University of Groningen
Faculty of Economics
Faculty of Management and Organization

Study Guide
2006-2007

BSc Econometrics
BSc Economics
BSc Business Studies - IB&M
BSc International Economics and Business

IB&M Pre-master (SID) programme
IE&B Pre-master (SID) programme

MSc Business Administration
MSc Econometrics, Operations Research and Actuarial Studies
MSc Economics
MSc Human Resource Management
MSc International Business and Management
MSc International Economics and Business
MSc Technology Management
Research Master Economics & Business

Doctoraal Econometrie en Operationele Research
Doctoraal Economie - profiel Algemene Economie
The old (doctoraal) system: Study programme IE&B


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**Colophon**

The study guide is published annually by the Faculty of Economics and the Faculty of Management and Organization, and is distributed free of cost among the students and staff.

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**Serious accidents, fire or other calamities;**
**RUG emergency number: 8050**

Although the greatest care has been taken to ensure the accuracy of all information, there may be unintentional errors and changes or deletions without notice. The matters covered by this publication are subject to change from time to time both before and after a student’s admission.
Welcome!

Dear Student,

This is the study guide for our teaching programmes taught in English. It contains information about courses, final study course profiles, study programmes, regulations, and practical information about everyday matters.

This guide covers a large part of our teaching. We started offering courses in English already quite some time ago, first to serve an increasing flow of exchange students and from 2000 also for regular students. In 2002, with the introduction of the bachelor-master structure, we had our first programmes that are formally in English. Now, eleven out of the nineteen programmes that we offer are in English, moreover one programme that is formally in Dutch has a variant in English.

This growth in supply is matched by a growth in demand. The number of foreign students has grown to some 500, from some 60 countries. These numbers include both regular and exchange students; to serve the latter, we have concluded more than a hundred exchange agreements with foreign universities, and the number is still growing.

With so many foreign guests around, it is a matter of pride to offer excellent facilities. Here we have to ask for some consideration. We are housed in a building that is currently undergoing a multi-million renovation as part of a €300M restructuring of the entire area surrounding it. The final result will be extremely attractive and inviting, but until completion of the renovation in 2008, we all have to suffer the inevitable inconveniences of such an effort, most notably the temporary division of people over two buildings more than a kilometer apart.

Anyhow, we hope you enjoy the programmes offered in this guide. Let us conclude by expressing our sincere wish that you will feel at home in our faculty, and that your stay at our university will be both fruitful and enjoyable.

Henk Sol, Dean Faculty of Management and Organization

Tom Wansbeek, Dean Faculty of Economics
Dear students,

We would like to welcome you to the University of Groningen. During the academic year, B-yond will organise a series of academic, professional and social events in English, in which international students are welcome to take part. Through our activities, we try to enhance contact between students from multiple countries, and create links between companies and students.

Our activity calendar starts right from the beginning of the academic year – we will meet you in the last week of August at the Introduction Camp and already in early September you will notice numerous posters around the Zernike complex announcing our upcoming events. Our activities are both interesting and fun – by participating in them you will meet many new people and develop your academic and professional skills. Usually, the number of participants at such events is limited, so make sure you subscribe in advance in order not to miss all the fun! B-yond will also offer you a number of opportunities to pursue your own initiative, either by joining one of our committees or by utilising your own ideas and organising an entirely new event.

We are looking forward to meeting you.

B-yond

For further information on B-yond see part D15.2.1.
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How to read this study guide

This study guide contains information about all the English bachelor’s and master’s degree programmes of the Faculty of Economics (acronym: FEW) and the Faculty of Management & Organization (acronym: FBK).
Some specializations and courses however are only offered in Dutch and have not been translated.

**Part A** contains information for new students and a brief overview of where to turn to for information and advice.

**Part B** contains the programme descriptions of the bachelor’s and master’s degree programmes as well as the pre-master (SID) programmes and the old ‘doctoraal’ system.

**Part C** contains the descriptions of all courses mentioned in this study guide, in alphabetical order.

**Part D** contains all practical information 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 objectives and final competences of all bachelor’s and master’s degree programmes.

The Education and Examination Regulations and Regulations and Guidelines and the Student Regulations have been published on CD-ROM.

Although the greatest care has been taken to ensure the accuracy of all information, there may be unintentional errors and changes or deletions without notice. The matters covered by this publication are subject to change from time to time both before and after a student’s admission.

All study programmes and course descriptions are also available on: [http://www.rug.nl/ocasys](http://www.rug.nl/ocasys)

*Teksten uit deel A, B1, B2, B3, B6.1, D en de bijlagen kun je in het Nederlands vinden in de Studiegids 2006-2007 (met daarin alle nederlandsstalige programma’s) en op de websites van beide faculteiten.*
Part A  Important information

A1  Information for new students
New students receive a lot of information during their first weeks at university. This chapter contains the part that you will need to start your studies off on the right foot, beginning with a brief explanation of the major sources of information, including study guides, Nestor and the faculty websites.

Although this chapter will put you on the right track, it does not replace the information in the other chapters of this study guide. We will often refer you to these other chapters or one of the other faculty sources.

The study guide contains a lot of useful information about many topics. At least half of the questions received by the Information Desk and the study advisors could have been answered by consulting this first.

So, please use this study guide before asking for help. The guide can also be consulted via the faculty websites www.rug.nl/fmo and www.rug.nl/economics, under “education”.

Renovation WSN building
The WSN building, where the Faculty of Economics (FEW) and the Faculty of Management & Organization (FBK) are located, is currently undergoing an extensive renovation. The renovation is done in stages and will, inevitable bring inconvenience to some. We ask for your understanding in this matter.

In 2008, the WSN building will be completely renewed and will offer most student facilities, such as the information desk, the syllabus shop and computer rooms on the ground floor.

A1.2  Overview of sources of information
The faculties of Economics (FEW) and Management and Organization (FBK) use different sources of information for different types of information.

Study guide 2006/2007
As stated above, the study guide is one of the most important sources of information. It contains general information for students, programme and course descriptions, rules, progress requirements, regulations, provisions, etc. (see Table of Contents for a complete overview of the contents of this study guide).
Teaching and Examination Regulations (TER)/Onderwijs- en Examenregelingen (OER) 2006/2007

These regulations are available on CD-ROM. This CD-ROM belongs to the study guide. It contains the contents of all bachelor’s and master’s degree programmes at FBK and FEW, as well as an overview of the rights and obligations of students. The CD-ROM also includes a description of how the TERs (OERs) are implemented in practice (‘Rules and Regulations’) and a number of regulations and provisions for students. See appendix 9 for a complete overview of the contents of the CD-ROM.

Faculty websites (www.rug.nl/fmo and www.rug.nl/economics)

In addition to the digital versions of the study guides, the general FBK and FEW websites provide information about the faculties, staff, timetables, specific themes, news, etc. These sites also offer links to Progress, Nestor, Ocasys, RUG mail, etc. (see menus on the right-hand side of the screen).

ProgRESS WWW (http://progresswww.rug.nl/)

You have to register for every course and exam via ProgRESS WWW. Your study results will be published here as well. Your personal details (name, address, etc.) are also registered in ProgRESS WWW. You can use ProgRESS WWW if you want to report a change to these details.

Nestor (http://nestor.rug.nl)

Nestor is the medium used by the faculty to publish important notifications and up-to-date information about your degree programme and specific courses (lecture sheets, assignments, exam material, etc.), as well as more general ‘last minute’ information for all students.

Ocasys (http://www.rug.nl/ocasys)

Ocasys contains programme and course descriptions, also for other faculties. Unlike ProgRESS WWW and Nestor, you do not have to log in for Ocasys. The information in Ocasys can be consulted on almost every browser everywhere.

Student.RUG-mail (https://student.rug.nl)

All students are allocated an official ‘student.rug.nl’ e-mail address. Urgent notifications, such as deadlines, meeting cancellations, event announcements, etc., are sent to this e-mail address. You are expected to check your mail regularly!

N.B.: This e-mail cannot be linked to another e-mail address.

University newspaper (UK)

The UK is published weekly (except during vacation periods). It is available from various places including the displays on the Zernike campus and can be consulted on the Internet. Pay particular attention to the ‘Faculty announcements’ section both in the paper version and on the Internet: http://www.uk.rug.nl/mededelingen/mededelingen.php. This section contains general announcements, for example about information sessions, as well as programme-specific announcements, such as changes in courses or exam dates. There is also an international page in English.
**Information for new students**

**Information Desk** (WSN building, 2nd floor)
Provides information about the teaching organization, including questions about timetables, degree certificate ceremonies, study results and registration, etc.

**Programme coordinators, lecturers, study advisors**
Of course you can also turn to various members of the faculty staff for information. A list of contact persons can be found in chapter A2. The faculty websites contain the most up-to-date contact details (> Faculty > Staff).

**N.B.** Important information about teaching (changes, imminent deadlines, event announcements) can be found on Nestor, in the ‘Faculty announcements’ section in the University newspaper (UK) and in your Student.RUG e-mail.

**Train yourself to check at least these three sources of information every week!**

**A1.3 Using Progress, Nestor, RUG mail and the RC computers**
You need a central student account to be able to log in to Progress, Nestor and your Student.RUG mail. This account also enables you to work on the computers in the Computer Centre (Rekencentrum). As soon as your registration for your degree programme has been approved, the RUG Central Student Administration will send you a username and password for your account. You must be registered for a course in Progress to gain access to information about that course in Nestor. If your registration is not yet in order, you can access part of the Nestor information via a guest account. The username for this account is ‘gueststudent’ and the password is ‘password’.

See D13.2 for more information about Nestor, and D12.2 for information about the Computer Centre helpdesk.

**A1.4 Academic year, holidays, courses and credits, etc.**
Every academic year is divided into two semesters, in turn divided into two blocks – a total of four teaching blocks. A block, or half semester, is indicated by its year, semester and block number – e.g. 1.1.2 = the first academic year, the first semester and the second block. A block lasts 10 or 11 weeks, 8 of which are teaching weeks and 2 or 3 exam weeks. The courses in a block are worth 15 ECTS credits (ECTS = European Credit Transfer and Accumulation System; 1 ECTS credit is the equivalent of 28 study hours).

A complete list of the start and finish dates of lecture and examination or resit periods, special dates and deadlines for registering for courses can be found on the inside back flap of this study guide.

You can see **which courses** you can follow per block/semester and how many ECTS credits they are worth in the chapter about your programme (see Part B, Programme descriptions). The Course descriptions (in alphabetical order in Part C of this study
guide) include more information about the specific courses, including lecturer(s),
teaching and examining method, learning objective, content and literature list.

Days on which lectures may be postponed
Economists’ conference (Economen congres) 29 September 2006
Information day RUG (Centrale Voorlichtingsdag) 3 November 2006
Student for a day 7-8 December 2006
29-30 March 2007
Open day RUG (Open dag op Locatie RUG) 9 March 2007
Lecture ‘Carrousel’ 17-19 April 2007
24-26 April 2007
Parents’ day RUG (Ouderdag) 1 June 2007
BIG Congres (conference for Business studies) See: http://www.bigcongres.nl

A1.5 Syllabus Shop and Book sales

Readers (syllabi), lecture notes, the study guide, the AVV (General Studies Modules)
guide, etc. are available at the Syllabus shop on the ground floor of the WSN
building. The shop is open daily between noon and 2 p.m. For more information see
D12.3.

At the start of each semester, the student organizations BIG, EFV and VESTING
organize a book sale. Members receive a 10 % discount on the purchase prices. For
more information see D12.4.

A1.6 Lectures and examinations

The lectures and examinations take place in different places. Lectures are given in the
Lecture Hall (Collegehal), or in one of the many rooms in the Zernike or the WSN
building.
Examinations are sat in the Examinations Hall (Tentamenhal) or in the Tennis Hall of
the ACLO building.

A1.6.1 Lecture and examination timetables

The lecture and examination timetables do not appear on paper. They can be found
on the faculty websites www.rug.nl/fmo/education and
www.rug.nl/economics/education, under “schedules”. The pages in question will
explain how everything works. Groups for tutorials and practicals are published via
Nestor (course information; http://nestor.rug.nl).

In principle, examinations can be resat once a year – at the end of the block directly
after the block with the first examination date. Exception: the resits for block 2.2 will
take place in August.
A1.6.2 Teaching and examination methods

The teaching and examination methods for each course are listed under the course descriptions (Part C of this study guide), as well as the contents of the course. See D1.6 for more general information on this topic.

A1.6.3 Course and examination registration

Registration for courses and examinations is mandatory. You must register via ProgRESS WWW for all the courses and examinations you want to take at: http://progresswww.nl/rug/. If you register in time you will have
(a) the right to participate and
(b) access to information in Nestor.
Before the course starts, you must also have satisfied any entry requirements (see the relevant course description in Part C of this study guide).
N.B. Always print out your course and examination registration so you have proof.

New students may still register for courses in the 1st block during the first lecture week, but after the 2nd block the rule is: register for courses at least 7 days before the block starts!

The following rule applies to everyone, including new students: register for examinations at a week before the examination period!
See D1.2 - D1.4 for more information about course and examination registration, the specific deadlines for this academic year, what to do if you forget to register, etc..

A1.6.4 Exemptions

Previous qualifications (whether or not completed) may mean that you can be granted one or more exemptions for courses. Requirements: extremely similar knowledge, identical credit weight and, of course, satisfactory results. You will find a form to request exemption at the faculty websites www.rug.nl/fmo/form or www.rug.nl/economics/forms. See D2.1 for more information.

A1.6.5 Inspection sessions for examinations

After the examinations, usually an inspection session will be organized to give you the chance to inspect your examination scripts. Be sure to attend! See D2.3 for more information.
A1.7 Important rules, entry and progress requirements

At the end of each programme description (Part B) is a table with the most important study progress rules for that programme. A complete list of the rules can be found in the Teaching and Examination Regulations (TER) of your programme (see A1.2). One example of a general rule is the compulsory course and examination registration (see A1.6.3).

Rules and requirements are unavoidable in order to manage the various programmes properly on the one hand, and to stimulate students to plan and get to work on their studies in good time on the other. You will notice that conforming to the rules and satisfying the requirements in good time will benefit the effectiveness of your studies, help you to avoid study delay and increase the chances of a successful result within a reasonable period of time.

A1.8 Request for an exception to be made to the rules and requirements ('request for dispensation')

Under certain circumstances you may not be able to keep a rule or satisfy a progress requirement within good time. Section D2.7 will tell you what to do in this situation.

A1.9 Extraordinary personal circumstances

The RUG and our faculties make every effort to take account of extraordinary circumstances that may affect students, for example dyslexia, chronic illnesses, disabilities, family circumstances, pregnancy, participation in top sport, etc.. In the event of an extraordinary circumstance that may affect your study progress, please make an appointment with the study advisor! You may qualify for extra time during examinations or for financial assistance.

Study delay as the result of extraordinary circumstances? Report it immediately to the study advisors! Students who are entitled to a study grant from the IB-group can apply for financial assistance from the university’s Graduation Fund if they report the problem within one month of it arising. See also www.rug.nl/studievertraging (in Dutch only). For more information, see D2.7, D4.2, D5, D10.1 and D10.2.

A1.10 Study tips and advice

Studying at university is very different to secondary school or a HBO programme (see D4.4 for a brief characterization). It is essential to have an active, responsible attitude right from the start.

The most important tips are: tackle your studies seriously right from the start and make sure you are well informed about courses, examination dates, progress requirements and other rules, etc.. Before you know the first teaching block will be over and the first exams in sight. Starting preparations just a few days before an exam is definitely too late and failed exams will have an unavoidable effect on your
study success in the next teaching block. Do not forget: exams can only be resat once per academic year. See D4.4 for more tips and advice.

A1.11 Doubts about your study choice or study approach
The websites of the FBK and FEW study advisors (Information for…>Students>Study advisors) and the Centre for Study Support and Academic Skills and the Student Service Centre (previously STAG) of the RUG (www.rug.nl/so and www.rug.nl/csb, respectively) contain information about the possibilities for further research, study skills courses, study choice workshops, etc. If you are seriously considering stopping or changing to a different programme, first make an appointment with your study advisor. It is useful to know that various HBO programmes (HEAO, HTS, etc.) have two intake dates: September and February. See D3 and D4 for more information.

A1.12 Securing your (IBG) student grant (1st year Dutch students)
If you stop your studies as a 1st year student before 1 February and also stop your student grant from the “Informatie Beheer Groep”, you will not have a study debt for the months you have studied.
See D10 for more information about student grants and financial regulations.

A1.13 (Re)registration/deregistration from university, student card, etc.
If you want to change programmes or register for a second degree programme or if you have questions about student cards or tuition fees, etc. please contact the Student Service centre of the RUG (CSb). Every student registered at the RUG will be sent a reregistration form in June by the RUG Central Student Administration department. Use this form to register for the next year of your degree programme.
See D1.1 for further information.

A1.14 Important choices, extras and options
It’s never too soon to start thinking about what you want to achieve with your degree and which extra activities (outside the compulsory part of your programme) may help you. It is thus also important to be aware of what your choices are and when you can make them, both within and outside your degree/study programme. At the end of the Programme Description (Part B) is a table with the most important moments when choices can be made for that programme. Take a good look – it may save you unnecessary study delay!

Important themes/options within this framework include:
• Definitive choice of programme/changing to a different programme. The introduction to Part B includes a short outline of the transfer possibilities within our faculties. See the relevant Programme descriptions for more information.
• A second degree or courses at a different faculty (see D1.1, etc.)
• Honours bachelor’s degree programme (see D8.1)
• Elective courses and General Studies Courses (AVV) (see D2.2)
Study guide 2006-2007 FBK/FEW

- Studying abroad (see D6)
- Choosing a master’s and a specialization programme (see B7 and the programme descriptions)
- Orientating yourself to the labour market (see D9)
- Committee work and internships (see D15, etc.)

See also Study and Careers Advice, D4.1.

FINALLY, there is more...
As said above, this chapter is designed to start you off on the right track. This study guide contains much more information than that outlined above. There is information about diplomas (requests and ceremonies) (D7.3), the complaints procedure (D11.1), facilities such as the library (D12.1), etc. You will find a complete list in the table of contents.
## A2 Information and advice: where to turn to

A short overview (for more information see part D - University and Faculty information, Nestor and internet [www.rug.nl/economics](http://www.rug.nl/economics) or [www.rug.nl/fmo](http://www.rug.nl/fmo)).

<table>
<thead>
<tr>
<th>Topic/question</th>
<th>where to turn to</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Courses</strong></td>
<td></td>
</tr>
<tr>
<td>• content, study load, organization, regulation, exam</td>
<td>professor/coordinator and secretary</td>
</tr>
<tr>
<td>• exemption</td>
<td>exemption form available on internet: <a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a> or <a href="http://www.rug.nl/fmo/forms">www.rug.nl/fmo/forms</a></td>
</tr>
<tr>
<td>• educational quality management</td>
<td>Nestor, community “onderwijskwaliteit”</td>
</tr>
<tr>
<td><strong>Programme of study:</strong></td>
<td></td>
</tr>
<tr>
<td>• specific study load, schedules, planning</td>
<td>director/coordinator and secretary</td>
</tr>
<tr>
<td>• educational quality (e.g. course evaluations)</td>
<td>Nestor, community “onderwijskwaliteit”</td>
</tr>
<tr>
<td><strong>Choosing a programme of study</strong></td>
<td>study advisor: general information and differences between programmes, bachelor’s and master’s programmes</td>
</tr>
<tr>
<td><strong>Choosing (an) (elective) course</strong></td>
<td>director/coordinator: specific course information, programme of study, especially master’s degree programmes</td>
</tr>
<tr>
<td><strong>Study career:</strong></td>
<td>study advisor: general advice</td>
</tr>
<tr>
<td>• planning a programme of study, planning résumé (experience abroad, committee work, internship, etc.)</td>
<td>director/coordinator: programme advice</td>
</tr>
<tr>
<td>• poor study progress (personal problems, study methods, regulations, etc.)</td>
<td>board of examiners: approval study programme (form available at the information desk)</td>
</tr>
<tr>
<td><strong>Thesis:</strong></td>
<td>professor: content individual course</td>
</tr>
<tr>
<td></td>
<td>other faculty: study advisor or professor</td>
</tr>
<tr>
<td></td>
<td>Study advisor</td>
</tr>
<tr>
<td></td>
<td>• bachelor degree programme: lecturer</td>
</tr>
<tr>
<td></td>
<td>• master degree programme: lecturer</td>
</tr>
</tbody>
</table>
### Student exchange:
- possible exchange programmes
- application and information

Exchange Officer, Ms I. Blink (FEW), 
Ms I Venhuizen (FBK) 
secretary: WSN 227, Mon-Fri 10-12.30 and 
13.30-16.00 (Tuesday and Thursday 
afternoon closed), exchange.be@rug.nl 
see university newspaper for 
announcements

### Admission to a programme of study:
- admission to a bachelor/master
- admission to a master programme 
  which is not directly accessible

Admissions Office 
secretary: WSN 227, Mon-Fri 10-12.30 and 
13.30-16.00 (Tuesday and Thursday 
afternoon closed) 
admissions.be@rug.nl

### General educational information:
ProgRESS WWW, Nestor, registering, 
timetables, appointments, study 
results, degree certificates, etc.

Information Desk 
informationdesk.be@rug.nl 
WSN 203-205 (until December 2006, after 
that first floor), Mon-Fri. 10.00-16.00

### Right of appeal
- study advisor: advice
- board of examiners: written requests only

### Information events/brochures, etc.
Department of Communication WSN 816

<table>
<thead>
<tr>
<th>Person/department</th>
<th>Availability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor and secretary</td>
<td>see the course descriptions in this study guide</td>
</tr>
<tr>
<td>Director/coordinator and secretary</td>
<td>see programme descriptions in this study guide</td>
</tr>
<tr>
<td>Study advisors</td>
<td>Office hours only by appointment and email (do not forget to mention your phone number!). Secretary: 050-363 3759 <a href="mailto:studyadvisors.be@rug.nl">studyadvisors.be@rug.nl</a></td>
</tr>
</tbody>
</table>
Part B  Study programmes

B1  Introduction study programmes

Part B lists the descriptions of all English-language bachelor’s and (follow-on) master’s programmes of the Faculties of Economics and Management and Organization in alphabetical order. If relevant, the information for each programme also includes dates of open days, details of contact persons, lists of elective courses and related admission requirements. Nestor provides a lot of supplementary information. A few Bachelor’s degree programmes have changed compared with last year. In such cases, transitional arrangements will come into effect.

There are various transfer possibilities between the bachelor’s programmes. These are included in the descriptions of the various programmes. A number of programmes hold an open day each year. Do not hesitate to attend these days, and if necessary for a suitable choice make an appointment with a study advisor.

Until 1 September 2007, students in the old system can complete the ‘doctoraal’ programme. Part B also includes the transitional arrangements for all doctoraal programmes. The related substitution table indicates for each doctoraal course how to complete that course. In most cases, you can follow a related course from a bachelor’s or master’s programme. If desired, you can transfer to a (related) bachelor’s and/or master’s degree programme. Very occasionally, the related bachelor’s degree programme in this guide will include a substitution regulation. The study advisors can provide more information about the formal and programmatic consequences of a transfer.

Please pay particular attention to specific choices in the study programme, for example an Bachelor Honours Programme, international student exchange possibilities, elective courses, bachelor’s and master’s thesis and master’s degree. Many of these choices (including extra-curricular activities such as committee work, internship and work experience and study projects within EFV and BIG) require planning in good time. Therefore, it is important that even in your first study year you compile a picture of the activities you want to combine with the compulsory courses. This study guide contains supplementary information and we recommend strongly that you discuss your study career with a study advisor in good time. Your chances on the labour market will be partly determined by the choices you make within and alongside your study programme.
B2 The bachelor’s and master’s degree programmes

The figure on the next page gives an overview of all bachelor’s and master’s degree programmes of the FBK and the FEW. 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.

All bachelor’s degree programmes of the FBK and the FEW have a study programme of three years. The master’s degree programmes have a programme of study of one year, except for the ‘Lerarenopleiding Economie en Bedrijfswetenschappen’ (teacher-training programme, in Dutch only) and the Research Master programme, which both have a curriculum of two years.
Faculties of Economics and Management & Organization
Survey of bachelor’s and master’s degree programmes

Bachelor’s degree programmes

- Business Studies D
  + Variant International Business & Management E
- Economics and Management D
- International Economics & Business E
- Accountancy & Controlling D
- Econometrics E
- Economics E
- Economics of Taxation D
- Technology Management D

selectively

Master’s degree programmes

- Business Administration
  - Business & ICT E
  - Business Development D
  - Change Management E
  - Finance E
  - Marketing D E
  - Operations & Supply Chains E
  - Organizational & Management Control D
  - Small Business & Entrepreneurship D
  - Strategy & Innovation E
- Human Resource Management E
- International Business & Management E
  + Specialization International Financial Management, Double Degree with Uppsala; 1,5 year
- International Economics & Business E
- Accountancy & Controlling D
  - Accountancy
  - Controlling
- Econometrics, Operations Research and Actuarial Studies E
  - Econometrics
  - Operations Research
  - Actuarial Studies
- Economics E
- Teacher-training programme D
  Two-year programme / with internship
- Economics of Taxation D
- Technology Management E
- Research master Economics and Business E
  2 year programme

HBO

Programmes Faculty of Economics
Programmes Faculty of Management & Organization
Joint programmes Faculty of Economics and Management & Organization

D = Dutch
E = English
B3 The Faculties of Economics and Management and Organization

B3.1 Structure of the board of the FBK and FEW

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 they are responsible for students. The faculties are responsible for the construction and the maintenance of education. Therefore, the structure of the board contains various important organs with an active 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 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 faculties students are organized in the ‘Economen Unie’ (Economist’s Union) and Quest (Quality of Education for Students).

In the table on the next page you can find the names of programme directors and programme coordinators of all study programmes of the FBK and the FEW.
<table>
<thead>
<tr>
<th>Bachelor’s degree programmes</th>
<th>Faculty</th>
<th>Director</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountancy &amp; Controlling</td>
<td>FEW/FBK</td>
<td>Jeltje van der Meer</td>
<td>Dick Assink</td>
</tr>
<tr>
<td>Business Studies</td>
<td>FBK</td>
<td>Jan de Vries</td>
<td>--</td>
</tr>
<tr>
<td>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>Carel Huijgen</td>
</tr>
<tr>
<td>Econometrics</td>
<td>FEW</td>
<td>Elmer Sterken</td>
<td>Maarten van der Vlerk</td>
</tr>
<tr>
<td>Economics of Taxation</td>
<td>FEW</td>
<td>Peter Smid</td>
<td>Marianne Christen</td>
</tr>
<tr>
<td>Bachelor Honours programme</td>
<td>FEW/FBK</td>
<td>Bart Los</td>
<td></td>
</tr>
<tr>
<td>International Economics &amp; Business</td>
<td>FEW</td>
<td>Hans van Ees</td>
<td>Beppo van Leeuwen</td>
</tr>
<tr>
<td>International Business &amp; Management</td>
<td>FBK</td>
<td>Vacancy as of 1-9-06</td>
<td>Hester Huizinga</td>
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<tr>
<td>(profile within Business Studies)</td>
<td></td>
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</tr>
<tr>
<td>Technology Management</td>
<td>FBK</td>
<td>Vacancy as of 1-9-06</td>
<td>Pieter Lont</td>
</tr>
<tr>
<td>Industrial Engineering &amp; Management</td>
<td>FWN*/FBK</td>
<td>Vacancy as of 1-9-06</td>
<td>--</td>
</tr>
<tr>
<td>HBO-zij instroom</td>
<td>FEW/FBK</td>
<td>Peter Smid</td>
<td>Jan Schipperijn (FEW) Willem Lanting (FBK)</td>
</tr>
<tr>
<td>Master’s degree programmes</td>
<td>Faculty</td>
<td>Director</td>
<td>Coordinator</td>
</tr>
<tr>
<td>Accountancy &amp; Controlling</td>
<td>FEW/FBK</td>
<td>Jeltje van der Meer</td>
<td>Dick Assink</td>
</tr>
<tr>
<td>Business Administration, specializations:</td>
<td>FBK/FEW</td>
<td>Peter Smid</td>
<td>Egon Berghout</td>
</tr>
<tr>
<td>Business &amp; ICT</td>
<td></td>
<td></td>
<td>Derk Jan Kiewiet</td>
</tr>
<tr>
<td>Business Development</td>
<td></td>
<td></td>
<td>Ben Emans</td>
</tr>
<tr>
<td>Change Management</td>
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<td></td>
<td>Auke Plantinga</td>
</tr>
<tr>
<td>Finance</td>
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<td></td>
<td>Karel-Jan Alsem</td>
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<tr>
<td>Marketing</td>
<td></td>
<td></td>
<td>Manda Broekhuis</td>
</tr>
<tr>
<td>Operations &amp; Supply Chains</td>
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<td></td>
<td>Henk ter Bokg</td>
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<tr>
<td>Organizational &amp; Management Control</td>
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<tr>
<td>Small Business &amp; Entrepreneurship</td>
<td></td>
<td></td>
<td>Clemens Lutz</td>
</tr>
<tr>
<td>Strategy &amp; Innovation</td>
<td></td>
<td></td>
<td>Gerda Gemser</td>
</tr>
<tr>
<td>Economics</td>
<td>FEW</td>
<td>Elmer Sterken</td>
<td>Paul Elhorst</td>
</tr>
<tr>
<td>Econometrics, Operations Research and Actuarial Studies</td>
<td>FEW</td>
<td>Elmer Sterken</td>
<td>Maarten van der Vlerk</td>
</tr>
<tr>
<td>Economics of Taxation</td>
<td>FEW</td>
<td>Peter Smid</td>
<td>Marianne Christen</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>FBK</td>
<td>Gerben van der Vegt</td>
<td>Hans van Polen</td>
</tr>
<tr>
<td>International Business &amp; Management</td>
<td>FBK</td>
<td>Vacancy as of 1-9-06</td>
<td>Hester Huizinga</td>
</tr>
<tr>
<td>Specialization: International Financial Management</td>
<td>FBK</td>
<td>Niels Hermes</td>
<td>Hester Huizinga</td>
</tr>
<tr>
<td>International Economics &amp; Business</td>
<td>FEW</td>
<td>Hans van Ees</td>
<td>Beppo van Leeuwen</td>
</tr>
<tr>
<td>Teachers Training Programme</td>
<td>FEW/FBK</td>
<td>Peter Smid</td>
<td>Geert Hoewers en Louwrens Wouda</td>
</tr>
<tr>
<td>Industrial Engineering &amp; Management Technology Management</td>
<td>FWN*/FBK</td>
<td>Vacancy as of 1-9-06</td>
<td>Pieter Lont</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research Master in Economics and Business</td>
<td>FEW/FBK</td>
<td>Jakob de Haan</td>
<td>Bart Los</td>
</tr>
</tbody>
</table>

*Acronym of Faculteit der Wiskunde en Natuurwetenschappen, Faculty of Mathematics and Natural Sciences
B4 Bachelor of Science programmes Econometrics and Economics

B4.1 BSc Econometrics

B4.1.1 Programme description

Director: Prof.dr. E. Sterken, e.sterken@rug.nl, 050-3633723, WSN 521
Secretary: mrs. E.S. Bennink-Bambang Oetomo, e.s.bennink@rug.nl, 050-3633460, WSN 609
Coordinator: dr. M.H. van der Vlerk, m.h.van.der.vlerk@rug.nl, 050-3633816, WSN 703
Study advisor(s): drs. J. Karssies, studyadvisors.be@rug.nl

Objective/Content
The Bachelor of Science programme Econometrics concerns the modelling approach to the description and analysis of issues from economics, management and related areas. The main objectives of the programme are obtaining knowledge about the most important models presently in use, acquiring the necessary background in mathematics and statistics and developing a research-oriented attitude. Training of the ability to translate the findings of this modelling approach to results relevant for the application area is an integrated part of the programme.

To reach these objectives the first year and in the first part of the second year the focus is on mathematics and statistics. Other subjects in the first two years are introductory courses for the main areas of economics and programming. The mainstreams of the programme are treated in the second and third year: operations research, actuarial science, econometrics and mathematical economics. The final semester of the programme consists on the one hand of a bachelor thesis as a conclusion of the bachelor programme, and on the other hand of the opportunity to prepare the student on one of the profiles of the master programme Econometrics, Operations Research and Actuarial Studies. Elective courses offer the opportunity to broaden one’s knowledge of the economic application areas.

To establish a connection between the scientific nature of the programme and the working environment of the econometric bachelor cases play an important role in the programme.

Following part of the programme at a university abroad is encouraged. The programme aims at both Dutch and foreign students. The language of the programme is English. Students who want to improve their English skills are offered the opportunity to follow a language course.

Future working areas
Job perspectives for econometricians remain very good. Banks, insurance companies and consultancy firms have good offers. In addition, the more traditional employers like the CBS and the government continue to hire econometricians. By further study and specialization, for instance by completing a master programme one can aim for a more research oriented career, for instance a PhD student at a university. This does not have to be restricted to a subject in the area of econometrics, operations research,
Bachelor of Science programmes Econometrics and Economics

actuarial science, mathematical economics or statistics, but it could also be in economics, management, logistics, or one of the social sciences.

**B4.1.2 Programme of study**

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

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### Programme: BSc Econometrics

**Year:** 3

**Profile:** core programme

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### Programme: BSc Econometrics

**Year:** 3

**Profile:** electives BSc Econometrics

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### B4.1.3 Transfer options

- After the Econometrics propaedeutic phase, you can transfer to a different Economics programme, on condition that you make up any shortfall in courses. You will be granted an exemption for the mathematics and statistics courses in the second year. The Teaching and Examination Regulations (TER) set out what the shortfall is.

In general, the sooner you transfer, the shorter the study delay. If you have doubts about your choice and are considering transferring, contact your study advisor!
### B4.1.4 Rules and choices

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<th>First year information meeting</th>
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<td>Entry requirements postpropaedeutic phase</td>
<td>Propaedeutic phase of Econometrics</td>
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<td>Provisional admission 2\textsuperscript{nd} year</td>
<td>$\geq 45$ ECTS credits obtained by propaedeutic courses</td>
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<td>Entry requirement bachelor’s thesis</td>
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<td>Transfer master</td>
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<td>Master information event</td>
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<td>Admission requirement master</td>
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<td>Provisional admission master</td>
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<td>Note: provisional admission can lead to problems in your planning</td>
<td>Combination of first semester bachelor courses with the master programme can lead to considerable delay</td>
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<td>Entry requirement master’s thesis</td>
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<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>)</td>
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B4.2 BSc Economics

B4.2.1 Programme description

Director: Prof.dr. E. Sterken, e.sterken@rug.nl, 050-3633723, WSN 521
Secretary: mrs. E.M. Baars-Drent, e.m.baars@rug.nl, 050-3637018 and mrs. H. van der Vleuten, h.c.w.e.van.der.vleuten@rug.nl, 050-3633740, WSN 613
Coordinator: dr. J.P. Elhorst, j.p.elhorst@rug.nl, 050-3633893, WSN 528
Study advisor(s): drs. J. Karssies, studyadvisors.be@rug.nl

Objective/content

The Bachelor’s degree programme in Economics offers a high-quality practical and theoretical foundation for any profession in this field. The programme’s objective is to offer an internationally competitive and high-quality degree. The international character of the programme is demonstrated through the medium of English as language of communication and the use of international literature.

Upon completion of the Bachelor’s degree programme in Economics, students have direct access to the Master’s degree programme in Economics. The level and load of this programme are comparable to foreign equivalents and therefore a BSc degree in Economics allows access to other international Master’s degree programmes. The University of Groningen and the University of Hamburg and the KU Leuven are collaborating in establishing international cooperation and exchanges.

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. Second, the curriculum also concentrates on the application of theory into practice, e.g. the Bachelor’s thesis. The writing of the Bachelor’s thesis also helps to develop judgement and communication (through the thesis seminar, in which students learn to present, defend and criticise).

An economist concentrates, depending on his or her interest, on the following issues:

- An economic historian focuses on the origins of economic growth, the role of technological development and innovation.
- A spatial economist focuses on the location choice of producers and consumers, commuting, migration, transport, and regional development.
- An economist in the field of public finance focuses on budgetary policy, debt policy, taxes and political decision-making.
- A macro-economist studies business cycles, consumption, savings, investments, and the evolution of the interest rate.
- A monetary economist concentrates on the financial establishment, payments, supervision, the EMU and central banks.
- A micro-economist concentrates on individual consumer and producer behaviour, game theory, and types of markets.

All these elements will be addressed during the study programme. General economists will primarily focus on economic theory and policy. This field of study has much common ground with theory of law, social sciences and political science. General economists will have the opportunity to follow lectures at other faculties through the General Studies Subject.
Future working areas
Many types of companies recruit Economics graduates. In the past, it was thought that economists were only employed at government bodies. But nothing could be further from the truth. Some examples of career opportunities for graduates in Economics are:
- financial institutions (banks), pension funds and insurance companies;
- Nma, the Netherlands Competition Authority;
- companies such as Shell, Unilever, Philips, and Gasunie;
- universities in the Netherlands and abroad.

There are various areas of work:
- researcher at a university; consultant (KPMG), consultancy firm (NEI, TNO) or institute for applied research (CBS, CPB);
- policy-maker (ministry, local or regional authority);
- corporate team (bank, pension fund, insurance company, Shell, Unilever, Philips);
- scientist or policy-maker at an international organization (OECD, IMF, EU);
- journalist on a daily or weekly publication.

B4.2.2 Changes in the programme as of September 1, 2006
On September 1, 2006, the bachelor’s degree programme of Economics is subject to two changes:
- The first semester of the third year consists of 6 courses of 5 ects each: Microeconomics 3, Economic History BA, Macroeconomics 3, Spatial Economics, History of Economic Thought and International Economics 3. The first four courses were 6 ects, but have been reduced to 5 ECTS credits.
- The compulsory choice of the specialization course Financial Intermediation in preparation to the Master Economics (specialization Monetary Economics) or the specialization course Political Economics in preparation to the Master Economics (specialization Economic Policy) has been changed in a restricted choice between Financial Intermediation or Political Economics.
B4.2.3 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: BSc Economics
Year: 1
Profile: core programme

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Programme: BSc Economics
Year: 2
Profile: core programme

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Bachelor of Science programmes Econometrics and Economics

Programme: BSc Economics
Year: 3
Profile: core programme

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Programme: BSc Economics
Year: 3
Profile: electives BSc Economics

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B4.2.4 Transfer options

- The propaedeutic phase for Economics is identical to that for International Economics & Business. You can thus transfer to the second year of IE&B once you have gained your propaedeutic certificate in Economics.
- After the Economics propaedeutic phase, you can transfer to a different Economics programme, on condition that you make up any shortfall in courses. The Teaching and Examination Regulations (TER) set out what the shortfall is. In general, the sooner you transfer, the shorter the study delay. If you have doubts about your choice and are considering transferring, contact your study advisor!
### B4.2.5 Rules and choices

<table>
<thead>
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<th>Details</th>
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<tr>
<td>First year information meeting</td>
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<tr>
<td>Entry requirements postpropaedeutic phase</td>
<td>Propaedeutic phase Economics or IE&amp;B</td>
</tr>
<tr>
<td>Provisional admission 2nd studiejaar</td>
<td>≥ 45 ECTS credits obtained by propaedeutic courses</td>
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<tr>
<td>Entry requirement bachelor’s thesis</td>
<td>Propaedeutic exam and at least 60 ECTS credits of the postpropaedeutic phase.</td>
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<tr>
<td>Transfer master</td>
<td>MSc Economics</td>
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<tr>
<td>Entrance in the MSc Econometrics</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Master information event</td>
<td>November and May</td>
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<tr>
<td>Admission requirement master</td>
<td>Bachelor’s degree Economics</td>
</tr>
<tr>
<td>Provisional admission master</td>
<td>≥ 150 of the bachelor’s degree programme</td>
</tr>
<tr>
<td>Note: provisional admission admission can lead to problems in your planning</td>
<td>The 1st semester of the master (nearly) consists of only compulsory courses. Combined with (more than one) bachelor’s courses in the 1st semester it can lead to considerable delay.</td>
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<tr>
<td>Entry requirement master’s thesis</td>
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<td>Approval study programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>)</td>
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B5 Bachelor of Science programmes IB&M and IE&B

B5.1 Why International Economics, Business and Management?

The main topics
Over the past decades, the globalisation rhetoric has acquired staggering popularity. In the current times of globalising competition, increased capital flows across borders, growing trade intensity and the information revolution, it looks as if the world is transforming into a ‘global’ village. At the same time, however, we have also witnessed vulnerability of the world to globalisation.

What are we talking about when we speak of globalisation, and what are the study objects if we want to learn more about it? Obviously, the flagship of globalisation is the multinational enterprise, or more broadly, the multinational organization (MNO). To some extent, irrespective of the political economic situation of our world, MNOs thunder past nation-states while interweaving financial markets. At the same time, however, MNOs have to take into account the differences in economic, cultural and business environments as well as the complexity of relationships in product, labour and capital markets.

In addition, MNOs do not live in isolation from other economic actors in the global economy. National governmental organizations, interest groups (employers’ federations, trade unions, environmental lobby groups), international organizations (World Bank, IMF, the European Commission) all interact with the business world to shape the international economic and business environment. Furthermore MNOs can hardly exist independently from domestic firms including small and medium-sized enterprises (SMEs), with which they integrate in the chain of increasing value and delivering products and services to the final consumer.

The labour market for international talent
The market for (management) talent clearly is in the midst of a substantial movement toward further globalisation. Large multinational firms recruit people from all over the world, and talented candidates are interested in challenging jobs outside their country of origin. In this context, an ambitious multinational firm - by competitive necessity - cannot restrict its recruitment activities to national labour markets. Due to the nature of international operations, it is necessary to exploit a set of international skills that is rarely - if ever - embodied in a single individual. Rather, if the firm’s demand and supply activities originate from, locate in and move to a wide array of different countries, then an internationally composed team of experts is needed to successfully handle the many complex and subtle issues. Cultural heterogeneity, and thus country-origin diversity, can well produce value added by combining different yet complementary perspectives and talents. Team-level heterogeneity is known to be a hotbed of creativity by stimulating the exchange of ideas and information, provided that the team members are able to guarantee smooth intra-group operation.
Without any doubt, many firms outside the elite group of multinational enterprises are in need of international talent too.

The globalising labour market has not only hit the private economy. Increasingly, the demand for talent by international organizations, whether being intergovernmental (for example, the European Central Bank, the European Commission, IMF, OECD, the United Nations and the World Bank) or representing particular constituencies (such as lobby organizations of employers, consumers, workers or regions), is comparable to that of multinational firms: high analytical skills, excellent command of English and, if possible, other languages, and more generally the ability to work in an international environment is sought after. With only a few exceptions, most international organizations have abolished national quota for hiring staff, and instead pick the best people they can get.

From an educational perspective, all this suggests that universities have to rethink their strategy when training future workers in the global economy. Clearly, the demand for ‘international’ graduates is high, and is likely to increase rapidly for many years to come. In many respects, of course, ‘international’ graduates must simply meet the standards of any other graduate. For example, analytical and social skills in conjunction with in-depth domain-specific knowledge cannot be missed. However, on top of this, ‘international’ graduates are different from their ‘national’ counterparts by such qualities as:

- their ability to communicate in other languages than their mother tongue;
- their understanding of the many subtleties that come with multicultural team work;
- their interest in what happens outside the boundaries of their national world;
- their knowledge of the ins and outs of international (business, economic, political and social) affairs, and
- their sensitivity for the many and subtle idiosyncrasies of people from cultures other than their own.

**Curriculum Profiles**

At present, there are two main lines of curricula, International Business and Management (IB&M) and International Economics and Business (IE&B). Each curriculum line has a 3-year bachelor programme, a 1-year master programme and a Pre-master (SID) programme, which also qualifies for a master degree (1 year SID and 1 year MSc). There will also be a possibility to enter a Research Master in International Economics and Business (see chart below).
Within the IB&M and IE&B programmes, there is an explicit focus on three different knowledge fields: International Economics, International Business and International Management. With different emphases each programme makes use of courses from each of these clusters:

- **International Economics**: this knowledge field is mainly focussed on macro-issues from an international perspective. Issues such as international trade, international financial markets, foreign direct investment, international macroeconomic developments and development economics are relevant in this respect.

- **International Business**: This knowledge field takes a meso-perspective and is more focused on the multinational organization in its environmental context. Especially the analysis of (foreign) (market) structures and business systems are important.

- **International Management**: This knowledge field focuses on the internationalization of organizations from an actor perspective, in particular the manager and starts at a micro level. The know-how, perspectives and skills of the international manager are the reference point of this knowledge field.

Within the **IB&M programmes**, the emphasis is on the international management and business themes of MNOs. The “inside-out” perspective of the MNO is stressed in these programmes. That means that the position of the international manager is the starting point and defines the business and management topics to be studied, including some basic elements on international economics. Some courses, in particular in the business area, are given jointly for both programmes.
Within the **IE&B programmes** the starting point is the development of the international economy. Within this context, the behaviour of individual firms and organizations is a very important explanatory aspect, and plays a central role especially in the IB courses. The emphasis is on the international economics and business themes, stressing an outside-in perspective from the viewpoint of an MNO. Aspects of international management are also taught in the programme, but the economics aspects are more central.

Despite their roots in the traditional disciplines, the IB&M and IE&B programmes distinguish themselves from regular programmes in economics, business and management through their explicit focus on a **comparative approach**. Scientific theories on these issues can help clarifying differences and similarities in observed facts and processes. But even theories contain more and less clear locally embedded assumptions. By focussing on the cross-cultural, cross-country and cross-institutional issues, students will be brought to the frontiers of science in these fields. Combined with the international background of the student population, this will help to master the latest scientific developments and bring the subject matters to life.
B5.2 BSc Business Studies - International Business & Management

B5.2.1 Programme description

Director: dr. Kees van Veen
Secretary: Ineke van Est, r.van.est@rug.nl, Linda Romp, l.j.romp@rug.nl, 050-3633458, WSN 405
Coordinator: drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243, WSN 216
Study advisor(s): drs. Els Brilman, studyadvisors.be@rug.nl

Objectives and content
The International Business & Management programme is a profile within the regular BSc in Business Studies of the Faculty of Management and Organization. On September 1st, 2005 the programme also introduced a first year programme which is titled BSc Business Studies - profile International Business and Management (BS-IB&M). The second year will start on September 1st, 2006, which completes the full three year bachelor programme.

The BSc BS-IB&M programme offers students a solid academic grounding in the field of IB&M. The profile provides students with a clear, general business management education, while at the same time concentrating on organizations operating in an international context.

The IB&M programme was developed with a few clear ideas in mind. First, we require our students to master the basic knowledge and skills expected of a good business education. Additionally, we focus strongly on the international dimension of business management and entrepreneurship. In addition to the basics, we approach these issues from a comparative international perspective. This perspective can be traced throughout the programme, but becomes more evident near the end.

First and Second year
The programme introduces you to elementary theories and concepts that are relevant in the field. In general, 6 areas in which students need basic knowledge and skills are distinguished. These are:

1 Organization Theory: students are introduced to the theories and concepts on organization structures and processes. Students learn to think about organizational design and organizational change both in local as well as in multinational companies. They are introduced to the scientific theories on these issues and are trained to apply the concepts to practical situations.

2 International Strategic Management and Economics: to be a multinational company implies constantly considering existing business opportunities and the related strategic choices. Students are introduced to the basics of (International) Economics such that they understand the relevant economic concepts of the international environment. Additionally, they learn how companies can operate in this context by studying the relevant concepts within the area of Strategic Management.

3 International Finance and Accounting: students learn the financial aspects of organizing and the related Accounting and Control aspects with special attention to the extra complexity of these issues within multinational enterprises.
4 **International Law**: in their international endeavours, companies often run into complicated legal problems on different levels. Basic knowledge of such issues is essential. The programme contains several modules that focus on these aspects.

5 **Research Methods and Statistics**: students learn to conduct research that complies with scientific rules both in management and in academia. Such courses teach them to think systematically and draw scientifically sound conclusions on the issues they study. This is a must for students with ambitions in management and consultancy as well as in academia.

6 **Language and Intercultural Communication Skills**: broad language and communication skills are a must for people who want to operate in the international arena. Weekly English language courses will improve your communication and presentation skills. In the second year, you will select a second foreign language.

Additionally, there is a set of modules dealing with more functional areas such as International Marketing and Information Technology.

**International experience**

In order to foster the international learning experience, students are **obliged** to study abroad in the first semester of the third year. This international experience is an invaluable step in developing a deeper understanding of the subjects you study.

During your second Bachelor year you will need to prepare the arrangements for your study abroad in the third year. Note that you must have completed your first year of study when selection takes place. Please carefully read the relevant parts in this study guide about the Rules & Regulations on Study Abroad.

Our faculty has excellent international exchange relations with Danish, Swedish, Chinese, French, American and British universities, among others. During your stay abroad, you will be able to broaden your studies to include further topics of interest.

Developing language skills is very important for people on the international labor market.

Consequently, we offer the possibility to start learning a language besides English and your mother tongue. Please also realize, if you wish to spend your study abroad in a French/Spanish/...speaking country, your language proficiency skills should be of a certain level. Since you will go abroad in the first term of the third year, you should start developing your language skills in the first and second year of the IB&M programme.

The 5 ECTS credits we have available for this in the second year of the study programme are, of course, not sufficient for learning the necessary language skills. We strongly advice you: see these few ECTS credits as only a small part of your personal language development. The best thing you can do is to start learning another language right from the beginning of your study (see for instance the possibilities at the Language Center). We will try to accommodate your efforts as well as possible. For more information, see our Nestor site.

**Second foreign language**

Please make sure to develop a solid proficiency of a second language during the second IB&M year. The 5 ECTS credits reserved in the IB&M programme for a second language will provide a basis. However, you will need to invest more time
and energy to achieve a sound proficiency in order to make your study abroad a fruitful experience.

**B5.2.2 Programme of study 1st and 2nd year BSc IB&M**

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

**Programme:** BSc Business Studies - IB&M  
**Year:** 1  
**Profile:** core programme

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Study guide 2006-2007 FBK/FEW

Programme: BSc Business Studies - IB&M
Year: 2
Profile: core programme

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<td>BKB049B05</td>
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</table>

B5.2.3 Transfer options

During or immediately after the first year of IB&M, you can if you wish transfer to:

- **Business Studies.** Based on the courses you have passed in IB&M, you may be granted exemption from certain Business Studies courses (N.B.: there is no exemption for ITP and Intro. to IT & Info. systems). Make an appointment with the study advisor to ascertain for which courses you may qualify for an exemption. A completed propaedeutic phase in IB&M grants admission to the second year of Business Studies.

- **International Economics & Business (IE&B).** In this case, the possibilities for exemptions are very limited. Therefore, bear in mind you will suffer some study delay!

In general, the sooner you transfer, the shorter the study delay. If you have doubts about your choice and are considering transferring, contact your study advisor!
### B5.2.4 Rules and choices

| First year information meeting | October and April |
| Admissions criteria post-propaedeutic programme | Propaedeutic exam Business Studies, profile IB&M |
| Provisional admission 2nd year during the second year of enrolment | ≥ 45 ECTS credits of the propaedeutic courses. |
| Requirements Study Abroad 3rd year | Propaedeutic exam when selection takes place. It is strongly recommended also to finish courses of the 2nd year as quickly as possible. Do not postpone re-sits over and over again. Studying Abroad combined with re-sits of 2nd year courses in the 3rd year can lead to serious study delay. Additionally, study results, which include the number of re-sits, are used to select students for universities for their study abroad. See the faculty website for application deadlines and selection criteria. |
| Master information meeting | November and May |
| Entry requirement bachelor’s thesis 3rd year | Propaedeutic exam and at least 60 ECTS credits of the postpropaedeutic programme. It goes without saying that IB&M students choose one of the English Thesis projects that are offered. |
| Approval bachelor programme | You can download a form from the internet ([www.rug.nl/fmo/forms](http://www.rug.nl/fmo/forms)) |
| Entrance in the MSc IB&M and the MSc IB&M – IFM | 1st of September |
| Admission requirement for the MSc IB&M | BSc Business studies – profile IB&M |
| Provisional admission to the MSc IB&M during one year | To be provisionally admitted, you need ≥ 165 ECTS credits. |
| Entry requirement master’s thesis | Bachelor exam and ≥ 20 ECTS credits of the main MSc courses. |
B5.3 BSc Business Studies - International Business & Management for 3rd year BDK students

B5.3.1 Programme description

Director: dr. Kees van Veen
Secretary: Ineke van Est, r.van.est@rug.nl, Linda Romp, l.j.romp@rug.nl, 050-3633458, WSN 405
Coordinator: drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243, WSN 216
Study advisor(s): drs. Els Brilman, studyadvisors.be@rug.nl.

Objectives and content
Why does a firm want to set up a factory abroad? How does management deal with the opportunities of internationalization? Is doing business in India really so much different from, for example, Germany? Why does Nike require different marketing campaigns in the countries in which it is active? How does Philips do business with suppliers from all over the world? And why does a multicultural management team operate differently from a single-country management team?
The preparation year is an alternative to the regular third year of the BSc Business Studies and is obligatory for students who are interested in the MSc IB&M (including the International Financial Management specialization). The profile IB&M caters for students who aspire an international career in international business and prepares you for a job on the international labour market. Indeed, just like business itself, the labour market is in a similar move towards globalisation. In this day and age, companies and organizations need a new type of manager, one trained in the needs and demands of that environment. These managers must operate smoothly and knowledgeably in an international context, where working in international teams with a feel for other cultures is the most natural thing in the world. Within the IB&M preparation year and the subsequent MSc IB&M you focus on the knowledge and skills you will need for this. IB&M is a multi-faceted study programme with a distinctively international orientation. It provides you with a sound training in business studies and at the same time gets you acquainted with some of the main challenges for managers in international firms.

In the year 2006-2007, the programme consists of 4 core courses in the first semester. In the second semester, students can study abroad. For students who do not go abroad, there is an alternative programme.

B5.3.2 List of elective courses for students who do not go abroad

Directly under the programme of study, you will find a list of possible electives. It is a long list and it is not always possible to follow these courses -especially in the first semester- because you need to follow compulsory courses. However, there are exceptions and we prefer to offer extra electives to meet your personal interests as well as possible. The rules are as follows.
In the second semester:
- You have 20/15 ECTS credits of electives open.
- Within the 20 ECTS credits electives, there is an English Course of 5 ECTS credits. The English Course (5 ECTS credits) is compulsory if you do not pass the English test. If you pass the test for the English course, you can replace this obligation with an extra 5 ECTS credits elective.
- Additionally, you do a BSc Thesis of 10 ECTS credits.
- When you do not Study Abroad, you also need to do a 5 ECTS credits General Studies course (AVV) (some of them are suggested below).
- Students who do go abroad are subject to a separate set of rules, which can be obtained from the Exchange Office. Please note that you must have completed your first year of study when selection takes place. See also part B4.5.2 of this study guide.

B5.3.3 Programme of study, 3rd year BDK students

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: BSc Business Studies - IB&M
Year: 3
Profile: core programme

<table>
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<td>2.1-2</td>
<td>or: study abroad 20 EC</td>
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** This course can also be taken in other periods. See the course description in part C.
Programme: BSc Business Studies - IB&M
Year: 3
Profile: electives BS - IB&M

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<td>E</td>
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</table>

** This course can also be taken in other periods. See the course description in part C

B5.3.4 Rules and choices

<p>| Admission to the BSc BS – profile IB&amp;M | Propaedeutic exam is required. The courses Omgevingsanalyse and Financieel Beleid are strongly recommended. However, the first semester of the programme is intensive, so in order to avoid serious study delay, it is strongly recommended to finish the first two years completely. |
| Registration for the IB&amp;M profile | You must register yourself as an IB&amp;M student in ProgRESS. Be sure you do so, because we use mailing lists to communicate with you when necessary. No registration = no information. |
| Studying abroad | For rules and regulations, contact the Exchange Office. |
| Studying in the Netherlands | For students who do not go abroad, there is an alternative programme (see above) |
| English course | Students who do not go abroad should follow the English course in the second semester if they do not pass the English test. |</p>
<table>
<thead>
<tr>
<th>Electives</th>
<th>See programme of study above.</th>
</tr>
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<tbody>
<tr>
<td>Master information meeting</td>
<td>November and May</td>
</tr>
<tr>
<td>Approval study programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/fmo/forms">www.rug.nl/fmo/forms</a>)</td>
</tr>
<tr>
<td>Entry requirement bachelor’s thesis</td>
<td>Propaedeutic exam and at least 60 ECTS credits of the 2(^{nd}) and 3(^{rd}) year. It goes without saying that IB&amp;M students choose one of the English Thesis projects that are offered.</td>
</tr>
<tr>
<td>Entrance in the MSc IB&amp;M and the MSc IB&amp;M – IFM</td>
<td>1st of September</td>
</tr>
<tr>
<td>Admission requirement for the MSc IB&amp;M</td>
<td>Bachelor of Science Bedrijfskunde, profile IB&amp;M.</td>
</tr>
<tr>
<td>Provisional admission to the MSc IB&amp;M during one year</td>
<td>To be provisionally admitted, you need ≥ 150 ECTS credits, including the English Course and at least 15 ECTS credits of the core courses ISM, MIBO, IE&amp;T and IFM. Please note that the minimum requirement will be increased to ≥ 165 ECTS credits by 1 Sepermber 2007.</td>
</tr>
<tr>
<td>Entry requirement master’s thesis</td>
<td>Bachelor exam and ≥ 20 ECTS credits of the main MSc courses</td>
</tr>
</tbody>
</table>

**Note:** the profile of IB&M is being offered for the last time in 2006-2007. As of 2007-2008 you need to transfer to the three-year variant.
B5.4 BSc International Economics & Business

B5.4.1 Programme description

Director: Prof.dr H. van Ees, h.van.ees@rug.nl, 050-3633705, WSN 428
Secretary: ms E.A. Kortrijk, e.a.kortrijk@rug.nl, 050-3633716, WSN 405
Coordinator: dr. E.H. van Leeuwen, e.h.van.leeuwen@rug.nl, 050-3633744, WSN 416
Study advisor(s): drs. A.J. van der Kolk, studyadvisors.be@rug.nl

Objectives and content
The bachelor programme IE&B offers a solid academic training as an economist with a strongly international profile and a focus on the integration of issues from economics and business. The core of the bachelor programme consists of three modules in both International Business and International Economics. International Business courses concentrate on the main characteristics of the international firms. These include organizational devices and strategic management issues, for example the way organizational devices are affected by the national economic, social, political and cultural environments, the implications for management functions, competitive positioning, international alliances, strategic decision-making processes and international market entry.
International Economics courses deal with the analysis of the world economy in which multinational firms operate, for example, the determinants of international patterns of trade and specialization, the competitiveness of nations versus the competitiveness of firms and the policy options to strengthen competitiveness, the effects of trade policy, exchange rate theories and theories of the balance-of-payments, international capital flows and financial crises and the international monetary system.
During the first two years of the bachelor programme, these core courses are supported by various other courses in the field of general economics and business economics, like microeconomics, macroeconomics, finance and marketing. In this way, the IE&B student receives a broad education as an economist. Moreover, courses in mathematics, statistics, research methods, English and a second language provide you with additional tools for scientific research and international communication.
To enhance the international profile of the programme, the third year of the bachelor programme includes a semester of study abroad. For this you can make use of the extended exchange network of the faculty with quite some European and non-European universities. You can select courses offered by the host university in consultation with the IE&B staff. The last semester of the bachelor programme consists of the writing of a bachelor thesis in combination with integrate course work on the final two modules in International Economics and International Business. All International Economics and International Business courses in the bachelor programme are given on the basis of a small-group teaching concept, with much room for group work, interactive lectures, etc.
B5.4.2 Study Abroad

Bachelor students studying International Economics and Business spend the first semester of the third year of their programme abroad. Students need to take the initiative to make their own stay abroad arrangements. It is strongly advised to start planning well ahead of time. Students need to apply in advance for approval of the subjects they wish to study abroad.

To be eligible for one of the faculty’s exchange programmes for study abroad, a student must have completed the course work of the first year. It is strongly recommended that you have also completed (most of) the second year at the time you are leaving. This, in order to be able to take courses at the required level during your study abroad.

Be aware that, if you want to study at a university, which does not offer courses in English, the preparation to attain the required language skills (e.g. French, German or Spanish) may well exceed the credits of the mandatory second language course of the second year.

**Warning:**
You can only be selected for study abroad positions if you have completed your first year of study. The first selection is in March, in semester 2.1 (but for some universities the selection is much earlier, in September or October). A last selection round, for remaining study abroad positions takes place after the exams of semester 2.1. This means that **if you have not completed the 1st year courses of semester 2.2 in the previous year, you are not eligible for studying abroad**, as there are no more resits for these courses before the last selection round starts. In all cases study progress and grades will be taken into account in the selection procedure.

Students who have participated in higher education outside the Netherlands before starting their studies in IE&B can apply for an exemption for the study abroad period at the Information Desk. If granted, they should also contact the programme coordinator of IE&B, dr E.H. van Leeuwen for a substitute programme.

If you would like to know more about the possibility of studying abroad, you are welcome to come to the Exchange Office, which is open from Monday to Friday between 10.00 a.m. and 12.30 p.m. and between 1.30 p.m. and 4.00 p.m. (except for Tuesday and Thursday afternoons).

Visiting address: Exchange Office, Second floor WSN, room 227.
In special cases, you can make an appointment with the exchange officer/study abroad advisors, ms. I. Blink, through the Exchange Office.
Tel.: +31 50 363 6310. E-mail: exchange.be@rug.nl
Website: http://www.rug.nl/economics/informationfor/students/studyingAbroad/
B5.4.3   Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme:  BSc International Economics & Business
Year:       1
Profile:    core programme

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Year:    2
Profile: core programme

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* In case you prefer another second language than Spanish (not English or your mother tongue), you should select an appropriate course yourself and contact the study advisor for approval.
Bachelor of Science programmes IB&M and IE&B

Year: 2
Profile: electives BSc IE&B

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<td>2.2</td>
<td>Management Accounting &amp; Inf. Management</td>
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Year: 3
Profile: core programme

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</tbody>
</table>

** This course can also be taken in other periods. See the course description in part C

B5.4.4 Transfer options

- The propaedeutic phase for International Economics & Business is identical to that for Economics. You can thus transfer to the second year of Economics once you have gained your propaedeutic certificate in IE&B.
- It is also possible to transfer from IE&B to IB&M, but then you must bear in mind that you will have a shortfall in several important courses. Make an appointment with the IB&M study advisor to ascertain for which parts you may qualify for an exemption.
- After the IE&B propaedeutic phase, you can transfer to a different Economics programme, on condition that you make up any shortfall in courses. The Teaching and Examination Regulations (TER) set out what the shortfall is. In general, the sooner you transfer, the shorter the study delay. If you have doubts about your choice and are considering transferring, contact your study advisor!
### B5.4.5 Rules and choices

<table>
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<th>First year information meeting</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry requirements postpropaedeutic phase</td>
<td>Propaedeutic exam IE&amp;B or Economics</td>
</tr>
<tr>
<td>Provisional admission 2nd year during the second year of enrolment</td>
<td>≥ 45 ECTS credits of the propaedeutic courses</td>
</tr>
<tr>
<td>Entry requirement bachelor’s thesis</td>
<td>Propaedeutic exam and at least 60 ECTS credits of the postpropaedeutic phase.</td>
</tr>
<tr>
<td>Electives:</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Conditional choice in semester 2.2 of the second year: select one of the four indicated courses.</td>
</tr>
<tr>
<td>2</td>
<td>Second language: other language courses than the Spanish course offered for IE&amp;B students should be approved in advance</td>
</tr>
<tr>
<td>3</td>
<td>No AVV obligation in the IE&amp;B programme</td>
</tr>
<tr>
<td>4</td>
<td>The study abroad programme can contain a maximum of 15 ECTS credits in non-economic and non-business courses</td>
</tr>
<tr>
<td>5</td>
<td>Language courses in the language of the foreign university, as part of the study abroad, are permitted up to a maximum of 5 ECTS credits.</td>
</tr>
<tr>
<td>Master information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Approval bachelor programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>)</td>
</tr>
<tr>
<td>Study abroad</td>
<td>1st year completed when selection takes place, having completed most of the second year before you leave is highly recommended.</td>
</tr>
<tr>
<td>Master of Science</td>
<td>MSc International Economics &amp; Business (Other masters: consult the Admissions Office)</td>
</tr>
<tr>
<td>Entrance in the MSc IE&amp;B</td>
<td>1st of September</td>
</tr>
<tr>
<td>Admission requirement for the MSc IE&amp;B</td>
<td>• Bachelor IE&amp;B • Other (related) bachelor: contact the Admissions Office</td>
</tr>
<tr>
<td>Provisional admission master (for a maximum of one year)</td>
<td>≥ 150 ECTS credits of the bachelor including International Business 3: International Strategy and Innovation, and International Economics 3: International Rivalry. Please note that the minimum requirement will be increased to ≥ 165 ECTS credits by 1 September 2007.</td>
</tr>
</tbody>
</table>

**N.B.** Provisional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of
| compulsory courses and these are hard to combine with first semester BSc courses. In order to be admitted to the Master Thesis and the related assignment part of Research Methodology for MSc IE&B, the BSc programme must have been completed. |
B6 Pre-master (SID) programmes IB&M and IE&B

B6.1 IB&M Pre-master (SID) programme

B6.1.1 Programme description

Director: dr. Kees van Veen
Secretary: Ineke van Est, r.van.est@rug.nl, Linda Romp, l.j.romp@rug.nl, 050-3633458, WSN 405
Coordinator: drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243, WSN 216
Study advisor(s): drs. Els Brilman, studyadvisors.be@rug.nl.

Objectives and content
The IB&M Pre-master (SID) is a special programme for students from Dutch HBO programmes in management or from International Business Schools, as well as for (non-Dutch) students who have bachelor degrees in the field of management and business but do not immediately qualify for the master programme in IB&M. The IB&M Pre-master (SID) is essentially aimed to get students at the level of the IB&M bachelor programme. Students will be awarded a Certificate after having successfully completed the IB&M Pre-master (SID) programme. Students will then be automatically admitted to the IB&M Master of Science programme.

During the first semester, you will become acquainted with the basics of International Business and Management. Four core courses in this semester are: Managing International Business Organizations, International Strategic Management, International Economics & Trade and International Financial Management. These courses are attended together with the regular IB&M students.

The second semester includes some courses that are especially designed for IB&M Pre-master (SID) students, including Research Methodology and Statistics and the bachelor Thesis.

Electives in the second semester:
Directly under the programme of study, you will find a list of possible electives. It is a long list and it is not always possible to follow these courses, especially in the first semester- due to the fact that you need to follow obligatory courses. However, we prefer to offer extra electives to meet your personal interests as well as possible.

The rules are as follows:
The English Course (5 ECTS credits) is compulsory for Dutch students if they do not pass the English test. If you pass the test for the English course, you can replace this obligation with an extra 5 ECTS credits elective.

