theoretical perspectives. They are intended as examples of what can be considered to be high standard business research. There will be plenary Lecture Meetings and a Two-Days Workshop (for presenting and discussing the results of each student's research work) at the end of this course. For the rest students and lecturers will meet in smaller groups (Discussion Meetings and Presentation Meetings) in order to intensify learning processes.
Literature
*Syllabus with academic articles (virtual).*

<table>
<thead>
<tr>
<th>BKM041A05</th>
<th>Capturing Value from Innovation (Value Appropriation of NTI)</th>
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</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Gemser, G. dr (tel: 7085) e-mail: <a href="mailto:g.gemser@bdk.rug.nl">g.gemser@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Croonen, E.P.M. drs</td>
</tr>
<tr>
<td></td>
<td>Gemser, G. dr</td>
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<tr>
<td></td>
<td>Kneppers-Heynert, E.M. prof dr</td>
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<td></td>
<td>Mol, J.M.</td>
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<tr>
<td></td>
<td>Wijnberg, N.M. prof dr mr</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Brummelen, K. van (tel: 3453) e-mail: <a href="mailto:k.van.brummelen@bdk.rug.nl">k.van.brummelen@bdk.rug.nl</a></td>
</tr>
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<td><strong>Language</strong></td>
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<td><strong>Format</strong></td>
<td>Lectures, tutorials, case studies</td>
</tr>
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<td><strong>Assessment</strong></td>
<td>Individual written exam, essays/case studies, presentations</td>
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<td><strong>Resit</strong></td>
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<td><strong>Recommended priors</strong></td>
<td>General requirements for admittance to the MScBA</td>
</tr>
<tr>
<td><strong>Study</strong></td>
<td>MScBA, Strategy &amp; Innovation</td>
</tr>
</tbody>
</table>

**Objective**
The course aims to provide the student with knowledge on how firms capture value from their innovations (also referred to as ‘appropriability’). Value creation through innovation and value appropriation in the form of economic returns can be considered as two sides of the same coin: without prospects of value appropriation from innovations, firms will not or cannot create new sources of value. In this course, we examine the appropriability side of the coin.
Content
We will analyse which factors determine appropriability and analyse (the effectiveness of) the mechanisms (e.g. intellectual property rights, lead time, learning advantages etc.) firms use to assure appropriability. We will show that firms use different mechanisms for technical and non-technical innovations. We will elaborate in particular on one important mechanism for assuring appropriability of non-technical innovation, namely reputation. Furthermore, we will enter into the difference between dissemination (diffusion of an innovation in an industry sector that is encouraged by the innovator, e.g. in order to set a standard in the market) and imitation (diffusion in an industry sector that is unwanted by the innovator). Other important subjects which are dealt with in different lecturers are: the economic significance of intellectual property rights (such as patents and trademarks); value creation and value appropriation in the movie industry and the music industry; the role of licensing and franchising as specific means to appropriate value.

Literature
Reader.

BKM073A05 | Conflict Management and Industrial Relations
---|---
Contact | Akkermans,D.H.M. dr (tel: 3757)
e-mail: d.h.m.akkermans@eco.rug.nl
Lecturer(s) | Akkermans,D.H.M. dr
Secretary | Scholtz,H. (tel: 3730)
e-mail: h.scholtz@eco.rug.nl
EC | 5
Period | 2.1
Study year | Master
Language | English
Format | Lectures and tutorials
Assessment | Written exam
Resit | Semester 2.2
Recommended priors | 
Prerequisite(s) | Study | Master Human Resource Management

Objective
To provide insight into the topic of conflict and conflict management in different national industrial settings. The conflict management aspect will focus on industrial relations, i.e. relations between employers and unions in different countries.
Content
As reflected in the notion of 'stakeholders', a lot of different groups with (more or less) different interests are present within a firm and the economy as a whole: there is ample room for conflicts. At present, much attention is paid to the relation between shareholders and management under the heading of 'corporate governance'. In this course, we will focus upon the relation between workers and employers and their interests, specifically, the kind of conflicts and conflict resolution mechanisms that exist between them. Given this age of the unification of the countries of the European Union and globalisation, a comparative perspective (comparison of countries) will be used; these kinds of institutions tend to be very country-specific.

Literature

<table>
<thead>
<tr>
<th>EWM009A10</th>
<th>Consumer Behavior</th>
</tr>
</thead>
</table>
| **Contact** | Willenborg, G.B.W. dr (tel: 4507)  
e-mail: g.b.w.willenborg@eco.rug.nl |
| **Lecturer(s)** | Jager, W. dr  
Nierop, E. van dr  
Willenborg, G.B.W. dr |
| **Secretary** | Wiersema, J.M. (tel: 3686)  
e-mail: j.m.wiersema@eco.rug.nl |
| **EC** | 10 |
| **Period** | 1.1-2 |
| **Study year** | Master |
| **Language** | English |
| **Format** | Lectures |
| **Assessment** | Group assignments and a written exam |
| **Resit** | Semester 2.1 |
| **Recommended priors** | |
| **Prerequisite(s)** | |
| **Study** | MScBA, Marketing |

Objective
This course offers students an introduction to consumer behaviour. Starting from theory participants should be able to diagnose the behaviour of consumers in a specific domain or good or service category: identify relevant psychological aspects and processes, differences between groups of consumers and the influence of external factors on individual consumers. This diagnosis should take place both from a transaction and a relationship perspective and forms the basis for further consumer research or marketing policy.

Content
Policies of many profit and non-profit organisations are targeted at people in the role of consumers. For customer-oriented organisations the management process starts and ends with consumers: from determining consumer needs and desires, to reaching consumer satisfaction, and, based on this, the establishment of long-term relationships.
with consumers. A thorough understanding of the motives and behaviour of consumers is crucial for successful marketing policy. Consumer behaviour is a multidisciplinary approach rooted in psychology, sociology and anthropology. In the course many concepts and theories are introduced which may be used to describe and explain consumer behaviour. Traditionally, the analysis of consumer is focused on behaviour of people before, during and after a single purchase or economic transaction. Recent developments in marketing emphasize interactive and relationship marketing and a focus on retaining profitable customers. In addition to one-time transactions, suppliers try to interact continuously with customers, establish relationships and bonds with them and stimulate cooperative consumer behaviour in general and future purchases.

In the first part of the course the emphasis is on single transactions, the pre-purchase, purchase and post-purchase stages, decision-heuristics involved and the related dynamics of habit-formation, individual differences and the impact of external influences (e.g., herding, fashions and hypes) on these stages. In the second part attention is focused on motives of consumers for and the possibilities and limitations of consumer relationships and related concepts such as consumer dilemmas, satisfaction, trust, dependence, commitment and loyalty, relationships, bonds, and (non)-cooperative consumer behaviour.

**Literature**


Reader Consumer Behaviour: *Selected Articles*, 2004-2005
Content
This course is mainly focused on:
• the tasks and responsibilities of the management and the supervisors at the corporate level, and their relationships with the shareholders and employee representatives;
• board rules, governance theories and corporate board models;
• the actual corporate governance debate, in the Netherlands and worldwide;
• strengths and weakness of the Dutch structure regime;
• the basis principles and concepts of stakeholder-management;
• case studies and the best practices.

Literature
To be announced.

<table>
<thead>
<tr>
<th>EWM011A10</th>
<th>Corporate Governance, Finance &amp; Strategy</th>
</tr>
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<tbody>
<tr>
<td>Contact</td>
<td>Tempelaar,F.M. prof dr (tel: 3691)</td>
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<tr>
<td></td>
<td>e-mail: <a href="mailto:f.m.tempelaar@eco.rug.nl">f.m.tempelaar@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Tempelaar,F.M. prof dr</td>
</tr>
<tr>
<td></td>
<td>Cools,C. prof dr</td>
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<tr>
<td>Secretary</td>
<td>Pols,A.D. drs (tel: 3685)</td>
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<tr>
<td>EC</td>
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<td>Period</td>
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<td>Study year</td>
<td>Master</td>
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<td>Language</td>
<td>English</td>
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<tr>
<td>Format</td>
<td>Lectures and seminars</td>
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<tr>
<td>Assessment</td>
<td>There is a written examination at the end of the course. The overall course grading will be based on the result of the final exam (80%) and on the quality of course participation and the working-out of the written assignment (20%).</td>
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<td>MScBA, Finance</td>
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Objective
• To study problems of the management & control of public corporations in a capital market economy;
• to extend this study into the domain of corporate strategy and value creation.

Content
The course is composed of two consecutive modules.
1. Corporate Governance
The academic and practical field of Corporate Governance is concerned with the process of exercising managerial power and with the control of this process and its outcomes. In this course, the focus is on the interrelationships between corporate directors (executives & supervisors) and shareholders. Corporate governance is studied from a theoretical and an empirical perspective. Among other issues, relevant theory relates to agency problems and to problems of risk sharing and compensation structures. The empirical part of study relates to the
empirical research that has been conducted on various governance issues, and also to institutional phenomena (such as the impact of legal regulations and the use of codes of conduct). By its nature, corporate governance is a very international issue, which is reflected in the course material.

2. Corporate Finance & Strategy

Closely related to governance problems are problems of corporate restructuring and corporate development through strategic planning. In the second course module, the focus is on the study of mergers & acquisitions (M&A) and other corporate alliances. The particular question to be analysed is: how to create value through M&A and alliances?

This question will be considered from a theoretical and from an empirical point of view. The theoretical part is closely related to the course on Corporate Valuation from the same Finance programme. In the empirical part, the focus is on the results from research that has been conducted by academic and business consulting institutions. The course is based on the study of literature and the analysis of practical cases. At the end of the course period, students will have to work out a written assignment in small teams.

**Literature**


Course reader, *selective journal articles and working papers*, (further information will be provided at the start of the course).

**Note:** textbooks are mentioned on a preliminary basis - the finally selected textbook(s) will be announced in due time.

<table>
<thead>
<tr>
<th>EWM012A10</th>
<th>Corporate Valuation</th>
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</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Brunia, N. dr ing (tel: 6388)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:n.brunia@eco.rug.nl">n.brunia@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Brunia, N. dr ing</td>
</tr>
<tr>
<td></td>
<td>Cools, C. prof dr</td>
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<tr>
<td></td>
<td>Westerman, W. dr</td>
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<tr>
<td>Secretary</td>
<td>Pols, A.D. drs (tel: 3685)</td>
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<td>Format</td>
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<tr>
<td>Study</td>
<td>MScBA, Finance</td>
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</tbody>
</table>
Objective
Provide the student with a thorough knowledge of corporate finance theory together with a good sense of how to use the theory in practical settings. After graduating the student should be able to value a company and to recognize, report and discuss important valuation issues.

Content
The course focuses on the theoretical background of valuation methods and its application in the corporate finance practice. In addition to the discounted cash flow and the residual income methods, the multiples approach is discussed. Following this analysis, issues concerning the capital structure and the estimation of the costs of capital will be discussed. In order to implement the different methods to real world problems special attention is devoted to the measurement, analysis and forecasting of a firm’s performance. The methods and techniques discussed have to be applied to cases from the corporate finance practice.

Literature

<table>
<thead>
<tr>
<th>EWM060A05</th>
<th>Credit Risk Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Scholtens, L.J.R. dr (tel: 7064)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:l.j.r.scholtens@eco.rug.nl">l.j.r.scholtens@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Plantinga, A. dr</td>
</tr>
<tr>
<td></td>
<td>Scholtens, L.J.R. dr</td>
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<td>Secretary</td>
<td>Pols, A.D. drs (tel: 3685)</td>
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<td>Recommended priors</td>
<td>Financiering or Trajectvak (Specialization Course) Finance</td>
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<tr>
<td>Study</td>
<td>Master of Science in Business Administration</td>
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</table>

Objective
We aim at acquiring an understanding of the occurrence, assessment, measurement and management of risk with the firm.
Content
Key is the assessment of risk with the firm (credit risk). We take the position of the financier as our point of reference. Both individual project analysis and portfolio analysis will be dealt with. Key items are: business risk assessment, life cycle financing, default, rating, migration, transition, spread analysis, credit scoring, EDF, RAROC, credit risk modelling, credit derivatives, securitization, country risk.

Literature
Allen & Saunders, *Credit Risk Measurement*, 2, 2002, Wiley, € 80, Preliminary title, exact literature to be announced. Furthermore, the book is to be complemented with a set of papers.

<table>
<thead>
<tr>
<th>EWM013A05</th>
<th>E-commerce</th>
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</thead>
<tbody>
<tr>
<td>Contactdocent</td>
<td>Huizingh,K.R.E. dr (tel: 3779)</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:k.r.e.huizingh@eco.rug.nl">k.r.e.huizingh@eco.rug.nl</a></td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Huizingh,K.R.E. dr</td>
</tr>
<tr>
<td>Krawczyk,A.</td>
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<tr>
<td>Teerling,M.L. drs</td>
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<tr>
<td>Secretariaat</td>
<td>Tamling,H.G. (tel: 7065)</td>
</tr>
<tr>
<td>Email</td>
<td><a href="mailto:h.tamling@eco.rug.nl">h.tamling@eco.rug.nl</a></td>
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EC 5
Periode 1.2
Studiejaar Master
Taal Nederlands
Werkvorm Werkcolleges
Toetsvorm Groepsopdrachten en een individueel tentamen
Herkansing Semester 2.1
Aanbevolen voorkennis
Ingangseisen
Opleiding(en) MScBA, Marketing

Doel
Inzicht geven in de wijze waarop bedrijven Internet kunnen gebruiken voor het bieden van meerwaarde aan hun klanten en het versterken van hun concurrentiepositie, en welke organisatorische problemen dienen te worden opgelost voordat bedrijven dergelijke strategieën effectief kunnen uitvoeren.

Inhoud
Internet en de nieuwe economie deden bestaande bedrijven vrezen voor hun toekomst. Tussen medio 1999 en medio 2000 uitte zich dat in exploderende beurskoersen en e-commercebedrijven, daarna kwam de omslag. Nu gaat de aandacht uit naar hoe bedrijven uit de ‘oude economie’ e-commerce kunnen integreren in hun bedrijfsstrategieën. Bedrijven herbezinnen zich op hun relatie met de klant en hun relatie met business partners door gebruik te maken van de nieuwe mogelijkheden van Internet. Voorbeelden zijn Wehkamp, dat inmiddels meer dan eenderde van de omzet via Internet binnenhaalt, en Albert Heijn, dat in aanvulling op haar klassieke waardeketen met Aegon een spaarrekening is gestart.
In de cursus besteden we eerst aandacht aan de voor marketing relevante kenmerken van elektronische medio (in het bijzonder Internet). Daarna komen de mogelijkheden
van e-commerce aan de orde, zowel vanuit de invalshoek van de aanbieder als die van
deanbieder. Aanbieders denken na over multi-channel strategieën, hun positie in
business networks, de gevolgen voor de interne organisatie, de waarde van informatie
over sitebezoeken en het customizeren van Websites. Afnemers proberen uit te vinden
hoe Internet een plaats te geven in aankoopprocessen, bedenken wanneer ze wel of
niet online gaan kopen, participeren in online communities en maken zich zorgen over
privacy. Kennis van deze diverse mix van relevante elementen leidt tot het inzicht hoe
succesvolle e-commercestrategieën worden ontwikkeld.

Literatuur

Boek: wordt nog bekend gemaakt.
Enkele readers.

EWM015A10 Economic History (master)

<table>
<thead>
<tr>
<th>Contact</th>
<th>Fremdling, R.R. prof dr (tel: 3777) e-mail: <a href="mailto:r.r.fremdling@eco.rug.nl">r.r.fremdling@eco.rug.nl</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer(s)</td>
<td>Fremdling, R.R. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Baars-Drent, E.M. (tel: 7018) e-mail: <a href="mailto:E.M.Baars@eco.rug.nl">E.M.Baars@eco.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Period</td>
<td>1.1-2</td>
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<td>Study year</td>
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<td>Language</td>
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<tr>
<td>Format</td>
<td>Lectures</td>
</tr>
<tr>
<td>Assessment</td>
<td>Written exam and additionally a written paper</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 2.1</td>
</tr>
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<td>Recommended priors</td>
<td>Master Economics</td>
</tr>
</tbody>
</table>

Objective
To provide insights at advanced level into long-term processes of economic growth and
development.

Content
This course focuses on industrialisation and globalisation in a long-term perspective. It
deals with selected issues during the period of modern economic growth that is, from
the Industrial Revolution until the present time. Within this time frame a comparison will
be made between the nature of the growth process in Western Europe during the 19th
and the early 20th century and that of the post World War II experience of the East
Asian and Latin American countries. Pre-1914 globalisation and the interwar backlash
against it made an important contribution in shaping European institutions such as
labour markets, banking and financial systems, and the welfare state. Globalisation and
the subsequent nationalistic retrenchment also influenced the economic performance
of European countries as to economic growth and productivity, by affecting trade flows,
technology transfers and the international spread of knowledge. The course will
address the issue of transferability or replicability of the European experience in the
other geographical areas and under different institutional and social conditions.
This course takes the form of a workshop, which is organised around brief introductory
lectures and the discussion of articles or book chapters related to the selected
subjects. The students are expected to critically present these articles or book chapters and to actively participate in the discussion. In order to guarantee an advanced level of economic history all the topics are related to research, which has been conducted by members of the Groningen Growth and Development Centre (see the website www.eco.rug.nl/ggdc/homeggdc). All members are fellows in the local research school SOM (http://som.rug.nl) and/or the Dutch national research school in economic and social history N.W.Posthumus Institute (http://www.kun.nl/posthumus).

Literature
To be announced, Selected articles and book chapters will be announced before starting the course.

<table>
<thead>
<tr>
<th>BKM006A02</th>
<th>Entrepreneurial Skills 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contactdocent</td>
<td>Dirven, J.E.M. drs (tel: 3367)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:j.e.m.dirven@bdk.rug.nl">j.e.m.dirven@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Dirven, J.E.M. drs</td>
</tr>
<tr>
<td>Secretariaat</td>
<td>Romp, L.J. (tel: 3458)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:l.j.romp@bdk.rug.nl">l.j.romp@bdk.rug.nl</a></td>
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<td>Werkvorm</td>
<td>Vijf trainingsdagen</td>
</tr>
<tr>
<td>Toetsvorm</td>
<td>Vanwege het trainingskarakter heeft dit vak een 100% aanwezigheidseis. In een mondeling eindgesprek wordt de inzet in de trainingen en de inhoud van het leerverslag beoordeeld.</td>
</tr>
<tr>
<td>Herkansing</td>
<td>Op afspraak</td>
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<tr>
<td>Aanbevolen voorkennis</td>
<td>Field Course Small Business Management of New Ventures and Entrepreneurship</td>
</tr>
<tr>
<td>Ingangseisen</td>
<td>Trajectvak Small Business &amp; Entrepreneurship: Fundamentals of SB&amp;E</td>
</tr>
<tr>
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<td>MScBA, Small Business &amp; Entrepreneurship</td>
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</table>

Doel
In dit vakonderdeel worden vaardigheden aangeboden in het kader van ondernemerschap binnen organisaties, buiten organisaties en ten behoeve van adviesgerelateerde situaties. Het doel hierbij is:
- het vergroten van inzicht in het persoonlijke functioneren als individu;
- inzicht in het effect dat men heeft op de ander;
- het verbeteren van de communicatieve vaardigheden.

Inhoud
Onderwerpen die hierbij aan de orde komen zijn:
- inzicht in persoonlijke kwaliteiten (competenties) en valkuilen;
- oefenen met communicatievaardigheden als luisteren, feedback geven, presenteren en adviesgesprekken voeren;
- interactie- en beïnvloedingsstijlen o.a. in management- en adviesgerelateerde situaties;
- onderhandelen en conflictmanagement.

Deze onderwerpen worden altijd behandeld in de bovengenoemde context van
De vaardigheden die in dit onderdeel worden geoefend komen met name van pas tijdens het praktijkgedeelte van het programma, dat wil zeggen in het vak Entrepreneurial Skills 2 en tijdens de praktijkcomponent van de afstudeeropdracht. Er is aanzienlijke overlap tussen de trainingen zoals die in het vak Entrepreneurial Skills 1 worden gegeven en de bachelorvakken Managementvaardigheden en Effectieve Gespreksvoering. Studenten die reeds een van de laatst genoemde vakken hebben gevolgd kunnen het vak Entrepreneurial Skills 1 vervangen door 2 extra EC aan keuzevakken. Hiertoe dient bij de docent een verzoek te worden ingediend.

Literatuur
Wordt nader bekend gemaakt.

<table>
<thead>
<tr>
<th>EWM016A08</th>
<th>Entrepreneurial Skills 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contactdocent</td>
<td>Zwart, P.S. prof dr (tel: 3669) e-mail: <a href="mailto:p.s.zwart@eco.rug.nl">p.s.zwart@eco.rug.nl</a></td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Quispel, C.I. drs Zwart, P.S. prof dr</td>
</tr>
<tr>
<td>Secretariaat</td>
<td>Tamling, H.G. (tel: 7065) e-mail: <a href="mailto:h.tamling@eco.rug.nl">h.tamling@eco.rug.nl</a></td>
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<td>Nederlands</td>
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<td>Tijdens het vak vinden regelmatig (groeps)bijeenkomsten plaats.</td>
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<td>Trajectvak Small Business &amp; Entrepreneurship: Fundamentals of SB&amp;E</td>
</tr>
<tr>
<td>Opleiding(en)</td>
<td>MScBA, Small Business &amp; Entrepreneurship</td>
</tr>
</tbody>
</table>

Doel
Het doel van dit vak is het in de praktijk brengen van de tijdens de SB&E-opleiding geleerde kennis en vaardigheden en de student daadwerkelijk te laten functioneren in een 'ondernemende' omgeving.

Inhoud
De deelnemers kunnen kiezen uit de volgende modules:
1. Ondernemingsplannen startersplannen
In deze module kunnen studenten de opgedane kennis in de vakken Small Business Management en New Ventures in de praktijk brengen. Studenten werken in een groep van ca. 3 onder begeleiding van een docent aan het maken van een ondernemingsplan voor een bestaand of startend klein(er), (onafhankelijk) bedrijf. In principe moeten de studenten hier zelf een bedrijf voor zoeken. Het komt ook voor dat de faculteit zelf een of meerdere bedrijven aandraagt. Op de eerste zitting worden groepjes gevormd en
bekeken wie aan welk bedrijf wordt gekoppeld.

2. Directievoering
De TSM Business School van de Universiteit Twente organiseert een cursus Directievoering voor directeuren en managers van kleine en middelgrote organisaties (2-350 werknemers). Tijdens deze cursus werken de ondernemers aan het ontwikkelen van een eigen (ondernemings)plan. Studenten die deze module volgen worden individueel aan een van de deelnemers van Directievoering gekoppeld. De student moet de ondernemer ondersteunen met het ontwikkelen en schrijven van het plan door o.a.: het verrichten van uitzoekwerk, het bewaken van de voortgang, het aandragen van bedrijfskundige kennis, het aangeven van de structuur van het ondernemingsplan, en het eventueel schrijven van delen van het ondernemingsplan.

In verband met de koppeling met deelnemers van de cursus van TSM is er een beperkt aantal plaatsen in deze module beschikbaar.

3. Advisering aan het MKB
In het vak Adviseren in de praktijk staat een eerste inhoudelijke kennismaking met het adviesvak centraal: de fasen van een adviesproject en de diverse rollen van adviseurs. In deze module wordt een verdieping gegeven naar het MKB en staat het functioneren als adviseur in de praktijk centraal. De studenten gaan, met de eerder verworven kennis, met een eigen geacquireerde casus ervaring opdoen als adviseur. In plaats van de hele organisatie door te lichten wordt op een centraal probleem of thema gefocust, waar de ondernemer een specifiek advies over wil. Naast de dataverzameling is de student ook betrokken bij het formuleren van oplossingsrichtingen en bij delen van de implementatie. Er wordt over de voortgang regelmatig gepresenteerd en in een aantal begeleidingsgesprekken met medestudenten en de docent vindt verdere coaching plaats.

Literatuur
Specifieke literatuur/handleidingen in overleg met de begeleidend docent.

Opmerkingen
Bij de module ondernemingsplannen kunnen de groepjes binnen bepaalde grenzen zelf bepalen in welk blok de meeste tijd wordt besteed. De modules 2 en 3 worden alleen in het eerste semester aangeboden.
**Part B – Course descriptions**

<table>
<thead>
<tr>
<th>EWM017A05</th>
<th>Ervaringsleren</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contactdocent</strong></td>
<td>Hoovers,A.W.G. drs (tel: 3738) e-mail: <a href="mailto:A.W.G.Hoevers@eco.rug.nl">A.W.G.Hoevers@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>Docent(en)</strong></td>
<td>Hoovers,A.W.G. drs Wouda,L. drs</td>
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<td><strong>Secretariaat</strong></td>
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<td><strong>Werkvorm</strong></td>
<td>Workshops</td>
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<td><strong>Toetsvorm</strong></td>
<td>Schriftelijke opdrachten en reflectieverslag in een portfolio. Actieve participatie. De begeleidende mentor beoordeelt de stage en het stageverslag</td>
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<td>Augustus</td>
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<td><strong>Aanbevolen voorkennis</strong></td>
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<td><strong>Ingangseisen</strong></td>
<td>Master Lerarenopleiding</td>
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<tr>
<td><strong>Opleiding(en)</strong></td>
<td></td>
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</table>

**Doel**

Na afloop zijn de studenten in staat om hun vakkennis productief aan te wenden. Zij oefenen diverse presentatie- en communicatievaardigheden in de beroepspraktijk, wisselen onderling ervaringen uit en trekken conclusies voor nieuw handelen.

**Inhoud**

Studenten hebben vaak al veel geleerd op de middelbare school en aan de universiteit. Er blijft de vraag: kan ik er wat mee? En stel dat ik de vraag niet helemaal bevestigend kan beantwoorden, wat kan ik daar dan aan doen? Dergelijke vragen worden beantwoord als er een confrontatie met de beroepspraktijk plaats vindt. In veel studies zijn dan ook uitgebreide stages ingevoerd. Ook bij deze module is sprake van een duaal traject. Duaal betekent ervaring opdoen in de beroepspraktijk samen met training en coaching tijdens werkcolleges. Wil een dergelijk traject zin hebben, dan moet die ook een zekere duur hebben. Veel tijd gaat zitten in het leren kennen van de organisatie en de verwachte werkzaamheden. Deze cursus geeft zeer effectief en in korte tijd de gelegenheid om praktijkervaring op een school op te doen. Het grote voordeel is dat studenten de organisatie en het werk al kennen. Ze kunnen snel aan de slag. De cultuurschok is er vaak niet minder om. Door een zorgvuldige evaluatie van de opgedane ervaringen en een programma voor verdere uitbouw van competenties wordt een basis gelegd voor een goede uitoefening van welk later beroep dan ook als econoom. Het zal duidelijk zijn dat een dergelijke cursus zeer nuttig is voor iemand die overweegt om na de studie het beroep van docent of coach te kiezen.

**Literatuur**


**Opmerkingen**

Aangeraden wordt om na dit vak de cursus 'Kennisoverdracht' te volgen.
Study Guide Master’s degree programmes 2004-2005

<table>
<thead>
<tr>
<th>BKM009A10</th>
<th>Field Course Strategy &amp; Innovation: Managing non-technical Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Gemser, G. dr (tel: 7085) e-mail: <a href="mailto:g.gemser@bdk.rug.nl">g.gemser@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Ark, H.H. van prof dr&lt;br&gt;Gemser, G. dr&lt;br&gt;Jacobs, D.F.M.F. prof dr&lt;br&gt;Los, B. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Brummelen, K. van (tel: 3453) e-mail: <a href="mailto:k.van.brummelen@bdk.rug.nl">k.van.brummelen@bdk.rug.nl</a>&lt;br&gt;Buwalda-de Vries, T.E. (tel: 3453)</td>
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<td>Format</td>
<td>Lectures, paper, presentations</td>
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<tr>
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</table>

Objective
The aim of this course is to get students acquainted with the determinants of non-technical innovation in the creative and service industries, and the implications for innovation management.

Content
During the first part of the course students learn to recognize the diversity of innovation patterns and their dependence on factors, such as market conditions, government policy, and consumer behaviour. During the second part of the course the focus is on how firms in a particular industry manage non-technical innovations, and what explains diversity between firms within an industry and firms between industries. The course puts a strong emphasis on linking back to concepts introduced in the MScBA-course ‘Strategy and Innovation’ (was ‘Strategy in the KEE’), but approaches the topics from the perspective of individual industries. The course is almost entirely based on the concept of self-learning through the writing of a paper - consisting of two parts - on a particular industry. The first part of the paper, to be written in the first part of the semester, analyses an industry from the perspective of its major characteristics in relation to the major drivers of non-technological innovation. The second part of the paper, to be written in the second part of the semester, continues by focusing on the implications for the management of non-technical innovation.

Literature
Reader.
<table>
<thead>
<tr>
<th>BKM048A10</th>
<th>Field Course 1 OMC: Organizational and Management Control</th>
</tr>
</thead>
</table>
| **Contactdocent** | Helden, G.J. van prof dr (tel: 3673)  
 e-mail: g.j.van.helden@eco.rug.nl |
| **Docent(en)** | Bergervoet, M.M. drs  
 Hainja, H. drs  
 Helden, G.J. van prof dr |
| **Secretariaat** | Kempa, N.R. (tel: 3814)  
 e-mail: n.r.kempa@eco.rug.nl |
| **EC** | 10 |
| **Periode** | 1.1-2 |
| **Studiejaar** | Master |
| **Taal** | Nederlands |
| **Werkvorm** | Verplichte hoor- en werkcolleges/practica |
| **Toetsvorm** | Schriftelijk tentamen en beoordeling van opdrachten (zowel caserapporten als evaluaties van onderzoek) tijdens cursus |
| **Herkansing** | Semester 2.1 |
| **Aanbevolen voorkennis** | Trajectvak Organizational & Management Control: Management Accounting |
| **Ingangseisen** | MScBA, Organizational & Management Control  
 Master Accountancy & Controlling |

**Doel**
Het doel van deze cursus is het verdiepen van de kennis en inzichten van studenten in de management control van organisaties en de rol daarbij van de management accounting.

**Inhoud**
In deze cursus komt de werking van management controlsystemen in organisaties aan de orde. Studenten krijgen kennis van en inzicht in:
- de functie, opzet en werking van controlsystemen ten behoeve van de sturing van organisaties;
- de relaties tussen strategisch beleid, structuur van de organisatie, de bedrijfscultuur en de opzet/werking van controlsystemen;
- de rol en functie van de controller in de organisatie;
- de wijze waarop resultaatverantwoordelijke eenheden worden aangestuurd en de rol van interne verrekening van producten/diensten daarin;
- de performance evaluatie van managers en verantwoordelijkheidscentra;
- de relatie tussen performance evaluatie en beloningssystemen voor managers.

Bij deze cursus kunnen drie onderdelen worden onderscheiden. In de eerste plaats wordt aan de hand van literatuur, zowel een leerboek als een reader met artikelen, ingegaan op de sturing en beheersing (dat wil zeggen: de control) van organisaties en de vraag welke bijdrage daaraan kan worden geleverd door de management accounting. In de tweede plaats beoogt de cursus studenten, door middel van het uitwerken van uitgebreide cases, praktische ervaring te laten opdoen in het werken met instrumenten op het gebied van de management accounting en control van organisaties, mede tegen de achtergrond van andere organisatie-aspecten. In de derde plaats zullen medewerkers van de faculteiten Bedrijfskunde en Economie tijdens de cursus uitkomsten van door hen verricht onderzoek presenteren. Door middel van deze presentaties en de discussie erover, maken studenten nader kennis met
wetenschappelijk onderzoek op het gebied van management accounting en management control.
Om studenten kennis te laten maken met praktijksituaties, worden tevens gastcolleges verzorgd door in de praktijk van organisaties werkzame personen.

**Literatuur**
*Reader Onderzoekpapers Management Accounting*, 2003, € 10,-.

<table>
<thead>
<tr>
<th>BKM008A10</th>
<th>Field Course 2 OMC: Financial Management</th>
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<tr>
<td><strong>Contactdocent</strong></td>
<td>Westerman, W. dr (tel: 7088)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:w.westerman@bdk.rug.nl">w.westerman@bdk.rug.nl</a></td>
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<td><strong>Docent(en)</strong></td>
<td>Westerman, W. dr</td>
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<td><strong>Secretariaat</strong></td>
<td>Bakker, I.J. drs (tel: 3535)</td>
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<tr>
<td></td>
<td>e-mail: <a href="mailto:i.j.bakker@bdk.rug.nl">i.j.bakker@bdk.rug.nl</a></td>
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<tr>
<td><strong>Herkansin</strong></td>
<td>Semester 2.1</td>
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<td><strong>Aanbevolen voorkennis</strong></td>
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<td><strong>Ingangseisen</strong></td>
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</tr>
<tr>
<td><strong>Opleiding(en)</strong></td>
<td>MScBA, Organizational &amp; Management Control</td>
</tr>
</tbody>
</table>

**Doel**
Wordt nader bekend gemaakt.

**Inhoud**
Wordt nader bekend gemaakt.

**Literatuur**

**Opmerkingen**
## BKM050A10 Field Course Business & ICT: Strategy & ICT

### Contact
Berghout, E.W. prof dr (tel: 3721)
e-mail: e.w.berghout@eco.rug.nl

### Lecturer(s)
Berghout, E.W. prof dr
Huizingh, K.R.E. dr
Simons, J.L. prof dr ir

### Secretary
Kikkert, D.H.J. (tel: 3685)
e-mail: d.h.j.kikkert@eco.rug.nl

### EC
10

### Period
1.1-2

### Study year
Master

### Language
English

### Format
Lectures, discussion and group work

### Assessment
Examination will be on basis of two papers and an exam. Both, the two papers and the exam have an equal weight in the end marking and should at least be graded '5'.

### Resit
Semester 2.1

### Recommended priors

### Prerequisite(s)
MScBA, Business & ICT

### Objective
The Strategy and ICT course is an advanced course in the strategic planning of the information function in both private and public organizations. The main objective of this course is to make students acquainted with the state-of-the-art concepts in strategic IT planning: how organization can attain sustainable strategic advantage through the application of ICT.

Training of professional skills, including, communicative skills, analytical skills and project management techniques also form an important part of this course.

### Content
The course starts with an introduction in general strategy. Then elaborates on the strategic role of electronic business and ICT in general. Trains students in formulating an ICT strategy. Furthermore, attention is given to the context and implementation problems of a strategy.

### Literature
To be announced.
Study Guide Master's degree programmes 2004-2005

BKM007A10 | Field Course Business Development (Business Development II)
---|---
Contactdocent | Biemans, W.G. dr (tel.: 3834)
e-mail: w.g.biemans@bdk.rug.nl
Docent(en) | Biemans, W.G. dr
Kuijpers, F.P.J. prof dr ir
Muller, P.C. dr
Slagter, J. ir
Secretariaat | Jager-Venema, H. (tel: 6543)
e-mail: h.jager-venema@bdk.rug.nl
Knapper, N. (tel: 3151)
e-mail: n.knapper@bdk.rug.nl
EC | 10
Periode | 1.1-2
Studiejaar | Master
Taal | Nederlands
Werkvorm | Hoorcolleges en opdrachten
Toetsvorm | Artikel schrijven (field course module A), schriftelijk tentamen (field course module B)
Herkansing | Semester 2.1
Aanbevolen voorkennis | 
Ingangseisen | 
Opleiding(en) | MScBA, Business Development

Doel
Het bieden van een gedegen theoretisch inzicht in de concepten van Business Development en het kunnen toepassen van deze concepten op cases uit de praktijk.

Inhoud
Organisaties zijn onderhevig aan externe en daarmee interne veranderingen. Dit betekent dat elke business een levenscyclus kent van ontstaan, uitgroeien, rijpen en verouderen. In de eerste drie fasen is productontwikkeling een voorwaarde voor voortbestaan (een product is een fysiek goed en/of dienst). Productontwikkeling impliceert een synchrone marktontwikkeling en, daaraan ondersteunend, een tijdige ontwikkeling van technologie; deze geïntegreerde ontwikkelingsbenadering is de kern van business development. In de Field Course wordt de focus gezet op het management van BD enerzijds en de methodieken voor de geïntegreerde markt- en productontwikkeling anderzijds (en de daarmee verbonden technologieontwikkeling). Daartoe wordt BD zowel op strategisch als tactisch en operationeel niveau behandeld.

Literatuur
Reader voor module B.

Opmerkingen
De field course is verdeeld in 2 modules, t.w.: module A (voormalige MPO) en module B (voormalige TPO). Module A wordt gegeven in semester 1.1, module B in 1.2.
Dr. P.C. Muller is contactdocent voor module A, voor module B is dit ir. J. Slagter.
**BKM047A10 | Field Course Finance**

**Contact**
Lensink, B.W. prof dr (tel: 3712)
e-mail: b.w.lensink@eco.rug.nl

**Lecturer(s)**
Eije, J.H. von dr
Lensink, B.W. prof dr

**Secretary**
Pols, A.D. drs (tel: 3685)

**EC**
10

**Period**
1.1-2

**Study year**
Master

**Language**
English

**Format**
Lectures, seminars and cases

**Assessment**
Students, in groups of four (or five) will make 4 small assignments. In addition, students are required to write a small empirical corporate finance paper individually. The final grade will be based on regular attendance and participation in the obligatory seminars and on the four group assignments (25% in total) and on the individual paper (75%).

**Resit**
Semester 2.1

**Recommended priors**
A solid background in the theory of corporate finance, at the level of the main introductory textbooks available, such as Corporate Finance by Ross, Westerfield and Jaffe (2002).

**Prerequisite(s)**
Bachelors FBK: Financiering and Financial Accounting
Bachelors FEW: Financiering

**Study**
MScBA, Finance

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**Objective**
This course aims to give students an introduction to qualitative and quantitative research in finance. The main focus will be on the knowledge and techniques that are necessary to conduct a research project in finance and in particular to write a thesis in finance. As part of this course, students will learn how to use a standard econometric package (EVIEWS) to estimate basic finance models. The course also offers the students the opportunity to read some well-known qualitative and quantitative research papers in finance.

**Content**
We will discuss qualitative research applications as well as econometric tools that are frequently used in finance papers. With respect to the qualitative part, we will inter alia discuss techniques to set up a case study, how interviews and questionnaires need to be developed and what the requirements are for good business research in finance and financial management. With respect to the econometric tools, the linear regression model, GARCH and ARCH approaches, switching models and event studies will be presented.

**Literature**
In addition, some standard articles will be discussed. Finally, some chapters from a book on qualitative research methods in finance will be discussed (Brewerton, P. and L. Millward (2002), Organizational Research Methods, Sage Publications, London, 2002 (Chapters 1-7 and 9-11).
Objectives
After completing this course, you have contemporary knowledge of marketing and its research methods. Based on this knowledge, you will develop insights that enable you to formulate and solve marketing problems, based on both theory and practice.