Non-Dutch students can choose 2 courses of 5 ECTS credits each, they are not obliged to follow the English course because it is an entry requirement for the IB&M Pre-master (SID) programme.
B6.1.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: Pre-master (SID) programmes English
Year: 3
Profile: IB&M, preparing to MSc IB&M

<table>
<thead>
<tr>
<th>sem</th>
<th>course title</th>
<th>code</th>
<th>EC</th>
<th>C/E</th>
<th>nr</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>International Economics and Trade</td>
<td>BKB026A05</td>
<td>5</td>
<td>C</td>
<td>103</td>
</tr>
<tr>
<td>1.1-2</td>
<td>English Course**</td>
<td>BKB014A05</td>
<td>5</td>
<td>C</td>
<td>51</td>
</tr>
<tr>
<td>1.1-2</td>
<td>International Financial Management</td>
<td>BKB027A05</td>
<td>5</td>
<td>C</td>
<td>108</td>
</tr>
<tr>
<td>1.1-2</td>
<td>International Strategic Management</td>
<td>BKB028A10</td>
<td>10</td>
<td>C</td>
<td>115</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Managing Int. Business Organization</td>
<td>BKB038A10</td>
<td>10</td>
<td>C</td>
<td>137</td>
</tr>
<tr>
<td>2.1</td>
<td>elective (see Bdk-IB&amp;M)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Research Methodology for SID-IB&amp;M</td>
<td>BKB136A05</td>
<td>5</td>
<td>C</td>
<td>198</td>
</tr>
<tr>
<td>2.1</td>
<td>Statistics II for IB&amp;M</td>
<td>BKB082A05</td>
<td>5</td>
<td>C</td>
<td>243</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Bachelor’s Thesis IB&amp;M**</td>
<td>BKB137A10</td>
<td>10</td>
<td>C</td>
<td>21</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. See the course description in part C

B6.1.3 Rules and choices

<table>
<thead>
<tr>
<th>Admission criteria</th>
<th>See English websites: practical information &amp; admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Approval Pre-master programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>)</td>
</tr>
</tbody>
</table>

From 1 September 2006 onward, you will receive a certificate when you complete the pre-programme. Students who started in 2005 or earlier receive a BSc diploma upon completion of the programme. You can apply for this BSc diploma until 1 September 2007!

| English course | • The English course is only meant for Dutch students. The course starts with a test. The course is subsequently required when students do not pass the test. Students who pass the test can replace the English requirements with an elective from the regular list of IB&M electives.  
<p>|                | • Non-Dutch students have been screened on their English proficiency and can also replace the English course with an extra elective. |</p>
<table>
<thead>
<tr>
<th>Study abroad</th>
<th>Study abroad is not for Pre-master (SID) students because they are required to prepare themselves for the MSc.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry requirement bachelor’s thesis IB&amp;M</td>
<td>You need at least 20 ECTS credits of the four first semester courses (MIBO, ISM, IFM, IE&amp;T).</td>
</tr>
<tr>
<td>Entrance in the MSc IB&amp;M</td>
<td>1st of September</td>
</tr>
</tbody>
</table>
| Admission requirement for the MSc after the Pre-master (SID) programme: | • Pre-master (SID) year completed  
• Other (related) bachelor: contact the Admissions Office |
| Provisional Admission to the MSc IB&M during one year. | If you have not finished the complete Pre-master (SID) programme, you can be conditionally admitted to the MSc. To be conditionally admitted, you need ≥ 30 ECTS credits of the SID programme, including the English Course and at least 15 ECTS credits of the core courses ISM, MIBO, IE&T and IFM. Please note that the minimum requirement will be increased to ≥ 45 ECTS credits by 1 September 2007.  

**N.B.** Provisional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of obligatory courses and these are hard to combine with first semester SID courses. |
B6.2  

IE&B Pre-master (SID) programme

B6.2.1  

Programme description

Director: Prof.dr H. van Ees, h.van.ees@rug.nl, 050-3633705, WSN 428
Secretary: ms E.A. Kortrijk, e.a.kortrijk@rug.nl, 050-3633716, WSN 405
Coordinator: dr. E.H. van Leeuwen, e.h.van.leeuwen@rug.nl, 050-3633744, WSN 416
Study advisor(s): drs. A.J. van der Kolk, studyadvisors.be@rug.nl

Objectives and content
The IE&B Pre-master (SID) programme is a special programme for students from Dutch HBO programmes in economics or from International Business Schools, as well as for students from abroad with a bachelor degree in the field of economics and business but who do not immediately qualify for the master programme in IE&B.

The IE&B Pre-master (SID) programme is essentially aimed to get students at the entry level of the MSc IE&B programme. Students will receive a certificate after having successfully completed the IE&B Pre-master (SID) programme. Students will then be automatically admitted to the IE&B Master of Science programme.

B6.2.2  

Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: Pre-master (SID) programmes English
Year: 3
Profile: IE&B, preparing to MSc IE&B

<table>
<thead>
<tr>
<th>sem</th>
<th>course title</th>
<th>code</th>
<th>EC</th>
<th>C/E</th>
<th>nr</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>SID Mathematics I</td>
<td>EWB066A02</td>
<td>2</td>
<td>C</td>
<td>209</td>
</tr>
<tr>
<td>1.1</td>
<td>SID Microeconomics</td>
<td>EWB068A05</td>
<td>5</td>
<td>C</td>
<td>211</td>
</tr>
<tr>
<td>1.1</td>
<td>SID Quantitative Research Methods</td>
<td>EWB135A06</td>
<td>5</td>
<td>C</td>
<td>212</td>
</tr>
<tr>
<td>1.1</td>
<td>SID Statistics I</td>
<td>EWB069A02</td>
<td>2</td>
<td>C</td>
<td>213</td>
</tr>
<tr>
<td>1.2</td>
<td>International Industrial Economics</td>
<td>EWB036A06</td>
<td>6</td>
<td>C</td>
<td>110</td>
</tr>
<tr>
<td>1.2</td>
<td>SID International Trade</td>
<td>EWB064A03</td>
<td>3</td>
<td>C</td>
<td>207</td>
</tr>
<tr>
<td>1.2</td>
<td>SID Mathematics II</td>
<td>EWB067A04</td>
<td>4</td>
<td>C</td>
<td>210</td>
</tr>
<tr>
<td>1.2</td>
<td>SID Statistics II</td>
<td>EWB070A02</td>
<td>2</td>
<td>C</td>
<td>214</td>
</tr>
<tr>
<td>2.1</td>
<td>SID Macroeconomics</td>
<td>EWB065A04</td>
<td>4</td>
<td>C</td>
<td>208</td>
</tr>
<tr>
<td>2.1-2</td>
<td>International Business III**</td>
<td>EWB033A10</td>
<td>10</td>
<td>C</td>
<td>98</td>
</tr>
<tr>
<td>2.1-2</td>
<td>International Economics III for IE&amp;B**</td>
<td>EWB035A10</td>
<td>10</td>
<td>C</td>
<td>107</td>
</tr>
<tr>
<td>2.2</td>
<td>International Economics II</td>
<td>EWB034A06</td>
<td>6</td>
<td>C</td>
<td>105</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. See the course description in part C
### B6.2.3 Rules and choices

<table>
<thead>
<tr>
<th>Admission criteria</th>
<th>See English websites: practical information &amp; admissions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Approval Pre-master (SID) programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>) From 1 September 2006 onward, you will receive a certificate when you complete the pre-programme. Students who started in 2005 or earlier receive a BSc diploma upon completion of the programme. You can apply for this BSc diploma until 1 September 2007!</td>
</tr>
<tr>
<td>Study abroad</td>
<td>No study abroad in the IE&amp;B Pre-master (SID) programme</td>
</tr>
<tr>
<td>Master of Science</td>
<td>MSc International Economics &amp; Business (Other masters: consult the Admissions Office)</td>
</tr>
<tr>
<td>Entrance in the MSc IE&amp;B</td>
<td>1st of September</td>
</tr>
<tr>
<td>Admission requirement for the MSc IE&amp;B</td>
<td>• Pre-master (SID) year completed • Other (related) bachelor: contact the Admissions Office</td>
</tr>
<tr>
<td>Provisional admission master (for a maximum of one year)</td>
<td>( \geq 30 ) ECTS credits of the IE&amp;B Pre-master (SID) programme including International Business 3: International Strategy and Innovation, and International Economics 3: International Rivalry. Please note that the minimum requirement will be increased to ( \geq 45 ) ECTS credits by 1 September 2007. <strong>N.B.</strong> Provisional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of compulsory courses and these are hard to combine with first semester BSc courses. In order to be admitted to the Master Thesis and the related assignment part of Research Methodology for MSc IE&amp;B, the SID programme must have been completed.</td>
</tr>
</tbody>
</table>
B7 Master of Science programmes

B7.1 Admission to MSc programmes

The Teaching and Examination Regulations (TER) of the Faculty of Economics and the Faculty of Management & Organization specify which BSc programme or pre-MSc programme grants direct access to which MSc programme. In all other cases admission is at the discretion of the Admissions Board.

B7.1.1 Provisional admission

For students in one of the BSc programmes of the Faculty of Economics and of the Faculty of Management & Organization, and in some cases from other faculties of the University of Groningen (see the Teaching and Examination Regulations), it is possible to be provisionally admitted to an MSc programme before you have completed your BSc programme or the pre-master programme. This provisional admission status allows you to participate in master courses while still registered as a bachelor student for a maximum of twelve months. For the academic year 2006/2007 you may be provisionally admitted to an MSc programme with a deficiency of no more than 30 ECTS credits of your BSc programme. Please note that for the academic year 2007/2008 you may only be provisionally admitted to most MSc programmes with a deficiency of no more than 15 ECTS credits.

Please note that some master courses have specific prerequisite bachelor courses. This means that even if you are provisionally admitted to an MSc programme, you may not be able to participate in some of the master courses if you did not pass the prerequisite bachelor course! You can find information on course prerequisites in the course descriptions in this guide.

Also note that for students in a pre-MSc programme the requirements for provisional admission to the MSc will differ! For details check the rules and choices below every study programme or otherwise contact the MSc programme director, or the Admissions Office.
### B7.1.1.1 The programmes

<table>
<thead>
<tr>
<th>MSc programme</th>
<th>Study programme giving automatic admission</th>
<th>Conditions for provisional admission to 2007/2008 MSc programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSc Business Administration</td>
<td>BSc Business Studies</td>
<td>A deficiency of no more than 15 ECTS credits, provided that the applicable specialization course is completed</td>
</tr>
<tr>
<td></td>
<td>BSc Economics and Management</td>
<td></td>
</tr>
<tr>
<td>pre-MSc Business Administration</td>
<td></td>
<td>Please consult the MSc Programme Director or the Admissions Office</td>
</tr>
<tr>
<td>MSc Econometrics</td>
<td>BSc Econometrics</td>
<td>A deficiency of no more than 30 ECTS credits, provided that the applicable specialization course is completed</td>
</tr>
<tr>
<td>MSc Economics</td>
<td>BSc Economics</td>
<td>A deficiency of no more than 30 ECTS credits.</td>
</tr>
<tr>
<td>MSc Human Resource Management</td>
<td>BSc Business Studies(^1)</td>
<td>A deficiency of no more than 15 ECTS credits, provided that the applicable specialization course is completed</td>
</tr>
<tr>
<td>pre-MSc Human Resource Management</td>
<td></td>
<td>Please consult the MSc Programme Director or the Admissions Office</td>
</tr>
<tr>
<td>MSc Technology Management</td>
<td>BSc Technology Management</td>
<td>A deficiency of no more than 30 ECTS credits(^2)</td>
</tr>
<tr>
<td></td>
<td>BSc Industrial Engineering and Management</td>
<td></td>
</tr>
<tr>
<td>pre-MSc Technology Management</td>
<td></td>
<td>Please consult the MSc Programme Director or the Admissions Office</td>
</tr>
<tr>
<td>MSc International Business &amp; Management</td>
<td>BSc Business Studies-International Business &amp; Management</td>
<td>A deficiency of no more than 15 ECTS credits</td>
</tr>
<tr>
<td>pre-MSc International Business &amp; Management (SID)</td>
<td></td>
<td>Please consult the MSc Programme Director or the Admissions Office</td>
</tr>
<tr>
<td>MSc International Economics &amp; Business</td>
<td>BSc International Economics &amp; Business</td>
<td>A deficiency of no more than 15 ECTS credits</td>
</tr>
<tr>
<td>pre-MSc International Economics &amp; Business (SID)</td>
<td></td>
<td>Please consult the MSc Programme Director or the Admissions Office</td>
</tr>
</tbody>
</table>

### B7.1.2 Registration

\(^1\) Graduates from the BSc Economics and Management, BSc Psychology, BSc Sociology and students with a BSc degree from the Faculty of Law of the University of Groningen can be admitted to the MSc Human Resource Management provided they have completed certain modules of the BSc Business Studies. In these cases the same conditions for provisional admission apply. For details see the Teaching and Examination Regulations.

\(^2\) At the time of printing it was not decided whether the MSc TM would set the maximum deficiency for provisional admission to the 2007/2008 MSc programme to 15 ECTS credits or to 30 ECTS credits. Please check with the MSc Programme Director or Admissions Office for up-to-date information.
In June the Central Student Administration (CSA) will automatically send the (re)registration form to your mailing address. On this form, you can indicate which MSc programme you are planning to do in the next academic year. In case this is one of the MSc programmes to which your BSc degree will grant you automatic admission (see above), you will be automatically registered by CSA after returning the (re)registration form. In all other cases you need to apply for admission through the Admissions Office of the Faculty of Economics and the Faculty of Management & Organization. You can download an application form from the website at http://www.rug.nl/fmo/informationfor/prosstudents/practical/admissionprocedures/msc/mscappforms, complete it and hand it in at the Admissions Office. An Admissions Board will then decide on your application.

In case you want to register for the MSc programme but you have not yet completed your BSc programme, you can request for provisional admission (for the conditions, see above). To do this, on the (re)registration form, at section 4, at “1st course” mention your current BSc programme and at “2nd course” enter the MSc programme.
Please note that in case you are provisionally admitted to an MSc programme you will remain registered as a bachelor student and you will be issued a BSc student card. Only after you have completed your BSc programme your BSc registration will (automatically) be converted to an MSc registration and you will be issued an MSc student card.

B7.1.3 Admission for students from old (doctoraal) programmes
Students in the old “doctoraal” programmes who want to switch to a BSc or MSc programme should contact the study advisors. Applications from old (doctoraal) system students will be assessed individually based on the undergraduate subjects they have taken.

B7.2 Choosing an MSc programme or profile
Begin by reading the descriptions of the master’s degree programmes. You can find these descriptions further on in this chapter or on the internet pages http://www.rug.nl/economics/informationfor/prosstudents/masterprogrammes. Also, be sure to visit the information session for master’s degree programmes. At these sessions, you will find detailed information about the master’s degree programmes and you can ask questions. For information on these information sessions please check the website at http://www.rug.nl/fmo/informationfor/prosstudents/masterprogrammes. Usually this information enables students to make an initial decision.

For more specific questions about the content of a specific MSc programme, you can read the course descriptions for the MSc programme in this study guide. Also, you can make an appointment to see the programme coordinator or programme director.
For questions about the admission procedure, contact the Admissions Office, admissions.be@rug.nl or go to the website at http://www.rug.nl/economics/informationFor/prosstudents/practical or http://www.rug.nl/fmo/informationFor/prosstudents/practical.
B7.3 Master of Science in Business Administration (MSc BA)

**Director:** dr. P.P.M. Smid, p.p.m.smid@rug.nl, 050-3633668, DRS 130

**Secretary:** ms. G. Pol, g.pol@rug.nl, 050-3633685, DRS 215

**Study advisor(s):** drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl

**General description**

The Master of Science in Business Administration (MSc BA) 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. This means that students must register with the Faculty of Management and Organization which also issues the master’s degree certificate.

The programme has nine specializations. Some of these specializations are slightly more business studies oriented and others are slightly more business economics oriented.

**Vision and identity**

*Business studies* 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 studies is about the design and operation of organizations and their environment 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 is used, including quantitative and qualitative methods for empirical research, casuistics and design theory. The broad nature of business studies means that many specialist aspects will be dealt with during the course. Graduates 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 studies and business economics at the RUG have diminished in the past few years. In the labour market, graduates of business studies
and business economics are often interchangeable. Internationally, the difference between the two seems virtually irrelevant. Abroad, business studies and business economics 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 (MSc BA), 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 MSc BA 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 MSc BA has created a stimulating environment for interdisciplinary cooperation. This is one of the conditions for success both within academic research and in the labour market.

The MSc BA offers students of the bachelor’s degree programmes Business Studies and Economics and Management at the RUG, as well as students 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 high quality and is characterized by breadth, depth and flexibility.
The specializations within the MSc BA
The diagram below provides an overview of the qualification routes and the specializations within the MSc BA.

Key:
E = English-language programme
D = Dutch-language programme

Broad programme (two profiles)
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. Occasionally, there will also be English-language courses in the Dutch-language programmes.

In the broad programmes students can choose one out of two profiles. Marketing offers the profiles Marketing Management (in Dutch) and Research Based Marketing. The specialization Finance has the profiles Corporate Financial Management and Risk & Portfolio Management. Operations & Supply Chains has the profiles Production and Distribution, and Services. As of September 2007 all specialization programmes will be taught in English.

Structure
The structure of the specialization programmes is as follows:
- courses: 35 ECTS credits to 40 ECTS credits, up to a maximum of 20 ECTS credits may be substituted for foreign courses. This should be approved of by the coordinator of the specialization in advance.
- master’s thesis: 20 to 25 ECTS credits;
- language: English, 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;
- to provide an academic course of a high-quality, international standard;
- graduates must have the knowledge, skills and attitude to be able to work independently within the knowledge area of their chosen specialization;
- graduates must be able to find good positions in the labour market, both at home and abroad.

Attainment targets
The MSc BA 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 MSc BA are:

1 Graduates will 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 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 are able to formulate a critical assessment of the relationships between theoretical concepts, research methodologies and empirical findings in scientific publications.

1.3 Graduates are able to translate the knowledge gained within the programme to practical applications at a professional level.

1.4 Graduates are 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 will 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 the MSc BA the interdependency of teaching and research is emphasized. In both the courses and the master’s 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. On the other hand lecturers will present their own research. and this research can also play a role when choosing and writing the master’s thesis.

The teaching of the master’s degree courses 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.
In the English-language specializations of the MSc BA, 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. In case the score in a compulsory test is not sufficient students of the Faculty of Economics and the Faculty of Management and Organization are obliged to follow a tailor-made English course; this course is part of the regular bachelor’s electives. The course concentrates on active skills, both writing and oral.

Admission requirements MSc BA
An admissions board decides who qualifies for the MSc BA. 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 MSc BA field course does have a certain third year course (the so-called specialization course) as a prerequisite, and the specializations in English require a course in English in advance 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 ECTS credits 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 MSc BA. However, the relevant specialization courses from the bachelor’s degree programme must have been passed. See elsewhere in this study guide under the programme descriptions for more details about specialization courses and their equivalent “old” courses. Provisional admission means that although students may follow the courses and take the examinations, they may not yet register for the MSc BA. They remain registered for a bachelor’s degree or for the doctoraal programme. The provisional admission is granted for a maximum of one year, see also the Teaching and Examination Regulations. As soon as they cleared their deficiencies, definite admission is possible and students may register for the MSc BA. 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 follow a specific transfer programme lasting one year. After passing this programme, students receive a certificate, which qualifies them for the MSc BA in the manner described above. Second, a 30 ECTS credits transfer package is part of the regular HBO course for a selected group of HBO students at one of the northern Hogescholen. This type of HBO

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³ Mind that this deficiency of 30 ECTS credits will be reduced to 15 ECTS credits for students who want to enter the MSc BA in the academic year 2007-2008.
Master of Science programmes

certificate only qualifies a student for those specializations of the MSc BA that dovetail with the HBO course in question. The Admissions Office of the Faculty of Management and Organization must have received requests for admission/provisional admission for the MSc BA before May 1st for non-EU students, and before July 1st for students within the EU.
B7.3.1 MSc BA – Traject Business Development

B7.3.1.1 Programmanbeschrijving

Coördinator: dr. D.J. Kiewiet, d.j.kiewiet@rug.nl, 050-3637344, DRS 102
Secretariaat: mw. M. Wiltink, m.wiltink@rug.nl, 050-3633151, DRS 117
Studieadviseur(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@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 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 het traject 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
Met deze afstudeerrichting word je opgeleid tot (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;
- 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.

B7.3.1.2 Studieschema

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: MSc BA - Business Development
Year: 4
Profile: core programme

<table>
<thead>
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<td>or: BD voor fysieke producten</td>
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** This course can also be taken in other periods. See the course description in part C
Programme: MSc BA - Business Development
Year: 4
Profile: electives BD

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<td>2.1</td>
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**B7.3.1.3 Regels en keuzes**

<table>
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<th>Mastervoorlichting</th>
<th>november en mei</th>
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<tr>
<td>Goedkeuring studieprogramma</td>
<td>Via formulier van internet (<a href="http://www.rug.nl/bdk/formulieren">www.rug.nl/bdk/formulieren</a>)</td>
</tr>
<tr>
<td>Start</td>
<td>1 september (later moeilijk i.v.m. opbouw studieprogramma)</td>
</tr>
<tr>
<td>Voorlopige toelating master (gedurende maximaal één collegeaar)</td>
<td>≥ 150 ECTS credits van de bachelor inclusief Trajectvak Business Development. Vanaf september 2007 zijn alle trajecten Engelstalig en geldt een toelatingseis van ≥ 165 ECTS credits (inclusief trajectvak).</td>
</tr>
<tr>
<td>N.B. Voorlopige toelating master kan planningsprobleem opleveren</td>
<td>1e semester van de master bestaat (vrijwel) geheel uit verplichte vakken. Combinatie met (meerdere) 1e semester bachelorvakken kan aanzienlijke vertraging opleveren.</td>
</tr>
<tr>
<td>Toelatingseis master’s thesis</td>
<td>Bachelor afgerond en ≥ 20 ECTS credits aan mastervakken</td>
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<tr>
<td>Ingangseisen mastervakken</td>
<td>Verschillende vakken hebben specifieke ingangseisen in de vorm van een trajectvak of specialization course. Zie de OER, bijlage 2 en de betreffende vakbeschrijvingen.</td>
</tr>
</tbody>
</table>
B7.3.2 MSc BA – Specialization Business & ICT

B7.3.2.1 Programme description

Coordinator: prof.dr. E.W. Berghout, e.w.berghout@rug.nl, 050-3633721, WSN 827
Secretary: ms. J Born, j.born@rug.nl, 050-3633864, WSN 810
Study advisor(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl

Objectives and content
Business & ICT (Information and Communication Technology) is a specialization within the Business Administration programme that enables participants to study the important role of ICT within and between organizations.
Many industries are going through dramatic changes. Examples are: financial services, music industry, TV broadcasting, telecommunications and the travel industry. Their business depends on successful deployment of new ICT.
Many times this concerns the improvement of business processes as well as making 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 established.
All this is covered by Business & ICT: innovating but also implementing changes.

In the 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. These can be either more technical or more strategic type of courses. Examples are, knowledge management, logistics information systems, e-business and strategy & innovation.

Future working areas
Business & ICT graduates typically advice on strategic possibilities and organizational consequences of ICT. Their career often starts as an internal or external consultant, however, they also frequently enter general management trainee-ship. More advanced professions are IT director, chief information officer, advanced ICT sales functions and general management functions.
### Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

**Programme:** MSc BA - Business & ICT  
**Year:** 4  
**Profile:** core programme

<table>
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<th>C/E</th>
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<td>Field Course Bus. &amp; ICT: Strategy &amp; ICT</td>
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<td>1.1-2</td>
<td>electives Business &amp; ICT (see below)</td>
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<td>1.1-2</td>
<td>Business Processes &amp; ICT</td>
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<td>1.1-2</td>
<td>and/or:ICT: Human &amp; Organizational Issues</td>
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<td>10</td>
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<td>and/or:ICT Systems</td>
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<td>2.1-2</td>
<td>Master’s Thesis BA Business &amp; ICT</td>
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**Programme:** MSc BA - Business & ICT  
**Year:** 4  
**Profile:** electives Business & ICT

<table>
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<tr>
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<td>1.1-2</td>
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<td>1.1-2</td>
<td>Field Course Strategy &amp; Innovation</td>
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## B7.3.2.3 Rules and choices

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<tr>
<th>Master Information event</th>
<th>November and May</th>
</tr>
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<td>Approval study programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/fmo/forms">www.rug.nl/fmo/forms</a>)</td>
</tr>
<tr>
<td>Start</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements master’s degree programme</td>
<td>Bachelor’s degree in Business Studies or Economics and Management, including the Specialization Course Business &amp; ICT and English. For other bachelor’s degrees: see section 4 of the TER. As of September 2007 all specializations will be in English.</td>
</tr>
<tr>
<td>Provisional admission master (for a maximum of one year)</td>
<td>≥ 150 ECTS credits of the bachelor’s degree programme including the specialization course Business &amp; ICT and English. As of September 2007 all specializations will be in English and the entry requirement will be ≥ 165 ECTS credits (including compulsory courses).</td>
</tr>
</tbody>
</table>

**N.B.:** Provisional admission can lead to serious planning problems

The 1st semester of the master consists almost completely of compulsory courses. These are hard to combine with 1st semester BSc courses and thus can cause considerable delay.

| Entry requirement master’s thesis | Bachelor’s degree and ≥ 20 ECTS credits of master courses |
| Entry requirements master courses | Several courses have specific entry requirements, mostly a specialization course or *trajectouk*. See TER, article 4.2 and the relevant course descriptions. |
B7.3.3 MSc BA – Specialization Change Management

B7.3.3.1 Programme description
Coordinator: dr. B.J.M. Emans, b.j.m.emans@rug.nl, 050-3637845, DRS 430
Secretary: ms. C.R. Teuben, c.r.teuben@rug.nl, 050-3634288, DRS 428
Study advisor(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl

Objectives and content
Changing, i.e. responding to market and other developments, tends to be essential for the survival of today’s organizations. To organize is to change and to change is to organize. In the past, change management was a subject only addressed incidentally: once a business had been through a process of change, it was time for a period of rest. However, change is nowadays a crucial and permanently topical matter for organizations. This in turn creates a need for change experts, that is, people who know how to design and how to manage change processes that simultaneously take place in areas such as business processes, strategy, organizational structure, leadership style and human resource management. The specialization of Change Management will train these experts. Participants in this programme gain insight into the processes behind change, the impact that changes may have on an organization and its members, and the role change managers (line managers or internal or external consultants) may play in this. More specifically, the participants will learn about different change strategies that have been developed, including intervention tools that are helpful for enacting those strategies. They will also acquire the communicative and social skills needed to manage change programmes, at individual, group as well as organization levels. Further, they will learn how to conduct research about change management related subjects. Graduates of the Change Management programme are able to work independently as change managers within organizations. Near to half of the programme, covering 25 ECTS, consists of courses that are compulsory for all participants. In addition to that a couple of electives, together covering 10 ECTS, have to be selected. These electives enable students to specialize further in fields such as strategy & innovation and ICT, which are fields organizational change plays an important role in. A substantial (20 ECTS credits) part of the programme is furthermore devoted to writing a thesis including doing research to that end. That individual work is facilitated and supported in a 5 ECTS credits course, labeled ‘skills training and thesis preparation’: an ongoing workshop to help students to link theory with practice and research.

Future working areas
Graduates of Business Studies and Business Economics with an understanding of change management are much in demand. They are flexible and can develop in many directions, for example through consultancy projects. They can start working as a management trainee, internal consultant, policy consultant or member of a project team in profit as well as non-profit organizations. A quarter of all graduates of Business Studies find jobs in consultancy. Graduates of Change Management are particularly equipped for this.
## B7.3.3.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

### Programme: MSc BA - Change Management
#### Year: 4
#### Profile: core programme

<table>
<thead>
<tr>
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**This course can also be taken in other periods. See the course description in part C**

### Programme: MSc BA - Change Management
#### Year: 4
#### Profile: electives Change Management

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## B7.3.3.3 Rules and choices

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<td>Start</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
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<td>Bachelor’s degree in Business Studies or Economics and Management, including the course Organisatieverandering and English. As of September 2007 all specializations will be in English.</td>
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<td>Provisional admission master (for a maximum of one year)</td>
<td>≥ 150 ECTS credits of the bachelor’s degree programme including the course Organisatieverandering and English. As of September 2007 all specializations will be in English and the entry requirement will be ≥ 165 ECTS credits (including compulsory courses).</td>
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<td>N.B.: Provisional admission can lead to serious planning problems</td>
<td>The 1st semester of the master consists almost completely of compulsory courses. These are hard to combine with 1st semester BSc courses and thus can cause considerable delay.</td>
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<td>Several courses have specific entry requirements, mostly a specialization course or trajectvak. See TER, article 4.2 and the relevant course descriptions.</td>
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B7.3.4  MSc BA – Specialization Finance

B7.3.4.1  Programme description

Coordinator: dr. A.Plantinga, a.plantinga@rug.nl, 050-3633685, DRS 203
Secretary: ms. G. Pol, g.pol@rug.nl, 050-3633685, DRS 215
Study advisor(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl

Objectives and content
By choosing the Specialization Finance, you acquire academic knowledge and analytical skills necessary to obtain a job as a finance professional. We offer two profiles: Corporate Financial Management (CFM) and Risk & Portfolio Management (RPM).
With CFM, your focus is on corporate finance. You study the problems of a company that tries to select valuable investment projects as well as the necessary capital structure. Well-known concepts are Value-Based Management and Shareholder Value. Furthermore, you study the interaction between financial and strategic planning, as well as issues of corporate governance.
RPM concentrates on the management of investment portfolios and financial risks in general. The primary focus is on financial institutions, although the concepts are applicable anywhere. You acquire the necessary skills to construct investment portfolios and to value financial derivatives (options, futures, swaps, etc).

The Field Course Finance is a compulsory course for all students in this specialization. This course is an introduction to qualitative and quantitative research in finance. It is focussed 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 ECTS credits. The student has to take elective courses totalling at least 10 ECTS credits, to choose from a list.
B7.3.4.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: MSc BA - Finance
Year: 4
Profile: Risk & Portfolio Management

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Programme: MSc BA - Finance
Year: 4
Profile: Corporate Financial Management

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Programme: MSc BA - Finance
Year: 4
Profile: electives Finance

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### B7.3.4.3 Rules and choices

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<td>September 1(^{st}) (later is possible, but not recommended due to the programme structure)</td>
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<tr>
<td>Entry requirements master’s degree programme</td>
<td>Bachelor’s degree in Business Studies or Economics and Management (including the Specialization Course Finance and English). For other bachelor’s degrees: see section 4 of the TER. As of September 2007 all specializations will be in English.</td>
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<tr>
<td>Provisional admission master (for a maximum of one year)</td>
<td>( \geq 150 ) ECTS credits of the bachelor’s degree programme including the specialization course Finance and English. As of September 2007 all specializations will be in English and the entry requirement will be ( \geq 165 ) ECTS credits (including compulsory courses).</td>
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N.B.: Provisional admission can lead to serious planning problems

The 1\(^{st}\) semester of the master consists almost completely of compulsory courses. These are hard to combine with 1\(^{st}\) semester BSc courses and thus can cause considerable delay.

| Entry requirement master’s thesis | Bachelor’s degree and \( \geq 20 \) ECTS credits of master courses. |
| Entry requirements master courses | Many Finance courses have the Specialization Course Finance as an entry requirement. See TER, article 4.2 and the relevant course descriptions. |
B7.3.5 MSc BA – Traject Marketing

B7.3.5.1 Programmabeschrijving

Coördinator: dr. K.J. Alsem, kj.alsem@rug.nl, 050-3633694, DRS 016
Secretariaat: mw. J.M. Wiersema, jm.wiersema@rug.nl, 050-3633686, DRS 037
Studieadviseur(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl

Doel/inhoud
Marketing gaat over het bevorderen van relaties tussen een leverancier en een afdrijver. Het opbouwen van een merk reputatie en diverse activiteiten om de verkoop te bevorderen spelen hierbij een rol. 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 Bedrijfskunde 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 (gedeeltelijk Engelstalige) profiel marketing management 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 onderzoek van de Vakgroep Marketing is in 2004 als uitmuntend beoordeeld. 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;
- marketingstrateeg in de reclame-/adviesbranche;
- direct marketing manager;
- E-commerce-manager.
Marketing Research
- marktonderzoeker in onderzoek-/adviesbranche;
- marktonderzoeker bij fabrikant/distribuant/overheid;
Master of Science programmes

- markt/informatiespecialist in sectoren als industrie, handel, dienstverlening;
- marktonderzoekconsultant;
- onderzoeker aan een universiteit om in vier jaar te promoveren (AI0).

Note for foreign students
Within the Marketing programme the Marketing Research profile is completely offered in English. This profile consists of the Field Course Marketing, Advanced Market Research, Marketing Model Building (first semester), and Market Research: Practice, another course and the thesis in marketing research in the second semester. Part of the Marketing Management profile is also given in English. A foreign student following specific courses can do an English Marketing Management profile. This profile consists of: Field Course Marketing, Business Marketing, Advanced Market Research (first semester), and Consumer Behavior and the thesis in marketing management in the second semester.

Participation is only possible when you have sufficient knowledge in management (since it is part of a broad MSc BA), marketing and statistics or econometrics. For more information about admission, please contact: admissions.be@rug.nl. For more information about the content of the programme: contact dr. Karel Jan Alsem, k.jalsem@rug.nl.

B7.3.5.2 Studieschema profiel Marketing Management
C = Compulsory; E = Elective; nr = number corresponding with number in Part C

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** This course can also be taken in other periods. See the course description in part C.
**Programme:** MSc BA - Marketing  
**Year:** 4  
**Profile:** electives A Marketing Management

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**This course can also be taken in other periods. See the course description in part C**

**Programme:** MSc BA - Marketing  
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**This course can also be taken in other periods. See the course description in part C**
B7.3.5.3 Programme of study profile Research Based Marketing

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: MSc BA - Marketing
Year: 4
Profile: Research Based Marketing

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** This course can also be taken in other periods. See the course description in part C

Programme: MSc BA - Marketing
Year: 4
Profile: electives Res. Based Marketing

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** This course can also be taken in other periods. See the course description in part C
### B7.3.5.4  Regels en keuzes

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<th>november en mei</th>
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<tr>
<td>Goedkeuring studieprogramma</td>
<td>Via formulier van internet (<a href="http://www.rug.nl/bdk/formulieren">www.rug.nl/bdk/formulieren</a>)</td>
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<tr>
<td>Start doorstroommasters</td>
<td>1 september (later moeilijk i.v.m. opbouw studieprogramma)</td>
</tr>
<tr>
<td>Voorlopige toelating master (gedurende maximaal één collegejaar)</td>
<td>≥ 150 ECTS credits van de bachelor incl. Trajectvak Marketing of de equivalente Specialization Course Marketing. Vanaf september 2007 zijn alle trajecten Engelstalig en geldt een toelatingseis van ≥ 165 ECTS credits (inclusief verplichte vakken).</td>
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<tr>
<td>N.B. Voorlopige toelating master kan planningsprobleem opleveren</td>
<td>1e semester van de master bestaat (vrijwel) geheel uit verplichte vakken. Combinatie met (meerdere) 1e semester bachelorvakken kan aanzienlijke vertraging opleveren.</td>
</tr>
<tr>
<td>Toelatingseis master’s thesis</td>
<td>Bachelor afgerond en ≥ 20 ECTS credits aan mastervakken</td>
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<tr>
<td>Ingangseisen mastervakken</td>
<td>Het keuzevak Strategy &amp; Innovation kent een specifieke ingangseis. Zie OER, artikel 4.2 en de betreffende vakbeschrijving.</td>
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</table>
B7.3.6  MSc BA – Traject Organizational & Management Control

B7.3.6.1  Programmabeschrijving

Coördinator: prof.dr. H.J. ter Bogt, h.j.ter.bogt@rug.nl, 050-3637191, DRS 213
Secretariaat: mw. N.R. Kempa, n.r.kempa@rug.nl, 050-3633814, DRS 215,
Studieadviseur(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl

Doel/inhoud
Het mastertraject Organizational & Management Control (OMC) richt zich op de
ekennis 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 in principe alle studenten te volgen
basiscursussen, te weten de field course Organizational and Management Control en
de cursus Advanced 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 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. Studenten die in de bachelorfase of tijdens
het schakelprogramma de specialization course Finance hebben gevolgd, kunnen in
het masterjaar kiezen uit een ruimer aanbod aan Finance-cursussen (deze studenten
volgen in plaats van Advanced Financial Management een ander vak, want de
masteropleiding beslaat altijd minstens 60 ECTS).
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 afstudeeropdracht, 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. Conform de algemene regel, mogen maximaal 20 ECTS credits van het masterprogramma aan een buitenlandse universiteit behaald zijn. Verder is tevoren goedkeuring van het masterprogramma nodig om te bepalen of de buitenlandse vakken deel kunnen uitmaken van dit programma.

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.

B7.3.6.2 Studieschema

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

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<td>Field Course O&amp;MC</td>
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Master of Science programmes

Programme:  MSc BA - Organizational & Management Control
Year: 4
Profile: electives O&MC

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** This course can also be taken in other periods. See the course description in part C
## B7.3.6.3 Regels en keuzes

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<tr>
<td>Goedkeuring studieprogramma</td>
<td>Via formulier van internet (<a href="http://www.rug.nl/bdk/formulieren">www.rug.nl/bdk/formulieren</a>)</td>
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</tr>
<tr>
<td>Voorlopige toelating master (gedurende maximaal één collegeaar)</td>
<td>≥ 150 ECTS credits van de bachelor inclusief Trajectvak OMC: Management Accounting of de equivalente Specialization Course OMC: Management Accounting. Vanaf september 2007 zijn alle trajecten Engelsalig en geldt een toelatingseis van ≥ 165 ECTS credits (inclusief trajectvak).</td>
</tr>
<tr>
<td>N.B. Voorlopige toelating master kan planningsprobleem opleveren</td>
<td>1e semester van de master bestaat (vrijwel) geheel uit verplichte vakken. Combinatie met (meerdere) 1e semester bachelorvakken kan aanzienlijke vertraging opleveren.</td>
</tr>
<tr>
<td>Toelatingseis master’s thesis</td>
<td>Bachelor afgerond en ≥ 20 ECTS credits aan mastervakken</td>
</tr>
<tr>
<td>Ingangseis mastervakken</td>
<td>Veel vakken op het gebied van Financiering hebben de Specialization Course Finance als ingangseis. Ook het vak Strategy &amp; Innovation kent ingangseisen. Zie OER, artikel 4.2 en de betreffende vakbeschrijvingen.</td>
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</tbody>
</table>
B7.3.7 MSc BA – Specialization Operations and Supply Chains

B7.3.7.1 Programme description

Coordinator: dr. H. (Manda) Broekhuis, h.broekhuis@rug.nl, 050-3637288, WSN 724
Secretary: mrs. R. Kooi-Kamphuis, r.kooi@rug.nl, mrs. M.J. Meijer, m.j.meijer@rug.nl,
mrs. E. Flikkema, e.m.flikkema-spithoff@rug.nl, 050-3637020, WSN 719
Study advisor(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@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 coordination 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.
B7.3.7.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: MSc BA - Operations & Supply Chains
Year: 4
Profile: Production & Distribution

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** This course can also be taken in other periods. See the course description in part C

Programme: MSc BA - Operations & Supply Chains
Year: 4
Profile: Services

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** This course can also be taken in other periods. See the course description in part C

Programme: MSc BA - Operations & Supply Chains
Year: 4
Profile: electives O&SC

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## Master of Science programmes

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<td>1.2</td>
<td>Prod.Dev., Prod.Man. &amp; Supply Chain Man.</td>
<td>BKM125A05</td>
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<td>2.1</td>
<td>Supply Chain Analysis</td>
<td>EWM084A05</td>
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** This course can also be taken in other periods. See the course description in part C

### B7.3.7.3 Rules and choices

<table>
<thead>
<tr>
<th>Master Information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval of study programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/fmo/forms">www.rug.nl/fmo/forms</a>)</td>
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<tr>
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<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
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<td>Entry requirements master’s degree programme</td>
<td>Bachelor’s degree in Business Studies or Economics and Management including the Specialization Course Operations &amp; Supply Chains and English. For other bachelor’s degrees: see section 4 of the TER. As of September 2007 all specializations will be in English.</td>
</tr>
<tr>
<td>Provisional admission master (for a maximum of one year)</td>
<td>≥ 150 ECTS credits of the bachelor’s degree programme including the Specialization Course Operations &amp; Supply Chains and English. As of September 2007 all specializations will be in English and the entry requirement will be ≥ 165 ECTS credits (including compulsory courses).</td>
</tr>
<tr>
<td>N.B.: Provisional admission can lead to serious planning problems</td>
<td>The 1st semester of the master consists almost completely of compulsory courses. These are hard to combine with 1st semester BSc courses and thus can cause considerable delay.</td>
</tr>
<tr>
<td>Entry requirement master’s thesis</td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master courses</td>
</tr>
<tr>
<td>Entry requirements master courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course or <em>trajectoak</em>. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
B7.3.8 MSc BA – Traject Small Business & Entrepreneurship

B7.3.8.1 Programmabelsrisjving

Coördinator: dr. C.H.M. Lutz, c.h.m.lutz@rug.nl, 050-3637339, DRS 322
Secretariaat: mw. K. van Brummelen, k.van.brummelen@rug.nl en mw. A.M.C. Cordes, a.m.c.cordes@rug.nl, 050-3633453, DRS 316
Studieadviseur(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl

Doel/inhoud

Het doel van dit mastertraject 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 het traject 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.

De begrippen ‘Small Business’ en ‘Entrepreneurship’ staan de laatste jaren sterk in de belangstelling. De overheid en allerlei andere belanghebbenden erkennen steeds vaker dat de dynamiek en de werkgelegenheidsgroei in de economie, voor het overgrote deel worden veroorzaakt door startende en (door)groeide kleine bedrijven. Steeds meer grote bedrijven gaan zich richten op MKB-ers als doelgroep. Consultancybedrijven stemmen hun diensten af op de specifieke behoeften van het MKB. Banken en verzekeringsmaatschappijen hebben speciale MKB-afdelingen opgezet om producten voor deze doelgroep te ontwikkelen. Andere grote bedrijven beseffen steeds vaker dat ze ondernemende werknemers nodig hebben om in de moderne tijd te overleven. Dit impliceert voor hun organisatie dat afdelingen kleiner worden en zelfstandiger gaan functioneren; verantwoordelijkheden komen zo laag mogelijk in de organisatie te liggen. Hiervoor heeft men medewerkers nodig die een ondernemende houding hebben. In personeelsadvantenties e.d. zie je dan ook dat hiernaar wordt gevraagd. Tot slot zijn er steeds meer mensen die liever zelf de verantwoordelijkheid nemen voor hun eigen werk en een bedrijf starten.

Verwacht je in de toekomst op enigerlei wijze actief te worden in het MKB, dan is het mastertraject SB&E relevant. Alle specifieke kenmerken van kleinere bedrijven komen in dit traject aan de orde, waarbij in principe aan alle functionele gebieden van de bedrijfsskunde aandacht wordt besteed. Ook vragen als ‘wat is ondernemerschap nu eigenlijk?’ en ‘ben ik geschikt als ondernemer?’ komen aan de orde. Tot slot wordt enige aandacht besteed aan adviseren in het algemeen, en aan adviseren in het MKB in het bijzonder. Omdat MKB-bedrijven weinig staf hebben,

**Toekomstige functies/werkvelden**
Uit het bovenstaande kun je afleiden op wat voor soort startfuncties je bent voorbereid:

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

**B7.3.8.2 Studieschema**

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

**Programme: MSc BA - Small Business & Entrepreneurship**

**Year:**

**Profile:** core programme

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**Programme:** MSc BA - Small Business & Entrepreneurship

**Year:**

**Profile:** electives SB&E

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### Study guide 2006-2007 FBK/FEW

| 1.2 | Capturing Value from Innovation | BKM138A05 | 5 | E | 30 |
| 2.1 | Advanced Quality Management | BKM032A05 | 5 | E | 15 |
| 2.1 | Management Consulting | BKM106A05 | 5 | E | 135 |
| 2.2 | Diensten Marketing | EWM082A05 | 5 | E | 39 |

** This course can also be taken in other periods. See the course description in part C

### B7.3.8.3 Regels en keuzes

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<tr>
<td>Start doorstroomasters</td>
<td>1 september (later moeilijk i.v.m. opbouw studieprogramma)</td>
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#### Toelatingseis master

#### Voorlopige toelating master (gedurende maximaal één collegejaar)

#### N.B.Voorlopige toelating master kan planningsprobleem opleveren
- 1e semester van de master bestaat (vrijwel) geheel uit verplichte vakken. Combinatie met (meerdere) 1e semester bachelorvakken kan aanzienlijke vertraging opleveren.

#### Toelatingseis master’s thesis
- Bachelor afgerond en ≥ 20 ECTS credits aan mastervakken

#### Ingangseis mastervakken
- Verschillende vakken hebben specifieke ingangseisen in de vorm van een trajectvak of specialization course. Zie OER, artikel 4.2 en de betreffende vakbeschrijvingen.
Master of Science programmes

B7.3.9  MSc BA – Specialization Strategy & Innovation

B7.3.9.1  Programme description

Coordinator: dr. G. Gemser, g.gemser@rug.nl, 050-3637085, DRS 330
Secretary: mrs. A.M.C. Cordes, a.m.c.cordes@rug.nl, 050-3633453, DRS 316
Study advisor(s): drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@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 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 (2 courses of 10 ECTS credits and 2 of 5 ECTS credits). Semester 2 comprises one elective course (5 ECTS credits) and a master’s thesis (25 ECTS credits).

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’s 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.

B7.3.9.2 Programme of study
C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: MSc BA - Strategy & Innovation
Year: 4
Profile: core programme

<table>
<thead>
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<td>Innovation &amp; Entrepreneurship</td>
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<td>Field Course Strategy &amp; Innovation</td>
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<td>1.1-2</td>
<td>Strategy &amp; Innovation</td>
<td>BKM079A10</td>
<td>10</td>
<td>C</td>
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<td>Capturing Value from Innovation</td>
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Programme: MSc BA - Strategy & Innovation
Year: 4
Profile: electives S&I

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<th>EC</th>
<th>C/E</th>
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<td>Corporate Governance &amp; Stakeholder Man.</td>
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### B7.3.9.3 Rules and choices

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<tr>
<th>Event</th>
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<tr>
<td><strong>Master Information event</strong></td>
<td>November and May</td>
</tr>
<tr>
<td><strong>Approval of study programme</strong></td>
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</tr>
<tr>
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<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td><strong>Entry requirements master’s degree programme</strong></td>
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</tr>
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<tr>
<td><strong>Entry requirement master’s thesis</strong></td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master courses</td>
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<tr>
<td><strong>Entry requirement master courses</strong></td>
<td>Several courses have specific entry requirements, mostly a specialization course of trajectvak. See TER, article 4.2 and the relevant course descriptions.</td>
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</tbody>
</table>
B7.4 MSc Econometrics, Operations Research and Actuarial Studies

B7.4.1 MSc Econometrics, Operations Research and Actuarial Studies – Specialization Econometrics

B7.4.1.1 Programme description

**Director:** Prof.dr. E. Sterken, e.sterken@rug.nl, 050-3633723, WSN 521  
**Secretary:** mrs. E.S. Bennink-Bambang Oetomo, e.s.bennink@rug.nl, 050-3633460, WSN 609  
**Coordinator:** dr. M.H. van der Vlerk, m.h.van.der.vlerk@rug.nl, 050-3633816, WSN 703  
**Study advisor(s):** drs. J. Karssies, studyadvsiors.be@rug.nl

**Objectives and 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 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 is especially 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 behaviour. 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’s thesis. The topic of the master’s thesis has to be in the field of econometrics, statistics or mathematical economics.

**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 institutions like the CBS and the government.
### B7.4.1.2 Programme of study

*C = Compulsory; E = Elective; nr = number corresponding with number in Part C*

#### Programme: MSc Econometrics, Operations Research & Actuarial Studies

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#### Programme: MSc Econometrics, Operations Research & Actuarial Studies

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### B7.4.1.3  Rules and choices

<table>
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<th>September 1st (later is possible, but not recommended due to the programme structure)</th>
</tr>
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<tr>
<td><strong>Elective courses</strong></td>
<td>10 ECTS credits from the list above; 10 ECTS credits, quantitative courses from MSc Economics, MSc BA, MSc Mathematics or from the list of elective courses above or from another programme of master level, all to the discretion of the Board of Examiners</td>
</tr>
<tr>
<td><strong>Master information event</strong></td>
<td>November and May</td>
</tr>
<tr>
<td><strong>Admission requirement master</strong></td>
<td>Bachelor’s degree Econometrics (RUG) including Specialization Course Applied Operations Research, or another bachelor’s degree with a comparable level of mathematics, statistics, econometrics and academic skills and attitude.</td>
</tr>
<tr>
<td><strong>Provisional admission master</strong></td>
<td>≥ 150 of the bachelor’s degree programme including the applicable specialization course</td>
</tr>
<tr>
<td><strong>Note: provisional admission admission can lead to problems in your planning</strong></td>
<td>The 1st semester of the master (nearly) consists of only compulsory courses. Combined with (more than one) bachelor’s courses in the 1st semester it can lead to considerable delay.</td>
</tr>
<tr>
<td><strong>Entry requirements master’s thesis</strong></td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master’s courses</td>
</tr>
<tr>
<td><strong>Approval master programme</strong></td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>)</td>
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</table>
B7.4.2 MSc Econometrics, Operations Research and Actuarial Studies – Specialization Operations Research

B7.4.2.1 Programme description

Director: Prof.dr. E. Sterken, e.sterken@rug.nl, 050-3633723, WSN 521
Secretary: mrs. E.S. Bennink-Bambang Oetomo, e.s.bennink@rug.nl, 050-3633460, WSN 609
Coordinator: dr. M.H. van der Vlerk, m.h.van.der.vlerk@rug.nl, 050-3633816, WSN 703
Study advisor(s): drs. J. Karssies, studyadvisors.be@rug.nl

Objectives and 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 Operations Research is especially concerned with decision problems on logistics and finance, like vehicle routing, time schedules for railway systems, supply management, production planning, service planning, queuing, 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’s thesis. The topic of the master’s 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 advice.
### B7.4.2.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

**Programme:** MSc Econometrics, Operations Research & Actuarial Studies  
**Year:** 4  
**Profile:** Operations Research

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**Programme:** MSc Econometrics, Operations Research & Actuarial Studies  
**Year:** 4  
**Profile:** electives Ectrcs, OR & AS

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### B7.4.2.3  Rules and choices

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<tbody>
<tr>
<td>Elective courses</td>
<td>10 ECTS credits from the list above; 10 ECTS credits, quantitative courses from MSc Economics, MSc BA, MSc Mathematics or from the list of elective courses above or from another programme of master level, all to the discretion of the Board of Examiners</td>
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<tr>
<td>Master information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Admission requirement master</td>
<td>Bachelor’s degree Econometrics (RUG) including Specialization Course Generalized Linear Models, or another bachelor’s degree with a comparable level of mathematics, statistics, econometrics and academic skills and attitude.</td>
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<tr>
<td>Provisional admission master</td>
<td>≥ 150 of the bachelor’s degree programme including Specialization Course Econometric Methods</td>
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<tr>
<td>Note: provisional admission can lead to problems in your planning</td>
<td>The 1st semester of the master (nearly) consists of only compulsory courses. Combined with (more than one) bachelor's courses in the 1st semester it can lead to considerable delay.</td>
</tr>
<tr>
<td>Entry requirements master’s thesis</td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master’s courses</td>
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<td>Approval master programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>)</td>
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B7.4.3 MSc Econometrics, Operations Research and Actuarial Studies – Specialization Actuarial Studies

B7.4.3.1 Programme description

Director: Prof. dr. E. Sterken, e.sterken@rug.nl, 050-3633723, WSN 521
Secretary: mrs. E.S. Bennink-Bambang Oetomo, e.s.bennink@rug.nl, 050-3633460, WSN 609
Coordinator: dr. M.H. van der Vlerk, m.h.van.der.vlerk@rug.nl, 050-3633816, WSN 703
Study advisor(s): drs. J. Karssies, studyadvisors.be@rug.nl

Objectives and 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 is especially concerned with 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's thesis. The topic of the master’s 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).
B7.4.3.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: MSc Econometrics, Operations Research & Actuarial Studies
Year: 4
Profile: Actuarial Studies

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Programme: MSc Econometrics, Operations Research & Actuarial Studies
Year: 4
Profile: electives Electcs, OR & AS

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### B7.4.3.3 Rules and choices

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<th>Entrance in the MSc Econometrics</th>
<th>September 1st (later is possible, but not recommended due to the programme structure)</th>
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<tr>
<td>Elective courses</td>
<td>10 ECTS credits from the list above; 10 ECTS credits, quantitative courses from MSc Economics, MSc BA, MSc Mathematics or from the list of elective courses above or from another programme of master level, all to the discretion of the Board of Examiners</td>
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<td>Master information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Admission requirement master</td>
<td>Bachelor’s degree Econometrics (RUG) including Specialization Course Econometric Methods, or another bachelor’s degree with a comparable level of mathematics, statistics, econometrics and academic skills and attitude.</td>
</tr>
<tr>
<td>Provisional admission master</td>
<td>$\geq 150$ of the bachelor’s degree programme including Specialization Course Econometric Methods</td>
</tr>
<tr>
<td>Note: provisional admission admission can lead to problems in your planning</td>
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</tr>
<tr>
<td>Entry requirements master’s thesis</td>
<td>Bachelor’s degree and $\geq 20$ ECTS credits of master’s courses</td>
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<td>Approval master programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>)</td>
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</table>
B7.5 MSc Economics

B7.5.1 Programme description

Director: Prof.dr. E. Sterken, e.sterken@rug.nl, 050-3633723, WSN 521
Secretary: mrs. E.M. Baars-Drent, e.m.baars@rug.nl, 050-3637018, and mrs. H. van der Vleuten, h.c.w.e.van.der.vleuten@rug.nl, 050-3633740, WSN 613
Coordinator: dr. J.P. Elhorst, j.p.elhorst@rug.nl, 050-3633893, WSN 528
Study advisor(s): drs. J. Karssies, studyadvisors.be@rug.nl

Objectives and content
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 international literature. Apart from topical international textbooks, 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 Economics the student is required to follow the Course Political Economics or Financial Intermediation. During the MSc programme in Economics the students follow the two compulsory courses Macroeconomics and Markets and Competition, 10 ECTS credits must be elected from the courses offered by the study programme, and 10 ECTS credits can be elected more freely. Finally, the student must write and defend an extensive MSc thesis of 20 ECTS credits. 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 organizations. 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

- Companies such as Shell, Unilever, Philips and Gasunie.
- Universities in the Netherlands and abroad.
- International organizations like the OECD, the IMF, the World bank, the EU, and the European Central Bank.
- Local authorities such as provinces and municipalities.
- 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 (DNB, CPB, OECD, IMF).
- Policy-making: mainly in large organizations.
- Management: especially in businesses.
- Applied research (NEI, TNO, and research bureaus).
- Education.
- Journalism.

Changes in the programme as of September 1, 2006

On September 1, 2006, the master programme of Economics is subject to two changes:

1. The specializations in Economic Policy and Monetary Economics have been removed;
2. The courses Public Economics and Applied (Micro-)Econometrics have been cancelled.
B7.5.2  Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

**Programme:** MSc Economics

**Year:** 4

**Profile:** core programme

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**Notes:**
- **The student has to choose at least one of the electives of the MSc Economics, either in semester I or in semester II.**

**Programme:** MSc Economics

**Year:** 4

**Profile:** electives MSc Economics

<table>
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### B7.5.3 Rules and choices

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<td>November and May</td>
</tr>
<tr>
<td><strong>Admission requirement master</strong></td>
<td>Bachelor’s degree Economics including Specialization Course Political Economics</td>
</tr>
<tr>
<td><strong>Provisional admission master</strong></td>
<td>≥ 150 ECTS credits of the bachelor’s degree programme including Specialization Course Political Economics.</td>
</tr>
<tr>
<td><strong>Note: provisional admission admission can lead to problems in your planning</strong></td>
<td>The 1st semester of the master (nearly) consists of only compulsory courses. Combined with (more than one) bachelor’s courses in the 1st semester it can lead to considerable delay.</td>
</tr>
<tr>
<td><strong>Entry requirements master’s thesis</strong></td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master’s courses</td>
</tr>
<tr>
<td><strong>Approval master programme</strong></td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/economics/forms">www.rug.nl/economics/forms</a>)</td>
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B7.6 MSc Human Resource Management

B7.6.1 Programme description

Director: dr. G.S. van der Vegt, g.s.van.der.vegt@rug.nl, 050-3633915, DRS 429
Secretary: mrs. E.H. Boswijk-Korte and ms. C.R. Teuben, 050-3634288, DRS 428
Coordinator: drs. J. van Polen, j.van.polen@rug.nl, 050-3634288, DRS 424,
Study advisor(s): drs. K.R. Labberté/ms.drs. E.I. Brilman, studyadvisors.be@rug.nl

Objective/content
The aim of the MSc in HRM is to educate and train researchers and practitioners in human resource management. Keywords include academic, high quality, oriented to market and actual practice, creative, analytical and international.
The task of an HR professional is to analyze labor allocation within an organization.
The bottom line is how to realize a proper match between the demand for personnel in the organization (expressed in jobs and duties) and the supply of personnel (people and their qualities). Labor allocation can then be achieved by influencing either the demand for personnel through organizational change, the supply of personnel through recruitment, selection, training, assessment, remuneration, or both. 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 labor allocation process. The policy choices eventually made have consequences for terms of employment and working conditions, which, in turn, influence the behavior and attitudes of employees (commitment, motivation, dissatisfaction, absenteeism, turnover).
The approach to HRM at the University of Groningen is distinct from other MSc HRM courses in the following respects:
The MSc HRM in Groningen has a business administration perspective: It trains human resource professionals to be able to place personnel and organizational issues into the broader context of the company (incl. strategic management, production management, product development, value management, marketing, IT, etc.), and the business strategy as well as economic, technological, socio-cultural and institutional developments.
In addition to studying the current methodologies and techniques of the field 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 for personnel – the labor organization. Toward that end, extensive use will be made of the expertise of the MSc in HRM lecturers in the field of team composition, staffing, and production problem analysis.
As the matching of supply and demand of labor is a dynamic process, the curriculum 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 by encouraging students to gain hands-on experience within actual business practice, and by stimulating detached reflection and scientific research. The MSc in HRM offers two profiles that differ slightly in the mix of practical and theoretical reflection processes. The practical profile is designed
for students who want to pursue a career in practical human resource management. This programme differs from the theoretical profile in that it combines a compulsory course in Applied HRM with a shorter final assignment. 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 course Applied HRM but have a more extensive final assignment instead with a focus on empirical or desk research. The difference between the two profiles is relative and choosing the practical profile does not rule out a management career or vice versa. Because the practical profile implies contact with Dutch-language corporations, we strongly recommend English-speaking students to choose the theoretical profile.

Future working areas
Human Resource Manager in profit and non-profit organizations, general manager, policy officer for labor and organizational matters, personnel consultant, organizational advisor, or policy officer for personnel affairs.

Programme of study

B7.6.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: MSc Human Resource Management
Year: 4
Profile: Application Oriented Profile

<table>
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** This course can also be taken in other periods. See the course description in part C
Master of Science programmes

Programme: MSc Human Resource Management
Year: 4
Profile: Theory- and Policy Oriented Profile

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Programme: MSc Human Resource Management
Year: 4
Profile: elective MSc HRM

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<td>HRM &amp; International Labour Law</td>
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</table>

Additional information about electives
Students may choose courses offered by the University of Groningen that are HRM-related. We notably refer to courses provided by the Faculty of Behavioral and Social Sciences (departments of Sociology and Psychology). However, elective courses chosen different from the list above must be of the same level as master’s degree courses and the student’s choice should be approved by the director of the MSc Human Resource Management.

Additional information about admission
The compulsory courses for students from the different educational backgrounds that are mentioned below are specified in the education and examination regulations. Students with a bachelor’s degree in ‘Bedrijfskunde’ are strongly advised to have followed the third-year course Labor Law and Employee Participation (10 ECTS credits).
Students with a bachelor’s degree of one of the programmes of the Faculty of Economics must have taken the second year course Human Resource Management and are strongly advised to have taken the course Labor Law and Employee Participation (10 ECTS credits).
Students with a bachelor’s degree in one of the programmes of the Faculty of Behavioral and Social Sciences (Psychology, Educational Sciences and Sociology) from the University of Groningen are strongly advised to have followed the third-year course Labor Law and Employee Participation (10 ECTS credits). Students with a bachelor’s degree in Law must be familiar with the principles of Dutch Labor Law and have passed the following management courses: HRM (5 ECTS credits), Behavior in Organizations (4 ECTS credits) and Introduction to Organization Studies (4 ECTS credits).

HBO transfer students with a HBO certificate related to the MSc HRM may follow a special one year transitional programme. For more information, see chapter B5.2.2 in this study guide and the website of the Faculty of Management & Organization. Other students from the Netherlands or other countries with a bachelor’s or master’s degree relevant to an advanced study in HRM and comparable to the above-mentioned bachelor’s degrees in business science, economics, psychology, sociology and law will only be admitted after successfully having passed the MSc HRM’s admission procedure.

### B7.6.3 Rules and choices

<table>
<thead>
<tr>
<th>Master information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval study programme</td>
<td>You can download a from from the internet (<a href="http://www.rug.nl/fmo/forms">www.rug.nl/fmo/forms</a>)</td>
</tr>
<tr>
<td>Start</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements master’s degree programme</td>
<td>Bachelor’s degree Bedrijfskunde or Economie en Management including English. For other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission master (for a maximum of one year)</td>
<td>( \geq 150 ) ECTS credits of the bachelor’s degree programme including English. As of September 2007 the entry requirement will be ( \geq 165 ) ECTS credits (including compulsory courses).</td>
</tr>
<tr>
<td><strong>N.B.:</strong> Provisional admission can lead to serious planning problems</td>
<td>The 1st semester of the master consists almost completely of compulsory courses. These are hard to combine with 1st semester BSc courses and thus can cause considerable delay.</td>
</tr>
<tr>
<td>Entry requirement master’s thesis</td>
<td>Bachelor’s degree and ( \geq 20 ) ECTS credits of master courses</td>
</tr>
</tbody>
</table>
B7.7 MSc International Business & Management

B7.7.1 Programme description

Director: dr. Kees van Veen
Secretary: Ineke van Est, r.van.est@rug.nl, Linda Romp, lj.romp@rug.nl, 050-3633458, WSN 816
Coordinator: drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243, WSN 216
Thesis coordinator: dr. Bartjan Pennink, b.j.w.pennink@rug.nl, 050-3633243, DRS 303
Study advisor(s): drs. E.I. Brilman, studyadvisors.be@rug.nl

Objectives and content

The MSc IB&M focuses on the business and management aspects related to the multinational enterprise. The main courses focus on Leadership Issues within Multinational Companies, Advanced International Financial Management, and Advanced International Business with a strong focus on recent developments within and around Multinationals and finally, Comparative Institutional Approaches. Students can expect to pursue these courses by studying literature, reflecting state-of-the-art and new (scientific) developments in the field that goes beyond the basic textbook knowledge. Given that course lecturers are able to draw on their own research work when designing and developing the courses they teach, the courses retain a strong focus on existent challenges and solutions as well as a high degree of familiarity with state of the art literature.

During the second semester a methodology course will be provided with the objective of imparting the specific research skills that are crucial to management’s ability to analyse new environments and pertinent developments. In order to complete your MSc study you will be required to write a master thesis, which may be combined with an internship with an organization.

B7.7.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

| Programme: | MSc International Business & Management |
| Year: | 4 |
| Profile: | IB&M |

<table>
<thead>
<tr>
<th>sem</th>
<th>course title</th>
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<th>EC</th>
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<th>nr</th>
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<tr>
<td>1.1-2</td>
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<td>EWM002A10</td>
<td>10</td>
<td>C</td>
<td>6</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced International Business</td>
<td>EWM056A10</td>
<td>10</td>
<td>C</td>
<td>8</td>
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<tr>
<td>1.2</td>
<td>Advanced International Fin. Management</td>
<td>BKM114A05</td>
<td>5</td>
<td>C</td>
<td>10</td>
</tr>
<tr>
<td>2.1</td>
<td>Research Methodology for MSc IB&amp;M**</td>
<td>BKM118A05</td>
<td>5</td>
<td>C</td>
<td>196</td>
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<tr>
<td>2.1-2</td>
<td>Master’s Thesis IB&amp;M**</td>
<td>BKM119A25</td>
<td>25</td>
<td>C</td>
<td>156</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. See the course description in part C
## B7.7.3 Rules and choices

<table>
<thead>
<tr>
<th>Entrance moment in the MSc IB&amp;M</th>
<th>1st of September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Admission requirement:</td>
<td>Bachelor Business Studies, profile IB&amp;M. This includes the IB&amp;M Pre-master (SID) students.</td>
</tr>
<tr>
<td>Provisional admission master (for a maximum of one year)</td>
<td>≥ 150 ECTS credits of the Bsc Business Studies, profile IB&amp;M, including the English Course and at least 15 ECTS credits of the core courses ISM, MIBO, IE&amp;T and IFM. Please note that the minimum requirement will be increased to &gt; 165 ECTS credits by 1 September 2007.</td>
</tr>
<tr>
<td>Entry requirement for the MSc thesis IB&amp;M</td>
<td>The complete BSc Business Studies, profile IB&amp;M and at least 20 ECTS credits of the main MSc courses. For other regulations, see the MSc IB&amp;M Thesis Manual.</td>
</tr>
<tr>
<td>Starting dates MSc thesis</td>
<td>Students can start with their MSc Thesis and the related course Research Methodology for MSc IB&amp;M twice a year at the beginning of each new semester.</td>
</tr>
<tr>
<td>Entry requirement for the course Research Methodology for MSc IB&amp;M</td>
<td>The entry requirements of this course are the same as for the MSc Thesis, because the course and the MSc thesis must be done simultaneously.</td>
</tr>
<tr>
<td>Approval master programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/fmo/forms">www.rug.nl/fmo/forms</a>)</td>
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</table>
B7.8 MSc International Business & Management – Specialization
International Financial Management

B7.8.1 Programme description

Director: dr. Niels Hermes, c.l.m.hermes@rug.nl, 050-3634863, DRS 231,
Secretary: Ineke van Est, r.van.est@rug.nl, Linda Romp, l.j.romp@rug.nl, 050-3633458,
WSN 405
Coordinator: drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243, WSN 216
Study advisor(s): drs. E.I. Brilman, studyadvisors.be@rug.nl

Objectives and content

The MSc IB&M – specialization International Financial Management is a joint effort
of the Faculty of Management and Organization of the University of Groningen and
the Department of Business Studies of Uppsala University, Sweden. The programme
is a double degree programme. Students take one semester of courses in Groningen,
one semester of courses in Uppsala and have to write a master’s thesis (also one
semester, by choice in Uppsala or Groningen). After completion of the programme
students are awarded a double degree: they receive the MSc in International Business
and Management – specialization International Financial Management from the
University of Groningen and the MSc in Business and Economics from Uppsala
University. The degree programme will only be offered in the above described
double degree structure. This also means that the MSc in International Business and
Management – specialization International Financial Management of the University
of Groningen will be awarded to students who also have successfully completed the
programme offered in Uppsala. The MSc degree from Uppsala will be awarded on
the condition that at least 30 ECTS credits of the combined bachelor and master
programme a student has completed consists of courses in economics.

The MSc IB&M – specialization International Financial Management focuses on the
financial management aspects of multinational enterprises. The main courses in the
programme offered in Groningen deal with International Management Accounting,
Advanced International Financial Management, Advanced International Business
with a strong focus on recent developments within and around Multinationals and
finally, Comparative Institutional Approaches. The courses in the programme
offered in Uppsala are: Advanced International Financial Management II, Advanced
Company Valuation, Marketing of Financial Services and International Business
Negotiations.

Students can expect to pursue these courses by studying literature, reflecting state-of-
the-art and new (scientific) developments in the field that goes beyond the basic
textbook knowledge. Given that course lecturers in Groningen as well as in Uppsala
are able to draw on their own research work when designing and developing the
courses they teach, the courses retain a strong focus on existent challenges and
solutions as well as a high degree of familiarity with the most up-to-date literature.
Study guide 2006-2007 FBK/FEW

Next to the above courses, a methodology course will be provided with the objective of imparting the specific research skills that are crucial to management's ability to analyse new environments and pertinent developments. In order to complete your MSc study you will be required to write a master thesis, which may be combined with an internship with an organization. The thesis will be supervised by two supervisors: one from the University of Groningen and one from Uppsala University. You may choose to write your thesis in Groningen or in Uppsala.

B7.8.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

Programme: MSc International Business & Management
Year: 4
Profile: IFM

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** This course can also be taken in other periods. See the course description in part C
### B7.8.3 Rules and choices

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<td>Master information event</td>
<td>November and May</td>
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<tr>
<td>Admission requirement for the MSc IB&amp;M</td>
<td>Bachelor Business Studies, profile IB&amp;M or a completed IB&amp;M Pre-master (SID) programme.</td>
</tr>
<tr>
<td>Provisional Admission to the MSc IB&amp;M during one year.</td>
<td>≥ 150 ECTS credits of the Bsc Business Studies, profile IB&amp;M, including the English Course and at least 15 ECTS credits of the core courses ISM, MIBO, IE&amp;T and IFM. Please note that the minimum requirement will be increased to &gt; 165 ECTS credits by 1 September 2007.</td>
</tr>
<tr>
<td>Entry requirement for the MSc thesis IB&amp;M</td>
<td>The complete BSc Business Studies, profile IB&amp;M and at least 20 ECTS credits of the main MSc courses. For other regulations, see the MSc IB&amp;M Thesis Manual.</td>
</tr>
<tr>
<td>Starting dates MSc thesis</td>
<td>Students can start with their MSc Thesis and the related course Research Methodology for MSc IB&amp;M twice a year at the beginning of each new semester.</td>
</tr>
<tr>
<td>Entry requirement for the course Research Methodology for MSc IB&amp;M</td>
<td>The entry requirements of this course are the same as for the MSc Thesis, because the course and the MSc thesis must be done simultaneously.</td>
</tr>
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<td>You can download a form from the internet (<a href="http://www.rug.nl/fmo/forms">www.rug.nl/fmo/forms</a>)</td>
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B7.9 MSc International Economics & Business

B7.9.1 Programme description

Director: Prof.dr H. van Ees, h.van.ees@rug.nl, 0503633705, WSN 428
Secretary: ms E.A. Kortrijk, e.a.kortrijk@rug.nl, 050-3633716, WSN 405
Coordinator: dr. E.H. van Leeuwen, e.h.van.leeuwen@rug.nl, 050-3633744, WSN 416
Study advisor(s): drs. A.J. van der Kolk, studyadvisors.be@rug.nl

Objectives and content
The master programme IE&B builds upon the bachelor programme but has a strong focus on a major integrative subject, which is the Multinational Enterprises and the World Economy. More specifically the MSc IE&B focuses on the following issues: the changes in the nature of international competition and their impact on the decision-making of multinational enterprises to export or to initiate international strategic alliances;
the implications for the strategy and organization of multinationals (including subcontracting, licensing, joint ventures, mergers, etc.), in particular the choice between competition or co-operation which depends on the business environment in different cross-contextual settings;
the implications of globalisation of economic activity for international co-operation at a governmental level (inter- and intra-governmental organizations) in the areas of international economic and trade policy, intellectual property rights, international finance and international economic law;
the potential similarities and conflicts between strategies of trans-national firms and international cooperation between governments.
Underlying these topics is the literature on international trade, economic geography, innovation theory, international strategic management theory, (generalised) transaction cost theory and institutional economics.

The first semester of the programme consists of three major MSc courses, namely “Multinational Enterprises and Trade” (Advanced International Economics), “Management Challenge of Globalisation” (Advanced International Business) and an integrative course on “Comparative Institutional Approaches” (Advanced IE&B). The courses focus strongly on the state-of-the-art literature in academic journals, and the practising of tools for research and analysis. The second semester of the master programme includes a Research Methodology course and the writing of the MSc thesis, under supervision of one of the senior IE&B professors or associate professors.
### B7.9.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

**Programme:**  MSc International Economics & Business  
**Year:**  4

<table>
<thead>
<tr>
<th>sem</th>
<th>course title</th>
<th>code</th>
<th>EC</th>
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<tr>
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<td>2.1-2</td>
<td>Research Methodology for MSc IE&amp;B</td>
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</table>

**This course can also be taken in other periods. See the course description in part C.**

### B7.9.3 Rules and choices

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<thead>
<tr>
<th>Entrance in the MSc IE&amp;B</th>
<th>1st of September</th>
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<tr>
<td>Master information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Study abroad</td>
<td>No study abroad in the MSc IE&amp;B programme</td>
</tr>
</tbody>
</table>

**Admission requirement for the MSc IE&B**

- Bachelor IE&B or completed IE&B Pre-master (SID) programme.
- Other (related) bachelor: contact the Admissions Office.

**Provisional admission to the MSc IE&B for one year**

≥ 150 ECTS credits of the bachelor including International Business 3: International Strategy and Innovation, and International Economics 3: International Rivalry. Please note that the minimum requirement will be increased to > 165 ECTS credits by 1 September 2007.

**N.B.:** Provisional admission can lead to serious planning problems due to the fact that the first semester of the MSc consists completely of compulsory courses and these are hard to combine with first semester BSc courses. In order to be admitted to the Master Thesis and the related assignment part of Research Methodology for MSc IE&B, the BSc or SID programme must have been completed.

**Entry requirements master’s thesis**

Bachelor’s degree and ≥ 20 ECTS credits of master’s courses

**Approval master programme**

You can download a form from the internet ([www.rug.nl/economics/forms](http://www.rug.nl/economics/forms))
**B7.10 MSc Technology Management**

**B7.10.1 Programme description**

**Director:** vacancy  
**Secretary:** ms. N. van de Beek, n.van.de.beek@rug.nl, 050-3633921, WSN 715  
**Coordinator:** ir. J. Slagter, j.slagter@rug.nl, 050-3634574, WSN 116  
**Study advisor(s):** drs. K.R. Labberté/ms.drs. E.I. Brilman, studyadvisors.be@rug.nl

**Objective/Content**  
The aim of the master’s degree programme in Technology Management is to provide students with the scientific knowledge and competence to describe, investigate, and manage technological innovations. Technological innovations are nowadays one of the most important means for the success of organizations in a competitive environment. Product and/or process innovation may bring new markets and/or a better overall performance. Technological innovations usually have impact on (the design of) the whole organization and its environment. This fact is broadly recognized in industry and service organizations. It impels the need for an integrative approach of technological innovations. The master’s degree programme in Technology Management provides students with the relevant theories, concepts, and ‘tools’ required for such an integrative approach.

The programme is schematically presented on the next page; it consists of four core courses. The courses ‘Advanced Product & Service Development and Information Management’ and ‘Process Innovation and Operation Excellence’ concerns managerial choices with respect to product and process innovations. They refer to the phrases ‘what to offer’ and ‘how to produce’. Financial and organizational/social issues play an important role in the assessment of technological innovations. These aspects are dealt with in the courses ‘Management Accounting for Technological Innovation’ and ‘Social System Analysis of Technological Innovations’. These two courses refer to the phrases ‘what does it cost’ and ‘how to organize’. Integration is an important theme in the MSc Technology Management. There are two integrative courses planned in the programme. The first integrative course, Strategic Management of Technology, is meant to train students in the strategic positioning and assessment of technological innovations. Technology Managers will contribute to this course. Keyword in the course is ‘recognize’. The second integrative course, Technology Business Plan, puts students in the role of a technology manager. Here, students have to develop a technology business plan for a real case situation. Keyword for this course is ‘do’. This course also includes the training in some essential communication skills. Next to their own contribution to the programme, the integrative courses force students to apply the knowledge of the four basic courses on practical situations. Next to the compulsory courses, students may choose two elective courses. These elective courses makes it possible for students to give an own profile to their education. Elective courses can be selected from the fields of Marketing, ICT, Operations & Supply Chains, Finance and Accounting, or Small Business & Entrepreneurship. Keyword for the elective courses is ‘profile’. In the master’s thesis project, students will get trained and have to demonstrate their ability
to perform research in the area of Technology Management. Keyword for this part of the programme is ‘demonstrate’.

**Future working areas**
Graduated students may find jobs such as technology manager, product manager, innovation consultant, project manager of product and/or process innovations, manager product development, quality manager, production manager, etc..

### B7.10.2 Programme of study

C = Compulsory; E = Elective; nr = number corresponding with number in Part C

<table>
<thead>
<tr>
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**This course can also be taken in other periods. See the course description in part C.

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<th>EC</th>
<th>C/E</th>
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<td>1.1-2</td>
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<td>1.2</td>
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<td>E-Venturing</td>
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<td>Prod.Dev., Prod.Man. &amp; Supply Chain Man.</td>
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<td>2.1</td>
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<td>2.1</td>
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<td>Global Operations &amp; Supply Chains</td>
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<td>2.1</td>
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<td>2.1-2</td>
<td>Consumer Behavior</td>
<td>EWM009A10</td>
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</table>

** This course can also be taken in other periods. See the course description in part C

### B7.10.3 Rules and choices

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Master information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Approval of study programme</td>
<td>You can download a form from the internet (<a href="http://www.rug.nl/fmo/forms">www.rug.nl/fmo/forms</a>)</td>
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<tr>
<td>Start</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
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<tr>
<td>Entry requirements master’s degree programme</td>
<td>Bachelor’s degree Technologie Management including English</td>
</tr>
<tr>
<td>Provisional admission master’s degree (for a maximum of one year)</td>
<td>≥ 150 ECTS credits of the bachelor’s degree programme (including compulsory courses).</td>
</tr>
<tr>
<td><strong>N.B.:</strong> Provisional admission can lead to serious planning problems</td>
<td>The 1st semester of the master consists almost completely of compulsory courses. These are hard to combine with 1st semester BSc courses and thus can cause considerable delay.</td>
</tr>
<tr>
<td>Entry requirement master’s thesis</td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master courses</td>
</tr>
</tbody>
</table>
B7.11 Research Master Economics & Business

The two-year Research Master programme will provide you with a thorough grounding in academic research in the fields of economics and business. The programme is especially designed for students who are looking for an intellectual challenge and who aim at a scientific career either as a PhD student or as a researcher in business or governmental organizations. During the two-year programme you will learn how to conduct scientific research. You will be provided with in-depth knowledge about a certain field of economics and business sciences on the one hand, and on the other be trained in a wide range of research methods. An important and distinct feature of the programme is the application of this knowledge in a research project of 30 ECTS credits under the close supervision of an experienced researcher, generally a fellow of SOM. The aim is to conclude this research project with a proposal for a PhD project and/or a scientific paper.

Profiles:
- Economics and Econometrics
- Marketing
- International Economics and Business
- Production and Innovation Management

Admission:
In principle, any bachelor’s degree from the Faculty of Management and Organization or the Faculty of Economics of the University of Groningen gives access to this master’s programme. Students with similar degrees from other universities are, of course, also welcome to apply. Motivated students with other bachelor’s degrees (like Sociology, Mathematics, Psychology) may also be admitted.

Requirements:
There is a selection procedure for this master’s degree programme. The main criteria for admission are:
- motivation, talents and attitude towards doing research;
- good/excellent results in the bachelor’s degree programme;
- good ability to speak and write English.

Information:
For more information (e.g. about tuition fees and admission) please contact SOM’s research coordinator, mrs. A.C. Koning, tel. 050 363 3815, email in a.c.koning@rug.nl.
B8 Doctoraalopleidingen

B8.1 Inleiding

B8.1.1 Afronding doctoraalopleidingen

Afstuderen onder de ‘oude structuur’ (doctoraal) is mogelijk tot 1 september 2007. Alle studenten die hun eerste jaar zijn begonnen vóór september 2002, de propedeuse ‘oude structuur’ hebben behaald en niet zijn overgestapt op de bachelor-masterstructuur zijn op dit moment ‘oude structuur’-/doctoraalstudenten. Hetzelfde geldt voor alle studenten in de verkorte doctoraalopleidingen (VDO). Studenten oude structuur die de oude opleiding willen afmaken, kunnen in de substitutietabellen vinden welk nieuw vak ze kunnen volgen als vervanging van een oud vak.

Studenten die onder de oude structuur afstuderen worden doctorandus en krijgen een doctoraalbul in het Nederlands en in het Engels. De Engelstalige bul maakt duidelijk dat deze bul gelijkwaardig is aan een masterbul (“The holder of this certificate has thereby been awarded the title of Master of Science”).

B8.1.2 Gevolgen invoering bachelor-/masterstructuur

Studenten die willen afstuderen onder de oude structuur krijgen ook te maken met de herprogrammering van het onderwijs door de invoering van de BaMa-structuur. Veel namen van vakken zijn veranderd en in een andere periode geroosterd, mede als gevolg van de jaarindeling in semesters. Hierdoor kan het lastig zijn om een correct doctoraalprograam te plannen. In de substitutietabellen is aangegeven aan wie je de planning van je doctoraalprogramma kunt voorleggen.

B8.1.3 Overstap naar bachelor- en masteropleidingen

Desgewenst maak je de overstap van de oude structuur naar het Bachelor/Master programma. In het overeenkomende Bachelorprogramma geeft de reeds behaalde propedeuse meestal toegang tot het tweede studiejaar. Daarnaast kunnen reeds behaalde doctoraalvakken mogelijk als substitutie gelden voor vakken van de post-propedeutische studiefase. Voor een enkel programma is een substitutietabel opgesteld (zie desbetreffende opleiding).

Een student die overstapt rond eert de bachelor af. De Examencommissie kan besluiten een student die ononderbroken staat ingeschreven bij de RUG een bachelordiploma te verstrekken op grond van prestaties die zijn geleverd voor de doctoraalopleiding. Bij hoge uitzondering kan de Examencommissie zo’n student ook rechtstreeks toelaten tot de masteropleiding.

Studenten die hun doctoraalopleiding hebben afgebroken, dienen ten minste een prestatie van 5 ECTS credits te leveren voor het behalen van een bachelordiploma. Voor het behalen van een masterdiploma dient een student ten minste 15 ECTS credits te behalen.
De overgang van inschrijving van doctoraal naar bama-structuur is alleen mogelijk per 1 september.

Alvorens de overstap te maken dien je een afspraak te maken met een studieadviseur, o.a. ten behoeve van eventuele formaliteiten. 

N.B.: zodra je ingeschreven staat voor een bachelor- of masteropleiding kun je nooit meer terug naar een doctoraalopleiding.
B8.2 Doctoraal Economie en Operationele Research

B8.2.1 Overgangsregeling

Algemeen:
- Uiterlijk 31 augustus 2007 dient aan alle eisen van het doctoraal examen voldaan te zijn.
- Studieinschrijving voor Economie en Operationele Research.
- Propedeuse: totaal aantal studiepunten behaald in de propedeuse heeft geen gevolgen voor de studiebelasting van het doctoraal (2e + 3e + 4e jaar ≥ 180 ECTS credits).
- De totale studiebelasting van de te behalen studieonderdelen kan afwijken van 180 ECTS credits door gebruik van studieonderdelen uit onderwijsprogramma’s van 2003 en later. Een tekort of een overschot kan, na goedkeuring van de examencommissie FEW, gebruikt worden in de keizeruimte of na afstemming met de scriptiebegeleider verrekend worden met de afstudeeropdracht.
- Een vakkenpakket waarin je andere dan onderstaande alternatieven wilt opnemen moet je eerst voorleggen aan de onderwijscoördinator van je opleiding.
- Eventuele vrije keizeruimte mag voor maximaal 11 ECTS credits met postpropedeutische vakken buiten de FEW worden gevuld.
- **Informatie en advies**: dr. C. Praagman, WSN 311.

**Programma 2e, 3e en 4e jaar**
Het aantal ECTS credits staat per vak tussen haakjes

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<tr>
<th>Tweede jaar</th>
<th>Alternatieven in bachelorprogramma’s</th>
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<td>Matrices, Graphs and Convexity (4)</td>
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<td>Introduction to Operations Research (5)</td>
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<td>Introduction to Mathematical Economics (5)</td>
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<td>Differentie- en differentiaalvergel. (5,7)</td>
<td>Difference and Differential Equations (5)</td>
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<td>Introduction to Econometrics (5)</td>
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<td>Inleiding Actuariaat (4,3)</td>
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<td><strong>Spec. Course Applied Operations Res. (10)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Stochastic Programming (10)</strong></td>
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<td></td>
<td><strong>Neem contact op met dhr. Praagman</strong></td>
</tr>
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<td></td>
<td><strong>Afstudeeropdracht (minimaal 20 ECTS credits)</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Afstudeerrichting Actuariaat</th>
<th>Alternatieven in bachelor/masterprogr.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Programma 2003 en eerder</strong></td>
<td><strong>Life Insurance (gedeeltelijk) (10)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Life Insurance (gedeeltelijk) (10)</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Risk Insurance (7)</strong></td>
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<td></td>
<td><strong>Risk Models (10)</strong></td>
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<td></td>
<td><strong>Stochastic Models (6)</strong></td>
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<tr>
<td></td>
<td><strong>Spec. Course Generalized Linear Models (5)</strong></td>
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<td></td>
<td><strong>Neem contact op met dhr. Praagman</strong></td>
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<tr>
<td></td>
<td><strong>Afstudeeropdracht (minimaal 20 ECTS credits)</strong></td>
</tr>
</tbody>
</table>
B8.3 Doctoraal Economie – profiel Algemene Economie

B8.3.1 Overgangsregeling

Algemeen
- Uiterlijk 31 augustus 2007 dient aan alle eisen van het doctoraal examen voldaan te zijn.
- Studieinschrijving voor doctoraalopleiding Economie.
- Propedeuse: totaal aantal studiepunten behaald in de propedeuse heeft geen gevolgen voor de studiebelasting van het doctoraal (2e + 3e + 4e jaar ≥ 180 ECTS credits)
- De totale studiebelasting van de te behalen studieonderdelen kan afwijken van 180 ECTS credits door gebruik van studieonderdelen uit onderwijsprogramma’s van 2003 en later. Een tekort of een overschot kan, na goedkeuring van de examencommissie FEW, gebruikt worden in de keuzeruimte of na afstemming met de scriptiebegeleider verrekend worden met de afstudeeropdracht.
- Een vakkenpakket waarin je andere dan onderstaande alternatieven wilt opnemen moet je eerst voorleggen aan de onderwijscoördinator van je opleiding.
- Eventuele vrije keuzeruimte mag voor maximaal 20 ECTS credits met postpropedeutische vakken buiten de FEW worden gevuld.
- Informatie en advies: studieadviseur Jos Karssies, studyadvisors.be@rug.nl.

Programma 2e, 3e en 4e jaar
(Het aantal ECTS credits staat per vak tussen haakjes)

<table>
<thead>
<tr>
<th>Studieonderdelen</th>
<th>Alternatieven in bachelorprogramma’s</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Tweede jaar</strong></td>
<td></td>
</tr>
<tr>
<td>Marketing 1 (5,7)</td>
<td>Marketing 1 (eerste jaar) (6)</td>
</tr>
<tr>
<td>Overheidsfinanciën (5,7)</td>
<td>Openbare Financiën (6)</td>
</tr>
<tr>
<td>Statistiek 2 (4,3)</td>
<td>Statistiek 2 (3)</td>
</tr>
<tr>
<td>Vaardigheden 4 (1,4)</td>
<td>Afstemmen met dhr. Huijgen</td>
</tr>
<tr>
<td>Excel (1,4)</td>
<td>ICT 1 (eerste jaar) (3)</td>
</tr>
<tr>
<td>Macro-economie 2 (5,7)</td>
<td>Macroeconomics 2 (6)</td>
</tr>
<tr>
<td>Economische geschiedenis (4,3)</td>
<td>Economic History (bachelor) (5)</td>
</tr>
<tr>
<td>Markt en recht (4,3)</td>
<td>Recht (3)</td>
</tr>
<tr>
<td>Financiering + Belegging 2 óf IB 1: Strat. Management (5,7)</td>
<td>Financiering 2 óf Management 2: Strategisch Management (6)</td>
</tr>
<tr>
<td>Micro-econ. 2: Industrial Econ. (5,7)</td>
<td>Microeconomie 2 (6) óf Int. Industr. Econ. (6)</td>
</tr>
<tr>
<td>Int. Econ. 2: Int. Monetary Econ. (5,7)</td>
<td>Int. Econ. 2: International Monetary Econ. (6)</td>
</tr>
<tr>
<td>Methodologie (4,3)</td>
<td>Keuzeruimte (4,3)</td>
</tr>
</tbody>
</table>
### Derde en vierde jaar

Uit drie van onderstaande vakgebieden moet 20 ECTS credits worden gekozen, waarbij in elk geval een vak van 11,4 ECTS credits is opgenomen

<table>
<thead>
<tr>
<th>Keuze 40 ECTS credits, waarvan maximaal 20 buiten de FEW</th>
<th>Afstemmen met MSc-afstudeercoördinator</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Afstudeeropdracht</strong> (minimaal 20 ECTS credits)</td>
<td></td>
</tr>
</tbody>
</table>

### Micro-economie

<table>
<thead>
<tr>
<th>Micro-ec.: Theorie en Empirie (11,4)</th>
<th>Microeconomics 3 (5)</th>
</tr>
</thead>
</table>

Een bijvak, keuze uit:

- Marktwerking en Industri. Org. (8,6)
- Milieu-economie (5,7 of 11,4)
- Markets and Competition (10)
- Environmental Economics (5)

### Macroeconomie

<table>
<thead>
<tr>
<th>Macroeconomie en Geldtheorie (11,4)</th>
<th>Macroeconomics 3 (5)</th>
</tr>
</thead>
</table>

Keuze uit:

- International Banking (8,6)
- Macroecon. Politiek in de EMU (8,6)
- Int. Comp. and Innov. (8,6)
- Spec. Course Financ. Intermediation (10)
- Spec. Course Political Economics (10)
- Wordt niet meer gegeven

### Internationale Economie

<table>
<thead>
<tr>
<th>Int. Economics 3: Int. Rivalry (11,4)</th>
<th>Int. Economics 3: Int. Rivalry (10)</th>
</tr>
</thead>
</table>

Keuze uit:

- Int. Mon. and Fin. Relations (8,6)
- Int. Comp. and Innov. (8,6)
- Int. Financial Management (8,6)
- International Banking (8,6)
- Int. Institutions and Business (8,6)
- Macroecon. Politiek in de EMU (8,6)
- Mastervak IEB (10)
- Wordt niet meer gegeven
- Wordt niet meer gegeven
- Int. Financial Management (5) (FBK)
- Spec. Course Financ. Intermediation (10)
- IB 3: International Strat. and Innov. (10)
- Spec. course Political Economics (10)

### Openbare financiën

<table>
<thead>
<tr>
<th>Financieel Overheidsbeleid (11,4)</th>
<th>Public Economics (10)</th>
</tr>
</thead>
</table>

Keuze uit:

- Macroecon. Politiek i/d EMU (8,6)
- Economie van de Lagere Overheden (8,6)
- Public Choice & Law and Economics
- Spec. Course Political Economics (10)
- Dutch Public Finance (voorheen Economie van de Lagere Overheden) (5)

### Ruimtelijke Economie

<table>
<thead>
<tr>
<th>Ruimtelijke Economie (11,4)</th>
<th>Spatial Economics (5)</th>
</tr>
</thead>
</table>

Keuze uit:

- Landbouweconomie (8,6)
- Int. Institutions and Business (8,6)
- Economie van de Lagere Overheden (8,6)
- Labour Economics (5)
- Spatial/Transport Economics (5 of 10)
- Wordt niet meer gegeven
- Wordt niet meer gegeven
- Dutch Public Finance (voorheen Economie van de Lagere Overheden) (5)

### Economische Geschiedenis

<table>
<thead>
<tr>
<th>Economic History: Industrialisation and Globalisation (11,4)</th>
<th>Economic History (master) (10)</th>
</tr>
</thead>
</table>

Keuze uit:

- Int. Competitiveness and Innov. (8,6)
- Int. Institutions and Business (8,6)
- International Industrial Economics (6)
- IB 3: Int. Strategy and Innovation (10)
**B9  The old (doctoraal) system: study programme IE&B**

**B9.1  Old (doctoraal) system: post-propaedeutic programme IE&B**

**Director:** Prof.dr H. van Ees, h.van.ees@rug.nl, 0503633705, WSN 428  
**Secretary:** ms E.A. Kortrijk, e.a.kortrijk@rug.nl, 050-3633716, WSN 405  
**Coordinator:** dr. E.H. van Leeuwen, e.h.van.leeuwen@rug.nl, 050-3633744, WSN 416  
**Study advisor(s):** drs. A.J. van der Kolk, studyadvisors.be@rug.nl

Graduation in the old (doctoraal) system is possible until 31 August 2007!

Consult the programme coordinator, if your propaedeutic programme was different from the one prevailing in 2000-2001, 2001-2002 and 2002-2003

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Business 2a: Strategic Management (6 ECTS)</td>
<td>2.1.2</td>
</tr>
<tr>
<td>Or:</td>
<td></td>
</tr>
<tr>
<td><em>International Business 1: Strategic Management (4 cr)</em></td>
<td>n.a.</td>
</tr>
<tr>
<td>Public Finance (6 ECTS or 4 cr)</td>
<td>2.1.2</td>
</tr>
<tr>
<td>Statistics 2 (3 ECTS or 3 cr)</td>
<td>2.1.2</td>
</tr>
<tr>
<td>English 1d (3 ECTS)</td>
<td>1.2.2</td>
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<tr>
<td>Or:</td>
<td></td>
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<tr>
<td><em>Language Skills 3: English (writing) (3 cr)</em></td>
<td>n.a.</td>
</tr>
<tr>
<td>International Industrial Economics (6 ECTS)</td>
<td>2.1.2</td>
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<tr>
<td>Or:</td>
<td></td>
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<tr>
<td><em>International Competitive Analysis (4 cr)</em></td>
<td>n.a.</td>
</tr>
<tr>
<td>International Business 2b: Organization and Mangement Theory (3 ECTS)</td>
<td>2.1.2</td>
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<tr>
<td>Or:</td>
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<tr>
<td><em>International Business 1a (2nd year, last time 03/04) (6 ECTS)</em></td>
<td>n.a.</td>
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<tr>
<td>Or:</td>
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<tr>
<td>International Marketing 1 + 2 (2005-2006) (6 + 3 ECTS)</td>
<td>2.1.2 + 2.2.1</td>
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<td>Or:</td>
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<td>Or:</td>
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<tr>
<td><em>Marketing (IE&amp;B) + International Marketing (4 + 3 cr)</em></td>
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<tr>
<td>Finance 2 (6 ECTS)</td>
<td>2.2.1</td>
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<tr>
<td>Or:</td>
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<tr>
<td><em>Finance &amp; Investment 2 (4 cr)</em></td>
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<tr>
<td>International Economics 2: International Monetary Economics (6 ECTS or 4 cr)</td>
<td>2.2.2</td>
</tr>
<tr>
<td>Course Title</td>
<td>Semester</td>
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<td>------------------------------------------------------------------------------</td>
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<tr>
<td>Development Economics (6 ECTS or 8 cr)</td>
<td>2.2.2</td>
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<td>Or:</td>
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<tr>
<td>Macroeconomics 2 (6 ECTS)</td>
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<td>Or:</td>
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<tr>
<td>Management Accounting &amp; Information Management (6 ECTS)</td>
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<td>Or:</td>
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<tr>
<td>Introduction to Human Resource Management (6 ECTS)</td>
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<td>Or:</td>
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<tr>
<td>IHRM (6 ECTS or 4 cr)</td>
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<tr>
<td>Second Language 1(^{(1)}) (6 ECTS)</td>
<td>2.2.1-2</td>
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<td>Or:</td>
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<tr>
<td>Language Skills 4: Spanish (6 cr)</td>
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<tr>
<td>International Business 3: International Strategy and Innovation (10 ECTS)</td>
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<td>Or:</td>
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<tr>
<td>International Institutions &amp; Business (6 cr)</td>
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</tr>
<tr>
<td>International Economics 3: International Rivalry (10 ECTS or 8 cr)</td>
<td>3.2.1-2</td>
</tr>
<tr>
<td>Bachelor Thesis (10 ECTS)</td>
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<tr>
<td>Or:</td>
<td>3.2.2</td>
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<tr>
<td>Organizational Excellence (10 ECTS)</td>
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<tr>
<td>Or:</td>
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<tr>
<td>International Business 3: Organizational Excellence (8 cr)</td>
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<tr>
<td>Study Abroad 2(^{2)}) (30 ECTS)</td>
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<tr>
<td>Elective courses 3(^{3)})</td>
<td></td>
</tr>
<tr>
<td>Master Thesis (20 ECTS)</td>
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</tbody>
</table>

**Please note:**

1. As a second language you can choose any language except English or your mother tongue. For Spanish the Faculty offers a special course of 6 ECTS for IE&B students in the second semester. In case you prefer another (second) language you should select an appropriate course yourself and contact the study advisor for approval.

2. For information on Study Abroad see B5.4.2.

3. Select elective courses so that your post-propaedeutic programme consists of 180 ECTS credits. You can select max. 20 ECTS credits of non-economic courses in your post-propaedeutic programme (study abroad courses included, but mandatory English and Second Language not included).

Courses in *italic* are no longer available in 2006-2007. If according to your programme of study, you still have to do one or two of these courses please choose another mentioned in the same box.
Part C  Course Descriptions

All course descriptions can also be found in Ocasys: www.rug.nl/ocasys

1. **Advanced Financial Management**  
   **contact** dr. W. Westerman  
   **lecturers** dr. J.H. von Eije, dr. W. Westerman  
   **programme** MSc BA - Organizational & Management Control (core programme) year 4 compulsory  
   **language** English  
   **period** 1.1-2  
   **EC** 10  
   **format** lectures and tutorials  
   **assessment** assignment(s), written exam, mandatory attendance  
   
   **literature**  

2. **Advanced HRM Ia: Strategic HRM**  
   **contact** dr. E.H. Bax  
   **lecturer** dr. E.H. Bax  
   **programmes** MSc BA - Business Development (electives BD) year 4, MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4, MSc Human Resource Management (Application Oriented Profile) year 4 compulsory, MSc Human Resource Management (Theory- and Policy Oriented Profile) year 4 compulsory  
   **language** English  
   **period** 1.1  
   **EC** 5  
   **format** lectures and tutorials  
   **assessment** paper, written exam with open questions  

   **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** This course 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 its business strategy. This 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.

**literature**
- E.H. Bax, *Kansrijk Kiezen: Raamwerk voor Strategisch HRM* (ISBN: 90 5261 448 2), € 21.50 (For foreign students an equivalent text in the English language will be provided.)

**remarks** Secretary: tel +31 50 363 4288; room DRS 428

3. **Advanced HRM Ib: Production Concepts & Design**

   **BKM001B05**

   **of Work**

   **contact**
   dr. M.C. de Witte

   **lecturer**
   dr. M.C. de Witte

   **programmes**
   MSc BA - Change Management (core programme) year 4 compulsory, MSc BA - Operations & Supply Chains (electives O&SC) year 4, MSc Human Resource Management (Application Oriented Profile) year 4 compulsory, MSc Human Resource Management (Theory- and Policy Oriented Profile) year 4 compulsory, MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4

   **language**
   English

   **period**
   1.2

   **EC**
   5

   **format**
   lectures and tutorials

   **assessment**
   essay

   **objective**
   The course aims at providing 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**
This course deals with production concepts and the related design of the work organization (organizational design and job design). It thus addresses the demand side of the allocation process. We start by introducing a format for business modelling (environment, business position, and organization) and proceed by analyzing the value creation strategy for the stakeholders, and more specifically, for the customers. Hence, we introduce two paradigms of business and organizational development, market based and resources based strategies. Related to these we go into the configuration of the organization introducing Tayloristic, neo-Tayloristic (e.g. lean production and McDonaldization) and post-Tayloristic (e.g. social technical systems theory or business process reengineering) design approaches. Special issues will be workflow analysis, job analysis, team design, team development and the performance of teams. Finally the connection between the business and organizational development and different charge strategies and approaches will be advised.

**literature**
- Reader ‘Production Concepts & Design of Work

**remarks**
Secretary: tel +31 50 363 4288; room DRS 428

4. **Advanced HRM IIa: Theories of Change**  
**Management**
- **contact** dr. B.J.M. Emans
- **lecturer** dr. B.J.M. Emans
- **programmes** MSc BA - Business Development (electives BD) year 4, MSc BA - Change Management (core programme) year 4 compulsory, MSc BA - Operations & Supply Chains (electives O&SC) year 4, MSc Human Resource Management (Application Oriented Profile) year 4 compulsory, MSc Human Resource Management (Theory- and Policy Oriented Profile) year 4 compulsory
- **language** English
- **period** 1.1
- **EC** 5
- **format** lectures and tutorials
- **assessment** written exam with essay questions

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

**content**
The HR’s manager’s responsibility is to develop and maintain
the organization as a system of collaborating people. This responsibility implies taking care of organizational change: helping the organization to renew itself properly. In their bachelor studies the participants have become familiar with the most important main theories and practices of organizational change. The course elaborates on this prior knowledge by highlighting recent scientific views about issues related to organizational change. More specifically a number of dilemmas faced by change managers are set out, such as the dilemma between a top-down or a participative approach. In workshops students discuss the dilemmas, with each of them once preparing the discussion. The course literature (Beer & Nohria, 2000) serves as the starting point for each workshop. It outlines the dilemmas separately, while simultaneously relating them to one underlying dilemma, called the E versus the O approach of change. The course participants who follow the MScBA-Change-Management-programme will find more in-depth information about both the E and the O approach in their field course.

**literature**

**remarks**
Additional texts to be announced.
Secretary: tel +31 50 363 4288; room DRS 428

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5. **Advanced HRM IIb: Instruments of Personnel Policy**  
**BKM002B05**

**contact**
dr. G.S. van der Vegt

**lecturer**
dr. G.S. van der Vegt

**programmes**
MSc Human Resource Management (Application Oriented Profile) year 4 compulsory, MSc Human Resource Management (Theory- and Policy Oriented Profile) year 4 compulsory

**language**
English

**period**
1.2

**EC**
5

**format**
lectures and tutorials

**assessment**
written exam with multiple choice questions

**objective**
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 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.

**literature**

**remarks**
Secretary: tel +31 50 363 4288; room DRS 428

### 6. Advanced IE&B: Comparative Institutional Approaches

**contact**
dr. G. Peli

dr. G. Peli, dr. A. Saka-Helmhout

**lecturers**

**programmes**
MSc International Business & Management (IB&M) year 4 compulsory, MSc International Business & Management (IFM) year 4 compulsory, MSc International Economics & Business year 4 compulsory

**language**
English

**period**
1.1-2

**EC**
10

Working groups with mandatory attendance. In the first part of the semester the students read key articles on comparative institutional approaches which they present and discuss during tutorial classes. This is followed by the preparation of an analytical paper in teams. On the basis of an exam, written paper, participation and presentations.

**prerequisite(s)**
See remarks

**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 organizations. The focus of the course is explicitly on the roles and importance of institutions and (market) co-ordination mechanisms for the organization, 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.

**literature remarks**
Series of articles available either online or in print

**Prerequisites in case of conditional admittance to the MSc IE&B or IB&M:** 150 EC of the BSc IE&B or IB&M including
- (for IE&B students): the 3rd year courses IB III and IE III.
- (for IB&M students): at least 15 EC of the basic IB&M courses in the 3rd year (ISM, MIBO, IE&T and IFM)

Secretary E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716 Coordinator: G. Peli, WSN 434, g.peli@rug.nl, tel. 3637326

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### 7. Advanced Industrial Organization

**EWM026A10**

**contact** dr. M.A. Haan

**lecturers** dr. M.A. Haan, prof. dr. J.L. Moraga Gonzales

**programmes** Courses open to Exchange Students year 4, MSc Econometrics, Operations Research & Actuarial Studies (electives Ectrs, OR & AS) year 4

**language** English

**period** 1.1-2

**EC** 10

**format** lectures

**assessment** oral exam, assignment(s)

**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*  
(ISBN: 0-262-20071-6), € 55.00

8. **Advanced International Business: Management**  
EWM056A10  
**Challenge of Globalisation**

*contact*  
prof. dr. H. van Ees

*lecturers*  
prof. dr. H. van Ees, dr. C.L.M. Hermes

*programmes*  
MSc BA - Organizational & Management Control (electives O&M) year 4, MSc International Business & Management (IB&M) year 4 compulsory, MSc International Business & Management (IFM) year 4 compulsory, MSc International Economics & Business year 4 compulsory

*language*  
English

*period*  
1.1-2

*EC*  
10

*format*  
assignment(s), workshop(s)

Various modules by means of intensive small group teaching with group interaction, discussion and research assignments.

*assessment*  
paper, presentation(s), written exam

A minimum score of 55 (out of a 100) is required for both the paper and the other activities.

*prerequisite(s)*  
see remarks

*objective*  
The course contributes to the Msc IB&M, IB&M – specialization International Financial Management and -IE&B programs. It provides state-of-the-art knowledge on certain subjects within the context of international strategic management and related issues from a comparative perspective. This knowledge offers the building blocks for a critical stance towards the relevant literature and supports research efforts of the students in the context of the course.

*content*  
This advanced course deals with the impact of the international business environment. In particular, the course deals with the new research agenda that consists of strategic management challenges of increased globalisation as suggested by Barkema, Baum and Mannix (2002). In their Academy of Management Journal article “Management challenges in a new time”, Barkema et al. claim that the opening of markets and digitisation of technologies create several emergent themes in International Management Research. In order to meet the challenges of globalisation successfully, managers of multinationals have to cope with new and increasingly complex issues. The topics of this
Course Descriptions

research agenda will be worked out in more detail in this course. The course is organized as a research project. The focus of this course is on stimulating in-depth discussions on topics related to internationalization, international corporate governance, knowledge-development and innovation. All these topics will be addressed from a comparative point of view and are captured into various cycles of modules, which constitute the content of the course.

**literature**
Virtual reader with articles from international journals, available on Nestor

**remarks**
Prerequisites in case of conditional admittance to the MSc IE&B or IB&M: 150 EC of the BSc IE&B or IB&M including - (for IE&B students): the 3rd year courses IB III and IE III.
- (for IB&M students): at least 15 EC of the basic IB&M courses in the 3rd year (ISM, MIBO, IE&T and IFM)
Contact for IE&B students: h.van.ees@rug.nl, 3705, Secr: e.kortrijk@rug.nl, 3716
Contact for IB&M students: Dr. Niels Hermes, tel. 4863, Secr: Betsy van Rooij, tel. 7082

9. **Advanced International Economics: Multinational Enterprises and Trade**

**contact**
prof. dr. S. Brakman

**lecturers**
prof. dr. S. Brakman, drs. A.R.M. Gigengack

**programmes**
Courses open to Exchange Students year 4, MSc International Economics & Business year 4 compulsory

**language**
English

**period**
1.1-2

**EC**
10
Lectures and tutorials with mandatory attendance
50 % of the final grade is based on student activities during lectures, 50 % written exam

**prerequisite(s)**
Prerequisites in case of conditional admittance to MSc IE&B: 150 EC of the BSc IE&B including the 3rd year courses IB 3 and IE 3

**objective**
The study of Multinational firms is a new and exciting topic, which might replace the increasing returns/imperfect competition (in the 1980s), endogenous growth (1990s), and New Economic Geography (late 1990s) research topics as the next major research area in International Trade

**content**
Despite the great importance of multinational firms in international economics it is usually studied separately from standard courses on International Trade. The book by Barba-Navaretti and Venables gives a comprehensive integration of International Trade Theory and the theories explaining
Multinational behaviour. The aim is to review and discuss both horizontal and vertical foreign direct investment.

**literature**
(ISBN: 0-691-11920-1)

**remarks**
Lectures are mandatory and are part of the final grading. Feedback and presentation skills is not part of the course. Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel. 363 3716
Coordinator: prof.dr.S.Brakman, WSN 430, tel. 363 3746

10. **Advanced International Financial Management**

**BKM114A05**

- **contact**
  dr. C.L.M. Hermes

- **lecturer**
  dr. C.L.M. Hermes

- **programmes**
  MSc International Business & Management (IB&M) year 4 compulsory, MSc International Business & Management (IFM) year 4 compulsory

- **language**
  English

- **period**
  1.2

- **EC**
  5

- **format**
  assignment(s), workshop(s)

- **assessment**
  active participation, paper, presentation(s)
  For the resit you need to write a new final paper

- **prerequisite(s)**
  (conditional) admission to MSc International Business and Management. Knowledge of financial management, international fin. man., intern. economics & trade, and business research methods

- **objective**
  The objective of this course is to deepen and widen the knowledge of financial management issues in an international perspective. In particular, it aims at providing an in-depth discussion of a limited number of issues in international financial management to show why and how international financial management differs from domestic financial management.

- **content**
  The course deals with a number of financial management issues and problems multinational companies are confronted with in practice. In particular, the course will focus on international risk management. Internationally oriented firms have to deal with various risks that typical for doing international business. These risks include: country risk, macroeconomic risk and exchange rate risk. In this course, students analyse the nature of these risks, how companies may deal with them and how these risks may influence corporate performance. The discussion of the results of their analyses will take place in seminars. In these seminars, students present
papers they have prepared themselves based on literature and
data research.

**literature**
To be announced, Articles from academic journals and paper
from the internet.

**remarks**
Contact: c.l.m.hermes@rug.nl, 4863; Secr: j.e.van.rooij@rug.nl,
7082

11. **Advanced International Management: Leadership, BKM115A05**

**Power and Decision-making within MNE’s**

**contact**
dr. F.A.A. Becker-Ritterspach

**lecturer**
dr. F.A.A. Becker-Ritterspach

**programme**
MSc International Business & Management (IB&M) year 4
compulsory

**language**
English

**period**
1.1

**EC**
5

**format**
lectures, tutorials

**assessment**
assignment(s)

**prerequisite(s)**
(conditional) admission to the MSc IB&M

**objective**
This course contributes to the Msc IB&M programme. It
provides state-of-the-art knowledge of international
management and related issues from a comparative
perspective. This knowledge forms the building blocks for
developing a critical stance towards the relevant literature and
serves to structure students research activities in the context of
the course.

**content**
The discussion of leadership is one that has been with us for
quite some time. The 1980s however ushered in some
interesting changes in management thinking and with this, a
new kind of manager seems to have emerged. This manager is
one whose qualities are discussed increasingly in terms of the
extent of their personal charisma and other individual
characteristics. These beliefs in the appeal of so-called ‘hero-
managers’ or ‘corporate saviors’ have however raised
important questions about the essence of management, the role
of company boards and top-executives within the modern
corporation. This becomes even more complicated if we
consider leadership as a social construct, one that takes on
different meanings across regions.

In this course, we focus on a variety of aspects of this
phenomenon. What are the different theoretical views on
leadership? How do they differ across cultures? In reality, how
successful are these leaders/managers? What effect do these
leadership issues have on corporate performance? How does
the managerial labor market work and how international is it?
Because these questions are particularly relevant to companies operating across borders, in this course special attention will be given to addressing how MNEs handle recruitment issues and to tracing the effects of these decisions on board composition.

**literature**  
Articles from academic journals

**remarks**  
Contact: f.a.a.becker-ritterspach@rug.nl  
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl, tel. 3458

### 12. Advanced Market Research  
**EWM003A10**

**contact**  
Dr. J.E. Wieringa

**lecturers**  
Prof. Dr. T.H.A. Bijmolt, Dr. J.E. Wieringa

**programmes**  
Courses open to Exchange Students year 4, MSc BA - Marketing (Research Based Marketing) year 4 compulsory, MSc BA - Marketing (Electives A Marketing Management) year 4, MSc BA - Marketing (Electives B Marketing Management) year 4

**language**  
English

**period**  
1.1-2

**EC**  
10

**format**  
Lectures and tutorials

**assessment**  
Written exam  
Grading is based on 4 reports that are produced on four research projects (40%) and a written assessment at the end of the course (60%).

**prerequisite(s)**  
Basic course in marketing and marketing research, such as Specialization Course 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, analyze 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 two two-hour sessions each week, a lecture and a computer session. 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. 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.

literature  Hair, Anderson & Black, Multivariate Data Analysis (ISBN: 0139305874), € 82.15

remarks  Secretary: J.M. Wiersema, DRS 037, tel.: 050-3633686, j.m.wiersema@rug.nl

13. Advanced Product & Service Development and Information Management  BKM160A05

lecturers  dr. ir. R. de Graaf, prof. dr. ir. F.P.J. Kuijpers

programmes  MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Technology Management (core programme) year 4 compulsory

language  English

period  1.1

EC  5

format  lectures, tutorials

assessment  oral exam, assignment(s), paper

prerequisite(s)  Bachelor courses: Product Development, Productontwikkeling, Informatiesystemen (for students busy with BSc.TM). Recommended priors: Bachelor level Product Development and Information Management.

objective  After attending this course, students:

- understand the most important goals at the operational, tactical and strategic level of product & service development processes and know how to monitor the fulfillment of these goals;
- understand how information systems can be used at each of the levels;
- have knowledge about a wide range of issues within product & service development processes and, subsequently, are able to design and/or select sensible modifications in the process, the organization, and the information management system applied by organizations/firms.

content  First the framework for the course is drawn up. Then each week a module of the framework is worked out in detail. Cases from industry are used to challenge students in the development of suitable solutions for particular problems in
product & service development. Each part of the framework is applied to a project in which students cooperate. Students present their findings the next week and will be evaluated. Project teams will be supported by a commercial information management system. Topics dealt with in the course are e.g. product data management systems, project management systems, project/programme analysis tools, collaboration and coordination tools, concurrent engineering, design for X, maturity models, technology road mapping, development teams, management style effectiveness, strategic partnering, organizational learning and knowledge management systems. At the end of the course students write an individual integration paper where they tackle a specific issue in product or service development.


**remarks** Contact information teacher: R. de Graaf: r.de.graaf@rug.nl Secretary: h.jager@rug.nl Phone: 050 363 6543

14. **Advanced Purchasing & Supply Management** BKM116A05

**contact** prof. dr. D.J.F. Kamann

**lecturers** prof. dr. D.J.F. Kamann, dr. J.T. van der Vaart

**programmes** MSc BA - Operations & Supply Chains (electives O&SC) year 4, MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Industrial Engineering & Management (technical modules) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4

**language** English

**period** 1.1

**EC** 5

**format** lectures and tutorials

**assessment** presentation(s), report(s), written exam

Details on the final grade composition are specified on the Nestor site of the course.

**objective**

- To discuss the essentials and practice of modern Purchasing and Supply Management at an advanced level
- To make students familiar with concepts and let them acquire appropriate analytical skills
- To equip students with frontier knowledge about the field, required to enter management functions in purchasing and supply management and/or junior consultant functions
In 8 modules the following topics will be treated: (1) introduction and portfolio analysis - from simple 2x2 matrices to more-dimensional tools; (2) internationalisation - from international outsourcing to transferring production lines and/or production through new investments in ‘greenfield’ locations elsewhere; (3) introduction theme, sector and methodology of field work; (4) vendor rating and supplier evaluation; (5) e-procurement, reverse auctioning and other ways to streamline the steps of the purchasing process; (6) materials management: topics are requirements planning, generation of order requisitions, supply arrangements, contracts; (7) supply chain integration and the effect on performance; (8) fieldwork presentation. All lectures use and describe many real life cases and applications. Four workshops of 3h will be used to exercise tools of analysis discussed in modules 1, 2, 4 and 5. Another four workshops are dedicated to work on and discuss the field work. During these workshops, coaching is available to the groups. The fieldwork will be carried out by small groups of 2-3 persons ideally; the focal organization for each group will be given. Each group writes a report and presents its results.

For more information please contact prof.dr. D.J.F. Kamann (050-3637351, d.j.f.kamann@rug.nl) or one of the secretaries (050-3637020).

15. Advanced Quality Management  BKM032A05

   contact  
   dr. H. Broekhuis
   prof. dr. ir. C.T.B. Ahaus, dr. H. Broekhuis

   lecturers

   Courses open to Exchange Students year 4, MSc BA - Business Development (electives BD) year 4, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Marketing (electives B Marketing Management) year 4, MSc BA - Marketing (electives Res. Based Marketing) year 4, MSc BA - Operations & Supply Chains (Services) year 4 compulsory, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4, MSc BA - Strategy & Innovation (electives S&I) year 4, MSc Human Resource Management (elective MSc HRM) year 4, MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4

   programmes

   language

   English

   period

   2.1

   EC

   5
Study guide 2006-2007 FBK/FEW

format
assignment(s), lectures and tutorials
oral exam, paper
In case of too many students the oral exam will be replaced by a written exam. Details on the final grade composition are specified on the Nestor site of the course.

prerequisite(s)
It is recommended but not obliged to have some basic knowledge on the topic of Quality Management

objective
The objective of this course is to provide theoretical and practical knowledge about:
· the content of the quality concept and the implications of using different meanings of the concept for managing quality
· the usefulness of different quality models and techniques
· managing quality in different kinds of organizations

content
The fundamental principles of Quality Management such as process management, continuous improvement, client centeredness, and teamwork have become seamlessly integrated into management practice and continue to represent an effective approach for achieving business success. In this advanced course the fundamentals and practices of Quality Management are discussed critically such as the quality concept, the use of excellence models, process hierarchy and control, performance management, the development of contingency-based quality management systems (QMS), and the concept of Six Sigma. Attention will also be paid to the compliance and commitment of employees to a QMS.

literature
A selection of scientific articles, links will be provided by Nestor

remarks
For more information please contact dr. M. Broekhuis (050-3637288, h.broekhuis@rug.nl) or one of the secretaries (050-3637020).

16. Applied Capital Budgeting & Finance BKM061A05

contact
dr. J.H. von Eije

lecturers
dr. J.H. von Eije, dr. W. Westerman

programmes
MSc Industrial Engineering & Management (Discrete Technology and Production Automation) year 4 compulsory, MSc Industrial Engineering & Management (Informationtechnology) year 4 compulsory, MSc Industrial Engineering & Management (Process and Production Technology) year 4 compulsory, MSc Technology Management (electives MSc TM) year 4

language
English

period
1.2

EC
5
### Course Descriptions

<table>
<thead>
<tr>
<th>format</th>
<th>lectures, assignment(s), practicals</th>
</tr>
</thead>
<tbody>
<tr>
<td>assessment</td>
<td>assignment(s), written exam</td>
</tr>
<tr>
<td><strong>objective</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>content</strong></td>
<td>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 be applied to the value drivers of a company as a whole and to special topics such as price and product-mix change, management flexibility, divestment and the launching of new products. The methodology of the course is centred on lectures, assignments, group work and the modelling of cash flows in spreadsheet cases.</td>
</tr>
</tbody>
</table>
· Syllabus |
| **remarks**   | If the group is larger than 30 students, it will be split in subgroups. Though the students are not obliged to subscribe to this course, they are advised to e-mail the teacher (j.h.von.eije@bdk.rug.nl) on their intentions to participate by preference in the first week of October. This will allow the teacher to send information on the course to all students before the first class meeting. Contact information teachers: E-mail: j.h.von.eije@rug.nl, Phone: 050 363 3838 / E-mail: w.westerman@rug.nl, Phone: 050 363 7088  
Secretary: E-mail: i.j.bakker@rug.nl, Phone: 050 363 3535/ 7082 |
17. Applied HRM

<table>
<thead>
<tr>
<th>contact</th>
<th>dr. E.H. Bax</th>
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</thead>
<tbody>
<tr>
<td>lecturer</td>
<td>NN</td>
</tr>
<tr>
<td>programme</td>
<td>MSc Human Resource Management (Application Oriented Profile) year 4 compulsory</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
</tr>
<tr>
<td>period</td>
<td>2.1</td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>format</td>
<td>tutorials</td>
</tr>
<tr>
<td>assessment</td>
<td>paper, presentation(s)</td>
</tr>
</tbody>
</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 frame work 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.

**remarks**
Exclusively students MSc HRM. Students that do not speak Dutch are strongly advised not to attend this course, as they will meet serious problems doing research in a Dutch language context.
Secretary: tel +31 50 363 4288; room DRS 428
18. **Applied Statistics**

   **Contact**  
dr. L. Spijker

   **Lecturer**  
dr. L. Spijker

   **Programmes**  
Courses open to Exchange Students year 4, MSc Econometrics, Operations Research & Actuarial Studies (electives Ectrcs, OR & AS) year 4

   **Language**  
English

   **Period**  
1.1-2

   **EC**  
10

   **Format**  
lectures

   **Assessment**  
paper, written exam

   **Objective**  
The objective of this course is how to apply statistics in practice and how to test model assumptions.

   **Content**  
To be announced.

   **Literature**  
will be announced later

19. **Bachelor's Thesis Econometrics**

   **Contact**  
dr. C. Praagman

   **Lecturers**  
dr. C. Praagman, diverse docenten

   **Programme**  
BSc Econometrics (core programme) year 3 compulsory

   **Language**  
English

   **Period**  
2.2

   **EC**  
10

   **Format**  
thesis

   **Assessment**  
individual assessment

   **Prerequisite(s)**  
First and second year of the Bachelor, Dynamic Econometrics and the course treating the subjects of the bachelor thesis.

   **Objective**  
The student shows that he or she has obtained the knowledge, attitude and skills as specified in the Aim of the Bachelor programme Econometrics.

   **Content**  
The student writes a scientific report on a supervised individual routine research project, on a subject related to one of the third year courses.
20. Bachelor's Thesis Economics  

<table>
<thead>
<tr>
<th>Contact</th>
<th>dr. G.H. Kuper</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer</td>
<td>dr. G.H. Kuper</td>
</tr>
<tr>
<td>Programme</td>
<td>BSc Economics (core programme) year 3 compulsory</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Period</td>
<td>2.1-2</td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Format</td>
<td>Practicals, Not applicable</td>
</tr>
<tr>
<td>Assessment</td>
<td>Written exam with multiple choice questions, individual assignment</td>
</tr>
</tbody>
</table>

**Objective:** The student demonstrates to have sufficient scientific basis to write a theoretically founded thesis on his/her own.

**Content:** The student writes an empirical paper on a supervised self-selected paper.

**Remarks:** See also the ‘Reglement Afstudeerwerkstukken’ and the ‘Handleiding Afstudeerwerkstukken’.

Info: Dr. G.H. Kuper, WSN 530, phone: 363 3756 (email: G.H.kuper@rug.nl). Secr. Lies Baars, WSN 613, phone: 363 7018.

21. Bachelor's Thesis IB&M  

<table>
<thead>
<tr>
<th>Contact</th>
<th>dr. M.A.G. van Offenbeek</th>
</tr>
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<tbody>
<tr>
<td>Lecturers</td>
<td>dr. M.A.G. van Offenbeek, and others</td>
</tr>
<tr>
<td>Programmes</td>
<td>BSc Business Studies - IB&amp;M (core programme) year 3 compulsory, Pre-master (SID) programmes English (IB&amp;M, preparing to MSc IB&amp;M) year 3 compulsory</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Period</td>
<td>2.1-2</td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Format</td>
<td>Thesis, Individual assessment</td>
</tr>
<tr>
<td>Assessment</td>
<td>The thesis is to be completed within the scope of a semester. If the grade for the final thesis is below the pass mark, one opportunity for reparation will be provided within the scope of the seminar.</td>
</tr>
</tbody>
</table>

**Prerequisite(s):** 120 EC of the Bachelor programme including 15 EC of the 4 modules preparing for IB&M (IE&T, IFM, ISM and MIBO)

**Objective:** The objective is to demonstrate one’s scientific competencies. The thesis should reflect a small piece of research, which has been conducted and reported according to scientific standards, on a business-, organization- or management-related problem.

**Content:** The thesis is an independent piece of work by individual students. Students can choose their topic from a range of
themes (to be announced on Nestor at the start of each semester). To write a bachelor thesis the student will conduct research within one of the research themes. Activities involve accessing the relevant literature; specifying a clearly and narrowly defined research question and accompanying method; collecting and analysing relevant data, drawing conclusions. For each research theme a series of seminars is organized to support the writing process. Students are obliged to participate in and contribute to these seminars. Research proposals, progress and preliminary results will be discussed in groups on a regular basis under supervision of the lecturer. Instructions and review mostly, but not only, take place in groups. Supervisors have a coaching role, but also act as assessors.

**literature**

- Groningen: RuG, Student’s guide to writing a Bachelor thesis, electronically available
- Theme-related literature

**remarks**

When all examination results have been published, students with insufficient ECTS will be excluded from the seminars. It is expected that students master the competencies that were acquired in the bachelor courses on research methodology and statistics.

This course also will be given in period I

Contact: m.a.g.van.offenbeek@rug.nl
Secr: r.van.est@rug.nl/lj.romp@rug.nl/s.i.luiken@rug.nl, tel. 3458

### 22. Bachelor’s Thesis IE&B

**E WB079A10**

**contact**  
prof. dr. H. van Ees  

**lecturer**  
prof. dr. H. van Ees  

**programme**  
BSc International Economics & Business (core programme)  
year 3 compulsory  

**language**  
English  

**period**  
2.1-2  

**EC**  
10  

Writing a thesis and workshop  
Individual assessment of the thesis  

**prerequisite(s)**  
120 EC of the bachelor programme IE&B  

**objective**  
The Bachelor thesis should be a reflection of the student’s acquired analytical skills in one or more of the knowledge areas of International Economics and Business. The focus is on training the ability to develop a research proposal.
The work for the bachelor thesis is based on a clearly defined task which is embedded in a research theme. The student will need to access the relevant literature, to collect, analyze and describe the empirical quantitative and/or qualitative information related to the topic. The aim of this work is to develop from this material one or more clearly specified research questions and hypotheses for further research. Hence the bachelor thesis focuses on the first phase of a full research project, namely to narrow the research topic down to a ‘researchable’ set of questions or even hypotheses. Students can choose their topic from a range of broad themes that are related to the 3rd year IE&B courses International Economics 3 and International Business 3. These themes may include, for example, international trade, international monetary issues, productivity, technology and innovations, mergers and acquisitions, alliances, etc. The themes are announced on Nestor at the beginning of the semester. The bachelor thesis is an independent piece of work by individual students. The thesis writing is facilitated by a workshop for each main theme, during which students will be taught some of the essentials of the main topic, relevant research methods, etc, and where students can present their first results.

- Depending on main research theme; to be announced.
- The bachelor’s thesis can also be taken in the first semester. Students must register for the bachelor’s thesis via Progress in due time before the start of the semester. Following the introductory meeting students can make their preferences for the research topics known via a form that will be made available on the Nestor site for the IE&B bachelor’s thesis. Students should also take notice of the Regulation for FEW and FBK Bachelor’s and Master’s theses as well as the Manual for the Bachelor Thesis IE&B.

Secretary: E.Kortrijck, WSN 405, e.a.kortrijk@rug.nl, tel. 363 3716
Coordinator Prof.dr.H.van Ees, WSN 428, h.van.ees@rug.nl, tel.363 3705
23. **BD voor diensten**  
**docenten** prof. dr. ir. F.P.J. Kuijpers, dr. L.M. Ranga, drs. F.D. Streefland  
**opleiding** MSc BA - Business Development (basisprogramma) jaar 4  
**voertaal** Nederlands  
**periode** 1.2  
**EC** 5  
**onderwijsvorm** opdracht(en)  
verslag schrijven  
**toetsvorm** mondeling tentamen  

**doel** Inzicht verkrijgen in en het leren toepassen van concepten en methoden voor de ontwikkeling van diensten.  

**inhoud** De ontwikkeling van diensten is in toenemende mate van vitaal belang voor organisaties. Dit geldt niet alleen voor dienstenorganisaties in de “not-for-profit” en “profit” sectoren, maar ook voor bedrijven in de industriële sector. Deze bedrijven proberen veelal hun business te verrijken en uit te breiden door het aanbieden van ondersteunende diensten bij hun fysieke goederen. Diensten hebben echter andere kenmerken en eigenschappen dan fysieke goederen, zoals de onmogelijkheid om een dienst 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 ook de ontwikkelconcepten voor een dienst. Middels literatuurstudie leert de student in dit vak vanuit een eigen voorstel een volwaardige dienst te ontwikkelen, afgestemd op de behoeftes van de klant. Specifieke aandacht wordt daarbij besteed aan de match tussen de beoogde dienst en de organisatie waarvoor de dienst wordt ontwikkeld, de meetbaarheid van de beoogde dienst en het verschil met de ontwikkeling van een fysiek goed.  
Aangezien studenten het vaak moeilijk vinden om in termen van niet-tastbare producten te denken, biedt dit vak een nuttige kennismaking met en verdieping in de wereld van diensten, een sector waar de West-Europese economieën meer en meer hun drijvende kracht aan onttalen.  

**opmerkingen** Er kan elk semester en elk blok met dit vak gestart worden. De student dient zelf met het secretariaat (tel. 050 - 3636543/3151) contact op te nemen voor het maken van een afspraak met één van de docenten. De secretaresse bepaalt in overleg met de docenten wie zal optreden als begeleider. De literatuur is verschillend per student en wordt in een gesprek tussen student en docent vastgesteld, afhankelijk van het interessegebied van de student en de docent.
24. **BD voor fysieke producten**

   **contactdocent**
   dr. J.F.J. Vos
   
   **docenten**

   **opleiding**
   MSc BA - Business Development (basisprogramma) jaar 4

   **voertaal**
   Nederlands

   **periode**
   1.2

   **EC**
   5

   **onderwijsvorm**
   hoor- en werkcolleges

   **toetsvorm**
   paper, presentatie(s), verplichte aanwezigheid

   **doel**
   - Verdieping van inzicht in (systeemtheoretische)
     ontwerpmethodologieën, in het bijzonder gericht op de
     ontwikkeling van fysieke producten.
   - Inzicht in een aantal complexiteitsbepalende
     omstandigheden relevant voor de ontwikkeling van
     nieuwe (fysieke) producten.
   - Kunnen analyseren van en reflecteren op dergelijke
     ontwikkelprocessen in de praktijk.

   **inhoud**
   Het onderscheid tussen ‘diensten’ en ‘fysieke goederen’ is niet
   in alle gevallen even scherp. Zo hebben fysieke goederen soms
   kenmerken van diensten of maken dienstverlening
   noodzakelijk en andersom leiden bepaalde diensten weer tot
   (fysieke) goederen. Juist deze samenhang is voor Business
   Development van belang: een fysiek product kan leiden tot
   (kansen voor) een nieuwe dienst, met weer mogelijke andere
   spin-off effecten. Voor de cursus betekent dit dat we ons
   weliswaar richten op tastbare producten, maar tastbaarheid is
   in dit verband nadrukkelijk een relatief begrip.

   In de cursus werk je aan een casus over de ontwikkeling en het
   op de markt brengen van een specifiek product. Aan deze
   casus werk je zowel individueel als in groepjes; dit doe je langs
   twee met elkaar samenhangende lijnen. Bij de eerste lijn gaat
   het om factoren en omstandigheden die een BD-proces zeer
   lastig maken. Je kunt hierbij denken aan eisen die voordurend
   aan verandering onderhevig zijn of dat belangen van
   betrokkenen tegengesteld zijn of dat het zelfs onduidelijk is
   wie deze betrokkenen zijn. Bij de tweede lijn gaat het er om
   hoe je vanuit systeemperspectief kunt reflecteren op zo’n
   ingewikkeld proces. Deze twee lijnen komen ook tot
   uitdrukking in de paperopdracht over de casus.

   **literatuur**
   Syllabus met artikelen

   **opmerkingen**
   contactdocent: tel. 050-3637161, j.f.j.vos@rug.nl
   secretariaat: tel. 050-3633151, m.wiltink@rug.nl
25. **Behavioral Finance**

**contact**
prof. dr. F.M. Tempelaar

**lecturer**
prof. dr. F.M. Tempelaar

**programmes**
Courses open to Exchange Students year 4, MSc BA - Finance (electives Finance) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4

**language**
English

**period**
2.1

**EC**
5

**format**
tutorials

**assessment**
assignment(s), written exam, mandatory attendance
Resit semester II b. Final examination (80 %), course participation and an assignment (20 %)

**prerequisite(s)**
Specialization Course Finance, EWB081A10, (compulsory) or Portfolio Management, EWM040A10, (recommended).

**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**
Behavioral Finance (BF) is a new 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 behavioral 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.

**literature**
To be announced in due time

**remarks**
Secretary: G. Pol, DRS 215, tel. 050 363 3685, g.pol@rug.nl.
See also the instructor’s faculty webpage.
<table>
<thead>
<tr>
<th>26.</th>
<th><strong>Business Ethics &amp; Corporate Social Responsibility</strong></th>
<th><strong>BKB008A05</strong></th>
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<tbody>
<tr>
<td><strong>contact</strong></td>
<td>dr. M.A.G. van Offenbeek</td>
<td></td>
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<tr>
<td><strong>programmes</strong></td>
<td>BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&amp;M (core programme) year 2, BSc Business Studies - IB&amp;M (electives BS - IB&amp;M) year 3, Courses open to Exchange Students year 3, MSc Industrial Engineering &amp; Management (management modules) year 5 compulsory</td>
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<tr>
<td><strong>language</strong></td>
<td>English</td>
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<td><strong>period</strong></td>
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<tr>
<td><strong>format</strong></td>
<td>lectures</td>
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<td><strong>assessment</strong></td>
<td>paper, presentation(s) Paper including proposal, deadlines to be announced.</td>
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<tr>
<td><strong>objective</strong></td>
<td>Students gain insight in the range and nature of ethical dilemma’s in organizations. Students learn to understand different frameworks for assessing ethical issues, and their implications for corporate responsibility, i.e. conceptual knowledge. Students learn to assess the moral bases for their acts, actions of others and proposed actions.</td>
<td></td>
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<tr>
<td><strong>content</strong></td>
<td>Today’s organization are faced with an increasing criticism regarding their role in national and international societies, as well as on a global scale. Organizations influence various problems within and across societies, such as unemployment, poverty minorities, ecological, health and development issues. This course invites the student to develop a deeper insight in the various issues and problems modern organizations are faced with, as well as in the ways stakeholders might deal with these issues. Important ethical themes will be discussed and explored, and conceptual knowledge on business ethics is provided. The concept of corporate social responsibility will also be explored and critically discussed.</td>
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<tr>
<td><strong>literature</strong></td>
<td>customized book</td>
<td></td>
</tr>
<tr>
<td><strong>remarks</strong></td>
<td>Contact: <a href="mailto:m.a.g.van.offenbeek@rug.nl">m.a.g.van.offenbeek@rug.nl</a>, 7198 (questions on content and exceptional situations) Secr: <a href="mailto:r.van.est@rug.nl">r.van.est@rug.nl</a>, <a href="mailto:lj.romp@rug.nl">lj.romp@rug.nl</a>, <a href="mailto:s.i.luiken@rug.nl">s.i.luiken@rug.nl</a>, tel. 3458 (questions on schedules and procedures). Please, check the faculty website and Nestor first.</td>
<td></td>
</tr>
</tbody>
</table>
27. **Business Intelligence**

**contactdocent**
dr. E.O. de Brock

**docenten**
dr. T.W. de Boer, dr. E.O. de Brock

**opleidingen**
MSc BA - Business & ICT (keuzevakken Business & ICT) jaar 4, MSc TKB/Industrial Engineering & Management (Informationtechnology) jaar 4 verplicht, MSc Technology Management (keuzevakken MSc TM) jaar 4

**voertaal**
Nederlands

**periode**
2.1

**EC**
5

**onderwijsvorm**
hoor- en werkcolleges

**toetsvorm**
mondeling tentamen, opdracht(en)

**doel**
Central notions: business intelligence (BI), knowledge discovery in databases (KDD), datamining (DM) en data warehouse (DWH).

**inhoud**
- The KDD process including all steps: problem (re)formulation, data gathering, data preprocessing, data clean(s)ing, (re)coding, datamining, evaluation, and reporting.
- Organization and execution of KDD projects.
- Datamining, including the treatment of various (heuristic) search strategies (hill-climbing, simulated annealing, etc.), techniques (clustering and classification, decision lists and trees, association and classification rules, genetic algorithms, neural networks, etc.), and visualisation.
- Data warehousing as a (necessary) preparation for DM, CRM, EIS, OLAP, DSS, etc.
- Other forms of Business Intelligence.
- Applications and application areas: possibilities and problems; examples (risk analysis, cross selling, basket analysis, fraud detection, etc).Relation with underlying disciplines such as statistics, databases, pattern recognition, machine learning, and knowledge management.

**literatuur**
To be announced

**opmerkingen**
This course will be taught in English if non-Dutch speaking students are present.

Contact information teachers: E-mail: e.o.de.brock@rug.nl, Phone: 050 363 7315 / E-mail: t.w.de.boer@rug.nl, Phone: 050 363 3842

Secretary: Phone: 050 363 3864
28. **Business Marketing**

*contact*  
drs. H.C. Stek

*lecturers*  

*programmes*  
Courses open to Exchange Students year 4, MSc BA - Business Development (electives BD) year 4, MSc BA - Marketing (Marketing Management) year 4, MSc BA - Marketing (electives A Marketing Management) year 4, MSc BA - Marketing (electives Res. Based Marketing) year 4, MSc BA - Operations & Supply Chains (electives O&SC) year 4, MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4, MSc Technology Management (electives MSc TM) year 4

*language*  
English

*period*  
1.1-2

*EC*  
10

*format*  
lectures and tutorials  
Plenary sessions and working-group sessions

*assessment*  
assignment(s), written exam  
Individual exam and group assignments

*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 specialization. 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, organizational buying behaviour, gathering information about business markets);
- Strategy and organization (business market segmentation, market orientation and value management, transactions and relationships, supply chain management, organising the business marketing function);
Course Descriptions

- 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).

**literature**

**remarks**
Secretary: S. Abels, DRS 117, tel.: 3637090, s.abels@rug.nl

29. **Business Processes & ICT**

**contact**
drs. D.J. Schaap

**lecturer**
drs. D.J. Schaap

**programmes**
MSc BA - Business & ICT (core programme) year 4, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Operations & Supply Chains (electives OA&S) year 4, MSc Technology Management (electives MSc TM) year 4

**language**
English

**period**
1.1-2

**EC**
10

**format**
assignment(s), tutorials, self-study

**assessment**
active participation, paper, written exam

**prerequisite(s)**
Specialization Course Business & ICT (BKB061A10)

**objective**
The objectives of this course are:
- To evaluate business process management as a management approach;
- To analyse business process architecture and performance;
- To redesign business processes by enabling ICT;
- To get practical skills in the modelling and simulation of business processes.