Content
This course lays the foundation of necessary marketing knowledge and insight, which is deepened in the other courses of the master's degree programme. The course deals with decisions a marketing manager has to make, both in business-to-consumer and business-to-business markets. This is done on three levels: the vision or management philosophy, the strategies that follow from this philosophy, and the translation of strategies into action. Decisions need to be based on extensive analyses of the available information. Therefore, the course addresses some recently (further) developed methods that can be used to give decisions a solid basis. Decisions can only be successful if the underlying philosophy is supported and implemented by the employees in the organization. Therefore, marketing knowledge will also be linked to subjects like organizational culture and knowledge management.

The starting point in the course will be the management philosophy of market orientation, and the strategies that aim at building and establishing relationships with customers. This course addresses marketing concepts such as customer lifetime value, customer loyalty, the choice of the corporate strategy, segmentation and positioning, pricing and promotions. Research methods addressed refer to conjoint analysis, multi dimensional scaling and modelling. Examples of implementation issues the course deals with refer to how to improve the market orientation of an organization, and the role of marketing in the organization.

Literature
To be announced.
### BKM010A10

**Field Course Operations and Supply Chains**

| Contact          | Land, M.J. dr (tel: 7188)  
e-mail: m.j.land@bdk.rug.nl |
|------------------|----------------------------|
| Lecturer(s)      | Land, M.J. dr               
Riezebos, J. dr  |
| Secretary        | Kooi-Kamphuis, R. (tel: 7020)  
e-mail: r.kooi-kamphuis@bdk.rug.nl 
Meijer, M.J. (tel: 7020)  
e-mail: m.j.meijer@bdk.rug.nl |
| EC               | 10                         |
| Period           | 1.1-2                      |
| Study year       | Master                     |
| Language         | English                    |
| Format           | Lectures, problem sessions, practicals, assignments |
| Assessment       | Written exam (essay) after first part and assignments in the second part |
| Resit            | By appointment             |
| Recommended priors | [Operations Management](#) |
| Prerequisite(s)  | [Specialization Course Operations & Supply Chains](#) |
| Study            | MScBA, Operations & Supply Chains |

**Objective**

The objective of this course is dual:

- It deepens the knowledge and skills regarding planning and control issues in compliance with the highest international standards in this field.
- It enhances the methodological skills to apply this knowledge in research projects.

**Content**

The course is composed of two main parts, in correspondence with the above objectives.

The course starts with a refresher on the basic theories in Operations Management (OM) and the applicability of Integral OM philosophies in different types of companies. The main body of the first course part is confined to advanced methods and concepts for planning and control. These relate to issues such as Sales & Operations Planning, Inventory Control, Demand management, Lead time Management, Workload control and Shop floor scheduling. The first course part includes lectures, problem sessions and practicals and is concluded by a written exam.

The second part of the course focuses on research projects in the field of Operations & Supply Chains. Students will use the knowledge gathered in the first parts for diagnosing OM problems and designing solutions. A field-specific methodology is taught based on a diagnostic scan developed at the University of Groningen. The methodology enables the student to relate performance problems to operational causes. Attention is paid to issues of organizational change.

**Literature**

Field Course Small Business Management

BKM011A10

Contactdocent
Brand, M.J. dr (tel: 7492)
e-mail: m.j.brand@bdk.rug.nl

Docent(en)
Brand, M.J. dr
Carroll, C. dr
Quispel, C.I. drs

Secretariaat
Brummelen, K. van (tel: 3453)
e-mail: k.van.brummelen@bdk.rug.nl
Buwalda-de Vries, T.E. (tel: 3453)

EC
10

Periode
1.1-2

Studiejaar
Master

Taal
Nederlands

Werkvorm
Hoorcolleges en werkcolleges waar (groeps)opdrachten worden besproken. Aanwezigheid bij de werkcolleges is verplicht.

Toetsvorm
Schriftelijk tentamen (open vragen) over literatuur én de collegestof. Daarnaast beoordeling schriftelijke opdrachten. Tevens moet de student een voldoende scoren op aanwezigheid en/of participatie tijdens de intensieve week.

Herkansing
Semester 2.1

Aanbevolen voorkennis

Ingangseisen
Trajectvak Small Business & Entrepreneurship: Fundamentals of SB&E

Opleiding(en)
MScBA, Small Business & Entrepreneurship

Doel
Leren herkennen en omgaan met specifieke thema's van het managen van een bestaande MKB-onderneming.
Het opdoen van theoretische kennis die toepasbaar is op het managen van of het adviseren aan een MKB-bedrijf en het toepassen van deze kennis in een praktische onderzoekscontext.

Inhoud
Het vak SBM is de Field Course van het traject SB&E en dus ook het eerste vak waar studenten en docenten elkaar tegen komen. Het eerste deel van het vak is gewijd aan een intensieve introductie, daarna gaat het vak pas inhoudelijk van start.

1. Intensieve introductie Mastertraject SB&E
In deze eerste week wordt met behulp van bijeenkomsten en opdrachten met elkaar kennis gemaakt. De bijeenkomsten en opdrachten hebben echter ook een inhoudelijk doel, namelijk het kennismaken met opzet en werkwijze binnen het Mastertraject, het opfrissen van relevante opgedane kennis en (onderzoeks)vaardigheden, en het discussiëren over actuele SB&E thema's.

2. Collegereeks
De inhoud van het vak is erop gericht de studenten de essentiële kennis mee te geven die nodig is om de integrale bedrijfsvoering van het bestaande kleinere bedrijf te begrijpen en waar nodig te veranderen. Deze kennis zal vaak ook van toepassing zijn op kleinere zelfstandige onderdelen van een grote organisatie. In dit vak wordt zowel gekeken naar de inhoud als naar het proces van het managen van een MKB-bedrijf. Hierbij zal nadrukkelijk worden gekeken naar de rol die externe adviseurs in het MKB kunnen spelen.
Kleinere bedrijven hebben speciale kenmerken. Zo zijn het vaak familiebedrijven, en maken ze verschillende ontwikkelingsfasen door. In dit vak worden deze kenmerken gekoppeld aan drie kernelementen van (strategisch) small business management: strategie, structuur en verandering & leiderschap. Onderwerpen die tijdens de colleges aan bod komen zijn bijvoorbeeld:

- verschillende instrumenten om een (kleiner) bedrijf door te lichten, zoals een ondernemingsplan, de balanced scorecard, een resource-based benadering.
- specifieke strategieën die door MKB-bedrijven kunnen worden gebruikt zoals: allianties, e-commerce, en internationalisering.
- structuuraspecten zoals de interne organisatiestructuur en de eigendomsstructuur van kleinere bedrijven. Met name deze eigendomsstructuur heeft grote invloed op de zeggenschap binnen het kleine bedrijf.
- bedrijven zijn in constante interactie met hun omgeving, waarbij zij reactief of creatief met veranderingen kunnen omgaan. Dit betekent dat ook kleinere bedrijven veranderingsprocessen moeten managen, hierbij speelt leiderschap en intrapreneurship een grote rol.
- kleine bedrijven hebben als gevolg van het staf-mano niet altijd de kennis in huis om specifieke problemen aan te pakken. Daarom is het belangrijk specifiek aandacht te schenken aan advisering, zowel gezien vanuit de MKB-er (wanneer een adviseur in te schakelen) als vanuit de adviseur (de adviesbehoeften van kleinere bedrijven).

Literatuur

Opmerkingen
Bij dit vak wordt gebruikt gemaakt van Nestor.
**Doel**
Een analyse van de theorieën, regels en stelsels die nationaal en internationaal worden gehanteerd bij het opstellen van jaarrapporten en de effecten, die dergelijke conventies hebben op het gebruik van de jaarrekening.

**Inhoud**
De cursus omvat een diepgaande bespreking van de componenten van de balans en resultatenrekening: de verschillende activa en passiva, alsmede opbrengsten en kosten. Daarbij wordt geanalyseerd welke effecten waarderingsgrondslagen hebben op de in de jaarrekening gerapporteerde cijfers en de daaruit af te leiden financiële ratios. Bij de behandeling van waarderingsgrondslagen staan de regels van de International Accounting Standards Board centraal.

**Literatuur**

**Opmerkingen**
Deze cursus wordt het komende studiejaar nog niet verzorgd; de cursus wordt voor het eerst in het studiejaar 2005-2006 aangeboden.
Doel
In deze cursus wordt de student vertrouwd gemaakt met de wetenschappelijke theorieën en wetenschappelijk onderzoek op het terrein van de externe verslaggeving.

Inhoud
Bij het behandelen van het wetenschappelijk onderzoek komen de verschillende stadia van de empirische cyclus aan de orde. Waar mogelijk wordt een verband gelegd tussen de verworvenheden van de theorie en de verslaggevingspraktijk. Vanwege het toenemend belang van het standard setting process voor de onderneming en zijn accountant wordt in het bijzonder aandacht besteed aan theorieën die aan dit proces ten grondslag liggen.

Onderwerpen die aan de orde komen, zijn:
- een inleiding op de verschillende verslaggevingstheorieën;
- externe verslaggeving onder ideale omstandigheden;
- de gebruikersbenadering van externe verslaggeving;
- implicaties van efficiënte markten;
- het nut van informatie voor de werking van vermogensmarkten;
- agency theory en de gevolgen voor de inrichting van de externe verslaggeving;
- earnings management.

Literatuur

Opmerkingen
De aanbevolen voorkennis geldt niet voor HBO-Accountancy studenten.
<table>
<thead>
<tr>
<th>EWM020A10</th>
<th>Financial Econometrics</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Otter, P.W. dr (tel: 3782) e-mail: <a href="mailto:p.w.otter@eco.rug.nl">p.w.otter@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Dijkstra, T.K. prof dr Otter, P.W. dr</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460) e-mail: <a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
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<tr>
<td><strong>EC</strong></td>
<td>10</td>
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<td><strong>Period</strong></td>
<td>1.1-2</td>
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<td><strong>Study year</strong></td>
<td>Master</td>
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<tr>
<td><strong>Language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Lectures and work group sessions</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>Grading will be based on a written exam (70%) and assignments (30%).</td>
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<tr>
<td><strong>Resit</strong></td>
<td>Semester 2.1</td>
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<tr>
<td><strong>Recommended priors</strong></td>
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<tr>
<td><strong>Prerequisite(s)</strong></td>
<td>Master Econometrics, Operations Research &amp; Act. Studies</td>
</tr>
</tbody>
</table>

**Objective**
The aim of this course is for students to develop expertise in state-of-the-art econometric modelling techniques that are designed for the analysis of financial markets.

**Content**
We will review discrete time-series analysis, as applied to financial markets and introduce diffusion models (Ito-processes), as applied to financial derivatives. Among the topics to be discussed are ARCH- and stochastic volatility models, dynamic factor models, dynamic qualitative processes, and market indexes. The valuation of financial assets, by means of present value models and intertemporal choice models, will be covered as well.

**Literature**
Financiering 3 voor A&C en FE

Contactdocent
Smid, P.P.M. dr (tel: 3668)
e-mail: P.P.M.Smig@eco.rug.nl

Docent(en)
Smid, P.P.M. dr
Tempelaar, F.M. prof dr

Secretariaat
Pols, A.D. drs (tel: 3685)

EC
5

Periode
1.1-2

Studiejaar
Master

Taal
Nederlands

Werkvorm
Gecombineerde hoor-/werkcolleges

Toetsvorm
Voor 15 % op basis van verricht groepswerk en presentaties, en voor de overige 85 % op basis van een schriftelijk tentamen.

Herkansing
Semester 2.2

Aanbevolen voorkennis
Financiering 2

Ingangseisen
Opleiding(en)
Master Accountancy & Controlling
Master Fiscale Economie

Doel
Het geven van een samenhangend inzicht in de wetenschappelijke benadering van financieringsvraagstukken. Na afloop van de cursus heeft de student een afgerond beeld van de hoofdzaken uit het vakgebied en een inzicht in de toepassing van belangrijke financiële technieken en modellen.

Inhoud
Deze cursus is een voortzetting van de vakken Financiering 1 en Financiering 2 uit de bacheloropleidingen Accountancy & Controlling en Fiscale Economie van de FEW. In de cursus worden de hoofdlijnen van de financieringstheorie en diverse toepassingen ervan in onderlinge samenhang behandeld.

De belangrijkste onderwerpen die aan de orde komen zijn:

- theorie van beleggingsportefeuilles, in het bijzonder in relatie tot de problematiek van de ondernemingsfinanciering;
- theorie van de vermogensmarkt, wederom in het bijzonder in relatie tot de problematiek van de ondernemingsfinanciering;
- investeringsbeoordeling en onzekerheid;
- vermogensstructuur en dividendebeleid van ondernemingen;
- enkele speciale thema's, zoals bijvoorbeeld fusies en overnames.

Literatuur

Opmerkingen
Deze cursus wordt het komende studiejaar nog niet verzorgd; de cursus wordt voor het eerst in het studiejaar 2005-2006 aangeboden. Het is mogelijk dat de cursus in het Engels wordt verzorgd.
**EWB022A06** | **Financiële en Actuariële Rekenkunde**
---|---
Contactdocent | Perlo-ten Kleij, F. van drs (tel: 3671)
Docent(en) | Perlo-ten Kleij, F. van drs
Secretariaat | Bennink-Bambang Oetomo, E.S. (tel: 3460) e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl
EC | 6
Periode | 2.2
Studiejaar | Bachelor jaar 2
| Master
Taal | Nederlands
Werkvorm | Hoorcollege en werkcollege
Toetsvorm | Schriftelijk tentamen met open vragen.
Herkansing | Augustus
Aanbevolen voorkennis | 
Ingangseisen | 
Opleiding(en) | Bachelor Accountancy & Controlling
| Bachelor Fiscale Economie
| Master Accountancy & Controlling

**Doel**
Het verschaffen van kennis en inzicht in een aantal begrippen uit de financiële rekenkunde en levensverzekeringswiskunde die bij het actuariaat gehanteerd worden en die in de praktijk van verzekeringsmaatschappijen en pensioenfondsen van belang zijn.

**Inhoud**
Financiële rekenkunde: afzonderlijke kapitalen, renten, annuïteitenleningen, afschrijvingen en investeringsselectie, rentabiliteitsberekeningen.  
Levensverzekeringswiskunde: koopsommen kapitaal- en lijfrente, jaarpremies, lijfrente in termijnen betaalbaar, erfrente, voorziening verzekeringsverplichtingen, kosten, verzekeringsrekeningen per twee levens, verzekeringsrekeningen bij overlijden, pensioenen.

**Literatuur**
**BKB132A05**  
*Gezondheidszorg en Management*

**Contactdocent**  
Broekhuis, M. dr (tel.: 7288)  
e-mail: m.broekhuis@bdk.rug.nl

**Docent(en)**  
Broekhuis, M. dr

**Secretariaat**  
Kooi-Kamphuis, R. (tel.: 7020)  
e-mail: r.kooi-kamphuis@bdk.rug.nl  
Meijer, M.J. (tel.: 7020)  
e-mail: m.j.meijer@bdk.rug.nl

**EC**  
5

**Periode**  
1.1

**Studiejaar**  
Master  
Bachelor jaar 3

**Taal**  
Nederlands

**Werkvorm**  
Hoor- en werkcolleges

**Toetsvorm**  
Schriftelijk tentamen en een (praktijk)opdracht

**Herkansing**  
Semester 1.2

**Aanbevolen voorkennis**  

**Ingangseisen**  
Bachelor Bedrijfskunde  
MScBA, Operations & Supply Chains

---

**Doel**

Aan het eind van dit vak hebben studenten kennis genomen van specifieke bedrijfskundige vraagstukken in de gezondheidszorg, en zijn zij in staat om bruikbare bedrijfskundige kennis te gebruiken om problemen in de zorg te diagnosticeren en voorstellen tot veranderingen te ontwikkelen.

**Inhoud**

De vraag naar adequate zorg is de afgelopen jaren sterk gestegen, hetgeen allerlei bekostigingsproblemen oproept. De druk om betere en efficiëntere zorg te leveren heeft geleid tot vele interessante managementvraagstukken, zoals de afstemming tussen vraag en aanbod, het borgen en verbeteren van de kwaliteit, en een effectieve en efficiënte inzet van mensen en middelen. In dit vak geven we in het eerste deel eerst een overzicht van de gezondheidssector en de context waarin de bedrijfskundige vraagstukken zich afspelen. Vervolgens wordt ingegaan op de inrichting van zorgprocessen, patiëntenlogistiek, HRM-vraagstukken (onder meer samenwerking in de zorg en functiedifferentiatie), en kwaliteitsmanagement. In het tweede deel wordt een (praktijk)opdracht uitgevoerd waarbij in groepen van 2-3 studenten een onderzoeks vraag wordt geformuleerd en uitgewerkt die aansluit bij het vak en de eigen interesse.

**Literatuur**

*Literatuurbundel.*
Study Guide Master’s degree programmes 2004-2005

BKM014A05 | Global Operations and Supply Chains
---|---
**Contact** | Vaart, J.T. van der dr (tel: 7060)
 | e-mail: j.t.van.der.vaart@bdk.rug.nl
**Lecturer(s)** | Vaart, J.T. van der dr
**Secretary** | Kooi-Kamphuis, R. (tel: 7020)
 | e-mail: r.kooi-kamphuis@bdk.rug.nl
 | Meijer, M.J. (tel: 7020)
 | e-mail: m.j.meijer@bdk.rug.nl
**EC** | 5
**Period** | 2.1-2
**Study year** | Master
**Language** | English
**Format** | The lectures will be used to explain the main topics in global operations and logistics. In work groups students will work on and discuss a number of cases concerning important issues on global operations and logistics.
**Assessment** | The assessment is based on one or two assignments and a written exam.
**Resit** | August
**Recommended priors**
**Prerequisite(s)** | Study MScBA, Operations & Supply Chains
**Objective** | One of the main objectives of this course is to enable students to develop an understanding on the main topics in supply chain management. The other main objective is to enable students to become acquainted with operations and logistics in a global environment.
**Content** | In the course an outline is given on the central issues and trends in supply chain management and global operations and logistics. Examples of important trends are reduction of vendor bases, shift towards partnership sourcing, third-party logistics, e-business, postponement and efficient consumer response (ECR). Supply chain management and global operations and logistics can be considered as an approach to analyse and manage logistics networks. The underlying rationality is that a significant improvement of customer service levels can be achieved through upstream and downstream integration and through co-operation between all participating departments and companies in the supply chain. Important decision areas with respect to inbound logistics are supplier network development and co-ordination of supply. With respect to outbound logistics (physical distribution) attention is paid to issues like distribution structures, means of transportation, warehousing facilities, and inventory decisions. In this course attention is paid to recent trends towards globalisation of the operations and logistics function. We examine the differences between domestic and global operations and look at different ways to organise international production and distribution. The main framework used in the book and the course defines the global operations and logistics process as a three-step sequence (strategy, planning, and managing) and consists of four main external elements affecting this process (market, competition, level of technology, and government regulations).
Literature

*Reader.*

<table>
<thead>
<tr>
<th>BKM052A10 ICT-systems</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
</tr>
<tr>
<td>Boer, T.W. de dr (tel: 3842)</td>
</tr>
<tr>
<td>e-mail: <a href="mailto:t.w.de.boer@bdk.rug.nl">t.w.de.boer@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
</tr>
<tr>
<td>Boer, T.W. de dr</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
</tr>
<tr>
<td>Lingen-Elzinga, D. van (tel: 3864)</td>
</tr>
<tr>
<td>e-mail: <a href="mailto:d.van.lingen-elzinga@bdk.rug.nl">d.van.lingen-elzinga@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>EC</strong></td>
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<td>10</td>
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<tr>
<td><strong>Period</strong></td>
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<tr>
<td>1.1-2</td>
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<tr>
<td><strong>Study year</strong></td>
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<tr>
<td>Master</td>
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<tr>
<td><strong>Language</strong></td>
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<tr>
<td>English</td>
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<tr>
<td><strong>Format</strong></td>
</tr>
<tr>
<td>Weekly lectures, partly used for discussion of the results of assignments. Students will work in small groups. Two-weekly assignments will give the students hands-on experience</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
</tr>
<tr>
<td>Depending on the number of students there will be an oral or a written examination. The final grade depends on both the examination and a group assessment.</td>
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<tr>
<td><strong>Resit</strong></td>
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<tr>
<td>Semester 1.2</td>
</tr>
<tr>
<td><strong>Recommended priors</strong></td>
</tr>
<tr>
<td><strong>Prerequisite(s)</strong></td>
</tr>
<tr>
<td>MScBA, Business &amp; ICT</td>
</tr>
</tbody>
</table>

**Objective**

Information- and Communication Technology (ICT) offers a wide range of possible innovations, improvements and/or support of organizations and people. But at the same time the application of ICT, system development and the implementation of change is quite tricky. In this course we bridge the gap by teaching how to:

- detect possible ICT applications and the way they should be designed and implemented
- understand the consequences of ICT-applications and the changes that occur
- understand the architecture and characteristics of different supporting systems
- understand the relation between organizational structures and system design

IT used to be focused on the registration of data and the production of information, IT-systems used to be data driven. The basic philosophy throughout this course will be that modern ICT-systems should be focused on communication towards the user and the disclosure of knowledge at all levels in an organization.
Content
The course consists of several coherent parts that are presented in logical and understandable order. The first eight weeks will be devoted to classical ICT-systems. In the second part of the course the subject will be more advanced systems like knowledge based systems and enterprise information integration. To mention some of the subjects that will be treated:
1. Analysis of organization and detection of innovative and supporting ICT-systems.
2. Methods for developing domain models for analysis of organizations, their static and dynamic structures and their communication lines.
3. Elaboration of different kinds of ICT-systems, their generic architecture and content, and the possibilities they offer for innovation, improvement and support.
4. Requirements analysis and the design and application of ICT-systems.
5. Implementation: project planning for system design and change.
6. Evaluation of applied systems.
7. Quality, risk and operational management of ICT-systems.
8. Knowledge based Decision Support Systems, knowledge acquisition and the design of knowledge based systems.

Literature
More literature to be announced.

<table>
<thead>
<tr>
<th>BKM053A10</th>
<th>ICT: Human and Organizational Issues</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Boonstra, A. dr (tel: 7289)</td>
</tr>
<tr>
<td>e-mail:</td>
<td><a href="mailto:a.boonstra@bdk.rug.nl">a.boonstra@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Offenbeek, M.A.G. van dr</td>
</tr>
<tr>
<td></td>
<td>Boonstra, A. dr</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Lingen-Elzinga, D. van (tel: 3864)</td>
</tr>
<tr>
<td>e-mail:</td>
<td><a href="mailto:d.van.lingen-elzinga@bdk.rug.nl">d.van.lingen-elzinga@bdk.rug.nl</a></td>
</tr>
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<td><strong>EC</strong></td>
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<tr>
<td><strong>Period</strong></td>
<td>2.1-2</td>
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<td><strong>Study year</strong></td>
<td>Master</td>
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<tr>
<td><strong>Language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>ICT: Human and Organizational Issues is a discussion-oriented course, with a mixture of lectures and participative methods, including case studies, videos and individual and group exercises. During the course, students are working on a report.</td>
</tr>
</tbody>
</table>
Assessment

Final grades will be assigned on the following basis:
- class presence, quality of preparation, participation, answers to questions per theme and presentations; (+ of -; must be +)
- theoretical review and practical assignment(s) on one or more specific themes related to the interaction of IT, OD and people, based on literature search (70 %);
- Written examination (30 %).

Students have to be ready to present questions and cases during each session. With respect to the paper, described at 2, the assessment criteria are: design, profundity, use of literature and references, practical relevance, readability, creativity, critical reflection and relatedness to the course. Class presentations of papers and class discussions can be a part of the assessment of papers. A written or oral examination will also be a part of the assessment process.

Resit
By appointment

Recommended priors

Prerequisite(s)
Bachelor’s degree in Economics or Management and Organization

Study
MScBA, Business & ICT

Objective

The objective of this course is to provide the opportunity to examine the interaction among ICT, organizational design, and human actors in order to make well-argued design and intervention proposals for ICT implementation and use.

Content

The interaction of ICT with organizations will be divided into three parts: 1) ICT and organization design and 2) ICT and human actors and 3) ICT and organizational change.

The first part deals with the (strategic) motives to implement ICT and the possible mutual influence of ICT with processes, tasks, structures, culture, power division, management control arrangements and existing systems. Similarly these design variables may influence the way ICTs can and will be implemented in organizations.

The second part deals with the human issues associated with ICT implementations. These issues include possible acceptance and resistance of prospective users, roles of vendors, issues of work design and strategies of project managers.

The third part addresses change management issues associated with ICT implementations. In many organizations, new forms of ICT are implemented in combination with other changes, such as new designs of business processes, other structures, and strategic re-orientations. This means that ICT implementations are complex changes because of the interrelatedness with other variables.

Literature

To be announced, Literature will consist of a main textbook and a pack of key articles.
Remarks
Coherence with other courses ICT: Human and Organizational Issues is strongly related with the other core-courses of the Business & ICT MSc programme. The course builds on Strategy & ICT course since organizational design decisions are often related to explicit or implicit strategies. Fundamentals of IT-based systems are either treated in bachelor’s degree programmes or in the ICT-systems course. This means that this course builds on this knowledge but does not deal with ICT-systems as an independent subject. Business Processes and ICT focuses on the description, analysis and design of business processes, but does not explicitly deal with the human and OD issues of process innovation. These issues will be treated in OH&ICT. Before students start doing this course they are expected to have insight in:

- Architecture, function, role, and reach of major business systems in organizations;
- Role of information in organisations for operations and management;
- Major trends with respect to the application of IS within and among organizations, especially the trends towards business integration, value chain integration and the role of the Internet;
- The relation between possible business strategies and ICT-applications;
- Process design, redesign and approaches towards process mapping and process analysis;
- Different views on organizations, including the systems view, culture view, political view, organic view, structure view, and mechanistic view;
- Organization analysis and diagnosis;
- Basic business disciplines, including Finance, HRM, Strategy, IS, Marketing, Law, Organizational Behaviour, and the interdependence of those disciplines with regard to specific business problems.

And students should be able to:

- Diagnose organizational problems;
- Search and review management literature;
- Write papers in a structured, systematic and well-argued manner.

<table>
<thead>
<tr>
<th>BKM058A05</th>
<th>Information Systems for Operations and Supply Chains</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Uitert,J.H. van drs (tel: 7298)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:j.h.van.uitert@bdk.rug.nl">j.h.van.uitert@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Uitert,J.H. van drs</td>
</tr>
<tr>
<td></td>
<td>Wijngaard,J. prof dr</td>
</tr>
<tr>
<td></td>
<td>Wortmann,J.C. prof dr ir</td>
</tr>
<tr>
<td>Secretary</td>
<td>Lingen-Elzinga,D. van (tel: 3864)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:d.van.lingen-elzinga@bdk.rug.nl">d.van.lingen-elzinga@bdk.rug.nl</a></td>
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<td>Period</td>
<td>1.1-2</td>
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<td>Study year</td>
<td>Master</td>
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<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Tutorials and case work</td>
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<tr>
<td>Assessment</td>
<td>Home work exam</td>
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<td>By appointment</td>
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<tr>
<td>Recommended priors</td>
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<tr>
<td>Prerequisite(s)</td>
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</table>
Part B – Course descriptions

Study
MScBA, Operations & Supply Chains

Objective
Students learn the role of information systems for operations and supply chains. They will be enabled to judge the important choices on how to use an information system and how to structure the implementation process.

Content
The following topics are covered: Use and contribution of information systems in general and of Enterprise Resources Planning systems in particular, Enterprise modelling as a tool to understand use and contribution of information systems, requirements for a successful implementation process.
Guest lectures on implementation experiences and the demonstration of an ERP system are included in the course.
The course work consists of the following elements: participating in the classes, reading the literature, working on modelling exercises, preparing a discussion on implementation issues, making a homework exam that contains all elements of the course.

Literature
To be announced.

<table>
<thead>
<tr>
<th>BKM021A05</th>
<th>Innovation and Entrepreneurship</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Mol, J.M. (tel: 3453)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:j.m.mol@bdk.rug.nl">j.m.mol@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Jacobs, D.F.M.F. prof dr</td>
</tr>
<tr>
<td></td>
<td>Mol, J.M.</td>
</tr>
<tr>
<td></td>
<td>Postma, T.J.B.M. dr</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Brummelen, K. van (tel: 3453)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:k.van.brummelen@bdk.rug.nl">k.van.brummelen@bdk.rug.nl</a></td>
</tr>
<tr>
<td></td>
<td>Buwalda-de Vries, T.E. (tel: 3453)</td>
</tr>
<tr>
<td><strong>EC</strong></td>
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</tr>
<tr>
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<td>1.1</td>
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<tr>
<td><strong>Study year</strong></td>
<td>Master</td>
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<tr>
<td><strong>Language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Lectures, tutorials, case studies</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>Individual written exam, essays/case studies, presentations</td>
</tr>
<tr>
<td><strong>Resit</strong></td>
<td>Semester 1.2</td>
</tr>
<tr>
<td><strong>Recommended priors</strong></td>
<td>A general understanding of the literature of innovation and entrepreneurship is required. Students should be familiar with the standard industrial organization perspective on entry barriers and the Schumpeterian understanding of innovation a.o.</td>
</tr>
<tr>
<td><strong>Prerequisite(s)</strong></td>
<td>Innovation and Entrepreneurship</td>
</tr>
<tr>
<td><strong>Study</strong></td>
<td>MScBA, Strategy &amp; Innovation</td>
</tr>
</tbody>
</table>
Objective
In this course the interplay between entrepreneurship and innovation will be studied. This process will be scrutinized from both the perspective of the incumbent (intrapreneurship) as well as the starting firm (entrepreneurship).

Content
The focus of this course will be on how the entrepreneur enacts the environment in order to achieve commercial success. Not only will we focus on how resources are garnered (e.g. venture capital), but also how the entrepreneur attempts to secure endorsements by important stakeholders (e.g. art critics) in order to market the innovation. This puts emphasis on the social context in which the entrepreneur is embedded, which could in turn explain the emergence of networks and clustering in the creative industries. As such, this course will contrast the relevant theories developed in the literature with the ad hoc decision-making of the cultural entrepreneur. When assessing the ensuing practical implications of venturing an innovation, the cultural industries will be addressed in the broadest reading of the word culture. Next to discussing the underlying mechanisms of the art worlds, a variety of other cultural phenomena will be studied, including markets for spiritual well being, dating, and wine.

Literature
Reader.

<table>
<thead>
<tr>
<th>EWM022A05</th>
<th>Institutional Investment Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Meer, R.A.H. van der prof dr (tel: 3658)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:p.h.van.der.meer@bdk.rug.nl">p.h.van.der.meer@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Meer, R.A.H. van der prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Pols, A.D. drs (tel: 3685)</td>
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<td>EC</td>
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<td>Period</td>
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<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Weekly seminars (incl. one field seminar)</td>
</tr>
<tr>
<td>Assessment</td>
<td>At the end of the course there will be a written examination. The final mark is formed by a combination of the written examination (60%) and the student's case studies, including an internet based 'real life' investment portfolio game WALLET (40%).</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 2.2</td>
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<tr>
<td>Recommended priors</td>
<td>Belegging 1 or Portfolio Management</td>
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<td>Prerequisite(s)</td>
<td></td>
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<tr>
<td>Study</td>
<td>Master of Science in Business Administration</td>
</tr>
</tbody>
</table>

Objective
This course aims to further develop the student's understanding of portfolio management and investment. More specifically, the course aims to develop an understanding of the methods and techniques used in institutional investment management.
Content
The course has two main points of focus. Firstly, the theoretical aspects of institutional investment management are examined. Secondly, the practical application of these theories by banking, insurance companies, pension funds and institutional investment houses are explored. The lectures and seminars are based on case studies, and use of financial internet sites. Students become familiar with the practical use of the methods and techniques used in institutional investment management through the working out of a limited number of case studies in group sessions; active student participation is required.

Literature
Meer, Robert van der et al, *Dedicated reader and access to investment software*, 2004-2005.

Remarks
Institutional Investment Management together with Portfolio Management forms a good base for the international recognized certificate CFA/VBA for investment analysts. For more information: [www.vdmeer.net](http://www.vdmeer.net).

<table>
<thead>
<tr>
<th>BKM022A05</th>
<th>Integrale Business Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contactdocent</td>
<td>Henstra, G. ir (tel: 7202)</td>
</tr>
<tr>
<td>e-mail:</td>
<td><a href="mailto:g.henstra@bdk.rug.nl">g.henstra@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Henstra, G. ir</td>
</tr>
<tr>
<td></td>
<td>Leenders, R. T. A. J. dr</td>
</tr>
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<td>Secretariaat</td>
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<tr>
<td>Werkvorm</td>
<td>College, practicum en opdracht</td>
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<td>Verslagen en tentamen</td>
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<td>Aanbevolen voorkennis</td>
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<tr>
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<td>MScBA, Business Development</td>
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</tbody>
</table>

Doel
Studenten die dit vak succesvol doorlopen hebben beschikken over kennis van en vaardigheden in het managen en uitvoeren van business development, zowel vanuit de positie van ontwikkelaar en de projectleider als die van het (algemeen) management.
Inhoud
Het vak gaat er van uit dat het effectief management van business development vereist dat managers diepgaande kennis hebben van het productontwikkelproces. Omgekeerd vereist de effectieve uitvoering van een productontwikkelproject inzicht in de wijze waarop het management projecten evaueert en selecteert. Hiertoe voeren de studenten een half-semester-lange opdracht uit waarin op realistische wijze een concreet product wordt ontworpen. Tijdens deze opdracht spelen de studenten meerdere rollen, waardoor zij praktische kennis en ervaring op verschillende niveaus ontwikkelen.
Naast de langlopende opdracht worden colleges aangeboden waarin de kennis van de ontwerppraktijk wordt uitgebreid en vooral de aandacht wordt gevestigd op tactische en strategische aspecten van het management van productontwikkeling in organisaties. Door de keuze van het te ontwikkelen product komt nadrukkelijk zowel de ontwikkeling van goederen als van diensten aan bod.

Literatuur
_Worldt nader bekend gemaakt. Let op berichtgeving!_

<table>
<thead>
<tr>
<th>EWM007A10</th>
<th><strong>Internal Control: Ontwerpen Bestuurlijke Informatiesystemen</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Contactdocent</td>
<td>Jellema,P.A. (tel: 3697) e-mail: <a href="mailto:p.a.jellema@eco.rug.nl">p.a.jellema@eco.rug.nl</a></td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Jellema,P.A.</td>
</tr>
<tr>
<td>Secretariaat</td>
<td>Luttmer-Noest,I.M. (tel: 3768) e-mail: <a href="mailto:i.m.luttmer-noest@eco.rug.nl">i.m.luttmer-noest@eco.rug.nl</a></td>
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<td>Nederlands</td>
</tr>
<tr>
<td>Werkvorm</td>
<td>Gecombineerd hoor- en werkcolleges</td>
</tr>
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<td>Schriftelijk tentamen + groepsopdracht</td>
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<td>Herkansing</td>
<td>Augustus</td>
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<td>Aanbevolen voorkennis</td>
<td></td>
</tr>
<tr>
<td>Ingangseisen</td>
<td>Master Accountancy &amp; Controlling</td>
</tr>
</tbody>
</table>

Doel
Het doel van het vak is om de onderdelen organisatie- en informatieanalyse binnen een bestuurlijk informatiesysteem te kunnen ontwerpen op basis van een aantal modellen, alsmede het kunnen ontwerpen van een intern beheersingsysteem.
Inhoud
Internal Control behandelt de wijze waarop organisaties het behalen van hun doelstellingen beheersen en hierover betrouwbare informatie verstrekken. Tijdens de colleges en in de cases zal tevens aandacht worden besteed aan specifieke vraagstukken rondom internal control. Hierbij wordt o.m. gebruik gemaakt van de volgende theoretische concepten: de management cyclus/COSO/ERMF: internal control framework/enterprise riskmanagement framework/Starreveld, typologiemodel/toepassing ICT/ontwerp interne beheersingsysteem en diverse artikelen.
De nadruk bij de cases ligt op ontwerp van het interne beheersingsysteem en de analyse van relevante beheersingvraagstukken.

Literatuur
Wordt nader bekend gemaakt. Informatie via het secretariaat van de vakgroep Accountancy, WSN 324.

<table>
<thead>
<tr>
<th>RGMFI00306</th>
<th>Internationaal &amp; Europees Belastingrecht</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contactdocent</td>
<td>Burgers,I.J.J. prof dr</td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Burgers,I.J.J. prof dr</td>
</tr>
<tr>
<td>Secretariaat</td>
<td>Y. Tempelaar (tel: 363 5725) e-mail: <a href="mailto:y.tempelaar@rechten.rug.nl">y.tempelaar@rechten.rug.nl</a></td>
</tr>
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<tr>
<td>Werkvorm</td>
<td>7x2 uur hoorcollege in semester 2.1 en 4x2 uur, hoorcollege in week 8, 11, 12 en 13 van semester 2.2</td>
</tr>
<tr>
<td>Toetsvorm</td>
<td>Op basis van een essay-tentamen en opdrachten.</td>
</tr>
<tr>
<td>Herkansing</td>
<td>Semester 2.2</td>
</tr>
</tbody>
</table>

Doel
Het op masterniveau brengen van de kennis van de studenten over internationaal en Europees belastingrecht.

Inhoud
Dit vak vormt het vervolg op het vak Inleiding Internationaal en Europees belastingrecht. Dieper zal worden ingegaan op non-discriminatie, gebruik en misbruik van belastingsverdragen, onderling overleg en arbitrage, internationale bijstandsverlening en de verhouding Europees recht en Internationaal belastingrecht.

Literatuur
Prof.dr. I.J.J. Burgers, Dr. R. Betten, Mr. H.M.M. Bierlaagh en Mr. dr. A. Pleysier, Wegwijs in het internationaal belastingrecht, 2e druk, 2003, SdU/Vermande, € 50,-. Pocket Verdragsteksten, Kluwer of (indien beschikbaar) Vermande, € 60,-. Prof.dr. B. Terra en Prof.dr. P. Wattel, European Tax Law, 3e druk, Kluwer, € 50,-.
**Objective**

The objectives of this course are to familiarize the students with the theoretical base for international marketing and to enhance the students the understanding of international market environment and strategies. The course is designed to enable students to develop skills to make strategic and operational marketing decisions in the context of different, complex environments.

**Content**

The course is building on the 2nd year course Marketing. The course is designed around three basic questions:

- Why, or whether a company markets internationally or not?
- Where, or how a company can analyse the most suitable market for its products/technology?
- What are the entry strategies available and how can a company select a particular entry strategy?