**content**
Business processes are the “vehicle” through which an organization is delivering its products or services on customers’ requests. Business processes are designed and built. The architecture as well as the performance are subject to evaluation, which might result in redesigning the architecture and enhancing the supporting ICT- and human infrastructures. Above all business processes should align with the business strategy and should be managed.

**literature**

**remarks**
Secretaries Ms. d.van.lingen-elzinga@rug.nl and Ms. a.k.denhartog@rug.nl, WSN924, tel 050 3633864.
30. Capturing Value from Innovation

**contact**
dr. G. Gemser

dr. E.P.M. Croonen, dr. G. Gemser, prof. dr. E.M Kneppers-Heijnert, gastdocent(en)

**programmes**
MSc BA - Business Development (electives BD) year 4, MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4, MSc BA - Strategy & Innovation (core programme) year 4 compulsory

**language**
English

**period**
1.2

**EC**
5

**format**
meeting(s), lectures and tutorials, lectures

**assessment**
essay, individual exam, paper

**prerequisite(s)**
General requirements for admittance to the MScBA

**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**
Virtual Reader

**remarks**
Secretary: Mrs. A.M.C. Cordes, DRS 316, tel 050-3633453, e-mail: a.m.c.cordes@rug.nl, e-mail contact lecturer: g.gemser@rug.nl
31. **Comparative Country Studies**

**Contact**
mr. drs. H.A. Ritsema

**Lecturers**
dr. F.A.A. Becker-Ritterspach, mr. drs. H.A. Ritsema

**Programme**
BSc Business Studies - IB&M (core programme) year 2 compulsory

**Language**
English

**Period**
2.1

**EC**
7

**Format**
tutorials

**Assessment**
paper, written exam

**Objective**
Development of analytical skills to assess socio-economic differences between countries in an international business environment. In addition, this course will provide students with a broad understanding about crucial differences between major markets and national business environments.

**Content**
This course provides IB&M students with analytical tools to analyse and compare market and business environments in different countries. Such analytical tools will comprise both ‘hard’ and ‘soft’ perspectives to gain an understanding of the nature of different national business environments. Concretely, it will involve on the one hand comparing key macro-economic indicators to assess strategic market conditions (factor and demand market conditions) and on the other hand a comparative business systems perspective focussing on institutional influences (the cultural, political, financial and labour system) on business systems (including the nature of economic actors, of market organization, of work coordination and control systems). It is suggested that only this combined analysis will deliver managers and businesses a full picture of market and business environments in different countries. In empirical terms the course will focus on comparing countries with contrasting business systems.

**Literature**
To be announced

**Remarks**
Contact secr. r.van.est@rug.nl, s.i.luiken@rug.nl, lj.romp@rug.nl, tel. 3458
32. **Conflict Management & Industrial Relations**

**BKM073A05**

**contact**
- dr. D.H.M. Akkermans

**lecturer**
- dr. D.H.M. Akkermans

**programmes**
- MSc BA - Change Management (electives Change Management) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc Human Resource Management (elective MSc HRM) year 4, MSc Industrial Engineering & Management (management modules) year 5 compulsory

**language**
- English

**period**
- 2.1

**EC**
- 5

**format**
- lectures

**assessment**
- written exam with open questions
- Students of the HRM master, International

**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 large number 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 that exist between them and the conflict resolution mechanisms that have been developed. 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**
- Bamber, G.J., Lansbury, R.D. & Wailes, N.(eds.),
- 2. Articles that will be discussed during the lectures

**remarks**
- secretary: tel +31 50 363 3716; room WSN 541
33. Consumer Behavior  

**contact** dr. W. Jager  
**programmes** Courses open to Exchange Students year 4, MSc BA - Business Development (electives BD) year 4, MSc BA - Marketing (electives A Marketing Management) year 4, MSc BA - Marketing (electives Res. Based Marketing) year 4, MSc Technology Management (electives MSc TM) year 4  
**language** English  
**period** 2.1-2  
**EC** 10  
**format** lectures, workshop(s)  
**assessment** written exam  
Group assignments and a written exam  

**objective** This course offers students an introduction to consumer behaviour. Starting from a multi-theoretical base, participants should be able to diagnose the behaviour of consumers in a specific domain: identify relevant behavioural aspects and processes, differences between - groups of - consumers and the influence of external factors on consumer behaviour.  

**content** Policies of many profit and non-profit organizations are targeted at people in their role of consumer. For customer-oriented organizations the management process starts and ends with consumers: from determining consumer needs and desires, to reaching consumer satisfaction, and often the establishment of long-term relationships with consumers. A thorough understanding of the processes governing consumer behaviour is crucial for successful marketing policy. Consumer behaviour is a multidisciplinary approach rooted in economics, psychology, sociology and anthropology. In the course a number of key concepts, theories and (mathematical) models are introduced which may be used to describe, explain and to some extent predict consumer behaviour. Topics that will be dealt with are consumer needs and satisfaction, decision-making processes, attitude change and the efficacy of advertisement, word-of-mouth and social networks, effects of pricing, innovation diffusion, habit formation and change, interactive and relationship marketing.  

**literature**  
- Reader Consumer behaviour: Selected Articles, 2004-2005  

**remarks** Secretary: H.G. Tamling, DRS 037, tel.: 050-3637065, h.g.tamling@rug.nl

34. Corporate Governance & Stakeholder Management  

**BKM071A05**
**contact**  prof. dr. ir. R. Goodijk  
**lecturer**  prof. dr. ir. R. Goodijk  
**programmes**  MSc BA - Change Management (electives Change Management) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc BA - Strategy & Innovation (electives S&I) year 4, MSc Human Resource Management (elective MSc HRM) year 4

**language**  English  
**period**  1.1  
**EC**  5  
**format**  lectures and tutorials  
**assessment**  written exam with open questions

**objective**  To make students familiar with corporate governance and stakeholder management issues. To provide insight in and understanding of company policy making, good governance and supervision, accountability and management of stakeholder relations. To deepen insight into the relevant theoretical background. To confront students with actual governance problems.

**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 basic principles and concepts of stakeholder-management.  
- Case studies and best practices.

**literature**  - Case-studies  
- The reader

**remarks**  secretary: tel +31 50 363 3716; room WSN 541
Course Descriptions

35. Corporate Governance, Finance & Strategy  EWM011A10

course contact prof. dr. B.W. Lensink

lecturer prof. dr. B.W. Lensink

programmes Courses open to Exchange Students year 4, MSc BA - Finance (Corporate Financial Management) year 4 compulsory, MSc BA - Organizational & Management Control (electives O&MC) year 4

language English

period 1.1-2

EC 10

format lectures and tutorials

assessment written exam

Resit semester II a.

prerequisite(s) Specialization Course Finance, EWB081A10.

objective This course has two aims:

1) it aims to provide 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 finance courses taught in the bachelor programs.

2) It aims to give students an empirical overview of issues related to corporate governance and mergers & acquisitions.

content The course is composed of two consecutive modules.

1 Corporate finance. The course covers the theories that form the foundations of finance, with particular attention to topics in corporate finance. These topics include: Corporate financing and agency costs, Corporate financing under asymmetric information, Lending relationships, Takeovers and Security design.

2 Corporate Governance & Strategy

The 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 part of the course, some seminal papers (mainly empirical) on corporate governance will be studied. Closely related to governance problems are problems of corporate restructuring and corporate development through strategic planning. The particular question to be analysed is: how to create value through M&A and alliances?

literature

· Selective journal articles and working papers


remarks Secretary: G. Pol, DRS 215, tel. 050 363 3685, g.pol@rug.nl

In the year 2006-2007, Corporate Governance, Finance & Strategy will partly be merged with Theoretical Foundations of

36. **Corporate Valuation**  

| **contact** | dr. ing. N. Brunia  
| **lecturers** | dr. ing. N. Brunia, dr. W. Westerman  
| **programmes** | Courses open to Exchange Students year 4, MSc BA - Finance (Corporate Financial Management) year 4 compulsory, MSc BA - Organizational & Management Control (electives O&MC) year 4  
| **language** | English  
| **period** | 1.1-2  
| **EC** | 10  
| **format** | combined lectures/tutorials, practicals  
| **prerequisite(s)** | Written examination with open questions (50 %), assignments (50 %). (Resit semester II a)  
| **objective** | Specialization Course Finance, EWB081A10, (compulsory) and Financial Accounting II, EWB115A10 (strongly recommended).  
| **content** | 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** | During the first 8 weeks of the course several valuation principles and methods will be discussed. In addition to the discounted cash flow approach, the economic profit approach and the multiples approach will be examined. In order to implement the first two approaches succesfully, special attention is devoted to the analysis of a firm’s historical and past performance. At the same time students develop step-by-step a corporate valuation model. Corporate valuation is relevant for many corporate decisions, in this course we focus on major transactions. During the last 8 weeks students have to solve two comprehensive cases from the corporate finance practice.  
| **literature** | Brunia N., W. Westerman, *Readings in corporate valuation*  
| | [2005, Electronic Reader]  
| **remarks** | Secretary: G. Pol, DRS 215, tel. 050 363 3685, g.pol@rug.nl
37. **Credit Risk Analysis**

**EWM060A05**

**contact**
prof. dr. L.J.R. Scholtens

**lecturers**
dr. A. Plantinga, prof. dr. L.J.R. Scholtens

**programmes**
Courses open to Exchange Students year 4, MSc BA - Finance (electives Finance) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc Technology Management (electives MSc TM) year 4

**language**
English

**period**
1.2

**EC**
5

**format**
combined lectures/tutorials
You may be absent one time.

**assessment**
assignment(s), written exam
Combined score on assignments (25 %) and written exam (75 %). Resit semester II b.

**prerequisite(s)**
Specialization Course Finance, EWB081A10 or “old” course Financiering. You cannot take this course if you also take the course Portfolio Management (EWM040A10) in 2006/2007.

**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, default, rating, migration, transition, correlation, spread analysis, credit scoring, EDF, RAROC, credit derivatives, securitization, country risk.

**literature**

**remarks**
Secretary: Ms. G. Pol, g.pol@rug.nl, tel. 363 3685.
In the year 2006-2007, Credit Risk Analysis is part of the course Portfolio Management (EWM040A10). Consequently, Credit Risk Analysis can not be part of a programme that contains Portfolio Management, version 2006-2007.
38. Development Economics  EWB011A06

contact  dr. drs. M.P. Timmer
lecturer  dr. drs. M.P. Timmer
programmes  BSc International Economics & Business (electives BSc IE&B
year 2, Courses open to Exchange Students year 3
language  English
period  2.2
EC  6
format  lectures and tutorials
assessment  written exam with open questions

objective  To provide background knowledge of the economic and
financial environment in which individuals, firms and
institutions operate in emerging and less advanced economies.
To provide insight into how basic economic theory needs to be
amended in order to understand their behaviour in a situation
of missing or failing markets.

content  Despite the rise in trade and financial flows between countries
in the world economy, the blessings of this integration process
in fostering growth and creating wealth has been very
different across countries. In particular low income countries
show large differences in economic performance, with some
Asian and Latin American ‘Tigers’ (e.g., Korea, Taiwan, Chile)
ahead of a large pack of slowly growing or even stagnating
countries across the continents. Some of the reasons for these
growth differentials are related to the way low-income
countries are integrated in the world economy, but other
reasons are due to the specific characteristics of these
economies. The key literature for this course deals in particular
with the ‘domestic’ causes of slow growth and stagnation.
Attention will be focussed on the missing or malfunctioning of
markets (markets for capital, labour and land) in many
developing countries. To carry out policies or run business in
these countries, it is important to understand how uncertainty
and risk aversion critically affect the behaviour of producers,
consumers and the government in an environment in which
many formal markets are substituted by informal
arrangements. Apart from these microeconomic causes of slow
growth, the course also pays attention to the macroeconomic
aspect of growth and development in particular the role of
sectoral linkages, population growth, inequality and poverty
on economic growth.

remarks  Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716
          Coordinator: dr.drs. M.Timmer, WSN 423, m.p.timmer@rug.nl,
tel.363 3653
39. Diensten Marketing  
EWM082A05

contactdocent  
docent  
opleidingen

MSc BA - Marketing (keuzevakken A Marketing Management)  
jaar 4, MSc BA - Marketing (keuzevakken Res. Based  
Marketing) jaar 4, MSc BA - Small Business &  
Entrepreneurship (keuzevakken SB&E) jaar 4

voertaal  
periode  
EC  
onderwijsvorm

Nederlands  
2.2  
5  
hoor- en werkcolleges

Op basis van groepswerk en een schriftelijk tentamen over de  
literatuur en collegestof.

doel

De cursus biedt deelnemers een inleiding in  
dienstenmarketing. Deelnemers dienen inzicht te verwerven in  
de bijzonderheden van deze vorm van marketing en dit inzicht  
te kunnen toepassen in de analyse en oplossing van  
praktijkcases.

inhoud

Dienstenmarketing richt zich op de specifieke aspecten van  
diensten en de marketing van deze diensten. Dit zijn niet  
alleen frequent gekochte of duurzame consumentendiensten.  
Ook de aanbieders van frequent gekochte goederen 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). Duurzame goederen worden vaak samen met diensten  
(onderhoud, reparatie, financiering) aangeboden.  
In dienstenorganisaties vallen de processen van ontwerp, ver-  
en aankoop, productie, distributie en consumptie van een  
dienst vaak (deels) samen. Bovendien vinden deze processen  
vaak plaats in interactie met al dan niet actief participerende  
en coöperatieve consumenten. Daarom dient bij de marketing  
van diensten gezocht te worden naar een optimale afstemming  
tussen operations, personeel, en marketing om interne  
(operationele efficiëntie en personeelsatisfactie) en externe  
doelen (verkoop, en klant- en aandeelhouderssatisfactie) te  
realiseren.

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, de  
‘uitgebreide’ marketing mix, de kwaliteit van diensten en  
kwaliteitsmanagement, vraag- en aanbodmanagement, en de  
invloed van ICT op dienstenprocessen en klantenervaringen.
### Study guide 2006-2007 FBK/FEW

**literatuur**
- Reader *Dienstenmarketing*, 2005-2006 (wordt via Nestor aangeboden)

**opmerkingen**
Secretariaat: J.M. Wiersema, DRS 037, tel.: 050-3633686, j.m.wiersema@rug.nl

<table>
<thead>
<tr>
<th>40. Difference- &amp; Differential Equations</th>
<th>EWB012A05</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>dr. G.K. Immink</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>dr. G.K. Immink</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>BSc Econometrics (core programme) year 2 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>1.2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>lectures and tutorials</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>assignment(s), written exam</td>
</tr>
</tbody>
</table>

**objective**
Familiarize the students with some important concepts and methods in the theories of difference and differential equations and their applications to economic models.

**content**
Basic properties of solutions of both linear and nonlinear difference and differential equations, such as asymptotic (long term) behaviour and stability; linearization of nonlinear difference and differential equations; a detailed analysis of linear systems with constant coefficients; examples of dynamic economic models, both in discrete and in continous time (cobweb models, growth models, etc.).

**literature**

<table>
<thead>
<tr>
<th>41. Dutch Public Finance</th>
<th>EWB017A05</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>dr. M.A. Allers</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>dr. M.A. Allers</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>BSc Economics (electives BSc Economics) year 3</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>2.1</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>workshop(s)</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>paper</td>
</tr>
</tbody>
</table>

Grade is based on individual paper, on the presentation of this paper and on participation in group discussions.
Course Descriptions

**objective** To learn to apply micro- and macroeconomic insights to the Dutch public sector with special attention to fiscal relations between state and local government and local government economics.

**content** The BSc Economics pays little attention to practical policy issues concerning the Dutch public sector. Moreover, the Public Finance course in the second year concentrates on central governments, while in fact local governments play a significant role in virtually every country. This course caters to those who would like to know more about current policy issues concerning Dutch public finance and about the economics of decentralized governments. Each student chooses a topic to write a short paper about. These papers are discussed in class. Subjects may include government budgeting, fiscal policy rules, income redistribution, the sustainability of public finances with respect to the aging of the population, the economics of decentralization, the financing of local governments, local taxation, fiscal equalization and the way government policies influence the policies of other governments (and vice versa).

**literature** To be announced

**remarks** Info: Dr. M.A. Allers, WSN 631, phone: 363 3745 (email: m.a.allers@rug.nl). Secr. Lies Baars, WSN 613, phone: 363 7018.

**42. Dynamic Econometrics**

| contact | dr. C. Praagman |
| lecture | dr. C. Praagman |
| programmes | BSc Econometrics (core programme) year 3 compulsory, Courses open to Exchange Students year 3 |
| language | English |
| period | 1.2 |
| EC | 7 |
| format | lectures and tutorials |
| assessment | assignment(s), written exam |

**objective** The aim of the course is for students to obtain the necessary skills and knowledge to work with models for serially correlated data, both scalar and vectorial. At the end of the course the student should have acquired sufficient theoretical understanding of ARMA, ARIMA, ADL, SEM, VAR and (V)ECM models. The student has to be able to formulate hypotheses on real life data and to set up a simple investigation to verify these hypotheses.
content  The course consists of 3 parts: In the first part univariate stationary time series are treated, along with easy extensions. Parallel to this part there is a computer assignment focused on testing for serial correlation and recognition of the correlogram of ARMA processes. The second part treats the Kalman filter, and also includes a computer assignment. The third part treats multivariate problems: ADL, VAR, ECM and SEM. The accompanying computer assignment is on cointegration. During the course the process of doing econometric research is emphasized. An individual research assignment and report conclude the course.

·  C. Praagman, Syllabus ‘Maximum Likelihood Estimation and the Kalman Filter

43. Dynamics of Industrial Capitalism  BKB012A05

  contact  dr. B.P.A. Gales
  lecturers  dr. B.P.A. Gales, prof. dr. L. Karsten
  programmes  AVV-courses FMO and FE year 3, BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3
  language  English
  period  2.1
  EC  5
  format  lectures and tutorials (lectures and several case studies on specific European firms offered by guest speakers). Each student is required to write an essay (alone or in a small group).
  assessment  oral exam, paper, mandatory attendance
  Oral exam based on defence of the paper and examination of the compulsory textbook

  objective  The purpose of this course is to make students familiar with the variety of environments multinational companies encounter operating in different systems of capitalism. Through their historical developments multinational companies exhibit path dependent processes which prevent them from changing their strategies overnight. Understanding those path dependencies in relation to those different environments makes the students aware of the importance of comparative historical analyses.
content In the 1990’s A. Chandler jr. stimulated a growing interest in a comparative analysis by stressing the relevance of a variety in capitalism. R. Whittington and M. Mayer prolonged this research with The European Corporations: Strategy, Structure and Social Science (Oxford 2000). Chandler’s description and analyses of historical developments of multinational corporations have been considered a powerful critique of traditional economic theorizing. His work stimulated new research of the evolution and change of western economies in the long run, of the economics of institutions and of developments characteristic of national contexts. In this course, attention will be given both to American and European developments and to case studies of industries and business within Europe.


remarks Contact: b.p.a.gales@rug.nl
Secr: r.van.est@rug.nl, lj.romp@rug.nl, s.i.luijken@rug.nl, tel. 3458

44. E-Business  BKB066A05

contact drs. J.H. van Uitert
lecturer drs. J.H. van Uitert
programmes BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies - IB&M (electives BS - IB&M) year 3,
Courses open to Exchange Students year 3

language English
period 1.2
EC 5
format lectures, assignment(s), self-study
There are lectures on different aspects of e-business. Some weekly assignments have to be presented and discussed by the students. In parallel with these lectures, students have to work on their final paper in small groups.

assessment active participation, paper, written exam

objective The objective of this course is to examine the strategic, organizational and technological aspects of electronic business so that students can deal with these issues effectively. E-business will be studied from a broad perspective. E-business will pervade every department of an organization; in some cases, organizations even have to be reinvented. Therefore an integrated approach is necessary for organizations that wish to enter this domain. Though E-business is technology-driven, technology as such is not the main subject of this course. The course will focus on the impact
e-business can have on organizations and how management can deal with these opportunities and problems in an effective way.

content
Although e-business is regarded as an organization wide issue, some specific points can be studied in isolation. The course will start with a discussion on the effects of e-business on economic and industries. The rise of new business models will also be considered. Many decisions and choices have to be made, concerning for example the business model, the channels through which business will be conducted, the amount of change that comes along with it in the process, and the way e-business will be implemented and managed. Some analytical models and frameworks as to how one could make those decisions are presented and discussed.

literature

45. E-commerce

**contactdocent**
dr. K.R.E. Huizingh

dr. K.R.E. Huizingh, prof. dr. P.C. Verhoeven

**docenten**
MSc BA - Business & ICT (keuzevakken Business & ICT) jaar 4, MSc BA - Business Development (keuzevakken BD) jaar 4, MSc BA - Change Management (keuzevakken Change Management) jaar 4, MSc BA - Marketing (keuzevakken A Marketing Management) jaar 4, MSc BA - Marketing (keuzevakken Res.Based Marketing) jaar 4, MSc BA - Strategy & Innovation (keuzevakken S&I) jaar 4, MSc Technology Management (keuzevakken MSc TM) jaar 4

**opleidingen**
Nederlands

**voertaal**
1.2

**periode**
5

**onderwijsvorm**
werkkolleges
Groepsopdrachten en een individueel tentamen

**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 uitté 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 herbezinzen zich op hun relatie met de klant en hun relatie met business partners door selectief gebruik te maken van de nieuwe mogelijkheden van Internet. Voorbeelden zijn Wehkamp, dat inmiddels meer dan de helft van de omzet via Internet binnenhaalt, en de MediaMarkt dat recentelijk is gestopt met de verkoop van een aantal producten via Internet. 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 de aannemer. 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 customizieren van Websites. Aanvankelijk 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  · Een aantal papers die van Internet kunnen worden gedownload
           · Susan Dann and Stephen Dann, Strategic Internet Marketing 2.0 (ISBN: 0470804270)

opmerkingen  Secretariaat: S. Abels, DRS 117, tel.: 050-3637090, s.abels@rug.nl

46. Econometrics for Economics  EWB014A06

contact  dr. G.H. Kuper
lecturer  dr. G.H. Kuper
programme  BSc Economics (core programme) year 2 compulsory
language  English
period  2.1-2
EC  6
format  lectures
assessment  paper, take-home test
Grading is based on a paper

objective  The course introduces economics students to the principles of parameter estimation, hypothesis testing and forecasting. Furthermore students require these skills using the econometrics package Eviews and learn how to write an empirical research report by actually doing it.
content This course introduces econometrics using an intuitive approach that begins with an economic model. It emphasizes motivation, understanding, and implementation and shows how economic data are used with economic and statistical models as a basis for estimating key economic parameters, testing economic hypotheses and predicting economic outcomes. Students select a research topic, specify the economic model, design the econometric model, collect data, estimate parameters, test hypotheses and write an applied paper.

literature

remarks Info: Dr. G.H. Kuper, WSN 530, phone: 363 3756 (email: g.h.kuper@rug.nl) Secr. Lies Baars, WSN 613, phone: 363 7018.

47. Economic History (bachelor) EWB015A05

contact dr. J.P.H. Smits
lecturer dr. J.P.H. Smits

programmes BSc Economics (core programme) year 3 compulsory, Courses open to Exchange Students year 3

language English

period 1.1
EC 5

format lectures and tutorials

assessment written exam with essay questions
Written exam (75 %) and essays (25 %)

objective The purpose of this course is to give students insights in the determinants of long-term economic growth. Special attention is paid to the question as to how processes of economic growth, technological change and institutional development are interrelated.

content Economists are increasingly aware of the fact that the process of economic growth is characterised by path dependency. Choices made by economic actors in the past have a far-reaching influence on the nature and rate of growth in later periods. Economic behaviour which at first sight might seem irrational, can be quite logical when the historical context is taken into account. In our courses we focus on the question as to what are the prime determinants of economic growth. First of all we analyse to what extent economic growth is driven by factor substitution and/or the introduction of new (general purpose) technologies. Furthermore, attention is paid to the
in institutional context in which the growth process is embedded. This course primarily focuses on the economic development of Europe and the US in the period 1870-present, but comparisons will be made with Latin America and East Asia in order to analyse the differences in institutional contexts in these regions and their impact on the process of economic growth.

**literature**  

**remarks**  

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**48. Economic History (master) EWM015A10**

**contact**  
dr. H.J. de Jong

**lecturer**  
dr. H.J. de Jong

**programme**  
MSc Economics (electives MSc Economics) year 4

**language**  
English

**period**  
1.1-2

**EC**  
10

**format**  
tutorials

**assessment**  
assignment(s)  
Assignments, examination and a paper

**prerequisite(s)**  
Bachelor course in Economic History

**objective**  
To acquire knowledge at advanced level into long-term processes of economic growth and development.

**content**  
This course 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. The course focuses on four important topics related to modern economic growth and development: technological progress, institutional development, globalisation and welfare effects/inequality. Pre-1914 globalisation and the interwar backlash both 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. The course will address the issue of transferability or replicability of the European experience under different institutional and social conditions. This course takes the form of a workshop, which is organised
around the discussion of articles in economic journals and book chapters related to the selected subjects. Students are expected to critically present these articles or book chapters and to actively participate in the discussions. In the second part of the course students will prepare and present a paper.

**literature**

Info: Dr. H.J. de Jong, WSN 526, phone: 363 3737 (email: h.j.de.jong@rug.nl)
Sectr.: Lies Baars, WSN 613, phone: 363 7018

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**49. Economics for International Business**  
**BKP060A05**

**contact**  
drs. D.F.F.R. Maccow

**lecturers**  

**programmes**  
BSc Business Studies - IB&M (core programme) year 1 compulsory, Courses open to Exchange Students year 3

**language**  
English

**period**  
2.2

**EC**  
5

**format**  
lectures

Participation may be asked from students

**assessment**  
written exam with multiple choice questions, written exam with open questions

Students will be asked to hand in assignments during the course

**prerequisite(s)**  
We assume some knowledge on a pre-university education level

**objective**  
The objective of this course is to make students understand how economics can help solve business decision problems.

**content**  
This course is concerned with the interaction between business and practical economic problems. Economics for (international) business is selective. Subjects are included because they throw light on issues relevant to business. Business has to operate in an economic environment that has become vastly more competitive, more open in terms of foreign trade, investment and capital markets, and where government support to business has become more targeted and result oriented. Within this context, the course aims to provide a comprehensive overview of the following branches of economics for business: the economics of the market system and competition, domestic macroeconomics and global economics. The above mentioned topics (see content) will be studied with the help of problems and cases.

**literature**  
(ISBN: 0077104293), € 60.00

**remarks**  
Contact: d.f.f.r.maccow@rug.nl, 3245  
Sectr.: a.m.c.cordes@rug.nl, 3453

188
50. Emerging Markets  

**contact**  
mr. drs. H.A. Ritsema

**lecturer**  
mr. drs. H.A. Ritsema

**programmes**  
BSc Business Studies (electives BSc Business Studies) year 3,  
BSc Business Studies - IB&M (core programme) year 2, BSc  
Business Studies - IB&M (electives BS - IB&M) year 3, Courses  
open to Exchange Students year 3

**language**  
English

**period**  
2.2

**EC**  
5

**format**  
tutorials

**assessment**  
individual exam  
and group assignments

**objective**  
- To understand the main definitions of “Emerging Markets”  
  and the relationship between these and other concepts such  
  as Less Developed Countries, Newly Industrialised  
  Countries and Developed Countries.
- To understand the main macroeconomic policies used to  
  develop emerging markets and the main frameworks for  
  analysis.
- To critically appraise the role of the main international  
  institutions including the IMF and IBRD.
- To have a detailed knowledge of the economic, business and  
  cultural environment of some of the key emerging markets.
- To be able to analyse emerging markets from the  
  perspective of firms seeking to trade in these markets and to  
  be able to select appropriate entry strategies for the chosen  
  target markets.

**content**  
This course explores the characteristics of emerging market  
economies and their role in the world economy. Emerging  
markets are analysed at the national and local levels with  
particular emphasis on the business environment. Various  
theories and models of economic development will be  
explained and evaluated and the three main regions of Asia,  
Latin America and Eastern and Central Europe will be  
compared and contrasted. There will also be opportunity to  
study the main emerging markets of Africa. A significant part  
of the unit will be concerned with the key industries and  
sectors within emerging markets, the risks and opportunities  
presented for foreign firms operating in such markets and  
appropriate entry strategies.

**literature**  
Reader

**remarks**  
Contact: h.a.ritsema@rug.nl, 3841  
Secr: r.van.est@rug.nl, l.j.romp@rug.nl, s.i.luiken@rug.nl, tel.  
3458
51. **English Course**

**contact**

drs. K.B.J. Haines

drs. K.B.J. Haines, diverse docenten

**lecturers**

BSc Business Studies - IB&M (electives BS - IB&M) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Pre-master (SID) programmes Dutch (BS, preparing to MSc BA) year 3, Pre-master (SID) programmes Dutch (BS, preparing to MSc HRM) year 3, Pre-master (SID) programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

**programmes**

English

**language**

1.1-2

**period**

5

**EC**

tutorials

**format**

met individuele feedback, ondersteund via Nestor.

**assessmen**

presentation(s)

**assessment**

met individuele feedback, ondersteund via Nestor.

**objective**

Doel van de cursus is om de deelnemers wat betreft het gebruik van de Engelse taal de schriftelijke en mondelinge vaardigheden bij te brengen die nodig zijn om een MSc opleiding in het Engels te volgen.

**content**


**remarks**

Dit vak wordt zowel in semester I als in semester II aangeboden.

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52. **English Ia for IB&M**

**contact**

drs. K.B.J. Haines

drs. K.B.J. Haines, several lecturers

**programme**

BSc Business Studies - IB&M (core programme) year 1 compulsory

**language**

English

**period**

1.1

**EC**

2

**format**

combined lectures/tutorials

Small group teaching with portfolio, supported through Nestor. Diagnostic language test.
**assessment** presentation(s), written exam together with portfolio of work.

**objective** The course aims to train the language skills of participants so that they can successfully follow the IB&M programme, and to improve their oral and written English skills to a level that would enable them to function professionally in an international company. The minimum Common European Framework (CEF) level required to pass this course is B2.2. Students with proof of CEF level C2 will be offered an exemption from this course.

**content** The programme focuses on the English of business and management in an international context, but also includes academic skills such as presentations and paper writing. Oral skills will be trained through a variety of methods, including debates, role-plays and presentations, in a business and management context. Writing skills will be trained using various class and homework assignments, ranging from business correspondence to an academic paper. Grammar and pronunciation will be mainly taught as feedback. The course covers a considerable amount of relevant jargon.

**literature**

**remarks** Further material will be made available through Nestor. There are 6 classes (plus one Nestor week): Attendance should be at least 4 out of 6 classes, and in the Nestor week your ‘attendance’ is measured by production of work/tasks. Contact: K.B.J.Haines@rug.nl, 8548 Secr: w.bruulsema@rug.nl, 5802
53. **English Ia for IE&B/Economics**

*contact*  
drs. K.B.J. Haines

*lecturers*  
drs. K.B.J. Haines, and others

*programmes*  
BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

*language*  
English

*period*  
1.1

*EC*  
1

Small-group teaching with portfolio, supported through Nestor. Diagnostic language test. Participation and General Skills Test (vocabulary, reading, grammar and writing)

*objective*  
The course aims to offer support in following the IE&B or Economics programme successfully and to improve students’ oral and written skills to a level that would enable them to function professionally in an international company. The minimum Common European Framework level required to pass this course is B2.2. Students with proof of CEF level C2 will be offered an exemption from this course.

*content*  
The course book provides contexts through which students become familiar with the language of international business and trade. Through practice both inside and outside of class, they will become proficient users of a vocabulary that is at the core of business communication. Both spoken and written formal English will be trained. Furthermore, students will develop a portfolio through which their progress will be assessed in terms of the Common European Framework. By means of this portfolio, students will also be encouraged to reflect and to evaluate their learning in terms of their strengths, weaknesses and (periodically adjusted) learning goals.

*literature*  

*remarks*  
Further material will be made available through Nestor. Attendance 4 out of 6 classes are compulsory, in the nestor week student’s attendance is measured by production of work/tasks.

Secretariat: talencentrum@rug.nl, tel.363 5802
Coordinator: K.B.J.Haines@rug.nl
54. **English Ib for IB&M**  
   **contact** drs. K.B.J. Haines  
   **lecturers** drs. K.B.J. Haines, and others  
   **programme** BSc Business Studies - IB&M (core programme) year 1 compulsory  
   **language** English  
   **period** 1.2  
   **EC** 2  
   Small-group teaching with portfolio, supported through Nestor.  
   **assessment** presentation(s) and portfolio of work, including written assignments.  
   **objective** The course aims to train the language skills of participants so that they can successfully follow the IB&M programme, and to improve their oral and written English skills to a level that would enable them to function professionally in an international company. The minimum Common European Framework (CEF) level required to pass this course is B2.2. Students with proof of CEF level C2 will be offered an exemption from this course.  
   **content** For more information see BKP065A02 English 1a for IB&M  
   **literature**  
   **remarks** Further material will be made available through Nestor. There are 6 classes (plus one Nestor week): Attendance should be at least 4 out of 6 classes, and in the Nestor week your ‘attendance’ is measured by production of work/tasks. Contact: K.B.J.Haines@rug.nl, 8548  
   Secr: w.bruulsema@rug.nl, 5802
55. **English Ib for IE&B/Economics**

**contact**
drs. K.B.J. Haines

**lecturer**
drs. K.B.J. Haines

**programmes**
BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

**language**
English

**period**
1.2

**EC**
1

Small-group teaching with portfolio, supported through Nestor. Diagnostic language test.

**assessment**
Participation and General Skills Test (vocabulary, reading, grammar and writing)

**objective**
The course aims to offer support in following the IE&B or Economics programme successfully and to improve students’ oral and written skills to a level that would enable them to function professionally in an international company.
The minimum CEF level required to pass this course is B2.2. Students with proof of CEF level C2 will be offered an exemption from this course.

**content**
The course book provides contexts through which students become familiar with the language of international business and trade. Through practice both inside and outside of class, they will become proficient users of a vocabulary that is at the core of business communication. Both spoken and written formal English will be trained. Furthermore, students will develop a portfolio through which their progress will be assessed in terms of the Common European Framework. By means of this portfolio, students will also be encouraged to reflect and to evaluate their learning in terms of their strengths, weaknesses and (periodically adjusted) learning goals.

**literature**
Course Descriptions

56. English Ic for IB&M  

**BKP067A02**

**Contact**  
drs. K.B.J. Haines

**Lecturers**  
drs. K.B.J. Haines, and others

**Programme**  
BSc Business Studies - IB&M (core programme) year 1 compulsory

**Language**  
English

**Period**  
2.2

**EC**  
2

Small-group teaching with portfolio, supported through Nestor.

**Assessment**  
presentation(s)
and research paper with portfolio of work.

**Objective**  
The course aims to train the language skills of participants so that they can successfully follow the IB&M programme, and to improve their oral and written English skills to a level that would enable them to function professionally in an international company. The minimum Common European Framework (CEF) level required to pass this course is B2.2. Students with proof of CEF level C2 will be offered an exemption from this course.

**Content**  
For more information see BKP065A02 English 1a for IB&M

**Literature**  

**Remarks**  
All material will be made available through Nestor. There are 6 classes (plus one Nestor week): Attendance should be at least 4 out of 6 classes, and in the Nestor week your ‘attendance’ is measured by production of work/tasks. This course is integrated with BKP058A03 Statistics I: Skills for IB&M.

Contact: K.B.J.Haines@let.rug.nl, 8548. Secr: w.bruulsema@rug.nl, 5802
57. **English Ic for IE&B/Economics**

Contact: drs. K.B.J. Haines

Lecturer: drs. K.B.J. Haines

Programmes:
- BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

Language: English

Period: 2.1

EC: 2

Small-group teaching with portfolio, supported through nestor. Diagnostic language test. Participation (including debates), a General Skills Test (vocabulary, reading and grammar) and a 15-minute presentation.

Objective: The course aims to offer support in following the IE&B or Economics programme successfully and to improve students’ oral and written skills to a level that would enable them to function professionally in an international company. The minimum Common European Framework level required to pass this course is B2.2. Students with proof of CEF level C2 will be offered an exemption from this course.

Content: The course book provides contexts through which students become familiar with the language of international business and trade. Through practice both inside and outside of class, they will become proficient users of a vocabulary that is at the core of business communication. Both spoken and written formal English will be trained. Furthermore, students will develop a portfolio through which their progress will be assessed in terms of the Common European Framework. By means of this portfolio, students will also be encouraged to reflect and to evaluate their learning in terms of their strengths, weaknesses and (periodically adjusted) learning goals.

Literature:

Remarks: Further material will be made available through nestor. Attendance 4 out of 6 classes are compulsory, in the nestor week student’s attendance is measured by production of work/tasks.

Secretariat: talencentrum@rug.nl, tel.363 5802
Coordinator: K. Haines, k.b.j.haines@rug.nl
58. **English Id for IE&B/Economics**

**contact**
- drs. K.B.J. Haines

**lecturer**
- drs. K.B.J. Haines

**programmes**
- BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

**language**
- English

**period**
- 2.2

**EC**
- 3

Small-group teaching with portfolio, supported through nestor written assignment and portfolio

**objective**
The course aims to offer support in following the IE&B or Economics programme successfully and to improve students’ oral and written skills to a level that would enable them to function professionally in an international company.

**content**
The programme deals with English for business and academic purposes. This block focuses on writing skills for academic purposes. It also comprises an oral defence of a portfolio of work which you have produces throughout the year

**literature**

**remarks**
Further material will be made available through nestor. Attendance 4 out of 6 classes are compulsory, in the nestor week student’s attendance is measured by production of work / tasks.

Secretariat: talencentrum@rug.nl, tel.363 5802
Coordinator: K. Haines, k.b.j.haines@rug.nl

59. **Entrepreneurial Skills I**

**contactdocent**
- drs. J.E.M. Dirven

**docent**
- drs. A.J.E. Schilder

**opleidingen**
- MSc BA - Small Business & Entrepreneurship (keuzevakken SB&E) jaar 4, MSc Technology Management (keuzevakken MSc TM) jaar 4

**voertaal**
- Nederlands

**periode**
- 1.1

**EC**
- 2

**onderwijsvorm**
- trainingsdagen

Herkansing: Op afspraak
toetsvorm
Verplichte aanwezigheid
Vanwege het trainingskarakter heeft dit vak een 100%
anwezigheidseis. In een mondeling eindgesprek wordt de
inzet in de trainingen en de inhoud van het leersverslag
beoordeeld.

ingangseisen
Specialization Course Small Business & Entrepreneurship:
Fundamentals of SB&E (EWB087A10)

doel
In dit vakonderdeel worden vaardigheden aangeboden in het
kader van ondernemerschap binnen organisaties, buiten
organisaties en ten behoeve van adviserings 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 communicatievevaardigheden als luisteren,
feedback geven, presenteren en adviesgesprekken voeren;
• interactie- en beinvloedingsstijlen o.a. in management- en
advies situaties;
• onderhandelen en conflictlozing.
• Deze onderwerpen worden altijd behandeld in de
bovengenoemde context van ondernemerschap en
advisering.

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
Gespreksvoerig. Studenten die reeds een van de laatst
gekende vakken hebben gevolgd kunnen het vak
Entrepreneurial Skills 1 vervangen door 2 extra EC aan
keuzevakken. Hiertoe diert bij de docent een verzoek te
worden ingediend.

opmerkingen
Dit vak wordt ook in semester 2.1 aangeboden
secretariaat WSN 405: 050-3633458, email: ljr.omp@rug.nl
e-mail contactdocent: j.e.m.dirven@rug.nl
Gezien de intensiteit van het onderwijs kunnen slechts 15
studenten per semester worden toegelaten. Zo nodig zal op
basis van de studievoortgang, bij aanvang van het eerste
college, een selectie van studenten worden gemaakt.
60. **Entrepreneurial Skills II**  

<table>
<thead>
<tr>
<th>contactdocent</th>
<th>prof. dr. P.S. Zwart</th>
</tr>
</thead>
<tbody>
<tr>
<td>docenten</td>
<td>drs. C.I Quispel, prof. dr. P.S. Zwart</td>
</tr>
<tr>
<td>opleidingen</td>
<td>MSc BA - Small Business &amp; Entrepreneurship (keuzevakken SB&amp;E) jaar 4, MSc Technology Management (keuzevakken MSc TM) jaar 4</td>
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<tr>
<td>voertaal</td>
<td>Nederlands</td>
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<tr>
<td>periode</td>
<td>1.1-2</td>
</tr>
<tr>
<td>EC</td>
<td>8</td>
</tr>
<tr>
<td>onderwijsvorm</td>
<td>bijeenkomst(en)</td>
</tr>
</tbody>
</table>

Tijdens het vak vinden regelmatig (groeps)bijeenkomsten plaats.

**toetsvorm**  
Beoordeling op basis van de uitvoering van het onderzoek en het eindverslag van de gekozen module en eventueel een mondelinge eindpresentatie/eindgesprek.

**ingangseisen**  
Specialization Course Small Business & Entrepreneurship: Fundamentals of SB&E (EWB087A10)  
Aanbevolen voorkennis: Field Course Small Business Management of New Ventures and Entrepreneurship

**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**  
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 een ondernemingsplan voor een bestaand of startend MKB 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. 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
Dit vak wordt ook in semester II aangeboden
Bij de module ondernemingsplannen kunnen de groepjes binnen bepaalde grenzen zelf bepalen in welk blok de meeste tijd wordt besteed. De module 2 wordt alleen in het eerste semester aangeboden.
Secretariaat DRS 037: 050-3637065, email: h.g.tamling@rug.nl
email contactdocent: p.s.zwart@rug.nl

61. Environmental Economics EWB098A05

contact
dr. D. Wiersma

lecturer
dr. D. Wiersma

programmes AVV-courses FMO and FE year 3, BSc Economics (electives BSc Economics) year 3, Courses open to Exchange Students year 3

language English

period 2.1

EC 5

format meeting(s)
lectures and class room experiments

assessment written exam
with differentiation between economic and non-economic students

objective The objective of the course is threefold:
1) to make students familiar with economic principles and analitical tools, which can be applied to environmental problems
2) to get insight in the behaviour of firms, consumers and governments with concern to the environment
3) to provide a survey of actual environmental problems and policies

content The course pays attention to the basic issues of Environmental and Natural Resource Economics. Main subjects are:
• Economic analysis of the causes of environmental degradation (external effects, property rights and market failure);
• Economic valuation methods of environmental damage;
• Markets as allocation mechanism for natural resources
(fossil energy, solid waste, recycling, water scarcity, fisheries);

- Market allocation for pollution (The relevance of voluntary negotiations, analysis of policy instruments: standards, pollution charges, markets of emission permits);
- International dimensions of environmental economics: international cooperation on global environmental problems (acid rain, global warming, ozon layer depletion).

**literature**


**remarks**

This course is also available for students of other disciplines than Economics. Info: Dr. D. Wiersma, WSN 524, tel. 363 3760, email: doede.wiersma@rug.nl.


**62. E-Venturing**

**BKB078A05**

**contactdocent**

dr. E.O. de Brock

**docenten**

dr. E.O. de Brock, drs. A.B.W. Mintjes, dr. W. Westerman

**opleidingen**

BSc Bedrijfskunde (keuzevakken BSc Bedrijfskunde) jaar 3,
MSc TBK/Industrial Engineering & Management (management modules) jaar 5 verplicht, MSc TBK/Industrial Engineering & Management (technical modules) jaar 5 verplicht, MSc Technology Management (keuzevakken MSc TM) jaar 4

**voertaal**

Nederlands

**periode**

1.2

**EC**

5

In het begin van het semesterblok inleidende (gast-)colleges, in de loop van het semesterblok onder begeleiding werken aan opdrachten, later in het semesterblok presentaties en verslaglegging door studenten.

Beoordeling van opdrachten plus presentaties.

**doel**

Het verkrijgen van kennis, inzicht en vaardigheid inzake (het oplossen van) vraagstukken die er zoal afkomen op een entrepreneur die een high-tech bedrijf start.

**inhoud**

Dit vak behandelt vraagstukken die er zoal op je afkomen wanneer je een high-tech bedrijf start. We richten ons hierbij zowel op start-ups resp. doorstarters (consolidering) als op spin-offs van bedrijven. De nadruk ligt dus niet op transformatie van bestaande bedrijven, maar op creatie van nieuwe bedrijven. We concentreren ons in dit vak met name op de entrepreneurial, small business-, technische en financiële aspecten van high-tech ventures. Het vak begint met inleidende (gast-)colleges over enkele centrale thema’s, die zowel vanuit theoretisch als praktisch standpunt worden
behandeld. We maken daarbij onderscheid tussen strategische, omgevings- en bedrijfsinterne vraagstukken. Gelijktijdig en deels daarna werk je in een multi-disciplinair team aan een verdiepingsopdracht c.q. startersplan voor een ‘high-tech venture’. (Je kunt hier bij voorkeur een eigen high-tech case inbrengen). Deze opdracht wordt afgesloten met een presentatie en een verslag. De presentatie van het startersplan is in de vorm van een zogeheten ‘elevator pitch’ voor een forum van externe, deskundige ‘venture capitalists’.

**Literatuur**


**Opmerkingen**

In vergelijking met vroeger is de mono-disciplinaire opdracht geschrapt en is de multi-disciplinaire opdracht wat uitgebreid. Meer informatie bij de contactdocent e.o.de.brock@rug.nl of bij het secretariaat 050-363 3864

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**63. Field Course**

**Business & ICT: Strategy & ICT**

**BKM050A10**

**Contact**

prof. dr. E.W. Berghout

**Lecturers**

prof. dr. E.W. Berghout, dr. K.R.E. Huizingh

**Programme**

MSc BA - Business & ICT (core programme) year 4 compulsory

**Language**

English

**Period**

1.1-2

**EC**

10

**Format**

meeting(s), tutorials

**Assessment**

paper, written exam

Resit semester 2.1. Examination will be on basis of two papers and an exam.

**Prerequisite(s)**

Specialization Course Business & ICT (BKB061A10)

**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 proficient in 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.

**Remarks**

Secretary: Ms. J. Born, j.born@rug.nl, tel. 363 3864.
64. Field Course Business Development Ia: Markt en productontwikkeling

BKM007A05

contactdocent

docenten

opleidingen

voertaal

periode

EC

onderwijsvorm

toetsvorm

ingangseisen

doel

inhoud

literatuur

opmerkingen

Dr. P.C. Muller

Dr. W.G. Biemans, dr. K.R.E. Huizingh, dr. P.C. Muller

MSc BA - Business & ICT (keuzevakken Business & ICT) jaar 4,
MSc BA - Business Development (basisprogramma) jaar 4
verplicht, MSc TBK/Industrial Engineering & Management
(management modules) jaar 5 verplicht

Nederlands

1.1

5

werkcolleges

opdracht(en)

wetenschappelijk verantwoord artikel schrijven

Specialization Course BD (BKB062A10) afgerond hebben

Het aanleren van analyse- en ontwerpvaardigheden op het
gebied van ontwerp en marketing van nieuwe producten.

Business Development is het geïntegreerd ontwikkelen van
nieuwe markten & nieuwe producten. In dit college wordt als
vertrekpunt het marktdenken genomen om van daaruit een
nieuwe productstrategie op te bouwen. Geïntegreerde
ontwikkeling betekent dat in het ontwerp-proces van het
nieuwe product telkens teruggekoppeld moet worden naar de
markt en rekening gehouden moet worden met de dynamiek
de markt. Een product in ontwikkeling wordt in
verschillende stadia getest en uiteindelijk gelanceerd. De
introductie van nieuwe producten is een hoogtepunt maar
geen eindstation. Het product blijft onderworpen aan
bijstellingen en herontwerp. Voor het organiseren van al deze
activiteiten bestaan speciale technieken waarop in dit college
nader wordt ingegaan.

Wordt nog nader bekend gemaakt.

Contactdocent: P.C. Muller (alleen op vrijdag aanwezig)
p.c.muller@rug.nl
secretariaat: 050-3636543/3151.
65. Field Course Business Development Ib: Technologie en productontwikkeling

**docenten**
Dr. K.R.E. Huizingh, prof. dr. ir. F.P.J. Kuijpers

**opleidingen**
MSc BA - Business & ICT (keuzevakken Business & ICT) jaar 4,
MSc BA - Business Development (basisprogramma) jaar 4

**voertaal**
Nederlands

**periode**
1.2

**EC**
5

**onderwijsvorm**
hoor- en werkcolleges

**toetsvorm**
opdracht(en), schriftelijk tentamen met meerkeuzevragen,
schriftelijk tentamen met open vragen

**ingangseisen**
Trajectvak BD (BKB062A10) afgerond hebben

**doel**
Het vak Fieldcourse BD, module b biedt de studenten een
gedegen inzicht in de rol van technologie en
teknologiemanager in zowel het Business Development
proces als in het proces van productontwikkeling. Men is na
afloop in staat methoden en concepten toe te passen in het
kader van productontwikkeling vanuit een technologisch
perspectief.

**inhoud**
Organisaties zijn blootgesteld aan interne en externe
veranderingen. Vanuit de optiek van Business Development
hebben deze veranderingen betrekking op de markt, het
product, de technologie en de organisatie zelf. Het proces van
tecnologie- en productontwikkeling is aan de orde binnen het
vak en kan worden beschouwd als bestaande uit twee
(synchrone) deelprocessen, te weten het proces van
productontwikkeling en het proces van organisatie- en
technologieontwikkeling met als einddoel productrealisatie
voor een klant. Binnen het eerste deelproces onderscheiden we
der commerciële insteek naar de klant en de technologische
insteek naar het product. Beide deelprocessen hebben een
sterke onderlinge relatie. Productontwikkeling wordt
behandeld vanuit een technologische invalshoek in
bovengenoemde context. Naast enkele maatschappelijke en
technologische trends, die van invloed zijn op markt- en
productontwikkeling, zal tijdens de colleges in het bijzonder
worden ingegaan op de beheersing van de volgende uiterst
relevant productontwikkelaspecten, namelijk timing to market
(TTM) en making to market (MTM) en ICT.

**literatuur**
- Wordt nog nader bekend gemaakt.

**opmerkingen**
secretariaat 050-3636543/7090, h.jager@rug.nl, s.abels@rug.nl
66. **Field Course Change Management**  

**contact** prof. dr. J.I. Stoker  
**lecturers** dr. C. Reezigt, prof. dr. J.I. Stoker  
**programme** MSc BA - Change Management (core programme) year 4 compulsory  
**language** English  
**period** 1.1-2  
**EC** 10  
**format** lectures, assignment(s), workshop(s)  
self-study  
**assessment** active participation, assignment(s), written exam  
attendance is compulsory  
**prerequisite(s)** Organisatieverandering (BKB11A05)  

**objective**  
· Recapitulative introduction into the field of change management, including theoretical paradigms, change strategies and approaches;  
· Insight into different aspects and roles during organizational change;  
· Insight in the role of management in managing change; - The ability to analyse and use interventions tools;  
· The ability to organise and programme change processes in organizations;  
· Knowledge and skills with regard to project management; - Insight into the student’s own role and effectiveness in change processes.  

**content** In this field course, fundamentals of organizational change will be presented. Change is essential for organizations to survive. Anticipating and reacting on changes outside the organization, has consequences for organizational processes, structure and culture, management style, and employees. This implies that organizing is changing and changing is organizing. One could also speak of ‘competence for change’: an organization nowadays has to have the competencies to change. The field course has two main goals. The first one is to get students acquainted with the field of change management. The subject will be studied with an emphasis on theoretical en methodological approaches and issues. Theories on change management, change strategies, change agents, intervention tools and designing and implementing change will be addressed. The second goal is to get an introduction into a change project. During the course, students will work on an interactive, virtual change assignment. In this assignment, project management, the use of change tools and the role of management will be addressed. Students will design their own change strategy, and will write an implementation plan for an
organizational change issue. By doing this, students will be able to apply the field course’s knowledge and skills, and will get an insight into their own role and effectiveness.

literature
- to be announced

remarks Secretary: tel +31 50 363 4288; room DRS 428

67. Field Course Finance  BKM047A10

contact prof. dr. B.W. Lensink
programmes Courses open to Exchange Students year 4, MSc BA - Finance (Corporate Financial Management) year 4 compulsory, MSc BA - Finance (Risk & Portfolio Management) year 4 compulsory, MSc Technology Management (electives MSc TM) year 4
language English
period 1.1-2
EC 10
format lectures and tutorials, assignment(s)
assessment assignment(s), paper

Resit semester II a. Students, in groups, will make several small assignments, including a master thesis proposal. In addition, students are required to write a small empirical corporate finance paper individually (or in groups of two). The final grade will be based on the assignments and the paper

prerequisite(s) Specialization Course Finance, EWB081A10, (compulsory).

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.
Field Course - Marketing

**EWM019A10**

**Contact**
prof. dr. P.C. Verhoef

**Lecturers**
prof. dr. J.C. Hoekstra, prof. dr. P.C. Verhoef

**Programmes**
Courses open to Exchange Students year 4, MSc BA - Business & ICT (electives Business & ICT ) year 4, MSc BA - Business Development (electives BD) year 4, MSc BA - Marketing (Marketing Management) year 4 compulsory, MSc BA - Marketing (Research Based Marketing) year 4 compulsory

**Language**
English

**Period**
1.1-2

**EC**
10

**Format**
lectures and tutorials

**Assessment**
assignment(s), written exam

**Prerequisite(s)**
Basic courses in marketing and marketing research such as Specialization Course Marketing (EWB137A10).

**Objective**
After completing this course, you have contemporary knowledge on marketing with a specific focus on customer based marketing. Based on this knowledge skills are provided, that enables you to formulate and solve marketing problems. These skills involve both conceptual and more quantitative skills.

**Content**
In today’s marketing practice customers are considered as key-assets for the firm. These assets have to be managed properly. As a consequence new skills of marketers are required, such as being customer driven, skills for analyzing customer databases, and a focus on return of marketing. This course provides you with the most recent theoretical knowledge on these aspects and aims to provide you specific skills, that are necessary to work in this environment. The course consists of four parts: (1) Marketing Philosophy and Marketing Vision, (2) Customer Based Marketing Strategy, (3) Customer Management, and (4) Return on Marketing. In the first part we provide a historic overview of the developments of the marketing concept and recent developments in this area. In the second part we focus on concepts, such as marketing orientation and value-disciplines. In the third part, we discuss specific customer based marketing topics, such as CRM-strategies, multi-channel marketing, and the impact of
relationship marketing instruments. Employed research methods include cluster-analysis and logit-models. We end this course with a discussion of a very important topic in today’s marketing: Return on Marketing. In this topic we focus on the financial consequences of marketing actions. During the course there are weekly team assignments, which are presented and discussed in class. Assignments include extended international cases, literature or article reviews, and analytical exercises.

**literature**
- *Articles: t.b.a*

**remarks**
Secretary: H.G. Tamling, DRS 037, 050-3637065, h.g.tamling@rug.nl

### 69. Field Course O&MC: Organizational and Management Control

**KMO048B10**

**contactdocent** prof. dr. G.J. van Helden
drs. M.M. Bergervoet, prof. dr. G.J. van Helden

**docenten** HBO-zij-instroomprogramma’s Nederlands (A&C voor HBO-AC, voorbereidend op postmaster Controlling) jaar 4 verplicht, MSc Accountancy & Controlling (Controlling) jaar 4 verplicht, MSc BA - Change Management (keuzevakken Change Management) jaar 4, MSc BA - Organizational & Management Control (basisprogramma) jaar 4 verplicht

**opleidingen**

**voertaal**
Nederlands

**periode**
1.1-2

**EC**
10

**onderwijsvorm**
colloquium, hoor- en werkcolleges, practica

**toetsvorm**
opdracht(en), schriftelijk tentamen, verplichte aanwezigheid

**ingangseisen**
Specialization Course Organizational and Management Control: Management Accounting (EWB084A10)

**doel**
Het doel van deze cursus is het verdiepen van kennis en inzicht in de management control van organisaties en de rol die management accounting daarbij speelt.

**inhoud**
In deze cursus komt de werking van management controlssystemen in organisaties aan de orde. Studenten krijgen kennis van en inzicht in onder meer:

- functie, opzet en werking van controlssystemen;
- relaties tussen strategisch beleid, organisatiestructuur, bedrijfscultuur en opzet/werking van controlssystemen;
- de rol en functie van de controller;
- sturing van resultaatverantwoordelijke eenheden;
- prestatie-evaluatie van managers en
- verantwoordelijkheidscentra;
Course Descriptions

- beloningssystemen voor managers. Deze cursus bestaat uit drie elementen: literatuurstudie (leerboek en artikelen), het verbinden van theorie en praktijk door middel van de uitwerking van cases en kritische evaluatie van door stafleden verricht wetenschappelijk onderzoek.

**literatuur**
- *Artikelen OMC I (2006) via Nestor*
- *Onderzoekspapers OMC I (2006) via Nestor*

**opmerkingen**
Herkansing semester 2.1
Secretariaat: N.R. Kempa, tel.: 050-3633814,
e-mail: n.r.kempa@rug.nl

70. **Field Course Operations and Supply Chains**

**BKM010A10**

**contact**
dr. G.A. Welker

**lecturers**
dr. M.J. Land, dr. J. Riezebos, dr. G.A. Welker

**programmes**
MSc BA - Operations & Supply Chains (Production & Distribution) year 4 compulsory, MSc BA - Operations & Supply Chains (Services) year 4 compulsory

**language**
English

**period**
1.1-2

**EC**
10

**format**
assignment(s), lectures and tutorials, practicals

**assessment**
assignment(s), paper, written exam with essay questions
Literature exam after first half-semester (resit after second half), assignments in second half-semester. Details on the final grade composition are specified on the Nestor site of the course.

**prerequisite(s)**
Specialization Course Operations & Supply Chains (BKM06A10).

**objective**
The objective of this course is twofold:
- 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 Materials Management, Inventory Control, 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.

**literature**

**remarks**
Students are supposed to have pre knowledge of Operations Management, e.g. second year course Operations Management (BKB044A05) in Bachelor Bedrijfskunde. For more information please contact dr. G.A. Welker, 050-3637490, g.a.welker@rug.nl or one of the secretaries, 050-3637020

<table>
<thead>
<tr>
<th>Field Course</th>
<th>Small Business Management</th>
<th>BKM011A10</th>
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<tbody>
<tr>
<td>contactdocent</td>
<td>dr. M.J. Brand</td>
<td></td>
</tr>
<tr>
<td>docenten</td>
<td>dr. M.J. Brand, dr. C. Carroll</td>
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<tr>
<td>opleidingen</td>
<td>MSc BA - Small Business &amp; Entrepreneurship (basisprogramma) jaar 4 verplicht, MSc TBK/Industrial Engineering &amp; Management (management modules) jaar 5 verplicht</td>
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<td>voertaal</td>
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<td>onderwijsvorm</td>
<td>hoor- en werkcolleges</td>
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<td></td>
<td>Hoorcolleges en werkcolleges waar (groeps)opdrachten worden besproken. Aanwezigheid bij de werkcolleges is verplicht.</td>
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<td>toetsvorm</td>
<td>opdracht(en), schriftelijk tentamen</td>
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<td></td>
<td>Schriftelijk tentamen al tijdens tentamenperiode 1.1(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.</td>
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<td>ingangseisen</td>
<td>Specialization Course Small Business &amp; Entrepreneurship (EWB087A10)</td>
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**Course Descriptions**

**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.
- Het toepassen van deze kennis in een praktische onderzoekscontext.

**inhoud**

**literatuur**
- *Reader Field Course Small Business Management 2006/2007*

**opmerkingen**
secretariaat: DRS 316, tel. 050-363 3453,
k.van.brummelen@rug.nl, a.m.c.cordes@rug.nl
contactdocent: m.j.brand@rug.nl, DRS 324, tel. 363 7492
Field Course Strategy & Innovation: Managing Non-technical Innovation
BKM009A10

Contact
Dr. G. Gemser

Lecturers
Dr. T.L.J. Broekhuizen, Dr. G. Gemser, Prof. Dr. D.F.M.F. Jacobs, I. Orosa Paleo

Programmes
MSc BA - Business & ICT (electives Business & ICT) year 4, MSc BA - Strategy & Innovation (core programme) year 4 compulsory

Language
English

Period
1.1-2

EC
10

Format
Lectures and tutorials, assignment(s), workshop(s), self-study

Assessment
Essay, assignment(s), paper and Active participation

Prerequisite(s)
Specialization course S&I (BKB058A10) and only simultaneously with the course Strategy and Innovation (BKM079A10).

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’ (BKM079A10), 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
· Richard Caves, Creative Industries, 2000, Harvard University Press
· Reader

Remarks
Contact Dr. G. Gemser, email: g.gemser@rug.nl, DRS 330 Secretary: Mrs. A.M.C. Cordes, email: a.m.c.cordes@rug.nl
73. Finance I  

**contact** drs. J.A.M.J. Schipperijn  
**lecturers** dr. ing. N. Brunia, drs. J.A.M.J. Schipperijn, prof. dr. F.M. Tempelaar  
**programmes** BSc Econometrics (core programme) year 1 compulsory, BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory, Courses open to Exchange Students year 3  
**language** English  
**period** 2.2  
**EC** 6  
**format** lectures and tutorials  
**assessment** assignment(s), written exam  
Resit in August.

**objective** The courses Finance 1 and Finance 2 give an introduction to finance and investment. The introduction regards the development of the economic framework that is used to analyse problems in the field of finance and investment, as well as how this framework can be used to tackle problems from the finance and investment practice. The focus of Finance 2 is on the application of the economic framework.

**content** Value and value creation are central concepts of Finance and investment. The value of an asset depends on the size, the timing and the risk of the expected cash flows generated by an asset. In this course you will learn how to determine the risk-adjusted cost of capital. You will apply these techniques to valuing of shares and bonds and to investment decisions of a firm. The analysis of investments will show you the relation between financial accounting and corporate finance. Next, the financing decisions of firms will be dealt with, taking into account institutional aspects of capital markets and the efficiency of these markets.


**remarks** Secretary: Ms. G. Pol, g.pol@rug.nl, tel. 363 3685.  
Coordinator: Drs. J.A.M.J. Schipperijn, j.a.m.j.schipperijn@rug.nl, tel. 363 3667
74. **Finance II**  

**contact**  
drs. J.A.M.J. Schipperijn  
**lecturers**  
dr. ing. N. Brunia, drs. J.A.M.J. Schipperijn, prof. dr. F.M. Tempelaar  

**programmes**  
BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3  

**language**  
English  

**period**  
2.1  

**EC**  
6  

**format**  
lectures and tutorials  

**assessment**  
assignment(s), written exam  
Resit semester II b.  

**objective**  
The courses Finance 1 and Finance 2 give an introduction to finance and investment. The introduction regards the development of the economic framework that is used to analyse problems in the field of finance and investment, as well as how this framework can be used to tackle problems from the finance and investment practice. The focus of Finance 2 is on the application of the economic framework.  

**content**  
In the course Finance 2 you apply the concepts and techniques of the course Finance 1 to a number of financing issues. What is the optimal financing mix and the optimal dividend policy of a firm? Should a firm hedge its risks, and in which way? Next issues related to financial planning, working capital management, and mergers and acquisitions are discussed.  

**literature**  

**remarks**  
Recommended prior: Finance 1.  
Secretary: Ms. G. Pol, g.pol@rug.nl, tel. 363 3685.  
Coordinator: Drs. J.A.M.J. Schipperijn, j.a.m.j.schipperijn@rug.nl, tel. 363 3667
75. **Finance Theory and Modelling**

- **contact**: dr. J.W. Nieuwenhuis
- **lecturer**: dr. J.W. Nieuwenhuis
- **programme**: BSc Econometrics (core programme) year 2 compulsory
- **language**: English
- **period**: 2.1
- **EC**: 6
- **format**: lectures
- **assessment**: written exam

**objective**: Introduction to the basics of financial engineering. Key words: bond market, portfolio model of Markowitz, stock market, options, no-arbitrage principle. Binomial model.

**content**: We give an introduction to the most important concepts in financial engineering. Our treatment is conceptual and puts emphasis on the mathematical translation of concepts like risk, riskless profit, derivative, tradable. Along the way we will introduce those concepts and tools from probability theory and operations research, that are helpful in modeling and solving some basic problems in financial engineering.

**literature**
- Handouts, available via email and Nestor

76. **Financial Accounting for IE&B/Economics/IB&M**

- **contact**: dr. C.A. Huijgen
- **programmes**: BSc Business Studies - IB&M (core programme) year 1 compulsory, BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
- **language**: English
- **period**: 1.2
- **EC**: 6
- **format**: lectures and tutorials, practicals
- **assessment**: written exam with open questions
  Resit semester II a

**objective**: Financial accounting provides a vital service by supplying information that decision makers need to make reasoned choices among alternative uses of scarce resources in the conduct of business and economic activities. To that end, accounting measures business activities by recording data about them for future use, by processing them to useful
information and by communicating them to decision makers through financial reports. In this course, the conceptual underpinnings of financial accounting and reporting are demonstrated, as well as their application in a real-world environment.

content The topics in this course are the administration and processing of various financial transactions, the preparation of the accounts (balance sheet, income statement, cash flow statement) and the analysis and interpretation of the financial performance and financial position of companies.

literature

remarks Secretary: N.R. Kempa, tel.: 050-3633814, e-mail: n.r.kempa@rug.nl
Coordinator: Dr. C.A. Huijgen, DRS 210, c.a.huijgen@rug.nl, tel: 363 7209

77. Financial Accounting II

contactdocent dr. C.A. Huijgen


opleidingen BSc Accountancy & Controlling jaar 3 verplicht, BSc Economie & Management (keuzevakken BSc E&M) jaar 3, BSc Economie & Management (keuzevakken BSc E&M) jaar 3, HBO-zijinstroomprogramma’s Nederlands (A&C voor HBO-BE, voorbereidend op MSc A&C) jaar 3 verplicht, MSc BA - Organizational & Management Control (keuzevakken O&MC) jaar 4

voertaal Nederlands

periode 1.1-2

EC 10

onderwijsvorm hoor- en werkcolleges
werkcolleges verplicht

Opdrachten (25 %), schriftelijk tentamen met open vragen (75 %). Herkansing augustus.

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 start met 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 geraapporteerde cijfers en de daaruit af te leiden financiële
ratios. Bij de behandeling van waarderingsgrondslagen staan
de regels van de International Accounting Standards Board
centraal. De cursus wordt vervolgd met het onderwerp van de
financiële analyse en de daarbij gebruikte methoden en
technieken mede in samenhang met het kasstroomoverzicht.
Tot slot wordt een vergelijking gemaakt van de belangrijkste
internationale financial accounting systemen. Daarbij komen
de internationale ontwikkeling van de accounting discipline en
classificaties van internationale accounting systemen aan de
orde. Ook wordt stilgestaan bij belangrijkste internationale
verslaggevingsvraagstukken zoals de verwerking van
transacties in vreemde valuta, de verwerking van immateriële
vaste activa, inflation accounting en gesegmenteerde
verslaggeving.

**literatuur**
- Sutton, T., *Corporate Financial Accounting and Reporting*, 2e
- Choi, D.S. en G.K. Meek, *International Accounting*, 5e druk,

**opmerkingen**
Dit vak wordt ook aangeboden in periode II. Secretariaat: N.R.
Kempa, DRS 215, tel.: 050-3633814, e-mail: n.r.kempa@rug.nl

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**78. Financial Accounting Theory**

- **contactdocent**: dr. T.A. Marra
- **docent**: dr. T.A. Marra
- **opleidingen**: HBO-zij-instroomprogramma’s Nederlands (A&C voor HBO-
AC, voorbereidend op postmaster Accountancy) jaar 4
  verplicht, MSc Accountancy & Controlling (Accountancy) jaar
  4 verplicht, MSc BA - Organizational & Management Control
  (keuzevakken O&M) jaar 4
- **voertaal**: Nederlands
- **periode**: 1.1
- **EC**: 5
- **onderwijsvorm**: gecombineerde hoor-/werkcolleges
- **toetsvorm**: opdracht(en), schriftelijk tentamen
- **ingangseisen**: Financial Accounting II (EWB115A10)

**doel**
In deze cursus wordt de student vertrouwd gemaakt met
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 vermogens-
markten;
· agency theory en de gevolgen voor de inrichting van de
externe verslaggeving;
· earnings management.

literatuur
Hall

opmerkingen
Dr. T.A. Marra, email: t.a.marra@rug.nl
Secretariaat: N.R. Kempa, email: n.r.kempa@rug.nl,
tel. 050-3633814

79. Financial Econometrics  EWM020A10

contact
dr. P.W. Otter

lecturers
prof. dr. T.K. Dijkstra, dr. P.W. Otter

programmes
Courses open to Exchange Students year 4, MSc Econometrics,
Operations Research & Actuarial Studies (electives Electrs, OR
& AS) year 4

language
English

period
1.1-2

EC
10

format
lectures and tutorials

assessment
assignment(s), written exam

objective
The aim of this course is for students to develop expertise in
state-of-the-art econometric modeling 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 (Itô-
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
Chr. Gourieroux and J. Jasiak, *Financial Econometrics; Problems,
€ 55.00
80. Financial Management for IB&M

BKB031A05

**contact**

dr. H. Gonenc

**lecturer**

dr. H. Gonenc

**programmes**

BSc Business Studies - IB&M (core programme) year 2 compulsory, Courses open to Exchange Students year 3

**language**

English

**period**

1.1

**EC**

5

**format**

lectures, practicals

**assessment**

written exam with multiple choice questions

Participation in the written exam is only possible after having finished the FAT-sessions (see also remarks)

**objective**

The purpose of this course is to demonstrate the role of financial management within the corporation. The emphasis of this course is to develop an understanding of modern corporate finance. At the end of semester, students should acquire the conceptual foundations for making intelligent corporate financial decisions.

**content**

During the course the following topics will be dealt with:

- Modern Corporate Finance, Markets and Contracts
- Time Value of Money; The Valuation of Financial Securities;
- Capital Budgeting;
- Modern Portfolio Theory;
- Financial Structure;
- Financial Analysis & Working Capital Mgmt;
- International finance and Risk Management

**literature**


**remarks**

The suggested exercises in the book have to be solved by the students individually and checked with answers provided by lecturer. There will be 5 FAT-sessions to teach students to solve complex finance and accounting problems using the PC.

Participation in the exam of Financieel Beleid is only permitted if students have finished the FAT-sessions. Therefore, enrolment in the FAT-sessions is obligatory.

Contact information: [h.gonenc@rug.nl](mailto:h.gonenc@rug.nl)
Secretary: [i.j.bakker@rug.nl](mailto:i.j.bakker@rug.nl), tel. 050-363 3535
81. **Game Theory**

**contact**
dr. L. Schoonbeek

**lecturer**
dr. L. Schoonbeek

**programmes**
BSc Econometrics (core programme) year 3 compulsory,
Courses open to Exchange Students year 3

**language**
English

**period**
1.1

**EC**
5

**format**
lectures and tutorials

**assessment**
written exam

**objective**
The aim of the course is to provide a formal mathematical

treatment of game theory and to discuss some applications of

game theory to mathematical economic models.

**content**
This course consists of formal lectures and discussions of a

series of exercises. Attention is paid to the basic elements of

non-cooperative games, in particular of static and dynamic

games, and games with asymmetric information. There is a

formal discussion about different equilibrium concepts for

such games, like Nash equilibria, (subgame) perfect equilibria,

and pooling and separating equilibria. Ample attention will be

paid to the rationality, beliefs and information of the players.

Applications will be discussed with respect to, e.g., oligopoly

models.

**literature**
· *Articles*, To be announced


82. **Global Operations & Supply Chains**

**contact**
dr. ir. S. Brinkman

**lecturer**
dr. ir. S. Brinkman

**programmes**
Courses open to Exchange Students year 4, MSc BA -
Operations & Supply Chains (Production & Distribution) year
4 compulsory, MSc Industrial Engineering & Management
(management modules) year 5 compulsory, MSc Industrial
Engineering & Management (technical modules) year 5
compulsory, MSc Technology Management (electives MSc TM)
year 4

**language**
English

**period**
2.1

**EC**
5

**format**
lectures and tutorials, assignment(s)

**assessment**
assignment(s), written exam

Details on the final grade composition are specified on the

Nestor site of the course.
Course Descriptions

**Objective**
The main objectives of this course are to enable the students to develop an in-depth understanding of the main topics in supply chain management and 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 global operations and supply chain management. Examples of important trends are global manufacturing, outsourcing, e-business, postponement, complexity and performance metrics.
Global operations and supply chain management can be considered as an approach to analyse, manage and improve processes in logistics networks. The underlying rationality is that a significant improvement of both efficiency and customer service levels can be achieved through an integral approach of all parties participating in the supply chain.
With respect to outbound logistics attention is paid to distribution structures, transportation, inventory decisions and warehousing.
In this course attention is paid to recent trends towards globalization of operations and logistics functions.

**Literature**
- will be announced later

**Remarks**
For more information please contact dr.ir. S. Brinkman (050-3637974, s.brinkman@rug.nl) or one of the secretaries (050-3637020).

83. **History of Economic Thought**

<table>
<thead>
<tr>
<th>Contact</th>
<th>dr. H.W. Plasmeijer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer</td>
<td>dr. H.W. Plasmeijer</td>
</tr>
<tr>
<td>Programme</td>
<td>BSc Economics (core programme) year 3 compulsory</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Period</td>
<td>1.2</td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>Format</td>
<td>lectures</td>
</tr>
<tr>
<td>Assessment</td>
<td>Lectures, a movie and a seminar (all of them obligatory)</td>
</tr>
<tr>
<td></td>
<td>active participation during the lectures and the seminar, paper presentation during the seminar and commenting on someone else’s paper during the seminar. When the lecturer is still not convinced, or when you think you deserve a higher grade, you will get an invitation for an oral exam.</td>
</tr>
<tr>
<td>Objective</td>
<td>Teach the students that the development of a science is an historical process, which is far more complicated than simply selecting the right and rejecting the wrong theories.</td>
</tr>
</tbody>
</table>
content What did Adam Smit, David Ricardo or Karl Marx really say? In this course we study the development of economic thought right from the beginning up the modern textbook level. The approach is chronological. After a short introduction in the philosophy of science (one lecture), we proceed with the forerunners, the first economic school (Physiocracy), the classical school, the marginalist revolution, The Cambridge-Walrasian and Astrian neoclassical schools. You will see a movie about Keynes. During the chronological presentation of the story we will make many sidesteps to modern literature. In monetary theory the opportunities to do so are abundant. Another example is, that a careful reading of Ricardo may give (and has given) rise to doubts about some aspects of neoclassical economists.

literature Ekelund and Hebert, A History of Economic Thought and Method

remarks Info: Dr. H.W. Plasmeijer, WSN 618, phone: 363 3743 (email: h.w.plasmeijer@rug.nl)

84. History of Management BKP051A05

contact prof. dr. L. Karsten

lecturer prof. dr. L. Karsten

programme BSc Business Studies - IB&M (core programme) year 1 compulsory

language English

period 1.1

EC 5

format combined lectures/tutorials
General lectures will be given in an auditorium where next to the lectures short films will be projected. Students are requested to look at these films in the full length at Nestor. These films will be an integral part of the final assignment.

assessment written exam
The exam will be composed of multiple choice and a few open questions.

objective Recent developments in the field of management usually have their origin in particular historical circumstances. This course will clarify the impact of these historical circumstances on actual management practices.
Course Descriptions

**content**  
Next to a chronological presentation which will highlight different management approaches, the emphasis will be put on professionalization of management knowledge as such and the tensions between academic research questions and managerial problem statements to solve an organizational issue.

Course outline:
- Overseas Trade, Commercial Capitalism and the first Multinationals
- The Industrial Revolution and the emergence of management
- Scientific Management: Taylor, Ford and Bedaux
- Human relations and the professionalization of management
- The international expansion of large scale enterprises and the introduction of the concept of leadership
- The Emergence of Japan as an economic superpower and the manufacturing of a new ideology
- Management concepts: their emergence, diffusion and implementation
- The Rise of the Network Society and new management practices: convergence, divergence and diversity

**literature**  
- Access to a list of compulsory articles will be provided through Nestor
- Donkin, R., Blood, sweat and tears (ISBN: 1587991446), € 19.00

**remarks**  
Contact: Lkarsten@rug.nl, 3848
Secr: r.van.est@rug.nl/lj.romp@rug.nl/s.i.luiken@rug.nl, tel. 3458

85. **HRM & International Labour Law**  

**BKM133A05**  

**contact** prof. dr. E.M Kneppers-Heijnert

**lecturers** prof. dr. E.M Kneppers-Heijnert, mr. W.W. Wijnbeek

**programme** MSc Human Resource Management (elective MSc HRM) year 4

**language** English

**period** 1.2

**EC** 5

**format** workshop(s)

**assessment** oral exam, paper, mandatory attendance

**objective** After completing the course, the student should master the headlines of international labour law; be able to solve problems of HRM incorporating legal aspects concerning International Labour Law in an integrative way.
### Study guide 2006-2007 FBK/FEW

**content** International labour relations are more and more important in a globalizing world. In order to manage these labour relations in a proper way, the implications of international labour law must be taken into account. Basic information will be given on existing rules and decisions of courts concerning international labour law. Each student is required to write and present a paper (alone or in a small group). Students can choose topics in line with the course from a list composed by the lecturers. Topics will be for example corporate social responsibility, the freedom of movement within the European Union for workers and detachment of employees to foreign countries.

**literature**
- Reader Human Resource Management & International labour law

**remarks**
Secretary: tel +31 50 363 3373; room WSN 810.
Note: You should put in your order for the book European Labour Law at the bookstore in August, so that you will have it in November.

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### 86. ICT: Human & Organizational Issues

**BKM053A10**

<table>
<thead>
<tr>
<th>contact</th>
<th>dr. A. Boonstra</th>
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</thead>
<tbody>
<tr>
<td>lecturer</td>
<td>dr. A. Boonstra</td>
</tr>
<tr>
<td>programmes</td>
<td>MSc BA - Business &amp; ICT (core programme) year 4, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Organizational &amp; Management Control (electives O&amp;MC) year 4, MSc BA - Small Business &amp; Entrepreneurship (electives SB&amp;E) year 4, MSc Industrial Engineering &amp; Management (management modules) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4</td>
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<tr>
<td>language</td>
<td>English</td>
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<tr>
<td>period</td>
<td>1.1-2</td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>format</td>
<td>meeting(s), assignment(s), tutorials</td>
</tr>
<tr>
<td>assessment</td>
<td>paper, active participation, assignment(s)</td>
</tr>
</tbody>
</table>

**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. 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.
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 Final grades will be assigned on the following basis:
• class presence, quality of preparation, participation, answers to questions per theme and presentations; (20 %);
• 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 (40 %);
• written examination (40 %).
• 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.

Secretaries Ms. d.van.lingen-elzinga@rug.nl and Ms. a.k.denhartog@rug.nl, WSN924, tel 050 3633864.
87. **ICT Systems**

**BKM052A10**

- **contact**
  - dr. T.W. de Boer

- **lecturers**
  - dr. T.W. de Boer, drs. J.H. van Uitert

- **programme**
  - MSc BA - Business & ICT (core programme) year 4

- **language**
  - English

- **period**
  - 2.1

- **EC**
  - 10

- **format**
  - tutorials

- **assessment**
  - to be announced

- **prerequisite(s)**
  - Specialization Course Business & ICT (BKB061A10)

**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.

- Analysis of organization and detection of innovative and supporting ICT-systems.
- Methods for developing domain models for analysis of organizations, their static and dynamic structures and their communication lines.
- Elaboration of ICT-systems, their generic architecture and content, and the possibilities they offer for innovation, improvement and support.
- Requirements analysis and the design and application of ICT-systems.
- Implementation: project planning for system design and change.
- Evaluation of applied systems.
Course Descriptions

- Quality, risk and operational management of ICT-systems.
- More literature to be announced.

88. Information Systems for Operations & Supply Chains

**Contact**

prof. dr. J. Wijngaard

**Lecturers**

drs. J.H. van Uitert, prof. dr. J. Wijngaard, prof. dr. ir. J.C. Wortmann

**Programmes**

MSc BA - Business & ICT (electives Business & ICT ) year 4, MSc BA - Operations & Supply Chains (Production & Distribution) year 4 compulsory, MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4

**Language**

English

**Period**

1.1-2

**EC**

5

**Format**

lectures and tutorials, practicals

**Assessment**

oral exam, assignment(s)

Details on the final grade composition are specified on the Nestor site of the course.

**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 modeling 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 modeling exercises, preparing a discussion on implementation issues, making a homework exam that contains all elements of the course.

**Literature**


**Remarks**

For more information please contact prof.dr. J. Wijngaard, 050-3636536, j.wijngaard@rug.nl or one of the secretaries (050-3637020).
89. **Information Systems Management**

   **contact**
   dr. P.E.A Vandenbossche

   **lecturer**
   dr. P.E.A Vandenbossche

   **programme**
   BSc Business Studies - IB&M (core programme) year 2 compulsory

   **language**
   English

   **period**
   1.1

   **EC**
   5

   **format**
   lectures

   **assessment**
   written exam

   **objective**
   This course aims at providing basic knowledge about managing information systems in international organizations.

   **content**
   This course provides an introduction to Information Systems Management in large international organizations to IE&B students. Students will learn to develop a vision on central themes, such as:
   - information systems and organizations
   - information systems and strategy
   - information systems and business processes
   - costs and benefits of information systems
   - cultural, structural and political aspects of information systems
   - organising information system activities, people and information systems
   - managing and implementing IS projects
   - global IT issues, such as: Outsourcing

   **literature**

   **remarks**
   Additional compulsory literature will be announced at a later point in time.
90. **Innovation & Entrepreneurship**

**BKM021A05**

**Contact**
- Dr. E.P.M. Croonen

**Lecturers**
- Dr. T.L.J. Broekhuizen, Dr. E.P.M. Croonen, Prof. Dr. D.F.M.F. Jacobs, Dr. T.J.B.M. Postma

**Programmes**
- MScBA - Business Development (Electives BD) year 4, MScBA - Change Management (Electives Change Management) year 4, MScBA - Strategy & Innovation (Core Programme) year 4 compulsary, MSc Technology Management (Electives MSc TM) year 4

**Language**
- English

**Period**
- 1.1

**EC**
- 5

**Format**
- Combined lectures/tutorials, lectures and tutorials

**Assessment**
- Essay, individual assessment

**Prerequisite(s)**
- Students should meet the general requirements for admittance to MScBA.

**Objective**
- This course aims to provide an understanding of processes of (non-technical) innovation and entrepreneurship in a variety of contexts and conditions.

**Content**
- The course discusses the interplay between entrepreneurship and innovation. Entrepreneurship is conceptualised as a process encompassing different phases in which various elements play a role, such as the entrepreneur him or herself, the business model, the environment, the resources available and the organizational context. Special emphasis is put on the social context in which the entrepreneur is embedded.

A distinction is made between the ‘exploration’ phase and the ‘exploitation’ phase in innovation and entrepreneurship.

Exploration refers to the development of opportunities or new activities, while exploitation refers to the process of exploiting them (i.e. to capture rents from them). This course mainly focuses on the exploration phase, while the exploitation phase will be dealt with in other MscBA courses; more specifically ‘Capturing Value from Innovation’.

The course consists of two parts that run parallel. The first is the theoretical part in which existing theories on innovation and entrepreneurship are discussed. In the second part, the students will apply these theories to concrete organizational settings by studying particular cases in industries with activities strongly focused on non-technical innovation, such as cultural industries or service industries. Moreover, through guest lectures the students will get first hand insights on how processes of innovation take place in practice.

**Literature**
- Virtual reader

**Remarks**
- Contact: Dr. T.L.J. Broekhuizen, DRS 313, tel: 8284 or Dr. E.P.M. Croonen, DRS 318, tel 7236
- Secr.: Mrs. A.M.C. Cordes, tel. 3453, email: a.m.c.cordes@rug.nl
91. **Institutional Investment Management**

**contact** prof. dr. R.A.H. van der Meer  
**lecturer** prof. dr. R.A.H. van der Meer  
**programmes** Courses open to Exchange Students year 4, MSc BA - Finance (electives Finance) year 4  
**language** English  
**period** 2.1  
**EC** 5  
**format** assignment(s), combined lectures/tutorials, practicals  
**assessment** paper, portfolio, written exam  
Resit semester II b. The final mark is formed by a combination of the written examination (60 %) and the student’s case studies (40 %), including an internet based ‘real life’ investment portfolio game using my Wallet.  
**prerequisite(s)** Required: Specialization Course Finance, EWB081A10, and strongly recommended: Portfolio Management, EWM040A10.  

**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 a limited number of case studies, and use of financial internet sites. Students become familiar with these practical use of methods and techniques used in institutional investment management. Active student participation is required.  
**remarks** Secretary: G. Pol, DRS 215, tel. 050 363 3685, g.pol@rug.nl  
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).
92. **Integrale Business Development**

**Programmes**
- MSc BA - Business Development (core programme) year 4 compulsory, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Operations & Supply Chains (electives O&SC) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc BA - Strategy & Innovation (electives S&I) year 4, MSc Industrial Engineering & Management (management modules) year 5 compulsory

**Language**
- English

**Period**
- 1.2

**EC**
- 5

**Format**
- Lectures, assignment(s), workshop(s)

**Assessment**
- Active participation, written exam, report(s)

**Objective**
- Students who finish the course successfully hold knowledge and skills in the area of managing and executing business development, especially focused on the roles of project leader and project members.

**Content**
- Integral Business Development is located at the intersection of product, market and organization. This is a major reason why business development projects are characterized by high levels of uncertainty and complexity. To run such projects successfully, project leaders and project members need to possess specific knowledge and skills. The specific knowledge is addressed in a number of lectures dealing a.o. with subjects as agile project management, cross functional teams and team management. This knowledge has to be applied and specific skills will be developed in a long-term interactive group assignment, in which a concrete product has to be developed. The product is such that both the development of goods and the development of services will come up.

**Remarks**
- English if necessary, Dutch if possible.
- Coordinator: 050-3633858, c.reezigt@rug.nl
- Secretary: 050-3633151/6543
93. **International Business Ia: Organization Design** EWP008A06

- **contact**: dr. D.H.M. Akkermans
- **lecturers**: dr. D.H.M. Akkermans, dr. A. Saka-Helmhout
- **programmes**: BSc Business Studies - IB&M (core programme) year 1 compulsory, BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
- **language**: English
- **period**: 1.1
- **EC**: 6
- **format**: lectures and tutorials
  - The small group teaching tutorials are mandatory.
- **assessment**: written exam with open questions
- **objective**: This course deals with the ins and outs of organising activities in an (inter)national setting from the perspective of organization design. It aims at providing basic knowledge about the internal outlook of organizations. We shall also pay attention to the topic of operations management. In terms of skills development, this module focuses on both discussion and presentation skills.
- **content**: The main part of the course consists of the tutorials: each week chapters of the book and cases will be presented and discussed by the students themselves under supervision of a tutor. Beside this, a number of core subjects of the course will also be discussed during lectures.
- **remarks**: Secretary E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716 Coordinator; dr.D.H.M. Akkermans, WSN 415, d.h.m.akkermans@rug.nl, tel.363 3757

94. **International Business Ia: Skills for IB&M** BKP050A02

- **contact**: dr. A. Saka-Helmhout
- **lecturers**: drs. J.J. Hothe, dr. J.A. Neuijen, dr. A. Saka-Helmhout
- **programme**: BSc Business Studies - IB&M (core programme) year 1 compulsory
- **language**: English
- **period**: 1.1
- **EC**: 2
- **format**: tutorials
  - Mandatory attendance
- **assessment**: mandatory attendance, assignment(s), presentation(s)
  - Case analysis presentation and write-up. There is no opportunity for a resit.
**Course Descriptions**

**objective**
The workshop aims to impart you with the following:
- Effective problem solving and decision making skills that include identifying and solving business problems. It is essential for you to apply the theories that you are introduced to in the Organisation Design course to the practical issues of concern in cross-cultural business cases.
- Self-awareness, openness and sensitivity to diversity in terms of people, cultures, business and management issues. You will be exposed to cultural variation in solutions to business problems through case analyses.
- Effective performance within a team environment including leadership, team building, and project management skills. You will be expected to form teams to formulate the best solution to a real-life case problem, and deliver your analyses in the timely fashion.

**content**
The workshop tests your understanding of the theories introduced in the Organisation Design course and enhances your ability to solve problems within the domain of international organizations. The workshop will enable you to execute problem identification and decision making effectively by sensitising you to cultural diversity and emphasising team effort.

**literature**
cases to be made available at IB&M secretariat

**remarks**
Contact: a.saka@rug.nl, 5142
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl, tel. 3458

95. **International Business Ib: Business Research**

**Methods**

- **contact** dr. K. Muehlfeld
- **lecturer** dr. K. Muehlfeld
- **programmes** BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
- **language** English
- **period** 2.1
- **EC** 3
- **format** lectures and tutorials
Small group teaching with mandatory attendance
- **assessment** assignment(s), mandatory attendance, written exam
Written exam (75 %) and group assignments in the tutorials (25 %).
objective  The central goal of the present course is to develop your competence in conducting an outline for empirical research that meets academic standards of quality.

content  Business research is a systematic inquiry in order to provide information to solve managerial problems. This course offers first year students a first comprehensive assistance in conducting empirical research. The current module builds upon the knowledge of International Business 1A: Organisation Design. You are expected to make use of Daft (2004) for the organizational knowledge that is also needed in this course. The principal aim is conceptualising a research proposal and subsequently render this into a research design. Selected chapters from a textbook on ‘research methods’, drawing on a variety of quantitative and qualitative research methods, complemented by case studies, will be discussed in detail. This course is instrumental in further developing a key academic set of skills: proposing and designing in-depth research. As such, this module must be regarded as a very productive investment in developing skills for assignments later on in your study, including the bachelor and master theses.


remarks  Secretary E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716 Coordinator: dr.K.S. Muehlfeld, WSN 440, k.s.muehlfeld@rug.nl, tel.363 4538

96. International Business IIa: Strategic Management  

contact  prof. dr. H. van Ees

lecturer  prof. dr. H. van Ees

programmes  BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3

language  English

period  1.1

EC  6

format  combined lectures/tutorials  
Small group teaching with mandatory attendance  
A written exam on textbook and lecture material(75 %) and small group assignments (25 %).

objective  This course offers an introduction into general issues of strategic management for all IE&B students, as well as exchange students. After finishing this course, students should be able to understand the basis concepts and tools of strategic management; and apply those concepts and tools to real-world cases.
content The course does not extensively rely on plenary lectures, but rather on interactive teaching activities that relate to real-world cases. Interactive teaching will take place in groups of about 15 IE&B students. The course is organized along the lines of eight teaching cycles that offer a guided tour that passes the different steps of the process of strategic management. The heart of the course is a series of seven group meetings during which students will present, analyze and discuss literature and real-world cases. Additionally, plenary lectures target the development of applied academic research in the strategy field, by discussing additional journal articles. The insights communicated during the plenary lectures are part of the final exam.


remarks Recommended priors: International Business 1A and 1B
Recommended priors: International Business 1A and 1B
Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716 Coordinator: H. van Ees, WSN 428, h.van.ees@rug.nl, tel. 363 3705

97. International Business IIb: Organization and Management Theory EWB032A03

contact dr. G. Peli
lecturer dr. G. Peli

programmes BSc International Economics & Business (core programme)
year 2 compulsory, Courses open to Exchange Students year 3

language English
period 1.2
EC 3

format lectures and tutorials
The tutorials are mandatory.

assessment written exam
The course grade is the weighted average of the exam grade (75 %) and the tutorial grade (25 %).The tutorial grade is a team grade, modified according to the individual contribution of the student.Participation in the tutorials is mandatory.

objective The goal of this course is to present a number of up-to-date theoretical approaches, models on organization that help to systematize the insights from the case analyses of the preceding International Business courses.
8. International Business III: International Strategy and Innovation

**lecturers**
dr. C. Castaldi, dr. K. Muehlfeld, dr. J.P.H. Smits

**programmes**
BSc International Economics & Business (core programme)
year 3 compulsory, Courses open to Exchange Students year 3,
Pre-master (SID) programmes English (IE&B, preparing to MSc
IE&B) year 3 compulsory

**language**
English

**period**
2.1-2

**EC**
10

**format**
lectures and tutorials
Lectures and tutorial meetings, followed by a half semester exam; second half semester consists of small group meetings with essay writing. The first part of the course consists of a short series of tutorial meetings on textbook material, three lectures on innovation and two guest lectures.
Half semester exam and essays during tutorials in second half semester

**objective**
This course is about the economics of strategy and of innovation. The course addresses the characteristics of the corporate environment (markets, stakeholders), specifically the innovation environment and its impact on (international) corporate strategy.
Course Descriptions

content  This course presents (micro-)economic foundations to strategic issues introduced in International Business IIA. It also discusses technological change and innovation in detail. Technological change is a major driver of changes in the external environment of firms. Appropriate responding to threats and opportunities offered by technological change is central to business success. The increasing globalisation of the world economy affects firms’ optimal strategies to obtain and sustain competitive advantage in terms of, for example, firm boundaries and pricing behaviour. The innovative resources and capabilities of firms, sectors and regional and national economies are key to competitive advantages. Both mainstream (e.g. neoclassical) theories and alternative approaches (such as theories inspired by Schumpeter) will be used to understand how firms acquire and use these resources and capabilities. The design of patent laws and the organization of intellectual property rights will be studied, focusing on the implications for a dynamic business strategy. The study material is predominantly about firms in developed countries, with some attention also to strategy issues in the developing world.

literature  
·  Additionally, articles will be distributed electronically through Nestor.

remarks  The first part of the course will be completed with an exam at the end of the first half-semester. The second part of the course is devoted to deepening the knowledge about one of four themes. In small group meetings, students will answer essay questions. This course is also offered in semester 1.

Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel. 363 3716
Coordinator: D. Bezemer, WSN 418, d.j.bezemer@rug.nl, tel.363 3799

99. International Business Law I  BKP056A05

contact  prof. dr. E.M Kneppers-Heijnen
lecturer  prof. dr. E.M Kneppers-Heijnen
programmes  BSc Business Studies - IB&M (core programme) year 1 compulsory, Courses open to Exchange Students year 3
language  English
period  2.1
EC  5
format  lectures
assessment  individual exam, written exam
objective This course aims to provide the student with knowledge and insight about how companies use international business law (IBL) in an international context and how they are subjected to IBL within the business operations. More specifically, after completing the course, the student should: master the most important elements of international business law and be able to incorporate legal aspects into business relations with stakeholders.

coloration This course refers to an introduction in and an overview of the main legal areas that entrepreneurs or managers are confronted with in the scope of management, such as state responsibility, environmental protection, dispute settlement etc.

literature · *International Business Law*, Pearson Custom Publishing
(ISBN: 184658227X), € 57.95
· Compiled by E.M. Kneppers-Heijnert, Reader, Publisher: Pearson Custom Publishing

remarks Contact: e.m.kneppers-heijnert@rug.nl, 3831
Secr: e.tjelsema@rug.nl, 3373

100. **International Business Law II**

**contact** prof. dr. E.M Kneppers-Heijnert
**lecturers** mr. W.M.H. Grooten, prof. dr. E.M Kneppers-Heijnert, mr. W.W. Wijnbeek

**programmes** BSc Business Studies - IB&M (core programme) year 2
compulsory, Courses open to Exchange Students year 3

**language** English

**period** 1.2

**EC** 5

**format** lectures

**assessment** individual exam, written exam

**objective** This course aims to provide the student in continuation of international Business Law I with knowledge and insight about how companies use international business law (IBL) in an international context and how they are subjected to IBL within the business operations. After completing the course, the student should: master some important topics of international business law; be able to incorporate legal aspects concerning into business relations with stakeholders in an integrative way.
content  International business relations are more and more important in a globalizing world. In order to manage these business relations in a proper way, the implications of international business law must be taken into account. This course refers to an overview of main legal areas that entrepreneurs or managers are confronted with in the scope of management, such as trade in goods, labor law, transport, money and banking, taxation and dispute settlement.

literature  
- *International Business Law II*, (reader)

remarks  Contact:e.m.knepers-heynert@rug.nl (tel: 050-3633831 / 3373

101. **International Business Negotiations**  
  **BKB023A05**

contact  dr. J.A. Neujen

lecturer  dr. J.A. Neujen

programmes  BSc Business Studies - IB&M (core programme) year 2, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

language  English

period  2.2

EC  5

format  lectures, workshop(s)

assessment  active participation, paper, written exam  
  Attendance and active participation in the workshops are mandatory for a passing grade.

objective  The objective of this course is to familiarize students with problems in cross-cultural communication and negotiations. The participants will learn to analyse the problems of investing in a cross-cultural setting. The aim is to increase the participants’ capabilities in effective negotiating a business deal globally. The expectations are that the participants will be able to avoid the pitfalls and hazards which culture may cause during business negotiations.

content  The course deals with two inter-related subjects: 1) Business Negotiations and 2) Cultural Differences.

1. Business Negotiations
   At this stage of the course, different types of negotiations will be studied. The theoretical bases to these different types of negotiations will be discussed. The focus will be on international business negotiations and we shall become familiar with different negotiation strategies, phases and tactics. Moreover, we shall learn to know and manage the factors that influence negotiation processes.
2. Cultural differences
Here we shall try to understand the determinants of cultural differences and why these are important in international business negotiations. The emphasis will be on the normative aspects, i.e. how to handle the obstacles to communication due to these differences and how to manage a negotiation process and relationship between parties coming from different cultural settings.

**Literature**
- Additional articles

**Remarks**
Maximum number of participants in this course is 70.
Contact: j.a.neuijen@rug.nl, 3917
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl, tel. 3458

**102. International Commercial Contracts**

**Contact**
NN

**Lecturer**
NN

**Programmes**
BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies - IB&M (electives BS - IB&M) year 3,
Courses open to Exchange Students year 3, MSc Industrial Engineering & Management (management modules) year 5 compulsory

**Language**
English

**Period**
2.1

**EC**
5

**Format**
lectures, workshop(s)

**Assessment**
written exam

**Objective**
International transactions are of vital importance to multinational enterprises. The goal of this course is to gain understanding of the fundamentals and principles of international contracts.
More specifically, after completing the course, the student should master the most important elements of international transactions and be able to incorporate juridical aspects in an integrative way into trade relations between organizations.
content  International transactions differ fundamentally from domestic transactions. The international scene adds to the complexity of items like payment and enforceability of the contract. Basic information will be given on dealing with international agreements.

  · Reader International Commercial Contracts

remarks  Contact: t.j.kooijenga@rug.nl
  Secr: e.tjelsema@rug.nl, 3373

103. **International Economics and Trade**  BKB026A05

contact  drs. A.R.M. Gigengack

lecturer  drs. A.R.M. Gigengack

programmes  BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies - IB&M (core programme) year 2 compulsory, BSc Business Studies - IB&M (core programme) year 3 compulsory, Courses open to Exchange Students year 3, Pre-master (SID) programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

language  English

period  1.1

EC  5

format  lectures

assessment  written exam

objective  To introduce the student to the basic economic theories regarding international trade, international investment, the balance of payments and foreign exchange markets, as well as the motives behind and impact of micro- and macroeconomic policies in an international context, and to acquaint the student with the ramifications of trade, trade policy, the international financial system, and economic policies for the day-to-day operations and planning of the internationally oriented firm.

content  The international economy confronts a firm with many uncertainties: currency values, trade barriers, curbs on international investment, and the degree of macroeconomic stability in countries where production is carried out and/or goods are traded are but a few of the factors which influence a firm’s daily operations and long-term (strategic) planning. In order to allow a firm to succeed internationally, its managers must not only understand how these factors impact the firm’s competitive environment, but also how they are likely to evolve in the future and why. This course introduces the student to the economic theories which help the manager understand the market forces driving the global economy, as
well as the consequences of the international economy for how
governments are likely to implement economic policies. These
insights provide an essential input to the management
decision-making process.


**remarks** Contact: a.r.m.gigengack@rug.nl, 3633
Secr: e.kortrijk@rug.nl, 3716

### 104. International Economics I: Introduction EWP010A06

**contact** dr. M. Koetter

**lecturers** drs. A.C. Elbourne, dr. M. Koetter, drs. T. Kohl, J. Pieters

**programmes** BSc Economics (core programme) year 1 compulsory, BSc
International Economics & Business (core programme) year 1
compulsory

**language** English

**period** 2.2

**EC** 6

**format** lectures and tutorials

Participation of the lecturers and tutorials is mandatory.

**assessment** assignment(s), written exam, mandatory attendance
Participation of the tutorials is mandatory.

**objective** To thoroughly discuss and explain theories, empirical data,
and real-life examples from the area of International
Economics.

**content** The course will offer a broad introduction to International
Economics. It will focus on: international trade and trade
theory; trade policy; exchange rates and exchange rate theory;
open macro-economics; international policy coordination and
international institutions.

Addison Wesley Longman

**remarks** Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716
Coordinator. dr. M.Koetter, WSN 429, m.koetter@rug.nl, tel.363
3633
105. International Economics II: International Monetary Economics  

**contact**

Dr. G.J. Lanjouw

**lecturer**

Dr. G.J. Lanjouw

**programmes**

BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3, Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**

English

**period**

2.2

**EC**

6

Lectures and tutorials with mandatory attendance

Written exam and tutorial group assignments

**objective**

To enhance participants' knowledge of and insight into international monetary and financial theory and practice.

**content**

The course material consists of three parts:

- Balance-of-payments theory and policy, among which the effectiveness of macroeconomic policies in different theoretical approaches (Mundell-Fleming versus monetary).

- Exchange-rate theories, among which the monetary and portfolio approaches; exchange-rate policy, including the choice of an exchange-rate régime.

- The international monetary and financial system, including developments in the European sphere and the markets for currency derivatives.

**literature**


**remarks**

Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel. 363 3716

Coordinator: G.J. Lanjouw, WSN 432, g.j.lanjouw@rug.nl, tel. 363 3713
International Economics III for Economics: EWB035A05

International Rivalry

Contact: dr. E.H. van Leeuwen
Lecturers: prof. dr. S. Brakman, dr. E.H. van Leeuwen
Programme: BSc Economics (core programme) year 3 compulsory
Language: English
Period: 1.1
EC: 5

Format: tutorials. Small group teaching with mandatory attendance. In the first part of each lecture, the literature is presented by individual students or small groups. In the second part of the lecture, the presenters have to answer questions raised by other participants in the group.

Assessment: presentation(s) and written exam. The final grade is based upon marks for the literature presentation and participation and the written exam. Participation obligatory.

Objective: To get insight into the complex nature of ‘International Economic Relations’. The course is centered around a series of larger and smaller assignments that cover a wide array of individual and team-level skills, particularly focusing on the understanding and interpretation of empirical and theoretical articles from academic journals. In terms of skills development, this module focuses on discussion, and presentation skills. Furthermore, students will be stimulated to read journal articles and as such the course is an excellent preparation for the Bachelor thesis.

Content: This course will discuss, on various levels of aggregation, International Economic Relations. Does openness, for example, stimulate growth. How can trade models be tested empirically? What is the influence of geography on international specialization? The literature that is selected for this course often gives more than one answer to the questions raised in the assignments. This will force participants to form their own opinion(s).

Problems that could be discussed are, e.g., what determines the competitiveness of nations, are nations similar to firms, what is the optimal location of a firm, is it better to export or to re-locate to other countries, what policy options do nations and firms have to increase welfare/profits, and are firms and nations similar with respect to competitiveness or do they differ?

Literature: Reader with articles

Students who want to take IE3 as an 10 EC course instead of 5 EC, can take International Economics III for IE&B, EWB035A10
107. **International Economics III for IE&B: International Rivalry**

**contact**
dr. E.H. van Leeuwen
prof. dr. S. Brakman, dr. E.H. van Leeuwen

**lecturers**
BSc International Economics & Business (core programme)
year 3 compulsory, Courses open to Exchange Students year 3,
Pre-master (SID) programmes English (IE&B, preparing to MSc
IE&B) year 3 compulsory

**programmes**

**language**
English

**period**
2.1-2

**EC**
10

**format**
tutorials
Small group teaching with mandatory attendance. In the first
part of each lecture, the literature is presented by individual
students or small groups. In the second part of the lecture, the
presenters have to answer questions raised by other
participants in the group.

**assessment**
presentation(s), written exam
The final grade is based upon marks for the literature
presentation and participation and the written exam.
Participation obligatory.

**objective**
To get insight into the complex nature of ‘International
Economic Relations’. The course is centered around a series of
larger and smaller assignments that cover a wide array of
individual and team-level skills, particularly focusing on the
understanding and interpretation of empirical and theoretical
articles from academic journals. In terms of skills development,
this module focuses on discussion, and presentation skills.
Furthermore, students will be stimulated to read journal
articles and as such the course is an excellent preparation for
the Bachelor thesis.

**content**
This course will discuss, on various levels of aggregation,
International Economic Relations. Does openness, for example,
stimulate growth. Or, do multinational firms increase welfare,
and why (not)? The literature that is selected for this course
often gives more than one answer to the questions raised in the
assignments. This will force participants to form their own
opinion(s).
Problems that could be discussed are, e.g., what determines the
competitiveness of nations, are nations similar to firms, what is
the optimal location of a firm, is it better to export or to re-
locate to other countries, what policy options do nations and
firms have to increase welfare/profits, and are firms and
nations similar with respect to competitiveness or do they
108. International Financial Management  BKB027A05

contact  dr. P.E. Kamminga

lecturer  dr. P.E. Kamminga

programmes  BSc Business Studies - IB&M (core programme) year 3 compulsory, Courses open to Exchange Students year 3, Pre- master (SID) programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

group size

language  English

time period  1.1-2

EC  5

format  tutorials

assessment  written exam

Written exam is based on the literature and lectures and a number of quizzes.

prerequisite(s)  A basic knowledge of Financial Management (such as in Financieel beleid (BKB015A05)) is required. Only registered IB&M & Erasmus students are allowed.

objective  The goal of the course is to acquire knowledge of and to develop competencies regarding the international aspects of the financial management of firms so that the student is able to handle international financial management issues at a proficient level.

content  The International Financial Management course concentrates on the financial management aspects of business operations within an international environment. The course has four main themes, namely:

- the international financial environment (currency markets and currency instruments such as forwards, futures and options);
- foreign exchange management (controlling economic, transaction and translation risks, handling country risks);
- international corporate finance (middle and long term financing with e.g. foreign listed shares and euro-bonds, segmentation of financial markets);
- foreign direct investment (capital budgeting: process and criteria, and aspects of international working capital management).

literature  D.K. Eiteman, A.I. Stonehill and M.H. Moffett, Multinational
Course Descriptions


remarks
Tutorials are scheduled both in semester 1.1 & 1.2.
Examination before Christmas.
Contact: p.e.kamminga@bdk.rug.nl, 3856
Secr: tba, 7082

109. International HRM

**contact**
Dr. F.A.A. Becker-Ritterspach

**lecturer**
Dr. F.A.A. Becker-Ritterspach

**programmes**
BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies - IB&M (electives BS - IB&M) year 3,
Courses open to Exchange Students year 3

**language**
English

**period**
2.2

**EC**
5

**format**
Lectures, tutorials

**assessment**
Paper, written exam

Small groups of students write papers on problems facing
multinationals in specific organizational and IHRM areas or
issues in specific countries.

**prerequisite(s)**
Participants must have a basic knowledge of Human Resource
Management. Students without this knowledge should first
follow the course: Introduction to HRM BKB140A06

**objective**
The purpose of this course is to develop an understanding of
the consequences of the internationalisation process in trade
and industry for the organizational and HRM policies of
companies.

**content**
Internationalisation increases the complexity of an
organization and of the environment with which it is
concerned. The increase in cross border business activities has
led to a growing interest in cultural and business specific
developments and linkages with institutional contexts. The
interrelation between human resource management and
national industrial relations means that management are not
autonomous in determining personnel policy. Human resource
management, organising and strategy are all subject to
different societal rules, norms and values. Trade unions,
government authorities and legal structures influence
personnel management. While this course focuses on
European developments to some extent, other continents will
receive proper attention. The course is divided into the
following main areas:

- Convergence or divergence in IHRM; systems of cultural,
educational and industrial relations; how to explain and
deal with these;
• HRM within multinational enterprises: dealing with variety within one enterprise; the challenge of managing diversity
• Supranational regulation: the impact of supranational bodies, law and agreements.
• The relation between different strategic choices in MNE and IHRM

literature

remarks
Students of MSc HRM, please contact the coordinator before registration.
Contact: f.a.a.becker-ritterspach@rug.nl
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl
Tel.:+31 50 363 3458

110. **International Industrial Economics**  EWB036A06

contact
dr. D. Wiersma

lecturers

programmes
BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3, Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

language
English

period
1.2

EC
6

format
lectures and tutorials

assessment
written exam

objective
This course aims at broadening the students insights into the functioning of markets characterised by imperfect competition. At the end he/she can apply the relevant models for these markets on real (general) problems of market power (such as merger, advertising, limit pricing and R&D) and on problems of international imperfect competition (such as dumping, strategic trade policy, exchange rate fluctuations, export cartels and European integration).

content
Industrial Economics is the subdiscipline of Microeconomics that studies markets of imperfect competition. Core questions are the origins and the nature of these market structures, the strategic behaviour of firms and the effects on social welfare. Central in this course is the students’ mastering of the tools of analysis, in particular the models of quantity and price
adjustments and some game theory. Next to this a great deal of attention will be paid to problems of economic policy, such as competition policy and (de-)regulation. This course focusses in particular on international markets with imperfect competition. Subjects to be dealt with are:

- General problems of international trade, such as a.o.: the effects of barriers to trade, should a firm export, or invest abroad, the effects of exchange rates on a firm’s performance and on national welfare.
- Policy problems of international trade, such as a.o.: export policy, international competition policy (WTO and European), economic integration.


**remarks**  Secretary: H. van der Vleuten, WSN 613, h.c.w.e.van.der.vleuten@rug.nl, tel. 363 3740
Coordinator: dr. D. Wiersma, WSN 524, doede.wiersma@rug.nl, tel.363 3760

111. **International Management Accounting & Control**  BKM062A05

**contact**  dr. M.P. van der Steen

**lecturer**  dr. M.P. van der Steen

**programme**  MSc International Business & Management (IFM) year 4 compulsory

**language**  English

**period**  1.1

**EC**  5

**format**  lectures, tutorials
Small group teaching, interactive lectures and tutorials

**assessment**  assignment(s), presentation(s), written exam
(conditional) admission to MSc IB&M

**prerequisite(s)**

**objective**  The overall objective is to familiarise students with the most widely used accounting concepts and techniques, and to allow them to be sensitive to the specifics of multinational management accounting. The specific objectives of the course are that students are able to (1) critically assess various accounting techniques and concepts, especially in relation to the global positioning of the organization. Students also need to be able to (2) propose improvements on existing accounting systems and methodologies, and (3) they need to be aware of the pitfalls associated with the control of geographically dispersed organizations and be able to propose how to bypass these.

**content**  The course focuses primarily on the specific requirements of multinational organizations with regards to both their internal
information provision and control. The course will consist of two parts. The first part will address a number of core management accounting and control topics, the second part will extend these to include foreign and multinational organizations. The first part of the course will address topics including: Costing theory and analysis, Performance evaluation, Decentralisation and control. The second part will be specifically geared towards management accounting in the context of international organizations. It draws on the theoretical notions from the first part. Some of its topics include:

- Control of divisionalised and devolved organizations
- National culture and implications for management accounting systems
- International transfer pricing systems & taxation
- Accounting for fluctuating exchange rates

**literature**

Reader with selected articles and cases

**remarks**

Management Accounting & Control or equivalent are recommended priors. It is assumed that students have at their disposal: Atkinson, Kaplan & Young, 4th edition or a comparable textbook (used in the second year course Management Accounting and Control). Moreover, knowledge of this material is also required as entry level for this course.

Contact: m.p.van.der.steen@rug.nl, tel. 3993

### 112. International Marketing for IB&M

**BKP061A05**

**contact**

mr. drs. H.A. Ritsema

**lecturer**

mr. drs. H.A. Ritsema

**programmes**

BSc Business Studies - IB&M (core programme) year 1

compulsory, Courses open to Exchange Students year 3

**language**

English

**period**

2.1

**EC**

5

**format**

lectures and tutorials

**assessment**

written exam

**objective**

The course deals with the fundamentals of marketing as related to the international business environment. The primary objective of this class is to provide an introduction to the concepts, theories, and strategies in international marketing. More specifically students will: 1. learn how international marketing differs from domestic marketing; 2. develop a working knowledge of the terms and concepts used in international marketing; 3. develop skills in analysing cultural, economic, political, and legal factors that influence decisions in
international marketing; 4. learn how to assess the
opportunities and risks present in foreign markets; 5. become
familiar with different sources of information as well as ways
of analysing information; 6. develop an understanding of
international marketing planning.

content
Products (and services) for both consumers and businesses are
increasingly originating in foreign countries. For many
companies it is necessary to be in international markets to
remain competitive. This poses a significant challenge as
marketing in these markets can be fundamentally different
from marketing in a company’s domestic market. This course
aims to develop an understanding of the international
marketing environment, the international marketing mix, and
international marketing strategy. Specific topics include the
rationale for international marketing, marketing issues related
to international economic, financial political, legal, cultural and
information technology environments, international marketing
research, market selection and entry, product adaptation for
international markets, promotion, pricing and distribution in
international markets, channel selection and alliances and
strategic issues in international marketing.

literature
To be announced

remarks
Contact: H.A.Ritsema@rug.nl, tel. 3844
Secr: r.van.est@rug.nl/lj.romp@rug.nl/s.i.luiken@rug.nl, tel.
3458

113. International Marketing I for IE&B/Economics

contact
drs. K. Visser

lecturers
drs. H.C. Stek, drs. K. Visser

programmes
BSc Economics (core programme) year 2 compulsory, BSc
International Economics & Business (core programme) year 2
compulsory, Courses open to Exchange Students year 3

language English

period 1.2

EC 6

format lectures and tutorials

assessment assignment(s), written exam

objective First introduction to Marketing - Concepts and Strategies - for
IE&B students.
content This course provides IE&B students with a first introduction in marketing. First, an overview of the marketing concept is provided, and the marketing environment and marketing in international markets are discussed. Next, markets are analysed (consumer behaviour and organizational buying behaviour), and the role of market research and information systems in this analysis is explained. Once markets are understood, segmenting of the market, targeting of segments and positioning of goods and services can take place. Next, the four components of the marketing mix and decisions regarding these components are discussed: (1) product, branding, packaging and service decisions, (2) place (distribution and channel) decisions, (3) promotion decisions, and (4) pricing decisions. Then the management of the marketing mix as a whole is treated. Finally, strategic marketing management is discussed.


remarks Secretary: H.G. Tamling, WSN450, tel.: 050-3637065, h.g.tamling@rug.nl

114. International Marketing II for IE&B EWB038A03

contact drs. H.C. Stek
lecturers drs. H.C. Stek, drs. K. Visser
programmes BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3, MSc Industrial Engineering & Management (management modules) year 5 compulsory

language English
period 2.1
EC 3

format lectures and tutorials
assessment assignment(s), written exam

objective The objectives of this course are to familiarize the students with the theoretical base for international marketing and to enhance the students’ understanding of the international environment and strategies.

content This course is designed around three basic questions:
- Why, or whether a company markets internationally of not?
- Where, of how a company can analyze the most suitable market for its products/services?, and
- 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. This means that the course starts with the study of
a framework for choosing international strategies. To be able
to gather information for using the framework, we have to
study the area of (international) marketing research.
Included is an extra workshop on basic marketing research
techniques. Subsequently we will discuss the development
of international marketing strategies and the relationships
with modes of operation. We then cover the underlying
marketing instruments and their peculiarities in an
international context.

literature
- Compiled by dr. J.A. Voerman, drs. E.G.J. Hoppen,
  *International Marketing for IE&B: 1 & 2*, Pearson Custom
- Doole + Lowe, Thomson, *International Marketing Strategy*,

remarks
Basic knowledge of Marketing (e.g. from International
Marketing 1) is highly recommended

115. **International Strategic Management**

<table>
<thead>
<tr>
<th>contact</th>
<th>dr. T.J.B.M. Postma</th>
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<tbody>
<tr>
<td>lecturer</td>
<td>dr. T.J.B.M. Postma</td>
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<tr>
<td>programmes</td>
<td>BSc Business Studies - IB&amp;M (core programme) year 3 compulsory, Courses open to Exchange Students year 3, Pre-master (SID) programmes English (IB&amp;M, preparing to MSc IB&amp;M) year 3 compulsory</td>
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<td>assessment</td>
<td>assignment(s)</td>
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|                  | Grading is based an an individual written exam of the
|                  | literature, cases and lectures and group-cases/assignments. A
|                  | minimum score of 55 (out of a 100) is required for the written
|                  | exam (and for the other activities each 55). |
| prerequisite(s)  | Only registered IB&M & Erasmus students are allowed. It is
|                  | strongly advised that participants have finished the 2nd year
|                  | course on Strategy (Strategievorming BKB049A05). |
| objective        | To provide insight in and understanding of the
|                  | management challenges associated with developing
|                  | international strategies and managing the operations of
|                  | companies whose activities stretch across national
|                  | boundaries;
|                  | To deepen insights into the relevant theoretical
|                  | background and rational for international strategic
|                  | decision-making; i.e. setting up own subsidiaries, forming
|                  | strategic alliances or mergers and acquisitions in various
corporate governance/institutional environments;

- To discuss subjects related to international strategic management, such as innovation, networks, absorptive capacity and future scenarios.

**content**

Since the early 2000’s globalization became an ever increasing and more pervasive factor in business. The world has been transforming into a ‘global village’. The multinational firm (MNC) and its functioning in networks, alliances, etc. is an important element in this globalization context. The MNC can range from large diversified corporations (such as Siemens), to small and medium sized business that decide to internationalize. The course international strategic management is directed at providing insight into the role and set of choices of strategic management in internationalization processes. Possible internationalization/entry modes are internal growth (new activities), forming strategic alliances, and Greenfield investments and mergers/ takeovers. The course is oriented towards external developments and strategic management options and decisions, enabling students to discuss and handle processes of international strategy formation pertaining to established and new MNCs.

**literature**

- Additional cases and handouts via Nestor
- Philip Laserre, *Global Strategic Management (paperback)* (ISBN: 0-333-79375-7), € 49.00
- Reader International Strategic Management 2005/6, Syllabus shop

**remarks**

Contact: tj.b.m.postma@rug.nl, 4005
Secr: a.c.m.cordes@rug.nl, 3453

### 116. Introduction to Actuarial Science | EWB027A05

**contact**
dr. L. Spierdijk

**lecturer**
dr. L. Spierdijk

**programme**
BSc Econometrics (core programme) year 2 compulsory

**language**
English

**period**
2.2

**EC**
5

**format**
lectures and tutorials

**assessment**
written exam

**objective**
The student has acquired insight in the basic ideas behind insurance in general and life insurance in particular and has obtained sufficient skills to apply the theory discussed.

**content**
The economics of insurance, individual risk models for a short term, survival distributions and life tables, life insurance, life annuities, and benefit premiums.

**literature**
117. Introduction to Computers

<table>
<thead>
<tr>
<th><strong>contact</strong></th>
<th>prof. dr. R.H. Koning</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lecturer</strong></td>
<td>H. de Weerd</td>
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<tr>
<td><strong>programme</strong></td>
<td>BSc Econometrics (core programme) year 1 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>1.1</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>2</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>lectures, practicals</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>computer test</td>
</tr>
</tbody>
</table>

**objective**
At the end of the course one must be able to apply some basic techniques, especially used in econometric problems.

**content**
During the practical the students have to work out problems using a spreadsheet programme (Excel) and a typesetting programme (Latex).

**literature**
Will be announced later

118. Introduction to Development Studies I

<table>
<thead>
<tr>
<th><strong>contact</strong></th>
<th>dr. drs. M.P. Timmer</th>
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<tbody>
<tr>
<td><strong>lecturer</strong></td>
<td>diverse docenten</td>
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<tr>
<td><strong>programmes</strong></td>
<td>AVV-courses FMO and FE year 3, BSc Business Studies - IB&amp;M (electives BS - IB&amp;M) year 3, Courses open to Exchange Students year 3</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>1.1</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>lectures</td>
</tr>
</tbody>
</table>

Ten lectures of 2 hours on Monday and Wednesday afternoon in the first semester in Academiegebouw, Broerstraat 5.

**assessment**
written exam

**objective**
The course aims at providing a broad interdisciplinary introduction to development studies for students of all faculties. The aim is to offer a base for further detailed studies on development issues.

**content**
In ten lectures an introduction to development studies will be given. The following topics will be dealt with: history and institutions; agricultural and rural development; industrialisation; state formation and political aspects; population and health care; education and technology; environment; international order; and development aid.

**literature**
A. Szirmai, *Dynamics of Socio-Economic Development, an introduction*, € 50.00

**remarks**
Contact: J.P.T. Klijnsma, tel.: 3635601, J.P.T.Klijnsma@rug.nl
Dr. M.P. Timmer, tel.: 3633553, email: M.P.Timmer@rug.nl
119. Introduction to Development Studies II  

**Contact**  
drs. J.P.T. Klijnsma

**Lecturers**  

**Programmes**  
BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

**Language**  
English

**Period**  
1.2

**EC**  
6

**Format**  
lectures and tutorials

**Assessment**  
active participation, essay, presentation(s)

Grades are based on the presentation, participation in the discussions and the exam.

**Prerequisite(s)**  
The course Introduction in Development Studies I. This module must be combined with Introduction in Development Studies I in order to obtain 12 ECTS credit points.

**Objective**  
To provide a deepened understanding of the theories and concepts mastered in IDS I by application to actual development issues. To teach students how to combine theories from various disciplines in a paper/presentation and to improve their presentation and debating techniques.

**Content**  
To provide an in-depth study of a particular set of problems in development in less advanced countries in a small-group teaching setting. It builds upon the broad overview given in ‘IDS I’ by focusing on a particular aspect of development. This year the preliminary topics are: a. Social and political development of Africa, b. The pros and cons of globalisation and c. An evaluation of the Millennium Development Goals. The literature list will consist of 2-4 books plus additional articles. In each group meeting a student will present chapters from the book plus some articles or their paper. The literature should be divided in such a way that at the end all literature has been covered by the presentations.

**Remarks**  
Contact: J.P.T. Klijnsma, tel.: 3635601, email: J.P.T.Klijnsma@rug.nl

The literature list will consist of 2 - 4 books plus additional articles. In each group meeting a student will present chapters from the book plus some articles or a paper. The literature should be divided in such a way that at the end all literature has been covered by the presentations.
120. **Introduction to Econometrics**

**Contact** prof. dr. P.A. Bekker  
**Lecturer** prof. dr. P.A. Bekker  
**Programmes** BSc Econometrics (core programme) year 2 compulsory, Courses open to Exchange Students year 3  
**Language** English  
**Period** 2.2  
**EC** 5  
**Format** lectures, assignment(s)  
**Assessment** assignment(s), written exam  

**Objective** The course gives an introduction to econometrics. Especially the foundation of the econometric methodology around the linear model is emphasized.  

**Content** Taking the linear model as starting point several estimation methods and testing procedures are considered from differing viewpoints. Both exact and asymptotic methods are treated. The course distinguishes between a first introductory part, and a second more technical part.


121. **Introduction to HRM**

**Contact** dr. E.H. Bax  
**Lecturers** dr. E.H. Bax, prof. dr. E.M Kneppers-Heijnert  
**Programmes** BSc Business Studies - IB&M (core programme) year 2, BSc Economics & Management (electives BSc E&M) year 3, BSc International Economics & Business (electives BSc IE&B) year 2, Courses open to Exchange Students year 3  
**Language** English  
**Period** 2.2  
**EC** 6  
**Format** lectures  
**Assessment** written exam with multiple choice questions  

**Objective** This course is designed for (international) students who do not have a basic knowledge of HRM. After having attended the course successfully the student will have knowledge of the main theories and models of HRM.

**Content** HRM in general focuses on the problem of organizations how to achieve a fit between the demand for labour and the supply of labour. This process of balancing demand and supply has an ongoing and dynamic nature because of continuous changes in the organization’s environment and its strategy that have an impact on both the demand and the supply of labour. This introduction course focuses on the issue in what ways
management can reach the balance in the organization between the demand and supply of labour. The balancing process is studied within the context of environmental change and business strategy. Topics that will be dealt with are strategic HRM, analysis and design of work systems, planning, recruitment, selection, training, performance management, rewarding, managing human resources globally, the legal environment, the effects of culture, industrial relations. Although the above mentioned issues and the related theories apply to any firm irrespective of its operating context, in the literature and lectures the dimension of HRM specifically related to firms operating in an international context will also come to the fore. Next to teaching the basics, the latter also makes this course a preliminary to the course International HRM.

**literature**
- E.H. Bax, *Translation of Kansrijk Kiezen. Raamwerk voor Strategisch HRM.*, This translation will be available as a faculty imprint. See Nestor

**remarks**
Secretary: E.H. Boswijk-Korte, DRS 428, e.h.boswijk-korte@rug.nl, tel.363 4288
Coordinator: dr E.H.Bax, DRS 421, e.h.bax@rug.nl, tel.363 3849

### 122. Introduction to Management Consulting

**BKB063A05**

**contact**
drs. C.I Quispel

**lecturers**
dr. B.J.M. Emans, drs. C.I Quispel, prof. dr. J.I. Stoker

**programmes**
BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies - IB&M (electives BS - IB&M) year 3,
Courses open to Exchange Students year 3

**language**
English

**period**
2.1

**EC**
5

**format**
lectures, assignment(s), workshop(s); with mandatory presence assignment(s), written exam

**assessment**
Both are 50% of the final grade. Both should be 5.5 or more for a sufficient final grade.

**prerequisite(s)**
This course can be seen as an introduction to the master course Management Consulting. For some matters it is a strongly recommended course or it is a mandatory course.

**objective**
The course’s aim is to provide general knowledge and insight into the consulting profession, the phases of a consulting project, consultant skills and diverse roles.
content Management consulting is an independent professional advisory service. The student will get acquainted with the consultancy profession and career-development in consultancy firms. There are five generic purposes pursued by clients using consultants, irrespective of differences in the technical area of intervention and in the intervention method used. In the lectures we will deal with these purposes and describe the specific roles consultants can take on in different stages of the consulting process. Success and failures in consulting practices will be described to enhance learning from others. Also recent developments in the field of consulting will be dealt with. In the workshops students will work in small teams on practical assignments, like writing a proposal and interviewing consultants.


remarks Book only available at that price through the Faculty readershop. Contact: c.i.quispel@rug.nl, 3368
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl, tel. 3458

123. Introduction to Mathematical Economics EWB030A05

contact dr. L. Schoonbeek
lecturer dr. L. Schoonbeek

programmes BSc Econometrics (core programme) year 2 compulsory,
Courses open to Exchange Students year 3

language English
period 2.1
EC 5

format lectures
assessment written exam

objective The aim of the course is to show how formal microeconomic models can be analysed rigorously by applying mathematical methods.

content The course discusses a number of formal mathematical models which constitute the core of modern microeconomic theory. First, a discussion is given of models of producer and consumer theory, centered around the concept of duality. Next, the course pays attention to mathematical models of monopolistic and oligopolistic behaviour, game theory, general equilibrium theory, and choice under uncertainty.

literature H.R. Varian, Microeconomic Analysis, 3rd edition, 1992
(ISBN: 0-393-95735-7 ), € 55.00
124. **Introduction to Operations Research**

**contact**  prof. dr. G. Sierksma  
**lecturer**  prof. dr. G. Sierksma  
**programme**  BSc Econometrics (core programme) year 2 compulsory  
**language**  English  
**period**  1.2  
**EC**  5  
**format**  lectures and tutorials  
**assessment**  essay, written exam  

**objective**  The objective of the course is to familiarize students with the basic theoretical aspects of (integer) linear optimization models, which makes it possible for them to analyze and solve practical optimization problems.  

**content**  The central problem in the course is the linear programming model (LP-model), where a linear objective function is to be maximized or minimized over a given domain, which is specified by linear (in)equalities. The decision variables can be either continuous or discrete (integer). Theoretical developments in the last few decades have produced very effective solution techniques for these problems. This, combined with the tremendous increase in computer capacity, has made it possible to solve very large-scale models with thousands of variables and constraints. No wonder that practically all big companies solving both logistical and financial questions have efficient solvers of LP-models in their repertoire.  

The course treats the main mathematical principles, where theorems are always seen as general summaries and conclusions of a broad range of examples and cases. The more advanced models and solution techniques are presented in the context of practical case studies, such as production-inventory, cutting-stock, and conflicting-objective problems.  

125. Knowledge Development & Philosophy of Science  

**contact**  
dr. B.J.W. Pennink  

**lecturers**  
prof. dr. L. Karsten, dr. B.J.W. Pennink  

**programmes**  
BSc Business Studies (electives BSc Business Studies) year 3,  
BSc Business Studies - IB&M (electives BS - IB&M) year 3,  
Courses open to Exchange Students year 3  

**language**  
English  

**period**  
1.2  

**EC**  
5  

**format**  
lectures, workshop(s)  

**objective**  
After finishing this course students are able to:  
- reflect on business research in philosophical terms;  
- formulate different research approaches for the same management problem;  
- choose on rational grounds for a specific research approach;  
- criticize scientific research.  

**content**  
In six seminars of 4 hours, students and lecturers will have dialogues about how to construct business management research, which philosophical questions can be and must be raised in setting up research and in which way business research can add to management questions.  

**literature**  
- Pennink, B.J.W., *Business research by the way of questions. see: www.pennink.nl/BjW*  

**remarks**  
Participants must be acquainted with the basic principles of conducting business research. Paper available on www.pennink.nl/bjw: click on “onderwijs” and then “artikelen”.  
Contact: b.j.w.pennink@rug.nl, 3243  
Secr: j.verhagen@rug.nl, 3857
126. **Labour Economics**

**contact**

dr. J.P. Elhorst

**lecturer**

dr. J.P. Elhorst

**programmes**

AVV-courses FMO and FE year 3, BSc Economics (electives BSc Economics) year 3, Courses open to Exchange Students year 3

**language**

English

**period**

2.2

**EC**

5

**format**

lectures and tutorials

**assessment**

written exam

**prerequisite(s)**

First-year introductory course in Economics

**objective**

The objective of this course is to develop the student’s understanding of the standard labour economics literature.

**content**

The market that allocates workers to jobs and coordinates employment decisions is the labor market. The labor market is unique; non-pecuniary factors such as work environment, risk of injury, personalities of managers, perceptions of fair treatment, and flexibility of work hours?loom larger in employment transactions than they do in markets for commodities. Furthermore, a host of institutions and pieces of legislation that influence the employment relationship do not exists in other markets. Labor economics is the study of the workings and outcomes of the labor market. The main subjects in this course are labour demand, labour supply, pay and productivity, inequalities and discrimination, collective bargaining, macroeconomic and regional economic issues of unemployment and labour market policy.

**literature**


**remarks**

Info.: J.P. Elhorst, WSN 528, phone: 363 3893 (Email: J.P.Elhorst@rug.nl)

127. Life Insurance  

**contact** prof. dr. R.H. Koning  
**lecturer** dr. K. Nevels  
**programmes** Courses open to Exchange Students year 4, MSc Econometrics, Operations Research & Actuarial Studies (Actuarial Studies) year 4 compulsory, MSc Econometrics, Operations Research & Actuarial Studies (electives Excts, OR & AS) year 4  
**language** English  
**period** 1.1-2  
**EC** 10  
**format** meeting(s), assignment(s)  
**assessment** assignment(s), written exam  

**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.  


128. Macroeconomics I  

**contact** drs. E. Wester  
**lecturer** drs. E. Wester  
**programmes** BSc Econometrics (core programme) year 1 compulsory, BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory  
**language** English  
**period** 2.1  
**EC** 6  
**format** combined lectures/tutorials  
**assessment** written exam  

**objective** The student gets insight into the methods and main assumptions of macroeconomics.
content  Why do incomes in some countries grow faster than in other countries? Why are rates of inflation high in some countries and low in others? Why do countries experience periods of falling incomes and rising unemployment? Macroeconomics, the study of the economy as a whole, attempts to answer these questions. Macroeconomists collect data on for instance incomes, prices and unemployment for different periods in time and for different countries and they formulate theories to explain these data. With this knowledge they try to formulate economic policy to improve economic performance. There are different models for different economic phenomena. Broadly speaking we can distinguish between models for the long run and models for the short run.


remarks  Secretary: L.Baars, WNS 613, e.m.baars-drent@rug.nl, tel.363 7018
                      Coordinator: E. Wester, WSN 522, e.wester@rug.nl, tel. 363 3761

129.  Macroeconomics II  EWB041A06

contact  dr. G.H. Kuper
lecturers  dr. G.H. Kuper, drs. E. Wester
programmes  BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (electives BSc IE&B) year 2, Courses open to Exchange Students year 3

language  English
period  2.2
EC  6

format  combined lectures/tutorials
assessment  written exam
prerequisite(s)  Bachelor International Economics and Business
                      Bachelor Economics

objective  This course bridges the gap between the first-year macroeconomics course and more advanced courses such as Macroeconomics 3 and 4. Macroeconomics 2 takes a more analytical approach to familiar macroeconomics concepts and models.


remarks  Info: Dr. G.H. Kuper, WSN 530, phone: 363 3756, email: G.H.Kuper@rug.nl. Secr. Lies Baars, WSN 613, phone: 363 7018.
130. Macroeconomics III  EWB042A05

contact  prof. dr. B.J. Heijdra
lecturer  prof. dr. B.J. Heijdra
programmes  BSc Economics (core programme) year 3 compulsory, Courses open to Exchange Students year 3
language  English
period  1.2
EC  5
format  lectures and tutorials
assessment  written exam

objective  This course has two main aims. First, it will introduce the student to the main schools of thought in macroeconomics and to the key debates between its practitioners. Second, it will provide the students with the analytical skills necessary to read and understand the professional literature.

content  This course starts with a brief survey of the main schools of thought in macroeconomics, such as the (new-)Keynesians, the monetarists, and the (new-)classicals. Subsequently, the course will deal in depth with various important topics such as stock-flow interaction, rational expectations and the perfect foresight hypothesis, non-Walrasian economics, macroeconomic labour markets, union behaviour and unemployment, labour market search theory, the political economy approach to macroeconomics, open economy macroeconomics.

(ISBN: 0-19-877617-9), € 50.00

remarks  chapters 1 to 11, except chapter 5, will be covered in detail.
Info: Prof.dr. B.J. Heijdra, WSN 517, phone 363 7303 (email: b.j.heijdra@rug.nl).
Secr. Lies Baars, WSN 613, phone: 363 7018

131. Macroeconomics IV  EWM036A10

contact  prof. dr. E. Sterken
lecturers  prof. dr. B.J. Heijdra, prof. dr. E. Sterken
programme  MSc Economics (core programme) year 4 compulsory
language  English
period  1.1-2
EC  10
format  combined lectures/tutorials
assessment  written exam with assignments
**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**
- B.J. Heijdra & F. van der Ploeg, *Foundations of Modern Macroeconomics*, 2002, Oxford University Press. Chapters 13-16 will be covered in detail in part 1 of the course., € 50.00

**remarks**
Info: Prof.dr. E. Sterken, WSN 521, phone: 363 3723, email: e.sterken@rug.nl
Secr. Lies Baars, WSN 613, phone 363 7018

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### 132. Management Accounting & Inf.Management IB&M EWB045A05

**contact**
drs. C.M Elsenga

**lecturers**
drs. C.M Elsenga, prof. dr. G.J. van Helden

**programme**
BSc Business Studies - IB&M (core programme) year 2 compulsory

**language**
English

**period**
2.2

**EC**
5

**format**
combined lectures/tutorials, practicals

**assessment**
The assessment will be based on both the results of case reports and those of the written exam.

**objective**
This course makes students familiar with management accounting and information management issues at an introductory level.

**content**
The first part of this course entails an introduction in management accounting, encompassing subjects like planning and budgeting, costing, as well as accounting for decision making. Both management accounting techniques and their practical application are addressed. Exercises on management accounting techniques will be practiced during the lectures, and a case report on a management accounting theme has to be
prepared in small groups. The second part of the course is directed to computer-based applications of accounting techniques. Using Excel, case reports will be prepared in small groups on the following techniques: financial planning (what-if questions about the financial future of a company), evaluation of investment proposals, product costing and budgeting annex variance-analysis.