The course concentrates on the relations between the organization and markets and considers the different entry strategies as an integrating base. This means that the course starts with the study of a framework for choosing internationalisation strategies. This will cover decisions on the extent of internationalisation (area, number of countries) and entry strategies.

To be able to gather information for using the framework, we have to study the area of international market research. The problems arising when doing research in different (cultural) environments will be discussed. Subsequently we will discuss the development of international marketing strategies and the relationship with modes of operation.

We then cover the underlying marketing instruments. Finally we will deal with the control of the international marketing process.

**Literature**

**EWM025A05** | **Kennisoverdracht**
---|---
**Contactdocent** | Hoovers,A.W.G. drs (tel: 3738) e-mail: A.W.G.Hoovers@eco.rug.nl
**Docent(en)** | Hoovers,A.W.G. drs Wouda,L. drs
**Secretariaat** | EC 5
**Periode** | 2.1-2
**Studiejaar** | Master
**Taal** | Nederlands
**Werkvorm** | workshops
**Toetsvorm** | Stageverslag, productie van educatief materiaal en portfolio. De coach beoordeelt mede de stage.
**Herkansing** | Augustus
**Aanbevolen voorkennis** | 
**Ingangseisen** | 
**Opleiding(en)** | Master Lerarenopleiding

**Doel**
Na afloop van de cursus kunnen de studenten uit de voeten met allerlei vormen van kennisoverdracht en hebben zij zich bekwaamd in verschillende overdrachtstechnieken. Zij zijn in staat om cursussen te geven en hebben producten gemaakt voor de educatieve markt. Zij zijn kennismanager met praktijkervaring. Ook kunnen zij een weloverwogen keuze maken met betrekking het tweede jaar van de Master of Science in Education and Communication in Economics and Business Studies

**Inhoud**

'Kennisoverdracht' bestaat voornamelijk uit management van onderwijsactiviteiten. Je geeft in ieder geval zo'n 15 tot 20 lessen, waarvan één serie lessen zelfstandig, dat wil zeggen zonder dat er een coach aanwezig is. Daarnaast participeer je in onderwijs situaties in de vernieuwde bovenbouw HAVO/VWO en maak je producten voor de educatieve markt.

**Literatuur**
Study Guide Master's degree programmes 2004-2005

<table>
<thead>
<tr>
<th>EWM027A10</th>
<th>Life Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Steerneman, A.G.M. prof dr (tel: 3807)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:a.g.m.steerneman@eco.rug.nl">a.g.m.steerneman@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Steerneman, A.G.M. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
</tr>
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<td>Period</td>
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<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>lectures and exercises</td>
</tr>
<tr>
<td>Assessment</td>
<td>There is a written exam. Participation is conditional on sufficient results on the exercises.</td>
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<tr>
<td>Resit</td>
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<td>Inleiding Actuariaat</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>Study</td>
</tr>
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</table>

Objective
The objective of the course is to obtain advanced knowledge on standard and general products from the life insurance industry.

Content
The course starts with an introduction in the mathematics of compound interest. The future lifetime distribution is discussed and in particular the life table. Life insurances and life annuities are treated, the relevant net single premiums are derived, and the results are applied to the calculation of net single premiums for policies. Very important are the concepts of net premium reserve and technical gain. Extensions like multiple decrements and multiple life insurance are studied. The course finishes with the treatment of the total claim amount in a portfolio and expense loadings.

Literature
<table>
<thead>
<tr>
<th>Code</th>
<th>Course Description</th>
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<tbody>
<tr>
<td>EWM028A10</td>
<td>Logistiek en Retail Management</td>
</tr>
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</table>

**Contactdocent**
- Sierksma, G. prof dr (tel: 3805)
  e-mail: g.sierksma@eco.rug.nl

**Docent(en)**
- Sierksma, G. prof dr
- Wieringa, J.E. dr

**Secretariaat**
- Wiersema, J.M. (tel: 3686)
  e-mail: j.m.wiersema@eco.rug.nl

**EC**
- 10

**Periode**
- 2.1-2

**Studiejaar**
- Master

**Taal**
- Nederlands

**Werkvorm**
- hoor- en discussiecolleges

**Toetsvorm**
- Op basis van een schriftelijk tentamen (gewicht 60 %) en cases (gewicht 40 %).

**Herkansing**
- Augustus

**Ingangseisen**
- MScBA, Marketing

---

**Doel**
Het doel van de cursus is het verwerven van kennis en inzicht in de theoretische en praktische aspecten van Supply Chain Management en in het effectief kunnen hanteren van marktinstrumenten rond distributieactiviteiten (Retail Management).

**Inhoud**
Het vakgebied Logistiek Management betreft het analyseren en ontwikkelen van methoden en technieken ter ondersteuning van managementtaken die gericht zijn op het verwerven van een hoog niveau van logistieke activiteiten, zodat producten en diensten op de meest efficiënte wijze beschikbaar komen en wel op tijdstippen, plaatsen en kwaliteiten die gewenst worden door de afnemers. Men onderscheidt onder meer: inkoop-, productie-, distributie-, en retour-logistiek. Mede ten gevolge van internationalisatie, massa-individualisering, ontwikkelingen in de informatietechnologie en product proliferatie is de laatste jaren veel aandacht ontstaan voor de coördinatie van activiteiten over de grenzen van bedrijven heen. Een supply chain is daarbij een netwerk van leveranciers, fabrieken, detailhandelaren en klanten, als zijnde één virtuele organisatie. Supply Chain Management betreft het effectief plannen en managen van de totale stroom van materialen, informatie en financiën door de supply chain. Daarentegen geldt voor distributieondernemingen en producenten dat ze veelal een eigen onafhankelijk marketingbeleid voeren.

In het deel Retail Management van de cursus wordt aandacht besteed aan de distributiestructuur en de daarin strategische positie van de producent. In de cursus komen de eigen marketinginspanningen van distributieondernemingen (detailhandelmarketing) en de raakvlakken met het marketingbeleid van producenten uitvoerig aan de orde. De volgende onderwerpen worden behandeld:
- het management van goederenstromen door de supply chain;
- de positie van consumenten, retailers, fabrikanten en toeleveranciers;
- de relatie tussen vraag en aanbod in de keten;
- milieu- en kwaliteitseisen;
de rol van e-commerce en ECR;
• machtsverhoudingen in de supply chain;
• channel management;
• marketingmix-instrumenten van de detailhandel;
• category management;
• nieuwe ontwikkelingen.

Dit deel van de cursus wordt deels gegeven door (praktijk)docent de heer F. Eijffinger.

Literatuur

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### Macroeconomics 4

<table>
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<tbody>
<tr>
<td>Contact</td>
<td>Sterken, E. prof dr (tel: 3723) e-mail: <a href="mailto:e.sterken@eco.rug.nl">e.sterken@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Heijdra, B.J. prof dr Sterken, E. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Baars-Drent, E.M. (tel: 7018) e-mail: <a href="mailto:E.M.Baars@eco.rug.nl">E.M.Baars@eco.rug.nl</a></td>
</tr>
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</table>

### Objective
This course completes the sequence in macroeconomics and brings the students up to the required masters level in the subject. In addition, the course broadens the students' knowledge in the related field of monetary economics.

### Content
This course consists of two equal-sized parts. Part 1 of the course builds on and extends the material studied in Macroeconomics 3. Topics studied include new-Keynesian economics, growth theory, and intergenerational macroeconomics. Part 2 of the course deals with issues in monetary economics. Topics include theories of inflation, monetary transmission, the credit channel, the theory of financial intermediation, and the conduct of monetary policy.

### Literature
### Management Consulting

#### Contact
- Quispel, C.I. drs (tel: 3368)
- e-mail: c.i.quispel@bdk.rug.nl

#### Lecturer(s)
- Emans, B.J.M. dr
- Quispel, C.I. drs
- Stoker, J.I.

#### Secretary
- Est-van der Weg, R. van (tel: 3458)
- e-mail: r.van.est-van.der.weg@bdk.rug.nl
- Romp, L.J. (tel: 3458)
- e-mail: l.j.romp@bdk.rug.nl

#### EC
- 5

#### Period
- 2.1

#### Study year
- Master

#### Language
- English

#### Format
- Semi intensive: plenary lectures and workshops in smaller groups for practical and research assignments

#### Assessment
- Practical and research assignments 50 %, written exam with open questions 50 % of end grade

#### Objective
To acquaint the students with the consulting profession, the variety of the consulting firms, reasons for hiring consultants, the consulting project in phases, consulting internationally and increase the level of a variety of consulting skills in the participants.

#### Content
A high degree of graduates of this school end up being consultants. Others become managers and deal with hiring and working with consultants in their career at different times. This course is designed to acquaint both groups with a broad perspective on how consultants function, for what reasons they are hired and what roles they can play in different phases of an assignment. What are some of the challenges and opportunities of working internationally as a consultant? What are some of the trends and developments in the field of consulting? What can be learned from theory about this and what from the experiences of others? What research is being done in the field? And finally, what skills do you need to be a consultant? Through some practical assignments in workshops and in practice, the students will have a chance to assess their own skills and learn some new ones if necessary. These include writing a proposal, doing an intake, networking and interviewing practitioners.

#### Literature
### Doel

1. Het bieden van inzicht in de managementvraagstukken die ontstaan wanneer er sprake is van Business Development. Het overzien van de moeilijkheden bij de besturing van gelijktijdig de bestaande activiteiten en de vernieuwende activiteiten op het gebied van product en/of markt en/of primair proces.


### Inhoud

In dit vak wordt het Business Development proces van vernieuwing als vertrekpunt genomen voor het ontwerp van het besturingssysteem van BD. Business Development impliceert dat nieuwe wegen gezocht worden, dat in bepaalde opzichten afstand genomen wordt van het bestaande primaire proces en/of markt en/of producten en de organisatie daarvan. Veelal is daarbij de strategische vraag wat die vernieuwing moet zijn verweven met de tactische en operationele vraag hoe die vernieuwing precies bereikt kan worden. In een dergelijke context, waarbij zowel wat als hoe vragen in het geding zijn, is het van groot belang adequate besturingssystemen te ontwerpen. Ten behoeve hiervan zullen, in aansluiting op het DOV-raamwerk, verschillende benaderingen worden behandeld.

### Literatuur


*Berichtgeving over aanvullende literatuur volgt. Let op UK-berichten.*
### Marketing Informatiemanagement

**EWM030A05**

<table>
<thead>
<tr>
<th>Contactdocent</th>
<th>Huizingh, K.R.E. dr (tel: 3779)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>e-mail: <a href="mailto:k.r.e.huizingh@eco.rug.nl">k.r.e.huizingh@eco.rug.nl</a></td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Bijmolt, T.H.A. prof dr Hoppen, E.G.J. drs Huizingh, K.R.E. dr</td>
</tr>
<tr>
<td>Secretariaat</td>
<td>Tamling, H.G. (tel: 7065)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:h.tamling@eco.rug.nl">h.tamling@eco.rug.nl</a></td>
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<td>Werkvorm</td>
<td>werkcoldges</td>
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<td>Toetsvorm</td>
<td>Op basis van tijdens de cursus gemaakte cases en een afsluitend tentamen.</td>
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<tr>
<td>Herkansing</td>
<td>Semester 1.2</td>
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<td>Aanbevolen voorkennis</td>
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<td>Opleiding(en)</td>
<td>MScBA, Marketing</td>
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</table>

### Doel

Duidelijk maken welke belangrijke rol informatie speelt bij het vormgeven en uitvoeren van moderne marketingstrategieën en hoe bedrijven kunnen zorgen dat de beschikbare marktinformatie ook daadwerkelijk wordt gebruikt.

### Inhoud

Marketing is in de afgelopen jaren sterk veranderd. Evenals in business-to-business markten is er nu ook in consumentenmarkten steeds meer aandacht voor het versterken van de binding met individuele klanten. Aanbieders communiceren rechtstreeks met individuele afnemers en proberen hun aanbod af te stemmen op de wensen van de klant. Hiervoor is het noodzakelijk dat aanbieders weten wie de klant is en wat deze wil. Tegelijkertijd zien we een enorme toename in beschikbaarheid van gegevens, getuige de opkomst van call centers, klantenkaarten, scanning, direct mail en uiteraard Internet. Door deze ontwikkelingen wordt marketing steeds meer informatiegedreven. Informatie hebben is echter niet hetzelfde als informatie gebruiken. Daarom staan we in de cursus ook uitgebreid stil bij de kloof die er bestaat tussen 'weten' en 'doen'.

Van moderne marketeers wordt verwacht dat zij kunnen aangeven welke marktinformatie waarvoor nodig is en dat zij inzicht hebben in hoe deze informatie kan worden verzameld, opgeslagen en verspreid. We behandelen het sturen van informatiestromen vanuit een marketingoptiek. Ons uitgangspunt is de vraag: hoe kan een bedrijf het vaststellen en uitvoeren van het marketingbeleid verbeteren door slimmer gebruik te maken van informatie?

### Literatuur

**Boek:** Wordt nog bekend gemaakt.

**Enkele readers:**
### Marketing Model Building

<table>
<thead>
<tr>
<th>EWM031A10</th>
<th>Marketing Model Building</th>
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<tbody>
<tr>
<td>Contact</td>
<td>Wieringa, J.E. dr (tel: 7093)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:j.e.wieringa@eco.rug.nl">j.e.wieringa@eco.rug.nl</a></td>
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<tr>
<td>Lecturer(s)</td>
<td>Leeflang, P.S.H. prof dr</td>
</tr>
<tr>
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<td>Wieringa, J.E. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Wiersema, J.M. (tel: 3686)</td>
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<td>Format</td>
<td>Lectures and computer sessions</td>
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<tr>
<td>Assessment</td>
<td>Grading is based on assignments (30 %) and a written exam at the end of the course (70 %).</td>
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<tr>
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<td>Basic knowledge of Marketing and Econometrics</td>
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<td>MScBA, Marketing</td>
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</tbody>
</table>

#### Objective

After completion of the course, participants should be able to
- judge existing marketing models critically;
- understand applications of marketing models in scientific journals; and
- develop a useful marketing model in a number of steps.

#### Content

This course deals with the construction, implementation and interpretation of marketing models. These models can be used to determine the effectiveness of marketing mix instruments. The model concept, various typologies of marketing models and the structure of a marketing model are discussed. Specification, estimation, validation and implementation issues are extensively dealt with. During the course, the students are actively involved in the numerical specification and validation of marketing models using empirical data.

#### Literature


*Reader Marketing Model Building.*
Objective
The aim of the course is to learn how modern industrial organization theory can help to understand the relation between competition policy and observed market behaviour. Upon successful completion of the course, the student should be able to read and comprehend the current literature as published in international journals in the field.

Content
In recent years there has been much debate among economists and policy makers about competition policy and the extent of competition on markets. This course discusses in depth parts of the modern theoretical literature on industrial organization that underlie the arguments that are used in this lively and challenging debate. Ample attention will be paid to applications of the theory to practical cases. Topics discussed include: cartels, joint ventures, mergers, vertical contracts, predatory pricing, exclusionary practices and price discrimination.

Literature
EWM071A20  |  Master Thesis Actuarial Studies

**Contact**  |  Praagman, C dr (tel: 7076)  
|  e-mail: c.praagman@eco.rug.nl

**Lecturer(s)**  |  Praagman, C dr

**Secretary**  |  Bennink-Bambang Oetomo, E.S. (tel: 3460)  
|  e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl

**EC**  |  20

**Period**  |  2.1-2

**Study year**  |  Master

**Language**  |  English

**Format**  |  Individual assignment

**Assessment**  |  Not applicable

**Prerequisite(s)**  |  Study  

**Objective**
To train the student in performing scientific research in the field of this specialization.

**Content**
The research project has to be in the field of the specialization.

**Literature**
*Not applicable.*

**Remarks**
Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses.

---

EWM072A20  |  Master Thesis Econometrics

**Contact**  |  Praagman, C dr (tel: 7076)  
|  e-mail: c.praagman@eco.rug.nl

**Lecturer(s)**  |  Praagman, C

**Secretary**  |  Bennink-Bambang Oetomo, E.S. (tel: 3460)  
|  e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl

**EC**  |  20

**Period**  |  2.1-2

**Study year**  |  Master

**Language**  |  English

**Format**  |  Individual assignment

**Assessment**  |  Not applicable

**Recommended priors**

**Prerequisite(s)**

---
Study | Master Econometrics, Operations Research & Act. Studies

Objective
To train the student in performing scientific research in the field of this specialization.

Content
The research project has to be in the field of the specialization.

Literature
*Not applicable.*

Remarks
Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses.

<table>
<thead>
<tr>
<th>EWM074A20</th>
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<td>Master Economics</td>
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</table>

Objective
To train the student in performing scientific research in the field of this specialization.

Content
The research project has to be in the field of the specialization.

Literature
*Not applicable*

Remarks
Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses.
### EWM076A20 Master Thesis Monetary Economics

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| EC   | 20 |
| Period | 2.1-2 |
| Study year | Master |
| Language | English |
| Format | Individual assignment |

#### Assessment
- Resit: Not applicable

#### Recommended priors
- Master Economics

#### Objective
To train the student in performing scientific research in the field of this specialization.

#### Content
The research project has to be in the field of the specialization

#### Literature
*Not applicable*

#### Remarks
Students should also take notice of the Regulations for FEW and FBK Bachelor's and Master's theses.

### EWM065A20 Master Thesis MScBa Business & ICT

<table>
<thead>
<tr>
<th>Contact</th>
<th>Berghout, E.W. prof dr (tel: 3721)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>e-mail: <a href="mailto:e.w.berghout@eco.rug.nl">e.w.berghout@eco.rug.nl</a></td>
</tr>
</tbody>
</table>

| Lecturer(s) | Berghout, E.W. prof dr |
| Secretary   | Pols, A.D. drs (tel: 3685) |
| EC          | 20 |

| Period       | 1.1-2  |
|             | 2.1-2  |
| Study year   | Master |
| Language     | English |
| Format       | Individual & research project |

#### Assessment
- Resit: Not applicable

#### Recommended priors
- See prerequisite(s)

#### Prerequisite(s)
- Bachelor programme + Field Course + 10 EC of specialization
  (see Education and Examination Regulations)

#### Study
- MScBA, Business & ICT
Objective
To train the student in performing scientific research in the field of this specialization.

Content
The research project has to be in the field of the specialization.

Literature
Not applicable.

Remarks
Students should also take notice of the Regulations for FEW and FBK Bachelor's and Master's theses.

<table>
<thead>
<tr>
<th>EWM066A20</th>
<th>Master Thesis MScBa Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Smid, P.P.M. dr (tel: 3668)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:P.P.M.Smid@eco.rug.nl">P.P.M.Smid@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Pols, A.D. drs (tel: 3685)</td>
</tr>
<tr>
<td>Secretary</td>
<td>Pols, A.D. drs (tel: 3685)</td>
</tr>
<tr>
<td>EC</td>
<td>20</td>
</tr>
<tr>
<td>Period</td>
<td>1.1-2</td>
</tr>
<tr>
<td></td>
<td>2.1-2</td>
</tr>
<tr>
<td>Study year</td>
<td>Master</td>
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<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Individual research project</td>
</tr>
<tr>
<td>Assessment</td>
<td>Not applicable</td>
</tr>
<tr>
<td>Resit</td>
<td>See prerequisite(s)</td>
</tr>
<tr>
<td>Recommended</td>
<td>Bachelor programme + Field Course + 10 EC of specialization (see MScBA article 3.1, section 2)</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>See prerequisite(s)</td>
</tr>
<tr>
<td>Study</td>
<td>MScBa, Finance</td>
</tr>
</tbody>
</table>

Objective
To train the student in performing scientific research in the field of this specialization.

Content
The research project has to be in the field of the specialization

Literature
Not applicable.

Remarks
Students should also take notice of the Regulations for FEW and FBK Bachelor's and Master's theses.
<table>
<thead>
<tr>
<th>BKM120A25</th>
<th>Master Thesis MScBA Operations &amp; Supply Chains</th>
</tr>
</thead>
</table>
| **Contact** | Land,M.J. dr (tel: 7188)  
e-mail: m.j.land@bdk.rug.nl |
| **Lecturer(s)** | Kooi-Kamphuis,R. (tel: 7020)  
e-mail: r.kooi-kamphuis@bdk.rug.nl  
Meijer,M.J. (tel: 7020)  
e-mail: m.j.meijer@bdk.rug.nl |
| **EC** | 25 |
| **Period** | 1.1-2  
2.1-2 |
| **Study year** | Master |
| **Language** | English |
| **Format** | Individual research project |
| **Assessment** | Not applicable |
| **Recommended priors** | See prerequisite(s) |
| **Prerequisite(s)** | Bachelor programme + Field Course + 10 EC of specialization  
(see Education and Examination Regulations MScBA article 3.1, section 2) |
| **Study** | MScBA, Operations & Supply Chains |

**Objective**
The student must show the capabilities to execute a scientific research project and to write a Master's thesis in the field of Operations & Supply Chains.

**Content**
The student has to complete an individual scientific research project in the field of Operations & Supply Chains. The project can be executed either within a company or as a subproject of a university project. Details will be discussed during the Field Course Operations & Supply chains

**Literature**
Not applicable

**Remarks**
Students should also take notice of the Regulations for FEW and FBK Bachelor's and Master's theses.
Part B – Course descriptions

<table>
<thead>
<tr>
<th>BKM123A25</th>
<th>Master Thesis MScBA Strategy &amp; Innovation</th>
</tr>
</thead>
</table>
| **Contact** | Gemser, G. dr (tel: 7085)  
  e-mail: g.gemser@bdk.rug.nl |
| **Lecturer(s)** | Ark, H.H. van prof dr  
  Ees, H. van prof dr  
  Gemser, G. dr  
  Jacobs, D.F.M.F. prof dr  
  Postma, T.J.B.M. dr  
  Wijnberg, N.M. prof dr mr |
| **Secretary** | Brummelen, K. van (tel: 3453)  
  e-mail: k.van.brummelen@bdk.rug.nl |
| **EC** | 25 |
| **Period** | 1.1-2  
  2.1-2 |
| **Study year** | Master |
| **Language** | English |
| **Format** | individual research project |
| **Assessment** | See 'Reglement afstudeerwerkstuk' and 'Handleiding afstudeerwerkstuk MScBA' |
| **Resit** | Not applicable |
| **Recommended priors** | Innovation and Entrepreneurship  
  Value appropriation of non-technical innovations  
  Managing non-technical Innovation (Field Course)  
  Strategy in the Knowledge-based Experience Economy |
| **Prerequisite(s)** | Bachelor programme + Field Course + 10 EC of specialization  
  (see MScBA article 3.1. section 2) |
| **Study** | MScBA, Strategy & Innovation |

**Objective**
To train the student in performing scientific research in the field of strategy and innovation.

**Content**
The student is asked to complete a scientific research project in the field of strategy and innovation. During the course of the project, a supervisor, who is an expert in the field, will guide the student.

**Literature**
*Not applicable.*

**Remarks**
Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses.
<table>
<thead>
<tr>
<th>EWM073A20</th>
<th>Master Thesis Operations Research</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Praagman, C dr (tel: 7076) e-mail: <a href="mailto:c.praagman@eco.rug.nl">c.praagman@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460) e-mail: <a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
</tr>
<tr>
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<td><strong>Period</strong></td>
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<td><strong>Format</strong></td>
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<td><strong>Assessment</strong></td>
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<tr>
<td><strong>Resit</strong></td>
<td>Not applicable</td>
</tr>
<tr>
<td><strong>Recommended priors</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Prerequisite(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Study</strong></td>
<td>Master Econometrics, Operations Research &amp; Act. Studies</td>
</tr>
</tbody>
</table>

**Objective**
To train the student in performing scientific research in the field of this specialization.

**Content**
The research project has to be in the field of the specialization

**Literature**
*Not applicable.*

**Remarks**
Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses.
### EWM069A20 Masterafstudeerwerkstuk Accountancy

| Contactdocent |  |
| Docent(en) |  |
| Secretariaat |  |
| EC | 20 |
| Periode |  |
| Studiejaar | Master |
| Taal | Nederlands |
| Werkvorm | Individuele opdracht |
| Toetsvorm |  |
| Herkansing | Niet van toepassing |
| Aanbevolen voorkennis |  |
| Ingangseisen |  |
| Opleiding(en) | Master Accountancy & Controlling |

**Doel**
Het verrichten van een zelfstandig, wetenschappelijk verantwoord onderzoek van substantiële omvang.

**Inhoud**
Wordt in overleg met de student(e) bepaald.

**Literatuur**
*Niet van toepassing.*

**Opmerkingen**
Zie voor details het ‘Reglement Afstudeerwerkstukken’ en de ‘Handleiding Afstudeerwerkstukken’.

### EWM070A20 Masterafstudeerwerkstuk Controlling

| Contactdocent |  |
| Docent(en) |  |
| Secretariaat |  |
| EC | 20 |
| Periode | 2.1-2 |
| Studiejaar | Master |
| Taal | Nederlands |
| Werkvorm | Individuele opdracht |
| Toetsvorm |  |
| Herkansing | Niet van toepassing |
| Aanbevolen voorkennis |  |
| Ingangseisen |  |
| Opleiding(en) | Master Accountancy & Controlling |
Doel
Het verrichten van een zelfstandig, wetenschappelijk verantwoord onderzoek van substantiële omvang.

Inhoud
Wordt in overleg met de student(e) bepaald.

Literatuur
*Niet van toepassing.*

Opmerkingen
Zie voor details het ‘Reglement Afstudeerwerkstukken’ en de ‘Handleiding Afstudeerwerkstukken’.

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**EWM075A20** | **Masterafstudeerwerkstuk Fiscale Economie**
---|---
Contactdocent | Docent(en)
Secretariaat | 
EC | 20
Periode | 2.1-2
Studiejaar | Master
Taal | Nederlands
Werkvorm | Individuele opdracht
Toetsvorm | 
Herkansing | Niet van toepassing
Aanbevolen voorkennis | 
Ingangseisen | 
Opleiding(en) | Master Fiscale Economie

---

Doel
Het verrichten van een zelfstandig, wetenschappelijk verantwoord onderzoek van substantiële omvang.

Inhoud
Wordt in overleg met de student(e) bepaald.

Literatuur
*Niet van toepassing.*

Opmerkingen
Zie voor details het ‘Reglement Afstudeerwerkstukken’ en de ‘Handleiding Afstudeerwerkstukken’.
<table>
<thead>
<tr>
<th>BKM121A25</th>
<th>Masterafstudeerkwart MScBA Business Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contactdocent</strong></td>
<td>Kuijpers,F.P.J. prof dr ir (tel: 7234) e-mail: <a href="mailto:f.p.j.kuijpers@bdk.rug.nl">f.p.j.kuijpers@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>Docent(en)</strong></td>
<td>Kuijpers,F.P.J. prof dr ir</td>
</tr>
<tr>
<td><strong>Secretariaat</strong></td>
<td>Knapper,N. (tel: 3151) e-mail: <a href="mailto:n.knapper@bdk.rug.nl">n.knapper@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>25</td>
</tr>
<tr>
<td><strong>Periode</strong></td>
<td>1.1-2 2.1-2</td>
</tr>
<tr>
<td><strong>Studiejaar</strong></td>
<td>Master</td>
</tr>
<tr>
<td><strong>Taal</strong></td>
<td>Nederlands</td>
</tr>
<tr>
<td><strong>Werkvorm</strong></td>
<td>Individuele opdracht in een bedrijfs- respectievelijk onderzoekspraktijk.</td>
</tr>
<tr>
<td><strong>Toetsvorm</strong></td>
<td>Afstudeerkwart en -gesprek. Voor beoordelingscriteria zie Reglement afstudeerkwart en Handleiding afstudeerkwart MScBA</td>
</tr>
<tr>
<td><strong>Herkansing</strong></td>
<td>Niet van toepassing</td>
</tr>
<tr>
<td><strong>Aanbevolen voorkennis</strong></td>
<td>Relevante bacheloropleiding, field course en 10 EC van betreffende traject (zie OER MScBA artikel 3.1.lid 2)</td>
</tr>
<tr>
<td><strong>Opleiding(en)</strong></td>
<td>MScBA, Business Development</td>
</tr>
</tbody>
</table>

**Doel**
Het verrichten van een zelfstandig, wetenschappelijk verantwoord, onderzoek van substantiële omvang op het gebied van Business Development. Het onderzoek kan zowel in bedrijfscontext plaatsvinden als in de context van wetenschappelijk onderzoek.

**Inhoud**
In een real-life situatie (praktijk of wetenschap) moet de afstudeerder in staat zijn tot een methodologisch verantwoorde, creatieve, flexibele en effectieve hantering van de probleemaanpak te komen. De interdisciplinaire probleemaanpak zal merendeels ontwerpergericht zijn en wordt gerealiseerd in interactie met de bedrijfs- respectievelijk onderzoeksomgeving. De mondelinge en schriftelijke overtuigingskracht en de wetenschappelijke explicitering en verdediging van de bevindingen is in belangrijke mate bepalend voor de beoordeling.

**Literatuur**
*Nog niet bekend.*

**Opmerkingen**
Voor details wordt verwezen naar het ‘Reglement Afstudeerkwartjes FEW en FBK’ en de ‘Handleiding Afstudeerkwartjes’.
EWM067A20  Masterafstudeerwerkstuk MScBa Marketing

<table>
<thead>
<tr>
<th><strong>Contact</strong></th>
<th>Voerman, J.A. dr (tel: 7069) e-mail: <a href="mailto:j.a.voerman@eco.rug.nl">j.a.voerman@eco.rug.nl</a></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Tamling, H.G. (tel: 7065) e-mail: <a href="mailto:h.tamling@eco.rug.nl">h.tamling@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>20</td>
</tr>
<tr>
<td><strong>Period</strong></td>
<td>1.1-2 2.1-2</td>
</tr>
<tr>
<td><strong>Study year</strong></td>
<td>Master</td>
</tr>
<tr>
<td><strong>Language</strong></td>
<td>Nederlands English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Individual research project</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>See 'Reglement afstudeerwerkstuk' and 'Handleiding afstudeerwerkstuk MScBA'</td>
</tr>
<tr>
<td><strong>Resit</strong></td>
<td>Not applicable</td>
</tr>
<tr>
<td><strong>Recommended priors</strong></td>
<td>See prerequisite(s)</td>
</tr>
<tr>
<td><strong>Prerequisite(s)</strong></td>
<td>Bachelor programme, field course and 10 EC of specialization (see Education and Examination Regulations)</td>
</tr>
<tr>
<td><strong>Study</strong></td>
<td>MScBA, Marketing</td>
</tr>
</tbody>
</table>

**Objective**
To train the student in performing scientific research in the field of this specialization.

**Content**
The research project has to be in the field of this specialization.

**Literature**
*Not applicable.*

**Remarks**
Specialization Research Based Marketing in English; Specialization Marketing Management in Dutch. Students should also take notice of the Regulations for FEW and FBK Bachelor's and Master's theses.
<table>
<thead>
<tr>
<th><strong>EWM059A20</strong></th>
<th><strong>Masterafstudeerwerkstuk MScBa OMC</strong></th>
</tr>
</thead>
</table>
| **Contactdocent** | Bogt, H.J. ter prof dr (tel: 7191)  
                    e-mail: h.j.ter.bogt@eco.rug.nl |
| **Docent(en)** |                                      |
| **Secretariaat** | Kempa, N.R. (tel: 3814)  
                     e-mail: n.r.kempa@eco.rug.nl |
| **EC** | 20 |
| **Periode** | 1.1-2  
              2.1-2 |
| **Studiejaar** | Master |
| **Taal** | Nederlands |
| **Werkvorm** | Individuele opdracht |
| **Toetsvorm** | Afstudeerwerkstuk en -gesprek. Voor beoordelingscriteria zie  
                  Reglement afstudeerwerkstuk en Handleiding afstudeerwerkstuk  
                  MScBA |
| **Herkansing** | Niet van toepassing |
| **Aanbevolen voorkennis** | Zie ingangseis |
| **Ingangseisen** | Relevante bacheloropleiding, field course en 10 EC van  
                      betreffende traject (zie OER MScBA artikel 3.1. lid 2) |
| **Opleiding(en)** | MScBA, Organizational & Management Control |

**Doel**  
Het trainen van de student in het zelfstandig verrichten van wetenschappelijk onderzoek op het gebied van het traject.

**Inhoud**  
Het onderwerp moet binnen het kennisdomein van het traject liggen.

**Literatuur**  
*Wordt nader bekend gemaakt.*

**Opmerkingen**  
**BKM122A20**

**Masterafstudeerwerkstuk MScBa Small Business & Entrepreneurship**

**Contactdocent**
Maccow, D.F.F.R. drs (tel: 3245)
e-mail: d.f.f.r.maccow@bdk.rug.nl

**Docent(en)**
Brand, M.J. dr
Carroll, C. dr
Lappohn, O.C.J. drs
Lutz, C.H.M. dr
Maccow, D.F.F.R. drs
Zwart, P.S. prof dr
en anderen

**Secretariaat**
Brummelen, K. van (tel: 3453)
e-mail: k.van.brummelen@bdk.rug.nl
Buwalda-de Vries, T.E. (tel: 3453)

**EC**
20

**Periode**
1.1-2
2.1-2

**Studiejaar**
Master

**Taal**
Nederlands

**Werkvorm**
individueel onderzoeksproject

**Toetsvorm**
Afstudeerwerkstuk en -gesprek. Voor beoordelingscriteria zie Reglement afstudeerwerkstuk en Handleiding afstudeerwerkstuk MScBA

**Herkansing**
Niet van toepassing

**Aanbevolen voorkennis**
Zie ingangseis

**Ingangseisen**
Relevante bacheloropleiding, field course en 10 EC van betreffende traject (zie OER MScBA artikel 3.1, lid 2)

**Opleiding(en)**
MScBA, Small Business & Entrepreneurship

---

**Doel**
Het trainen van de student in het zelfstandig verrichten van wetenschappelijk onderzoek op het gebied van het traject.

**Inhoud**
Het onderwerp moet binnen het kennisdomein van het traject liggen.

**Literatuur**
*Wordt nader bekend gemaakt.*

**Opmerkingen**
Voor details wordt verwezen naar het ‘Reglement Afstudeerwerkstukken’ en de ‘Handleiding Afstudeerwerkstukken’.
EWM014A05 Mathematical Methods for the Implementation and Analysis of Social Responsible Investments

Contact
Dijkstra, T.K. prof dr (tel: 3634)
e-mail: t.k.dijkstra@eco.rug.nl

Lecturer(s)
Dijkstra, T.K. prof dr

Secretary
Bennink-Bambang Oetomo, E.S. (tel: 3460)
e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl

EC
5

Period
2.2

Study year
Master

Language
English

Format
Lectures and assignments

Assessment
Grading is based on a case study in groups (50 %) and an exam (50 %).

Resit
August

Recommended priors

Prerequisite(s)
Study
Master International Economics and Business
MScBA, Finance

Objective
To provide understanding in the specific problems and issues of Social Responsible Investments (SRI).

Content
We treat:
- the relation with sustainability;
- the aims of companies form the viewpoint of modern stakeholder theory;
- the visions of supranational institutions like the UN, the worldbank, the World Economic Forum, the World Business Council for Sustainable Development and the EU;
- the visions of international accounting companies like PwC and KPMG, and the UN-organisation Global Reporting Initiative;
- the social, environmental and economic aspects that companies are assessed on;
- the way of assessment (aggregation of data on often very different level of measuring); this is the most technical part of the course. We will discuss a robust multi criteria decision analysis method;
- The construction of investment portfolios of companies selected on criteria of sustainability and the assessment of their risk/revenue profile.

Literature

Reader and Internet.
Doel

Na het volgen van dit vak dien je inzicht te hebben in de theorie van het merkbeleid en marketingcommunicatie en dien je de theorie te kunnen toepassen in de praktijk.

Inhoud

Consumenten kiezen steeds vaker op basis van emotionele motieven. Het hebben van een goed en duidelijk merkimago is daardoor voor elke organisatie (commercieel of niet commercieel) van groot belang. Alles wat een organisatie doet bepaalt het merkbeeld. Marketingcommunicatie is hierbij het belangrijkste instrument. In dit vak worden de meest recente inzichten in merkmanagement en communicatie behandeld. Aan de orde komen onderwerpen als merkwaarde, merkonderzoek, positionering, merknamen, merkniveaus, merkextensies, communicatieplanning, communicatie-instrumenten, en reclame-effectonderzoek. Studenten dienen in groepjes de methoden en concepten toe te passen in praktijkcases waaronder een marketingcommunicatieplan voor een merk.

Literatuur

## Microeconometrics

<table>
<thead>
<tr>
<th><strong>EWM035A10</strong></th>
<th><strong>Microeconometrics</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact</strong></td>
<td>Wansbeek, T.J. prof dr (tel: 3803) e-mail: <a href="mailto:T.J.Wansbeek@eco.rug.nl">T.J.Wansbeek@eco.rug.nl</a></td>
</tr>
<tr>
<td><strong>Lecturer(s)</strong></td>
<td>Wansbeek, T.J. prof dr</td>
</tr>
<tr>
<td><strong>Secretary</strong></td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460) e-mail: <a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
</tr>
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<td><strong>Period</strong></td>
<td>1.1-2</td>
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<tr>
<td><strong>Study year</strong></td>
<td>Master</td>
</tr>
<tr>
<td><strong>Language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>Lectures and assignments</td>
</tr>
<tr>
<td><strong>Assessment</strong></td>
<td>Written exam (30 %) and assignments (70 %), for which a command of Matlab is required.</td>
</tr>
<tr>
<td><strong>Resit</strong></td>
<td>by appointment</td>
</tr>
<tr>
<td><strong>Recommended priors</strong></td>
<td><a href="#">Introduction to Econometrics</a></td>
</tr>
<tr>
<td><strong>Prerequisite(s)</strong></td>
<td><a href="#">Introduction to Econometrics</a></td>
</tr>
<tr>
<td><strong>Study</strong></td>
<td>Master Econometrics, Operations Research &amp; Act. Studies</td>
</tr>
</tbody>
</table>

### Objective
The aim of the course is to provide the student with a broad encyclopaedic knowledge of methods for the analysis of microeconomic data and to let him/her obtain an active command of the mathematical and computational aspects of the various methods.

### Content
The course deals with a large number of methods that are commonly used in the analysis of microeconomic datasets. This includes the following topics. Methods to deal with measurement error and latent variables: regression with measurement error, structural and functional methods, reverse regression and the analysis of discrimination, consistent estimation with instrumental variables and higher-order moments, LIML, factor analysis and principal components, MIMIC and LISREL; methods for discrete and limited-dependent variables; choice models (probit and ordinary and nested logit), censored regression, models for self-selection, models for duration data (proportional hazards, Cox-regression, accelerated lifetimes); methods for longitudinal data (panel data), fixed and random effects, endogenous regressors, endogenous selection, and dynamic models for longitudinal data. In addition, some topics are discussed of a more general character like identification in parametric models, model selection, and the generalized method of moments (GMM).