**literature**
- Book or Reader on Information Management
- Reader Cost Allocation, 2003

**remarks**
Secretary: N.R. Kempa, DRS 215, tel.: 050-3633814, e-mail: n.r.kempa@rug.nl

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<tr>
<th>133. Management Accounting &amp; Information</th>
<th>EWB045A06</th>
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<tbody>
<tr>
<td>Management</td>
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<tr>
<td><strong>contact</strong></td>
<td>drs. C.M Elsenga</td>
</tr>
<tr>
<td><strong>lecturers</strong></td>
<td>drs. C.M Elsenga, prof. dr. G.J. van Helden</td>
</tr>
<tr>
<td><strong>programmes</strong></td>
<td>BSc International Economics &amp; Business (electives BSc IE&amp;B) year 2, Courses open to Exchange Students year 3</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
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<tr>
<td><strong>period</strong></td>
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<tr>
<td><strong>EC</strong></td>
<td>6</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>combined lectures/tutorials, practicals practice classes</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>written exam</td>
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<tr>
<td></td>
<td>The assessment will be based on both the results of case reports and those of the final exam. Resit August.</td>
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</table>

**objective**
This course makes students familiar with management accounting and information management issues at an introductory level.

**content**
The first part of this course entails an introduction in management accounting, encompassing subjects like planning and budgeting, costing, as well as accounting for decision making. Both management accounting techniques and their practical application are addressed. Exercises on management accounting techniques will be practiced during the lectures, and a case report on a management accounting theme has to be prepared in small groups. The second part of the course is directed to computer-based applications of accounting techniques. Using Excel, case reports will be prepared in small groups on the following techniques: financial planning (what-if questions about the financial future of a company), evaluation of investment proposals, product costing and budgeting annex variance-analysis.
**literature**
- Book or Reader on Information Management
- *Reader Cost Allocation*, 2003, € 5.00

**remarks**
Secretary: N.R. Kempa, DRS 215, tel.: 050-3633814, e-mail: n.r.kempa@rug.nl

134. **Management Accounting for Technological Innovation**

**BKM161A05**

**contact**
dr. E.P. Jansen

**lecturers**
dr. E.P. Jansen, dr. M.P. van der Steen

**programmes**
MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Industrial Engineering & Management (technical modules) year 5 compulsory, MSc Technology Management (core programme) year 4 compulsory

**language**
English

**period**
1.1

**EC**
5

**format**
lectures, workshop(s)
The workshops are compulsory.

**assessment**
assignment(s), presentation(s), written exam

**prerequisite(s)**
Bachelor courses: Management Accounting en Control (for Students busy with BSc.TM) Recommended priors: Bachelor level Management Accounting en Control.

**objective**
After attending this course, students are
- acquainted with advanced management accounting and management control concepts and theory in relation to manufacturing and technology
- able to apply management accounting concepts and techniques in analyzing production processes
- able to summarize, to analyze and to critically evaluate research papers that are published in leading academic journals concerning management accounting, technology and manufacturing

**content**
The course Accounting for Technology Management envisages to offer knowledge and skills on the interaction between the control of means and people in the organization and technological progress in all her forms. The objective is to be able to understand the various ways in which the management accounting and control systems can support or undermine uses and renewal of technology. It offers an understanding of the business economics underlying the acceptance and the ongoing development of innovation in an organizational setting.
The main topics to be dealt with are:

- Costing theory and analysis: Activity-based Costing, Traditional methods of cost allocation, Kaizen costing, Strategic Cost Management
- Performance evaluation: Balanced Scorecard (BSC), financial performance indicators (ROI/Return on Investment, RI/Residual Income etc.)
- Operational planning: cost behaviour, budgeting and planning
- Capital investment: financial evaluation of technological innovation

**Literature**

Reader

**Remarks**

Contact information teachers: E-mail E.P. Jansen: e.p.jansen@rug.nl/E-mail M.P. van der Steen: m.p.van.der.steen@rug.nl

Secretary: E-mail: i.j.bakker@rug.nl Phone: 050 363 3535

### 135. Management Consulting

**Programmes**

- MSc BA - Business Development (electives BD) year 4, MSc BA - Change Management (core programme) year 4 compulsory,
- MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4,
- MSc BA - Strategy & Innovation (electives S&I) year 4,
- MSc Human Resource Management (elective MSc HRM) year 4,
- MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4

**Language**

English

**Period**

2.1

**EC**

5

**Format**

tutorials, workshop(s)

**Assessment**

individual assessment

Assessment: written individual exam and assignments in small teams. Both count as 50 % of the end grade.

**Prerequisite(s)**

Introduction to Management Consulting (BKB063A05) is highly recommended, especially for students of the MSc BA Change Management.

**Objective**

To deepen the knowledge and increase skills of students in the field of management consulting. To acquaint them with some selected topics in research and theory-development, concerning the profession, the market, the tools used by 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 provide both groups with a broader perspective on how consultants function, for what reasons they are hired, 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? How do consultancy firms represent themselves externally?

Through some practical t.m practitioners wordt: Through some assignments, in teams, the students will combine theory and practice, do a small research project and have an opportunity to interview consultants in practice. 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.


remarks Secretary: tel +31 50 363 3458; room WSN 405

136. Management van Business Development

doctordocent drs. W.A. Prins

opleidingen MSc BA - Business Development (basisprogramma) jaar 4 verplicht, MSc BA - Organizational & Management Control (keuzevakken O&M&C) jaar 4, MSc BA - Small Business & Entrepreneurship (keuzevakken SB&E) jaar 4, MSc BA - Strategy & Innovation (keuzevakken S&I) jaar 4

voertaal Nederlands

periode 1.1

EC 5

onderwijsvorm hoor- en werkcolleges

toetsvorm schriftelijk tentamen, verslag(en)

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.
2. Het aanleren van analyse- en ontwerp- en
adviesvaardigheden op het gebied van bovenstaande
managementvraagstukken

inhoud
In dit vak wordt het Business Development proces van
erenieuwing als vertrekpunt genomen voor het ontwerp van
het besturingssysteem van BD. Business Development
impliceert dat nieuwe wegen ge-zocht 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 ver-nieuwing
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
Tidd, J., Bessant, J. & Pavitt, K., Managing Innovation,
Integrating Technological, Market and Organizational Change,
1997, € 48.00

opmerkingen
contactdocent: tel. 050-3637055, w.prins@rug.nl
secretariaat: tel. 050-3633857, j.verhagen@rug.nl

137. Managing International Business Organization BKB038A10

doctor
francist

course
dr. J.A. Neuijen

course
dr. J.A. Neuijen

courses
BSc Business Studies - IB&M (core programme) year 3
compulsory, Courses open to Exchange Students year 3, Pre-
master (SID) programmes English (IB&M, preparing to MSc
IB&M) year 3 compulsory

language
English

period
1.1-2

EC
10

format
lectures, tutorials

assessment
paper, written exam
Resit will be in January

prerequisite(s)
Only students registered as IB&M & Erasmus students are
allowed.

objective
This course introduces you to the nature, the variety and the
development of the theory and practice of management in
international business. At the end of this course you will:
· be able to relate management issues to international
  business;
· understand how the practice of management has
developed in the global world;
· be capable of identifying and discussing key processes of managing and organizing in an international context;
· be capable of demonstrating the practical relevance of historical understanding to management of international business. In addition, this course reinforces previous transferable skills in debate and group discussions (tutorials), in data collection in organizations and written arguments (assignments).

content We will focus on the way multinationals operate to define and uphold their market positions. Attention will be paid to issues like leadership, organizational culture, the structuring of activities, and management-styles. Finally, the course is focusing on the kind of strategies multinationals develop to survive and advance their positions. Practical examples and data from management and social scientific research are used to develop arguments in all lectures. The tutorial work sessions use group discussion to support the lectures and to set up the research about an international company.

· Neuijen, J.A. (RuG, Bedrijfskunde), Syllabus Managing International Business Organizations, € 23.50

remarks Parts of the Literature of Thomas will be prescribed for International Business Negotiations (BKB023A05). Students who go abroad in the second semester can finish the course before Christmas.
Contact: j.a.neuijen@rug.nl, tel. 3917
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl. tel. 3458
138. **Marketing I for Econometrics**  
**contact** drs. K. Visser  
**programme** BSc Econometrics (core programme) year 2 compulsory  
**language** English  
**period** 1.2  
**EC** 6  
**format** lectures and tutorials  
**assessment** computer test, written exam  

**objective** A First Introduction to Marketing - Concepts and Strategies -, Marketing Research and some basic concepts of International Marketing  
**content** This course provides E&B students with a first introduction in marketing with some international elements. First, an overview of the marketing concept is provided, and the marketing environment and marketing in international markets are discussed. Next, markets are analysed (consumer behaviour and organizational buying behaviour), and the role of market research and information systems in this analysis is explained. Once markets are understood, segmenting of the market, targeting of segments and positioning of goods and services can take place. Next, the four components of the marketing mix and decisions regarding these components are discussed: (1) product, branding, packaging and service decisions, (2) place (distribution and channel) decisions, (3) promotion decisions, and (4) pricing decisions. Then the management of the marketing mix as a whole is treated and strategic marketing management is discussed. In the second part of the course we will have a look at methods to collect marketing data and discuss statistical / econometric techniques to analyze the data.  


139. **Marketing Model Building**  
**contact** dr. J.E. Wieringa  
**lecturers** prof. dr. P.S.H. Leeflang, dr. J.E.M. van Nierop, dr. J.E. Wieringa  
**programmes** Courses open to Exchange Students year 4, MSc BA - Marketing (Research Based Marketing) year 4 compulsory, MSc BA - Marketing (electives B Marketing Management) year 4  
**language** English  
**period** 1.1-2  
**EC** 10  
**format** lectures and tutorials
Study guide 2006-2007 FBK/FEW

assessment  assignment(s), open book exam
prerequisite(s) Basic courses in marketing and marketing research such as Specialization Course Marketing.

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.


remarks Secretary: J.M. Wiersema, DRS 037, tel.: 050-3633686, j.m.wiersema@rug.nl

140. Markets and Competition EWM032A10

contact dr. L. Schoonbeek
lecturer dr. L. Schoonbeek

programmes Courses open to Exchange Students year 4, MSc Economics (core programme) year 4 compulsory

language English

period 1.1-2

EC 10

format lectures

assessment written exam

Written exam and assignment(s)

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 behavior. 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 which 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**

- Articles

**remarks**

Info. Dr. L. Schoonbeek, WSN 514, phone 363 3798 (email: l.schoonbeek@rug.nl)

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**141. Marktonderzoek: Praktijk**

<table>
<thead>
<tr>
<th>contactdocent</th>
<th>dr. J.A. Voerman</th>
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<tr>
<td>docent</td>
<td>dr. J.A. Voerman</td>
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<tr>
<td>opleidingen</td>
<td>MSc BA - Marketing (Research Based Marketing) jaar 4 verplicht, MSc BA - Marketing (keuzevakken A Marketing Management) jaar 4</td>
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<td>voertaal</td>
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<td>onderwijsvorm</td>
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<td>toetsvorm</td>
<td>verslag(en)</td>
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<tr>
<td>ingangseisen</td>
<td>Specialization Course (Trajectvak) Marketing.</td>
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</tbody>
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**doel**

Het zelfstandig kunnen uitoefenen van een wetenschappelijk verantwoord marktonderzoek.

**inhoud**

De studenten voeren in groepjes een daadwerkelijk marktonderzoek uit voor een organisatie (intern of extern) waarin de (marktonderzoeks-)theorie uit het Trajectvak Marketing wordt toegepast. Dit gebeurt onder begeleiding van een staaflid van de vakgroep. Dit onderzoek kan kwalitatief en/of kwantitatief zijn en wordt afgesloten met een onderzoeksverslag.

**opmerkingen**

 Dit vak wordt in zowel in het 1e als in het 2e semester aangeboden, zowel in het Nederlands als in het Engels.
Secretariaat: H.G. Tamling, DRS 037, tel.: 3637065, h.g.tamling@rug.nl
142. Masterafstudeerwerkstuk BA Business Development  BKM121A25

- **contactdocent**: dr. D.J. Kiewiet
- **docent**: diverse docenten
- **opleiding**: MSc BA - Business Development (basisprogramma) jaar 4 verplicht
- **voertaal**: Nederlands
- **periode**: 2.1-2
- **EC**: 25
- **onderwijsvorm**: afstudeeropdracht
- **toetsvorm**: individuele beoordeling, verslag(en)
- **ingangseisen**: Relevante Bacheloropleiding + 20 EC van betreffende traject (zie OER MScBA)

**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 probleemmapak te komen. De interdisciplinaire probleemmapak zal merendeels ontwerpgericht 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.

**opmerkingen**
Voor details wordt verwezen naar het Reglement afstudeerwerkstuk en de Handleiding afstudeerwerkstuk MScBA
secretariaat: 050-3633151, m.wiltink@rug.nl, 050-3636543, hjager@rug.nl

143. Masterafstudeerwerkstuk BA Organizational & Management Control  EWM059A20

- **contactdocent**: prof. dr. H.J. ter Bogt
- **docent**: prof. dr. H.J. ter Bogt
- **opleiding**: MSc BA - Organizational & Management Control (basisprogramma) jaar 4 verplicht
- **voertaal**: Nederlands
- **periode**: 2.1-2
- **EC**: 20
onderwijsvorm opdracht(en)
individuele opdracht
Individueel afstudeerwerkstuk en -gesprek. Zie voor nadere
toolichting en criteria Nadere richtlijnen afstudeerwerkstuk
OMC en Handleiding afstudeerwerkstuk MScBA
ingangseisen Relevante bacheloropleiding + 20 EC van betreffende traject
(zie OER MScBA)
doel Het trainen van de student in het zelfstandig verrichten van
wetenschappelijk onderbouwd onderzoek op het gebied van
het traject.
inhoud Studenten dienen zich via Progress-www in te schrijven voor
het afstudeerwerkstuk. Het onderwerp van het werkstuk moet
binnen het kennis domein van het traject liggen en aansluiten
bij de inhoud van het masterprogramma. Het
afstudeerwerkstuk kan geheel worden gebaseerd op
literatuuronderzoek, maar een combinatie van
literatuuronderzoek en een praktijkstage is ook mogelijk.
literatuur Varieert van student tot student, afhankelijk van het gekozen
onderwerp.
opmerkingen Dit vak wordt ook in semester I aangeboden. Na inschrijving
via ProgRESS WWW en in overleg met de coördinator, kan het
afstudeerwerkstuk op uiteenlopende tijdstippen starten.
voor de afstudeeropdracht bedraagt 20. Voor inhoudblijk
zware opdrachten kan soms 25 EC worden toegekend. Voor
details wordt verwezen naar het Nadere richtlijnen
afstudeerwerkstuk OMC en de Handleiding
Afstudeerwerkstukken.
Secretariaat: N.R. Kempa, DRS 215, tel.: 050-363 3814, e-mail:
n.r.kempa@rug.nl

144. Masterafstudeerwerkstuk BA Small Business &
Entrepreneurship
BKM112A20
contactdocent dr. C.H.M. Lutz
docenten dr. M.J. Brand, dr. C. Carroll, dr. E.P.M. Croonen, dr. C.H.M.
Lutz, drs. A.B.W. Mintjes, prof. dr. P.S. Zwart
opleiding MSc BA - Small Business & Entrepreneurship
(basisprogramma) jaar 4 verplicht
voertaal Nederlands
periode 2.1-2
EC 20
onderwijsvorm zelfstudie
individueel onderzoeksproject

277
toetsvorm individuele beoordeling
Voor beoordelingscriteria zie Reglement afstudeerwerkstuk en
Handleiding afstudeerwerkstuk MScBA

ingangseisen Relevante bacheloropleiding + 20 EC van betreffende traject
(zie OER MScBA)

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 kennisdoel van het traject
liggen.

opmerkingen Secretariaat DRS 316, Mw. Karin van Brummelen,
k.van.brummelen@rug.nl, 050-3634111
Mw. Truusje Cordes, a.m.c.cordes@rug.nl, 050-363 3453
Email contactdocent: c.h.m.lutz@rug.nl
Voor details wordt verwezen naar het ‘Reglement
Afstudeerwerkstukken’ en de ‘Handleiding
Afstudeerwerkstukken’.

145. Master’s Thesis Actuarial Studies

EWM071A20

contact dr. C. Praagman
lecturers prof. dr. R.H. Koning, dr. C. Praagman
programme MSc Econometrics, Operations Research & Actuarial Studies
(Actuarial Studies) year 4 compulsory
language English
period 2.1-2
EC 20
format thesis
assessment report(s)

prerequisite(s) Definite admission to the master.
Life insurance or Risk Models.
At least 20 EC of the master programme completed.

objective The student shows that he or she has obtained the knowledge,
attitude and skills as specified in the Aim of the Master
programme Econometrics, Operations Research and Actuarial
Studies.

content The student writes a scientific report on an individual
supervised research project, to show his or her ability to
operate as an academic researcher.
146. Master’s Thesis BA Business & ICT  EWM065A20

contact prof. dr. E.W. Berghout
lecturer prof. dr. E.W. Berghout
programme MSc BA - Business & ICT (core programme) year 4 compulsory
language English
period 2.1-2
EC 20

Individual. Theses candidates also participate in the Business & ICT thesis seminar.

assessment oral exam, paper
Thesis.

prerequisite(s) Bachelor programme and 20 EC of specialization (see TER MSc BA)

objective Completion of a thesis in the area of Business & ICT. The theses should both have a scientific and practical relevance.

content Business and ICT Groningen maintains a close link to practice. MSc thesis projects are, whenever possible, also completed in a practical setting. Through the many research contacts, there is always a wide range of available projects. You are also encouraged to come with your own suggestions. The final product of your thesis project should be of interest to both practitioners and scientists in the area of Business & ICT. Your research project should, therefore, include ‘something new’: a particular sparkle that makes your thesis report interesting for others to read. In other words, your thesis project should be significantly more challenging than just a practical period. Please contact the theses coordinator prof. dr. E.W. Berghout when you intend to start or in case of other questions.

remarks Secretary: Ms. J. Born, j.born@rug.nl, tel. 363 3864.

147. Master’s Thesis BA Finance  EWM066A20

contact dr. A. Plantinga
lecturers dr. A. Plantinga, and others
programmes MSc BA - Finance (Corporate Financial Management) year 4 compulsory, MSc BA - Finance (Risk & Portfolio Management) year 4 compulsory
language English
period 2.1-2
EC 20
format thesis

Individual assessment of the quality of the thesis and the process of doing research.

prerequisite(s) Bachelor programme + 20 EC of specialization (see TER MScBA)
**Study guide 2006-2007 FBK/FEW**

**objective**
To test the ability of a student to perform independent academic research in the field of Finance.

**content**
The Master’s Thesis is a conclusion of the MScBA Specialization Course Finance. It is a test of the student’s ability to conduct independent academic research resulting in a thesis. In order to help students, we structure and support the process of writing the thesis by means of regular workshops. The research project has to be in the field of Finance.

**remarks**
Secretary: G. Pol, DRS 215, tel. 050 363 3685, g.pol@rug.nl.
This course can also be taken in semester I. Further relevant and important information is provided in “Practical guidelines for writing a thesis in Finance”, a document that can be downloaded from the Nestor Community of the MScBA-Specialization Finance.

148. **Master’s Thesis BA Marketing**

**contact**
dr. J.E.M. van Nierop

**lecturer**
dr. J.E.M. van Nierop

**programmes**
MSc BA - Marketing (Marketing Management) year 4 compulsory, MSc BA - Marketing (Research Based Marketing) year 4 compulsory

**language**
English

**period**
2.1-2

**EC**
20

**format**
thesis

**assessment**
report(s). Written report and oral defense.

**prerequisite(s)**
Bachelor programme and 20 EC of specialization (see TER MScBA)

**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. Basically, there are four possible forms:

- literature study (not recommended)
- empirical research in topic of own interest
- empirical research for a company without internship
- empirical research for a company with internship.

For all projects, the prerequisites are that the marketing topic has scientific potential, i.e. a literature review should lead to a conceptual framework to be tested/evaluated. So, in theory, every thesis should possibly lead to a journal article.

**literature**
not applicable

**remarks**
This course also will be given in period I.
Also, fill in a more specific registration form, to be requested at h.g.tamling@rug.nl or on the Nestor site, besides registering in ProgRESS WWW.
Secretary: H.G.Tamling, tel.: 050-3637065, h.g.tamling@rug.nl
149. Master's Thesis BA Operations & Supply Chains  BKM120A25

contact  dr. H. Broekhuis
lecturer  dr. H. Broekhuis
programmes  MSc BA - Operations & Supply Chains (Production & Distribution) year 4 compulsory, MSc BA - Operations & Supply Chains (Services) year 4 compulsory
language  English
period  2.1-2
EC  25
format  thesis
assessment  individual assessment
prerequisite(s)  Bachelor programme and 20 EC of specialization (see TER MScBA)

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 or a dedicated meeting in the first semester.

remarks  Check instructions on the Nestor Community.
For more information please contact dr. Manda Broekhuis (050-3637288, h.broekhuis@rug.nl) or one of the secretaries (050-3637020).

150. Master’s Thesis BA Strategy & Innovation  BKM123A25

contact  dr. G. Gemser
lecturers  dr. G. Gemser, prof. dr. D.F.M.F. Jacobs, dr. T.J.B.M. Postma, and others
programme  MSc BA - Strategy & Innovation (core programme) year 4 compulsory
language  English
period  2.1-2
EC  25
format  self-study
individual research project
assessment  individual assessment
Thesis and graduation Manual MScBA
prerequisite(s)  Bachelor programme and 20 EC of specialization (see TER MScBA).

objective  To train the student in performing scientific research in the
151. **Master's Thesis Econometrics**

**EWM072A20**

**contact**
- Dr. C. Praagman

**lecturers**
- Prof. Dr. P.A. Bekker, Dr. P.W. Otter, Dr. C. Praagman, Prof. Dr. T.J. Wansbeek

**programme**
- MSc Econometrics, Operations Research & Actuarial Studies (Econometrics) year 4 compulsory

**language**
- English

**period**
- 2.1-2

**EC**
- 20

**format**
- Thesis

**assessment**
- Report(s)

**prerequisite(s)**
- Definite admission to the master. Micro-econometrics or Researchlab Econometrics. At least 20 EC of the master programme completed.

**objective**
- The student shows that he or she has obtained the knowledge, attitude and skills as specified in the Aim of the Master programme Econometrics, Operations Research and Actuarial Studies.

**content**
- The student writes a scientific report on an individual supervised research project, to show his or her ability to operate as an academic researcher.
152. Master’s Thesis Economics

**contact**
dr. J.P. Elhorst

**programme**
MSc Economics (core programme) year 4 compulsory

**language**
English

**period**
2.1-2

**EC**
20

**format**
thesis

**objective**
The student must write and defend an extensive MSc thesis of 20 EC following on one of the four master courses.

**content**
The student is free to choose its supervisor.

153. Master’s Thesis HRM

**contact**
drs. J. van Polen

**lecturer**
drs. J. van Polen

**programme**
MSc Human Resource Management (Application Oriented Profile) year 4 compulsory

**language**
English

**period**
2.1-2

**EC**
18

**format**
thesis

**assessment**
individual assessment

**objective**
The student must show the capabilities to execute a scientific research project and to write a Master’s thesis in the field of Human Resource Management.

**content**
If you choose for the application-oriented profile you are the type of student that is planning a career as an HR-manager functioning at an academic level. You are foremost interested in finding scientific solutions for ‘real life HR-problems’ of organizations. You will write a master thesis of 20 EC. The subject of your thesis relates to a specific HR-problem in a specific firm. Within the frame of the rules issued by the Faculty your degrees of freedom are restricted by the requirements that your design, methods and output should comply to academic and scientific standards. The output of your study is a short rather report that will not only satisfy scientific standards but also the needs of your client. Writing this thesis may start with attending the course Applied HRM which is mandatory for students that have chosen the application oriented profile.

Under the regime of the application oriented profile you also have to attend the mandatory Vaardighedentraining HRM that makes up 2 EC out of the 20 EC of your master thesis. This training requires that you are fluent in Dutch and is scheduled throughout the year.
For further information on enrolment and dates, please contact one of our secretaries: tel +31 50 363 4288; room DRS 428. Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses.

154. Master’s Thesis HRM

**contact**
drs. J. van Polen

**lecturer**
drs. J. van Polen

**programme**
MSc Human Resource Management (Theory- and Policy Oriented Profile) year 4 compulsory

**language**
English

**period**
2.1-2

**EC**
25

**format**
thesis

**assessment**
individual assessment

**objective**
The student must show the capabilities to execute a scientific research project and to write a Master’s thesis in the field of Human Resource Management.

**content**
In case you feel attracted to the world of science and policy, the theory- and policy oriented profile may be something for you. You will write a master thesis of 25 EC. The subject of your thesis may relate to a specific HR-problem in a specific firm, but you could also decide to engage in a purely scientific project of your own or participate in a project of one of the staff members. You may collect empirical data by interviewing people or using secondary databases or statistics you can find in libraries or on the internet. Thus, you have many degrees of freedom as long as your methods and output comply to academic and scientific standards. The output of your study is a scientific report that complies to general scientific standards.

**remarks**
For further information on enrolment and dates, please contact one of our secretaries (050-3634288; room DRS 428
Students under the regime of the theory- and policy oriented profile writing a 25 EC thesis to not attend the course Applied HRM nor the so-called Vaardigheidentraining HRM.
Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses.
155. **Master's Thesis IB&M**

**BKM119A25**

- **contact**: dr. B.J.W. Pennink
- **lecturer**: dr. B.J.W. Pennink
- **programmes**: MSc International Business & Management (IB&M) year 4 compulsory, MSc International Business & Management (IFM) year 4 compulsory
- **language**: English
- **period**: 2.1-2
- **EC**: 25
- **format**: thesis
- **assessment**: individual assessment
- **prerequisite(s)**: see general rules. The thesis should be followed together with the course Research Methodology (BKM118A05).

**content**

The master thesis is the final element of the MSc programme in International Business and Management. The thesis should reflect an original (but manageable) piece of research, which is conducted according to scientific standards and focused on knowledge creation. It should be based on existing theoretical insights as well as a piece of new empirical research. The empirical research may either be based on a case study, a database or existing survey. The central task of the thesis project is that students themselves are responsible for selecting the research topic and for setting up their research programme. Supervisors have a coaching and reflective role. Students should propose a topic (or shortlist of possible topics) or a managerial problem within the IB&M subject area to their thesis coordinator, preferably with a brief outline and motivation of the topic. In consultation with the thesis coordinator, a member of the IB&M staff is asked to supervise the thesis. In case a staff member outside IB&M is chosen, it is recommended to find a second supervisor within the IB&M department.

**remarks**

Students should take notice of the Faculty Regulation on Bachelor and Master as well as the Manual for Research Methods and Theses for IB&M and IE&B. Drs. students of the old IB programme are subject to the rules and regulations of the Drs. programme. This course also will be provided in period I.

Contact: B.J.W.Pennink@rug.nl, tel. 3243.
Secr. van.est@rug.nl/lj.romp@rug.nl/s.i.luiken@rug.nl, tel. 3458
156. **Master's Thesis IE&B**  
**EWM068A25**

**contact** prof. dr. H. van Ees  
**lecturer** prof. dr. H. van Ees  
**programme** MSc International Economics & Business year 4 compulsory  
**language** English  
**period** 2.1-2  
**EC** 25  
**format** thesis  

Writing a thesis  
Individual assessment of the thesis  

**prerequisite(s)** Unconditional admission to MSc and 20 EC of first semester courses of Msc IE&B. So, if you are provisionally admitted to MSc courses you must first complete your BSc.

**content** The master thesis is the final element of the MSc IE&B master programme. It should be a reflection of the student’s acquired analytical skills in one or more of the knowledge areas of International Economics and Business. The master thesis is a research project which is normally carried out on an individual basis. The MSc thesis should represent the full research cycle, which implies that the student develops his/her own problem setting, specifies the research questions and hypotheses from a broader literature, develops his/her own methodology and organises his or her own data collection. Before the start of the semester the student is required to develop his or her initial ideas about the research topic. The student is encouraged to contact an IE&B faculty member whose research agenda may match the interest of the student (a list of research areas of IE&B faculty members is available from Nestor) to discuss the feasibility of the topic. The final decision on the project and allocation of supervisor is taken by the thesis coordinator after the student has registered for the thesis (see below). During each semester, the research methodology workshop runs parallel to the thesis. MSc students are obliged to participate in this workshop, for which they develop a methodology paper related to their thesis topic.

**remarks** The master’s thesis IE&B together with Research Methodology for MSc IE&B can also be taken in the first semester. The thesis also requires participation in Research Methodology for MSc IE&B during the same semester. Students must register for the master thesis and for Research Methodology for MSc IE&B via Progress in due time before the start of the semester (see the deadlines in the study guide). Moreover, the student has to register with the secretariat of IE&B (e.a.kortrijk@rug.nl) by means of the entry form that can be downloaded from nestor. IE&B students in the old (‘doctoraal’) programme will have to
write a master thesis of 20 EC; they do not participate in Research Methodology for MSc IE&B. Students should also take notice of the Regulation for FEW and FBK Bachelor’s and Master’s theses as well as the Manual for the Master Thesis IE&B.

Secretary E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel. 363 3716
Coordinator: H.van.Ees, WSN 428, h.van.ees@rug.nl, tel.363 3705


contact dr. C. Praagman
programme MSc Econometrics, Operations Research & Actuarial Studies (Operations Research) year 4 compulsory
language English
period 2.1-2
EC 20
format thesis
assessment report(s)
prerequisite(s) Definite admission to the master. Stochastic Programming or Quantitative Logistics. At least 20 EC of the master programme completed.

objective The student shows that he or she has obtained the knowledge, attitude and skills as specified in the Aim of the Master programme Econometrics, Operations Research and Actuarial Studies.

content The student writes a scientific report on an individual supervised research project, to show his or her ability to operate as an academic researcher.

158. Master’s Thesis Technology Management BKM166A20

contact NN
programme MSc Technology Management (core programme) year 4 compulsory
language English
period 2.1-2
EC 20
format thesis
assessment presentation(s), report(s)
prerequisite(s) Bachelor programme + 20 EC of the TM Master programme courses.

objective The master project is meant to train students in performing scientific research in the field of Technology Management.
In the master project, students have to learn and to demonstrate their ability to perform research in the area of Technology Management. There are three options for students with respect to their master project:

**Topic Research Project (20 EC).** In a Topic Research Project, a student performs research in a predefined area, connected with the research focus of researchers at the Faculty of Management and Organization. Such a project most often includes literature and case study research.

**Diagnoses Research Project (20 EC).** In a Diagnoses Research Project, a student performs a diagnoses of a technology related problem in a firm and advises the firm with respect to the actions that have to be taken.

**Industrial TM Research Project (30 EC to 40 EC).** In an Industrial TM Research Project, a student performs an extensive research project in a firm. The project includes diagnoses, design and implementation elements. The required time (30 EC) is more than formally available. Students will get a note on a diploma supplement after finishing the project sufficiently. The additional time needed for this research project is not an alternative for the elective courses in the programme.

**remarks** Students should take notice of the Regulations for FEW and FBK Bachelor’s and Master’s thesis.

Contact information Secretary: E-mail: n.van.de.beek@rug.nl,

Phone: 050 363 3921

159. **Master’s Thesis BA Change Management**

**contact** dr. B.J.M. Emans

**lecturers** dr. B.J.M. Emans, diverse docenten

**programme** MSc BA - Change Management (core programme) year 4 compulsory

**language** English

**period** 2.1-2

**EC** 20

**format** thesis, internship, internship

**assessment** individual assessment, paper, presentation(s)

**prerequisite(s)** Bachelor programme and 20 EC of specialization (see TER MScBA)

**objective** Training the student in performing scientific research in the field of change management.
### Course Descriptions

| content | Research is performed aimed at the analysis of change processes taking place in one or more organizations. The research is preferably linked to a project in a company or a consultancy firm. The research, including the writing of the thesis based on it, is supervised by a member of the teaching staff. |
| remarks | contact: Dr. B.J.M. Emans tel: +31 50 363 7845; email b.j.m.emans@rug.nl; secretary: tel +31 50 363 4288; room DRS 428 |

#### 160. Mathematics Ia for Econometrics  
**contact** dr. H.E. Nusse  
**lecturer** dr. H.E. Nusse  
**programme** BSc Econometrics (core programme) year 1 compulsory  
**language** English  
**period** 1.1  
**EC** 4  
**format** lectures and tutorials, practicals  
**assessment** written exam  
**objective** The student will learn to formulate in a mathematically correct way and acquires understanding of the mathematics underlying economic models. He or she obtains the skills to prove results, and to solve problems.  
**content** Introduction to analysis and linear algebra  

#### 161. Mathematics Ia for IE&B/Economics  
**contact** dr. O.V. Iftime  
**programmes** BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory  
**language** English  
**period** 1.1  
**EC** 2  
**format** lectures and tutorials  
**assessment** written exam  
**objective** The student has acquired insight in the treated mathematical concepts, and has obtained sufficient skill to apply these concepts in solving economic problems.  
**content** The course starts with repeating all kinds of skills from algebra. Subsequently functions of one variable and their
properties are treated, and differentiation and its applications.


162. Mathematics Ib for Econometrics

**contact**
- dr. H.E. Nusse

**lecturer**
- dr. H.E. Nusse

**programme**
- BSc Econometrics (core programme) year 1 compulsory

**language**
- English

**period**
- 1.2

**EC**
- 4

**format**
- lectures and tutorials, practicals

**assessment**
- written exam

**objective**
The student will learn to formulate in a mathematically correct way and acquires understanding of the mathematics underlying economic models. He or she obtains the skills to prove results, and to solve problems.

**content**
- Advanced Analysis, linear algebra, complex numbers and functions of severable variables.

**literature**

163. Mathematics Ib for IE&B/Economics

**contact**
- dr. O.V. Iftime

**lecturers**

**programmes**
- BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory

**language**
- English

**period**
- 1.2

**EC**
- 4

**format**
- lectures and tutorials

**assessment**
- written exam

**objective**
The student has acquired insight in the treated mathematical concepts, and has obtained sufficient skill to apply these concepts in solving economic problems.
### Course Descriptions

**content**
Optimization of functions of one variable, integration, functions of several variables and techniques from financial calculus.

**literature**

<table>
<thead>
<tr>
<th>164. Mathematics Ic for Econometrics</th>
<th>EWP035A05</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>dr. G.K. Immink</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>dr. G.K. Immink</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>BSc Econometrics (core programme) year 1 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>2.1</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>5</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>lectures and tutorials, practicals</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>written exam</td>
</tr>
</tbody>
</table>

**objective**
The student will learn to formulate in a mathematically correct way and acquires understanding of the mathematics underlying economic models. He or she obtains the skills to prove results, and to solve problems.

**content**
Multivariate analysis: differentiability and linear approximation of multivariate functions, implicit function theorem, (constrained) optimization, Lagrange multipliers, envelope theorems.

**literature**

<table>
<thead>
<tr>
<th>165. Mathematics Id for Econometrics</th>
<th>EWP036A04</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>dr. C. Praagman</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>prof. dr. G. Sierksma</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>BSc Econometrics (core programme) year 1 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
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<tr>
<td><strong>period</strong></td>
<td>2.2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>4</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>lectures and tutorials, practicals</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>written exam</td>
</tr>
</tbody>
</table>

**objective**
The student will learn to formulate in a mathematically correct way and acquires understanding of the mathematics underlying economic models. He or she obtains the skills to
prove results, and to solve problems.

**content**  
Advanced linear algebra, ordinary differential equations, advanced analysis.

**literature**  
(ISBN: 0-393-95733-0), € 65.00

**166. Mathematics IIa for Economics**  
**contact**  
dr. M.A. Haan  
**lecturer**  
dr. J.P. Elhorst  
**programme**  
BSc Economics (core programme) year 2 compulsory  
**language**  
English  
**period**  
1.2  
**EC**  
3  
**format**  
lectures  
**assessment**  
written exam  
plus assignments

**objective**  
To provide students with the mathematical tools that are necessary to tackle more advanced courses in Economics.  
**content**  
This is a course in basic matrix algebra (summation, subtraction, multiplication, solving unknowns from linear equations, matrix inversion, eigenvalues).  
**literature**  
**remarks**  
Info. Dr. J.P. Elhorst, WSN 528, phone 363 3893 (email: j.p.elhorst@rug.nl).  

**167. Mathematics IIa for IE&B**  
**contact**  
dr. C. Praagman  
**lecturers**  
drs. A. Geerdink, dr. O.V. Iftime  
**programme**  
BSc International Economics & Business (core programme) year 2 compulsory  
**language**  
English  
**period**  
2.1  
**EC**  
3  
**format**  
lectures and tutorials  
**assessment**  
written exam

**objective**  
The student has acquired insight in the treated mathematical concepts, and has obtained sufficient skill to apply these concepts in solving economic problems.
### 168. Mathematics IIb for Economics

**contact**
- dr. M.A. Haan

**lecturers**
- dr. M.A. Haan, prof. dr. E. Sterken

**programme**
- BSc Economics (core programme) year 2 compulsory

**language**
- English

**period**
- 2.1

**EC**
- 6

**format**
- lectures

**assessment**
- assignment(s)
- written exam

**objective**
- To provide students with the mathematical tools that are necessary to tackle more advanced courses in Economics.

**content**
- Topics in this course include static optimization (Lagrange, Kuhn-Tucker), and dynamic optimization (maximum value function, Hamiltonians, transversality).

**literature**

**remarks**
- Info: Dr. M.A. Haan, WSN 525, phone: 363 7327 (email: M.A.Haan@rug.nl).

### 169. Matrices, Graphs, Convexity

**contact**
- dr. H.E. Nusse

**lecturer**
- dr. H.E. Nusse

**programme**
- BSc Econometrics (core programme) year 2 compulsory

**language**
- English

**period**
- 1.1

**EC**
- 4

**format**
- lectures and tutorials

**assessment**
- written exam

**objective**
- To obtain knowledge and skills of mathematical methods used in econometrics

**content**
- The main issues are convexity and matrices. These issues are
dealt with because of their significance for the econometric courses. Smaller issues are: non-negative matrices, graph theory, symmetric matrices, Kronecker products of matrices, singular value decomposition of matrices, convex functions, hyperplanes and cones, separating hyperplanes and extrema.

**literature**

170. **Merkmanagement en Communicatie**  
*EWM034A10*

**contactdocent**  
dr. K.J. Alsem


**opleidingen**  
MSc BA - Marketing (Marketing Management) jaar 4, MSc BA - Marketing (keuzevakken A Marketing Management) jaar 4, MSc BA - Marketing (keuzevakken Res.Based Marketing) jaar 4, MSc BA - Organizational & Management Control (keuzevakken O&MC) jaar 4

**voertaal**  
Nederlands

**periode**  
1.1-2

**EC**  
10

**onderwijsvorm**  
werkcolleges

**toetsvorm**  
opdracht(en), schriftelijk tentamen  
50 % tentamen en 50 % groepsopdrachten

**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 merkimage 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 markwaarde, 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. De MARUG organiseert voor dit vak een Business Class.
Course Descriptions

literatuur
- Artikelen (zelf te downloaden)

opmerkingen Secretariaat: J.M. Wiersema, DRS 037, tel.: 050-3633686, j.m.wiersema@rug.nl

171. Microeconometrics EWM035A10

contact prof. dr. T.J. Wansbeek

lecturer prof. dr. T.J. Wansbeek

programmes Courses open to Exchange Students year 4, MSc Econometrics, Operations Research & Actuarial Studies (Econometrics) year 4 compulsory, MSc Econometrics, Operations Research & Actuarial Studies (electives Ectrcs, OR & AS) year 4

language English

period 1.1-2

EC 10

format assignment(s), lectures

assessment assignment(s)

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).

172. Microeconomics I for Econometrics  

**programme**  BSc Econometrics (core programme) year 1 compulsory  
**language**  English  
**period**  1.1  
**EC**  6  
**format**  practicals, combined lectures/tutorials  
**assessment**  written exam  

**objective**  To obtain the basic knowledge necessary to see (a) how individual consumers and producers take decisions and (b) how these decisions are coordinated through markets.  
**content**  We start with a thorough introduction of the theory of consumer behavior and producer behavior. Next, we study how these decisions can be coordinated through markets. Market varieties that are studied are perfect competition, monopoly and oligopoly. The last subject is a brief introduction to the theory of general equilibrium and welfare theory.  

173. Microeconomics I for IE&B/Economics  

**contact**  dr. D. Wiersma  
**lecturers**  dr. H.W. Plasmeijer, dr. D. Wiersma  
**programmes**  BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory  
**language**  English  
**period**  1.1  
**EC**  6  
**format**  lectures and tutorials, practicals  
**assessment**  written exam  

**objective**  To acquaint students with the basic principles of microeconomic theory and provide insights into the interrelationships between markets. Students learn to apply these basic principles to real world phenomena such as competition between enterprises and its effect on social welfare.
## Course Descriptions

### Microeconomics I

**content** Microeconomics 1 deals with the basic principles of microeconomic theory. Every day, consumers make decisions about the purchase of goods and services, while companies continuously decide what their product range will include and in what quantities they will supply the market. Within the resource constraints of the economy, goods have to be produced that will maximise utility, and they have to be allocated to the most urgent needs.

In Western economies, the decisions of consumers and producers are coordinated on the market by means of the price mechanism. Prices are a measure of scarcity. Microeconomics deals with the individual decisions of consumers and producers and their coordination through the market mechanism. It covers the main factors that are relevant to these decisions, such as, e.g. information, uncertainty, competition, strategic behaviour and the interrelationships between markets. It studies the behaviour of companies on the markets (the degree of competition and economic incentives for innovation) and how this behaviour contributes to social welfare and economic growth.

Many if not most courses in the study IE&B build upon microeconomic principles. Hence, a thorough understanding of the basics of microeconomics is absolutely necessary.


**remarks** Secretary: H. van der Vleuten, WSN 613, h.c.w.e.van.der.vleuten@rug.nl. tel. 363 3740

Coordinator: D. Wiersma, WSN 524, doede.wiersma@rug.nl. tel. 3633760

### Microeconomics III

**programmes** BSc Economics (core programme) year 3 compulsory, Courses open to Exchange Students year 3

**language** English

**period** 1.1

**EC** 5

**format** lectures

**assessment** assignment(s)

Written exam (75 %) and home assignment (25 %)

**objective** The purpose of this course is to acquire a broad knowledge of modern microeconomics, and to develop the capability to use microeconomic insights in policy analyses.

**content** Ultimately, the economy is the outcome individual decision-making. Microeconomics analyzes behavior at the individual level (consumers, producers, stockholders, politicians), and the
interactions between individuals, in particular on markets. This course covers the classical microeconomics issues as well as the more recent extensions such as strategic behavior under uncertainty, asymmetric information, search, and advertising. Examples of applications that are discussed include the effect of Internet on price levels and price dispersion, and estimation of search costs in on-line markets.

**literature**  

**remarks**  

<table>
<thead>
<tr>
<th>175. Modelling</th>
<th>EWP021A07</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>prof. dr. R.H. Koning</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>prof. dr. R.H. Koning</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>BSc Econometrics (core programme) year 1 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>1.2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>7</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>lectures and tutorials, practicals</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>oral exam, assignment(s), mandatory attendance</td>
</tr>
</tbody>
</table>

**objective**  
Different techniques from econometrics, operations research, mathematical economics and actuarial science are used to solve economic problems in this course. The focus is on model building and using models. The course provides a first introduction to the main subjects of the EOR curriculum. During the course, communication skills, writing skills, and computer skills are trained explicitly.

**content**  
What is the econometrics curriculum about? This course provides an introduction into the specializations of the curriculum. Students work on small, economic problems that can be solved using techniques from statistics, econometrics, operations research, and actuarial science. Solutions are given in papers, and are presented during the meetings.

**remarks**  
Students have to attend at least 80% of the lectures. Participation in the exam is only open for the students who have obtained a sufficient grade for the computer exercises.
176. Money and Banking EWM037A10

contact prof. dr. K.H.W. Knot
lecturer prof. dr. K.H.W. Knot

programmes Courses open to Exchange Students year 4, MSc Economics (electives MSc Economics) year 4

language English
period 2.1
EC 10

format lectures
Lectures and case work

assessment written exam
Grading will be based on a written examination at the end of the course and on the evaluation of casework during the course.

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

content This course deals with the following areas: European Economic and Monetary Union and the European System of Central Banks; financial systems in the Netherlands, Europe, and worldwide; 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; financial crises, including the role of the International Monetary Fund in crisis prevention and crisis management.

literature · De Haan and Eijffinger, European Monetary and Fiscal Policy (ISBN: 0-19-877616-0)
· Reader

remarks Info: Prof.dr. K.H.W. Knot, WSN 523, phone 363 7307 (email: k.h.w.knot@rug.nl ) (Present on Friday only).
Secr. Lies Baars, WSN 613, phone: 363 7018
177. New Ventures & Entrepreneurship

contactdocent prof. dr. P.S. Zwart


opleiding MSc BA - Small Business & Entrepreneurship
(basisprogramma) jaar 4 verplicht

voertaal Nederlands

periode 2.1

EC 10

onderwijsvorm hoor- en werkcolleges

etoetsvorm opdracht(en), schriftelijk tentamen
Schriftelijk tentamen (70 %) en (groeps-)opdrachten (30 %).

ingangseisen Specialization Course SB&E: Fundamentals of SB&E
(EWB08A10)
Opleiding(en): MScBA, Small Business & Entrepreneurship

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 markattoetredingsstrategieën - het startersbeleid
van de overheid - arbeidsrechtelijke aspecten -
bedrijfs-economische aspecten - fiscale aspecten.

literatuur · D.D. Ofman, Bezieining en kwaliteit in organisaties, Servire
· M. Dollinger, Entrepreneurship, strategies and resources, 2003,
· Reader New Ventures.

opmerkingen secretariaat DRS 037: 050-3637065, email: h.tamling@rug.nl
email contactdocent: p.s.zwart@rug.nl
178. Ontwerp afstudeeronderzoek BD

**contactdocent**
- drs. H.P. van Peet

**docenten**
- drs. H.P. van Peet, dr. B.J.W. Pennink

**opleiding**
- MScBA - Business Development (basisprogramma) jaar 4 verplicht

**voertaal**
- Nederlands

**periode**
- 1.1

**EC**
- 5

**onderwijsvorm**
- opdracht(en), practica

**toetsvorm**
- actieve deelname, opdracht(en), presentatie(s)

**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 Braster bestuderen. In de vorm van een aantal practicumbijeenkomsten wordt geoeefend met het maken van een onderzoeksontwerp.

**literatuur**

**opmerkingen**
- Dit vak wordt zowel in 1.1 als in 2.1 aangeboden.
- secretariaat: 050-3633151, m.wiltink@rug.nl

179. Ontwerp managementaccounting verandering

**contactdocent**
- dr. M.P. van der Steen

**docent**
- dr. M.P. van der Steen

**opleidingen**
- HBO-zij-instroomprogramma’s Nederlands (A&C voor HBO-AC, voorbereidend op postmaster Controlling) jaar 4 verplicht,
- MSc Accountancy & Controlling (Controlling) jaar 4 verplicht,
- MSc BA - Organizational & Management Control (keuzevakken O&MC) jaar 4

**voertaal**
- Nederlands

**periode**
- 1.1

**EC**
- 5

**onderwijsvorm**
- practica, werkcolleges. De onderwijsvorm is de zogenoemde onderwijsgroep. Het is een kleinschalige onderwijsvorm, waarin intensief wordt gewerkt aan complexe theorieën en
praktijkproblemen. De directe contacturen bestaan uit 2 onderwijsgroepen van 2 uur per week (een totaal van 4 uur per week).

**toetsvorm**
actieve deelname, paper, presentatie(s). Toetsing en beoordeling zal een drietal categorieën omvatten: participatie (incl. presentatie), papers en een schriftelijk tentamen.

**doel**
Doelstellingen:
- Kennis verkrijgen over structurele implementaties van nieuwe accounting instrumenten en de gedragsmatige gevolgen hiervan.
- Het kunnen ontwerpen van een implementatieplan van een nieuwe management accounting techniek als ABC/ABM en BSC; of een structuur voor beheersing als SOX, Tabaksblat of Resultaatgericht management.
- Het kunnen beoordelen van de effectiviteit van bestaande implementaties van accounting instrumenten en het kunnen doen van verbetervoorstellen.
- Het kunnen beschrijven en theoretisch verklaren van weerstand tegen verandering in instrumenten, technieken en beoordelingscriteria, zoals omvat in het accounting systeem.

**inhoud**

**literatuur**
- Reader, bestaande uit wetenschappelijke artikelen en publicaties van CIMA (Chartered Institute of Management Accountants)

**opmerkingen**
Aangezien het groepsproces gebaatz is bij de aanwezigheid en de participatie van allen, zijn de bijeenkomsten in principe verplicht. **Let op**: Het voorgeschreven boek is een prijzig boekje wat ongeveer 60 pagina’s omvat. De bibliotheek heeft ook exemplaren beschikbaar ter inzage en om uit te lenen.
180. Organizational Behaviour & Cultural Diversity  

**contact**  dr. M.A.G. van Offenbeek  
**lecturers**  drs. G.J.M.H. Coffeng, dr. M.A.G. van Offenbeek  
**programmes**  BSc Business Studies - IB&M (core programme) year 1 compulsory, Courses open to Exchange Students year 3  
**language**  English  
**period**  1.2  
**EC**  5  
**format**  self-study  
And case-based lectures. The textbooks provides the background and context for classroom lecture and discussion, and therefore you should read the chapter before the class period during which it is discussed.  
**assessment**  written exam  
**prerequisite(s)**  Having passed ‘Organization skills’ in the semester’s first block  

**objective**  The overall purpose is to offer an introduction to organizational behaviour, specifically geared to stimulate your appreciation of cross-cultural diversity in behaviour at work. In this course you learn to:  
· gain basic knowledge of models with which to describe the way people behave and interact in work settings;  
· be able to apply a variety of theories that explain how mental processes, situational factors, individual and cultural differences, and group phenomena influence the way people behave and interact in work settings;  
· be familiar with a limited range of prescriptive theories and understand how these can support you in handling interactive processes and people problems in organizations;  
· be critically aware of the possible existence of cultural differences in attitudes and behaviours, and understand to which extent these may influence interaction.  

**content**  A perspective on individuals in organizations is offered that helps you to understand the “big picture” of organizational behaviour. Within this perspective an overview of the selected topics will be provided. The field of social psychology can be seen as an important foundation of people’s behaviour in organizations. Consequently, you will be invited to look at the ways people influence one another, at the ways people think about one another, at the ways we come to think about ourselves, at the ways aspects of our personalities come to influence our actions around other people and our thoughts about other people, and so on. The main subjects of the course encompass the following: perception (how do we process
thoughts about people and events and come to our conclusions about them); personality, values, attitudes and job satisfaction and commitment; content and process theories on motivation, including feedback and rewards; interpersonal communication, interpersonal and group dynamics, teams and teamwork, cooperation and decision making, leadership, conflict and negotiation, power, influence and politics.

**literature**
- Additional case readings may be assigned

**remarks**
- m.a.g.van.offenbeek@rug.nl, 7198 (questions on content and exceptional situations).
- Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl, tel. 3458 (questions on schedules and procedures). Please, check the faculty website and Nestor first.

**181. Organizational Behaviour: Communication Skills for IB&M**

**BKP053A02**

**contact**
- dr. M.A.G. van Offenbeek

**lecturers**

**programme**
- BSc Business Studies - IB&M (core programme) year 1 compulsory

**language**
- English

**period**
- 1.2

**EC**
- 2

**format**
- tutorials
- Groups of about 15 students. Preparation and full attendance of the sessions will be required.

**assessment**
- active participation, portfolio, mandatory attendance
- No resit. One opportunity to repair the portfolio for those who have well prepared and actively participated in the sessions (to be assessed by the tutor).

**objective**
- The course aims to support you in developing the following skills: effective oral communication including listening, providing feedback; self-awareness and ability to reflect on self-presentation; ability to contribute to effective group work, including teambuilding and motivating; openness and sensitivity to diversity in attitudes and behaviours.

**content**
- The course offers the opportunity to work on a number of interpersonal skills, whose conceptual underpinnings are being introduced in the adjoining course ‘Organizational Behaviour and cultural diversity’. The students’ activities will encompass self-assessment, reading, case analysis, exercises
182. Organizational Change and Business Development  BKB098A05

contact  dr. J.F.J. Vos
lecturers  dr. J.F.J. Vos, NN
programmes  BSc Business Studies (electives BSc Business Studies) year 3,
             BSc Business Studies - IB&M (electives BS - IB&M) year 3,
             Courses open to Exchange Students year 3, MSc Industrial
             Engineering & Management (management modules) year 5
language  English
period  1.1
EC  5
format  lectures, tutorials, self-study
        The course consists of a few introductory lectures followed by
        (obligatory) seminars about the literature on organizational
        change in relation to business development.
assessment  assignment(s), paper
            Assignments related to the seminars, such as presentation(s),
            participation in an electronic discussion
objective  The purpose of this course is to enhance the ability of students
            to analyse a variety of change concepts and models and to
            evaluate their usefulness and applicability for Business
            Development.
content  Business Development means that in an organization
            something new or innovative will be developed concerning its
            markets(s), its product(s) or its core process(es). Evidently, this
            is accompanied by all kinds of processes of organizational
            change. The main question in this course is to what extent the
            concepts and models in the organizational change literature
            can be used for improving the Business Development
            processes.
### Organizational Change for IB&M

**BKB034A05**

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<th>dr. J.A. Neuijen</th>
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<td><strong>Lecturer</strong></td>
<td>dr. J.A. Neuijen</td>
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<td><strong>Programme</strong></td>
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<td><strong>Language</strong></td>
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</tr>
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<td><strong>Period</strong></td>
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<td><strong>Assessment</strong></td>
<td>assignment(s), written exam</td>
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</tbody>
</table>

**Objective**

- Gain knowledge and insight into important terms and concepts from the field of (international) organizational change and change management.
- Describe organizational change processes in these terms.
- Compare and apply relevant theoretical approaches and models.
- Diagnose and identify bottle-necks and critical incidents in organization change processes.
- Design and compare relevant intervention strategies and evaluate them in terms of behavioural consequences and risks.
- Identify international dimensions of organizational change and change management.

**Content**

Subjects and Coherence:

Change in organizations has become daily business and each manager will have to learn to deal with organizational change. A continuous changing environment demands ongoing development, flexibility, adaptation and innovation of international organizations. These processes may take place in the form of organizational development and incremental change or as discontinuous change and organizational redesign.

In the course Organizational Change for IB&M we will pay attention to different forms of change and different types of change processes. We will describe these processes, analyze them, and we will deepen our understanding of these
processes. One of the methods to describe and analyze a change process is by defining the phases of a change process and by depicting the levels of which a change takes place. Different types of cases and change models will challenge us to analyze these processes. Besides describing and diagnosing a change process we will develop intervention strategies and compare change models in relation to specific problem situations. Finally the roles and professional capabilities of a consultant will be denominated and discussed.

**literature to be announced**

**remarks** In weekly tutorial meetings, textbook material will be studied and presented by students. Students will prepare and present assignments. The tutorials are supported by a limited number of lectures and guest lecturers that will illustrate course literature and explain critical views on organizational change.

184. **Personnel Economics**

**contact** dr. P.H. van der Meer

**lecturer** dr. P.H. van der Meer

**programmes** MScBA - Change Management (electives Change Management) year 4, MScBA - Organizational & Management Control (electives O&MC) year 4, MSc Human Resource Management (elective MSc HRM) year 4

**language** English

**period** 1.2

**EC** 5

**format** lectures and tutorials

**assessment** written exam with open questions

**objective** Insight into and the ability to apply economic models and theories of personnel policies.

**content** Central to the course is the application of economic principles to the field of Human Resources 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: when and how much to invest in personnel, how to select personnel, whom should be dismissed etc.. Much
attention will be paid to compensation. Should employees receive incentive pay or an hourly wage? Should employees work in teams or should they specialise? Attention will also be paid to non-monetary rewards, gossip, and politicking. The main advantage of this course is the clear application of economic principles to a wide range of topics. Students learn the underlying economic principles of HR instruments. Knowledge of these principles can be used in all kinds of situations. The course will give the students new solutions for existing problems and shows why some of the standard practices should be changed.

**literature**
- Articles, supplied through ‘Nestor

**remarks**
Secretary: tel +31 50 363 4288; room DRS 428

**185. Portfolio Management**

**EWM040A10**

**contact**
dr. A. Plantinga

**lecturers**
dr. A. Plantinga, prof. dr. L.J.R. Scholtens

**programmes**
Courses open to Exchange Students year 4, MScBA - Finance (Risk & Portfolio Management) year 4 compulsory

**language**
English

**period**
1.1-2

**EC**
10

**format**
tutorials, workshop(s)

**assessment**
active participation, written exam

Resit semester II a.

**prerequisite(s)**
Specialization Course Finance, EWB081A10.

**objective**
The course aims to develop an understanding of portfolio theory and credit risk analysis. 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 credit analyst.

**content**
The first part of the course deals with portfolio theory and its applications in practice. We study utility functions in order to model the risk preferences of investors. Based on risk preferences, investors use portfolio theory to select efficient portfolios. We also study other issues related to investment management, such as theories of asset pricing, market efficiency, the relation between the economy and the stock market, social responsible investing, strategic and tactical asset allocation, the selection of individual securities and the evaluation of the performance. Students should be familiar
with arithmetical software packages (ie, Excel, SPSS and Eviews). They make and present assignments and papers.

In the second part of the course, the assessment of risk with the firm (credit risk) is the key. 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, default, rating, migration, transition, correlation, spread analysis, credit scoring, EDF, RAROC, credit derivatives, securitization, country risk.

**literature**
- Selected articles.

**remarks**
Secretary: Ms. G. Pol, g.pol@rug.nl, tel. 363 3685.
In the year 2006-2007, Credit Risk Analysis (EWM060A05) is part of the course Portfolio Management. Consequently, Credit Risk Analysis can not be part of a programme that contains Portfolio Management, version 2006-2007.

**186. Process Innovation & Operation Excellence**

**BKM162A05**

**contact**
- NN

**lecturer**
- prof. dr. ir. G.J.C. Gaalman

**programmes**
- MSc BA - Operations & Supply Chains (electives O&SC) year 4, MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Industrial Engineering & Management (technical modules) year 5 compulsory, MSc Technology Management (core programme) year 4 compulsory

**language**
- English

**period**
- 1.2

**EC**
- 5

**format**
- lectures, assignment(s)

**assessment**
- oral exam, assignment(s), written exam

**prerequisite(s)**
- Bachelor courses: Productieorganisatie en -beheersing, Arbeidsorganisatie en Taakontwerp, Productieplanning en –beheersing (for BSc.TM Students).
- Recommended priors: Operations Management.

**objective**
- After attending this course, students:
  - understand the complexity and challenges of managing process innovations;
  - know how to deal with relevant factors in order to maintain/realize operations excellence by means of technological advances.
**content**

A clear understanding of current processes is a requisite to successfully manage process innovations. Therefore, the course will first of all focus on understanding and describing existing processes (based on knowledge acquired by students in previous courses in the Technology Management area). Subsequently, focus shifts to selecting appropriate (technological/production) processes for innovation, for instance based on (availability of) technological advances or strategic (re)considerations. The next step is to actually design and implement new processes. An important aspect that deserves specific attention is to manage the (appropriate) coherence, in time, between specific (technological) sub-systems, new and existing, within the production organization. Finally, the role of information technology, as an enabler of process innovations and maintaining operations excellence, receives explicit and elaborate attention throughout the course. Some specific issues, which are addressed during the course, are: Mass Customisation, World Class Manufacturing, Agile Manufacturing, and Performance (Indicators) Management. Links will be made to various technological means of process improvement.

**literature remarks**

To be announced.

Contact information teacher: E-mail: f.w.melissen@rug.nl
Phone: 050 363 3624
Secretary: E-mail: l.l.henriquez-peterson@rug.nl, Phone: 050 363 7491

187. **Product Development, Production Management & Supply Chain Management in the Process Industries**

**BKM125A05**

**contact**

dr. W.M.C. van Wezel

**lecturer**

dr. W.M.C. van Wezel

**programmes**

MSCBA - Operations & Supply Chains (electives O&SC) year 4,
MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Industrial Engineering & Management (technical modules) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4

**language**

English

**period**

1.2

**EC**

5

**format**

lectures, assignment(s)

**assessment**

assignment(s)

**prerequisite(s)**

Recommended priors: Production Planning and Control, Production Organization and Control, Product Development or equivalent bachelor level courses.
objective The objective of the course is to gain insight into the specific characteristics of the process industries with respect to product development and production and supply chain management.

content In the past decades, logistics and supply chains in Process Industries have changed considerably. The focus of the course is in exploring specific characteristics of the process industries that influence product development, supply chain management, product engineering, and production planning and control. Starting from the basic insights from production management and engineering, the course investigates the adaptations to the theories in these fields that are necessary to suit the specific requirements of the process industries.

literature To be announced.

remarks Target audience: The course is optional and is meant for master students of Technology Management and Industrial Engineering that wish to gain an understanding of the production organization in process industries.
Contact information teacher: E-mail: w.m.c.van.wezel@rug.nl, Phone: 050 363 7181
Secretary: E-mail: l.l.henriquez-peterson@rug.nl, Phone: 050 363 7491

188. Programming I EWB059A05

contact drs. K.E. Bouwman
lecturer drs. K.E. Bouwman
programme BSc Econometrics (core programme) year 2 compulsory
language English
period 1.1
EC 5
format lectures, practicals
assessment computer test

objective After completing this course, the student should be acquainted with the most important aspects of the programming language Object Pascal. This should enable the student write simple computer programs with Delphi.

content Besides the programming language Object Pascal general aspects in computer science will be considered.

literature Mitchell C. Kerman, Programming and Problem Solving with Delphi (ISBN: 0-20-170844-2 ), € 70.00
189. Programming II  

**contact**docent  
**docent** NN  
**opleiding** BSc Econometrics (basisprogramma) jaar 2 verplicht  
**voertaal** Nederlands  
**periode** 2.2  
**EC** 5  
**onderwijsvorm** practica  
**toetsvorm** computertoets  

**doel** At the end of the course the student is able to apply advanced programming techniques in Delphi. The student will also be able to make programs in the S programming language.  

**inhoud** Advanced programming techniques in Delphi; programming in S-PLUS.  

**literatuur**  

190. Public Choice & Law and Economics  

**contact** prof. dr. C.G.M. Sterks  
**lecturer** prof. dr. C.G.M. Sterks  
**programmes** MSc Economics (electives MSc Economics) year 4, MSc Economics of Taxation year 4 compulsory  
**language** English  
**period** 2.1  
**EC** 10  
**format** tutorials  
Lectures/seminars (2 hours weekly) and 6 individual assignments  

**assessment** assignment(s), written exam  
Written exam (75 %) and individual assignments (25 %)  

**objective** Although economics is about exchange, economics students are seldom trained in analyzing the fundamentals of property rights and contracts. Furthermore, students of microeconomics are confronted with much technical analysis, which often prevents them from being critical enough about underlying assumptions and implications. Traditional microeconomics, moreover, views government as omniscient and benevolent – a view that is far from realistic. This course tries to fill this gap; you will learn to pose the right questions and to formulate economic problems more accurately. In the past, many students have indicated that they only clearly understood what economics is all about after they
had completed this course.

The course consists of two parts: (1) Public Choice and (2) Law & Economics. Both schools of thought apply the principles of economics to law and regulation: the former to public and constitutional law, and the latter to private and criminal law. Public Choice (part 1) deals with the basic concepts of welfare economics, tax theory, income (re)distribution, public sector failure and public expenditure growth, and ‘normative’ and ‘positive’ optimal taxation. The book studied in the course compares/juxtaposes two approaches: the traditional, welfare economics approach to taxation and an approach in which government is seeking to maximize tax revenue. It shows that applying traditional welfare economics to taxation can be far from neutral.

Law & Economics (part 2) deals with the basic principles of efficiency and equity, and illustrates/explains the predominance of efficiency arguments in law making. The formulation and incentive effects of legal rules are examined. After property rights have been formulated, agents can enter into a contract. Tort law deals with the economic side effects that develop when no contract exists, while criminal law is applied in case of intentional and public harm. Attention will also be paid to the economic theory of the legal process and the principle agent problems involved.

- Cases from www.

**remarks**

Info: Prof.dr. C.G.M. Sterks (email: c.g.m.sterks@rug.nl)
Sect.: Lies Baars, WSN 613, phone: 363 7018.

191. Public Finance  

**contact**

- dr. M.A. Allers  
- dr. M.A. Allers, dr. J.P. Elhorst, prof. dr. J. Oosterhaven  

**programmes**

- BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3

**language**

- English

**period**

- 1.1

**EC**

- 6

**format**

- lectures and tutorials

**assessment**

- written exam with essay questions

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Study guide 2006-2007 FBK/FEW

**objective**
This course enlarges your insight into the role of government in the economy. What should be the role of the government? How should it design its programs in areas ranging from health and education, to social security and welfare? How should tax systems be designed to promote economic efficiency and to be consistent with basic views of fairness?

**content**
The first part of this course focuses on traditional public finance issues: basic welfare economics, analysis of public expenditures, tax analysis, and fiscal federalism. It refreshes and extends the fundamentals of welfare economics as discussed in first-year microeconomics and explains the economic role of government regarding equity and efficiency. The second part is concerned with the basic theory of public expenditure (public goods, externalities, public choice and welfare programs). The third part deals with taxation issues (the distribution of tax burdens, efficiency and equity aspects of taxation). The final part is devoted to decentralization, the financial relation between different layers of government and local taxation. After these theoretical and microeconomic aspects we turn to an overview of the role of government in the current international macroeconomic economic situation and elaborate on international taxation issues like tax harmonization and tax competition.

**literature**
- J.Gorter, R. de Mooij, *Capital Income Taxation in Europe; Trends and Trade-offs*, 2001, CPB, free downloadable

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**192. Purchasing Management**

**BKB142A05**

**contact**
prof. dr. D.J.F. Kamann

**lecturer**
prof. dr. D.J.F. Kamann

**programmes**
BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies - IB&M (electives BS - IB&M) year 3

**language**
English

**period**
1.1

**EC**
5

**format**
lectures, workshop(s)

**assessment**
written exam

**objective**
To expand the knowledge of the purchasing function. Skills are developed how to diagnose organizations and which analytical tools to use. Students will be able to deal with the various strategic, tactical and operational issues in purchasing and acquire appropriate skills to perform the analyses required.

**content**
Purchasing is ‘an activity that should enable the firm to meet customer demand through proper supplier relations’. The general framework used is the “POP-model”: (1) start at the
market side and analyse the technology-product-market combination(s) the firm is operating on; (2) organise the purchasing function in terms of policies, organization and processes (POPs) to enable the firm to serve this TPMC best. Concepts and theories are being discussed; tools of analysis being trained. Attention is paid to techniques to differentiate between the various types of strategies to deal with suppliers. Issues like the role of information systems (EDI, ERP) and electronic contacts such as E-Commerce, E-procurement and E-Business will be dealt with. Practical exercises and many examples from the real world of business - multinationals and SMEs- and not-for-profit organizations, will train the student.

**literature**
- Additional articles
- Kamann, D., *Reader Purchasing Management*, € 15.50

**remarks** For more information: d.j.f.kamann@rug.nl or secretary 050-363 7020

### 193. Quality Management

**BKB069A05**

**contact** prof. dr. ir. C.T.B. Ahaus

**lecturers** prof. dr. ir. C.T.B. Ahaus, dr. H. Broekhuis

**programmes** AVV-courses FMO and FE year 3, BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (electives BS - IB&M) year 3, Courses open to Exchange Students year 3

**language** English

**period** 2.1

**EC** 5

**format** combined lectures/tutorials, lectures, assignment(s)

**assessment** paper, written exam

**objective** The objectives of this course are:

1. to provide knowledge about the principles, methods and techniques of Quality Management in production and service organizations.
2. to provide an understanding of the role of Quality Management in the planning, control and improvement of organizations.
3. to know how to develop a quality system and how to implement it in different kinds of organizations.

**content** This course elaborates on the main principles, practices and techniques of Quality Management. The principles of Total Quality, such as the focus on processes and continuous improvement, on customers and stakeholders, and on participation and teamwork have become seamlessly integrated into management practice. In the first part of the course, the quality concept is defined and quality models are introduced. Techniques for policy deployment and process
management are discussed. Quality management in different
kinds of organizations is clarified. Later on, tools for
improvement are introduced and practiced.

**literature**  B.G. Dale, *Managing Quality*, Blackwell Publishing, Oxford,

**remarks**  For more information: 050-363 7055,
c.t.b.ahaus@rug.nl, or secretary 050 - 363 3857

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### 194. Quantitative Finance  EWB039A05

**contact**  dr. J.W. Nieuwenhuis

**lecturer**  dr. J.W. Nieuwenhuis

**programmes**  BSc Econometrics (core programme) year 3 compulsory,
Courses open to Exchange Students year 3

**language**  English

**period**  1.1

**EC**  5

**format**  lectures

**assessment**  oral exam, paper

**objective**  This course is intended to be an introduction to mathematical
finance in continuous time. Along the way concepts from
probability theory and stochastic processes will be explained
as well, as they are needed to carefully explain the notion of
stochastic integral.

**content**  During the course the emphasis is on the valuation and
hedging of european and american options in the context of
binomial trees and in the setting of the famous model by Black
and Scholes, by means of probabilistic methods and by means
of partial differential equations.

510809-4), € 55.00

• J.W. Nieuwenhuis, *Lecture notes*, available before the start
of the course and handouts via email or Nestor

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### 195. Quantitative Logistics  EWM043A10

**contact**  dr. B. Goldengorin

**lecturers**  dr. B. Goldengorin, prof. dr. G. Sierksma

**programmes**  Courses open to Exchange Students year 4, MSc Econometrics,
Operations Research & Actuarial Studies (Operations
Research) year 4 compulsory, MSc Econometrics, Operations
Research & Actuarial Studies (electives Ectrcs, OR & AS) year
4, MSc Industrial Engineering & Management (management
modules) year 5 compulsory, MSc Industrial Engineering &
Management (technical modules) year 5 compulsory

**language**  English

**period**  2.1
**Course Descriptions**

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

**content**
Optimization 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, Traveling Salesman, Simple Plant Location, P-median, Covering, Maximum and Minimum Flow (Cut), Matching, Arc Routing (Chinese Postman), Knapsack, 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**

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**196. Research Methodology for MSc IB&M**

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<td>prof. dr. L. Karsten, dr. B.J.W. Pennink</td>
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<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>format</td>
<td>combined lectures/tutorials Interactive seminars</td>
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<tr>
<td>assessment</td>
<td>assignment(s), paper, presentation(s) Final exam: Homework Exam</td>
</tr>
<tr>
<td>prerequisite(s)</td>
<td>Finished Bsc IB&amp;M</td>
</tr>
</tbody>
</table>

**objective**
Build on the methodology given in the bachelor program, this methodology course will provide MSc students with a deeper insight in different methodological questions and ways of answering these questions.

**content**
Students will learn how to judge knowledge products by
studying the literature resulting in presentations and also reading and judging relevant theses in the field of IB&M. As a second part of this course students will learn how to start their own research project, how to develop their own research questions and how to construct a research design for those research questions.

**literature**  

**remarks**  
This course will be offered in period Ia and Iia  
Contact: r.van.est@rug.nl/s.i.luiken@rug.nl/1j.romp@rug.nl, tel. 3458

197. **Research Methodology for MSc IE&B**  
**EWM046A05**

**contact**  
prof. dr. H. van Ees

**lecturers**  

**programme**  
MSc International Economics & Business year 4 compulsory

**language**  
English

**period**  
2.1-2

**EC**  
5

**format**  
tutorials, workshop(s)

Exam and grading of research methodology paper and final version of the research proposal. Students must pass this examination (i.e. graded at least 5.5) before they are allowed to proceed with the second half of the workshop (in the second block).

**prerequisite(s)**  
See remarks

**objective**  
The purpose of the Research Methodology workshop is to guide students in the development of their final research proposal and the development of the research methodology

**content**  
During the first part of the workshop (the first block of the semester) students will become acquainted with various quantitative methodologies that might be applicable to their project. This includes an introduction to the principles of parameter estimation, hypothesis testing and forecasting. Furthermore students acquire these skills using the econometrics package Eviews and learn how to carry out empirical research by actually implementing it. During the second part of the workshop (the second block of the semester) students are expected to present a paper which describes the methodological approach and its application to the thesis project and applies some of the techniques and methods from the coursework covered in the first block. The paper should also describe the background and motivation behind the methodology and its application in the literature.
Finally, the paper should indicate which alternative methodological approaches could be adopted, and why a particular methodology was chosen over others. The methodology paper can in part be used as an input to the methodology section of the thesis.

**literature**
To be announced. The literature for the methodology paper is selected in consultation with the supervisor and/or one of the experts that are relevant for his/her project.

**remarks**
Prerequisites in case of conditional admittance to the MSc IE&B or IB&M: 150 EC of the BSc IE&B or IB&M including
- (for IE&B students): the 3rd year courses IB III and IE III.
- (for IB&M students): at least 15 EC of the basic IB&M courses in the 3rd year (ISM, MIBO, IE&T and IFM)

Students must pass this examination (i.e. graded at least 5.5) before they are allowed to proceed with the second half of the workshop (in the second block).

Students are required to obtain a passing grade (i.e. 5.5) or more for the research methodology workshop before the completion of the master thesis.

Secretary: E. Kortrijk, WSN 405, e.a. kortrijk@rug.nl, tel. 3633716
Coordinator: Prof. H. van Ees, WSN 428, h.van.ees@rug.nl, tel. 3633705

198. **Research Methodology for SID-IB&M**  
**BKB136A05**

**contact**
Dr. ir. M.C. Achterkamp

**lecturers**
Dr. ir. M.C. Achterkamp, Dr. D.J. Kiewiet

**programmes**
Courses open to Exchange Students year 3, Pre-master (SID) programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

**language**
English

**period**
2.1

**EC**
5

**format**
Lectures

**assessment**
Written exam with multiple choice questions, written exam with open questions

**objective**
To provide students with knowledge for conducting applied scientific business research. Especially the diagnosis phase of applied research will be studied.

**content**
Managers in organizations have information needs: they want to know how customers think about their products, how the competition is doing, and how their employees are performing. But what are the origins of these information needs? And how to do scientific research in order to fulfil these needs? These questions are central in this course. Starting point is the structuring of applied scientific business research in 5
phases: management question, diagnosis, design, implementation, and evaluation, where the focus for now will be upon the diagnosis phase. After it has become clear how a management problem can be explicated, attention will be paid to the development of a conceptual model and how to use scientific articles for doing so. Also, several models and techniques (e.g. observation, experimental design, and secondary data usage) for testing this conceptual model will be discussed.

**literature**

**remarks**
Contact: Dr. ir. M.C. Achterkamp, e-mail: m.c.achterkamp@rug.nl, tel. 7311, location; DRS 108. Secretary: tel. 3151

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**199. Research Methods I for IB&M**

**contact**
dr. ir. M.C. Achterkamp

**lecturers**
dr. ir. M.C. Achterkamp, dr. D.J. Kiewiet

**programmes**
BSc Business Studies - IB&M (core programme) year 1 compulsory, Courses open to Exchange Students year 3

**language**
English

**period**
2.1

**EC**
5

**format**
lectures

**assessment**
written exam with multiple choice questions, written exam with open questions

**objective**
To provide students with knowledge for conducting applied scientific business research. Especially the diagnosis phase of applied research will be studied.

**content**
Managers in organizations have information needs: they want to know how customers think about their products, how the competition is doing, and how their employees are performing. But what are the origins of these information needs? And how to do scientific research in order to fulfil these needs? These questions are central in this course. Starting point is the structuring of applied scientific business research in 5 phases: management question, diagnosis, design, implementation, and evaluation, where the focus for now will be upon the diagnosis phase. After it has become clear how a management problem can be explicated, attention will be paid to the development of a conceptual model and how to use scientific articles for doing so. Also, several models and techniques (e.g. observation, experimental design, and secondary data usage) for testing this conceptual model will be
Course Descriptions


**remarks** Contact: Dr. ir. M.C. Achterkamp, e-mail: m.c.achterkamp@rug.nl, tel. 7311, location; DRS 108. Secretary: tel. 3151

**200. Research Methods II for IB&M**

**contact** dr. D.J. Kiewiet

**programme** BSc Business Studies - IB&M (core programme) year 2 compulsory

**language** English

**period** 1.2

**EC** 5

**format** lectures and tutorials, practicals

**assessment** written exam, report(s) group reports

**objective** Provide students with knowledge and skills for conducting an empirical qualitative research.

**content** In business research not only quantitative methods are used, but qualitative methods are used as well. Knowledge of and skills for these methods and techniques is essential for a scientifically educated practitioner in the field of Business Administration. The knowledge and skills can be used to do sound (qualitative) research yourself, and for interpreting and judging (qualitative) research of others. In this course some frequently used qualitative methods will be covered (for example case study, interview, action research, and content analysis), and for each method the pros and cons will be discussed. There will be also a practical assignment: given an information need, texts have to be analyzed in a structured way.

**literature** to be announced

**remarks** Dr. D.J. Kiewiet (contact, location: DRS 102, tel: 050-3637344, tel (secr.):050-3633151, e-mail: d.j.kiewiet@rug.nl)
201. Researchlab Econometrics EWM047A10

**contact** prof. dr. P.A. Bekker

**lecturer** prof. dr. P.A. Bekker

**programmes** Courses open to Exchange Students year 4, MSc Econometrics, Operations Research & Actuarial Studies (Econometrics) year 4 compulsory, MSc Econometrics, Operations Research & Actuarial Studies (electives Ectres, OR & AS) year 4

**language** English

**period** 2.1

**EC** 10

**format** assignment(s)

**assessment** assignment(s)

**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 two, 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.

202. Retail Marketing EWM080A05

**contactdocent** dr. J.A. Voerman

**opleidingen** MSc BA - Marketing (keuzevakken A Marketing Management) jaar 4, MSc BA - Marketing (keuzevakken Res.Based Marketing) jaar 4, MSc TBK/Industrial Engineering & Management (management modules) jaar 5 verplicht, MSc Technology Management (keuzevakken MSc TM) jaar 4

**voertaal** Nederlands

**periode** 2.1

**EC** 5

**onderwijsvorm** hoor- en werkcolleges

**toetsvorm** opdracht(en), schriftelijk tentamen

**doel** Het doel van de cursus is het verwerven van kennis en inzicht in de theoretische en praktische aspecten van retail marketing.
Course Descriptions

inhoud
Ontwikkelingen als de toenemende macht van retailers, prijsconcurrentie en de groei van winkelmerken maken retailmarketing steeds belangrijker. Hierbij gaat het om de marketing van de retailers zelf, maar ook om de relatie tussen de fabrikant en de retailer.
Onderwerpen die in dit vak aan de orde komen zijn bijvoorbeeld accountmanagement, de marketingmix voor retailers (inclusief de P’s van presentatie en personeel), de locatiekeuze van de winkel en het managen van een retail-merk. De praktijkant wordt toegelicht tijdens 2 gastcolleges.

opmerkingen
Secretariaat: H.G. Tamling, DRS 037, tel.: 050-3637065,
h.g.tamling@rug.nl

203. Risk and Derivatives
EWM048A10

contact
dr. P.P.M. Smid

lecturer
dr. P.P.M. Smid

programmes
Courses open to Exchange Students year 4, MSc BA - Finance (Risk & Portfolio Management) year 4 compulsory

language
English

period
1.1-2

EC
10

format
combined lectures/tutorials

assessment
assignment(s), paper, written exam
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 %. Resit semester II a.

prerequisite(s)
Specialization Course Finance, EWB081A10.

objective
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.

content
This course focuses 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.

literature
- 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**
Secretary: G. Pol, DRS 215, tel. 050 363 3685, g.pol@rug.nl

**204. Risk Insurance**

**Contact**
prof. dr. R.H. Koning

**Lecturers**
prof. dr. R.H. Koning, dr. J.W. Nieuwenhuis

**Programmes**
BSc Econometrics (core programme) year 3 compulsory,
Courses open to Exchange Students year 3

**Language**
English

**Period**
1.2

**EC**
7

**Format**
assignment(s), lectures

**Assessment**
written exam

**Objective**
After taking this course, students are able to analyze simple general insurance portfolio’s using the individual and collective model.

**Content**
What is the expected payout on a portfolio of fire-insurance policies? How do you estimate the cost of warranty on television sets? This course gives an introduction to statistical and mathematical models to analyse (many) small risks. How can one insure himself against these risks, and which price is to be asked by the insurer such that he has a viable business in the long term? Topics of the course are:
- the individual risk model;
- the collective risk model;
- ruin theory;
- credibility theory.

**Literature**
to be announced

**205. Risk Models**

**Contact**
prof. dr. R.H. Koning

**Lecturer**
prof. dr. R.H. Koning

**Programmes**
Courses open to Exchange Students year 4, MSc Econometrics, Operations Research & Actuarial Studies (Actuarial Studies) year 4 compulsory, MSc Econometrics, Operations Research & Actuarial Studies (electives Ectres, OR & AS) year 4

**Language**
English

**Period**
2.1

**EC**
10

**Format**
assignment(s), lectures

**Assessment**
paper, written exam
objective This course teaches models to analyze 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 analyze real datasets themselves with these methods. The course is relevant for students with interest in finance, econometrics, and actuarial science.

literature to be announced

206. Service Operations

BKM034A05

contact dr. H. Broekhuis
lecturers dr. H. Broekhuis, dr. M.J. Land, and others
programmes MSc BA - Operations & Supply Chains (Services) year 4 compulsory, MSc Human Resource Management (elective MSc HRM) year 4
language English
period 1.1-2
EC 5
format lectures and tutorials, assignment(s)
assessment written exam with essay questions

After finishing this course, students should:
	• have a profound understanding of the managerial issues which are typical for service operations;
	• 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**

**remarks**
For more information please contact dr. Manda Broekhuis (050-3637288, h.broekhuis@rug.nl) or one of the secretaries (050-3637020).

### 207. SID International Trade

**contact**
dr. E.H. van Leeuwen

**lecturer**
dr. E.H. van Leeuwen

**programme**
Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**
English

**period**
1.2

**EC**
3

**format**
Lectures and tutorials. Students must prepare classes by studying the literature of each week and by preparing exercises.

**assessment**
written exam

**objective**
To acquaint students with the basic theories of international trade and international trade policy

**content**
The first part deals with the concept of comparative advantage, the classical model of international trade, the Heckscher-Ohlin model, and the welfare aspects of free trade. The second part deals with different aspects of trade policy and the welfare aspects of protection. Finally, the relation between international trade and economic growth is dealt with.

**literature**

### 208. SID Macroeconomics

**contact**
drs. E. Wester

**lecturer**
drs. E. Wester

**programme**
Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**
English
Course Descriptions

209. SID Mathematics I

**period** 2.1

**EC** 4

**format** combined lectures/tutorials, practicals

lectures, tutorials and practicals

**assessment** written exam

**objective** The student gets insight into the methods and main assumptions of macroeconomics.

**content** Why do incomes in some countries grow faster than in other countries? Why are rates of inflation high in some countries and low in others? Why do countries experience periods of falling incomes and rising unemployment? Macroeconomics, the study of the economy as a whole, attempts to answer these questions. Macroeconomists collect data on for instance incomes, prices and unemployment for different periods in time and for different countries and they formulate theories to explain these data. With this knowledge they try to formulate economic policy to improve economic performance. There are different models for different economic phenomena. Broadly speaking we can distinguish between models for the long run and models for the short run.


**remarks** Secretary: L. Baars, WSN 613, e.m.baars-drent@rug.nl, tel. 363 7018

Coordinator: E. Wester, WSN 522, e.wester@rug.nl, tel.363 3761

**contact** dr. H.E. Nusse

**lecturer** dr. H.E. Nusse

**programme** Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

**language** English

**period** 1.1

**EC** 2

**format** lectures and tutorials

**assessment** written exam

**objective** Economic models are generally written in mathematical language. Goal of this course is to obtain the mathematical knowledge and skills to form, describe, understand the basic models of economics and to solve the equations involved.

**content** In economics concepts like growth, optimal choice, relations between economic quantities, valuation of future payments etc. play an important role. In this course, that consist of two parts, the mathematical tools to describe these economic notions are developed.
Study guide 2006-2007 FBK/FEW

**literature**

**210. SID Mathematics II**

**contact**
dr. H.E. Nusse

**lecturer**
dr. H.E. Nusse

**programme**
Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**
English

**period**
1.2

**EC**
4

**format**
lectures and tutorials

**assessment**
written exam

**content**
This course is a continuation of the course SID Mathematics 1

**literature**

**211. SID Microeconomics**

**contact**
dr. D. Wiersma

**lecturers**
dr. H.W. Plasmeijer, dr. D. Wiersma

**programme**
Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**
English

**period**
1.1

**EC**
5

**format**
lectures and tutorials

**assessment**
written exam

**objective**
To acquaint students with the basic principles of microeconomic theory and provide insights into the interrelationships between markets. Students learn to apply these basic principles to real world phenomena such as competition between enterprises and its effect on social welfare.

**content**
SID Microeconomics deals with the basic principles of microeconomic theory. Every day, consumers make decisions about the purchase of goods and services, while companies continuously decide what their product range will include and in what quantities they will supply the market. Within the
resource constraints of the economy, goods have to be produced that will maximise utility, and they have to be allocated to the most urgent needs.

In Western economies, the decisions of consumers and producers are coordinated on the market by means of the price mechanism. Prices are a measure of scarcity. Microeconomics deals with the individual decisions of consumers and producers and their coordination through the market mechanism. It covers the main factors that are relevant to these decisions, such as, e.g. information, uncertainty, competition, strategic behaviour and the interrelationships between markets. It studies the behaviour of companies on the markets (the degree of competition and economic incentives for innovation) and how this behaviour contributes to social welfare and economic growth.

Many courses in the study IE&B build upon microeconomic principles. Hence, a thorough understanding of the basics of microeconomics in an early phase of the studies is absolutely necessary.


**remarks**  Secretary: H. van der Vleuten, WSN 613, h.c.w.e.van.der.vleuten@rug.nl, tel. 363 3740
Coordinator: D. Wiersma, WSN 524, doede.wiersma@rug.nl, tel.363 3760

**212. SID Quantitative Research Methods**

**contact**  dr. G. de Jong

**lecturers**  drs. D. Dikova, dr. G. de Jong

**programme**  Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**  English

**period**  1.1

**EC**  6

Mandatory tutorials and group work
Written exam (50 %) and research report (50 %)

**objective**  This course offers students the opportunity to design and to execute a small quantitative research project. All phases of the empirical cycle of research (from drafting a research proposal to writing up the results in a research report) will be executed and reviewed. By doing so, the student will develop a set of academic research skills and prepare and organize for executing (future) academic research.

**content**  The core feature of any academic study is learning how to do academic research. There are many research methods that can
be used such as case studies, experiments, simulations, meta-
analyses and multi-variate methods. Some of these methods
are more complex than others and require a substantive
background in doing academic research. We consider the
‘empirical cycle of research’ as the most helpful method for
your introduction into academic research. It is a structured,
sequential method that provides helpful assistance in doing a
research project. It also helps you to understand much of the
temporaneous research in business and economics because
many academic studies are aligned according to the empirical
cycle of research. When you start this course we presume that
you have little or no knowledge and experience in doing
academic research. This course offers you comprehensive
assistance in conducting your first academic, empirical study.
Given the empirical nature of the research we deliberately
combine this course with the SID Statistics 1 and SID Statistics
2. This means that you will combine time and efforts from both
courses.

**literature**  Blumberg, B., Cooper, D.R., Schindler, P.S., *Business Research
Methods, 1st ed.*, 2005, McGraw-Hill

**remarks**  Because of the unique combination with the SID statistics this
course is only open to SID IE&B students and hence not for
any other students enrolled in other programs of our
University. Exemptions are only possible by handing over an
originally certified bachelor thesis with a substantial amount of
quantitative work.

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Coordinator: G. de Jong, WSN 425, g.de.jong@rug.nl, tel.363
3381

**213. SID Statistics I**  EWB069A02

<table>
<thead>
<tr>
<th>contact</th>
<th>dr. P. Rao Sahib</th>
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<tr>
<td>lecturer</td>
<td>dr. P. Rao Sahib</td>
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</tbody>
</table>
| programme| Pre-master (SID) programmes English (IE&B, preparing to MSc
IE&B) year 3 compulsory |
| language | English |
| period   | 1.1 |
| EC       | 2 |
| format   | lectures and tutorials |
| assessment| assignment(s), written exam |

**objective**  The goal of this course is to train students to interpret data
effectively and to use concepts of probability in making
decisions in an uncertain environment. A key challenge facing
a global manager is how to effectively interpret the vast
amount of data generated in the world today. Statistical
models and techniques allow us to draw inferences and make decisions under conditions of partial information and uncertainty. The statistical package SPSS will be used during the course as an aid to making calculations and graphically representing data.

**content**
This course covers the topics of simple and multiple regression, analysis of variance, goodness-of-fit tests and non-parametric statistics.

**literature**

**remarks**
Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716
Coordinator: P.Rao Sahib, WSN 427, p.rao.sahib@rug.nl, tel.3633724

214. **SID Statistics II**

**contact**
dr. P. Rao Sahib

**lecturer**
dr. P. Rao Sahib

**programme**
Pre-master (SID) programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory

**language**
English

**period**
1.2

**EC**
2

**format**
combined lectures/tutorials

**assessment**
assignment(s), written exam

**objective**
The goal of this course is to train students to interpret data effectively and to use concepts of probability in making decisions in an uncertain environment. A key challenge facing a global manager is how to effectively interpret the vast amount of data generated in the world today. Statistical models and techniques allow us to draw inferences and make decisions under conditions of partial information and uncertainty. The statistical package SPSS will be used during the course as an aid to making calculations and graphically representing data.

**content**
This course consists of an in-depth coverage and review of statistical techniques such sampling, estimation and hypothesis testing. It also involves developing empirical skills further using cases in which SPSS is used.

**literature**

**remarks**
Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716
Coordinator: P.Rao Sahib, WSN 427, p.rao.sahib@rug.nl, tel.3633724
215. **Simulation of Business Processes**

**contact**  
dr. ir. D.J. van der Zee

**lecturer**  
dr. ir. D.J. van der Zee

**programmes**  
MSc BA - Operations & Supply Chains (electives O&SC) year 4, MSc Industrial Engineering & Management (Discrete Technology and Production Automation) year 4 compulsory,  
MSc Industrial Engineering & Management (Information technology) year 4 compulsory, MSc Industrial Engineering & Management (Process and Production Technology) year 4 compulsory

**language**  
English

**period**  
1.1-2

**EC**  
5

**format**  
lectures, practicals

**assessment**  
assignment(s)

**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 (service) industry.

**content**  
Simulation is the most popular tool used for quantitative modeling and analysis of business processes. It offers a flexible approach in many fields of application. This includes both manufacturing and the service industry. Examples concern design of production and distribution processes, warehouses, supply chains, factory layouts, care chains, call centers, workflow management, insurance companies and tax authorities.  
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 modeled and analyzed. Finally, in part three of the course, the skills of the student in simulation modeling are tested by a full-size case.

**literature**  

**remarks**  
Target audience: Students Industrial Engineering and Management, Elective for students who are interested in Industrial Engineering, Economics and Management (e.g. Technology Management, Business and ICT, PSM). MSc
For this course subscription is required via ProGRESS.
Your presence is required at the first lecture (see course schedules voor the date of the first lecture).
This course is offered in English in case foreign students are participating.
This course prepares for the courses System Engineering and Flexible Manufacturing Automation.
Contact information docent: E-mail: d.j.van.der.zee@rug.nl,
Phone: 050 363 4687
Secretary: l.l.henriquez-peterson@rug.nl, Phone: 050 363 7491

216. Skills Training & Thesis Preparation MSc BA

Change Management

contact dr. B.J.M. Emans
lecturers drs. G.J.M.H. Coffeng, dr. B.J.M. Emans

programme MSc BA - Change Management (core programme) year 4 compulsory

language English
period 2.1
EC 5

format assignment(s), intervisie, training days
workshop(s)

assessment active participation, assignment(s), presentation(s)
verplichte aanwezigheid

objective The course aims at two related goals. First, students are trained in skills needed for playing the role of change manager, including conflict handling, dealing with resistance, and communication within small as well as large group settings. In a more general sense, the course aims at enhancing each student’s personal effectiveness. Second, the students are prepared for doing their Master thesis work (elaborating research question, designing research plan, contacting field of research)

content Groups of 12 students are formed, who collaborate from the programme’s very start in September until its end in July. In the first semester the groups meet about once in periods of three weeks. During the meetings, as well as in-between them, students reflect on their personal effectiveness while also getting feed back related to that effectiveness. Furthermore the students help each other with steps they take in preparing their thesis work. Setting those steps is each student’s personal responsibility. The role of the teacher is to instruct and coach them therewith. Among other things, the instruction aims at
the actualization, deepening and application of research methodology issues. To that end the methodology literature the students used in their preceding bachelor studies serves as a reference source. In the first half of the second semester, each group has a three days full time skills training. Then also the thesis work of each individual student starts. In group meetings, which continue throughout the semester, students inform each other about their progress, and discuss common problems and challenges.

**remarks**

Also in semester 1a, 1b and 1lb


Students, especially those with a bachelor outside Groningen, are free to replace the books by equivalent ones, for instance by books they studied in former studies.

Contact: B.J.M. Emans tel: +31 50 363 7845; email b.j.m.emans@rug.nl; Secretary: tel +31 50 363 4288; room DRS 428

**217. Small Business Economics**

**EWM051A10**

**contactdocent** dr. C.H.M. Lutz

**docent** dr. C.H.M. Lutz

**opleidingen** MSc BA - Small Business & Entrepreneurship (basisprogramma) jaar 4 verplicht, MSc TBK/Industrial Engineering & Management (management modules) jaar 5 verplicht

**voertaal** Nederlands

**periode** 1.1-2

**EC** 10

**onderwijsvorm** hoor- en werkcolleges

Hoor- en werkcolleges waar groepsopdrachten worden besproken. Aanwezigheid bij de colleges is verplicht.

**toetsovorm** paper, schriftelijk tentamen met open vragen

Schriftelijk tentamen (open vragen) over de literatuur en de collegestof (60 %) Groepsopdracht: paper (40 %)

**ingangseisen** Specialization Course Small Business & Entrepreneurship: Fundamentals of SB&E (EWB087A10)

**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.


·  Reader (via Nestor)

opmerkingen Secretariaat DRS 316 :050- 3633453,
mevr. A.M.C.Cordes, a.m.c.cordes@rug.nl
mevr. K.van Brummelen, k.van.brummelen@rug.nl
email contactdocent: c.h.m.lutz@rug.nl

218. Social System Analysis of Technological Innovations  BKM163A05

contact  prof. dr. J.J. van der Werf
drs. ing. F.P. Bakker, dr. M.P. Mobach, prof. dr. J.J. van der Werf

programmes  MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Technology Management (core programme) year 4 compulsory

language  English

period  1.2

EC  5

format  lectures, assignment(s)

assessment  oral exam

prerequisite(s)  Bachelor course: Ontwerpen van Bedrijfskundige Systemen (for BSc.TM Students).
Recommended priors: Bachelor level Organization and Management Theory and Systems approaches towards Organization.

**objective**

- After attending this course, students
  - have an awareness about the problematical relation between the so-called technical and social system.
  - are able to describe and understand the dynamics of change of a socio-technical system
  - are able to place this problematical issue in a managerial context in terms of systems intervention (technology management and change)

**content**

In recent years many technological innovations had, for better and worse, a dramatic impact on organizations and processes within organizations as we know. Technological innovations were embraced but rejected as well. The stories of many cases illustrate the problematical relation between the technical and the social dimension in any socio-technical system. In this course this problematical relation will be approached from different perspectives.

Perspectives like the System Failures Method (Fortune and Peters a.o.) Soft Systems Methodology (Checkland a.o.) Causal Loop Diagramming (Vennix a.o.)

**literature**

- Probably a course book, to be announced.
- Reader with articles on System Failure Method, Soft Systems Methodology and Causal Loop Diagramming, Systemic Intervention etc.

**results**

Contact information teacher: E-mail: jj.van.der.werf@rug.nl, Phone: 050 363 3840
Secretary: E-mail: j.verhagen@rug.nl, Phone: 050 363 3857

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219. **Spanish I for IE&B/IB&M**

**contact**

drs. A.R.O. Comadina Granson


**programmes**

BSc Business Studies - IB&M (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory

**language**

English

**period**

2.1

**EC**

3

Small-group teaching with mandatory attendance.

**assessment**

Written exam

Eighty per cent attendance is compulsory. The grade for the first half semester will be based on participation (20 %), a vocabulary quiz (30 %), and a progress test (50 %) in the last
220. **Spanish II for IE&B**  

**Contact**  
drs. A.R.O. Comadina Granson  

**Lecturers**  

**Programme**  
BSc International Economics & Business (core programme)  

**Language**  
English  

**Period**  
2.2  

**EC**  
3  

Small-group teaching with mandatory attendance.  

**Assessment**  
written exam  
The grade for the second half semester will be based on a portfolio including a Business Plan (25%), a graded presentation (20%), a vocabulary test (20%), and a final examination (35%).  

**Objective**  
This course aims to provide a good basis for both business and leisure contacts with Spanish speakers.  

**Content**  
The programme focuses on the ways Spanish is used in real communication. Grammar will be presented systematically throughout the course but will mainly be taught as feedback. This block will primarily focus on writing a business plan and providing a graded presentation. Some attention will also be paid to specific vocabulary.  

**Literature**  
Study guide 2006-2007 FBK/FEW


**remarks** Students who would like to take a second language other than Spanish should contact the Information Desk for approval
Secretary: talencentrum@rug.nl, tel. 363 5802
Coordinator: a.r.o.comadina.granson@rug.nl

**221. Spatial & Transport Economics**

**EWM052A10**

**contact** prof. dr. J. Oosterhaven

**lecturer** prof. dr. J. Oosterhaven

**programme** MSc Economics (electives MSc Economics) year 4

**language** English

**period** 2.1

**EC** 10

**format** combined lectures/tutorials
Lectures and assignments
Four parts determine the grade: separate written examinations for spatial economics and for transport economics (each 40%) and separate (computer) assignments for spatial economics and for transport economics (each 10%).

**prerequisite(s)** Intermediate level of micro economics

**objective** This course teaches the student to combine theoretical insights from location theory, trade theory, network economics and welfare theory with empirical knowledge about the functioning of the transport system, and of cities and regions. It thus enables the student to better understand why some cities function better than others and why again others are growing faster or slower. With this knowledge students will be able to study and advise on the likely effects of all kind of transport and other urban and regional policy measures.

**content** Especially in an urban setting, spatial economics is dominated by the study of imperfect competition, externalities and accessibility. Space itself, through transport and communication cost, provides for partially protected markets and thus for imperfect competition. Knowledge externalities occur when firms are located close together. Amongst others, these are associated with labor mobility and intermediate transactions between firms. Welfare externalities occur when firms and households are located close together. Amongst others, these are associated with the housing market and the functioning of the transport system (especially congestion). The related agglomeration (dis)economies strongly influence the comparative advantages of cities and regions. The functioning of the urban and the interregional transport system, through its impact on accessibility, further influences
the comparative advantage of cities. Besides, the transport system and transport policies are of interest in their own right, and are treated accordingly.

**literature**

**remarks**
When your master programme admits it, you may either take the spatial economics part (5 EC, course title: Spatial Economics (master), code: EWM052B05) or the transport economics part (5 EC, course title: Transport Economics (master), code: EWM052C05) or the combination of both (10 EC).
Info.: Prof.dr.J. Oosterhaven, WSN 529, tel. 3763 3728.

**222. Spatial Economics (Ruimtelijke Economie)  EWB071A05**

**contact**
drs. T.M. Stelder

**lecturer**
drs. T.M. Stelder

**programmes**
BSc Economics (core programme) year 3 compulsory, Courses open to Exchange Students year 3

**language**
English

**period**
1.2

**EC**
5

**format**
lectures
and 2 assignments

**assessment**
written exam
written exam (80 %) and results of the two assignments (20 %)

**objective**
Learning the basic concepts and theories in spatial and regional economics.

**content**
This course deals with several topics. First, the micro-economic spatial behaviour of firms, consumers and workers are treated at the regional and urban level. What are the forces that determine their locational behaviour in a region and inside a city? Second, the spatial structure of an economy is examined at the macrolevel. This topic deals with regional variation in economic development, regional economic growth models, and the interaction between regions. At this point an introduction to interregional input-output analysis is given and in a special computerclass the students will work with a software package to do a case on regional input-output as an assignment. Further related subjects are regional labourmarkets, regional unemployment and regional policy issues. Finally, the urban structure of an economy and its
development is examined. The main question here is what agglomeration forces are at work that lead to the growth or decline of cities.

**literature**

**remarks**
Info: Dr. D. Stelder, WSN 527, phone 363 3725 (email: t.m.stelder@rug.nl)

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**223. Specialization Course Applied Operations Research EWB088A10**

**contact**
dr. M.H. van der Vlerk


**programmes**
BSc Econometrics (electives BSc Econometrics) year 3, Courses open to Exchange Students year 3, MSc Industrial Engineering & Management (management modules) year 5 compulsory, MSc Industrial Engineering & Management (technical modules) year 5 compulsory

**language**
English

**period**
2.1-2

**EC**
10

**format**
lectures, practicals

**assessment**
oral exam, presentation(s), report(s)

**objective**
The aim of this course is for students to develop the research skills required for applied Operations Research. This includes mathematical modelling as a tool for analysing and solving practical decision problems, working with software packages for optimisation (AIMMS) and simulation (eM-Plant), writing reports and giving oral presentations.

**content**
Students will work out a number of case studies (in pairs), on which reports will be made and presentations given during the course. The cases are practical applications of planning and scheduling problems in, among others, production- and distribution logistics, telecommunication, finance, traffic and transport, and agriculture. Much attention will be paid to the possibilities and difficulties encountered when using simulation as a flexible method to analyse the process of complex stochastic systems. Special attention is given to the statistical analysis of the output and the optimisation with the aid of simulation.

**literature**
224. Specialization Course Business & ICT  

**contact**  
drs. C.M Elenga  

**lecturers**  
drs. C.M Elenga, dr. G.H. Kruithof  

**programmes**  
BSc Business Studies (electives BSc Business Studies) year 3,  
BSc Business Studies (electives BSc Business Studies) year 3,  
BSc Business Studies (specialization courses) year 3, BSc  
Business Studies (specialization courses) year 3, BSc Economics  
& Management (electives BSc E&M) year 3, BSc Economics &  
Management (electives BSc E&M) year 3, Courses open to  
Exchange Students year 3, MSc BA - Marketing (electives B  
Marketing Management) year 4, MSc BA - Marketing (electives  
Res. Based Marketing) year 4, MSc BA - Operations & Supply  
Chains (electives O&SC) year 4, MSc BA - Organizational &  
Management Control (electives O&MC) year 4  

**language**  
English  

**period**  
1.1-2  

**EC**  
10  

**format**  
tutorials  
Weekly seminars on different aspects on e-business, with  
assignments to be presented and discussed by the students. In  
parallel with these seminars, a limited number of lectures will  
address current topics related to e-business.  

**assessment**  
oral exam, paper  

**objective**  
The objective of this course is to learn how organizations can  
fully exploit the potential of electronic business (e-business).  

**content**  
Nowadays every business is an e-business. Organizations aim  
at maximizing their competitiveness and try to exploit the full  
potential of an E-business strategy. E-business pervades every  
department of an organization and organizations become  
tightly linked with partners, suppliers and customers. Strategy  
and business models have to be adapted. Business processes  
need to be redesigned together with the applications that  
support these processes. In many cases organizational change  
is needed as well and benefits and costs have to be assessed.  
Therefore, an integrated approach is required for every  
organization.  
In this course, E-business is taken from a broad perspective.  
An overview is provided of the many decisions managers have  
to face for a successful implementation of E-business and that  
can have important long-term consequences for their  
organizations. Aspects of the value chain will be discussed,  
including procurement, logistics, marketing and customer  
relationship management. We will also include current  
business models, partnerships and the use of channels in both
business-to-consumer and business-to-business markets.

to be decided

This course will be given in period I and II.
More information at the lecturer 050-363 4495
c.m.elsenga@rug.nl, or the secretary 050-363 7090

225. Specialization Course Business Development  

<table>
<thead>
<tr>
<th><strong>Contact</strong></th>
<th>dr. J. Kratzer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lecturers</strong></td>
<td>dr. J. Kratzer, dr. J.L. Miedema</td>
</tr>
<tr>
<td><strong>Programmes</strong></td>
<td>BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies (specialization courses) year 3, BSc Business Studies (specialization courses) year 3, MSc BA - Marketing (electives B Marketing Management) year 4, MSc BA - Marketing (electives Res. Based Marketing) year 4</td>
</tr>
<tr>
<td><strong>Language</strong></td>
<td>English</td>
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<tr>
<td><strong>Period</strong></td>
<td>2.1-2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>10</td>
</tr>
<tr>
<td><strong>Format</strong></td>
<td>lectures, assignment(s), practicals and literature-study</td>
</tr>
</tbody>
</table>

see remarks 1 and 2

**Objective**  
The general aim of the ‘Specialization Course Business Development’ is to give introductory insight in the field of Business Development, in particular insight in the theoretical, empirical, and practical background and relevance of the subject as well as the interplay between its diverse facets.

**Content**  
Firstly, Business Development is the development of companies, products, and services, that subsequently are placed in a market (no matter how big or small). A very important factor in those activities is knowledge. Knowledge management may be seen as merely the identification, indexing, and transfer of knowledge. An alternative approach to knowledge management will also be introduced in this course: the second generation knowledge management, which can be equated with sustainable innovation.

As practical exercise each student is expected to execute a ‘Systematic Design Methods assignment’ within a group of fellow students.

Secondly, Business Development refers to aspects about how new products and services are created, how this process is organized and managed, how product ideas/projects are selected and how the market/customers may impact this process. The lectures about the managerial aspects of Business Development focus in detail on the impact of the systematic design methods, the development project management, the
team management, in particular the importance and stimulation of creativity, and methods of customer involvement and the screening of ideas and/or projects.

**literature**
- In addition 13 scientific articles are relevant, which can be downloaded on the Nestor site.

**remarks**
This course will be given in semester I and semester II.
1. ‘Systematic Design Methods assignment’: This assignment as a general obligation to take part at the final examination. Only students who successfully made the assignment are allowed to take part at the final examination.
2. ‘Final examination’: The final examination is an examination that allows to use all course material such as books, articles, powerpoint presentations, individual notes etc. This examination will take place after the second part of the ‘Specialization Course Business Development’ and will last 3 hours. The final mark of the ‘Specialization Course Business Development’ will be the mark achieved in this examination. For more information, contact the lecturer: 050-363 3250, j.kratzer@rug.nl or secretary 050-363 6543

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**226. Specialization Course Econometric Methods**

<table>
<thead>
<tr>
<th>contact</th>
<th>prof. dr. P.A. Bekker</th>
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<tbody>
<tr>
<td>lecturer</td>
<td>prof. dr. P.A. Bekker</td>
</tr>
<tr>
<td>programmes</td>
<td>BSc Econometrics (electives BSc Econometrics) year 3, Courses open to Exchange Students year 3</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
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<tr>
<td>period</td>
<td>2.2</td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>format</td>
<td>lectures, assignment(s)</td>
</tr>
<tr>
<td>assessment</td>
<td>assignment(s), open book exam</td>
</tr>
<tr>
<td>objective</td>
<td>The course aims to make a connection with the econometric literature that frequently uses asymptotic and computing intensive methods. Assignments emphasize the careful formulation of scientific reasoning.</td>
</tr>
<tr>
<td>content</td>
<td>This course provides a rigorous treatment of asymptotic theory, which is applied to the linear model. In addition to asymptotic inference, the course considers non-parametric inference and aspects of non-parametric regression. The course includes an assignment where asymptotics is applied in a context of option prices.</td>
</tr>
</tbody>
</table>
227. **Specialization Course Financial Intermediation**  

**contact** prof. dr. E. Sterken  
**lecturer** prof. dr. E. Sterken  
**programmes** BSc Economics (core programme) year 3, Courses open to Exchange Students year 3  
**language** English  
**period** 2.1-2  
**EC** 10  
**format** lectures and tutorials  
**assessment** paper, written exam  

There will be a written exam on the two books (60 %) and a grading of the individual paper (40 %).  

**objective** The goal of the course is to learn the basics of financial economics, loan, and depositing models, and to get the principle insights into the working of financial systems. Students get an up-to-date knowledge of the theory of financial intermediation. Moreover, each student has to hand in and discuss a paper on a topic in financial intermediation.  

**content** The first part of the course will discuss the books of Eichberger and Harper (Chapters 1,3,6,7,8,9) and Allen and Gale (Chapters 1 to 5). Problem sets will be analysed: students need to prepare the answers. The second part of the course is the completion of a paper on a topic in Financial Intermediation. This paper is discussed and defended in class.  


228. **Specialization Course Generalized Linear Models**  

**contact** drs. S. Knypstra  
**lecturer** drs. S. Knypstra  
**programmes** BSc Econometrics (electives BSc Econometrics) year 3, Courses open to Exchange Students year 3  
**language** English  
**period** 2.1  
**EC** 5  
**format** lectures, assignment(s)  
**assessment** assignment(s)  

**objective** At the end of the course the student is able to formulate generalized linear models and to estimate the associated parameters. The student is also capable to test and select models. The student knows the most important (asymptotic) properties of estimators and test statistics. Moreover, the student is able to apply the theory to actual data sets using the
statistical package S-PLUS.

The course gives an introduction to the field of generalized linear models (glm). Apart from ordinary linear models (linear regression, ANOVA) glm’s also include log-linear and logistic regression models. In practice, these models are used in various application areas, for instance by insurance companies to model the number and the height of claims. Important ingredients are maximum likelihood, exponential families of probability distributions and the link function. During the course the theory is studied and applications will be discussed. Moreover the statistical software package S-PLUS will be used. To get accustomed to the material there are exercises to practice both theory and applications. These exercises are mandatory.

literature

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Course Descriptions

**content**

229. **Specialization Course Human Resource Management: Arbeidsrecht en Medezeggenschap**

**BKB059A10**

<table>
<thead>
<tr>
<th>contactdocent</th>
<th>prof. dr. E.M Kneppers-Heijnert</th>
</tr>
</thead>
<tbody>
<tr>
<td>docenten</td>
<td>prof. dr. ir. R. Goodijk, prof. dr. E.M Kneppers-Heijnert</td>
</tr>
<tr>
<td>opleidingen</td>
<td>BSc Bedrijfskunde (keuzevakken BSc Bedrijfskunde) jaar 3, BSc Bedrijfskunde (keuzevakken BSc Bedrijfskunde) jaar 3, BSc Bedrijfskunde (specialization courses) jaar 3, BSc Bedrijfskunde (specialization courses) jaar 3, HBO-zij-instroomprogramma’s Nederlands (Bdk, voorbereidend op MSc HRM) jaar 3 verplicht, MSc BA - Organizational &amp; Management Control (keuzevakken O&amp;MC) jaar 4</td>
</tr>
<tr>
<td>vorm</td>
<td>hoor- en werkcolleges</td>
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<tr>
<td></td>
<td>Per week 3 uur college, gecombineerde hoor-/werkcolleges met behandeling van praktijkgevallen</td>
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<tr>
<td>toetsvorm</td>
<td>schriftelijk tentamen</td>
</tr>
<tr>
<td></td>
<td>Schriftelijk tentamen in de vorm van open vragen en cases aan het einde van blok 2</td>
</tr>
<tr>
<td>doel</td>
<td>Deze cursus dient de student kennis van en inzicht te geven in de juridische mogelijkheden die het management ter beschikking staan ter regeling van de rechtspositie en inspraak van werknemers. Tevens moet hij de kennis in nieuwe, onbekende situaties kunnen toepassen.</td>
</tr>
<tr>
<td>inhoud</td>
<td>In management- en ondernemerskringen is een veel gehoorde klacht dat het arbeidsrecht werknemers een zodanige</td>
</tr>
</tbody>
</table>

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345
bescherming geeft dat het management (werkgever) zelf nauwelijks nog beslissingsruimte heeft. In dit vak wordt duidelijk gemaakt dat de juridische (on)mogelijkheden op dit terrein zeer nauw verbonden zijn met het gevoerde personeelsbeleid. Aan de orde komt o.m. in hoeverre het management bijv. keuzes heeft m.b.t. de regeling van:

- aanslag (voor (on)bepaalde tijd, op afroep, etc.);
- en in relatie daarmee het ontslag;
- beloning (vakantie en verlof);
- arbeid en zorg, levensloop;
- aansprakelijkheid van de werkgever;
- Verder wordt aandacht besteed aan de regelingen en ontwikkelingen op het gebied van de nationale en internationale arbeidsverhoudingen, zoals:
  - de nationale en internationale medezeggenschap,
  - de positie van de or in relatie tot de raad van commissarissen dan wel raad van toezicht,
  - de relatie or-vakbonden,
  - ontwikkelingen in corporate governance.

**literatuur**

- *Reader*, € 20.00
- Uitgerekte cases/praktijkgevallen

**opmerkingen**

Dit vak wordt zowel in semester I als in semester II in het Nederlands aangeboden. Meer informatie bij de contactdocent 050-363 3831, e.m.knepers-heijnert@rug.nl of bij het secretariaat 050-363 3373
230. **Specialization Course OMC: Management Accounting**  

**Contact**  
prof. dr. H.J. ter Bogt  

**Lecturers**  
prof. dr. H.J. ter Bogt, drs. C.M. Elnenga  

**Programmes**  

**Language**  
English

**Period**  
1.1-2

**EC**  
10

**Format**  
Lectures and tutorials, practicals

Tutorials are compulsory

Assignments (probably 25% of the final mark), written exam (probably 75% of the final mark). Assessment of several assignments during the course. Resit in August.

**Objective**  
The Specialization course OMC: Management Accounting elaborates on knowledge gained during previous, elementary courses on management accounting and control. This course aims at having students gain further knowledge and understanding of the operation and purpose of several methods and techniques in the field of management accounting and control. The tools management accounting provides are studied in a context of managerial control of organizations.

**Content**  
The Specialization course OMC: Management Accounting discusses at an advanced level various techniques in the field of management accounting and control. These techniques supply information for decision making, planning and control in organizations. Exercises provide the students with hands on experience concerning these techniques, but the focus of this course is not merely on computational skills. Of greater importance are the problem of choosing the most appropriate technique and the issue how general management can use the resulting information in their tasks of decision making, planning and control. Another subject in this course is the
impact different factors can have on the role and function of management accounting in organizations. On the basis of various articles the organizational context of management accounting is discussed. Case studies will be used to learn about this issue. Students will work on exercises, assignments and cases in small teams. Each team will also give a presentation on a specific subject using additional literature and propositions.

**literature**
- *Reader Trajectvak OMC: Management Accounting*, reader includes various articles; available at the syllabus shop

**remarks**
Secretary: N.R. Kempa, Drs 215, tel.: 050-3633814, e-mail: n.r.kempa@rug.nl.
This course is also available in semester II (tutors: dr. E.P. Jansen en prof.dr. H.J. ter Bogt).
- Wellicht worden in beide semesters ook één of enkele werkcollege-/practicumgroepen aangeboden in het Nederlands.

**231. Specialization Course Operations & Supply Chains**

**BKB060A10**

**contact**
dr. G.C. Ruel

**lecturer**
dr. G.C. Ruel

**programmes**
BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies (specialization courses) year 3, BSc Business Studies (specialization courses) year 3, Courses open to Exchange Students year 3, MSc BA - Organizational & Management Control (electives O&MC) year 4

**language**
English

**period**
2.1-2

**EC**
10

**format**
lectures
discussions, case studies and analysis, group project

**assessment**
written exam; a closed book midterm examination (2 hour closes book), group project
objectives
The module aims to provide an understanding of the role of
Operations Management and how it contributes to business
competitiveness. By the end of the course, students should a.
have an understanding on an advanced level of the operations
management function, b. be aware of alternative concepts and
frameworks for describing and diagnosing operations
processes, the planning and control of these processes and its
organizational embedding, c. be able to demonstrate their
ability to apply the concepts in practical situations, d. be able
to understand the operations management function in the
context of the entire organization as well as in the context of
the environment of the company.

course
Starting from the notion that many disciplines relate to the
operations function of companies, this module provides an in-
depth analysis of the operations management function of
companies including the associated (theoretical) approaches.
The module supplies the general approaches on an advanced
level necessary to describe and understand practical operations
management problems. In doing so, the module covers three
main areas: the role and nature of operations, the planning and
control of the operations process and the organizational setting
of the operations function. These areas will be analysed from
different perspectives including topics like: a. the strategic role
of operations (manufacturing strategy), b. the impact
operations have on performance-objectives, c. planning
concepts and control frameworks applied in practice, d. the
organizational setting of the operations management function,
e. supply chain management relationship with other
companies. Additionally, planning concepts like MRP/ERP
(Manufacturing Resource Planning/Enterprise Resource
Planning), JIT (Just in Time) and OPT (Optimised Production
Technology) will be discussed and analysed from different
theoretical perspectives. Special attention is paid to the
principles of the Modern Sociotechnical Approach (MST) and
Lean Production.

literature
  (ISBN: 0-273-63781-9), € 68.28
- Vries, de, J., Reader Operations and Supply chain management,
  € 5.90

remarks
This course will be given in semester I and II.
The results of the final examination, the midterm examination
and the group project can compensate each other. However,
the minimal grading for the group project needs to be a 6; the
minimal grading for the final exam and the midterm needs to
be 5. Contents of the course Operations Management (semester
Ia, compulsory course of the bachelor Bedrijfskunde, to be
included as an elective in the bachelor Economie & Management) are supposed to be known.
For further information, please contact the lecturer: 050-363 7314, g.c.ruels@rug.nl or 050-363 7020 (secretary)

232. Specialization Course Political Economics  EWB086A10
contact prof. dr. J. de Haan
lecturer prof. dr. J. de Haan
programmes BSc Economics (core programme) year 3, Courses open to Exchange Students year 3
language English
period 2.1-2
EC 10
format assignment(s)
Assessments and Paper (which will be discussed)
assessment assignment(s)
The assignments and the paper and the exam have an equal weight (40 %) in the overall grade for the course; the remaining 20 % is determined by the contribution in the discussion.
prerequisite(s) Econometrics for GE

objective This course provides an overview of the current state of affairs of scientific research in the field of political economy. Upon successful completion of the course, the student should be able to read and comprehend the current literature as published in journals like the Journal of Political Economy, Public Choice and the European Journal of Political Economy.

content Topics covered are: central bank independence, central bank transparency and accountability, budgetary institutions, political business and partisan theories, the impact of the political system on fiscal policy outcomes, the impact of democratic and economic freedom on the growth performance of countries, the political economy of rules for national fiscal policy in a monetary union, the political economy of international organizations.

literature · Reader Political Economy, Reader contains articles published in international journals

remarks Info: Prof.dr. J. de Haan, WSN 122, phone: 363 3706 (email: j.de.haan@rug.nl)
Sectr. Lies Baars, WSN 613, phone: 363 7018
233. Specialization Course Small Bus.&Entrepreneurship: EWB087A10
Fundamentals of SB&E
contact  dr. E.P.M. Croonen
lecturers  dr. M.J. Brand, dr. E.P.M. Croonen, prof. dr. P.S. Zwart
programmes  BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies (electives BSc Business Studies) year 3,
BSc Business Studies (specialization courses) year 3, BSc
Business Studies (specialization courses) year 3, BSc Economics
& Management (electives BSc E&M) year 3, BSc Economics &
Management (electives BSc E&M) year 3, MSc BA - Marketing
(electives B Marketing Management) year 4, MSc BA -
Marketing (electives Res. Based Marketing) year 4, MSc BA -
Organizational & Management Control (electives O&MC) year
4
language  English
period  1.1-2
EC  10
format  lectures and tutorials
assessment  assignment(s), written exam
Written exam (70 %) and assignments (30 %). Resit in August

objective  Providing students with basic knowledge on the field of small-
and medium-sized enterprises (SMEs) and entrepreneurship.
This course is especially suited for students who expect to deal
with these topics in their future careers. This could for example
be as an entrepreneur/small business owner, an
entrepreneurial employee, as a researcher or as a consultant.

content  SMEs and entrepreneurship are the main topics in this course.
In many countries, SMEs form a very important part of the
economy. In the Netherlands, about 99 % of the enterprises are
SMEs (up to 250 employees) and they account for about 55 %
of the Gross National Product. SMEs have a positive effect on
the economy because they increase diversity and competition.
The first part of the course provides definitions of enterprise,
entrepreneurship and SMEs, gives an overview of the
development of the SME sector and how people perceived the
benefits of SMEs to an economy over time. Moreover, we
discuss factors that influence the development of SMEs and
entrepreneurial behavior by individuals.
Small businesses should not be viewed as smaller versions of
large businesses, and they should be dealt with in another
way. Therefore, we focus on the distinctive features of small
businesses and the consequences for their management and
development. We discuss for example strategic issues of small
businesses, business growth, starting a business,
internationalization issues, and interfirm cooperation.
Finally, we deal with the issue of SME and entrepreneurship policy; why and how should small businesses and entrepreneurship be promoted? We discuss the reasons for intervention and the benefits sought from it. A number of theories and assumptions about the enterprise process are discussed in order to see how intervention might work.

**literature**
- Reader Specialization Course: Small Business & Entrepreneurship

**remarks** This course is offered during both semesters. Secretary: A.M.C. Cordes, DRS 316, tel. 050-363 3453, a.m.c.cordes@rug.nl

**234. Specialization Course Strategy & Innovation: Non-Technical Innovation and its Environment**

**BKB058A10**

**contact**
- dr. T.L.J. Broekhuizen

**lecturers**
- dr. T.L.J. Broekhuizen, diverse docenten

**programmes**
- BSc Business Studies (electives BSc Business Studies) year 3,
- BSc Business Studies (electives BSc Business Studies) year 3,
- BSc Business Studies (specialization courses) year 3, BSc Business Studies (specialization courses) year 3, Courses open to Exchange Students year 3, MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4

**language**
- English

**period**
- 2.1-2

**EC**
- 10

Interactive lectures, group work and coaching, paper, presentations
Paper and individual written exam

**objective**
- The course aims to provide students with an insight in the diversity of innovation (especially non-technical innovation) in the knowledge-based economy and the main theoretical perspectives related to this. Besides this, an important objective is providing students with practical experience in the field of doing fieldwork and making a theory-based analysis on the basis of this

**content**
- In the knowledge-based economy, competition increasingly is about innovation, and especially non-technical innovation: design, content, new concepts, the staging of experiences, increasing the quality - and the customisation - of services. This applies in particular to so-called cultural or creative industries (movies, publishing and other media, the arts, video games), but also to important parts of manufacturing (fashion and cosmetics, furniture, cars) and the services (retail,
professional services, entertainment, education). Of course, new technologies also play a role in this, but as a rule the essence of innovation (the content, the design, the experience) cannot be traced back to these. Basically the course has two main parts:

- On the one hand a series of ten lectures.
- On the other hand small groups students that each prepare and present papers on different industries, dealt with in Richard Caves’ book on Creative Industries and relate these to the themes of the lecturers. For these presentations the students are split up in two groups, one working in English, the other in Dutch.

**literature**
- Virtual reader on Nestor

**remarks**
This course will be given in semester I and II.
More information: 050-363 8284, t.l.j.Broekhuizen@rug.nl or secretary 050-363 3453

**235. Statistics I for IB&M**  BKP057A05

<table>
<thead>
<tr>
<th>contact</th>
<th>dr. J. Kratzer</th>
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<tbody>
<tr>
<td>lecturers</td>
<td>dr. D.J. Kiewiet, dr. J. Kratzer</td>
</tr>
<tr>
<td>programme</td>
<td>BSc Business Studies - IB&amp;M (core programme) year 1 compulsory</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
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<tr>
<td>period</td>
<td>2.2</td>
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<tr>
<td>EC</td>
<td>5</td>
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<tr>
<td>format</td>
<td>lectures, tutorials</td>
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<tr>
<td>assessment</td>
<td>written exam with multiple choice questions, written exam with open questions</td>
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</table>

**objective content**
Learning a correct application of basic statistical techniques. Knowledge about the proper use of statistical methods and techniques is essential for everyone working in the field of business administration. In several sub-disciplines in the study of management and organizations, statistical methods are indispensable. Furthermore, statistical skills are fundamental for doing scientific research. This course provides students with a basic background in statistics that will enable them to apply statistical techniques to solve real worlds problems and to make informed decisions. The course has three primary objectives: (1) provide students with a clear understanding of multivariate statistical concepts with an emphasis on business applications, (2) provide students with necessary technical skills to use available technology for data analysis (this course will make extensive use of the statistical software SPSS), and
(3) enhance the ability to understand and interpret statistical results. Topics covered are: descriptive statistics, inference about 1 population, inference about comparing two or more populations (parametric as well as nonparametric), inference about the association between variables, and simple linear regression.

**literature**
  (ISBN: 0-495-01339-0), € 61.00

**remarks**
Contact: Dr. J. Kratzer, tel. 3250, e-mail: j.kratzer@rug.nl
location: DRS 104. Secretary: tel. 6543

**236. Statistics I: Skills for IB&M**

**contact**
dr. D.J. Kiewiet

**lecturers**
dr. ir. M.C. Achterkamp, dr. D.J. Kiewiet

**programme**
BSc Business Studies-IB&M (core programme) yr 1 compulsory

**language**
English

**period**
2.2

**EC**
3

**format**
lectures and tutorials, practicals

**assessment**
written exam with open questions

**prerequisite(s)**
Students are strongly urged to have followed the courses mentioned in remarks.

**objective**
To provide the students with knowledge and skills for conducting and empirical quantitative research.

**content**
Doing sound research is one of the most important skills of scientifically educated practitioner in the field of Business Administration. In this course the students become acquainted with the development and execution of scientific applied research. The emphasis is on the valid measurement of opinions of managers, employees, customers, etc. By using a case, the students will walk through the following research steps; the formulation of an information need, the development of a survey and a questionnaire, the statistic analysis of the data (with SPSS), and the wording of correct conclusions.

**literature**

**remarks**
Students are strongly urged to have followed the course Research Methods I for IB&M (BKP062A05) and in the first half of the second semester, and to follow the course Statistics I for IB&M (BKP057A05) parallel to the course Statistics I: Skills for IB&M. The course will be combined with the course English 1C for IB&M (BKP067A02). Contact: d.j.kiewiet@rug.nl, 7344. Secr: h.jager@rug.nl, 6543
237. **Statistics Ia for Econometrics**

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<tbody>
<tr>
<td><strong>contact</strong></td>
<td>dr. F. van Perlo-ten Kleij</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>dr. F. van Perlo-ten Kleij</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>BSc Econometrics (core programme) year 1 compulsory</td>
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<tr>
<td><strong>language</strong></td>
<td>English</td>
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<tr>
<td><strong>period</strong></td>
<td>1.1</td>
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<tr>
<td><strong>EC</strong></td>
<td>3</td>
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<tr>
<td><strong>format</strong></td>
<td>combined lectures/tutorials, practicals</td>
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<tr>
<td><strong>assessment</strong></td>
<td>written exam</td>
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</tbody>
</table>

**objectives**

- The student should be able to apply the probability theory.
- The student should study the material and try to make the exercises published on Nestor. The material is covered in the chapters 1, 2 and 3 of the Rice textbook. During the lecture hours the theory is summarised and discussed and exercises are discussed. There is a weekly practical training and a practical training ‘Applications’ where exercises are solved, often with the help of the computer.

**literature**


238. **Statistics Ia for IE&B/Economics**

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<tr>
<td><strong>contact</strong></td>
<td>dr. P. Rao Sahib</td>
</tr>
<tr>
<td><strong>lecturers</strong></td>
<td>dr. P. W. Otter, dr. P. Rao Sahib, dr. W. Voorhoeve</td>
</tr>
<tr>
<td><strong>programmes</strong></td>
<td>BSc Economics (core programme) year 1 compulsory, BSc International Economics &amp; Business (core programme) year 1 compulsory</td>
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<tr>
<td><strong>language</strong></td>
<td>English</td>
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<tr>
<td><strong>period</strong></td>
<td>1.2</td>
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<tr>
<td><strong>EC</strong></td>
<td>4</td>
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<tr>
<td><strong>format</strong></td>
<td>lectures and tutorials</td>
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<tr>
<td><strong>assessment</strong></td>
<td>assignment(s), written exam</td>
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</table>

**objectives**

- The goal of this course is to train students to interpret data effectively and to use concepts of probability in making decisions in an uncertain environment. A key challenge facing a global manager is how to effectively interpret the vast amount of data generated in the world today. Statistical models and techniques allow us to draw inferences and make decisions under conditions of partial information and uncertainty. The statistical package SPSS will be used during the course as an aid to making calculations and graphically representing data.
content This course covers the topics of data description, data summarization, probability and discrete probability distributions.


remarks Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716 Coordinator: P. Rao Sahib, WSN 427, p.rao.sahib@rug.nl, tel. 363 3724

239. Statistics Ib for Econometrics EWP027A04

contact drs. S. Knypstra
lecturer drs. S. Knypstra
programme BSc Econometrics (core programme) year 1 compulsory
language English
period 1.2
EC 4
format combined lectures/tutorials, practicals
assessment written exam

objective The student should be able to apply the techniques studied in probability theory and statistics.

content The student should study the material and try to make the exercises published on Nestor. The material is covered in the chapters 4, 5, 6 and 7 until section 7.5 of the Rice textbook. During the lecture hours the theory is summarised and discussed and exercises are discussed. There is a weekly practical training and a practical training ‘Applications’ where exercises are solved, often with the help of the computer.


240. Statistics Ib for IE&B/Economics EWP023A04

contact dr. P. Rao Sahib
lecturers dr. P.W. Otter, dr. P. Rao Sahib
programmes BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
language English
period 2.1
EC 4
format lectures and tutorials
assessment assignment(s), written exam

objective This course is a continuation of Statistics 1a.
Course Descriptions

**content**
This course covers the topics of continuous probability distributions, sampling, confidence intervals and hypothesis testing.

**literature**

**remarks**
Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716 Coordinator: P.Rao Sahib, WSN 427, p.rao.sahib@rug.nl, tel. 3633724

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**241. Statistics Ic for Econometrics EWP029A04**

**contact**
dr. W. Voorhoeve

**programme**
BSc Econometrics (core programme) year 1 compulsory

**language**
English

**period**
2.1

**EC**
4

**format**
combined lectures/tutorials, practicals

**assessment**
computer test, written exam

**objective**
The student is supposed to be able to apply the statistical techniques treated.

**content**
The student is supposed to study the material to be treated according to the schedule and to work out the problems selected. Every week there are five hours where the material will be summarized and where questions and problems will be treated. Also there is a practical where the students can solve additional problems, plus ‘applied exercises’ where problems will be solved using the computer.

Section 7.5 up to and including chapter 9 plus chapter 13 of Rice will be treated.

Attendance of the practical training ‘Applications’ sessions is compulsory.

**literature**
242. **Statistics Id for Econometrics**

**contact**
dr. F. van Perlo-ten Kleij

**lecturer**
dr. F. van Perlo-ten Kleij

**programme**
BSc Econometrics (core programme) year 1 compulsory

**language**
English

**period**
2.2

**EC**
5

**format**
combined lectures/tutorials, practicals

**assessment**
computer test, written exam

**objective**
The student is supposed to be able to apply the statistical techniques treated.

**content**
The student is supposed to study the material to be treated according to the schedule and to work out the problems selected. Every week there are five hours where the material will be summarized and where questions and problems will be treated. Also there is a practical where the student can solve additional problems, plus ‘applied exercises’ where problems will be solved using the computer. Chapters 11, 12 and 14 of Rice will be treated.

**literature**

243. **Statistics II for IB&M**

**contact**
dr. N. Borgers

**lecturers**
dr. N. Borgers, dr. D.J. Kiewiet

**programmes**
BSc Business Studies - IB&M (core programme) year 2 compulsory, Courses open to Exchange Students year 3, Pre- master (SID) programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

**language**
English

**period**
2.1

**EC**
5

**format**
lectures and tutorials, practicals

**assessment**
written exam with open questions

**objective**
Learning a correct application of advanced statistical techniques.

**content**
In this course we expect that students have acquired knowledge about the proper use of basic statistical methods and techniques with applications in the field of business administration. In this course more advanced statistical techniques will be learned. The course provides students with a background in multivariate statistics that will enable them to
apply statistical techniques in real world problems where several variables and their interrelations are important.
Especially two multivariate techniques will be taught: multiple regression analysis and factor analysis. The course has three primary objectives: (1) provide students with a clear understanding of multivariate statistical concepts with an emphasis on business applications, (2) provide students with necessary technical skills to use available technology for data analysis (this course will make extensive use of the statistical software SPSS), and (3) enhance the ability to understand and interpret statistical results.


**remarks** Contact: Dr. N. Borgers (contact, location:DRS 104, tel: 050-3633967, tel(secr.): 050-36333151, email: n.borgers@rug.nl)

### 244. Statistics II for IE&B/Economics

**course number** EWB074A03

**contact**
- Dr. P. Rao Sahib

**lecturers**
- Dr. P.W. Otter, Dr. P. Rao Sahib, H. de Weerd

**programmes**
- BSc Economics (core programme) year 2 compulsory, BSc
- International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3

**language** English

**period** 1.1

**EC** 3

**format** lectures and tutorials

**assessment** assignment(s), written exam

**objective** The goal of this course is to train students to interpret data effectively and to use concepts of probability in making decisions in an uncertain environment. A key challenge facing a global manager is how to effectively interpret the vast amount of data generated in the world today. Statistical models and techniques allow us to draw inferences and make decisions under conditions of partial information and uncertainty. The statistical package SPSS will be used during the course as an aid to making calculations and graphically representing data.

**content** This course covers the topics of simple and multiple regression, analysis of variance, goodness-of-fit tests and non-parametric statistics.

**literature**

**remarks**
Secretary: E.Kortrijk, WSN 405, e.a.kortrijk@rug.nl, tel.363 3716
Coordinator: P.Rao Sahib, WSN 427, p.rao.sahib@rug.nl, tel.3633724

### 245. Statistics IIa for Econometrics

**contact**
drs. S. Knypstra

**lecturer**
drs. S. Knypstra

**programme**
BSc Econometrics (core programme) year 2 compulsory

**language**
English

**period**
1.1

**EC**
5

**format**
practicals

**assessment**
assignment(s), written exam

**objective**
At the end of the course the student is able to apply the statistical techniques covered during the course.

**content**
Statistical estimation and testing theory is studied from the perspective of likelihood. The theory can be found in chapters 1, 2, 3 and 4 of the Azzalini textbook.

**literature**
A. Azzalini, *Statistical Inference Based on the Likelihood*, 1996 (ISBN: 0-412-60650-x), € 60.00

- S. Knypstra, Syllabus Asymptotics, 2005

### 246. Statistics IIb for Econometrics

**contact**
dr. P.W. Otter

**lecturer**
dr. P.W. Otter

**programme**
BSc Econometrics (core programme) year 2 compulsory

**language**
English

**period**
2.1

**EC**
4

**format**
combined lectures/tutorials

**assessment**
written exam

**objective**
The aim of this course is for students to develop basic skills in the analysis and application of linear models and in designing test procedures.

**content**

**literature**
247. Stochastic Models

contact  dr. M.H. van der Vlerk
lecturer dr. M.H. van der Vlerk

programmes BSc Econometrics (core programme) year 3 compulsory,
Courses open to Exchange Students year 3

language English
period 1.1
EC 6

format lectures, practicals
assessment written exam

objective Students become familiar with some important stochastic models and get trained in building them for practical applications.

content In statistics, econometrics, OR, insurance, marketing, logistics and finance stochastic models play an essential role. A number of standard models are treated in this course, and many examples are given. Topics dealt with include: Markov chains with discrete time parameter, Poisson processes, Markov chains with continuous time parameter, renewal theory, queues and networks of queueing systems, reliability, Brownian motion and the Black-Scholes formula for option pricing.


248. Stochastic Programming

contact  dr. M.H. van der Vlerk
lecturer dr. M.H. van der Vlerk

programmes Courses open to Exchange Students year 4, MSc Econometrics, Operations Research & Actuarial Studies (Operations Research) year 4 compulsory, MSc Econometrics, Operations Research & Actuarial Studies (electives Ectrcs, OR & AS) year 4

language English
period 1.1-2
EC 10

format lectures, assignment(s)
assessment assignment(s), written exam

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 modeling 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**


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**249. Strategic Management**

<table>
<thead>
<tr>
<th>Contact</th>
<th>dr. C. Carroll</th>
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<tbody>
<tr>
<td>Lecturer</td>
<td>dr. C. Carroll</td>
</tr>
</tbody>
</table>

**Programmes**

- BSc Business Studies (core programme) year 2 compulsory,
- BSc Business Studies - IB&M (core programme) year 2 compulsory,
- Pre-master (SID) programmes Dutch (BS, preparing to MSc BA) year 3 compulsory

**Language**

English

**Period**

2.2

**EC**

5

**Format**

lectures and tutorials

**Assessment**

written exam with multiple choice questions (70 %) Cases will be worked on in groups and then presented/discussed during workshops (30 %)

**Objective**

Students will develop an understanding of the diverse theoretical approaches used in this multidisciplinary field. This will enable students to analyze case material using several (possibly incommensurate) models in order to generate holistic, integrative advice for the firm. Students will alternately adopt the points of view of managers, researchers, and consultants.