### Literature
Money and Banking

Contact
Lanjouw, G.J. dr (tel: 3713) e-mail: g.j.lanjouw@eco.rug.nl

Lecturer(s)
Hoogduin, L.H. prof dr

Secretary
Kortrijk, E.A. (tel: 3730) e-mail: e.kortrijk@eco.rug.nl

EC 10
Period 1.1-2
Study year Master
Language English
Format Lectures and case work
Assessment Grading will be based on a written examination at the end of the course and on the evaluation of casework during the course.

Resit Semester 2.1
Recommended priors
Prerequisite(s) Study Master Economics

Objective
Acquisition of knowledge of and insight into the subject of money and banking.

Content
This course deals with the following areas: financial systems in the Netherlands, Europe, and world-wide; recent developments in the financial system and their mutual relationships (liberalisation, deregulation, new instruments, concentration processes, emergence of financial conglomerates; financial centres); developments in prudential supervision of banks and other financial institutions; European Economic and Monetary Union and the European Central Bank; financial crises, including the role of the International Monetary Fund in crisis prevention and crisis management; developments in international banking.

Literature
To be announced.
**Doel**

Studenten laten kennismaken met de problematiek van de startende ondernemer en het startende bedrijf.

**Inhoud**

De dynamiek in de economie wordt voor een groot gedeelte veroorzaakt door de entree van nieuwe, kleine bedrijven. Steeds meer universitaire studenten lopen met plannen rond om voor zichzelf te beginnen. Ook het overnemen van een bestaand bedrijf is voor de toekomstige ondernemers een optie. De cursus start met aandacht voor de *starter*. Naast algemene theorieën over kiezen, creëren en ondernemen wordt ingegaan op verschillende typen starters. Tevens worden instrumenten aangereikt waarmee de mate van ondernemerschap bij een individu/starter kan worden gemeten.

Het vervolg van de cursus gaat in op het *startende bedrijf*. Aan de orde komen o.a. het startproces, de valkuilen bij het starten, het verkrijgen van startkapitaal, de rol van de starter en het startersplan. Bij het verkrijgen van startkapitaal wordt met name aandacht besteed aan de situatie waarin innovatieve ondernemingen verkeren. Dit type valt door hun risicovolle karakter vaak buiten de bestaande financieringswijzen van banken en moeten daarom op zoek naar alternatieve financieringsvormen, zoals venture capital. Aan de orde komen verder de volgende onderwerpen - ideefase en markttoetredingsstrategieën - het startersbeleid van de overheid - arbeidsrechtelijke aspecten - bedrijfseconomische aspecten - fiscale aspecten.

**Literatuur**


*Reader New Ventures*.


**Opmerkingen**

De literatuurkeuze is onder voorbehoud. Ruim voor aanvang van de start van de colleges zal bekend worden gemaakt welke literatuur is voorgeschreven.
**RGMFI00107** | **Onderneming en Belastingheffing c.s.**

**Contactdocent**
Bouwman, J.N. prof dr
Burgers, I.J.J. prof dr
Halma, H. mr
Jong, M.G. de mr
Zadelhoff, B.G. van prof dr

**Secretariaat**
Y. Tempelaar (tel: 5725)
e-mail: y.tempelaar@rechten.rug.nl

**EC**
7

**Periode**
1.1-2

**Studiejaar**
Master

**Taal**
Nederlands

**Werkvorm**
7x2 uur hoorcolleges in de oneven weken en 7x2 uur werkgroep in de even weken

**Toetsvorm**
Het vak wordt afgesloten met een essay-tentamen.

**Herkansing**
Semester 1.2

**Aanbevolen voorkennis**
Winst, Vennootschapsbelasting en Omzet en Overdrachtsbelasting

**Ingangseisen**
Winst, Vennootschapsbelasting en Omzet en Overdrachtsbelasting

**Opleiding(en)**
Master Fiscale Economie

---

**Doel**
Het verwerven van diepgaande kennis van de onderwerpen die aan de orde zijn gekomen in het vak.

**Inhoud**
Belastingheffing ondernemingen besteedt aandacht aan diverse onderwerpen die spelen rond de belastingheffing van ondernemingen. Onderwerpen die aan de orde komen zijn bedrijfsoverdraging, de bekostiging van pensioenen door ondernemingen, de belastingheffing van samenwerkingsverbanden en de overgang van een ondernemer uit de BV naar een voor eigen risico gedreven onderneming. De onderwerpen van dit vak zullen vanuit de inkomstenbelasting, de vennootschapsbelasting, de omzetbelasting en de overdrachtsbelasting worden belicht.

**Literatuur**
Mobach s.c., *Studenteneditie Inkomstenbelasting*, Kluwer, zoals voorgeschreven voor het vak IB dat is gegeven in het 2e studiejaar, bij normale studievoortgang. Vastbladig.
<table>
<thead>
<tr>
<th>BKM054A05</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Contactdocent</td>
<td>Peet, H.P. van drs (tel.: 3251)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:h.p.van.peet@bdk.rug.nl">h.p.van.peet@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Peet, H.P. van drs</td>
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<tr>
<td></td>
<td>Pennink, B.J.W. drs</td>
</tr>
<tr>
<td>Secretariaat</td>
<td>Knapper, N. (tel: 3151)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:n.knapper@bdk.rug.nl">n.knapper@bdk.rug.nl</a></td>
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<td>Werkvorm</td>
<td>Practicumbijeenkomsten met individuele en groepsopdrachten &amp; aanwezigheid</td>
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<tr>
<td>Toetsvorm</td>
<td>Individuele en groepsopdrachten &amp; aanwezigheid practicumbijeenkomsten</td>
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<td>zie ingangseisen</td>
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<tr>
<td>Opleiding(en)</td>
<td>MScBA, Business Development</td>
</tr>
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</table>

**Doel**
Het doel van dit vak is om te realiseren dat studenten zelfstandig en met voldoende diepgang in staat zijn om een vraagstuk op het terrein van Business Development om te zetten in een onderzoeksontwerp. Dit dient als voorbereiding op de afstudeeropdracht.

**Inhoud**
(semi intensief)
Het vak is gericht op een verdieping op het gebied van de methodologie van bedrijfskundig onderzoek. Het vak wordt twee keer per jaar op vaste tijdstippen gegeven. In dit vak moeten studenten een boek van Gill & Johnson en een boek van Yin bestuderen. In de vorm van een aantal practicumbijeenkomsten wordt geoefend met het maken van een onderzoeksontwerp.

**Literatuur**
**Study Guide Master's degree programmes 2004-2005**

<table>
<thead>
<tr>
<th>BKB074A05</th>
<th>Ontwikkelen van Diensten</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contactdocent</strong></td>
<td>Kuijpers,F.P.J. prof dr ir (tel.: 3151) e-mail: <a href="mailto:f.p.j.kuijpers@bdk.rug.nl">f.p.j.kuijpers@bdk.rug.nl</a></td>
</tr>
<tr>
<td><strong>Docent(en)</strong></td>
<td>Kuijpers,F.P.J. prof dr ir Leenders,R.T.A.J. dr Leeuw,A.C.J. de prof dr ir</td>
</tr>
<tr>
<td><strong>Secretariaat</strong></td>
<td>Knapper,N. (tel: 3151) e-mail: <a href="mailto:n.knapper@bdk.rug.nl">n.knapper@bdk.rug.nl</a></td>
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<td>Op afspraak</td>
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<td>Zie ingangseisen</td>
</tr>
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<td><strong>Ingangseisen</strong></td>
<td>Voor bachelorstudenten het tevens volgen van het trajectvak BD; vrij toegankelijk voor masterstudenten van alle trajecten (studenten welke de bachelor met goed gevolg hebben afgelegd)</td>
</tr>
<tr>
<td><strong>Opleiding(en)</strong></td>
<td>Bachelor Bedrijfskunde Bachelor Technologiemanagement Master of Science in Business Administration</td>
</tr>
</tbody>
</table>

**Doel**

Inzicht verkrijgen in concepten en methoden voor modellering en ontwerp van ontwikkeling van diensten en het kunnen toepassen van die concepten en modellen.

**Inhoud**

Diensten hebben andere kenmerken en eigenschappen dan fysieke goederen zoals de onmogelijkheid om diensten op voorraad te houden en de geringe tastbaarheid van een dienst. Deze onderscheidende kenmerken en eigenschappen bepalen in sterke mate de manier waarop een dienst ontwikkeld kan worden en daarmee de ontwikkelconcepten voor een dienst.

De ontwikkeling van diensten is in toenemende mate van vitaal belang voor organisaties, niet enkel voor dienstenorganisaties in de not for profit en profit sectoren, doch ook voor bedrijven in de industriële sector daar deze hun business veelal proberen te verrijken en uit te breiden door het aanbieden van ondersteunende diensten bij hun fysieke producten.

Middels literatuurstudie komen in dit vak aan de orde hoe een dienst afgestemd op de klant ontwikkeld dient te worden, de meetbaarheid van de beoogde dienst, het verschil met het ontwikkelen van fysieke goederen en hoe m.b.v. ICT diensten ontwikkeld en aangeboden kunnen worden.

Daar studenten het vaak moeilijk vinden om in termen van niet tastbare producten te denken biedt dit vak een nuttige kennismaking en verdieping in de wereld van diensten, een sector waar de West-Europese economieën meer en meer hun drijvende kracht aan dienen te ontnemen.

**Literatuur**

*Dit is verschillend per student en wordt in een gesprek tussen student en docent vastgesteld afhankelijk van het interessegebied van student en docent.*
Part B – Course descriptions

<table>
<thead>
<tr>
<th>RGMFI00106</th>
<th>Particulieren en Belastingheffing c.s.</th>
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</thead>
<tbody>
<tr>
<td><strong>Contactdocent</strong></td>
<td>Bouwman, J.N. prof dr</td>
</tr>
<tr>
<td><strong>Docent(en)</strong></td>
<td>Freudenthal, R.F. prof dr</td>
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<td></td>
<td>Vries, M.J. de mr</td>
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<tr>
<td><strong>Secretariaat</strong></td>
<td>Y. Tempelaar (tel: 5725)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:y.tempelaar@rechten.rug.nl">y.tempelaar@rechten.rug.nl</a></td>
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<tr>
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<td>Semester 1.2</td>
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<tr>
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</tr>
<tr>
<td><strong>Opleiding(en)</strong></td>
<td>Master Fiscale Economie</td>
</tr>
</tbody>
</table>

**Doel**
Het verwerven van diepgaande kennis van de onderwerpen die aan de orde zijn gekomen in het vak.

**Inhoud**
Bij het vak Belastingheffing particulieren wordt dieper ingegaan op een aantal onderwerpen die spelen rond de belastingheffing van personen die voor de belastingheffing niet als ondernemer kwalificeren. Er wordt onder meer aandacht besteed aan de volgende onderwerpen: levensverzekeringen, lijfrentes, de terbeschikkingstelling van vermogensbestanddelen aan ondernemers of BV's door met hen verbonden personen en oudedagsvoorzieningen. De hiervoor genoemde onderwerpen zullen voornamelijk worden bezien vanuit het perspectief van de inkomstenbelasting en de loonbelasting. Er is in dit vak evenwel ook aandacht voor een aantal complexe problemen die spelen op het terrein van de successiewet.

**Literatuur**
C.J.M. Martens en J.C. van Straaten, *Wegwijs in de Successiewet en de Wet op belastingen van Rechtsverkeer*, laatste druk, Vermande, € 45,-.
Objective
To gain insight into and to attain the ability to apply economic models and theories of personnel policy.

Content
The objective of this course is to widen the view of HRM student by explicitly looking at personnel policies through the eyes of an economist. Central to the course is the application of the principles of (labour) economics to the field of Human Resource Management. Knowledge of these principles enables a human resource manager or general manager (responsible for personnel matters) to communicate with financial and other managers about effects and efficiency of personnel policies. These principles provide the manager with tools for gathering data from different information systems for effective use with regard to personnel decisions, too. Personnel economics suggests which data are necessary for taking meaningful decisions.

The course is not only concerned with costs and benefits of personnel but investigates a wide range of personnel policies. Problems that will be dealt with are, among others, when and how much to invest in personnel, how to select personnel, whom should be dismissed etc. Of course much attention will be paid to compensation. Should employees receive incentive pay or an hourly wage. Should we reward absolute or relative performance? How does incentive pay affect employees? Should employees work in teams or should they specialise. Besides monetary rewards attention will be paid to non-monetary rewards, like status and job satisfaction, but also to gossip, (miss) information and industrial politics.

The main advantage of this course is the clear use of economic principles to a wide range of topics. It is much more than a list of possibilities of instruments for personnel policy. Students learn the underlying economic principles of these instruments. Knowledge of these principles can be used in different and new situations. The course will give the students new solutions for existing problems and shows why some of the standard practices should be changed.

Literature
Objective
The course aims to develop an understanding of the methods and techniques used in investment and financial markets. Students become familiar with the practical use of these methods in order to prepare them for a job as financial analyst, portfolio manager, risk manager or performance analyst.

Content
The course studies portfolio theory from the perspective of the investment management process. We consider the most important elements in the process: the choice of the investment objective, the strategic asset allocation, the selection of individual securities and the evaluation of the performance. Essentially, the course focuses on two approaches to asset management. The first approach is passive management, which is based on Markowitz's portfolio theory and the equilibrium theories derived from it. These theories will be applied in practical cases including asset allocation, asset liability management and performance measurement. The second approach is active management and is focussed on fundamental analysis, stock recommendations, and tactical asset allocation. Student should be familiar with arithmetical software packages (ie, Excel, SPSS and Matlab).

Literature
*Selected articles.*

Remarks
Portfolio Management is the successor of the course 'Belegging 1'. Students within the 'old' profile 'Belegging en Vermogensbeheer' of the specialization 'Financiering en Belegging' who up to now did not pass 'Belegging 1' have to do Portfolio Management instead.
EWM041A10 | Public Choice & Law and Economics
---|---
Contactdocent | Sterks, C.G.M. prof dr (tel: 3722)
e-mail: C.G.M.Sterks@eco.rug.nl
Docent(en) | Sterks, C.G.M. prof dr
Secretariaat | Baars-Drent, E.M. (tel: 7018)
e-mail: E.M.Baars@eco.rug.nl
EC | 10
Periode | 2.1
Studiejaar | Master
Taal | Nederlands
Werkvorm | Gecombineerd hoor- werkcollege
Toetsvorm | Schriftelijk tentamen met essayvragen en wekelijkse individuele opdrachten tijdens de collegeperiode.
Herkansing | Semester 2.2
Aanbevolen voorkennis | 
Ingangseisen | Master Fiscale Economie
Opleiding(en) | Master Economics

Doel
Het kunnen toepassen van micro-economische en rechtseconomische inzichten op actuele vraagstukken op het gebied van regulering (eigendomsrecht, contracten, (product-)aansprakelijkheid, strafrecht) en belastingen in een politieke en bureaucratische context.

Inhoud
Het vak bestaat uit de onderdelen public choice en rechtseconomie. De verbindende schakel is dat het relatief moderne stromingen zijn en dat beide stromingen betrekking hebben op de toepassing van economie op recht. Public choice past economie toe op het publiekrecht en rechtseconomie op het privaatrecht.

In het onderdeel public choice worden de belangrijkste onderwerpen uit de openbare financiën behandeld vanuit het public choice perspectief. Het gaat daarbij om onderwerpen zoals markt versus overheid, inkomensverdeling, de taakverdeling tussen bestuurslagen, overheidsuitgaven en vooral belastingen. Het public choice perspectief houdt enerzijds in dat er veel aandacht is voor politieke besluitvorming en bureaucratisch gedrag en anderzijds dat de traditionele theorieën niet voor zoete koek worden aangenomen. De nadruk is micro-economisch. Efficiencyaspecten van belastingen en uitgaven staan tamelijk centraal. De benadering is analytisch, voornamelijk aan de hand van grafieken, aan de hand van een boek met een enigszins neo-liberale kleur.

In het onderdeel rechtseconomie wordt de rechtseconomie in de volle breedte neergezet aan de hand van een van de meest vooraanstaande leerboeken op dit terrein. Een van de belangrijkste claims van de rechtseconomie is dat er in het recht weliswaar een spanningsveld is tussen rechtvaardigheid en efficiency maar dat de efficiency-overwegingen uiteindelijk de doorslag geven. Waar juristen de neiging hebben de nadruk te leggen op de rechtvaardigheid in individuele gevallen en compensatie achteraf, letten rechtseconomen vooral op de gedragseffecten die van wettelijke regels of rechterlijke uitspraken uitgaan. Er wordt aandacht besteed aan
eigendomsrechten, contracttheorie, aansprakelijkheidsrecht, strafrecht en hun onderlinge relatie. Doel van dit onderdeel is vooral een bepaalde manier van denken bij te brengen en de wereld te begrijpen. Je zult zien dat je economie pas echt goed begrijpt, wanneer je de rechtseconomie bestudeerd hebt.

Literatuur

<table>
<thead>
<tr>
<th>EWM042A10</th>
<th>Public Economics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Heijdra,B.J. prof dr (tel: 7303) e-mail: <a href="mailto:b.j.heijdra@eco.rug.nl">b.j.heijdra@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Heijdra,B.J. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Baars-Drent,E.M. (tel: 7018) e-mail: <a href="mailto:E.M.Baars@eco.rug.nl">E.M.Baars@eco.rug.nl</a></td>
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<td>Master Economics</td>
</tr>
</tbody>
</table>

Objective
The course will make use of the insights gained in the Bachelor courses on microeconomics, macroeconomics, public economics, and quantitative methods. The course will be of an analytical and policy-oriented nature. Upon successful completion of the course, the student should be able to read and comprehend the current literature as published in the various volumes of the Handbook of Public Economics and the top learned journals in the field, such as the Journal of Public Economics and International Tax and Public Finance. He/she should also be able to act as a modern and competent professional advisor in government or the private sector.

Content
This course will cover most of the following broad topics:
- Taxation theory: taxation of goods, factors, saving; tax incidence; income taxation; international tax competition; environmental taxation; taxation and debt in a dynamic setting.
- Public goods: education; health care; infrastructure, scale economies, the (modified) Samuelson rule.
- Pensions: ageing, pension reform, the role of migration.
Literature

BKM031A05 Purchasing Management

<table>
<thead>
<tr>
<th>Contact</th>
<th>Kamann, D.J.F. prof dr (tel: 7351) e-mail: <a href="mailto:d.j.f.kamann@bdk.rug.nl">d.j.f.kamann@bdk.rug.nl</a></th>
</tr>
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<tr>
<td>Lecturer(s)</td>
<td>Kamann, D.J.F. prof dr</td>
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<td>Secretary</td>
<td>Knapper, N. (tel: 3151) e-mail: <a href="mailto:n.knapper@bdk.rug.nl">n.knapper@bdk.rug.nl</a></td>
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</table>

Objective
The course expands the knowledge of the purchasing function in organisations and the related processes of materials and supply management. Skills are developed how to diagnose organisations and which analytical tools to use. Having followed the course successfully, students are able to deal with the various strategic, tactical and operational issues in purchasing. Next to the skills to describe and evaluate the purchasing function of organisations in different situations, the course will offer students the theoretical framework to redesign this purchasing function. Students will be able to draw up appropriate differentiated strategies for supplier management.
Content
Purchasing is defined as 'an activity that should enable the organisation to meet customer demand through proper supplier relationships'. This implies that purchasing has to (1) make sure that the right product, of the right quality and the right price arrive at the right moments in the right quantities at the right places; (2) differentiate in their relationship between suppliers that are offering routine products and those who are of strategic importance; (3) have a pro-active attitude, which includes frequent contacts with suppliers to obtain information about new developments and to make some of them co-operative in thinking up new or improved ways of serving the final customers. Given these three aspects, the course will highlight different conceptual and practical views of purchasing and supply management, including the process of materials management.

After an introduction to the course, the general theoretical framework will be discussed: the so-called POP-model. Following from the broad definition of purchasing, it has to start at the market side and find out about the technology-product-market combination(s) the firm is operating on. The purchasing function then has to be organised in terms of policies, organisation and processes (POP) to enable the firm to serve this TPMC as best as possible. Concepts and theories are being discussed. Training how to use them is provided. Extensive attention is paid to techniques to differentiate between the various types of strategies to deal with suppliers, ranging from simple 'spot market buying', 'classical contracts' to 'relational contracts'. Since relationship management is one of the major core competences of modern day purchasing managers, extensive attention will be paid to this. The individual firm is seen as an actor in a network of other actors. With these actors, different types of relationships are maintained. The skills acquired during the course will enable the student to differentiate between these types.

Purchasing still is an underdeveloped area in many companies, both large and small ones. To upgrade the purchasing function, not only technical skills are required (knowing how the purchasing function should be organised in a particular firm) but also social skills are required (how to change the old vision on purchasing into a shared new view on purchasing). Therefore, special attention is given to this aspect of the required management skills in purchasing.

In addition, the operational and logistical (supply chain) aspects are being dealt with. Subject in this context are the design of the purchasing process, the relationship between the operational levels of purchasing, logistics, production and marketing, the role of information systems (EDI, ERP) and electronic contacts such as E-Commerce, E-procurement and E-Business.

Purchasing should be seen in its context of related activities such as marketing, production and supply chain management/logistics. This course will highlight and discuss the importance of these overlaps, including the role of multi-disciplinary teams. Although the course will give students the latest developments in theoretical concepts and thinking, the course has an explicit practical goal. Students will acquire the skills required in practice. Practical exercises and many examples from the real world of business- both multinationals and SMEs- will strain the student in using his/her skills in an appropriate way.

Literature
Reader Purchasing Management.
Additional book to be announced; or additional articles.
Quality Management

Contact
Broekhuis, M. dr (tel.: 7288)
e-mail: m.broekhuis@bdk.rug.nl

Lecturer(s)
Vacancy
Broekhuis, M. dr

Secretary
Kooi-Kamphuis, R. (tel: 7020)
e-mail: r.kooi-kamphuis@bdk.rug.nl
Meijer, M.J. (tel: 7020)
e-mail: m.j.meijer@bdk.rug.nl

EC
5

Period
2.1-2

Study year
Master

Language
English

Format
Lectures, problem sessions, discussion of cases, practical assignment

Assessment
Written exam and an assignment

Resit
August

Recommended priors

Prerequisite(s)
MScBA, Operations & Supply Chains

Objective
The objective of this course is to give students theoretical and practical knowledge about:
- the most important principles, methods and techniques of Quality Management in production and service organizations;
- the possibilities and ways to change organizations towards excellent performing organizations.

Content
This course elaborates on the main principles, practices and techniques of Quality Management. The fundamental principles of Quality Management such as process management, continuous improvement, client centeredness, and teamwork have become seamlessly integrated into basic management practice and continue to represent an effective approach for achieving business success.

In this course the basic ideas and practices of Quality Management are discussed such as process hierarchy and control, performance management, leadership, quality culture, continuous improvement, and developing quality systems. Later on, also practical tools are introduced and practiced, like tools for the design of processes, and process improvement.

Literature
Quantitative Logistics

**Contact**
Goldengorin, B. dr (tel: 3794)
e-mail: b.goldengorin@eco.rug.nl

**Lecturer(s)**
Sierksma, G. prof dr
Goldengorin, B. dr

**Secretary**
Bennink-Bambang Oetomo, E.S. (tel: 3460)
e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl

**EC**
10

**Period**
2.1

**Study year**
Master

**Language**
English

**Format**
Lectures and assignments

**Assessment**
The evaluation of this course includes two parts. 80% of this course is covered by a written examination and 20% by computer assignments.

**Resit**
Semester 2.2

**Recommended priors**

**Prerequisite(s)**
Study

**Objective**
The objective of this course is to make students familiar with state-of-the-art optimisation techniques that are used to solve logistical problems.

**Content**
Optimisation techniques (including partial enumeration and heuristic algorithms as well as deterministic and stochastic dynamic programming) that are used to solve logistical problems, including Shortest Path, Shortest Spanning Tree, Assignment, Travelling Salesman, Simple Plant Location, Set Covering, Maximum and Minimum Flow (Cut), Matching, Arc Routing (Chinese Postman), Linear Ordering and Inventory (deterministic and probabilistic) Problems.
The students are challenged to use a computer package (NETSOLVE) for solving a number of more or less real-life problems from the area of telecommunication.

**Literature**
**Objective**

The aim of this course is to learn by practising what research is all about.

**Content**

Research and especially PhD-research consists of two main parts: planning a project and executing a project. This course starts with learning and practising project planning and management skills in a short and intensive training. In the second part of the course, the student participates actively in ongoing research in order to practice day-to-day research activities such as data gathering of a project (interviewing, helping in a survey, or searching archives), analysing data, doing a literature survey, or building a simulation model. This part is supervised by a SOM-fellow.

**Literature**

*To be announced.*
Part B – Course descriptions

<table>
<thead>
<tr>
<th>EWM047A10</th>
<th>Researchlab Econometrics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Bekker, P.A. prof dr (tel: 3817) e-mail: <a href="mailto:p.a.bekker@eco.rug.nl">p.a.bekker@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Bekker, P.A. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460) e-mail: <a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
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<td>Period</td>
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<tr>
<td>Format</td>
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<td>Recommended priors</td>
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<td></td>
</tr>
<tr>
<td>Study</td>
<td>Master Econometrics, Operations Research &amp; Act. Studies</td>
</tr>
</tbody>
</table>

Objective
To arouse interest for econometric and quantitative economic research, for example, as it takes place in a PhD-research project.

Content
Students do research in small groups (maximum three, minimum one). There are no classes, the literature is not fixed and there is no exam. Instead the group writes a report and presents it at a meeting at the end of the course. The assignment can be selected from a file of assignments. Each assignment has been described briefly, on a single sheet, by a companion researcher. Choosing an assignment provides the right to communicate ten times for one hour with the companion researcher. The latter will also provide additional information about relevant literature, data and computer programming. At the end, after presentation of the research report, approval by the companion researcher and the (administrative) supervisor is needed to acquire the credits.

Literature
See ‘Remarks’.

Remarks
Contact the supervisor. The course starts with a meeting of all participant students and the supervisor. The assignments will be selected and further arrangements will be made. The date for the final presentations will be set as well.
Risicomanagement (Capita selecta, onder voorbehoud)

**Contactdocent**
Bronsema, H.J.J. prof dr (tel.: 7291)
e-mail: h.j.j.bronsema@bdk.rug.nl

**Docent(en)**
Bronsema, H.J.J. prof dr
Horbeek, F.J.

**Secretariaat**
Bakker, I.J. drs (tel: 3535)
e-mail: i.j.bakker@bdk.rug.nl

**EC**
5

**Periode**

**Studiejaar**
Master

**Taal**
Nederlands

**Werkvorm**
De cursus is probleemgericht; case- en literatuurstudie; het werken met beslissingsondersteunende systemen. Het werk wordt in kleine groepen verricht, en in 'de grote groep' gepresenteerd en bediscussieerd. Actieve participatie is vereist.

**Toetsvorm**
Mondeling literatuurtentamen en een schriftelijk rapport over onderzoek

**Herkansing**
Aanbevolen

**Aanbevolen voorkennis**

**Ingangseisen**
Opleiding(en)
Master Accountancy & Controlling

**Doel**
Het op integrale wijze leren om te gaan met onzekerheden waarmee bedrijven worden geconfronteerd, het aankweken van een risicobewuste attitude en het kritisch leren omgaan met beslissingsondersteunende systemen.

**Inhoud**
Deze cursus beoogt de mogelijkheid te bieden tot bestudering van het verschijnsel Risico Management (R.M.), en de ontwikkeling van dit begrip, vanuit verschillende disciplines. R.M. kan (eenvoudig) worden omschreven als 'het omgaan met onzekerheid'; of iets ingewikkelerd: het geheel van systemen en subsystemen, dat tot doel heeft de risico's, die een organisatie bedreigen bij het uitvoeren van haar activiteiten en het bereiken van haar doelstellingen, zo volledig en systematisch mogelijk te beheersen. Als start voor deze cursus is gekozen voor een benadering vanuit probleemspecificaties op het terrein van het financieel management, verzekeringen, bankmanagement en beleggingsmanagement. Aandacht wordt besteed aan de bestudering, de ontwikkeling, het gebruik en de implementatie van informatie- (resp. beslissingsondersteunende) systemen ter ondersteuning van de planning en beheersing (= management). De problematiek zal benaderd worden zowel vanuit de theorie als vanuit de praktijk. Gebruik zal worden gemaakt van case- en literatuurstudie. Vervolgens kunnen de probleemstellingen veranderd worden tot andere management-problemen (inclusief het begrip 'Integraal R.M.'). Daar deze cursus zowel voor eigen studenten als in de praktijk werkzame mensen wordt opengesteld, is het de bedoeling aandacht te besteden aan diverse praktische toepassingsmogelijkheden van dergelijke benaderingen/systemen/modellen bij 'echte problemen'.

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**BKM033A05**

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174
L iteratuur

O pmerkingen
Het onderdeel wordt, in verband met de gezondheidssituatie van de docent, onder voorbehoud gegeven in overleg met de docent als capita selecta. Studiebelasting in overleg tussen de 5 en 10 EC.

<table>
<thead>
<tr>
<th>EWM048A10</th>
<th>Risk and Derivatives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Smid,P.P.M. dr (tel: 3668)</td>
</tr>
<tr>
<td></td>
<td>e-mail: P.P.M.Smidaeco.rug.nl</td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Smid,P.P.M. dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Pols,A.D. drs (tel: 3685)</td>
</tr>
<tr>
<td>EC</td>
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<td>Period</td>
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<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Seminars and paper presentations</td>
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<tr>
<td>Assessment</td>
<td>The final grade is a weighted average of the result on the group assignments and the grade on the written exam. The written examination determines 80 % of the grade and the group result counts for 20 %.</td>
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<tr>
<td>Resit</td>
<td>Semester 2.1</td>
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<td>Recommended priors</td>
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<td>Study</td>
<td>MScBA, Finance</td>
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</tbody>
</table>

O bjective
The purpose of this course is to acquire more knowledge about the theoretical and practical aspects of financial derivatives, in connection with their use in portfolio and risk management. After passing this course, students have advanced knowledge of the characterization and valuation of the main financial derivatives, together with advanced knowledge how to use them in a portfolio and risk management context.

C ontent
This course will focus on the characterization and valuation of financial derivative instruments, such as options, forwards, futures, and swaps. Special attention will be devoted to the use of these instruments in portfolio and risk management. The course material also focuses on institutional aspects, the practical and theoretical way in which market prices are established, and the relation with arbitrage and hedging strategies.

L iterature
Hull, John C., *Options, Futures, and Other Derivatives*, 5th edition, 2003, Prentice Hall. *A selection of articles and working papers*, further information about the selected articles and papers will be provided at the start of the course.
Remarks
Risk and Derivatives replaces the course 'Financiële Derivaten'. Students within the 'old' profile 'Financiering en Risk Management' of the specialization 'Financiering en Belegging' who up to now did not pass 'Financiële Derivaten' have to do Risk and Derivatives instead.

<table>
<thead>
<tr>
<th>EWM049A10</th>
<th>Risk Models</th>
</tr>
</thead>
</table>
| Contact   | Koning, R.H. prof dr (tel: 7192)  
            | e-mail: R.H.Koning@eco.rug.nl |
| Lecturer(s)| Koning, R.H. prof dr |
| Secretary | Bennink-Bambang Oetomo, E.S. (tel: 3460)  
            | e-mail: E.S.Bennink-Bambang.Oetomo@eco.rug.nl |
| EC        | 10 |
| Period    | 2.1 |
| Study year| Master |
| Language  | English |
| Format    | Main lecture (mandatory), assignments, presentations |
| Assessment| Class participation (minimum attendance 80%), presentation, a paper, and a written exam |
| Resit     | Semester 2.2 |
| Recommended priors |
| Prerequisite(s) |
| Study     | Master Econometrics, Operations Research & Act. Studies |

Objective
This course teaches models to analyse extreme events in financial time series, general insurance, hydrology, networks, etc. The theoretical models are applied using 'real' data sets.

Content
Extreme events occur more often than is generally believed. How does one model the frequency of occurrence of extreme events, and how does one model the excess over a high threshold (for example, what is the expected loss on a portfolio, given that the loss is at least 15%)? Extreme value theory provides useful answers to such questions. It is used in practice to model the risk on portfolio's of investments, on insurance portfolio's, but also to determine the height of dykes, and the capacity of networks. Extreme value models have been used successfully to provide benchmarks used in scenario analysis. In the course both theory and practical applications are discussed. Students will analyse real datasets themselves with these methods. The course is relevant for students with interest in finance, econometrics, and actuarial science.

Literature

Remarks
Foreign students have taken this course in previous years. They are advised to contact the lecturer before signing up. Material will be made available on Nestor.
BKM034A05  Service Operations

Contact  Land, M.J. dr (tel: 7188)
          e-mail: m.j.land@bdk.rug.nl

Lecturer(s)  Land, M.J. dr
           dr. M. Broekhuis

Secretary  Kooi-Kamphuis, R. (tel: 7020)
           e-mail: r.kooi-kamphuis@bdk.rug.nl
           Meijer, M.J. (tel: 7020)
           e-mail: m.j.meijer@bdk.rug.nl

EC  5

Period  1.1-2

Study year  Master

Language  English

Format  Lectures, problem sessions, practicals, assignments

Assessment  Written exam (essay) after first part and assignments in the second part

Resit  By appointment

Recommended priors

Prerequisite(s)

Study  MScBA, Operations & Supply Chains

Objective
After finishing this course, students should have a profound understanding of the managerial issues, which are typical for service operations and be able to design and execute projects in the field of service operations management.

Content
The management of service operations differs in several respects from the management of manufacturing operations. This course introduces students into the distinguishing characteristics of service organizations and the resulting managerial requirements.

The first part of the course consists of lectures discussing literature, combined with sessions on specific topics prepared by the students. It is concluded by a written exam. Service issues covered in this part are: service concepts, strategies, development, service performance, managing the client/front-office/back-office interface, capacity management, and process management.

Elaborating on this knowledge, the second part of the course focuses on service projects and methodology. Examination of this part is based on an assignment.

Literature
### Services en Direct Marketing

<table>
<thead>
<tr>
<th>EWM050A10</th>
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<tbody>
<tr>
<td>Contactdocent</td>
<td>Willenborg,G.B.W. dr (tel: 4507)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:g.b.w.willenborg@eco.rug.nl">g.b.w.willenborg@eco.rug.nl</a></td>
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<tr>
<td>Docent(en)</td>
<td>Hoekstra,J.C. prof dr</td>
</tr>
<tr>
<td></td>
<td>Willenborg,G.B.W. dr</td>
</tr>
<tr>
<td>Secretariaat</td>
<td>Wiersema,J.M. (tel: 3686)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:j.m.wiersema@eco.rug.nl">j.m.wiersema@eco.rug.nl</a></td>
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<td>Taal</td>
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<td>Werkvorm</td>
<td>Hoor- en werkcolleges</td>
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<td>Toetsvorm</td>
<td>Op basis van groepswerk en een schriftelijk tentamen over de literatuur en collegestof</td>
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<tr>
<td>Herkansing</td>
<td>Augustus</td>
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<tr>
<td>Aanbevolen voorkennis</td>
<td>Marketing 2: Consumentengedrag en Marktonderzoek</td>
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<td>Ingangseisen</td>
<td>MScBA, Marketing</td>
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</table>

### Doel

De cursus biedt deelnemers een inleiding in twee belangrijke componenten uit de marketing, die in praktijk vaak samen voorkomen: direct marketing (DM) en services (of diensten)marketing (SM). Deelnemers dienen inzicht te verwerven in de bijzonderheden van deze twee vormen van marketing en dit inzicht te kunnen toepassen in de analyse en oplossing van praktijkcasuïstiek.

### Inhoud

Het eerste deel van de cursus betreft services marketing, de marketing door aanbieders van diensten. Dit zijn niet alleen aanbieders van frequent gekochte (transport, toerisme, post, entertainment) of duurzame diensten (financiële diensten, telecommunicatie en internet, huisartsen, accountants, onderwijs). Ook de aanbieders van frequent gekochte consumentengoederen voegen diensten toe aan hun aanbod in de vorm van informatie- en klachtenlijnen (Unilever, Heineken). Detaillisten onderscheiden zich zowel in de goederen- als dienstencomponent van hun concurrenten (zie Albert Heijn vs. Lidl, Shell vs self-tank). Duurzame goederen (auto’s, computers, e.d.) worden vaak samen met diensten (onderhoud, reparatie, upgrading, lease & financiering) aangeboden.


Dit deel van de cursus vormt het platform voor het tweede deel: Direct Marketing, een veel door aanbieders van diensten gehanteerde marketingstrategie. DM streeft op basis van kennis van individuele (potentiële) klanten naar voor betrokken partijen profijtelijke lange-termijn klantrelaties. In de operationele fase gaat het veelal om directe interactie van aanbieders met aannemers in de fasen voor-, tijdens en naaankoop(consumptie) en de integratie van marketing en operationele processen.
Daarbij zijn directe communicatie met klanten, al dan niet via media, en het management van databases met klantgegevens van belang.

Onderwerpen die in de cursus aan de orde komen zijn onder meer: markt- en klantgerichtheid van dienstenorganisaties, verschillende typen diensten en de consequenties voor consumenten en marketing, positionering van diensten, kwaliteit van diensten en kwaliteitsmanagement, de rol van relatie- en direct marketing in dienstenorganisaties, het management van diensten- en klantenprocessen, het verwerven en onderhouden van klantkennis en klantinteractie, de 'uitgebreide' marketing mix, het belang van fulfillment, het meten van marketinginspanningen, vraag- en aanbodmanagement, en de invloed van ICT op dienstenprocessen en klantenervaringen.

**Literatuur**


<table>
<thead>
<tr>
<th>Code</th>
<th>Simulation of Business Processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Zee, D.J. van der dr ir (tel: 4687)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:d.j.van.der.zee@bdk.rug.nl">d.j.van.der.zee@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Zee, D.J. van der dr ir</td>
</tr>
<tr>
<td>Secretary</td>
<td>Henriquez-Peterson, L.L. (tel: 7491)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:l.l.henriquez-peterson@bdk.rug.nl">l.l.henriquez-peterson@bdk.rug.nl</a></td>
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<tr>
<td>Study year</td>
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<tr>
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<td>TBK jaar 4</td>
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<td>Doctoraal TBW jaar 4</td>
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<tr>
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<td>Format</td>
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<tr>
<td>Assessment</td>
<td>Grading is based on assignments.</td>
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<tr>
<td>Resit</td>
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<tr>
<td>Recommended priors</td>
<td>Basic knowledge of statistics and programming</td>
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<tr>
<td>Study</td>
<td>TBW programma</td>
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<td>Masteropleiding TBK</td>
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</table>

**Objective**

Make students familiar with the principles of discrete event stochastic simulation, in order to develop their capabilities in:

- doing simulation projects aiming at the improvement of logistic performance of business processes;
- recognizing whether simulation would be suitable for solving a logistic problem in (service) industry.
Content
Simulation is the most popular tool used for quantitative modelling and analysis of business processes. It offers a flexible approach in many fields of application, e.g. the (re)design of production and distribution processes, warehouses, supply chains, and factory layouts. In addition, the tool has been successfully applied within the context of workflow management.
The course consists of three parts. The first part addresses a general introduction in setting up a simulation study. Main themes are: project specification, model building and experimenting. The second part of the course focuses at the application of simulation. The basics of a simulation language will be taught using a tutorial. Also a number of small case examples are to be modelled and analyzed. Finally, in part three of the course, the skills of the student in simulation modelling are tested by a full-size case.

Literature
Reader: Tutorial EM-Plant, available as a reader.

<table>
<thead>
<tr>
<th>EWM051A10</th>
<th>Small Business Economics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contactdocent</td>
<td>Lutz, C.H.M. dr (tel: 7339)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:c.h.m.lutz@bdk.rug.nl">c.h.m.lutz@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Docent(en)</td>
<td>Lutz, C.H.M. dr</td>
</tr>
<tr>
<td>Secretariaat</td>
<td>Brummelen, K. van (tel: 3453)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:k.van.brummelen@bdk.rug.nl">k.van.brummelen@bdk.rug.nl</a></td>
</tr>
<tr>
<td></td>
<td>Buwalda-de Vries, T.E. (tel: 3453)</td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Periode</td>
<td>1.1-2</td>
</tr>
<tr>
<td>Studiejaar</td>
<td>Master</td>
</tr>
<tr>
<td>Taal</td>
<td>Nederlands</td>
</tr>
<tr>
<td>Werkvorm</td>
<td>Hoor- en werkcolleges waar groepsopdrachten worden besproken. Aanwezigheid bij de colleges is verplicht.</td>
</tr>
<tr>
<td>Toetsvorm</td>
<td>Schriftelijk tentamen (open vragen) over de literatuur en de collegestof (50 %) Groepsopdracht: paper (50 %)</td>
</tr>
<tr>
<td>Herkansing</td>
<td>Semester 1.2</td>
</tr>
<tr>
<td>Aanbevolen voorkennis</td>
<td>Field Course Small Business Management</td>
</tr>
<tr>
<td>Ingangseisen</td>
<td>Trajectvak Small Business &amp; Entrepreneurship: Fundamentals of SB&amp;E</td>
</tr>
<tr>
<td>Opleiding(en)</td>
<td>MScBA, Small Business &amp; Entrepreneurship</td>
</tr>
</tbody>
</table>

Doel
Studenten inzicht verschaffen in de economische marktmechanismen waar het MKB mee wordt geconfronteerd. De student leert economische theorieën toe te passen om specifieke 'externe' vraagstukken met betrekking tot het MKB op te lossen.
Inhoud


Literatuur

Reader.
Objective
To be announced.

Content
To be announced.

Literature

Remarks
This course will be in Dutch if there are no foreign students participating.

<table>
<thead>
<tr>
<th>EWM053A10</th>
<th>Stochastic Programming</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Vlerk, M.H. van der dr (tel: 3816)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:m.h.van.der.vlerk@eco.rug.nl">m.h.van.der.vlerk@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Vlerk, M.H. van der dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Bennink-Bambang Oetomo, E.S. (tel: 3460)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:E.S.Bennink-Bambang.Oetomo@eco.rug.nl">E.S.Bennink-Bambang.Oetomo@eco.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Period</td>
<td>1.1-2</td>
</tr>
<tr>
<td>Study year</td>
<td>Master</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Lectures, take homes, case study</td>
</tr>
<tr>
<td>Assessment</td>
<td>Written exams, take homes and a computer assignment.</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 2.1</td>
</tr>
<tr>
<td>Recommended priors</td>
<td></td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td></td>
</tr>
<tr>
<td>Study</td>
<td>Master Econometrics, Operations Research &amp; Act. Studies</td>
</tr>
</tbody>
</table>

Objective
Obtaining insight in the possibilities to include uncertainty and risk in mathematical decision models.

Content
This course consists of a series of formal lectures. Linear programming problems, of which some of the parameters are considered as unknown realizations of random variables, constitute the core of the course. The emphasis is on the various ways of (re-)formulating the problem, including the pros and cons of the concepts of risk and risk aversion. Model building is illustrated by means of both classroom examples and realistic models. A major application area of Stochastic Programming is Asset Liability Management (ALM). Therefore, whenever possible, general concepts are presented and illustrated in this context.

Special attention is paid to solution techniques such as large-scale LP, decomposition, convex programming, Monte Carlo simulation, and random search. Motivated by their important role in Stochastic Programming, theory and techniques from Non-Linear and Dynamic Programming are discussed.
Students are required to work out take-home exercises and to write a paper on a case, with the aim of acquiring experience with modelling and computation based on the software package SLP-IOR. Also, participants will present the results of their case studies during the lectures.

Key words: risk and risk aversion, chance constraints, recourse models, expected utility, solution methods.

**Literature**


---

**Objective**

The course aims to provide an overview of state-of-the-art strategic management concepts and theories that are particular relevant for understanding non-technical innovation in the knowledge-based economy. This course offers the building blocks that can be used for the strategic management of non-technical innovations in the service sector, creative/cultural industries, and design-based manufacturing. Being able to apply this knowledge in concrete business and/or policy situations is also part of the teaching objective.
Content
Strategic management entails the continuous matching of an outside-in perspective (what are our margins of freedom within our environment in terms of selection systems, band wagon effects, strategic interaction etc.?) with an inside-out perspective (what are our particular strengths in terms of knowledge and creativity, competences, strategic commitment, trust, social construction, sense making and branding?) and deliberately and pro-actively stretching the (perceived) gap between these two perspectives.
Moreover, the field of strategic management also implies a matching (and stretching) process at the different levels within and around organisations (in terms of co-evolution, learning, diffusion of trends and ideas, networks, alliances, etc.). This ultimately results in strategy implementation and organizational change. This course on Strategy and non-technical Innovation is structured along the lines of these perspectives. During the course the main themes are addressed that are particularly relevant for the field of non-technical innovation in all kinds of industry, but especially the service sector, cultural industries and design-based manufacturing.

Literature
Virtual reader on Nestor.

<table>
<thead>
<tr>
<th>EWM057A10</th>
<th>Theoretical Foundations of Corporate Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Lensink, B.W. prof dr (tel: 3712) e-mail: <a href="mailto:b.w.lensink@eco.rug.nl">b.w.lensink@eco.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Lensink, B.W. prof dr</td>
</tr>
<tr>
<td>Secretary</td>
<td>Pols, A.D. drs (tel: 3685)</td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Period</td>
<td>2.1</td>
</tr>
<tr>
<td>Study year</td>
<td>Master jaar 1</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>Lectures</td>
</tr>
<tr>
<td>Assessment</td>
<td>All students need to write a critical essay (or give a presentation) about a standard corporate finance article. This essay counts for 25% of the final grade. In addition, there will be a final exam (written or oral depending on the amount of students following the course), counting for 75% of the grade. The entire course counts for 10 EC.</td>
</tr>
<tr>
<td>Resit</td>
<td>By appointment</td>
</tr>
<tr>
<td>Recommended priors</td>
<td>Specialization Course Financial Intermediation</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>This advanced master course is developed for students interested in theoretical research and aiming at doing a PhD in finance. Students need to have a solid background in the theory of corporate finance.</td>
</tr>
<tr>
<td>Study</td>
<td>Researchmaster (Honors) in Economics and Business</td>
</tr>
</tbody>
</table>
Objective
This course gives a theoretical introduction to corporate finance, financial structure of
the firm, and financial contracting. It will extend student’s knowledge and
understanding of finance principles covered in the previous finance courses taught in
the bachelor programs. The course covers the theories that form the foundations of
finance, with particular attention to topics in corporate finance. The distinctive feature
of the course is that it emphasizes the theoretical foundations of corporate finance and
hence focuses on theoretical models, rather than on practical rules and details of
institutional arrangements. The course aims to provide a solid (theoretical) background
for students who plan to write a PhD thesis in financial economics or corporate
finance.

Content
Topics include: valuation under certainty and uncertainty, optimal capital structure,
agency costs and asymmetric information, payout policy, financial contracting, going
public and private decisions and mergers and acquisitions.

Literature
University Press. In addition, some standard articles in corporate finance will be
discussed.

<table>
<thead>
<tr>
<th>BKM113A02</th>
<th>Vaardigheden HRM</th>
</tr>
</thead>
</table>
| Contactdocent | Dirven, J.E.M. drs (tel: 3367)  
| e-mail: je.m.dirven@bdkrug.nl |
| Docent(en) | Dirven, J.E.M. drs |
| Secretariaat | Agterberg, I.J.M. (tel: 3854)  
| e-mail: ij.m.hut-agterberg@bdkrug.nl |
| EC | 2 |
| Periode | 1.2  
| 2.1  
| Wordt vaker aangeboden |
| Studiejaar | Master |
| Taal | Nederlands |
| Werkvorm | 5 Trainingsdagen |
| Toetsvorm | 100 % aanwezigheidseis. Mondeling eindgesprek. |
| Herkansing |  |
| Aanbevolen voorkennis |  |
| Ingangseisen |  |
| Opleiding(en) | Master Human Resource Management |

Doel
In dit vakonderdeel worden vaardigheden aangeboden in het kader van HRM binnen
organisaties. Het doel hierbij is:
- het vergroten van inzicht in het persoonlijke functioneren als individu;
- inzicht in het effect dat men heeft op de ander;
- het verbeteren van de communicatieve vaardigheden.
Inhoud

Onderwerpen die hierbij aan de orde komen zijn:

- inzicht in persoonlijke kwaliteiten (competenties) en valkuilen;
- oefenen met communicatiewaardigheden als feedback geven luisteren,
  presenteren, probleemgesprekken, functionerings- en adviesgesprekken voeren;
- interactie- en beïnvloedingsstijlen o.a. in management- en advies situaties;
- onderhandelen en conflictanalyseren;
- werving- en selectiegesprekken voeren.

Deze onderwerpen worden altijd behandeld in de bovengenoemde context van de HR-
manager. Er is aanzienlijke overlap tussen de trainingen zoals die in het vak
vaardigheden HRM worden gegeven en de bachelorvakken Managementvaardigheden
en Effectieve Gespreksvoering. Studenten die reeds een van de laatst genoemde
vakken hebben gevolgd kunnen het vak vaardigheden HRM vervangen door 2 extra
EC aan keuzevakken. Hiertoe dient bij de docent een verzoek te worden ingediend.

Literatuur

Wordt nader bekend gemaakt.

---

**BKM117A05** | **Verdieping BD**
---|---
**Contactdocent** | Peet, H.P. van drs (tel.: 3251)
e-mail: [h.p.van.peet@bdk.rug.nl](mailto:h.p.van.peet@bdk.rug.nl)
**Docent(en)** | Peet, H.P. van drs
Pennink, B.J.W. drs
**Secretariaat** | Knapper, N. (tel: 3151)
e-mail: [n.knapper@bdk.rug.nl](mailto:n.knapper@bdk.rug.nl)
**EC** | 5
**Periode** | Ieder halfsemester
**Studiejaar** | Master
**Taal** | Nederlands
**Werkvorm** | Semi-intensief. Zie ‘Inhoud’.
**Toetsvorm** | Individuele en groepsopdrachten en aanwezigheid
practicumbijeenkomsten
**Herkansing** | Zie ‘Inhoud’
**Aanbevolen voorkennis** | zie ‘Ingangseisen’
**Ingangseisen** | De bacheloropleiding moet afgerond zijn.
**Opleiding(en)** | MScBA, Business Development

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Doel

Het doel van dit vak is dat studenten hun kennis op het gebied van Business
Development kunnen verbreden of verdiepen door afhankelijk van hun specifieke
interesse een vak te kiezen uit een selecte lijst vakken.

Bij eventuele individuele invulling: het doel van dit vak is om te realiseren dat studenten
zelfstandig en met voldoende diepgang een redenering kunnen opzetten op het terrein
van Business Development.
Inhoud
Het vak is gericht op verdere inhoudelijke verdieping op het gebied van Business Development. Het vak bestaat uit een keus voor de student uit een beperkt aantal geaccepteerde en bestaande vakken.
In ieder geval zijn de volgende vakken geaccepteerd:

- Ontwikkelen van diensten
- Business Development in Action
- Organizational Change and Business Development
- Trends in Business Development
- Kennismanagement en Innovatie

Literatuur
Zie omschrijving gekozen vak, In het geval studenten kiezen voor individuele invulling wordt literatuur vastgesteld in overleg met de begeleidende docent.

<table>
<thead>
<tr>
<th>BKM045A05</th>
<th>Working Capital Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contact</td>
<td>Heijes, C.P.A. drs (tel: 7784)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:c.p.a.heijes@bdk.rug.nl">c.p.a.heijes@bdk.rug.nl</a></td>
</tr>
<tr>
<td>Lecturer(s)</td>
<td>Heijes, C.P.A. drs</td>
</tr>
<tr>
<td>Secretary</td>
<td>Bakker, I.J. drs (tel.: 3535)</td>
</tr>
<tr>
<td></td>
<td>e-mail: <a href="mailto:i.j.bakker@bdk.rug.nl">i.j.bakker@bdk.rug.nl</a></td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>Period</td>
<td>2.1</td>
</tr>
<tr>
<td>Study year</td>
<td>Master</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Format</td>
<td>A series of lectures in which active participation will be asked, a paper, cases and assignments (see ‘Remarks’ for details)</td>
</tr>
<tr>
<td>Assessment</td>
<td>A written examination at the end of the course will constitute seventy percent of the final mark. The written paper, the cases and the assignments constitute thirty percent of the final mark.</td>
</tr>
<tr>
<td>Resit</td>
<td>Semester 2.2</td>
</tr>
<tr>
<td>Recommended priors</td>
<td></td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td></td>
</tr>
<tr>
<td>Study</td>
<td>Master of Science in Business Administration</td>
</tr>
</tbody>
</table>

Objective
The objective of this course is to widen and deepen the knowledge of students on working capital management and control.

Content
Working capital management and control studies in particular the several interrelationships that inevitably exist between working capital and the operations that take place within a firm. The co-ordinated management and control of the working capital operations within a firm encompass decisions concerning purchase process, production and inventory process and sales. The course will develop an understanding of the specific way in which these operating processes interact with the working capital management and control of a firm. The course will further pay specific attention to the financing and investment decisions regarding working capital. During the course we will also be studying the organizational aspects of the working capital functions, the relation
to other departments within the firm and the control cycle of forecasting, planning, monitoring and evaluating working capital. The focus of working capital management and control will be directed both internally (control, optimisation, value measurement) and externally (backward and forward linkages of the firm). Special topics include amongst others the focus of working capital in small firms, a comparative study of working capital in government, transition and privatised firms and cash management in the euro zone.

**Literature**

*To be announced.*

**Remarks**

The course consists of a series of lectures in which active participation will be asked from students. In addition students will write a paper on a specific theoretical issue concerning working capital management and control based on scientific, reviewed articles. The papers will be presented and discussed during lectures. During the course students will also work out and discuss three extensive, integrative cases and a number of shorter specific assignments. The cases will encompass calculations as well as dilemmas, conflicts and decisions which organisations face in dealing with the relationships and interactions between working capital and the several operations of an organisation. Students will be working both individually and in groups. **TARGET GROUP:** Working capital management and control is one of the related electives of Organizational & Management Control. It can also be taken by other students and is of particular relevance for students within Finance. On account of its operational and managerial approach towards working capital, the course is also of special interest for students within Marketing, Business & ICT Specialization, Operations & Supply Chains and Small Business & Entrepreneurship. **Target group** Working capital management is one of the related electives of Organizational & Management Control. It can also be taken by other students and is of particular relevance for students within Finance. On account of its operational and managerial approach towards working capital, the course is also of special interest for students within Marketing, Business & ICT Specialization, Operations & Supply Chains and Small Business & Entrepreneurship.
Part C General information

This section of the study guide contains practical information such as how and where to register for courses and examinations, study supervision and the addresses and telephone numbers of faculty and university offices.

If you cannot find the information you require, send an e-mail to one of the following addresses:

For the Faculty of Management and Organization:
studieadviseurs@bdk.rug.nl or studyadvisors@bdk.rug.nl

For the Faculty of Economics:
studieadviseurs@eco.rug.nl or studyadvisors@eco.rug.nl

Your comments and suggestions are welcome.
C1 Registration

C1.1 How to register and deregister for a RuG study programme

Central Student Administration (CSA)
The CSA provides information on matters such as:
- registration and allocation of course places
- registration / deregistration
- payment or reimbursement of tuition fees
- declarations required by external institutions
- English, French or German translations of examination results.
For addresses, see section C16.

C1.2 Registration for courses
You must register via http://progresswww.nl/rug for all the courses you plan to follow. You can use one of the computers at the “Rekencentrum” (Computer Centre, RC) to register (RC 0013, 0023, 0032, 0033 and 0046).

Registration for a course is not without obligations. Once you have registered, you are expected to follow the course. Of course, you can withdraw from the course within the registration period. If special circumstances compel you to withdraw from a course before it begins, you should inform the Faculty Education Office. You must fulfil the requirements for the course before it commences, otherwise you will not be admitted to it. For more information, see the course descriptions on the web sites for Economics and Management and Organization: http://bdk.eco.rug.nl/studiegids/2004-2005.

The registration deadlines are as follows:
Semester 1, block 1: until 26-07-2004
Semester 1, block 2: until 04-10-2004
Semester 2, block 1: until 17-01-2005
Semester 2, block 2: until 21-03-2005
Registration begins at least six weeks in advance of the above dates.

N.B. Other faculties may have different registration periods.

Registration for students from other faculties
Extra faculty students should follow the same procedure as students of Economics and students of Management and Organization (i.e. via the ProgRESS WWW web site). The above registration periods also apply.
N.B. For General Subjects (AVV), first select ‘Algemeen Vormende Vakken’ in the menu at ProgRESS WWW, then the Faculty.

C1.3 How to register for examinations
Students must register for examinations via http://progresswww.nl/rug. You can register at one of the computers at the Rekencentrum (RC 0013, 0023, 0032, 0033 and 0046). Registration is open from four weeks to seven calendar days before the examination. N.B. registration is compulsory.
If you miss the registration deadline
Students of Economics should go to the Information Desk. Your name will be put on a waiting list. It is not possible to register for examinations by telephone. Students of Management and Organization should go to the Education Office. A late-registration fee is payable for Management and Organization examinations. The fee varies from € 10,- to € 30,- per examination. Late registration is possible until one day before the examination. Late registration is not possible on Fridays because the Education Office is closed.

When you register for examinations, you will need the account number and password you have received from the university. When you attend an examination, you must be able to produce proof of registration (student card).

C1.4 Absence
If, due to illness or other special circumstances, you are unable to attend a practical, seminar or tutorial, you should notify the relevant member of staff in advance. If you are likely to be absent for an extended period of time, you should also notify the Student Advice office. For addresses, see section C16.

C1.5 Lecture and examination timetables
Timetables for lectures, examinations and resits can be found at the front of the study guide. All timetables for Economics and for Management and Organization can be found at the relevant web sites: www.rug.nl/economie/informatievoor/studenten/roosters or www.rug.nl/economics/informationfor/students/timeTables and www.rug.nl/bdk/informatievoor/studenten/roosters. Groups for seminars and practicals are published via Nestor (http://nestor.rug.nl).
C2 Regulations, rights and obligations

C2.1 Exemptions
Exemption from certain examinations may be granted provided that the requirements are met (previous qualifications and results). It is not possible to summarise all the requirements here. Students of Economics wishing to apply for an exemption should use the relevant form, which is available at the FEW Information Desk. Students of Management and Organization can obtain this form from the study advisors’ office.

Syllabus units for which an exemption has been granted will be awarded a grade of 6. A higher grade may be awarded for exemptions at the request of the Board of Examiners (this applies only to the Faculty of Economics). Exemptions will not be granted once the examination has been taken. This applies to students in either Faculty. Exemption grades will not count towards the performance standard (prestationenorm).

NOTE: If you take an examination for which an exemption has been granted, the exemption will be cancelled. In case of doubt, contact your study advisor (see C16 for contact details).

C2.2 Exams
Examination results must be published no later than 15 working days after the date on which the examination was taken. Results are only valid if the Office of Education and Examinations (BOE) publish them via ProgRESS. Study advisors have a copy of the relevant regulations for students to inspect.

Examination scripts will be available for inspection up to four weeks after results have been published. Within the specified period, students can inspect questions or assignments relating to the examination, as well as the marking criteria. Details of the inspection procedure will be published through Nestor.

Examination results are published at ProgRESS WWW (http://progresswww.nl/rug). You will need your student number and password to access your results. All new first-year students will receive a letter containing their password. If you have forgotten your password, you can obtain it from the Helpdesk on the ground floor of the Rekencentrum (Computer Centre).

Examination results are confidential, which means that no information can be disclosed by telephone or to third parties.

If you have a question about your results, the Education Office/Information Desk will be able to help. Remember to take your student card and a printout of your results.

C2.3 Resits
Resits will take place in the half-semester directly after the regular examination has taken place. Different rules apply to modules that are offered twice a year. Details can be found under the individual course descriptions in this study guide, or in the course database at the web site.
C2 Regulations, rights and obligations

C2.4 Right of appeal
If you disagree with an examination result or regulation, you can lodge an appeal. If you wish to do this, contact your study advisor. See appendix 3 (Regulations for grading assignments) and Appendix 2 (Regulations and Guidelines) in this study guide.

C2.5 Education and Examination Regulations (OER)
The OER (acronym of ‘Onderwijs- en Examenregeling’) sets out the course structure. It also sets out the rights and obligations of students. A separate OER guide has been compiled for the bachelor’s and master’s courses offered by the FEW and FBK. You can get your own copy of this OER guide at the Information Desk or at the Syllabus Shop.

C2.6 Regulations and Guidelines
The Regulations and Guidelines describe how the OER is implemented in practice. These Regulations and Guidelines can be found in Appendix 2.
C3 Supervision/study skills

C3.1 Study advisors
Not all students will reach the end of their course without encountering problems. Successful studying depends on many different factors, so it is understandable that students sometimes need to consult an impartial expert to iron out any difficulties.

The Faculty of Management and Organization has two study advisors: Karel Labberté and Els Brilman. The study advisors of the Faculty of Economics are Jos Karssies and Annemieke van der Kolk. They can help you if you have problems relating to courses and/or to studying in general, for example:
- Have I chosen the right course?
- Do I have what it takes to succeed?
- Can I stop studying for a period of time?
- Which academic discipline is the best one for me?
- I would like to study abroad: How do I arrange this?

The study advisors can help to answer questions of this type, and they can advise on progress requirements, effective study planning, top-sport schemes, finance, exemption, and course options, etc. They can also deal with complaints relating to sexual harassment, problems with supervisor contact, etc.

You should contact the study advisors as soon as possible if you are experiencing personal problems (e.g. illness, disability, family problems, dyslexia). They will be able to advise you on special types of assistance, and will help you to compile a suitable study programme. It goes without saying that all matters remain confidential.

Standard questions
If you have a standard question, you may be able to find the answer at:

Office hours

Faculty of Economics
Study advisor: Jos Karssies
Office hours: Mon., Wed., and Fri. from 14.00-17.00, only by appointment via the secretariat (tel.: 050 363 3759) or via the Information Desk FEW. Brief enquiries (about 10 minutes): Mon., Wed., Thu. and Fri. from 9.30-10.00 Brief enquiries by telephone: Mon., Wed., Thu. and Fri. from 9.00-9.30 (050 363 3759).

Study advisor: Annemieke van der Kolk (IE&B)
Office hours: Wed. and Fri. from 9.30-11.30, only by appointment via the secretariat (tel. 050 363 3759) or via the Information Desk FEW. Brief enquiries by telephone: Wed. - Fri. from 9.00 to 9.30 (050 363 3759).

Faculty of Management and Organization
Study advisor: Els Brilman
Office hours: Tue., Wed. and Thu. 13.30-16.00, only by appointment via the secretariat (tel. 050 363 3452, between 9.00-12.00 and 16.00-17.00).
Brief enquiries by telephone: Tue.-Thu. 9.00-10.00 and Mon.-Thur. 16.00-17.00 (050 363 7172).

Study advisor: Karel Labberté
Office hours: Tue.-Thu., 13.30-16.00, only by appointment via the secretariat (tel. 050 363 3452, between 9.00-12.00 and 16.00-17.00).
Brief enquiries by telephone: Tue.-Thu. 9.00-10.00 and Mon.-Thur. 16.00-17.00 (050 363 3832).

C3.2 Student Support Service Groningen (STAG)
Students of the University of Groningen (RUG) can contact STAG with all their questions. STAG can assist existing students, as well as new students from the Netherlands and abroad, graduands and graduates. Details of how STAG can help are given below. If we are unable to answer your question, we will of course refer you to the right organization to help you.

Do you have any questions about anything to do with studying?
The Information Desk can answer straightforward questions about matters such as study choices, admission, registration, allocation, transferring to another course and ending your studies altogether, study delay, finances, and careers. The staff at the Information Desk can make an appointment for you with a student counsellor if you have a complex or private matter to discuss. At the Information Desk you can also make an appointment to see one of the advisors at the Careers Advice Centre (LAC), or sign up for a LAC workshop. For addresses, see section C16.

Are you experiencing problems with serious study delay or a complex personal or financial matter? The student counsellors will be able to give you individual advice. They specialise in dealing with financial matters, registration and deregistration, study choices, and complaints and appeal procedures. They can also advise students with a performance disability. The student counsellors have information about many facilities and organizations that may be able to help you. In co-operation with the Student Support Service, the counsellors also run a workshop on study choices. In the event of a study delay of more than 10 EC, it is essential to make an appointment with a student counsellor to discuss graduation rights. Don’t delay, arrange it today! More information about study delay can be found at the web site: www.rug.nl/studievertraging. You can make an appointment with a student counsellor at the STAG information desk. For addresses, see section C16.

If you would like to help organize one of the many events for students and potential students, contact Martin Althof on (050) 363 8066.

STAG has two departments that deserve a separate mention: the Information Library for Study & Careers and the Careers Advice Centre.

C3.3 Information Library for Study & Careers (ISB)
The ISB is a documentation centre where you can find information on the following subjects: higher education (university and higher professional education) in the Netherlands, studying and traineeships abroad (including
finances), careers in the Netherlands and abroad (see also the Careers Advice Centre). Career-related information includes job applications, tests, professions, companies and organizations, etc.
The information is in the form of brochures, study guides, reference works, vacancy bulletins, databases (e.g. Elseviers Fondsendisk) and CD-ROMs (e.g. Loopbaantraject). A selection of relevant web sites is also available.

C3.4 Careers Advice Centre (LAC)
If you are about to graduate or have recently done so, the Careers Advice Centre (LAC) can help you to choose a career. It is an expertise centre for graduates. The LAC has an extensive documentation section (see ISB) and you can also arrange to see a careers advisor. You can also follow one of the courses or free workshops organized by the LAC to help you make a career choice and apply for jobs. Details of all LAC activities can be found at the web site: www.rug.nl/lac.
For addresses, see section C16.

C3.5 Study Support
Study Support offers a variety of courses for students:
- courses on e.g. successful studying, academic writing, and dealing with stress and exam nerves
- courses on general communication skills, e.g. verbal presentations, writing skills
- courses to ease the path to a career (e.g. Self-Analysis, Job Applications).
For the full range of courses, see www.rug.nl/so. The registration fee is € 15 and all courses are free of charge. The easiest way to register is to visit the office. Opening hours: Monday to Friday from 8.15 to 17.00.
For addresses, see section C16.

C3.6 RuG Confidential counsellor
Harassment (sexual and other forms), intimidation, violence and discrimination are forms of behaviour that do not belong in a positive and stimulating study environment. The Executive Board of the RuG makes every effort to prevent such behaviour. As part of this effort, it has appointed a confidential counsellor. Generally speaking, staff and students respect each other’s boundaries. Those boundaries are usually obvious, but sometimes they have to be emphasised. Because what one person may regard as an acceptable way of treating another person, might be regarded by someone else as going too far. Sometimes, much too far. If you are troubled by someone’s behaviour towards you, and you no longer know what to do about it, there are several courses of action you can take. You can ask a fellow student, lecturer or other contact person in the Faculty to help you. Or you can contact the university confidential counsellor yourself. Initially, the confidential counsellor acts as a sounding board, and she can help you to find a solution to the problem. Sometimes this may be an informal solution, and the Confidential counsellor may act as an intermediary. If appropriate, she will refer you to another organization. Extreme forms of undesirable behaviour may require more formal measures to be taken. The RuG has a complaints procedure for cases of sexual harassment, aggression, violence and discrimination (SIAGD), and a SIAGD Complaints Committee for students and staff. If you wish, you can submit a formal complaint to the
The confidential counsellor can provide support when you file a complaint, and during the procedure that follows. The confidential counsellor’s position within the university is an impartial one. She will only take action with the explicit consent of the person consulting her. All information is treated as strictly confidential. The confidential counsellor’s office is open throughout the week from 9.00 to 17.00. If you wish to see the confidential counsellor, it is best to make an appointment. For addresses, see section C16.

Visiting address: Visserstraat 49, tel. (050) 363 5435. E-mail: j.m.dam@bureau.rug.nl (confidential counsellor) or a.m.wildeboerbaar@bureau.rug.nl (office).

You can also visit the confidential counsellor’s pages at the university web site: Bureau / Staf- en Expertisediensten / Vertrouwenspersoon.

C3.7 Student psychologists

Student psychologists can help with problems relating to studying and study choices, social contacts and relationships, relationship with parents, making decisions and choices, stress and phobias, depression and assertiveness problems. Support is provided in the form of a short series of individual sessions. The support provided is tailored as far as possible to the student’s own wishes and circumstances. In addition to individual sessions, there are also group sessions, e.g. for therapy and assertiveness training. Confidentiality is guaranteed.

Office opening hours:
Monday to Friday: 9.00 to 12.30 and 13.15 to 16.45, except Wednesday mornings (closed until 10.30).
For addresses, see section C16.
C4 Study delay

If you are behind with your studies, make sure you report this as soon as possible.
If your studies are hindered by difficult circumstances (e.g. illness, disability, family problems, pregnancy, dyslexia), you should notify your study advisor immediately. Your study advisor will give you a form that tells you what steps you should take. You may be entitled to financial assistance from the university’s Graduation Fund if you report the problem within one month of it arising. Students are responsible for reporting study delays to the correct department within the specified time. You should therefore make sure that you are familiar with the Graduation Fund scheme. For more information, contact or visit the Groningen Student Support Service (STAG), tel. (050) 363 8004, or consult the RUG website (www.rug.nl) or the Student Regulations (Appendix 7 of this study guide).

When planning facilities, the University of Groningen makes every effort to take account of the needs of students with a performance disability, chronic illness or dyslexia. The most important university buildings all have wheelchair access. A number of lecture rooms have an induction loop for the hard-of-hearing, and the university library has facilities for students with a visual handicap. Students whose studies are delayed due to a disability of this type may also qualify for financial assistance under one of the university’s compensation schemes. If you have questions on this subject, please contact a study advisor or the Student Support Service (STAG). For addresses, see section C16.
C5 Choosing a specialization/profile/master’s degree programme

C5.1 Coordinators and directors of study programmes
See chapter A3 of this study guide.

C5.2 Specialization and Internship Market (Faculty of Economics)
Once a year (usually in October), the Faculty of Economics holds a Specialization and Internship Market. The event is designed to help you choose a subject area. It is also designed to provide information on studying abroad, and on traineeships in the Netherlands and abroad. Details will be published in the university newspaper (UK) and on posters.

Many activities organized by the Economics Students’ Society (EFV) and the FBK faculty society (BIG) are also designed to provide insight into your career prospects. These activities include Recruitment Days, Emerging Business Day, Masters’ Day and the Symposium. Information about degree programmes, courses, specializations, rules and regulations can be found elsewhere in this study guide. If you have not received a study guide, this can be obtained from the Syllabus Shop. The study guide is also available at the following web site: http://bdk.eco.rug.nl/studiegids/2004-2005.

FEW and FBK are planning to hold a combined information session for master’s degree programmes. Details will be posted in the WSN building, in the university newspaper and on the Internet.
C6 Studying abroad/Internationalisation

The FEW and FBK faculties offer students the opportunity to study abroad. Each year, grants are made available to enable a large number of students to go abroad. It is important that you are well informed about the opportunities and that you prepare thoroughly for the period of study abroad. The most important points are your choice of study module and foreign university, and any supplementary grants. If a university abroad offers a suitable module, it is possible to take it in place of a compulsory FEW module. Students must obtain written permission from the course director or coordinator.

C6.1 FEW International Office

The FEW International Office is located in WSN 213. For more information, visit the website at: www.rug.nl/economie/informatievoor/studenten/buitenland or www.rug.nl/economics/informationfor/students/studyingAbroad/.

C6.2 FBK International Office

The FBK International Office is located in WSN 625. For more information, visit the website at: www.rug.nl/bdk/informatievoor/studenten/studerenInBuitenland or www.rug.nl/fmo/internationalStudents/internationaal/.

The International Offices provide documentation in the form of student reports and study guides. For addresses and office hours, see section C16.

Information is also available from the ISB (Information Library for Study & Careers), which is part of STAG.

C6.3 International Relations Office (BIS)

BIS provides information on university-wide programmes, such as exchanges with Australia, Canada, China, Japan and New Zealand, VSB grants and grants relating to Cultural Accords. Further information is available from the International Service Desk (Academiegebouw), which is open between 10.00 and 16.00. Most of the information for students relating to study and internships (including information about the above programmes) can be consulted at the university’s Information Library for Study & Careers. For additional addresses, see section C16.
Melchior Bauer (Economics) and Elisa Staal (Management and Organization) went to Nicaragua to carry out research for the Science Shop and the Groningen-San Carlos twinning project into whether housing construction can be financed through micro credit. The research brought the Mayor of San Carlos to Groningen with plans to build 100 homes. The Nijestee housing corporation and KAW Architects are currently working on the project.

- Are you interested in doing research that won’t gather dust?
- Are you looking for a unique research topic or internship?
- Would you prefer effective consultation and feedback, rather than struggling to write your thesis on your own?

Then get to know the FEW and FBK Science Shop. The Science Shop offers students the opportunity to gain research experience in a practical social context.

Research has been commissioned by organizations such as the Wadden Sea Association, the Centre for the Arts, Chamber of Commerce, centres for International Co-operation, ministries and environmental organizations. Companies and the larger non-profit organizations provide traineeship places.

Publication and publicity
The Science Shop will publish your research. Research of this type often receives coverage in the media (e.g. newspapers, TV or radio). Sometimes it can even lead to questions in parliament.

More information
If you want to find out whether the Science Shop has a project or traineeship that interests you, visit: www.rug.nl/wewi/eb. You can also apply to join the mailing list for completed final-year projects.

Co-ordinators: Ms Elise Kamphuis, WSN 211
Frans J. Sijtsma, WSN 219 Office: Henk W. Janssen, WSN 222

Telephone: (050) 363 3810/7182/3754
E-mail wewi@eco.rug.nl/
Internet www.rug.nl/wewi/eb

For addresses, see section C16.
C8   Graduating

C8.1   Approval of the master’s degree programme

C8.1.1 Approval master’s degree programme FEW
The master’s degree programme should be approved at least 3 months before you complete your studies. A form for this purpose is available from the Information Desk (WSN 203-205).

C8.1.2 Approval master’s degree programme FBK
Information is available at the Education Desk on the 6th floor of the WSN building, opposite the central lift.

C8.2   Degree certificate ceremonies

C8.2.1 Master’s degree certificate: Management and Organization
Information is available at the Education Desk on the 6th floor of the WSN building, opposite the central lift.

C8.2.2 Master’s degree certificate in Economics
Bachelor’s and master’s degree certificates must be requested at least 6 weeks before the required date, from the Information Desk (WSN 203-205). The Education Office must have all the required information at least four weeks before the graduation date. If this is not the case, graduation will be postponed until the next scheduled ceremony. The date on the bachelor’s degree certificate is usually the date of the ceremony. If necessary, this can be changed to the date of the last study activity. The information required for certificates to be dated 31 August or earlier in the current academic year (1 September to 31 August) must be submitted to the Information Desk by 15 July of that year.

C8.3   Termination of registration
If you wish to deregister, you can submit a ‘Verzoek beëindiging inschrijving/restitutie collegegeld’ to the CSA. Both the CSA and the STAG have a brochure about how to terminate registration. When you deregister, remember to hand in your student travel pass (OV-jaarkaart) and cancel your student grant. This will not be done automatically. You must arrange this yourself with the Informatie Beheer Groep (IBG).
C9 Research

C9.1 Who carries out research?
Academic staff are not only involved in teaching, but also in research. Research involves reading new literature, studying theory, practical and applied research, supervising students and PhD candidates, writing articles and publishing. In this way, staff remain in touch with the latest developments in their subject. They not only contribute to their subject, but also pass on their insights to students through their teaching. The more experienced and productive researchers (i.e. those who publish a great deal) take part in SOM, the joint research school of FEW and FBK. PhD candidates (e.g. AlOs) are also part of SOM.

C9.2 Research Master
The Research Master in Economics and Business was introduced on 1 September 2003. This two-year course is taught in English and is designed for students who are interested in research. In addition to subject-related courses, the programme also focuses on research methodology. Students carry out their own research and are supervised by experienced researchers. In contrast to other Master’s degree programmes, admission to the Research Master’s programme is highly selective. Students are selected on the basis of their motivation and results in the Bachelor’s phase. Students who complete the Research Master’s programme can study for a PhD, or apply for research positions with banks and large companies, for example.

C9.3 More Information
Are you interested in finding out more about how research is organized? The PhD co-ordinator of SOM, Dr. Dirk Peter van Donk, will be pleased to provide specific information on studying for a Research Master or PhD.

Are you interested in finding out more about what research involves? Information about research and SOM can be found at the web sites:
- http://www.rug.nl/fmo/research/index;
- http://www.rug.nl/economics/research/index;
C10 After you graduate

It is a good idea to start considering a career during your studies, and in any case in your final year. A number of organizations hold Graduate Days for this purpose. The Careers Advice Centre (LAC) and Student Support (SO) organize them, among others. The dates of events and courses are published in the university newspaper (UK), at the LAC and SO web sites, and are also posted in the WSN building. Student organizations also organize regular information days and company visits.

Job-application training
The faculties run a job-application course in co-operation with the LAC (Careers Advice Centre) for final-year students. The course is designed to do much more than teach students how to write an application letter. You will learn how to set yourself apart from other applicants with the same qualifications. You will learn to identify your strengths and weaknesses, how to write a good letter of application and CV, and you will have the opportunity to practice interview techniques. You can register and find more information at the LAC web site: www.rug.nl/lac. For addresses, see section C16.

You can also contact one of the faculty study advisors for questions and advice on career opportunities.
C11 Paying for your studies

Graduation Fund
If, due to special circumstances, you do not graduate within the period for which a grant is awarded, you can apply to the Graduation Fund Committee for financial assistance. For further information, contact a student counsellor at STAG (tel. 050 363 8004, e-mail: student.support@bureau.rug.nl), or a study advisor.
N.B. You must notify a study advisor as soon as possible if your studies are delayed or interrupted for any reason. Applications for financial assistance must be submitted between 1 September and 1 February in the year following the academic year in which the delay occurred.

Performance-related grants
Students who registered in higher education for the first time after 1 September 1996 may qualify for a performance-related grant. Students who qualify for the scheme are offered an interest-bearing loan for four years. Students who graduate within 10 years are not required to repay the loan. A brochure on performance-related grants is available from STAG.

If you have a question about performance-related grants, contact a study advisor (WSN, room 216) or the STAG Information Desk, tel. (050) 363 8004.

Credit totalling
The following credits count towards the total for a given academic year:
- credits from other faculties
- credits from higher professional education (HBO)
Students are responsible for reporting their own results to the Education Administration Office (Onderwijsadministratie). An official examination-result certificate showing the related credits must be submitted.
Study points are awarded on the basis of pass marks (5.5 or higher). If a Faculty of Economics module has interim exams, the credits are awarded for each interim exam passed (i.e. 5.5 or higher).
Credits are counted from 1 September to 31 August of the current academic year. This means that credits obtained for August resits count towards the total.

Performance-related grants and study delays
If, due to exceptional circumstances, you do not obtain enough credits for a performance-related grant, you can apply for special assistance. The application form can be obtained from STAG and should be submitted at the end of your course.
If you have any questions about the Performance-related Grant Fund or the Graduation Fund, you should contact your study advisor as soon as possible. In order to qualify for assistance, you must report the delay/interruption to your study advisor within 4 weeks. Detailed information is available from STAG. Information is also available from the leaflet stand in the library of the WSN building. You can also contact the STAG Information Desk: tel. (050) 363 8004.
Cost policy
Books and other study resources are reasonably priced. A total of € 609 per year is usually sufficient for compulsory books, lecture notes, handbooks etc.. The RUG has a policy on study costs. The policy aims to control costs so that the ‘study cost’ component does not exceed grant/loan budgets. The amount that students are required to spend on study materials therefore does not exceed the government grant. The standard sum for 2004-2005 is € 609. Each course phase has a cost ‘ceiling’ (standard sum × length of course).
Sometimes it is not possible to avoid going above the ceiling amount. In such cases it is possible to apply to the Faculty Board for reimbursement of half the extra expenditure on the basis of receipts required as proof, or by another means. In 2003-2004, none of the programmes offered by the Faculty of Economics exceeded the ceiling amount.

Students of Management and Organization can apply for reimbursement of study costs at the faculty’s Financial Administration Office (WSN 611). You will need to give your name, address, student number and bank account or giro number. Receipts for all study materials should be enclosed, and the details entered on a spreadsheet (including the total) for each block. The figures must show that actual expenditure exceeds the ceiling amount set by the government (see above). Applications without receipts etc. will not be considered.
C12 Student Complaints Procedure and Educational Quality Management

C12.1 FEW/FBK Student Complaints Procedure

It is important to the Faculties of Economics and Management & Organization that you enjoy your studies and that you complete them successfully. If you have any comments, suggestions and/or complaints about your course or in general, please don’t hesitate to do something about them. There are various ways of doing this, depending on the nature and seriousness of the matter.

*Personal contact with those directly involved is usually the best solution*
In by far the majority of instances, the best course is to establish personal contact with those directly involved. The member of staff in question will usually prefer to solve the problem with you him or herself. Thus the best place for a complaint about a course is the lecturer or the relevant secretariat. If your complaint concerns the organization of a course, for example timetables, dates of examinations, the registration of results or the degree certificate ceremony, then the best place to go is the Information Desk.

If the contact and/or the result is not satisfactory or your problem is more personal, then you can approach a study advisor for a confidential discussion, or contact someone from outside the faculty, for example a student counsellor (STAG) or the RUG confidential counsellor. They can act as a go-between and inform you of other avenues of approach, including the Board of Examiners (see the Teaching and Examination Regulations and the Rules and Regulations in the study guide). It is also a good idea to ask other students for advice. The student unions (ECU or Interface) will be interested to hear of your complaint, and will be able to advise you or act on your behalf. The staff at the Information Desk will be happy to direct you to the right person and/or department.

*If personal contact does not lead to the required result*
It is possible that personal contact may sadly not lead to the required result. In that case, please complete a ‘complaints card’ available from the Information Desk. You can then be sure that your complaint, suggestion and/or comment will receive attention! It goes without saying that it is important to remain in contact with the staff.

*How does the complaints card work?*
The card is available from the Information Desk and via the Internet. Completed complaints cards provide the faculty with information about the nature and extent of the questions, comments and complaints of students. This means that structural solutions for common irritations can be realised more quickly. The procedure followed after receipt of a complaints card is set out below.

The Head of Student Affairs will deal with every complaints card within four weeks. Every complaint will be treated as confidential. This means that the name of the student will not be mentioned without the express permission of the student. In order to prevent abuse of the system, anonymous complaints or complaints where only an e-mail address is listed will not be considered.
The Head of Student Affairs will investigate the complaint and where necessary present it to the relevant committees and persons. Where necessary, follow-up actions will be agreed with the relevant persons/departments. These agreements will be set out and reported to the faculty boards (Course Supervisors). The Head of Student Affairs about the actions taken or to be taken will then inform the student concerned in writing.

C12.2 Educational Quality Management

The Faculty of Management and Organization and the Faculty of Economics have jointly developed a quality management system for their degree programmes. This quality assurance system contains the following elements: course evaluation, curriculum evaluation and management information. The measurement-assessment-improvement quality cycle plays a key role in the system.

Course evaluation
In academic year 2003-2004, a new way of recording and processing course evaluations was introduced. The starting point is that all the courses offered in a year will be evaluated. All students who have taken a course will be sent a link to an online questionnaire via their student mailbox during the examination period. The non-respondents will be sent a reminder mail. The evaluation is based on a standard questionnaire with questions concerning lecturer quality repeated for each lecturer. The results will be used to improve the courses. To facilitate discussions about the outcome of the evaluations, a Nestor community for ‘Teaching quality’ has been set up. Staff and students can study the evaluation reports and improvement plans via this community. To get a good idea of the quality of the courses, participation of students is essential!

Curriculum evaluation
The quality of cross-curricular aspects is measured using curriculum evaluations. Courses covered by a curriculum evaluation include the achievement of attainment targets, the compatibility of the modules, the feasibility of the courses and the available facilities.

Management information: Educational Indicators for Management and Organization and Economics (KOBE)
In order to monitor things and to take action in the event of undesirable tendencies, a management information system (KOBE) has been developed. KOBE contains indicators concerning enrolments, student progress and graduations. This enables the comparison of courses and student cohorts. The indicators answer the question whether the targets formulated within the Faculties have been achieved. The Nestor community makes the indicators available to staff and students.

Any questions about the quality management system can be addressed to onderwijskwaliteit.bdk.eco@eco.rug.nl.
C13 Facilities

C13.1 Libraries

The library of the Faculties of Economics (including Econometrics) and Management and Organization is situated on the ground floor of the WSN Building, opposite the lifts in the central hall. The library also houses the collections of Spatial Sciences, Mathematics and IT. Opening hours:
Monday to Thursday: 09.00 - 18.30
Friday: 09.00 - 17.00

The Fiscal Economics collection is housed in the Law Library in the Harmoniegebouw.
Opening hours:
Monday to Thursday: 09.00 - 21.30 (closes at 17.00 during vacations)
Friday: 09.00 - 17.00
Saturday: 10.00 - 06.00 (closed during vacations)

The University Library is open to all students. The University Library houses various collections and also has reading rooms where students can study. Opening hours:
Monday to Thursday: 08.30 - 22.00
Friday: 08.30 - 17.30
Saturday and Sunday: 10.00 - 17.00

See section C16 for address details.

C13.2 Teaching Cluster and Computer Centre (RC)

The Training Cluster of the Computer Centre consists of a number of computer rooms that are available for PC practicals and other teaching purposes. The cluster is a joint project run by the Computer Centre and the faculties of Economics (FEW), Management and Organization (FBK), and Spatial Sciences (FRW).

Who can use the facilities?
Students who meet all the following requirements may use the PCs in the Training Cluster:
- they must be registered as a student of the RUG at the one of the following faculties: Economics, Management and Organization or Spatial Sciences, and have a valid student card
- they are following a course at one of the aforementioned educational institutions
- a number of PCs are reserved at the cluster for specific courses
- they use the PC for study-related purposes only.
Students who do not fulfil all the above requirements are not entitled to use the PCs and may be refused admission to the computer rooms.
Requesting an account
You will need to request an account in order to use the computer facilities. You can do this at the RC Service Desk (opposite the RC Service Centre and the main computer room). Remember to bring your student card!

Opening hours
Weekdays: the Teaching Cluster rooms close at 18.00 unless they are required for lectures or practicals. Students can use the Plaza/Theaterzaal instead.
Saturday: the Teaching Cluster rooms are closed. Students can use the Plaza/Theaterzaal instead.

From 1 September 2004:
Weekdays: the Teaching Cluster rooms close at 18.00 unless they are required for lectures or practicals. Only the Plaza/Theaterzaal is open at these times.
Saturday: the whole Teaching Cluster is closed.

From 1 September 2005:
Weekdays: the Teaching Cluster rooms close at 18.00 unless they are required for lectures or practicals. Only the Plaza/Theaterzaal is open at these times. The whole Teaching Cluster closes at 20.00.
Saturday: the whole Teaching Cluster is closed.

Location
Rooms 46 and 146 (the large two-storey computer room at the RC, opposite the RC Service Desk at Landleven 1) are used as often as possible for general practical sessions. The other rooms are used for class teaching.

House Rules
- food, drink and smoking are prohibited in the computer rooms
- work areas should be left clean and tidy for the next user
- mobile phones are prohibited.
All rules can be found in Appendix 8.

RC Service Desk
Staff at the RC Service Desk can answer questions about computer use in the Training Cluster, tel. (050) 363 3232. The Service Desk can also provide assistance if you have problems using a computer during a course or practical session. The RC Service Desk is located at Landleven 1, opposite the RC Service Centre and the main RC computer room.

Computer courses
The RC runs computer courses at Zernikeborg for all RUG students. Expert staff give general introductory courses as well as specific courses on a wide range of applications such as Word, Excel, Access, FrontPage, PowerPoint, SPSS, Reference Manager. To obtain further information or register for a course, visit www.rug.nl/rc. No credits are awarded for these courses.
RC Service Centre
The RC has its own shop, where you can register for courses, buy manuals and obtain information about buying and using a PC, peripherals and software. The RC Service Centre has campus licenses and is therefore able to offer software for sale at very low prices.

StinG
StinG is a dial-up service that enables RUG students to access the university computer network from a telephone at home. There are no subscription costs, but users must pay their own telephone charges. For more information, see www.rug.nl/sting.

OPRIT cable service
The RUG subscriber service for cable Internet: fast broadband Internet access from home. Users are on-line 24 hours a day and pay no telephone charges. Users pay a non-recurring connection charge and a monthly subscription charge. For more information on the options available, visit www.rug.nl/opritkabeldienst.

The address of the Rekencentrum can be found in section C16.

C13.3 FEW and FBK Syllabus Shop
Readers and lecture notes are on sale in the Social Area on the ground floor of the WSN Building (WSN 008).
From 2 September until 9 July, the shop is open daily between 12.00 and 14.00 (except 25 December-7 January).
Opening hours are extended at the beginning of every half-semester:
- 6, 7 and 8 September: 10.00 - 16.00
- 15, 16 and 17 November: 10.00 - 16.00
- 14, 15 and 16 February: 10.00 - 16.00
- 2, 3 and 4 May: 10.00 - 16.00
From 10 July to 1 September 2005, syllabuses are available at WSN building, room 609); the study guide will be available at the Education/Information Desk.

All changes to opening times will be published well in advance in the university newspaper (UK) and on the Internet.
C13.4 Book sales

The Economics Students’ Society (EFV) and VESTING (society for students of Econometrics, Operational Research and Actuarial Studies) organize special book sales for members. They offer a 10% discount. Book sales take place just before the start of each semester. Details of the sales are sent out well in advance. Books are listed at the web site (www.efv.nl), and can be ordered via the Intranet (www.efv.nl/intranet).

Members of the Management and Organization student society, BIG, can order books at a 10% discount for every semester/block. Details are published in the university newspaper (UK). Book lists and order forms are sent out before courses start. Orders can be posted to BIG, or handed in at the office (WSN 739). Books can also be ordered online at http://www.bigsite.nl/. Many courses have handbooks and/or syllabuses. Syllabuses are on sale at the Syllabus Shop in the Social Area on the ground floor of the WSN building.
C14 Practical information

C14.1 Change of address
If you move house you must notify the Central Student Administration office (CSA) of your new address. If you fail to do so in good time, you may not receive important faculty information relating to your studies. Notify the CSA, not the Faculty office, if you move house. You can do this by e-mail (csa@bureau.rug.nl) or via ProgRESS WWW. For addresses, see section C16.

C14.2 Nestor
‘Nestor’ is the name given to the Electronic Learning Environment (ELO) at the RuG. The computer program used to place course information on Nestor is called Blackboard. You can use Nestor to download documents for your course (assignments, presentations, past examinations). You can find information about the weekly timetable, the literature you have to read, and the lecturers giving the courses, etc. For certain courses you can use Nestor to exchange ideas with the lecturer and other students via e-mail, chat rooms and online discussions.

When you have successfully registered at the CSA, you will be given a user name and password for using e-mail, ProgRESS WWW (for examination and course registration) and Nestor. The password for Nestor is the same as the password for e-mail and ProgRESS WWW. To log on to Nestor, you simply type in your student number, preceded by an ‘s’: e.g. s1234567. You will need to open an account at the RC Helpdesk before you can use the computers at the Teaching Cluster.

In order to gain access to Nestor, you must register for your courses via ProgRESS WWW. You should register for all courses via ProgRESS WWW. The Internet address for Nestor is www.nestor.rug.nl. When you start up an RC computer, the homepage is www.rug.nl/student. From this page you can read your e-mails, view your exam results (in ProgRESS WWW) and access Nestor. The university will issue you with a RuG e-mail address. This address is used to send you information, for example from Nestor.

Further information about Nestor can be found at the Faculty web site: ‘www.rug.nl/economie/informatievoor/studenten/elektronischeLeeromgeving’.
C14.3 Study-load guidelines

These guidelines derive from the Wijnen Report *Te doen of niet te doen?* published by the *Studeerbaarheid* Committee, which expresses study load in pages per hour. For the calculation of the study load, a page was considered to consist of approximately 300 words.

<table>
<thead>
<tr>
<th>Learning goals</th>
<th>Difficult (book in foreign language)</th>
<th>Average (article in specialized journal)</th>
<th>Easy (case description, newspaper article)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Light</td>
<td>8 pages</td>
<td>13 pages</td>
<td>18 pages</td>
</tr>
<tr>
<td>General introduction</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Outline of main points</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average</td>
<td>6 pages</td>
<td>10 pages</td>
<td>14 pages</td>
</tr>
<tr>
<td>Mastery of conceptual framework</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conducting exercises</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heavy</td>
<td>4 pages</td>
<td>7 pages</td>
<td>9 pages</td>
</tr>
<tr>
<td>Analysis, synthesis, evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

C14.4 UK announcements

Timetable changes and examination dates etc. are often published in the university newspaper (UK is an acronym for *Universiteitskrant*). The UK is published every Thursday, and is available in the WSN building. Once announcements have been published in the UK, students are expected to be aware of them. UK announcements are also posted on the Internet: [www.rug.nl/uk/mededelingen](http://www.rug.nl/uk/mededelingen).

C14.5 News button

Important messages for students of the Faculty of Economics are also published at [www.rug.nl/economics/news](http://www.rug.nl/economics/news).

C14.6 Photocopying

Photocopiers, which work using a magnetised card, are located in various university buildings. Photocopy cards can be obtained from the Porters’ Lodge at the WSN building (€ 2 for 50 copies).

C14.7 Fire Drill

A fire drill is carried out at least once a year in university buildings. Instructions can be found in Appendix 10.
C14.8 Theft

Thefts from lecture halls are a regular occurrence. Bags and coats are particularly vulnerable during breaks, when the lecture hall is empty. It is advisable to make sure that there is always someone in the lecture hall during breaks. Never leave your jacket or other property in the corridor during lectures. Always take them into the room with you.
C15  Student Organisations

Most student organisations are located in the Interimgebouw (Interim Building) between the Rekencentrum (Computer Centre) and the WSN-gebouw (WSN building).

C15.1 EFV

The EFV (Economics Students’ Society) is the organisation for students of the Faculty of Economics at the University of Groningen, and other students with an interest in the discipline. The aim of the EFV is to build a bridge between theoretical and applied economics. Students are given the opportunity to develop into professional economists by organizing and participating in EFV activities.

The following are examples of EFV activities:
- International Study Project Foundation (SIS), Economics Congress Groningen, Recruitment Days, EFV Almanak, Gala, Introduction Camp; Training Day
- Emerging Business Day, Leadership Panel, Consultancy Game, Master’s Day, Junior Students’ Day
- Book sales

For information: EFV, P.O. Box 800, 9700 AV Groningen. Tel. (050) 3633702, fax: 050-3637208, e-mail efv@efv.nl, web site: http://www.efv.nl/.

C15.1.1 B-yond

B-yond is the sub-structure of the EFV for International Economics & Business. Through a variety of activities, B-yond attempts to forge links between academic courses and the world of international commerce. These activities are organized for students of the IE&B programme, and other students who are interested in the discipline.

Throughout the academic year, B-yond organises a number of activities which allow IE&B students to enhance their knowledge of a particular academic issue, develop their professional skills, and build contacts with other students, faculty members and company representatives. Our activities include:
- an annual symposium;
- lecture-socials: special events whereby a lecture on an applied topic given by either a company or a professor is followed by a social;
- In-house days: students spend a whole day at an office of a company, where they can gain an insight into its daily operations and participate in a workshop/case study organized by company representatives;
- Theme Socials: students will have the opportunity to enjoy the party atmosphere related for example, to a particular national theme or a specific topic.

What opportunities for students do we offer?

B-yond provides a series of opportunities for students not only to attend its activities, but also to participate in organising them. In the first couple of months of the academic year, B-yond will announce an open application for the Symposium Committee, which will work on the organisation of the 2005-symposium. Next year, B-yond will start publishing a magazine and therefore, right from the start of the academic year, it will encourage students to join the B-
Beyond Magazine editorship. Theme socials provide another opportunity for IE&B students to get involved. Finally, the doors of B-yond are always open to students who have a great idea and want to organise a completely new event.

Contact Information
All updates about events and openings of B-yond will be published on our website where you can also sign up for an electronic newsletter to keep up to date about all our activities.

Internet: www.b-yond.org
Email inquiries: info@b-yond.org
Mailing address: Post Office Box 800
8009700 AV Groningen NL
Tel: +31 (50) 3633659
Fax: +31 (50) 3637208

C15.1.2 CreDes (General Economics)
For more information: CreDes, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 4536, fax (050) 363 7208; e-mail: credes@eco.rug.nl, web site: www.credes.nl. Visiting address: Interimgebouw 0012.

C15.1.3 VESTING (Econometrics, Operational research and Actuarial Studies)
For more information: VESTING, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 7062, fax: (050) 363 7208, e-mail: info@devesting.nl, website: www.devesting.nl. Visiting address: Interimgebouw 0002.

C15.1.4 RISK (Finance and Investment, Accountancy and Controlling)
For further information: Financiële Studievereniging RISK, visiting address: Interimgebouw 0004, P.O Box 800, 9700 AV Groningen. Tel. 050-3637306, fax. 050-3633787, e-mail: info@verenigingrisk.nl, web site: www.verenigingrisk.nl.

C15.2 BIG
BIG (Society of the Faculty of Management and Organization) was founded 25 years ago, and has always been known as the society for activities relating to Management and Organization. BIG organizes a wide range of formal and informal activities. The society has 2500 members, some 200 of whom are involved each year in one of the society’s 22 committees. BIG offers a diversity of activities and products that are a useful supplement to courses in Management and Organization, Technology Management and Accountancy. Final-year activities include the Recruitment Days, the BIG Congress and International Study Project. Activities to support other study phases include information sessions, symposia, and sales of books and summary reports. Naturally, BIG also organizes informal social activities. These include get-togethers, a gala and a special magazine. BIG offers students the opportunity to explore their subject in more depth. The society aims to make studying easier and more enjoyable, and to forge links between students and companies. For more information, visit the web site at http://www.bigsite.nl/, or call in at the office (WSN 739). Tel. +31 (0)50 363 7301
E-mail: big@bdk.rug.nl
BIG Congress
This highly reputable congress is organized every year by the BIG Congress foundation. It is a platform where the academic and business worlds meet to exchange knowledge and experience. Its mission sets it apart from other congresses: 'To promote co-operation between students, participating organisations from the public and private sectors, and the academic world'. This integration is realised through BIG’s interactive programme of activities.

BIG Management and Organization Symposium
This symposium is based on a business-related theme. The theme is dealt with in depth by means of lectures during the morning session. The afternoon session consists of workshops on the chosen theme.

Emerging Business Day (BIG and EFV)
This dynamic event is organized by BIG in co-operation with the EFV (Economics Students’ Society) in order to introduce FEW and FBK students to a number of fast-growing companies. A one-day Management Game takes students behind the scenes and shows them what running a company involves.

International Study Project (BIG and EFV)
Every year, BIG and the EFV organize an international study trip to an emerging market outside Europe. Five committee members and 24 other students take part in the project, which is supervised by two lecturers. The participants carry out research before leaving the Netherlands. When they reach their destination abroad, they will carry out research for Dutch companies. The projects offers students the opportunity to apply what they have learned, and to experience the business culture of another country. The companies benefit from high-quality research at a relatively low cost.

The aim of the project is to provide research experience. The project is organized by a committee of five doctoraal students. The committee is responsible for obtaining research commissions from Dutch companies, making travel arrangements, selecting participants for the project, and planning the project programme. The programme consists of workshops, guest lectures, literature study and a language course. It is designed to be a thorough preparation for the research.

C15.3 Independent Organisations

C15.3.1 MARUG
MARUG is the marketing Association of the University. MARUG is an independent interfaculty student organisation, the aim of which is to bridge the gap between the theory and practice of marketing. Visit the web site www.marug.nl for the latest news and information, or call in and see us at WSN 47, tel. 050 3637014. You can also e-mail your questions to info@marug.nl.

C15.3.2 Integrand
Integrand is a national non-profit organisation that acts as an intermediary between students and companies. It offers students the opportunity to gain practical experience during their studies in the form of an internship. Activities (internships, on-the-job training and work assignments):
- projects varying from a 1-12 month placement with an organisation
- final-year options in e.g. Accountancy, Logistics, IT
- market research or research into the organisation
- internships with regular employer contacts.

For more information: Integrand Groningen, Pelsterstraat 23, 9711 KH Groningen. Tel. (050) 314 5211, e-mail integrand@oprit.nl, web site: http://www.integrand.nl. Visiting address: see above.

**C15.3.3 AIESEC**

AIESEC (Association Internationale des Etudiants en Sciences Economiques et Commerciales) is the largest international non-profit organisation for students of Economics, Management Science and related disciplines.

Activities:
- Ambassador Programme for first and second-year students
- International internship programme
- Global Experience Programme

Labour-Market Information Programme. Students on international internships are placed with commercial or humanitarian organisations. A minimum of 84 credits is required to qualify for an internship.

For more information: AIESEC, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 3752, fax (050) 363 3654, e-mail: aiesec@rug.nl, web site: www.aiesec.nl. Visiting address: WSN 049. Opening hours: Monday to Friday, 10.00 to 16.00.

**C15.4 Student Representatives**

**C15.4.1 ECU**

The ECU (Economists' Union) is an organisation that represents the interests of all students at the FEW (Faculty of Economics).

Activities:
- consultation with students and university staff representatives
- ECU is represented on e.g. the Faculty Board, the Faculty Council and Course Committees
- signals problems relating to courses and teaching within the faculty
- monitors and promotes teaching quality
- first and second-year committees involved in timetabling, exam schedules and teaching quality
- compiles *Kieswijzer*, a guide to *doctoraal* courses that helps students to choose the right courses
- co-ordinator platform: periodic consultation with lecturers and co-ordinators of the programme in question.

For further information: ECU, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 3703, e-mail: economenunie@eco.rug.nl, web site: www.eco.rug.nl/ecu. Visiting address: Interimgebouw 0020.

**C15.4.2 INTERFACE**

For more than 10 years, INTERFACE has represented the interests of all FBK students in matters relating to teaching and research. It does this in two ways. In the first place, INTERFACE mediates when collective or individual problems or complaints arise. In the second place, INTERFACE has some thirty representatives in all manner of official Faculty bodies. Students are therefore
represented in these bodies and can take part in discussions and contribute ideas with regard to changing and improving course programmes.

Every student of the Faculty of Management and Organization is automatically represented by INTERFACE. If you are interested in becoming actively involved in your Faculty, call in for more information. For further information: INTERFACE, P.O. Box 800, 9700 AV Groningen. Tel (050) 363 3196, e-mail: contact@stichtinginterface.nl, web site: www.stichtinginterface.nl. Visiting address: Interimgebouw 024.

C15.5 Alumni Organisations

C15.5.1 VERAF
VERAF is the alumni organisation for graduates of the Faculty of Economics. The aim of VERAF is to foster contact between alumni, and between alumni and the faculty. What does VERAF offer? VERAF membership comprises: membership of the Groningen Economists’ network, the VERAF Almanac, the VERAF newsletter, the Economisch Magazine (5 issues per year), considerably reduced fees for the annual Groningen Economists Congress, and admission to national events such as the VERAF Dinner and the enjoyable Spring Meeting. For more information: VERAF, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 3741, fax. (050) 363 3720, e-mail: info@veraf.nl web site: www.veraf.nl.

C15.5.2 BRUG
BRUG is the university’s organisation for Management and Organization. Since it was founded in 1983, it has grown into one of the largest and most active alumni societies in the Netherlands. More than half of Groningen’s graduates of Management and Organization are members of BRUG. The aim of the organisation is to promote contact between members, and between members and the Faculty. BRUG also works to develop knowledge and insight in the discipline, for example through its specialist groups, of which there are more than 10. A specialist group is a group of members who organize activities relating to a specific subject area (e.g. Marketing, Consultancy, Finance, Family Businesses). There is even a Curacao group! For further information: BRUG Office (c/o Christa Haasewinkel), P.O. Box 486, 7550 AL Hengelo. Tel. (074) 250 4800, fax (074) 250 3340, e-mail: brug@capitolonline.nl, web site: www.brug.net.

C15.5.3 Omega
Omega is the alumni organisation for graduates of Econometrics and Decision-making. Its aim is to maintain and renew contacts. Activities are held several times a year and include socials, excursions and lectures. Membership is a supplement to VERAF membership. The membership fee is € 27.50 per year. Omega members are entitled to discount on (or free admission to) all VERAF activities. Members also receive the Economisch Magazine and the VERAF Members’ Almanac. If you are already a paying member of VERAF, Omega membership costs € 11.50 per year extra. For more information: Omega, c/o VESTING, P.O. Box 800, 9700 AV Groningen. E-mail: mail@alumniverenigingomega.nl, web site: www.alumniverenigingomega.nl.
The most up-to-date information on telephone numbers, e-mail addresses and room numbers of staff at the Faculty of Economics and the Faculty of Management and Organization can be found at the following web sites: www.rug.nl/economie/faculteit/medewerkers or http://www.rug.nl/economics/faculty/staff (FEW)
and www.rug.nl/bdk/faculteit/medewerkers or http://www.rug.nl/fmo/staff (FBK).

C16.1 General

Faculty of Economics
Visiting address: WSN Building
Landleven 5, Zernikecomplex, Paddepoel
9747 AD Groningen, The Netherlands
Postal address: P.O. Box 800
9700 AV Groningen, The Netherlands
Telephone: (050) 363 3750
Fax: (050) 363 3720
Web site: www.rug.nl/economie or www.rug.nl/economics

Location of IDEA: Zernikepark 10

Faculty of Management and Organization
Visiting address: WSN Building
Landleven 5
Zernikecomplex Paddepoel
9747 AD Groningen, The Netherlands
Postal address: P.O. Box 800
9700 AV Groningen, The Netherlands
Tel: +31 (0)50 363 3822
Fax: +31 (0)50 363 3850
Web site: www.rug.nl/bdk or www.rug.nl/fmo

C16.2 Education Offices

Faculty of Economics
Visiting address: WSN Building, rooms 203-205
Landleven 5
Zernikecomplex Paddepoel
Postal address: P.O. Box 800
9700 AV Groningen, The Netherlands
Tel: +31 (0)50 363 3750 / 3733
Fax: +31 (0)50 363 3720
Opening hours: daily from 9.00 - 17.00
Web site: www.rug.nl/economie/onderwijs/informatiebalie
Faculty of Management and Organization
Visiting address: WSN Building, 6th floor, opposite the central lift
Postal address: P.O. Box 800
9700 AV Groningen, The Netherlands
Telephone: +31 (0)50 363 7439
Opening hours: Monday to Friday, 10.00 to 16.00
E-mail: onderwijsbalie@bdk.rug.nl
Internet: www.rug.nl/bdk/informatievoor/studenten/onderwijsBalie

C16.3 Student Advice
Faculty of Economics
Mr J. Karssies (WSN 216) and Ms A. van der Kolk (WSN 201)
Tel. (050) 363 6748 or (050) 363 3382
Secretariat: WSN 207, tel. (050) 363 3759
E-mail: studieadviseurs@eco.rug.nl or studyadvisors@eco.rug.nl
Web site: www.rug.nl/economie/studieadviseurs or www.rug.nl/economics/studyAdvisors

Faculty of Management and Organization
Mr K.R. Labberté (WSN 627) and Ms E.I. Brilman (WSN 631)
Secretariat: WSN 625
Tel. (050) 363 3452
E-mail: studieadviseurs@bdk.rug.nl or studyadvisors@bdk.rug.nl
Web site: www.rug.nl/bdk/informatievoor/studenten/studieadviseurs

C16.4 Board of Examiners
Faculty of Economics, c/o Ms M.C. Christen (secretary),
P.O. Box 800
9700 AV Groningen, The Netherlands

Faculty of Management and Organization
Ms H.E.E. Blaauw (secretary)
P.O. Box 800
9700 AV Groningen, The Netherlands

C16.5 International Office
Faculty of Economics
Secretariat: WSN 213
Opening hours: daily from 10.00 to 12.30
Tel. +31 (0)50 363 6310
E-mail: int.office@eco.rug.nl
Web site: www.rug.nl/economie/informatievoor/studenten/buitenland or http://www.rug.nl/economics/informationfor/students/studyingAbroad/
Faculty of Management and Organization
Ms A.J. Venhuizen, WSN 630
Secretariat: WSN 625
Tel. (050) 363 3452
Office hour (no appointment necessary): Monday, Wednesday & Thursday from 14.00 p.m. to 15.00. Outside the office hour, please make an appointment through the secretariat.
E-mail: int.office@bdk.rug.nl
Web site: www.rug.nl/bdk/informatievoor/studenten/studerenInBuitenland

International Relations Office (BIS) / International Service Desk
Visiting address: Academiegebouw, Broerstraat 5 (2nd floor, West)
Tel. (050) 363 8181
E-mail: isd@bureau.rug.nl

C16.6 Teacher training programme: Economics & Business Studies
Mr G. Hoevers and Mr L. Wouda, WSN 225
Tel. (050) 363 3738
E-mail: a.w.g.hoevers@eco.rug.nl or l.wouda@eco.rug.nl
Web site: www.rug.nl/economie/informatievoor/studenten/opleidingen/post/lerarenopleiding

C16.7 Science Shop (Research Bureau & Internship Desk)
Coordinators: Ms Elise Kamphuis, WSN 221
Frans J. Sijtsma, WSN 219
Secretariat: Henk W. Janssen, WSN 222
Telephone: (050) 363 3810/7182/3754
E-mail: wewi@eco.rug.nl
Web site: www.rug.nl/wewi/eb
Opening hours: Mon. to Thu. from 9.00 to 17.00, Fri. from 9.00 to 13.00.
SOM, FEW/FBK Research School, Ms A.C. Dietzenbacher-Koning (Office Manager, WSN 358)
Tel. (050) 363 3815
E-mail: A.C.Koning@eco.rug.nl

C16.8 FEW Department Offices
Accountancy
Ms I.M. Luttmer-Noest, WSN 324
Ms A.H.E. van de Voort-Toisuta, WSN 324
Ms I.T.M. Wasser, WSN 324
Tel. (050) 363 3768
E-mail: accountability@eco.rug.nl
Web site: www.rug.nl/economie/faculteit/vakgroepen/accountancy
General Economics
Ms E.M. Baars-Drent, WSN 545
Ms H.C.W.E. van der Vleuten, WSN 545
Tel. (050) 363 7018 or (050) 363 3740
E-mail: E.M.Baars-Drent@eco.rug.nl or H.C.W.E.van.der.Vleuten@eco.rug.nl
Web site: www.rug.nl/economie/faculteit/vakgroepen/dge

Business & ICT (BIK)
Ms D.H.J. Kikkert, WSN 449
Tel. (050) 363 3685
E-mail: D.H.J.Kikkert@eco.rug.nl

Econometrics
Ms E.S. Bennink-Bambang-Oetomo, WSN 260
Tel. (050) 363 3460
E-mail: E.S.Bambang.Oetomo@eco.rug.nl
Web site: www.rug.nl/economie/faculteit/vakgroepen/econometrie

Finance, Investment & Accounting
Ms D.H.J. Kikkert, WSN 449
Ms N.R. Kempa, WSN 449
Tel. (050) 363 3685 or (050) 363 3814
E-mail: D.H.J.Kikkert@eco.rug.nl or N.R.Kempa@eco.rug.nl
Web site: www.rug.nl/economie/faculteit/vakgroepen/dfa

International Economics and Business
Ms E. Kortrijk, WSN 541
Tel. (050) 363 3716
E-mail: E.Kortrijk@eco.rug.nl
Web site:
www.rug.nl/economie/faculteit/vakgroepen/internationalEconomicsBusiness

Marketing & Market Research
Ms H.G. Tamling, WSN 450
Ms J.M. Wiersema, WSN 450
Tel. (050) 363 7065 or (050) 363 3686
E-mail: H.G.Tamling@eco.rug.nl or J.M.Wiersema@eco.rug.nl
Web site:
www.rug.nl/economie/faculteit/vakgroepen/marktkundeEnMarktonderzoek

C16.9 Clusters, Faculty of Management and Organization
For address details, see the FBK web site: www.rug.nl/bdk/faculteit/bdk.
C16.10 Libraries

Library of Economics / Management and Organization / Spatial Sciences
Visitors’ address: ground floor of WSN building, Zernike Complex
Postal address: P.O. Box 800, 9700 AV Groningen
Tel. (050) 363 3708
Fax: (050) 363 3720
E-mail: biblio@eco.rug.nl
Web site: www.rug.nl/economie/bibliotheek or www.rug.nl/economics/library

Law Faculty Library
Visitors’ address: Oude Kijk in ‘t Jatstraat 26 (Harmonie Complex)
Postal address: P.O. Box 716, 9700 AS Groningen
Tel. (050) 363 5663
Fax: (050) 363 5656
E-mail: bibliotheek@rechten.rug.nl
Web site: www.rug.nl/rechten/bibliotheek

University Library
Visitors’ address: Broerstraat 4
Postal address: P.O. Box 559, 9700 AN Groningen.
Tel. (050) 363 5020
Fax: (050) 363 4996
E-mail: info@ub.rug.nl
Web site: www.rug.nl/Bibliotheek

C16.11 Teaching Cluster and Rekencentrum (RC)

RC Service Desk and RC Service Centre
Visitors’ address: Landleven 1, Zernike Complex
Postal address: P.O. Box 11044, 9700 CA Groningen.
RC Service Desk
Tel. (050) 363 3232
E-mail: rcservicedesk@rc.rug.nl
Web site: www.rug.nl/rcsc

RC Service Centre
Tel. (050) 363 8040 E-mail: rcsc@rc.rug.nl
Web site: www.rug.nl/rc

C16.12 Central Student Administration (CSA)
Visiting address: Academiegebouw, Building 12 (room 131), Broerstraat 5, Groningen
Opening hours: 10.00 - 16.00.
Opening hours vary for the summer vacation (see UK announcements).
Postal address: P.O. Box 72, 9700 AB Groningen, tel. (050) 363 5274.
E-mail: csa@bureau.rug.nl
Web site: www.rug.nl/csa
C16.13 Student Support Service Groningen (STAG)
Visiting address: Uurwerkersgang 10
Postal address: P.O. Box 72, 9700 AB Groningen
Opening hours: Monday to Friday, 10.00 to 16.00.
Opening hours vary for the summer vacation (see UK announcements).
E-mail: stag@bureau.rug.nl Web site: www.rug.nl/STAG

Important telephone numbers at STAG
- (050) 363 8004 – information number for RUG students
  For questions about study delay, finances or choosing courses.
- (050) 363 4665 – information number for RUG students
  For questions about course and placement opportunities in the Netherlands
  or abroad, or about career planning (connection between degree subject
  and careers).
- (050) 363 8025 – information number for prospective students. For
  questions about information sessions organized by the RUG.
- (050) 363 8066 – information number for all other STAG business contacts.

C16.14 Careers Advice Centre (LAC)
Visiting address: Uurwerkersgang 10 Postal address: P.O. Box 72, 9700 AB
Groningen (050) 363 8004
E-mail: stag@bureau.rug.nl
Web site: www.rug.nl/lac

C16.15 Study Support
Visiting address: Academiegebouw (Tower), 2nd floor, Broerstraat 5
Postal address: RUG Study Support, P.O. Box 72, 9700 AB Groningen
Tel. (050) 363 5548, fax (050) 363 5539.
E-mail: Y.M.Robert@bureau.rug.nl
Web site: www.rug.nl/so

C16.16 RuG Confidential counsellor
Visiting address: Visserstraat 49
Postal address: P.O. Box 72, 9700 AB Groningen
Tel. (050) 363 5435
E-mail: j.m.dam@bureau.rug.nl (confidential counsellor) or a.m.wildeboer-
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## Appendix 1 Objectives and final competences of the FEW master’s degree programmes

### Knowledge:
Graduates
1. have an advanced level of knowledge of the theories, methods and techniques of their chosen discipline/specialization, as well as the ability to interpret the interrelationship of these economics knowledge areas.
2. will be able to formulate a critical assessment of the relationships between theoretical concepts, research methodologies and empirical findings in international scientific publications.
3. are able independently to employ specific research and analysis methods within the economics discipline/specialization.
4. are able to contribute independently to the body of knowledge of at least one economics discipline/specialization.

### Skills:
Graduates
1. are able to apply the knowledge gained to complex questions, can independently formulate a problem definition and conduct research in a multidisciplinary context.
2. are able to apply the most important theoretical insights in the field to the analysis of concrete (business) economics questions and thus take the first steps towards innovative research.
3. can draw links between the results concerning the knowledge area found in international scientific and subject-specific publications and relevant social developments.
4. are able to critically reflect on argumentations and standpoints, can integrate broader social modes of thought into the field and communicate this in both written and oral forms.

### Attitude:
Graduates
1. have an investigative and critical attitude towards the content and development of the knowledge area and are able to take a standpoint.
2. have insight into and a vision of the applicability and limitations of the science of economics and of science in general for social questions and developments.
3. have the right attitude towards continuous learning.
4. have an open and critical attitude towards new ideas and developments within the knowledge area.
5. demonstrate a professional attitude whereby the relevant skills (such as working methodically, accurately, independently, taking the initiative, negotiating) can adequately be applied.
Appendix 2 Regulations and Guidelines

Article 1: Applicability
These Regulations and Guidelines apply to the examinations and final assessment of:
- courses separately offered by the Faculty of Management and Organization (FBK) and the Faculty of Economics (FEW)
- courses jointly offered by the Faculty of Management and Organization and the Faculty of Economics.

Article 2: Definitions
The following definitions apply to these Regulations:
- Examination regulations: the education and examination regulations (OER) for the courses listed in Article 1, most recently set in June 2004.
- Examinee: a person taking an examination or final assessment.
- Examinations or interim examinations: the testing and assessment of the knowledge, insights, and skills of the student obtained in a particular syllabus unit;
- Student: a person enrolled in the university for the purpose of taking courses and/or examinations leading to the conferring of a university degree.
- Examiner: a person who is appointed to take the examination by the Board of Examiners on the basis of Article 7.12 of the Higher Education and Research Act (WHW). Examiners are authorised to set and mark examinations in the course (courses) for which they provide or have provided teaching, on condition that this was within the last five years.
- Syllabus unit: for FBK: as defined in the OER for FEW: any course, subject or module that is part of the degree programme.

Article 3: Registration for and participation in FBK examinations
1 Before students can participate in a written examination they must register for it.
2 Students can register for examinations via the Internet (ProGRESS WWW). Students must print out the electronic registration form as proof of registration. The registration period commences four weeks before the examination and ends one week before the examination.
3 Students wanting to participate in a written examination who have not registered within the specified period may still register on payment of € 10 per examination. Late registration is possible up to the last working day before the examination during opening hours of the FBK Education Office. In this context, Friday does not count as a working day. Irrespective of the number of registrations, students may be asked to pay up to € 30 per late registration.
4 At the examination, students must submit proof of registration.
5 The examiner may also make registration for other types of examinations compulsory.
6 If students do not comply with the registration period for examinations as
set out above, they will be considered not to have taken the examination, unless the Board of Examiners decides otherwise.

**Article 3: Registration for and participation in FEW examinations**
1. Before students can participate in a written examination they must register for it.
2. Students can register for examinations via the Internet (ProGRESS WWW). The registration period commences four weeks before the examination and ends one week before the examination.
3. N/A
4. N/A
5. The examiner may also make registration for other types of examinations compulsory.
6. If students do not comply with the registration period for examinations as set out above, they will be considered not to have taken the examination, unless the Board of Examiners decides otherwise.

**Article 4: Registration for syllabus units**
1. Before students can participate in a syllabus unit they must register for it.
2. Students can register for syllabus units via the Internet (ProGRESS WWW). The deadlines for registration are given in the study guide.
3. Students must register in good time for syllabus units to be sure of a place.

**Article 5: Procedure for maintaining order during written examinations**
1. At least one examiner will be present in the examination hall for the entire examination. The examiner is in charge of the invigilators.
2. **Rule for FBK:**
   Only students who have correctly registered for a written examination can participate in it.
2. **Rule for FEW:**
   In principle, only those students who have correctly registered for a written examination (see Article 3) may participate in it. Students who have not registered or have registered too late may only participate if there is room available in the examination hall and if there are enough question and answer sheets available. These students must report to the examiner in charge immediately before the start of the examination. The examiner will decide whether they may participate.
3. If the Student Administration Office discovers that a student was not entitled to participate in an examination for other reasons than those set out in subsection 2, the student will be considered not to have taken the examination, unless the Board of Examiners decides otherwise.
4. Students must be in the examination hall in good time. No student may leave the hall within the first thirty (30) minutes of the start of any examination. During this period, students who have arrived late may still be admitted to the examination. Once a participant has left the examination hall, no further students may be admitted to the examination.
5. During the examination, all question and answer sheets as well as all jotting paper must remain within the examination hall and be handed in at the end of the examination, unless the examiner decides otherwise. It is
not permitted to copy out the question and answer sheets or the jotting paper during the examination.

6 No items other than the following may be on the table in the hall: proof of registration, a student card, the examination paper, an answer sheet or score form, any jotting paper provided, writing utensils, a calculator, and any quotations from Acts or reference material permitted in advance. In open-book examinations, students are permitted to consult books recommended by the examiner. When using calculators, students may only use the elementary mathematical operations, unless stated otherwise. Any other use will be regarded as cheating and will be punished.

7 Invigilators are authorised to check calculators and the like.

8 Mobile phones and similar electronic communication devices are not permitted in the examination hall. If students are discovered with one of these devices in the examination hall, they will be immediately expelled from the examination.

9 Making contact with fellow-students in any form is prohibited. Nor are students permitted to borrow or lend any material from or to other people without the permission of the examiner.

10 Examiners and invigilators are authorised and required to determine the identity of the people in the examination hall, in the first place on the basis of a student card. They must ensure that the identity corresponds with the name on the proof of registration and on the examination sheet. If a student cannot identify himself by means of a valid passport or driving licence either, then he must do so before the examiner or the examiner’s representative on the next working day at the latest.

11 Students may only visit the toilet in exceptional circumstances and only with the permission of the examiner/invigilator.

12 If a student breaks any of these rules, or disturbs the order during the examination in some other way, he can be expelled from further participation in the examination by the examiner. The student’s exam paper will not be marked, unless the Board of Examiners decides otherwise. The examiner may request the Board of Examiners to impose further sanctions. The examiner shall report the exclusion to the Board of Examiner immediately after the examination.

13 Students may appeal against the decisions of the examiner or the Board of Examiners within four weeks of the decision to the University Committee of Appeal for Examinations.

**Article 6: Results of examinations and discussions**

In addition to what is set out in the Education and Examination Regulations with regard to examinations, the following also applies:

1 The result must be published within 15 working days of the day of the examination, with the examiner ensuring that the result is received by the Education Office within 13 working days. The Office in turn will ensure that the result is processed and published within two working days.

2 If it can be seen in advance that examiners will exceed the period of 13 working days due to circumstances beyond their control, then this will be stated on the examination sheet. A new date for the results will also
be given. The course director will be asked for permission before the examination is sat.

3 The date and place for inspection must be stated by the examiner after publication of the exam results and registered in Nestor by the Office of Education and Examinations. Students have the right if they so wish to an oral explanation of the results.

4 If an examination is resat, then the highest grade counts.

5 Rules for the resits in August for FEW propaedeutic examinations:
   - the extra (third) resit opportunity will be confined to examinations for first-year courses from the first semester (consisting of two blocks) and the first block of the second semester.
   - in total, the courses in the first three blocks are worth 45 EC. Only those students who have achieved at least 33 of these 45 ECs by 1 August may resit courses for no more than 12 EC (= 45 EC – 33 EC), on condition that after a previous examination opportunity a mark of 5 was achieved in that course at least once.
   - this extra resit opportunity in August is confined to
     - first-year students, that is students who started their degree courses in the previous September
     - second-year students who have achieved at least 45 EC for their propaedeutic courses. They will also be permitted to resit examinations for propaedeutic courses in August.

6 At a student's written request, the Board of Examiners may decide that the last examination to be taken by the student after the student has completed the final degree project may take place outside a regular examination period.
   If this last examination is not passed, the Board of Examiners may decide that the only allowed resit takes place within a term of three to six weeks, calculated from the time of the publication of the results.

**Article 7: Fraud**

1 In case of cheating, the Board of Examiners may deny the guilty examinee the right to participate in one or more examinations for a maximum period of one year. Alternative examinations sat elsewhere during the period of the ban will not be recognised.

2 If an examinee is caught cheating during an examination, the examiner may exclude the examinee from further participation in the examination.

3 Exclusion from an examination means that no mark will be given.

4 A written report of the decision to ban will be provided. This report will be sent by the examiner to the Board of Examiners of the course in question as soon as possible, with a copy being sent to the examinee.

5 The Board of Examiners shall study the report and use it to decide if the student is to be excluded from further examinations.

6 If the Board of Examiners is of the opinion that further exclusion is in order, it shall summon the examiner and the examinee for questioning.
a. Plagiarism is the use of ideas and phrases of others without reference to the source.¹

b. The maximum penalty for plagiarism as defined in subsection a. and other illegitimate uses of texts is the denial of the right to participate in one or more examinations to be stipulated by the Board of Examiners for a maximum period of one year. Both the examinations and the period concerned shall be stipulated by the Board of Examiners.

c. If a paper has been written jointly, then all members of the group are jointly responsible for the plagiarism, until evidence to the contrary is provided.

d. If plagiarism is discovered after the (final) mark has been given, the Board of Examiners has the authority to render this (final) mark null and void. This authority lapses one year after the discovery or after the student’s graduation ceremony.

Article 8: Questions and assignments

1 The questions and assignments of the examination will be confined to the sources for the examination paper published in advance (printed or electronic publications or subject matter discussed in the lectures). These sources will be announced before the course relating to the examination commences. The examination subjects will be announced at the start of the course.

2 An examiner must keep a written record of the results of an interim examination.

3 The examiner shall ensure that the examination papers will be put on file for at least five years, while the students' work will be put on file for at least one year. The latter also applies to essays and papers written by students.

4 The examination must be representative of the content of the course.

Article 9: Cum laude

1 Should an examinee demonstrate exceptional competence through the bachelor's degree examinations, this will be recorded on the certificate with the words ‘cum laude’.

2 A student is deemed to possess exceptional academic skills as referred to in Article 9.1 if the weighted average mark for the syllabus units of the post-propaedeutic phase to be specified on the certificate is 8.0 or higher and no marks lower than 7 have been given.

3 Should an examinee demonstrate exceptional competence through the master's degree examinations, this will be recorded on the certificate with the words ‘cum laude’.

4 Exceptional competence, as referred to in Article 9.3, is considered to have been demonstrated if the examinee has achieved a weighed mark that meets the criteria set out in Article 9.1.

¹ Examples of plagiarism and other illegitimate uses of texts are:
- using texts written by others, copying the structure of texts written by others and using other people’s ideas without reference to the source
- making exclusive or abundant use of texts written by others;
- not clearly indicating that sections of your text are literal or virtually literal quotations
- submitting the same or similar papers for different assignments.

See also the Prevention of Plagiarism memorandum, spring 2004.
average mark of 8.0 or higher for the Master’s degree courses listed on the certificate, none of the marks for the modules listed was less than a 7, and the final degree project/thesis was awarded at least an 8.0.

5 At a student’s written request and on advice of the course director, the Board of Examiners may decide to deviate from subsections 2 and 4.

**Article 10: Assessment**

1 A student is deemed to have passed the Bachelor’s degree programme if a score of at least 6 has been achieved in every examination and a score of at least 5.5 in every partial examination.

2 A student is deemed to have passed the Master’s degree programme if a score of at least 6 has been achieved in every examination and a score of at least 5.5 in every partial examination.

3 Written examinations shall be marked and processed within 15 working days.

4 Marks for examinations will be given in whole numbers. The assessments of partial examinations may be given to one decimal place. Whole marks have the following meaning:

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1 highly inadequate
2 inadequate
3 highly insufficient
4 insufficient
5 almost sufficient
6 sufficient
7 amply sufficient
8 good
9 very good
10 excellent

6 Syllabus units for which an exemption has been granted are deemed to have been assessed with the mark 6.

7 Requests for exemptions must be submitted to the Board of Examiners. The Board will then decide whether or not to grant an exemption.

**Article 11: Additional regulations concerning approval of the Bachelor’s degree programme**

1 A request for approval of examinations for the Bachelor’s degree must be submitted by the examinee to the Board of Examiners at least three months before the Bachelor’s degree examinations will be sat.

2 The Board of Examiners will make its decision within three weeks after receipt of the request concerning the Bachelor’s degree programme. The student will be sent written confirmation of the Board of Examiners’ decision within two weeks of that decision.

**Article 12: Additional regulations concerning approval of the Master’s degree programme**

1 A request for approval of examinations for the Master’s degree must be submitted by the examinee to the Board of Examiners at least three months before the Master’s degree examinations will be sat.

2 The Board of Examiners will make its decision within three weeks after receipt of the request concerning the Master’s degree programme. The
student will be sent written confirmation of the Board of Examiners’ decision within two weeks of that decision.

**Article 13: Certificate, list of marks, and statement of examinations taken**

1. The student shall receive a certificate issued by the Board of Examiners as proof of his or her passing the final examination. The certificate shall be signed on behalf of the Board by at least two staff members to be appointed by the Board. The degree ceremony is open to the public, unless the Board stipulates otherwise.

2. The certificate will state which syllabus units the examinations have covered.

3. Students who have passed more than one (partial) examination and who are not eligible for a degree certificate may request to be presented with a document stating the examinations they have passed.

4. Examinees will be provided with a separate list of marks during the Bachelor’s degree certificate ceremony. The list will state the course taken.

5. Examinees will be provided with a separate list of marks during the Master’s degree certificate ceremony. Among other items, the list will state the degree course and any profile or profiles.

**Article 14: Right of appeal**

1. A decision taken by an examiner or Board of Examiners may be appealed against before the university's Committee of Appeal for the Examinations.

2. If an appeal is lodged against a decision taken by an examiner, the appellant (the person lodging the appeal) should lodge a formal appeal (stating the reasons for the appeal) with the Committee of Appeal and the Board of Examiners concerned within four weeks of the decision. The Board of Examiners will act as an arbitration committee between the examiner and the appellant.

3. If an appeal is lodged against a decision of the Board of Examiners, the appellant should lodge a formal appeal (stating the reasons for the appeal) with the Committee of Appeal and the Faculty Board within four weeks of the decision. The Faculty Board will appoint an arbitration committee that will investigate the possibilities for an amicable settlement.

4. The Board of Examiners referred to in subsection 2 or the arbitration committee referred to in subsection 3 will submit the outcome of their arbitration efforts to the Committee of Appeal within four weeks.

5. If the interests of the appellant require an immediately enforceable decision, a request may be submitted to the chair of the Committee of Appeal for a temporary ruling.

**Explanatory notes to the appeals procedure**

Further information about the appeal procedure may be obtained from the student advisers or the Studenten Advies Bureau Groningen (STAG), Uurwerkersgang 10. A brochure about the procedure, *In beroep*, can also be obtained from STAG.
Article 15: Date of Commencement
These rules and guidelines will take effect on 1 September 2004.

Last modifications decreed by the Board(s) of Examiners.
Appendix 3  Regulations for grading assignments

Article 1: General rules for all types of assignment
1. Individual and group assignments, presentations, home assignments, cases and similar activities may be used as a means of assessment in any course offered as part of a degree programme within the Faculty of Economics or the Faculty of Management and Organization. In addition, a student’s performance (individually or as part of a group) may be assessed with regard to seminars and practicals relating to these courses. These activities and the student’s performance are hereafter referred to as ‘assignments’.
2. The assessment criteria for assignments, the weighting of an assessment in the final grade, and repeat opportunities must be explained to students before an assignment is set.
3. If a course comprises more than one graded assignment, the grades will be combined into a final grade. This is an interim examination grade and will be rounded off to the nearest decimal point.
4. A single grade is also awarded for the examination. This is also an interim examination grade and will be rounded off to the nearest decimal point.
5. The final grade is the weighted average of the two interim grades, expressed as a whole number.
6. Lecturers may set a pass mark for each interim grade.
7. Weighting coefficients are set by the lecturers.
8. The final grade is the only grade that is passed on to the relevant student administration office or offices by the contact lecturer for the course.
9. The contact lecturer is responsible for the registration of the two interim grades in the records.
10. The interim grade will be valid for as long as the examination or assignment is offered in that form.

Article 2: Additional guidelines that apply only if assignments account for more than 25 % of the final grade
1. If the assignments involve group work, students must obtain at least 5.0 as interim grade for the examination.
2. If the interim grade for the assignments is below the pass mark, students will be given one extra opportunity to complete a repeat assignment during the next examination period.
3. The lecturer may decide to allow the student to submit a reparation assignment instead of a repeat assignment, thereby giving the student the opportunity to replace the unsatisfactory grade with a higher grade in the same period. If students are unable to obtain a higher grade by means of a repeat or reparation assignment, and consequently do not pass the course, they must complete the regular assignments when the course is offered again or obtain a sufficiently high grade for the examination.

Article 3: Additional guideline that applies only if the assignments account for 25 % or less of the final grade
If the assignment accounts for 25 % or less of the final grade, it is not necessary to allow students to repeat an assignment during the academic year in question, unless a pass mark has been set for the assignment.
Appendix 4 Regulations for bachelor’s and master’s theses

1. Introduction
These regulations comprise the general rules that apply to all final theses for Bachelor’s and Master’s degrees awarded by the Faculty of Economics (FEW) and the Faculty of Management and Organization (FBK). These regulations will be elaborated in a Handbook for Final Projects and an Assessment Form for Final Projects. These documents may vary from programme to programme. The handbook contains further information about the requirements and procedure, subject, structure and content, and attainment targets. It also contains information about supervision and assessment. The assessment form is a list of aspects that will be assessed for the final grade (see Article 9). Both documents will be drawn up and issued through the Education Office before the start of the academic year.

2. Admission
Students may be required to meet requirements relating to their study phase and/or subjects, or to particular skills. Fixed periods within which the thesis must be completed may also be specified.

3. Application procedure
Will be announced in due time.

4. Subject
In principle, the student must propose the subject of the thesis for a Master’s degree. The subject must be relevant to the study programme being followed and the chosen specialization (profile). If there is any doubt, the programme coordinator or programme director will decide.
A thesis for a Bachelor’s degree usually takes the form of a specific assignment, in some cases preceded by a period of preparation.

5. Form and structure
The thesis can take the form of theoretical research (e.g. a literature survey), empirical research, or an analysis of a problem relating to an organisation (degree project). One of these forms and/or further requirements may be specified as part of a course or profile.
There may be structural requirements relating, for example, to the title page, style, language, typography, summary, or the number of pages. If there are no such guidelines, the student must discuss these matters with the supervisor in advance.

6. Attainment targets
The attainment targets of the thesis must dovetail with the attainment target of the course in question.

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1 A thesis is a combination of assignments which, depending on the course and content, are also referred to as a final project or final assignment.
2 The entry requirements must be set out in the relevant Education and Examination Regulations (OER).
The number of credits (EC) awarded for a thesis depends on the degree course and is set out in the relevant Education and Examination Regulations. If the credit load for the thesis for a particular course is allowed to vary, it must be agreed in writing beforehand.

Completing a thesis is a measure of the student’s individual ability. Students must demonstrate that they are able to work independently and professionally in terms of managing the project and dealing with relational, methodological and content-related aspects, and in terms of keeping to agreements. Theses written by two or more students are only permitted if the individual contributions can be objectively assessed.

7. Supervision
The department running the course is responsible for supervising and assessing theses. The department assigns these tasks to specific lecturers, ensuring that either the supervisor or the co-assessor teach on the programme in question. When the student submits a piece of work, the supervising lecturer must provide feedback within 10 working days. The credit load (in EC) and length (minimum/maximum number of pages) of the project must be agreed, and a supervisor appointed, before the project start date. Further individual requirements with regard to the procedure for appointing a supervisor may be stipulated. A supervisor will be appointed no later than 20 working days after the student has submitted the request.

Supervision for a Master’s thesis consists, at least, of an intake interview, an assessment of the problem definition and/or research approach, and the assessment of one or more interim reports and the final draft. A co-assessor is always appointed when the thesis is part of a Master’s degree. Co-assessors are appointed in consultation with the supervisor and course coordinator, and with the course director or thesis committee.

8. Assessment procedure

8.1 Bachelor’s thesis
A thesis for a Bachelor’s degree can be integrated in a seminar. The supervisor will assess the thesis.4

8.2 Master’s thesis
The supervisor and co-assessor5 will assess the thesis. The co-assessor becomes involved after reception of a complete draft of the thesis that has been approved by the supervisor. Assessment takes place after an oral examination (‘defence’). The date for this examination cannot be arranged until the co-assessor has submitted a positive assessment. If the assessment is negative, the final decision will be made by a third lecturer, who will be approached as an independent party by the course coordinator or course director. If the decision is positive, the third party will take over from the co-assessor. The co-assessor

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3 The requirements placed on supervisors and assessors are set out in the relevant Education and Examination Regulations (OER).
4 It is possible to appoint two supervisors. If this is the case, one of the supervisors will act as co-assessor.
5 It is possible to appoint two supervisors. If this is the case, one of the supervisors will act as co-assessor.
assesses the aspects listed under Article 9, and may require the student to make additional amendments to the thesis before the oral examination can take place. The student will receive the date of the oral examination, or the request for additional amendments, no later than 15 working days after submission of the complete draft, unless otherwise agreed in advance due to urgent circumstances. The supervisor and co-assessor will both attend the oral examination. If an external internship/project supervisor is involved, he or she may be required to attend, but only in an advisory capacity. After the oral examination, the supervisor and co-assessor will agree on a grade. If they are unable to agree, an independent third party (lecturer) will make a final decision within 10 days. The student will be informed of the result immediately.

9. Assessment aspects

9.1 Bachelor’s thesis
Assessment of a thesis for a Bachelor’s degree includes at least the following aspects:

- problem definition (originality, academic and practical relevance)
- research approach
- theory and research methodology
- reasoning and arguments (accuracy, objectivity)
- structure and functionality
- presentation (formulation, language, design)
- the extent to which the student has carried out the research independently.

These aspects should all be weighed up and be reflected in the final grade. Individual courses may refine or emphasise these aspects, and may add weightings if necessary. The assessment may include an oral examination or presentation, but this must have no more than a marginal influence on the final grade.

9.2 Master’s thesis
Assessment of a thesis for a Master’s degree includes at least the following aspects:

- problem definition (originality, academic and practical relevance)
- research approach
- theory and research methodology
- reasoning and arguments (accuracy, objectivity)
- structure and functionality
- presentation (formulation, language, design)
- the extent to which the student has carried out the research independently
- quality and accessibility of data used
- reproducibility
- originality
- the academic and practical relevance of conclusions and recommendations.

These aspects should all be weighed up and be reflected in the final grade. The assessment includes an oral examination (‘defence’), but this must have no more than a marginal influence on the final grade. Individual courses may refine or emphasise these aspects, and may add weightings if necessary. A thesis
that takes the form of a thesis may be assessed not only in terms of content, but also in terms of how the research was conducted. In such cases this will be a specific assessment aspect, numbered as 1.

If the student completes a thesis at an external organization or company, the university supervisor can consult the external supervisor when assessing the aspect relating to how the research was carried out in practice.

10. Involvement of external parties in research
The nature of the research may mean that it is necessary or useful to involve external parties. This involvement can range from making information available to formulating a research assignment. In the third party attaches conditions to the use of the information or to the results of the research, the student must make sure that these do not prevent him or her from fulfilling the course requirements. Agreements relating to matters such as disclosure must conform to these regulations (see Article 12). Contracts with external organisations must be submitted in advance to the responsible Faculty for approval. Responsibility for supervising the student rests exclusively with the Faculty. The Faculty supervises the research as a learning process, and assesses the research process and its outcome according to current academic standards. The student is responsible for carrying out the research and for maintaining relations with external parties. The University of Groningen (RUG) has taken out liability insurance to cover its liability as a university and to cover the liability of its students during traineeships (except traineeships in the United States and Canada). The excess for damage to property is € 2,500 per claim. The excess for damage to persons is € 25,000 per claim.

11. Administration and archiving
The student must hand in three copies of the thesis to the secretary’s office: one for the supervisor, one for the co-assessor, and a copy for the course archives. The student provides a digital version of the thesis for the library. This version can be accessed via the internal catalogue only. Theses are kept in the course archive for 5 years, for visitation and accreditation purposes.

12. Public domain
Theses are open to the public for inspection because the research and assessment must be verifiable. Therefore, a thesis must not contain confidential information. If necessary, such information may be presented to both assessors in the form of confidential appendices. However, the thesis must constitute a coherent body of work as it stands, without the confidential appendices. The confidentiality of a thesis can be accepted without further conditions only if there are good reasons for doing so, and subject to the approval of the Board of Examiners. Confidential theses are only made available to the supervisor, the co-assessor, the programme director, and, if necessary, the Board of Examiners and Accreditations Committee. In all cases, such theses must be

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6 The Faculty of Management and Organization requires that a contract be drawn up with any external organizations that are involved in a Master’s thesis.

7 This means that RUG is covered for damage incurred by its students. Students are responsible for arranging all other forms of insurance.
read in confidence. The Board of Examiners will decide on the confidential nature of the thesis in advance on the basis of the research proposal.

13. Disputes
In the event of a dispute between the student and the supervisor, the relevant programme coordinator or programme director will mediate. If a solution is not forthcoming, the Board of Examiners will take the final decision.

14. Final provisions
In cases not covered by these regulations, the relevant Board of Examiners shall take the final decision.
Appendix 5  Plagiarism

*Academic studies*

The aim of the courses we offer is to teach you to work at an academic level. This means that you will acquire knowledge of theories and institutions, as well as analytical and practical skills. You will acquire academic skills through various forms of teaching. You will study literature independently, attend lectures and seminars, work on assignments, and carry out research individually or as part of a group.

Above all, you will learn how to adopt an *academic approach*. This is a collective term that covers aspects such as independent thinking, an open and enquiring mind, the ability and inclination to reflect critically on your own or someone else’s ideas, and a well-developed sense of academic and social responsibility. An academic approach therefore relates to the ability to think independently and form your own opinions, and to endorse them openly. These are the essential qualities and abilities of an academic. They do not develop automatically. You will have to work hard to achieve academic standards and develop an academic approach. During the course of your studies, your academic skills will progress visibly.

*Plagiarism*

In recent years there have been several cases of plagiarism by students. Plagiarism means using the ideas and phrases of others without acknowledging the source. This occurs not only in course assignments, but also in final-year projects. The following are examples of plagiarism: reproducing an assignment completed by a fellow student or senior student, ‘cutting and pasting’ from the Internet without stating the source, submitting the same piece of work more than once, reproducing a thesis written by a student at another university and reproducing part of a book or article.

In the light of the cases that have arisen, the Faculty has decided to implement stricter regulations on plagiarism. Plagiarism is forbidden. One of the requirements of academic training is that you should never reproduce the work of others without acknowledging the source. Of course, you use these sources while you are working on your assignment or article, but the final piece of work you produce must be based on your own creative thinking; you must bring something to your reading. The Faculty has clearly set out above what academic study involves and how academics are expected to conduct themselves. Plagiarism undermines the basic aim of an academic education, namely to develop an independent and critical mind.

To combat the problem, we will be testing a plagiarism scanner in the near future. This means that all assignments submitted by students will be screened for plagiarism. Part of this screening will be done electronically. If a member of staff suspects that a student is guilty of plagiarism, the Board of Examiners will be notified. The Board of Examiners will then investigate the matter further, if necessary. If plagiarism is deemed proven, disciplinary measures will follow.

The regulations regarding plagiarism can be found in the Regulations and Guidelines, appendix 2.
Appendix 6 Regulations for FEW Group Trips Abroad

1 These regulations apply to all foreign study trips lasting several days by groups of students, most of whom are undergraduates at the Faculty of Economics, organized by or on behalf of the Faculty.

2 During a trip abroad, several organisations of different natures will be visited, and contacts initiated with several bodies.

3 The foreign trips are intended for third-year students and, on a pro rata basis, students of the Master’s degree courses in which students from the Faculty of Economics participate. The minimum number of participants for any trip is 15. The maximum number will be determined by the organisation, as well as the procedure in the event of over subscription; the maximum grant per economics student per trip will be € 200.

4 The initiative to organize a trip abroad can be taken either by lecturers or by students. By students are meant not only individuals but also the EFV, its sub societies, SIS and GFE. The Foreign Travel Committee (BRC) for funding will assess all proposals. This committee will submit its recommendations to the Faculty Board, which will make the final decision. The BRC will base its advice on the following criteria:
   a. the quality of the programme
   b. the accessibility of the programme for students from the various study programmes
   c. the degree of preparation
   d. the amount of organisational time and effort the applicants are prepared to invest
   e. a declaration from at least one lecturer that he/she will personally accompany the trip
   f. in principle, the timing of the trip may not interfere with study programmes; if that is the case, the participants bear full responsibility.

5 Grant
   Every year, the faculty determines a budget for trips abroad; in its advice, the BRC decides how many trips will be subsidized and what amount will be allocated to each trip.

6 The travel and accommodation expenses of the accompanying lecturers must be included in the cost estimate submitted with the proposal for the trip. The other travel and accommodation expenses will be financed from the general ‘internship and excursions’ budget to a maximum of 40% of the foreign travel daily allowance. The surplus from any trip (maximum subsidy minus real costs) will be added to a fund for the financial support of additional trips abroad. Incidentally, such trips will also have to satisfy the criteria listed in article 4.
7 Procedure
   a. The initiators must submit a grant application to the BRC as soon as possible, and certainly no later than 1 January of the year in which the trip is planned, consisting of a preliminary programme and a budget. It must be accompanied by a signed pledge by one or more members of staff, stating that they are willing to supervise the trip.
   b. The BRC will inform the Faculty Board of its recommendations as soon as possible.
   c. Only in exceptional circumstances and for clearly motivated reasons will the Faculty Board ignore the advice of the BRC. It will normally ratify the BRC's proposal regarding the allocation of grants. It will inform the organizers of the trip of its decision by letter.
   d. The organizers must submit the final programme and budget to the BRC for approval no later than four weeks before the start of the trip.
   e. The organisation committee will present an evaluation of the trip to the BRC within two months of its return.
   f. The organizers will also submit a financial report to the Faculty Finance Office within two months.
   g. After the financial report has been approved, the organizers must submit a full report on the trip (including a financial report) to the Faculty Board with a copy to the BRC.
Appendix 7  Student Regulations 2004-2005: Summary

The University of Groningen
Academic Year 2004–2005

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Introduction

Central authorities

Student Regulations: Summary
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3. Eligibility and admission requirements
4. Enrolment
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6. Examinations
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8. Financial assistance for students who are eligible for IBG grants
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http://www.rug.nl/studenten
### Abbreviations used in the Regulations

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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>ABJZ</td>
<td>Corporate Administrative and Legal Affairs</td>
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<tr>
<td>ACB</td>
<td>Adviescommissie voor de bezwaarschriften (or Awb-Commissie): Advisory Committee for Appeals</td>
</tr>
<tr>
<td>BaMa</td>
<td>Bachelor’s and Master’s degree structure</td>
</tr>
<tr>
<td>CBE</td>
<td>College van Beroep voor de Examens: Examination Appeals Board</td>
</tr>
<tr>
<td>CBHO</td>
<td>College van Beroep voor het Hoger Onderwijs: Higher Education Appeals Tribunal</td>
</tr>
<tr>
<td>CSA</td>
<td>Centrale Studenten Administratie: Central Student Administration</td>
</tr>
<tr>
<td>CvB</td>
<td>College van Bestuur: Executive Board</td>
</tr>
<tr>
<td>EC</td>
<td>European Credits</td>
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<tr>
<td>ECTS</td>
<td>European Credit Transfer System</td>
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<td>GSb</td>
<td>Groninger Studentenbond: a student union at the University of Groningen</td>
</tr>
<tr>
<td>HBO</td>
<td>Hoger Beroeps Onderwijs: higher professional education</td>
</tr>
<tr>
<td>IBG</td>
<td>Informatie Beheer Groep: the national student records office</td>
</tr>
<tr>
<td>ISD</td>
<td>International Service Desk</td>
</tr>
<tr>
<td>OER</td>
<td>Onderwijs- en Examenregeling: Education and Examination Regulations</td>
</tr>
<tr>
<td>ROB</td>
<td>Regeling financiële ondersteuning studenten in bèta-opleidingen: regulations concerning financial assistance for students of the sciences</td>
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<tr>
<td>RUG</td>
<td>Rijksuniversiteit Groningen: the University of Groningen</td>
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<tr>
<td>SIAGD</td>
<td>(Seksuele) intimidatie, agressie, geweld en discriminatie: (harassment, sexual harassment and aggressive, violent or discriminatory behaviour)</td>
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<tr>
<td>SO</td>
<td>Studie Ondersteuning: Study Support</td>
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<td>SOG</td>
<td>Studenten Organisatie Groningen: a student union at the University of Groningen</td>
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<tr>
<td>STAG</td>
<td>Studentenadviesbureau Groningen: Student Support Service</td>
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<tr>
<td>UAF</td>
<td>Stichting voor Vluchteling-Studenten UAF: University Assistance Fund for refugee students</td>
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<tr>
<td>UCLO</td>
<td>Universitair Centrum voor de Lerarenopleiding: University Centre for Teacher Training</td>
</tr>
<tr>
<td>UFC</td>
<td>Universitaire Fondsen Commissie: a committee which assess applications for financial assistance</td>
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<tr>
<td>UK</td>
<td>Universiteitskrant: the university newspaper</td>
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<td>U-raad</td>
<td>Universiteitsraad: University Council</td>
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<td>VOS</td>
<td>Vooruitstrevend Overleg Studenten: a student union at the University of Groningen</td>
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<td>VWO</td>
<td>Voorbereidend Wetenschappelijk Onderwijs: pre-university education</td>
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<td>WBP</td>
<td>Wet bescherming persoonsgegevens: Personal Data Protection Act</td>
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<td>WHW</td>
<td>Wet op het hoger onderwijs en wetenschappelijk onderzoek: Higher Education and Research Act</td>
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<td>WO</td>
<td>Wetenschappelijk Onderwijs: university education</td>
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<tr>
<td>WSF</td>
<td>Wet studiefinanciering 2000: Student Finance Act 2000</td>
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Definitions

A **student** is a person who has paid all the statutory fees required by the University of Groningen and is enrolled in an officially recognised course. A student has the right to follow courses and to take exams relating to the course he or she is enrolled in.

An **extraneus** is a person who has paid all the exam fees required by the University of Groningen and is enrolled as an external student in an officially recognised course. An extraneus only has the right to sit exams relating to the course he or she is enrolled in. Exam fees for academic year 2004–2005 have been set at € 1,104.

**Statutory fees** (*wettelijk collegegeld*) are set by law. All students under the age of 30 at the start of the academic year must pay statutory fees. The student must also be a national of a country within the European Economic Area, or otherwise be eligible to receive a government grant from IBG. Statutory fees for academic year 2004–2005 have been set at € 1,476.

**University fees** (*instellingscollegegeld*) are set by the University of Groningen. They must be paid by all students who are not required to pay the statutory fees set by law. University fees for academic year 2004-2005 have been set at the following amounts:
- Full-time students: € 1,940.
- Part-time students: € 1,104.
- Dual course students (combining study and work experience): € 1,104.

Students who are **not EU/EEA nationals** and who wish to enrol for a Bachelor’s degree course will be required to pay university fees of € 3,174.

Students who are **not nationals of a country within the European Economic area** (EU/EEA) and who wish to enrol for a Master’s degree course will be required to pay different fees. Please contact the Central Student Administration for more information.

**ECTS**: European Credit Transfer System
European system used to express the required workload for a course of study in credits.

**OER**: Education and Examination Regulations
Every course has its own specific OER containing the entry requirements and the content of the course.

An **exam** is a test of your knowledge, insight and skills, as well as an assessment of the outcome of the test.
Introduction

General
These student regulations provide an overview of the rights and obligations of both students and the university. They are based on national legislation, particularly the Higher Education and Research Act WHW, supplemented by regulations that are specific to the University of Groningen. The regulations have been divided into two sections. The main section describes the rights and obligations that apply to the university as a whole. The rest describes the rights and obligations that apply to specific courses and which differ from one course to another, as well as from one faculty to another.

Applicability
These student regulations are valid for academic year 2004–2005 and are based on the Higher Education and Research Act (WHW).

Not every regulation is hard and fast
Some of these student regulations may not be as hard and fast as they sound. Rules and regulations are by definition general in character, and their applicability in concrete situations and individual instances is not always a predictable and straightforward matter. It should also be realised that any governing body implements its own policies to a certain extent. Moreover, rules and regulations are never static but always subject to revision. Students who have enrolled for the first time this year will find that the regulations that apply to them are different to those for students who have re-enrolled. Make sure you have the right information.

Where can I go if I have any queries?
Do you have any queries? Does it look as though a mistake has been made? Is there something you want to complain about? Do you want to challenge a decision? Make sure you do not take what others say as gospel; you may well find that the student regulations contradict their claims. Make sure you know what is in the regulations, and consult the sources of information mentioned below. They will also tell you where to lodge a complaint, a notice of objection or a letter of appeal.

For more information and keeping up-to-date
All students will be notified when the definitive Regulations become available. You can obtain a free copy from STAG or access them via the website of the RUG: www.rug.nl/studenten. All regulations that apply to the RUG, as well as any changes made during the year, will be published in the Universiteitskrant or on the RUG website (central rules that apply to the university as a whole), or through your faculty (rules that apply to your course or faculty in particular). You are expected to take cognisance of all rules and regulations that apply to the RUG, your course or your faculty.

Information relating to the university as a whole
Each of the sources of information mentioned below has its own website. You can access them via the University of Groningen homepage at http://www.rug.nl/studenten.
• **The UK (Universiteitskrant): supplements and university notices**
The Executive Board publishes details of its new regulations and official
guidelines in the UK's supplements and in the notices section of the paper.
Consult these also for information on new statutory fees and changes to the
Afstudeerfondsregeling (course completion fund).

• **Central Student Administration (CSA)**
This agency provides information about enrolment procedures, statutory fees, and
everything you need to do to ensure that your enrolment remains valid. The
student administration of each faculty sends CSA details relating to the progress
of your studies (your credits). CSA sends them on to the Informatie Beheer Groep
(IBG) for decisions about whether to continue study grants
(prestatiebeurs/tempobeurs, performance-related/progress-related grants: not
applicable to foreign students). CSA provides students who have paid their fees
and have enrolled as students at the University of Groningen with student cards.

• **Student Support Service (STAG) and Student Counsellors**
(Studendecanen)
If your studies are not going as well as you would like, and you have discussed
your problem with your Study Advisor, STAG may be able to help. STAG can help
you to find your way through the maze of regulations, particularly if your studies
are not progressing as quickly as they should, with all the financial repercussions
this entails. It can also tell you about alternative courses. STAG can help you if
you wish to follow courses or do particular subjects abroad or elsewhere in the
Netherlands. If you have almost finished your studies, STAG can help get you
started on your career.

Students with complex or personal problems are advised to consult the Student
Counsellors. They provide confidential counselling and objective advice, and will
respect your privacy. They are also able to advise you how to lodge an appeal or
complaint.

N.B.: You must first report a delay in your studies to your Study Advisor, the so-
called ‘first report,’ to ensure you qualify to apply for financial assistance from the
Afstudeerfonds. The second report takes place at STAG.

• **International Service Desk (ISD)**
The International Service Desk (ISD) is part of the Office for International
Cooperation (Bureau Internationale Samenwerking, or BIS). It provides
information to foreign students, prospective students and foreign researchers,
specifically with regard to study, doing a PhD, and temporary residence at the
University of Groningen for research or other purposes. The ISD also assists
foreign guests staying in Groningen or those responsible for their stay with any
queries they may have about issues such as regulations relating to foreigners,
study advice, medical care, finance, accommodation, and facilities and official
organizations within the city. The ISD also organizes and coordinates a number
of introductory and social activities jointly with organizations such as Wings, the
Global Club and the Foreign Guest Club. In some cases, ISD is solely
responsible for looking after foreign guests – if, for example, they have been
invited to Groningen as guests of the Executive Board, or have come to the
University of Groningen within the framework of a joint project with a developing
country.
Information relating to the faculties

- **Sources in general**
The annual study guide is a good source of information. Notice boards, the university paper, the Internet and so on should be regularly consulted.

- **Education and Examination Regulations (OER)**
Every course has regulations concerning the course and its examinations: the OER. Your faculty’s Education Office will have a copy of the regulations that you can consult, but they are also in your study guide.

- **The faculty Education Offices**
Apart from the OER, your faculty Education Office can provide information relating to exam enrolment, registering for exams and credits (so that you continue to qualify for Dutch student grants), requirements relating to procedural order, timetables and student records.

- **The Study Directors and Course Coordinators**
Every faculty has at least one Director of Studies. He or she is responsible for ensuring that the teaching and examination regulations are adhered to. Some courses and faculties also have a Course Coordinator. He or she is another person you can approach if you have any queries relating to your course.

- **Study Advisor**
The Study Advisor’s job is to provide information, advice and counselling concerning planning your course, your subjects and so on. He or she is in contact with other central and faculty offices, and if necessary will be able to refer you on. If your studies are delayed due to circumstances beyond your control, and if the delay is expected to amount to more than 4 weeks, you must report this to your study advisor immediately if you want to be eligible for financial assistance from the Afstudeerfonds (chapter 8).

If you require information relating to your specific field or other specific information, the ISD can refer you to the appropriate person, either within the university or outside.

- **The Board of Examiners**
Issues relating to examinations and final assessments should be addressed to the Board of Examiners. This board has the task of organizing and coordinating examinations at the faculty or course level. Consult your study guide for further information.

- **Course Committee (Opleidingscommissie)**
Issues relating to your course should be addressed to the Course Committee. This committee has an important role in designing and evaluating the courses. Half of the board is made up of students and half of staff members.
Please note: the organizations and individuals mentioned above can only provide information about your course and your subjects. Financial and enrolment matters are dealt with outside the faculty.

- Contact STAG for issues relating to financial matters (financing your study, the afstudeerfonds, Dutch student grants, unsatisfactory progress in your studies and the financial repercussions). Please note: You must first report a delay in your studies to your Study Advisor, the so-called ‘first report,’ to ensure you qualify to apply for financial assistance from the Afstudeerfonds. The second report takes place at STAG.
- Contact CSA for matters relating to enrolment (fees due, obtaining a refund of fees you have paid, and so on).

Lodging an appeal or complaint

To appeal
You have the right to appeal against decisions made on the basis of the regulations. The following are the appropriate official channels:

- the Executive Board (CvB): for matters relating to that part of the student regulations that deals with regulations applicable to the university as a whole
- Higher Education Appeals Tribunal (CBHO): for matters that have already been the subject of an appeal that the Executive Board has ruled on, against whose decision you wish to appeal
- Examination Appeals Board (CBE): for matters relating to that part of the student regulations that deals with faculty regulations

An overview of procedures related to lodging an appeal is available from STAG (for example the brochure Bezwaar en Beroep.). Please contact STAG for general questions concerning this matter; for specific questions please contact the office of Corporate Administrative and Legal Affairs (ABJZ). Both websites also contain a lot of information.

Complaints
If a situation arises that you feel strongly enough about to lodge a complaint even though there has not been any clear breach of regulations, the following are the appropriate official channels to use:

- At the faculty level
  The faculties and various subject areas have complaints procedures of their own. If you have a complaint relating to your own situation, your first port of call should be the study advisor. If necessary, you will then be referred on, possibly to someone who is specialized to deal with that type of complaint. Each faculty has its own regulations for collective complaints.

- The STAG Student Counsellors
  If your complaint is such that it is not appropriate to use the faculty or course complaint facilities, the Student Counsellors should be approached. As confidential persons, they also fulfil the role of ombudsmen.
• **The RUG’s confidential counsellor**
Complaints about sexual harassment and aggressive, violent or discriminatory behaviour should be addressed to the committee that has been set up to deal with such complaints. Before you do so, however, you can discuss the matter with the RUG’s confidential counsellor. The contact address is listed below under Central Administration.

• **Health and Safety Office (Arbo- en Milieudienst)**
Complaints about health, safety and the working environment should initially be addressed to the health and safety coordinator of your faculty, or to the main health and safety office.

The RUG has two central regulations for complaints:
− General Regulations concerning Complaints (Algemene Klachtenregeling);
− Regulations concerning Complaints about harassment, sexual harassment and aggressive, violent or discriminatory behaviour (Klachtenregeling SIAGD).

**Central authorities**

The university departments mentioned below each have their own website. You can access them via the University of Groningen homepage at ‘http://www.rug.nl/studenten’.

**Central Student Administration (CSA)**
Address: Broerstraat 5
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 52 74
E-mail: csa@bureau.rug.nl
Open: Monday to Friday 10 a.m. – 4 p.m.
(From 12 July to 24 September: 12 noon – 4.30 p.m.)

This office is in charge of the enrolment and registration of ordinary students, *extraneus* students, and PhD students. It passes this data on to the faculties, the university and other official channels.

**Student Support Service Groningen (STAG)**
Address: Uurwerkersgang 10
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 80 66
E-mail: stag@bureau.rug.nl
Open: Monday to Friday 10 a.m. – 4 p.m.

This office provides information and advice to students and prospective students relating to choice of course, study progress, study and work experience opportunities both within the Netherlands and abroad, and looking for work after graduation. STAG also provides information about financial
regulations. Contact the Information Desk (Informatiebalie) for further information.

International Service Desk (ISD)
Address: Broerstraat 5
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 8181
E-mail: isd@bureau.rug.nl
Open: Monday to Friday 10 a.m. – 4 p.m.

This service desk provides information to all foreign guests of the University of Groningen and those responsible for their well being about matters such as regulations relating to foreigners, accommodation, insurance, banking facilities and medical care, as well as general information relating to studying and studying for a PhD at the University of Groningen. The ISD also organizes regular introductory and social activities for foreign guests.

Student Psychologists
Address: Oude Kijk in ’t Jatstraat 41/41A
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 55 44
E-mail: studenten.psychologen@bureau.rug.nl
Open Mon/Tues/Thurs/Fri 9 a.m. – 12.30 p.m. and 1.15 p.m. – 4.45 p.m., Wed 11.15 a.m. – 12.30 p.m. and 1.15 p.m. – 4.45 p.m.

The student psychologists offer counselling for study-related matters (if, for example, you are having difficulty concentrating, cannot cope with exam nerves, or are not sure you have made the right choices) or have personal problems (relationships with parents, difficulty establishing contacts with others, and so on). You can either obtain individual help, or attend sessions with others (for example assertiveness training or group therapy). All services are free.

Study Support (SO)
Address: Broerstraat 5
Academiegebouw Tower (2nd floor)
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 55 48
E-mail: y.m.robert@bureau.rug.nl
Open Monday to Friday 8.30 a.m. – 5 p.m.

This office organizes courses and training sessions dealing with study skills (studying effectively, accelerated learning skills, and writing your thesis), general skills (giving a lecture/talk, or discussion techniques) and finding a job after you have graduated (including applying for a position and job interview skills).
Confidential counsellor
Address: Visserstraat 49
Postal address: Visserstraat 49
9712 CT Groningen
Telephone: (050) 363 54 35
E-mail: j.m.dam@bureau.rug.nl
Open Monday to Friday 9 a.m. – 5 p.m.

If you are being harassed or experiencing aggressive, violent or intimidating behaviour, consult the confidential counsellor.

Health and Safety Office (AMD)
Address: Visserstraat 47
Postal address: Visserstraat 47
9712 CT Groningen
Telephone: (050) 363 80 10
E-mail: amd@bureau.rug.nl
Open Monday to Friday 8.30 a.m. – 5 p.m.

The Health and Safety Office gives advice and coordinates activities in the area of health, safety and the work environment. The AMD has been authorized by the Executive Board to monitor health and safety and to fulfil specific functions with regard to working conditions.

Office of Corporate Administrative and Legal Affairs (ABJZ)
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 36354 40
E-mail: abjz@bureau.rug.nl
Open Monday to Friday 9 a.m. – 5 p.m.

ABJZ provides information relating to appeals that have been lodged with the Executive Board or the Examination Appeals Board (CBE).

University Funds Committee (UFC)
Postal address: P.O. Box 72
9700 AB Groningen
E-mail: ufc@bureau.rug.nl

The UFC advises the Executive Board concerning applications for financial assistance under the afstudeerfonds regulations.

Complaints Committee for harassment, sexual harassment and aggressive, violent or discriminatory behaviour
Postal address: Antwoordnummer 172
9700 VB Groningen

You can lodge a complaint based on the Complaints Regulation concerning harassment, sexual harassment and aggressive, violent or discriminatory behaviour (Klachtenregeling SIAGD).
Other facilities
- University Sports Centre, Blauwborgje 4, tel. (050) 363 8063
- ACLO Student Sport Foundation, Blauwborgje 4, tel. (050) 363 4641, www.aclosport.nl
- USVA Cultureel Jongerencentrum (student cultural centre), Munnekeholm 10, tel. (050) 363 4670, www.usva.nl
- GSP Groninger Studentenpastoraat (student pastorate), Kraneweg 33, tel. (050) 312 9926, www.gspweb.nl
- KEI Kommissie Eerstejaars Introductie (arranges social activities during the introductory week for first-year students), St. Walburgstraat 22, tel. (050) 363 8090, www.keiweek.nl
- GSb Student Support, St. Walburgstraat 22, tel. (050) 318 79 89
- SOG Student Legal Office, St. Walburgstraat 22, tel. (050) 363 4679, email: rechtsbureau@studentenorganisatie.nl.

Further information about these and other central facilities for students can be found on the Internet: http://www.rug.nl.

Student representatives
Student interests are represented by the following student groups:
- VOS in the U-raad (Vooruitstrevend Overleg Studenten: progressive student committee), tel. (050) 363 46 75, www.vosfractie.nl;
- SOG in the U-raad (Studenten Organisatie Groningen: student organization, tel. (050)363 46 79, www.studentenorganisatie.nl);
- GSb (Groninger Studentenbond: Groningen student union), tel. (050)363 46 75, www.gsb-net.nl;

Address and postal address for all these organizations: Sint Walburgstraat 22, 9712 HX Groningen.

Executive Board (CvB)
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 52 85

The Executive Board is the main governing organ of the University of Groningen. It also handles appeals relating to that part of the student regulations that deals with matters affecting the university as a whole.

University Council (U-raad)
Postal address: P.O. Box 72
9700 AB Groningen
Telephone: (050) 363 85 35

The University Council is the University of Groningen’s central representative body. Its representatives are elected from among the staff and students.
Student Regulations: Summary

1. Introduction

*Matters affecting all faculties and courses*
The following section deals with the main regulations that apply to the university as a whole, such as admission, enrolment and protection of rights. The student regulations also deal with matters relating to courses, and include such subjects as exams and credits. Since these will differ from one course and from one faculty to another, these regulations have not been included here. They can be consulted at each faculty’s Education Office or in each faculty’s study guide.

*Applicability*
These student regulations apply to academic year 2004-2005 and are based on the Higher Education and Research Act (WHW).

*For more information and keeping up-to-date*
All students will be notified when the definitive Regulations are available.

2. The bachelor-master structure (BaMa)

*General*
All courses are divided into a Bachelor's phase and Master's phase. Bachelor’s degree courses include the propaedeutic phase. After the Bachelor's phase, students must choose what they want to do next.

*First-year students and the BaMa*
All first-year students will fall under the BaMa structure.

*Senior students and the BaMa*
If you enrolled prior to academic year 2002–2003, you will retain your right (at least for a reasonable period of time) to take your exams under the old system. You will find more information in the OER. If you want to change to the BaMa system, however, please consult the OER, your Study Advisor and/or the RUG website to find out what the possibilities are. Once you have made the change to the BaMa system, you can’t change back.

*The propaedeutic phase and the Bachelor’s degree (the first three years)*
The propaedeutic phase (the first year of study) will remain as it is. Its purpose is to provide introductory lectures and to give students a chance to select the areas they would like to specialize in. As with the previous system, in the BaMa structure the year will conclude with the propaedeutic exam. The Bachelor’s degree programme will introduce you to academic research and indicate possible course directions or other studies. In all study areas, the Bachelor’s programmes last for three years and end with the conferral of a Bachelor’s degree that will grant access to at least one Master’s degree programme.

*The Master's degree (a further one, two or three years)*
A Bachelor’s degree will qualify you for a Master’s degree programme at the University of Groningen or another institution within the Netherlands or abroad.
It is also a qualification that you can use to enter the job market – you can always decide to take a Master’s degree at a later stage. A Master’s degree takes at least one year to complete, up to a maximum of three years.

**Semesters**
The BaMa courses are divided into semesters. This semester system fits in better with how the academic year is divided up in the rest of Europe.

**Information**
Information relating specifically to the BaMa is contained in the OER, which is included in the study guides. You can also obtain further information from the study advisors and the faculties. Any new information will appear on the RUG website and in the Universiteitskrant (UK).

### 3. Eligibility and admission requirements

**Educational requirements**
An applicant for a university Bachelor’s degree programme must have one of the following:
- a VWO diploma, a HBO diploma, or evidence that the HBO propaedeutic phase has been successfully completed
- a foreign certificate that is considered to be equivalent (by the minister or the Executive Board) to a VWO diploma
- a *colloquium doctum* (a declaration that the applicant meets the entrance standard though has no diploma).

**VWO diploma: subject profile**
Some courses require a certain background in terms of subjects; others do not. If some areas of your knowledge are inadequate, you may be allowed to follow the course as long as you can demonstrate that you will have caught up by the time you enrol or else during the propaedeutic phase. You will find further information in the OER.

**Knowledge of the Dutch language**
If you have a foreign certificate, you may have to demonstrate that you have sufficient knowledge of the Dutch language to do the course. This applies particularly to admission to examinations, but sometimes to university education in general. You will find further information in the OER.

**Quotas**
Entry to courses in medicine and dentistry is subject to quotas (a ballot system). You will only be admitted if you can show proof of having been allotted a place by the Informatie Beheer Groep (IBG).

**Teacher Training Courses**
Courses providing training to teach at all levels of secondary school (the grade one teaching qualification) are provided by UCLO (the University Teacher Training Centre), Landleven 1, 9747 AD Groningen, tel. (050) 363 67 50.
4. Enrolment

The student card issued by CSA serves as your proof of enrolment. You will need to show this card to access the various facilities the university provides. If you are not sent a student card, please contact CSA: maybe your enrolment is not in order!

Rights
As a student enrolled at the University of Groningen, you have a right to:
- acquire academic knowledge and skills via good teaching and supervision by suitably qualified lecturers
- demonstrate your progress via examinations and final assessments
- show that you have reached the required standard of education
- use educational facilities such as libraries, laboratories and computer facilities
- access student facilities, such as assistance if you are experiencing difficulties in your studies, guidance from the student advisors, and sports facilities
- have a say in matters that affect you as student via your right to vote (in person or via a representative) for the university and the faculty councils.

Obligations
As a student you not only have rights but also obligations:
- to maintain a workable, safe and pleasant study environment for yourself and for others by complying with safety regulations and house and behaviour rules
- to take the initiative to familiarize yourself with matters that may affect your course, such as the student regulations
- to attend courses when these have been made compulsory by the faculty (consult your study guide), such as attending practicals
- to ensure that you register for the exams in time.

Extraneus students
As an extraneus student, you only have the right to sit exams and to use the educational facilities.

Statutory fees and examination fees
An ordinary student pays statutory fees while an extraneus student only pays examination fees. The amount of fees payable as well as the conditions for refunds or reduction of fees are set by legislation. Anyone who follows a course without paying fees may be liable to payment of damages. The university may also impose a fine and annul the exam results of the person in question.

5. Courses

Full-time, part-time and dual courses
University courses are either full-time, part-time or dual. For further information, consult the OER.
A right to quality education
As a student, you have the right to make a written evaluation of your course. Independent inspectors (the so-called visitatiecommissies) also assess the quality of the courses. These assessments are open to public scrutiny. The faculty may alter its policies if the assessments warrant this.

A right to a balanced study load
Your course must be such that you can reasonably be expected to make the required progress. If it appears that this is not feasible, you may be eligible for financial assistance from the Afstudeerfonds on condition that you report the delay immediately to your Study Advisor (see Chapter 8). The study programme is annually evaluated by the Course Committee.

A right to a programme of study that meets objective standards
The annual amount of time that it takes to do a course of study is expressed by the European Credits Transfer System (ECTS) as 60 EC. One EC is equivalent to 28 hours of study. Within the BaMa system, a Bachelor’s degree programme will require you to earn 180 EC, including the propaedeutic phase. Master’s degree courses will require you to earn a maximum of 60 EC, with some exceptions:
- 180 EC: Master’s degree in pharmacy
- 120 EC: Master’s degree in philosophy and engineering
- 120 EC: the five science Master’s degrees
- 120 EC: Master’s degree in teacher training (grade one for all levels of secondary education)
- 120 EC: Honours Master’s degree courses.

The old graduate system required you to earn 168 credits over four years; there are exceptions:
- 252 credits: a medical or pharmacy course
- 210 credits: dentistry, philosophy and engineering
- 210 credits: the five science courses.

A right to affordable education
National legislation restricts the fees payable to the University of Groningen to statutory fees (collegegeld) or examination fees for extraneus students. The Executive Board imposes other fees, such as university expenses and expenses for educational tours, under separate legislation (Regeling Prijsbeleid Studiekosten). The study guide indicates what these other fees are for each new academic year. The website will also provide information. A brochure which contains the regulations (Regeling Prijsbeleid Studiekosten) is available (in Dutch). Each faculty board is required to ensure timely notification of costs and contributions towards them.

A right to assistance while you are studying
Students have a right to help (from a Student Advisor, for example) if they are experiencing difficulties. Students experiencing problems associated with, for example, a handicap that restricts their functioning, a chronic illness or dyslexia, are entitled to additional assistance if required. Students from other countries are also entitled to specific assistance. Please contact your Study Advisor or STAG for more information.
A right to have your complaints taken seriously
Depending on their nature, complaints may be handled by any one of several contact persons.
At the faculty level: by a faculty or study advisor
At a more general level: by the confidential counsellor, STAG’s student counsellors or the Health and Safety Office (depending on the nature of the complaints)

A right to be informed about the progress of your studies
Until 1 November 2005, you will receive a written notification of the number of credits that you have earned in academic year 2004-2005. This is for the purposes of continuation of your government grant and it will state whether your credits will have any repercussions for your grant (only applies to Dutch students). If you are enrolled at more than one tertiary institution, the total number of credits that you have earned will be calculated by the institution to which you paid your statutory fees. If this is the University of Groningen, make sure that you yourself notify the course administration office about subjects studied elsewhere and the credits you have earned. You must do this prior to 1 September 2004. Due to government legislation, it is expected that the number of credits you earn in one academic year will no longer have an effect on your government grant if you are a student who receives a grant for the first time on or after 1 September 2004 (only applies to Dutch students). In this case it is important to graduate within 10 years. STAG can provide more information on this subject.

6. Examinations

Examinations
Every module (subject) is examined separately. The Board of Examiners regulations apply to all of these exams.

Final assessment
You are considered to have successfully passed the course or part of a course if you have passed the required exams. The Board of Examiners sets the rules for the exams. It can make passing the final assessment dependent on further conditions being fulfilled, but can also rule that not every exam needs to achieve a ‘satisfactory’ grade for a pass to be granted in the final assessment.

Evidence of having passed an exam
For each examination that you pass the examiners will issue a note to this effect. If you have two or more of these notes, you can request the Board of Examiners to issue a statement listing your exam passes. A certificate is issued for every final assessment you pass.

Propaedeutic phase
The propaedeutic exam is an integral part of both the Bachelor’s degree (180 EC) and the old system (a minimum of 168 credits).
Fixed study programmes
The OER establishes what exams have to be passed to finish your course. However, you can design your own study programme as long as it is approved by the Board of Examiners. The OER is included in the study guide.

Recognition of foreign qualifications by the RUG
If you have attended secondary school abroad, you will be required to demonstrate that you have sufficient command of the Dutch language to follow a university degree here. The conditions are in the OER.

A right to adapted exams
Students with a functional disability, a chronic illness, dyslexia or other physical or mental performance disability have the right to take exams in a form which compensates for this. Please ask your study advisor or STAG for more information about adapted exams.

7. Education and Examination Regulations (OER)

The OER
Every course has its own OER, drawn up by the Faculty Board and incorporating recommendations from the faculty Course Committees. The Course Committees also assess the regulations and how they are implemented.

Matters covered by the OER
Matters covered by the OER are defined by the WHW. They include the design of the courses and entry requirements.

8. Financial assistance for students who are eligible for IBG grants (this section does not apply to foreign students)

The Afstudeerfonds (course completion fund)
If circumstances beyond your control affect your progress during your degree, you may be eligible for financial assistance from the Afstudeerfonds. The conditions are set out in the regulations pertaining to the fund (Afstudeerfondsregeling). These regulations are included in an appendix to the student regulations.

If you suffer study delay due to circumstances beyond your control, and if the delay is expected to amount to more than 4 weeks, you must report this immediately to your study advisor (the so-called ‘first report’). If the delay will last more than 2 months, you must make an appointment as soon as possible with a student counsellor from STAG. You must follow the advice given by the student counsellor.

The following may constitute grounds for financial assistance:

Exceptional circumstances beyond your control:
- illness;
- family circumstances;
- a handicap (physical limitations);
- pregnancy;
- lack of a programme of study that meets objective standards;
- loss of certification of your studies;
- other circumstances of an exceptional nature.

Other exceptional circumstances include:
- committee membership activities;
- sporting activities at a top level.

Students receiving a government grant from IBG (not applicable for foreign students) should note the following important points:

1. Any major changes to your studies, for example you have fallen behind in your results or have changed your course, should be discussed with your study advisor and possibly one of STAG’s student counsellors as soon as possible. He or she will be able to explain how the grants and the afstudeerfonds system work, how to deregister, and provide information about jobs and government benefits. *When in doubt, ask.*

2. If you have suffered a study delay of more than four weeks, you must notify your study advisor immediately (the so-called ‘first report’). If the delay will last more than 2 months, you must make an appointment with one of STAG’s student counsellors as soon as possible. *If you don’t let them know, you won’t qualify for financial assistance from the Afstudeerfonds.*

3. Apply in good time for financial assistance. If you are too late you will not receive any financial compensation. *If you’re not in time, you’ve lost your chance.*

If you are not able to do this yourself, appoint somebody else – a family member or a friend – to do it for you.

*Regeling financiële Ondersteuning studenten Bèta-opleidingen (ROB)*
(regulations concerning financial assistance for students of the sciences)

Students of biology, chemistry, physics, computing science, astronomy, statistics and pharmaceutical engineering who started their studies in academic years 1996–1998 may be eligible for a maximum of one additional year of study finance.

*Study progress norms*

If you meet the annual study progress target for the first year, the grant that you received in that year will be converted into a gift. If you fail to meet the annual study progress target in your first year but are awarded your degree within 10 years of the first month that you received a government grant (*prestatiebeurs*), at your request that first year will be converted from a loan into a non-repayable grant.

If you were awarded a grant before 1 September 1996 for a course in higher education, your grant will be regarded as a provisional grant (*tempobeurs*). If you earn enough credits in a particular year, the provisional grant will be converted into a proper grant. If you do not earn enough credits, the provisional grant will be converted into an interest-bearing loan.

The annual study progress target is 50 percent (30 EC, or 21 credits in the old system).
If, due to exceptional circumstances, you find that you have not made the required progress in your studies, you may be able to get financial assistance from the Afstudeerfonds or from IBG. In order to receive financial assistance from the university or IBG, students need to notify the RUG via a study advisor and subsequently a student counsellor from STAG. You can read more about the conditions for financial assistance in chapter 8, sub. ‘Afstudeerfonds’.

Please note: Thanks to government legislation, it is expected that the number of credits that you earn in one academic year will no longer affect your government grant if you are a student who receives a grant for the first time on or after 1 September 2004 (only applies to Dutch students). In this case it is important to graduate within 10 years. STAG can provide more information about this subject.

Rules of procedure for the financial support of foreign students
Foreign students who are faced with study delay as a result of extraordinary circumstances may be eligible for financial assistance on the grounds of the Rules of procedure for the financial support of foreign students. These rules are available in a Dutch and an English version.

Emergency Fund (Noodfonds)
Students who are faced with exceptional circumstances which result in distress can appeal to the Emergency Fund for financial assistance in the form of a loan and/or a gift. Read more about this subject on the RUG website (in Dutch) or ask STAG.

Applications for financial assistance from the RUG and IBG
Application forms for financial assistance from the Afstudeerfonds, the Noodfonds and on the grounds of the Rules of procedure for the financial support of foreign students are available from STAG. Application forms for financial assistance on the grounds of the ROB-regeling are available from your faculty. The Executive Board makes decisions about grants, following recommendations by the following committees respectively: the Universitaire Fondsen Commissie, (or UFC) and the Noodfondscommissie. The Executive Board will notify you of its decision in writing, and if you wish you may appeal against it. For further information, see section 11, Legal Rights. Questions about the Afstudeerfonds criteria can be e-mailed to: ufc@bureau.rug.nl.

Application forms for financial assistance from IBG are also available at STAG. The university has to determine whether it can agree with the application; to this end, you must visit one of STAG’s student counsellors. After the university and the doctor who is treating you have signed statements confirming the exceptional circumstances, you can lodge your application with IBG. Read more about the conditions for financial assistance from the RUG or the IBG in chapter 8, sub. ‘Afstudeerfonds’ and ‘Study progress norms’.

9. Participation in decision-making

University Council
The University Council is the University of Groningen’s representative body and the Executive Board’s consultative partner. It has 24 members representing staff
and students, elected from amongst their ranks: 12 from the student ranks by students, and 12 from the staff ranks by staff. Student members are elected for one year, staff for two.

Right of assent
The University Council has the right to give its assent when the following are established or changed:
- university policies
- a system of quality control
- the student regulations
- the governance and management regulations
- health and safety regulations
- choice of decision-making systems
- regulations relating to financial aid for students

The Faculty Council (Faculteitsraad)
Each faculty has its own Faculty Council which functions as its representative body and the Faculty Board’s consultative partner. Half of the Faculty Council consists of student members elected by students and half of staff elected by staff. While the number of council members varies per faculty, a maximum of 24 has been set. Student members are elected by for one year, staff members for two.

Right of assent
The Faculty Council has the right to give its assent when the following are established or changed:
the faculty regulations
the Teaching and Examination Regulations (OER)

Course Committees (Opleidingscommissies)
Each course has its own Course Committee. It offers advice relating to the Teaching and Examination Regulations, and assesses them. Half of its members are students. The committee members are appointed by the Faculty Board.

Facilities for students in representative bodies
If you are a student member of the University Council, a Faculty Council or a Course Committee, it may be that you are not able to attend some exams or compulsory modules of your course because they coincide with meetings of the relevant Council or Course Committee. Your faculty will try to enable you as far as possible to take the exam and to attend the course modules at a suitable time or arrange a substitute assignment.

10. House rules and sanctions

Disregarding the rules relating to the use of university premises may lead to denial of access to university buildings and grounds for a maximum of one year.
Privacy
You have the right to view your personal and academic records held by the university's administrative office and to request that they be altered. Your records may otherwise only be accessed by RUG personnel entitled to do so. Other parties may only view them if you agree to this or if the Personal Data Protection Act (Wet bescherming persoonsgegevens (Wbp)) permits it. The RUG has its own privacy regulation based on the Wbp: de Regeling bescherming persoonsgegevens studenten en personeel van de RUG (Regulation concerning the protection of personal data of students and personnel of the RUG).

Harassment, sexual harassment, aggression, violence and discrimination
The Executive Board has set rules relating to how the RUG shall deal with sexual harassment, aggression, violence and discrimination in the so-called SIAGD Code of behaviour (Gedragscode SIAGD).

Health and safety rules
The Executive Board has set rules to ensure the safety, health, and well being of both ordinary and extraneus students at the university.

11. Legal rights
If you disagree with a decision, you have the right to lodge an appeal or complaint. The procedures for academic matters differ to those relating to enrolments and financial regulations. The former are dealt with by the Examination Appeals Board, and the latter by the Executive Board.

An appeal to the CBE
If you disagree with an examiner or Board of Examiners decision you have the right to appeal to the Examination Appeals Board, but only if the decision relates to matters of the types dealt with in sections 4 and 5. They include the following:
- establishing the number of credits earned
- admission to exams
- fairness of exams
- admission to courses (individual cases)

Procedure
1. Students must lodge a written appeal with the Examination Appeals Board (CBE) within 4 weeks. The address is: PO Box 72, 9700 AB Groningen, tel. (050) 363 54 39. In urgent cases, students may request that temporary provisions be made.
2. The CBE will pass on the appeal to the chair of the Board of Examiners, who will first try to see whether the parties will agree on a compromise. If this is not successful, the CBE will rule on the appeal.
3. The Board will give one of the following judgements within ten weeks of submission of the appeal:
   - there are no grounds for appeal, and the appeal is dismissed.
   - the appeal is not allowed and no judgement will be given since there has been a breach of procedure (for example, the appeal was not lodged in time)
there are grounds for appeal and the decision is annulled. The examiner or
the Board of Examiners will have to revise its decision.
In some cases, the CBE’s decision may be contested in a court of law.

Appealing against a decision by the Executive Board
If you disagree with a decision made by the Executive Board, you can lodge an
appeal with the same board if the decision relates to matters of the types dealt
with in sections 3, 4, 8 and 10. They include the following:
- enrolment (ordinary or extraneus)
- cancellation of enrolment because of illness, family circumstances or
  educational circumstances beyond your control
- financial assistance
- denial of access to the RUG’s premises and grounds

Procedure
1. Students must lodge a written appeal with the Executive Board within six
   weeks of the decision. The address is: PO Box 72, 9700 AB Groningen.
2. During the hearing, both the Executive Board and the student will be heard by
   the Advisory Committee for Appeals (ACB).
3. The Advisory Committee for Appeals will pass on its recommendations to the
   Executive Board, which will then make its decision.
4. The student can lodge an appeal with the Higher Education Appeals Board
   within six weeks of this decision. The address is: Paleis van Justitie, PO Box
   20302, 2500 EH The Hague, or a court of law, depending on the nature of the
decision.

Costs
The cost of appealing to the Higher Education Appeals Board or a court of law is
as follows: regardless of outcome, € 36 (court registration charges)
court costs if the decision is not in your favour and costs are awarded against
you.

Information
The RUG’s Department of Corporate Administrative and Legal Affairs (ABJZ) can
provide information about legal rights and other legal matters. Its address is:
ABJZ, PO Box 72, 9700 AB Groningen, tel. (050) 363 54 40. Information can also
be found in a brochure published by STAG entitled ‘Bezwaar en Beroep’.
Appendix 8 Computer Centre: House Rules

When using RUG computer/network facilities, students of the faculties of Economics, Management and Organization and Spatial Sciences must observe the following rules:

With regard to the facilities:
1. The user shall use the facilities made available to him/her exclusively for the purpose for which they are intended, i.e. education and research. This also applies to Internet and e-mail facilities.
2. The user shall observe the university regulations drawn up by the Executive Board (see: www.rug.nl/rc/helpdesk/security/documenten/aupnl). Supplementary rules and regulations may be drawn up by or on behalf of the Faculty Board for practicals with a specific arrangement of computers.

With regard to user accounts:
1. The account and related password are strictly personal and must not be passed on in any form to a third party.
2. The account is valid for a specific period, i.e. the period during which the user is registered as a student.
3. Unauthorised use of the account is not permitted. This includes, but is not restricted to:
   - The dissemination and/or use of illegal software and viruses, of information that may infringe the intellectual property rights of third parties, and of images or text that are considered offensive to public morality.
   - Unauthorised access to computer systems or parts thereof, the disruption of computer systems, and any other activity intended to impair their functioning.
   - Engaging in commercial activities.
   - Sending junk mail (‘spam’). This includes sending messages to a large number of persons or organisations when there are reasonable grounds for assuming that the recipients do not wish to receive such messages. This in the opinion of the ICT management.
4. In cases of suspected improper use, the user must allow the ICT management to investigate his/her account in accordance with the relevant rules and regulations, in order to ascertain whether the account has been used improperly.

With regard to conduct in computer rooms:
1. Users are not permitted to eat, drink or smoke in the computer rooms, or to otherwise cause nuisance. Equipment and facilities must be used responsibly.
2. The user must comply with these rules and immediately follow any instructions given by the ICT management.

Penalties
1. A user who misuses the ICT facilities in any way or does not observe the above rules may be banned from using the ICT facilities by the management
for a period of up to 30 days. Further measures may be taken in accordance with the university regulations (*Huisregels en Ordemaatregelen*).

2. Students who have been banned from using ICT facilities by the management can lodge an appeal with the Board of the faculty at which they are registered.

*Directory listings*

Users should be aware that their e-mail address, name and course are included in a publicly accessible RUG e-mail directory.
Appendix 9 Tips for preventing RSI

RSI: how can you prevent it?
RSI (repetitive strain injury) is the collective name for a series of disorders affecting the neck, shoulder, upper/lower arm, elbow, wrist or hand, either separately or in combination. The symptoms include pain, pins & needles, muscle sensitivity and loss of strength. RSI can affect many activities to a greater or lesser extent. RSI is always caused by a combination of factors: a bad working posture, incorrect use of equipment, working too long without a break, stress, and a badly organized desk. Computer users are particularly at risk, but RSI can be caused by the prolonged repetition of any activity in the same position. RSI occurs frequently among builders, tailors, freight handlers and packers.

You probably already know that constant use of a computer mouse can also cause problems. ‘Mouse arm’ as it is popularly known, belongs to the group of disorders known as RSI that affect the musculoskeletal system. The measures you can take to prevent/relieve RSI are less well known. We have listed them for you below.

What can you do about RSI?
- When you are working, take regular breaks during which you relax, stretch or move about.
- Vary your work activities. Alternate difficult and easy tasks.
- Make sure your posture is correct. Sit up straight, ensuring that your feet are resting flat on the floor. Your lower legs should be at right angles to your thighs. Use a good-quality chair with adjustable seat-height, back and arm rests. Your chair should provide good lower-back support. Arm rests take the stress off your shoulders. Adjust the arm rests so that, when your elbows rest on them, your upper arms are relaxed and your forearms are horizontal.
- Sit directly in front of the computer screen, but not too close to it. Make sure that you do not have to turn your head when working. The top of the computer screen should be approximately 10 cm below eye-level. Make sure there are no reflections on your screen. Use a large font that you can read without leaning forward.
- Keep your wrists stretched as you type. Do not bend your wrists when typing; keep them straight. Relax your wrists whenever you pause from typing.
- When using the mouse, remember to keep your wrist straight. Relax your hand regularly; do not let it rest continuously on the mouse. For functions, use key combinations rather than the mouse. Key combinations are explained in the Windows menu. For example: ‘Print’ is Ctrl+P and ‘Save’ is Ctrl+S.

Are you in a high-risk group? Do the RSI test at the FNV site: www.bbzfnv.nl/rsi/testen/rsitesten.html.

See also www.debeweging.presteert.nl or www.rsi-vereniging.nl (with a selection of other links).
Information:
The Health, Safety & Environment co-ordinator can provide information and advice on RSI.

The FEW coordinator is Mr C.H.M. (Cor) van den Hombergh (WSN 313), tel. (050) 363 3729.

The FBK coordinator is Ms I.F. (Iefke) Duzink (WSN 618), tel. (050) 363 7364.

You can also contact the AMD, the university’s Health, Safety & Environment department. Address: Visserstraat 47, 9712 CT Groningen. Tel. (050) 363 8010
Appendix 10 Fire Drill instructions

These instructions apply to the following buildings:
- WSN COMPLEX
- WSN INTERIM BUILDING
- ZERNIKE BUILDING

In September 2004, student organisations will be given an instructional tour by staff from the building maintenance department (Gebouwenbeheer). In addition, staff from that department will also give instructions on how to evacuate the two main lecture halls. This will be done at the end of lectures, in consultation with the lecturer.

Students and staff must also observe the general instructions below.

Fire drill instructions for staff and students

**ADVANCE WARNING**: alternating high/low signal

1. Stop what you are doing. Switch off and unplug any electrical equipment.
2. Put away important documents/items and close desks, drawers and cupboards.
3. If you are on the telephone, end the call.
4. Listen to the instructions given over the PA system.
5. Close all windows (if possible/applicable).

**EVACUATION SIGNAL**: a constant signal

1. Leave the room and take your personal belongings with you.
2. Close the door of the room, but do not lock it.
3. Help disabled persons to leave the building.
4. Follow the instructions given by wardens, or follow the illuminated green signs with a white arrow. Leave the building via the stairs. Do not use the lift.

**ALL-CLEAR SIGNAL**: a series of separate tones It is safe to enter the building again.

Important: make sure you are familiar with exit routes and assembly points.
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