**Content**

This course examines a wide range of theoretical perspectives relevant to strategic management at various levels of analysis.
Course Descriptions

For example, at the business level, analyses associated with a resource-based view and a market-based view are presented to complement the industry analyses associated with IO economics. At the corporate level, a variety of roles are considered for the corporate headquarters each of which suggests a unique way of adding value. Corporate strategies are also considered for managing and altering the mix of SBUs within the corporation. Notably, strategy is not confined to the boundaries of a single organization; network-level strategies are also considered. In addition to these diverse content areas of strategic management, attention is also given to the decision-making process. The impact of the characteristics of the organization as well as the nature of the decision itself are considered. Further, several methods that can be used to facilitate that process will be discussed: game theory, sensitivity analysis, decision trees, and scenarios. The diverse approaches found in literature will be used to analyze a series of cases. Students must identify the most relevant strategic issues themselves. They must then select the relevant theories, identify the relevant case data, and carry out the analyses in the proper way. The results of the analyses must be used to generate and evaluate strategic options.

**literature**
- Nestor website (lecture material, cases, up-to-date course information, etc.)

**remarks**
For more information contact the teacher 050-363 3626, c.carroll@rug.nl or the secretary 050-363 3453

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**250. Strategic Management of Technology**

**contact**
dr. C. Carroll

**lecturer**
dr. C. Carroll

**programmes**
- MSc Industrial Engineering & Management (Discrete Technology and Production Automation) year 4 compulsory,
- MSc Industrial Engineering & Management (Information technology) year 4 compulsory, MSc Industrial Engineering & Management (Process and Production Technology) year 4 compulsory, MSc Technology Management (core programme) year 4 compulsory

**language**
English

**period**
2.1

**EC**
5

**format**
lectures, workshop(s)

**assessment**
presentation(s), written exam with multiple choice questions, report(s)
prerequisite(s) Bachelor course: Organisatie, Technologie en Innovatie (for BSc.TM Students).

objective After attending this course, students:
  • have insight into a variety of theories regarding strategic positions, choices and actions;
  • are able to apply these insights to cases and can assess and generate practical solutions;
  • are able to address and discuss major differences and commonalities between several cases.

content This course concerns strategic positioning, choices and actions. Strategic positioning includes examining the environment, the (technological) capabilities of the firm, as well as factors shaping organizational purpose. Strategic choices can be found at several levels (e.g., business level, corporate level, network level). The translation of strategy into action includes considering alternatives for structuring the organization as well as alternative ways of managing people, information, finance and technology. Strategic management can be seen as a dynamic, ongoing process. Therefore, the management of strategic change is a topic in this course.

This course includes a number of lectures of managers with respect to technological innovations. Students have to address these cases in a written report.

literature
  • Book & CD package (Schilling PLUS McGee, et al):
    http://www.studygs.net/ (required material for learning to learn)

remarks Also in semester Ia, Ib and IIb. This course is one of the integrative courses in both the MSc. Technology Management and Industrial Engineering and Management. Technology Management students are expected to integrate knowledge with respect to the courses MSc.TM courses ‘Advanced Product & Service Development and Information Management’, ‘Process Innovation and Operation Excellence’, ‘Management Accounting for Technological Innovation’ and ‘Social System Analysis of Technological Innovations’.

Industrial Engineering and Management students are expected to evaluate the technological business solutions, and identify and discuss possible alternatives, of a number of cases presented in the lectures of the managers. They have to do this within the theoretical context of strategic management.

Contact information teacher: E-mail: c.carroll@rug.nl, Phone: 050 363 3626; Secretary: 050 363 3453
251. **Strategy & Innovation**

**contact**
prof. dr. D.F.M.F. Jacobs

**lecturers**
prof. dr. D.F.M.F. Jacobs, dr. T.J.B.M. Postma

**programmes**
MSc BA - Change Management (electives Change Management) year 4, MSc BA - Marketing (electives B Marketing Management) year 4, MSc BA - Marketing (electives Res. Based Marketing) year 4, MSc BA - Organizational & Management Control (electives O&M) year 4, MSc BA - Strategy & Innovation (core programme) year 4 compulsory

**language**
English

**period**
1.1-2

**EC**
10

The themes are captured in a cycle of about 14 interactive lectures, with group cases and assignments.

**assessment**
written exam

**prerequisite(s)**
A bachelor course on Strategic Management;
For students in the MScBA S&I: Bachelor Specialization course Strategy & Innovation (Innovation and its Environment)(BKB058A10)

**objective**
The course aims to provide an overview of state-of-the-art strategic management concepts and theories that are particularly relevant for understanding 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 particularly strengths in terms of knowledge and creativity, competences, strategic commitment, trust, social construction, sensemaking 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 organizations (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

**remarks**
Semester 1, block 1 and 2
email coordinator: dany.jacobs@rug.nl
secretary: DRS 316, tel. 050-3633453,
Mrs. A.M.C. Cordes, e-mail: a.m.c.cordes@rug.nl,
Mrs. K. van Brummelen, email: k.van.brummelen@rug.nl

**252. Supply Chain Analysis**

**EWM084A05**

**contact**
prof. dr. G. Sierksma

**lecturer**
prof. dr. G. Sierksma

**programme**
MSc BA - Operations & Supply Chains (electives O&SC) year 4

**language**
English

**period**
2.1

**EC**
5

lectures and case studies
final exam and case study grades

**objective**
The main goal of this course is to acquire knowledge of and insight in the theoretical and practical aspects of supply chain management, in such a way that the advantages and disadvantages in practical situations can be recognized, through which it is possible to provide effective support to logistics departments of companies.

**content**
One of the most important new developments concerning logistics management is the practical application of the concept of supply chain management, in which the complete flow of materials, information, money and marketing aspects is efficiently and effectively managed throughout the chain: from raw materials to final consumers. These final consumers determine for an important part how the chain is managed. Supply chain management is especially concerned with the problem of balancing customer service and costs (production, transportation, distribution, inventory, waste, etc.). The ultimate goal of it is to reach a competitive advantage on other supply chains, by coordinating and cooperating all separate links in the chain. Both managerial and quantitative aspects of these trade-off’s and goals are come up for discussion during
the lectures. Besides visiting the lectures, the students work on
two cases, one on ‘routing in networks’, and one on ‘inventory
management in the chain’.

**literature**
  Managing the Supply Chain*
- Reader (2006-2007)

**remarks**
Secretary: J.M. Wiersema, tel.: 050-3633686,
j.m.wiersema@rug.nl

### 253. Technology Business Plan

**BKM165A05**

**contact**
dr. ir. J. Slomp

**lecturers**
drs. J.E.M. Dirven, dr. R.T.A.J. Leenders, dr. ir. J. Slomp,
J.A.W.M. Vos

**programmes**
MSc Industrial Engineering & Management (management
modules) year 5 compulsory, MSc Industrial Engineering &
Management (technical modules) year 5 compulsory, MSc
Technology Management (core programme) year 4
compulsory

**language**
English

**period**
1.2

**EC**
5

**format**
lectures, assignment(s)

**assessment**
assignment(s), presentation(s)

**prerequisite(s)**
At least two of the basic courses in the MSc.TM programme
Techn. Innov.).

**objective**
After attending this course, students:
- have gained experience in making integrative decisions, or
  suggestions, with respect to technological innovations;
- are able to assess and improve a Technology Business Plan.

**content**
This course is one of the integrative courses in MSc.Technology
Management. Students are encouraged to use the theories and
knowlege gained in the MSc TM courses ‘Advanced Product
& Service Development and Information Management’,
‘Process Innovation and Operation Excellence’, ‘Management
Accounting for Technological Innovation’ and ‘Social System
Analysis of Technological Innovations’.
In this course, students will get training in ‘being an
Technology Manager’. In the first part of the course, they will
get some training in linking business and product architecture.
In the second part of the course, they have to play an
integrative game, covering major issues of Technology
Management. In the third part of the course, teams of students
will go to firms where they have to assess and improve a
technology business plan. Such a plan indicates the linkage between product and business architecture. This course will also pay attention to the development of managerial, advisory, skills.

**Remarks**

This course also will be given in period IIa.

Contact information teacher: E-mail: j.slomp@rug.nl, r.t.j.a.leenders@rug.nl

Secretary: E-mail: l.l.henriquez-peterson@rug.nl, Phone: 050 363 7491

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**254. Theoretical Foundations of Corporate Finance**

EWM057A10

**Contact**

prof. dr. B.W. Lensink

**Lecturer**

prof. dr. B.W. Lensink

**Programme**

MSc BA - Finance (electives Finance) year 4

**Language**

English

**Period**

1.1-2

**EC**

10

**Format**

lectures and tutorials

**Assessment**

oral exam, written exam

A written exam (50 % of the grade) and an oral exam (50 % of the grade). The entire course counts for 10 EC. Resit bij appointment.

**Prerequisite(s)**

Recommended: Specialization Course Finance (traject course), EWB081A10, and Contract theory (microeconomics)

**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 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. A special feature of the course is that corporate finance will be taught in the framework of contract theory.

**Content**

Topics include: Corporate governance, Corporate financing and agency costs, Corporate financing under asymmetric information, Lending relationships, Takeovers and Security design.

**Literature**

University Press (ISBN: 0691125562), € 65.00

**remarks**
Secretary: G. Pol, DRS 215, tel. 050 363 3685, g.pol@rug.nl.

This advanced master course is developed for students interested in theoretical research and aiming at doing a PhD in (corporate) finance. Knowledge about the theory of Corporate finance is helpful and recommended. However, it is even more important to have a solid background in microeconomics and contract theory. Students in (general) economics and econometrics with interest in corporate finance are recommended to follow this course. All lectures will be given in the first part of semester II.


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**255. Vaardigheden tbv Master’s Thesis HRM**

BKM113A02

**contactdocent**

drs. J.E.M. Dirven

drs. J.E.M. Dirven

**opleiding**

MSc Human Resource Management (Praktijkgericht profiel)

jaar 4 verplicht

Nederlands

**voertaal**

1.2

**periode**

EC

2

**onderwijsvorm**

trainingsdagen

**toetsvorm**

individuele beoordeling, verplichte aanwezigheid, verslag(en)

**doel**

In dit vakonderdeel worden vaardigheden aangeboden in het kader van HRM binnen organisaties. Het doel hierbij is:

- Het verbeteren van de communicatieve vaardigheden.
- Het vergroten van inzicht in het persoonlijke functioneren als individu.
- Inzicht in het effect dat men heeft op de ander.

**inhoud**

Onderwerpen die hierbij aan de orde komen zijn:

- Inzicht in persoonlijke kwaliteiten (competenties) en valkuilen.
- Oefenen met communicatievaardigheden als feedback geven, luisteren, presenteren, probleemgesprekken, funktionerings- en adviesgesprekken voeren.
- Interactie- en beïnvloedingsstijlen o.a. in management- en adviessituaties.
- Onderhandelen en conflictantering.
- 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 bachelorsvakken 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.

**opmerkingen**
Wordt ook aangeboden in semester IIa.
Secretary: tel +31 50 363 4288; room DRS 428

### 256. Working Capital Management

**Contact**
dr. C.P.A. Heijes

**Lecturers**
dr. J.H. von Eije, dr. C.P.A. Heijes

**Programmes**
Courses open to Exchange Students year 4, MSc BA - Finance (electives Finance) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4

**Language**
English

**Period**
2.1

**EC**
5

**Format**
assignment(s), tutorials

**Assessment**
A written examination at the end of the course will constitute 70% of the final mark. The written paper, the cases and the assignments constitute 30% of the final mark. Resit Sem. IIb.

**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 processes, 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 relations with 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.

- A reader with academic papers and cases

The course consists of a series of lectures and seminars 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 seminars. 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 organizations face in dealing with the relationships and interactions between working capital and the several operations of an organization. Students will be working both individually and in groups.

Secretary: drs. I.J. Bakker, DRS 229, tel. 050 3635353, i.j.bakker@rug.nl
Part D  University and faculty information

D1  Registration and enrolment

D1.1  (Re)registration and deregistration for bachelor’s or master’s degree programmes

If you want to change study programmes or register for a second one, go to the RUG Student Service Centre (CSb; see D14 for contact details). They know all about:

- enrolment and placement
- registration/deregistration
- payment or reimbursement of tuition fees
- requesting a colloquium doctum (special entrance examination)
- statements for external institutions
- English, French or German translations of examination results.

Every student registered at the RUG will be sent a reregistration form in June by the RUG Central Student Administration department. Use this form to register for the next year of your study programme.

You can also use this reregistration form for enrolling in a Master’s degree programme for which your Bachelor’s programme grants direct admission - see the relevant TER (OER) for your study programme. Registration for a different Master’s degree programme is only possible after approval by the Admissions Board. You must first submit a request to this end to the Admissions Office. See also section B7.

Some study programmes require you to register in ProgRESS for a certain profile or specialization, for example the various specializations in the Master’s in Business Administration. Such registration in Progress is NEVER the official registration or registration for a study programme. So, if you want to start the MSc BA, you must always indicate this on the RUG reregistration form. In addition, by clicking the ‘Registration’ button in Progress you can indicate which specialization you want to follow within the MSc BA.

D1.2  Registering for courses

You must register via http://progresswww.nl/rug for all the courses you plan to follow. This applies to students following the ‘old’ programme as well as students registered under the new BaMa structure. You can use one of the computers at the Computer Centre (Rekencentrum), but you can also register from home via the Internet.

Registration for a course is not without obligations. Once you have registered, you are expected to follow the course. It is of course possible to 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 Information Desk. You must fulfil the requirements for the course before it commences, otherwise you will not be allowed to follow it. For more information, see the subject descriptions on the websites for Economics and Management and Organization: http://www.rug.nl/ocasys.
The registration period for courses is from seven weeks up till one week before the start of the lecture period (see also the timetable on the inside of the back flap of this study guide).

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

Forgotten to register for a course? If you have a good reason you can submit a written request for registration to the Board of Examiners of your study programme (see further D2.5.1).

D1.3 Registration for students from other faculties

Students from other faculties should follow the same procedure as students of Economics and students of Management and Organization (i.e. via the ProgRESS WWW website).

N.B. For General Studies Modules (AVV), first select ‘Algemeen Vormende Vakken’ in the menu at ProgRESS WWW, then the Faculty.

D1.4 How to register for examinations

Students must register for examinations via [http://progresswww.nl/rug](http://progresswww.nl/rug). You can use one of the computers at the Computer Centre (Rekencentrum), and you can also register from home via the Internet.

You can register between four weeks up to a week before the examination period.

N.B. Registration is compulsory.

Forgotten to register for an examination?

Report to the examiner in charge immediately before the start of the examination. He or she will decide then and there (depending on available space and examination papers) whether you can do the exam or not.

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).

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 your Study Advisor. For addresses, see section D14.3.
D1.5 Lecture and examination timetables

The lecture periods, examination and resit periods are listed in the timetable on the inside back flap of this study guide. All timetables for Economics and for Management and Organization can be found on the faculty websites: www.rug.nl/economics/informationfor/students/roosters and www.rug.nl/fmo/education/schedules. Groups for seminars and practicals are published via Nestor (http://nestor.rug.nl).

Most courses are offered once a year. There are also courses that are offered twice a year, including Specialization courses, the bachelor’s thesis and (for Management and Organization) the Management Game.

Not all courses take the same amount of time. Most courses in the first and second year of the Bachelor’s programme take half a semester. Many courses in the third year of the Bachelor’s programme and in the Master’s programme take a full semester.

In principle, examinations can be resat once a year – at the end of the block directly after the block with the first examination date. Exception: the resits for block 2.2 will take place in August.

There are different rules for examinations for courses that are given twice a year or courses offered by another faculty. Consult the Course descriptions ….(in alphabetical order in Part C of this study guide).

D1.6 Teaching and examination methods

Generally speaking, there are three types of course.

1) ‘Lecture courses’, whereby the teaching is done via lectures (indicated by HC in the timetables), usually one lecture of two hours at a fixed time each week. A lecture course is usually examined by a written examination (multiple choice and/or open questions).

2) Courses whereby the lectures are supported by tutorials (indicated by WC). During the tutorials, the lecture material is more closely studied and ‘put into practice’ through exercises, sums or other minor assignments. Attendance is not usually compulsory, but is certainly highly recommended so that you become more familiar with the material. These courses are usually also rounded off with a written examination. Sometimes, sufficient attendance at the tutorials may ‘earn’ you a half or full point in the examination result.

3) Practicals (sometimes in combination with lectures or tutorials). A practical is the most intensive teaching method. Under the supervision of a member of staff, you will work alone or in a small group on a problem. You will record your findings in a report. Practicals are usually compulsory. Testing is done by an assessment of your written assignment(s), including presentation, often in combination with a written examination.
Students who have registered for the course will be divided into groups for the tutorials and practicals. This division into groups usually occurs before the block starts. Sometimes the groups will be formed during the first plenary session (e.g. the first lecture).

The time and location of the tutorials/practicals may be different for each group. You will find information about the groups on Nestor. If the day/time of the tutorials/practicals for your group is not possible for you, discuss with the course coordinator whether it is possible to be allocated to a different group. Make sure you do this in good time - preferably before the course starts.

The teaching and examination methods for each course are listed under the course descriptions (Part C of this study guide), as well as the contents of the course.
D2 Regulations, rights and obligations

D2.1 Exemptions

Exemption from certain examinations may be granted provided that the requirements have been met (previous qualifications and results). It is not possible to summarize all the requirements here. Exemption request forms can be downloaded from the website. Economics forms are available on www.rug.nl/economics/forms. Management and Organization forms are available on www.rug.nl/fmo/forms. You should hand in the form and documentary evidence at the Information Desk, WSN 203-205.

Courses 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 of either Faculty. Exemption grades will not count towards the performance standard (prestatienorm according to IBG).

N.B. If you take an examination for a course for which an exemption has been granted, the exemption will be cancelled. In case of doubt, contact your study advisor (see section D14 for contact details).

D2.2 General Studies Modules (AVV, Algemeen Vormende Vakken) and elective courses

Each programme description (Part B) includes an overview of the related elective courses. An AVV course is a special type of elective course.

All students must take an AVV course in the third year of their Bachelor’s degree programme (see TER Article 2.4). The university offers a wide range of AVV courses. The aim is to introduce you to a different subject area. You will find a list of AVV courses in the ‘Keuzegids Algemeen Vormende Vakken 2005-2006’ brochure, which is available from mid-June from the Syllabus Shop of the Faculty of Economics and the Faculty of Management and Organization. The Board of Examiners may accept other courses as AVVs at the student’s written request. This AVV obligation does not apply to students of IE&B, IB&M, Fiscal Economics or Technology Management. You can find more information on: www.rug.nl/avv. You can enrol for AVV courses via http://progresswww.nl/rug.

N.B. To register for an AVV course, first select ‘Algemeen Vormende Vakken’ in the menu, then the relevant Faculty.

N.B. It is not permitted to choose an AVV course from the courses offered by FBK or FEW, unless the Board of Examiners decides otherwise at the request of the student.
D2.3 Examinations

Examination results must be published no later than 15 working days after the date on which the examination was taken. Only results published by the Student Administration Office are legally valid.

Examination results are published via ProgRESS WWW (http://progresswww.nl/rug). You can check your results at any time via ProgRESS WWW.

You will need your student number and password to access your results. Every new first-year student will be sent a letter containing a password. If you have forgotten your password, you can obtain it from the Helpdesk on the ground floor of the Computer Centre (Rekencentrum).

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

Examination scripts will be available for inspection for up to four weeks after the 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.

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

D2.3.1 Resits

Resits will take place in the half-semester directly after the regular examination has taken place. Different rules apply to courses that are offered twice a year. Details can be found under the individual subject entries in this study guide, or in the subject database Ocasys on the website (http://www.rug.nl/ocasys).

D2.4 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. Also see Chapter 16 (Rules and Regulations) and Chapter 18 (Students’ Charter) on the CD-ROM.

D2.5 Teaching and Examination Regulations (TER)

The TER (or in Dutch: OER) sets out the study programme content and structure. It also sets out the rights and obligations of students. A separate TER CD-ROM has been compiled for the bachelor’s and master’s programmes offered by FEW and FBK.

D2.6 Rules and Regulations

The Rules and Regulations set out how the TER is implemented in practice. The Rules and Regulations are also included on the CD-ROM.
D2.7  Request for an exception to be made to the rules and requirements
(‘request for dispensation’)

If you want to be considered for individual dispensation from a rule, you will have to submit a request to the Board of Examiners of your study programme. Contact a study advisor for advice.

What exceptions can be made?
• to a requirement for course or examination registration, study progress requirements, admission requirements for a study programme or course, etc.;
• to (individual) examining at irregular times (outside the fixed examination date and/or time);
• to examinations (another form of examining);
• to alternative credit allocation for a course unit.

What are the criteria?
Requests for dispensation will in principle be honoured if there is a question of study delay or study hindrance as a result of demonstrable personal circumstances. In more concrete terms, this means
• all circumstances that have occurred beyond your control, for example dyslexia, illness, disability, accident, family circumstances, psychological/emotional problems, addiction, material setback or other circumstances of force majeure
• matters such as pregnancy, top sport status, certain administrative duties, proven exceptional performance
• educational force majeure.
At all times you will be expected to have made every effort to prevent the delay/hindrance.

What should you do if you want to be granted an exception to the TER?
• Describe what the problem is and for which situation you are requesting an individual ruling.
• Motivate your request and indicate which documentary evidence you can produce (on request) to support it. Attach this to your request.
• You can send your request by e-mail to Ms M.C. Christen (m.c.christen@rug.nl) for all study programmes except the MSc BA, the BSc A&C and the MSc A&C. Address your request concerning those study programmes to Mr T.A. Marra (t.a.marra@rug.nl).
• Open your letter as follows ‘Dear Board of Examiners…’. Do not forget to state your personal details (incl. address) and study programme.
• The Board of Examiners may contact the study advisor for advice. You can also ask the study advisor for advice.
In the event of difficult personal circumstances, you can ask the study advisor to submit the request for you. In this case the study advisor will always give the Board of Examiners advice.

In principle, you will be sent a written decision including the arguments used within four weeks, as well as information about the next step you can take. If your request has been turned down, you will be informed of the possibilities to appeal.
D3 If you have doubts about your study programme

D3.1 Changing study programme/stopping/deregistering

Transferring to another study programme
If, during the academic year, you want to transfer to another study programme at the RUG or another institution, you must contact the RUG Student Service Centre (CSb). It is only possible to transfer if the study programme in question does not have a fixed intake (*numerus fixus*). If you wish to stop studying altogether, you must deregister through the CSb office. It is advisable to contact your study advisor before transferring. When deregistering, make sure you have been properly advised by a student counsellor concerning the consequences for your student grant and your performance grant. The CSb has a special brochure on this matter.
See section D14 for contact details.

Higher Professional Education (HBO)
HBO programmes often have two intake dates. If you wish to transfer to a HBO programme, you can begin the propaedeutic phase in September or February. You should apply at least one month in advance to the relevant HBO institution, and consult the study advisor there.
D4  Supervision, feedback on study results and study skills

D4.1  Study and Careers Advice

By choosing a study programme at the faculties of Management & Organization and Economics you’ve made a good start with preparations for the labour market. This is a nice but sometimes complicated challenge. This is why the faculty provides guidance right from the start of your study career. Information and tailored personal supervision will be available to ensure that you choose the right study programme, achieve at least 45 ECTS credits each year (three-quarters of the 60 ECTS credits available in an academic year) and make reasoned choices within your study programme with regard to elective courses, international student exchanges and other activities.

In the first year of the bachelor’s degree programme, we devote particular attention to study success, additional study possibilities and optimization of study progress:

<table>
<thead>
<tr>
<th>When?</th>
<th>Action?</th>
</tr>
</thead>
<tbody>
<tr>
<td>In block 1</td>
<td>Supervision by senior students (mentoring) or lecturers (tutoring)</td>
</tr>
<tr>
<td>After each block</td>
<td>Written report and advice concerning your study progress</td>
</tr>
<tr>
<td>After each block</td>
<td>Poor performers will be invited for an interview with a study advisor or tutor</td>
</tr>
<tr>
<td>After semester 1</td>
<td>Provisional written propaedeutic study advice</td>
</tr>
<tr>
<td>After semester 2 (Aug.)</td>
<td>Definitive written propaedeutic study advice*</td>
</tr>
<tr>
<td>Various times</td>
<td>Study programme information for Bachelor’s courses, study exchanges, etc.</td>
</tr>
</tbody>
</table>

* The propaedeutic study advice is based purely on the study results. The main purpose of the study advice is to help students decide whether or not to continue with their study programme. This is based on the self-selection principle. It is highly unadvisable to ignore the study advice, particularly given the limited length of time for which student grants are available.

From the second year of registration, attention will be paid in particular to timely completion of the propaedeutic phase and on the choices available within and after the Bachelor’s phase (incl. which Master’s programme to choose). It goes without saying that it is important that you (also) take the initiative to contact the study advisors, other faculty staff and fellow students. An electronic study planner is being developed (in Nestor) to help you plan your study progress, study choices and other study activities.
D4.2 Study advisors

Not all students will reach the end of their programme 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 people around you are not always best placed to give you independent advice and lecturers often only know you from one course. This is why FBK and FEW each have two study advisors. They are Karel Labberté and Els Brilman for Management & Organization, and Jos Karssies and Annemiek van der Kolk for Economics. The study advisors are responsible for cross-curricular counselling. They play an important role in the study career counselling offered by our faculties (see D4.1), but you can certainly also contact them on your own initiative. It goes without saying that all matters remain confidential.

Make the most of your study advisor for:
- personal guidance from start to finish by one study advisor
- an analysis of your interests, talents and ambitions (personal profile and labour market)
- choosing your specialization, elective courses, Master’s programme/specialization, Honours programme, second study programme, etc.
- choosing specific activities, e.g. study period abroad, board membership, internship
- improving your study method, exam preparation, planning, thesis, etc.
- support in the event of personal problems or hindrances
- advice in the event of problems with the curriculum, sexual harassment, problems with a supervisor, etc.

You should contact the study advisors as soon as possible if you are experiencing personal problems such as illness, disability, family circumstances, dyslexia. They will be able to advise you on special types of assistance and will help you to compile an adapted study programme.

D4.2.1 Office hours

- For straightforward questions: telephone office hour (via the secretariat, tel. (050) 363 3759) and open consultation hour. Check the faculty websites for times and locations.
- Personal interview by appointment (usual duration: ± 30 minutes): via the Information Desk or the secretariat for the study advisors (050) 363 3759.

Check the study advisor pages on the faculty websites too.
http://www.rug.nl/economics/studyadvisors for FEW and
http://www.rug.nl/bdk/informatievoor/studenten/studieadviseursbdk/index for FBK (in Dutch only).
D4.3 Student Service Centre (CSb and SSC)

Students of the University of Groningen (RUG) can contact the SSC with all kinds of questions. The SSC can assist current students as well as new students from the Netherlands and abroad, final-year students and graduates. Details of how the SSC 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 CSb can answer straightforward questions about matters such as study choice, admission, registration, fixed intake courses, transferring to another programme and ending your studies altogether, study delay, finances and careers. The staff at CSb can make an appointment for you with a student counsellor if you have a complex or private matter to discuss. At CSb you can also make an appointment to see one of the advisors at the Careers Advice Centre (LAC), or sign up for an LAC workshop. See section D14 for contact details.

Are you experiencing problems with matters of study choice, study delay or complex personal or financial matters?
The student counsellors will be able to give you individual advice. They specialize in dealing with financial matters, registration and deregistration, study choice 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 Centre for Study Support and Academic Skills, the counsellors also run a workshop on study choice.

In the event of a study delay of more than 10 ECTS credits, it is essential to make an appointment with a student counsellor to discuss graduation rights. You should always report a study delay to your programme’s study advisor immediately, even if your delay is less than 10 ECTS credits (see D5.1)! More information about study delay can be found on the website: www.rug.nl/studievertraging. You can make an appointment with a student counsellor via the CSb desk. See section D14 for contact details.

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

We would like to draw your attention to four departments within the Student Service Centre: the Information Library for Study and Careers, the Careers Advice Centre, the Centre for Study Support and Academic Careers and the Student Psychologists.
D4.3.1  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 internships abroad (including how to finance them), 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 websites is also available.

D4.3.2  Careers Advice Centre (LAC)

If you are about to graduate or have recently graduated, the Careers Advice Centre (LAC), expertise centre for graduates, can help you to choose a career. In addition to extensive documentation (see the Information Library for Study and Careers), the LAC can also arrange an appointment with 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 on the website: www.rug.nl/lac.

D4.3.3  Centre for Study Support and Academic Careers (SO)

SO is an expertise centre in the field of academic and study skills. It offers a variety of courses for students:

- courses such as Successful Studying, Dealing with Stress and Exam Nerves and Academic Writing.
- courses on general communication skills, e.g. Oral Presentations and Academic Writing Skills
- courses to ease the path to the labour market (e.g. Self-Analysis, Job Applications).

For the full range of courses, see www.rug.nl/so.

The registration fee is € 20 and all courses are free of charge. The easiest way to register is to come along to the Tower of the Academiegebouw. Opening hours: Monday to Friday from 8.15 a.m. to 5.00 p.m. See section D14 for contact details.

D4.3.4  Student psychologists

Student psychologists can help with problems relating to studying and study choice, 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 your own wishes and circumstances. In addition to individual sessions, there are also group
sessions, e.g. for therapy and assertiveness training. Confidentiality is guaranteed. For more information, see www.rug.nl/bsp (in Dutch).
Office opening hours: Monday to Friday: 9 a.m. to 12.30 p.m. and 1.30 to 4.45 p.m., except Wednesday mornings (closed until 10.45 a.m.). See section D14 for contact details.

D4.4 Study tips and advice

Studying at university rather than at VWO/HBO
- 3 times as much ‘free time’, but 5 times as much self study: start your literature study much sooner. It’s vitally important to draw up a study plan.
- fewer tips for self study: follow the lectures; they will include tips!
- more tests of comprehension: it’s essential to ‘chew over’ the study material.
- more tests of main and related aspects: more knowledge of details will be tested.
- lots of multiple-choice exams: sophisticated questions require a thorough studying of the material (relying on recognition is definitely not enough).

Examination preparation
- the quality of the preparation for the first examination will determine your chances of passing that course. Sloppy preliminary preparation will have a negative effect that will knock on to the next examination in that course.
- combining self study with your own note-taking is much more successful than reading notes made by others. Reason: you process the material much better.
- working together with fellow students on assignments, discussing uncertainties, etc. is very successful. You spend less time struggling alone with problems and make use of each other’s insights.

Additional study tips
- pass as many courses as possible in the block in which they are given. ‘Speculating on resits’ is very risky and will lead to a logjam of examinations in subsequent blocks.
- do not put off the courses you are not so good at!
- do not forget: the entry requirement for the 2nd year is ‘45 ECTS credits from the 1st year’ = 75 % of the propaedeutic courses. In order to achieve this, you may not have more than (for example) one block open.
- make sure that you are well informed about courses, examination dates, etc..

Do not hesitate to contact the study advisors of your faculty for a personal advice (see D4.1.2) or the Student Service Centre of the RUG (see D4.1.3).
D5 Study delay

D5.1 Study delay/personal circumstances

Missed credits? Report this on time. No forms, no money!

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 register your study delay and advise you on how to proceed. 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. You can find more information at the Student Service Centre of the RUG (CSb), on the RUG website (www.rug.nl/studievertraging) and in the Student Charter (see the CD-ROM).

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. There are also several types of financial assistance if your studies have had to be delayed. If you have a specific question on this subject, please contact a study advisor or the Student Support Service (CSb). See section D14 for contact details.
D6 Studying abroad

Studying abroad is an important part of the IB&M and IE&B study programmes. 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 foreign university, courses and any supplementary grant applications.

D6.1 FBK/FEW Exchange Office

The Exchange Office is located in WSN 227. More information can be found on the website.
- The address for FBK students is:
  www.rug.nl/fmo/internationalstudents/internationaal.
- The address for FEW students is:
  www.rug.nl/economics/informationfor/students/internationaal

The Exchange Office has documentation available in the form of student reports and prospectuses. See part D14.5 for contact details, opening hours. Information is also available from the ISB (Information Library for Study & Careers), which is part of the Student Service Centre (SSC and CSb, previously: STAG).

D6.2 International Relations Office (BIS)

The BIS International Service Desk 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. 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 part D14.
D7    Graduating

D7.1 Approval of the study programme

D7.1.1 Bachelor’s degree programme
Your bachelor’s degree programme should be approved at least three months before the planned graduation date. It is strongly advised to have it approved a year in advance, as this will allow you time to take any extra examinations if your programme does not meet the requirements. If needed, it is possible to amend the programme in consultation with the programme coordinator. An approval form for the degree programme can be downloaded from the website. Economics forms are available on http://www.rug.nl/economics/forms. Management and Organization forms are available on http://www.rug.nl/fmo/forms. You should hand in the form at the Information Desk, WSN 203-205 (until December 2006, after that first floor).

D7.1.2 Master’s degree programme
Your master’s degree programme should be approved no later than three months before the planned graduation date. This will allow you time to take any extra examinations if your programme does not meet the requirements. If needed, it is possible to amend the programme in consultation with the course coordinator. An approval form for the degree programme can be downloaded from the website. Economics forms are available on http://www.rug.nl/economics/forms and Management and Organization forms are available on http://www.rug.nl/fmo/forms. You should hand in the form at the Information Desk, WSN 203-205 (until December 2006, after that first floor).
N.B. The above also applies to doctoraal programmes.

D7.2 Economics and Management and Organization Science Shop (Research Bureau & Internship Desk)
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 microcredit. 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?
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Then get to know the FBK and FEW 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. Internship places are provided by companies and the larger non-profit organizations.

D7.2.1 Publication and publicity

Your research will be published by the Science Shop. 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.

D7.2.2 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/dewetenschapswinkels/economie/index. You can also apply to join the mailing list for completed final-year projects.

See part D14 for contact details.

D7.3 Degree certificate ceremonies

D7.3.1 Propaedeutic certificate

Students need not submit a request for a propaedeutic certificate. If the administrative records are complete, it will be prepared automatically. Students will be notified. Please report to the Information Desk if you have met all requirements for receiving the propaedeutic certificate but have not received notification. Graduation dates will be published on the Nestor site, http://nestor.rug.nl.

D7.3.2 Bachelor’s degree certificate

There are a few bachelor’s degree certificate ceremonies per year. Application forms for participation in the ceremony must be handed in at least six weeks in advance at the Information Desk, WSN 203-205 (until December 2006, after that first floor). You can download the form from the faculty websites: http://www.rug.nl/economics/forms or http://www.rug.nl/fmo/forms. You may only apply for participation in a degree certificate ceremony after your study programme has been approved and after all results have been processed by the Education Administration Office. The exact date of the bachelor’s degree certificate ceremony will be announced on the Nestor site, http://nestor.rug.nl.
D7.3.3 Master's degree certificate and doctoraal degree certificate

There are a number of master’s and doctoraal degree certificate ceremonies per year. Degree certificate ceremonies usually take place on the last Friday of the month for Economics and on the last Monday of the month for Management and Organization. You should apply for participation in a degree certificate ceremony at least six weeks in advance by means of the application form which can be downloaded from the faculty websites:
You may only apply for participation in a degree certificate ceremony after your study programme has been approved and after all results have been processed by the Education Administration Office. The degree certificate will be dated to the last working day of the month during which the last result was achieved.
N.B. The Central Student Administration (CSA) will not automatically deregister you as a student on this date!

D7.4 Deregistration

In order to deregister, you must submit a ‘Request for Deregistration/Reimbursement of tuition fees’ to the CSA. You can pick up a folder about deregistration from the CSA or at the Information Desk. You can also download the form at:
http://www.rug.nl/bureau/expertisecentra/abjz/csa/producten/uitschrijven/afstudeeren?lang=nl or the folder at:
When you deregister, remember to hand in your student travel pass (OV-jaarkaart) and cancel your IBG-student grant. This will not be done automatically. You must arrange this yourself with the Informatie Beheer Groep (IBG).
D8 Research

D8.1 Honours bachelor’s degree programme

The SOM research school (see below) offers an Honours bachelor’s degree programme for students in Business Studies and Economics who are interested in research and who want to lift their studies onto a higher level. This programme can in principle be followed within any bachelor’s degree course. Each admitted student is assigned to a ‘fellow’, a researcher with ample research experience on an international level. Together they develop a study programme that leaves room for a number of research projects for which credits can be gained. The research is supervised by the researcher concerned. He/she will involve the student as much as possible in his/her own research, to teach the student what doing research really means and how much fun it can be. The study programme will also leave room for courses that enhance analytical skills. This programme also needs to be approved by the director of the bachelor programme concerned. The Board of Examiners is responsible for the final approval of the study programme. In addition, SOM organizes various group activities for participating students, which focus on teaching research skills. The Honours bachelor’s degree programme is an ideal stepping stone for the Research master’s programme, but it is certainly not exclusively meant for students who are considering following this two-year programme after they have finished their bachelor’s degree programme.

Admissions procedure: If you are interested, please contact Dr Bart Los, SOM Honours bachelor’s degree programme coordinator. He will hold the intake interviews, in which the student’s motivation is very important.

Information meeting: In October. The meeting will be announced on the faculty websites and in the University newspaper (UK), and students who have performed above average in their first year will receive a personal invitation. Feel free to contact Dr Bart Los, tel. 050-363 7317; e-mail: b.los@rug.nl; WSN 352 for more information.

D8.2 SOM

SOM is the joint research school of the Faculty of Management and Organization and the Faculty of Economics at the University of Groningen. Researchers have to meet the entry criteria, which mainly relate to academic publications in international journals, to be admitted to SOM. SOM’s main aim is to stimulate multidisciplinary and interdisciplinary research that meets high international standards. As a graduate school, SOM provides training to academic researchers in three phases. In addition to the Honours bachelor’s degree programme, SOM is also responsible for the two-year Research master’s programme and for training PhD students.
D9 After graduating

Unfortunately, most of the events and courses mentioned in this chapter are offered in Dutch only.

D9.1 Orientation towards the labour market before graduating

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 information events and courses for this purpose. They are organized by the Careers Advice Centre (LAC) and Study Support (SO), among others. An overview of the dates of events and courses is sent to all final-year students’ home addresses, published in the University newspaper (UK) and on the LAC and SO websites, and posted in the WSN building. The Careers Advice Centre also offers advice by a career consultant. Consult the LAC website for information about the open consultation hours and the quarterly newsletter (available in Dutch only). Student societies also organize regular company visits and information days, sometimes calling on LAC expertise.

D9.2 Job-application course

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 on the LAC website: www.rug.nl/lac. See part D14 for contact details.

D9.3 Career perspectives for graduates with a bachelor’s degree

If you want to offer your skills in the labour market, you will need to know what is required of an Economics or Management and Organization graduate and you must assess and develop your own competences. The bachelor’s degree programme offers a course in economics and business, communication and education (Economie en Bedrijf, Communicatie en Educatie) that deals in depth with all aspects of economics in the business world. This 5-ECTS credits course is held in the second half of semester 1, but only in Dutch. More information about this module can be found on the Internet, or contact Geert Hoevers or Louwrens Wouda (tel.: (050) 363 3738, e-mail: a.w.g.hoevers@rug.nl or lwouda@rug.nl).

You can also contact one of the faculty study advisors for questions and advice on career opportunities.
D9.4 Effective Discourse

The effectiveness of a manager or advisor is largely determined by his or her communication skills. This elective course teaches you a variety of skills in the areas of oral presentation, dialogue (such as job interviews), debating, negotiating and conflict management, by means of practical assignments as well as theoretical concepts, models and tips.
You will also gain a better insight into the competencies and qualities you already have and the ones you might develop further. This is done based on a Personal Development Plan (PDP), which serves as a guide throughout the course.
The feedback by your lecturer and fellow students will clarify your self-image. You will gain more insight into your communication skills and which type of organization or environment would be most suitable for you, and you will learn how to apply for a job effectively. In other words, this elective course will help you increase your chances on the labour market.
Effective Discourse is offered in semester 1.2, 2.1 and 2.2 for a maximum of 30 students a time. This is also the last time this course will be offered in its present format. For more information see Internet or Nestor or contact Ms I. van Est, r.van.est@rug.nl, tel: 050- 363 3458.
D10 Paying for your studies

Most of the information mentioned in this chapter is relevant for Dutch students only.

D10.1 Graduation Fund

If your studies are hindered by difficult circumstances (e.g. illness, disability, family problems, pregnancy, dyslexia), you should notify your study advisor immediately. He or she will file an initial study delay report. The sooner you inform your study advisor of any circumstances that might delay your studies (within four weeks at the latest), the greater the chance that you will be entitled to financial compensation for this delay from the Graduation Fund. You should also report to the SSC student counsellor if your delay may add up to more than 10 ECTS credits. **Students are responsible for reporting study delay to the correct department within the specified time.** One of the basic conditions for financial compensation from the Graduation Fund is that you report your study delay. You should therefore make sure that you are familiar with the Graduation Fund regulations. Please contact SSC for further information, or consult the RUG website ([www.rug.nl/studievertraging](http://www.rug.nl/studievertraging)) or the Students’ Regulations. For further information, contact your study advisor or the SSC Information Desk (tel. 050 363 8004, e-mail: csb@rug.nl).

D10.2 Emergency Fund

Are you facing unexpected major expenses which may result in an acute financial emergency? The Emergency Fund offers help in the event of unexpected expenses that you cannot afford and that you cannot be expected to be insured against. Examples are expenses for certain types of psychotherapy, dyslexia treatment in the bachelor phase and specialized treatment for learning problems, costs of a diet, dental treatment, special family circumstances or fire damage. Emergency Fund requests must be sent in writing. Please contact SSC for more information, or consult the RUG website ([www.rug.nl/csb](http://www.rug.nl/csb)).

D10.3 Performance-related grant

Students who registered in higher education for the first time after 1 September 1996 may qualify for a performance-related grant from IBG (Informatie Beheer Groep). Students who enrol in a 4-year course are entitled to a 4-year (provisional) performance-related grant and a 3-year interest-bearing loan. If you graduate within ten years (the performance requirement), your loan will be converted into a grant. Please contact SSC for more information.
D10.4 '1 February rule' for first-year students

First-year students in higher education (HBO and WO) who cancel their IBG-grants before or with effect from 1 February can have their loan for the first five months converted into a grant. You may not apply for a higher education student grant again during the same academic year.

D10.5 Counting credits

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 Student Administration Office (Onderwijsadministratie). An official examination-result certificate showing the relevant credits must be submitted. Credits are awarded on the basis of pass marks (6 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.

D10.6 Cost policy

A total of €630 per year is usually sufficient for compulsory books, lecture notes, manuals etc. The propaedeutic phase should cost no more than €630. 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 will therefore not exceed the government grant. The standard sum for 2006-2007 is €630. 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 submitted as proof. Sometimes another arrangement may be possible.

Students of Management and Organization can apply for reimbursement of study costs at the faculty’s Financial Administration Office (WSN 307). You will need to provide 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 exceeded the ceiling amount set by the government (see above). Applications without receipts etc. will not be considered.
D11 Complaints, suggestions and quality management

D11.1 FBK/FEW Student Complaints Procedure

It is important to the Faculties of Economics and Management and Organization that you enjoy your studies and that you complete them successfully. If you have any comments, suggestions and/or complaints about your programme or in general, please do not 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 module is the lecturer or the relevant secretariat. If your complaint concerns the organization of a module, 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 (CSb) or the RUG mediator (see part D14 for contact details). 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 on the CD-ROM).

It is also a good idea to ask other students for advice. The student unions (ECU or Quest) 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 explicit permission of the
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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 student concerned will then be informed in writing by the Head of Student Affairs about the actions taken or to be taken.

D11.2 Educational Quality Management

The faculties are continually trying to manage and improve the quality of the education they offer. However, we cannot do this without the help of our students. You will therefore receive an e-mail after each exam period asking you to fill out a course evaluation form for all the modules you followed in the block in question.

Please complete the evaluation forms, because…

1. the feedback from the students who came before you has helped us improve the programme you are now following. We need your help to continue to improve.
2. the results of course evaluations of previous years can help you determine which elective courses, master’s degree programme or profile you want to follow.
3. your opinion will help improve the quality of your programme, which is important for you as well. Graduating from a high-quality faculty will increase your chances on the labour market.

Please contact us per e-mail on onderwijskwaliteit.bdk.eco@rug.nl if you have any questions about educational quality. The results of each course evaluation are published in the Nestor community, under “onderwijskwaliteit”.
D12   Facilities

D12.1   Libraries

The library of the Faculties of Economics 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: 9 a.m. – 6.30 p.m.
Friday: 9 a.m. – 5 p.m.

The Fiscal Economics collection is housed in the Law Library in the Harmoniegebouw.

Opening hours:
Monday to Thursday: 9 a.m. – 9.30 p.m. (9 a.m. - 5 p.m. during vacations)
Friday: 9 a.m. – 5 p.m.
Saturday: 10 a.m. – 4 p.m. (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 Friday: 8.30 a.m. – 10 p.m.
Saturday and Sunday: 10 a.m. – 5 p.m.

See part D14.11 for address details.

D12.2   Computer Centre (RC, Rekencentrum) Teaching Cluster

The Teaching Cluster of the Rekencentrum 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 RC and the faculties of Economics (FEW), Management and Organization (FBK), and Spatial Sciences (FRW).

For whom?
Students who meet all the following requirements may use the PCs in the Teaching Cluster:
• they must be registered as a student of the RUG at one of the following faculties: Economics, Management and Organization or Spatial Sciences, and have a valid student card
• they must be following a programme at one of the aforementioned teaching institutions
• a number of PCs are reserved at the cluster for specific courses
• they must 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.

**Opening hours**
Monday to Friday: 9 a.m. – 8 p.m. The Teaching Cluster rooms close at 6 p.m. unless they are required for lectures or practicals. The main computer room Plaza/“Theaterzaal” closes at 8 p.m. The entire Teaching Cluster is closed on Saturdays.
Different opening hours apply for the summer period (July-August): 9 a.m. - 5 p.m.

**Location**
Rooms 46 and 146 (Plaza/“Theaterzaal”, the large two-storey computer room, opposite the Computer Centre 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**
- eating, drinking and smoking are prohibited in the computer rooms
- work areas should be left clean and tidy for the next user
- mobile phones are prohibited.
The full house rules can be found in appendix 6.

**Computer Centre (RC) Service Desk**
Staff at the RC Service Desk can answer questions about computer use in the Teaching Cluster, Landleven 1, 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 opposite the main computer room Plaza/Theaterzaal.
Opening hours: Monday to Friday: 9 a.m. – 10 p.m.; Saturday: 10 a.m. – 6 p.m.
During the vacation period (July-August): Monday to Friday: 9 a.m. – 5 p.m.

**Software**
Students can buy software at reduced rates via the SURFSPOT website. You can order software on this site, which will be delivered to your home address. See www.surfspot.nl.

**Computer courses**
In addition to courses in standard applications such as Word and Excel, a few RC courses specifically focus on the university community, such as SPSS and Reference Manager. You can even be awarded credits for following the Programming in C/C++ course. The computer courses are taught in the Zernikeborg (Nettelbosje 1).
Up-to-date course information is listed weekly under ‘RC Informatie & Communicatietechnologie’ in the notices section in the University newspaper (UK). For more information and signing up: www.rug.nl/rc.
Internet
The RUG computer network enables students to access one of the world’s most advanced networks with trouble-free connections to the major Dutch, European and transatlantic networks. Students can use this feature in various ways, including via a PC in a computer room in the faculty or in the University Library. You can also access the university network via your own PC at home or in the university. See www.rug.nl/rc/internet for more information.

The address of the Rekencentrum can be found in part D14.

D12.3 FBK and FEW Syllabus Shop
Readers and lecture notes are for sale in the “Sociale Ruimte” (Social Area) on the ground floor of the WSN Building (WSN 008).
The shop is open daily between noon and 2 p.m.

Summer vacation opening times for 2006 are as follows:
• Normal opening hours until 14 July.
• Between 17 July and 30 August, readers are available from the Financial Administration of the Faculty of Management and Organization, WSN 305, (tel. 050-363 3828).
• Between 17 July and 30 August, study Guides are available at the Information Desk on the second floor.
• Open on 31 August and 1 September from noon – 2 p.m.

Opening hours are extended at the start of every half-semester:
• 4 and 5 September 2006: 10 a.m. – 4 p.m.
• 13 and 14 November 2006: 10 a.m. – 4 p.m.
• 12 and 13 February 2007: 10 a.m. – 4 p.m.
• 1 and 2 May 2007: 10 a.m. – 4 p.m.

The shop is closed during the Christmas period (22 December 2006 – 7 January 2007). All changes to opening times will be published well in advance in the University newspaper (UK) and on the Internet.

D12.4 Book sales
The EFV (Economics Students’ Society) 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. EFV Boekenverkoop sends out an announcement letter to all students well in advance. Books are listed on the website (www.efv.nl and www.devesting.nl), and can be ordered via the Intranet (www.efv.nl/intranet).
BIG, the Management and Organization student society, offers books at a discount of 10% or more four times a year. Details are published in the university newspaper (UK). You can order the books via the bigsite/booksale website after logging in (www.bigsite.nl). Many courses have books and/or readers.
D13 Practical information

D13.1 Change of address
If you move to another address 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. You can also register a change of address via ProgRESS WWW or per e-mail (csa@bureau.rug.nl). Always state your name and student number. Please do not report a change of address to your faculty administration. See part D14.13 for contact details for the CSA.

D13.2 Nestor
Nestor is the name given to the Electronic Learning Environment (ELO) at the RUG. The computer programme used to publish course information on Nestor is called Blackboard. You can use Nestor to download documents that lecturers make available for the courses (assignments, slides, old exam papers). You can find information about the weekly timetable, the literature you have to read, the lecturers giving the courses, etc. Certain courses use Nestor to exchange ideas with the lecturer and other students via e-mail, chat rooms and online discussions.

If your registration with the Central Student Administration is in order, you will have received a user name and password to use e-mail, ProgRESS WWW (needed to register for exams and courses) and Nestor. The password for Nestor is the same as the password for e-mail and ProgRESS WWW. Just log into Nestor with your student number with an s in front: e.g. s1234567.

The main requirement for using Nestor is that you register for your courses in ProgRESS WWW. You should therefore register for all courses via ProgRESS WWW.

The Internet address for Nestor is http://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. Further information about Nestor can be found at the Faculty website: www.rug.nl/economics/informationfor/students/elektronischeLeeromgeving

D13.3 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</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>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,</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>evaluation</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

D13.4 Important information about the programme

Nestor is the faculty’s medium for important announcements about lectures, exams, information sessions and other ‘last-minute’ information for students. In addition to Nestor, you should also check the Announcements section in the University newspaper (UK) every week. The UK is published every Thursday and is available in the WSN building. UK announcements are also posted on the Internet: www.uk.rug.nl/rug-mededelingen/

Once announcements have been published on Nestor and/or in the UK, students are expected to be aware of them.

D13.5 Photocopying

Photocopiers, which work using a magnetized card, are located in various university buildings. Photocopy cards can be obtained from the Copy shop in the Zernike building and from the Porters’ Lodge at the WSN building.

D13.6 Fire Drill

A fire drill is carried out at least once a year in university buildings. Instructions can be found in Appendix 8.

D13.7 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 coat or other property in the corridor during lectures – always take them into the room with you.
D14 Addresses

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 Websites: http://www.rug.nl/economics/faculty/staff (FE) and http://www.rug.nl/fmo/staff (FMO).

D14.1 Faculties of Economics and Management and Organization

<table>
<thead>
<tr>
<th>Visiting address:</th>
<th>WSN Building</th>
<th>DRS Building</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Landleven 5</td>
<td>Dierenriemstraat 100</td>
</tr>
<tr>
<td></td>
<td>Zernikecomplex, Paddepoel</td>
<td></td>
</tr>
<tr>
<td>9747 AD Groningen</td>
<td>9742 AK Groningen</td>
<td></td>
</tr>
<tr>
<td>The Netherlands</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Postal address:</td>
<td>P.O. Box 800</td>
<td>9700 AV Groningen</td>
</tr>
<tr>
<td></td>
<td></td>
<td>The Netherlands</td>
</tr>
<tr>
<td>Telephone and fax FBK:</td>
<td>+31 (0)50 363 3750/+31 (0)50 363 3850</td>
<td></td>
</tr>
<tr>
<td>Telephone and fax FEW:</td>
<td>+31 (0)50 363 3750/+31 (0)50 363 7020</td>
<td></td>
</tr>
<tr>
<td>Websites:</td>
<td><a href="http://www.rug.nl/economics">www.rug.nl/economics</a> and <a href="http://www.rug.nl/fmo">www.rug.nl/fmo</a></td>
<td></td>
</tr>
</tbody>
</table>

D14.2 Education Offices

<table>
<thead>
<tr>
<th>Visiting address:</th>
<th>WSN Building, rooms 203-205, Landleven 5, Zernikecomplex Paddepoel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Postal address:</td>
<td>P.O. Box 800</td>
</tr>
<tr>
<td></td>
<td>9700 AV Groningen</td>
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<tr>
<td></td>
<td>The Netherlands</td>
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<tr>
<td>Telephone and fax FBK:</td>
<td>+31 (0)50 363 3750/+31 (0)50 363 3850</td>
</tr>
<tr>
<td>Telephone and fax FEW:</td>
<td>+31 (0)50 363 3750/+31 (0)50 363 3720</td>
</tr>
<tr>
<td>Opening hours:</td>
<td>daily from 10.00 - 16.00 hours</td>
</tr>
<tr>
<td>E-mail:</td>
<td><a href="mailto:informationdesk.be@rug.nl">informationdesk.be@rug.nl</a></td>
</tr>
<tr>
<td>Websites:</td>
<td><a href="http://www.rug.nl/bdk/informatievoor/studenten/onderwijsbalie">www.rug.nl/bdk/informatievoor/studenten/onderwijsbalie</a> or <a href="http://www.rug.nl/economics/education/InformationDesk">www.rug.nl/economics/education/InformationDesk</a></td>
</tr>
</tbody>
</table>

D14.3 Study Advice

Faculty of Management and Organization
Mr. K.R. Labberté (WSN 219)
Ms. E.I. Brilman (WSN 223)
Secretariat: WSN 225
Tel. (050) 363 3759
E-mail: studyadvisors.be@rug.nl
Website: www.rug.nl/bdk/informatievoor/studenten/studieadviseurs
Addresses

Faculty of Economics
Mr. J. Karssies (WSN 222)
Ms. A. van der Kolk (WSN 221)
Secretariat: WSN 225, tel. (050) 363 3759
E-mail: studyadvisors.be@rug.nl
Website: http://www.rug.nl/economics/studyAdvisors/

D14.4 Board of Examiners
Faculty of Economics and Faculty of Management and Organization
c/o Ms M.C. Christen (Secretary),
P.O. Box 800
9700 AV Groningen, The Netherlands

Msc BA and BSc/MSc Accountancy & Controlling
Dr T.A. Marra
P.O. Box 800
9700 AV Groningen, The Netherlands

D14.5 Exchange office FMO/FE
Ms. W. Blink, WSN 236
Ms. A.J. Venhuizen, WSN 217
Appointments via the secretariat
Secretariat: WSN 227
Opening hours: Monday-Friday from 10.00 to 12.30 and from 13.30 to 16.00
(except for Tuesday and Thursday afternoons)
Tel. +31 (0)50 363 6310 or +31 (0)50 363 7343
E-mail: exchange.be@rug.nl
Websites:
http://www.rug.nl/economics/informationfor/students/studyingAbroad/ or
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

D14.6 “Lerarenopleiding Economie & Bedrijfswetenschappen” (teacher
training)
Drs. G. Hoevers and drs. L. Wouda, WSN 129
Telephone: (050) 363 3738 (Monday, Wednesday and Thursday)
E-mail: a.w.g.hoevers@rug.nl or l.wouda@rug.nl
Website:
www.rug.nl/economie/informatievoor/studenten/opleidingen/post/lerarenopleiding
D14.7  Science Shop (Research Bureau & Internship Desk)

Coordinators:  Ms Elise Kamphuis, WSN 536  
Frans J. Sijtsma, WSN 534  
Secretariat:  Henk W. Janssen, WSN 538  
Telephone:  (050) 363 3810/7182/3754  
Opening hours: Monday-Thursday from 09.00 to 17.00 hours  
E-mail:  ebwinkel@rug.nl  
Website:  www.rug.nl/wewi/eb  

Gamma

Coordinator:  drs. N. Heimeriks, WSN 540  
Telephone:  (050) 363 3390  
E-mail:  gammasteunpunt@eco.rug.nl  

D14.8  SOM, Research school FBK/FEW

Ms. Rina Koning, Research coordinator, WSN 121  
Telephone:  (050) 363 3815 (7068 secretary)  
E-mail:  a.c.koning@rug.nl  
Website:  http://som.rug.nl  

D14.9  Department secretariats FE

Accountancy (and Fiscal Economics)
Ms. I.M. Luttmer-Noest, WSN 111  
Ms. A.H.E. van de Voort-Toisuta, WSN 111  
Ms. I.T.M. Wasser, WSN 111  
Telephone:  (050) 363 3768  
E-mail:  accountancy@rug.nl  
Website:  www.rug.nl/economie/faculteit/vakgroepen/accountancy  

Economics
Mrs. E.M. Baars-Drent, WSN 613 (Macro Economics & Public Finance)  
Ms. H.C.E. van der Vleuten, WSN 613 (Micro Economics & Spatial Economics)  
Telephone:  (050) 363 7018 or (050) 363 3740  
E-mail:  e.m.baars@rug.nl or h.c.w.e.van.der.vleuten@rug.nl  
Website:  www.rug.nl/economics/faculty/units/dge  

Business & ICT
Ms. J. Born, WSN 810  
Telephone:  (050) 363 3864  
E-mail:  j.born@rug.nl
Econometrics
Ms. E.S. Bennink - Bambang-Oetomo, WSN 609
Mr. A. de Boer, WSN 609
Telephone: (050) 363 3460
E-mail: e.s.bennink@rug.nl or arthur.de.boer@rug.nl
Website: www.rug.nl/economics/faculty/units/econometrie

Finance, Investment & Accounting
Ms. G. Pol, DRS 215
Ms. N.R. Kempa, DRS 215
Telephone: (050) 363 3685/(050) 363 3814
E-mail: g.pol@rug.nl or n.r.kempa@rug.nl
Website: www.rug.nl/economie/faculteit/vakgroepen/dfa

International Economics & Business
Ms. E. Kortrijk, WSN 405
Telephone: (050) 363 3716
E-mail: e.a.kortrijk@rug.nl
Website: www.rug.nl/economics/faculty/units/IEB/index/

Marketing
Ms. H.G. Tamling, DRS 037
Ms. J.M. Wiersema, DRS 037
Telephone: (050) 363 7065/(050) 363 3686
E-mail: h.g.tamling@rug.nl or j.m.wiersema@rug.nl
Website: www.rug.nl/economics/faculty/units/marketing

D14.10 Departments FMO

For addresses and contact details please visit:
www.rug.nl/fmo/faculty/departments

D14.11 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@rug.nl
Website: www.rug.nl/economics/library
University Library  
Visitors’ address: Broerstraat 4  
Postal address: P.O. Box 559, 9700 AN Groningen.  
Tel. (050) 363 5020  
Fax: (050) 363 4996  
Website: www.rug.nl/Bibliothek/localities/ub

D14.12 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  
Telephone: (050) 363 3232  
E-mail: rcservicedesk@rug.nl  
Website: www.rug.nl/rc/helpdesk

RC Information and communication technology  
Visitors’ address: Nettelbosje 1, De Zernikeborg  
Postal address: P.O. Box 11044, 9700 CA Groningen  
Telephone: (050) 363 9200  
E-mail: secretariaat@rc.rug.nl  
Website: www.rug.nl/rc

D14.13 Central Student Administration (CSA)

Visiting address: Uurwerkergang 10, Groningen  
Postal address: P.O. Box 72, 9700 AB Groningen  
Opening hours: 10.00 - 16.00, opening hours vary for the summer vacation (see UK announcements)  
Telephone: (050) 363 8004  
E-mail: csa@bureau.rug.nl  
Website: www.rug.nl/csa

D14.14 Student Service Centre (SSC, SCb)

Visiting address: Uurwerkergang 10, Groningen  
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: csb@rug.nl  
Website: www.rug.nl/csb
Important telephone numbers at CSb

- For questions about study delay, finances or choosing courses: (050) 363 8004
- For questions about course and placement opportunities in the Netherlands or abroad, or about career planning (connection between degree subject and careers): (050) 363 4665
- For questions about information sessions organized by the RUG: (050) 363 8025
- information number for all other CSb business contacts: (050) 363 8066

D14.14.1 Careers Advice Centre (LAC)

Visiting address: Uurwerkersgang 10, Groningen
Postal address: P.O. Box 72, 9700 AB Groningen
Opening hours: Monday to Friday, 10.00 to 16.00
Telephone: (050) 363 8004
E-mail: csb@rug.nl
Website: www.rug.nl/lac

D14.14.2 Study Support

Visiting address: Academy Building (Tower), 2nd floor, Broerstraat 5
Postal address: RUG Study Support, P.O. Box 72, 9700 AB Groningen
Telephone: (050) 363 5548; fax (050) 363 5539
E-mail: Y.M.Robert@rug.nl
Website: www.rug.nl/so

D14.15 RUG Mediator

Visiting address: Visserstraat 49, 9712 CT Groningen
Postal address: P.O. Box 72, 9700 AB Groningen
Telephone: (050) 363 5435
E-mail: j.m.dam@rug.nl (Mediator) or
a.m.wildeboer-baar@rug.nl (secretariat).
Website: http://www.rug.nl/bureau/expertisecentra/vertrouwenspersoon

D14.16 Student psychologists

Oude Kijk in ’t Jatstraat 41/41a
9712 EC Groningen
Telephone: (050) 363 5544
E-mail: studenten.psychologen@rug.nl
Website: www.rug.nl/bsp
D15  Student Organizations

Most student societies are housed in the Interimgebouw (Interim building) between the Computer Centre (RC) and the WSN building.

D15.1  BIG (Management and Organization student society)

BIG was founded 27 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 100 of whom are involved each year in one of the society’s 24 committees. BIG offers a diversity of activities and products that are a useful supplement to courses in Management and Organization, Technology Management IB&M and Accountancy. Final-year activities include the Recruitment Days, the BIGCongress and the International Study Project. Activities to support other study phases include a master’s symposium and sales of books and summary reports. Additionally, BIG contributes to the quality of education through Quest by means of yearly representation and educational committees. Naturally, BIG also organizes informal social activities. These include get-togethers, a gala and an introduction camp.

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 website at www.bigsite.nl or call in at the BIG office (Interim 112). Telephone: 050 363 7301, E-mail address: board@bigsite.nl

Sales of books and summary reports

BIG is the major supplier of study books at low prices for students of Management and Organization. A big and two small book sales are being organized during the academic year. BIG members can buy books at discounts of 10% or more at these sales. The required literature is posted on the website in advance and you can order the books directly online. In addition, summary reports are available from BIG Support (to the right of the reader sales point) from 12.30 to 1.30 p.m. daily. Furthermore, BIG members are entitled to a 25% discount on summary reports. Additionally you receive discounts on various BIG activities.

The Regular membership for BIG costs € 42.-- for the entire study period. For students with still 2 years of studying ahead, the membership is € 32, -- (after your first year, or student in a 2 year pre-programme). HBO transfer students (SID programme, 1 year pre-programme) can join at the reduced rate of € 21,--.

Students who only follow their master’s degree programme in Groningen pay € 10,50.

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**BIGcongress**

The BIGcongress is organized every year by the BIGcongress 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 integration between participating organizations from the public and private sectors, the academic world and participating students’. This integration is realised through BIG’s interactive programme of activities. In past years, people such as W. Kok (former Prime Minister), P. Winsemius (WRR member, former minister of Housing, Spatial Planning and the Environment, former McKinsey partner), Prof. G. Hamel (London Business School, U.K.), J. Timmer (former CEO Philips) acted as day chairmen. Last year Rob Oudkerk chaired the BIG Congress.

**D15.2 EFV**

The EFV (Economics Students’ Society) is the organization 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 Projects (SIS)
- Groningen Economists’ Congress
- Recruitment Days
- EFV Almanac
- Gala
- Introduction Camp
- Training Day
- Leadership Panel
- Consultancy Game
- Masters’ Day
- Junior Students' Symposium
- Book sales

Information: EFV, P.O. Box 800, 9700 AV Groningen. Tel.: (050) 363 3702, fax: 050-363 7208, e-mail: efv@efv.nl, website: www.efv.nl.
D15.2.1 B-yond
B-yond is an organization within the EFV for International Economics & Business (IE&B). Beyond has two committees an Activity committee and a Symposium committee. 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.
Activities:
• Annual symposium
• Socials
• Lecture Socials
• Day-Trip
For further information: B-yond, P.O. Box 800, 9700 AV Groningen, tel. (050) 363 3702, fax (050) 363 7208, e-mail: info@b-yond.org, website: www.b-yond.org.
Visiting address: Interimgebouw 0001.

D15.2.2 CreDes
CreDes (Creative Destruction) is an organization for students of Economics and anyone with an interest in that subject. CreDes is part of the EFV. CreDes attempts to bridge theory and practice and organizes informal activities.
Information: CreDes, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 4536, faxnr. (050) 363 7208, e-mail: info@credes.nl, website: www.credes.nl.

D15.2.3 VESTING
VESTING is the organization for students of Econometrics. The aim of the organization is to narrow the gulf between theory and practice in the discipline of Econometrics and related fields. It also aims to promote contact between members and offer them the opportunity to develop organizational skills.
Information: VESTING, P.O. Box 800, 9700 AB Groningen, tel. (050) 363 7062, fax. (050) 363 7208, e-mail: info@devesting.nl, website: www.devesting.nl.
Visiting address: Interimgebouw 0002.

D15.2.4 RISK
RISK is the Finance student organization for the Faculties of Economics and Management and Organization. It is part of both the EFV and BIG. RISK organizes activities for students who are interested in Finance, Organizational & Management Control, Accountancy & Controlling and International Financial Management.
RISK is a professional and enterprising society that organizes high-quality, relevant activities in the fields of finance and economics.
D15.3  International Study Project (both BIG and EFV)

Every year, both BIG and the EFV organize an international study project to an emerging market outside Europe, such as Brazil, Mexico or India. 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 carry out research for Dutch companies. The projects offers students the opportunity to apply what they have learned in practice, 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 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, a literature study and a language course. It is designed to be a thorough preparation for the research.

D15.4  Groningen Fiscal Students’ Society (GFE)

The Groningen Fiscal Student’s Society is for anyone studying fiscal law and/or fiscal economics at the University of Groningen. The society was founded in 1982.

Every year we organize various events, for example a symposium, an office day, a trip abroad, and publish an almanac. Once a month we organize a social where we get together to drink a few beers. This is not only fun, it also gives you the chance to meet your fellow students and network with various offices.

In addition, we are represented on the course committees for fiscal economics and fiscal law. Please go to our website for more information: www.gfe.nl.

GFE contact person: Emiel Terpstra 06 52004130

D15.5  MARUG

MARUG is a student society for students interested in marketing that gives you the chance to experience marketing in practice. MARUG:

- organizes Marketing events – for example Congress, Advertising Day, Marketing Game, Brand Experience, Marketing Class, Recruitment Dinners, Recruitment Days and the National Marketing Game
- arranges contact with companies
- publishes the Marketing magazine Markant
- helps you to broaden your study
• provides committee experience
For more information about these vents and the latest MARUG news, please visit the website: www.marug.nl. Would you like to organize one of these activities? Just get in touch with us. If you have any questions you can always mail us at info@marug.nl or drop into our room: Interimgebouw 123, tel. 050-363 7014.

D15.6 Integrand
Integrand is a national non-profit organization that aims to further students’ business skills. Integrand offers internships, business courses and training modules to help students gain practical experience while still at university.
Activities (internships, on-the-job training and work assignments):
• Projects varying from 1 to-12 month placements with an organization
• Final-year options in various fields, including Marketing, Finance, Small Business & Entrepreneurship, Accountancy & Controlling, Econometrics, Human Resource Management
• Market research or research into an organization
• Internships with regular employer contacts.
Information: Integrand Groningen, Sint Walburgstraat 22c, 9712 HX Groningen, tel. (050) 314 5211, e-mail: groningen@integrand.nl, website: www.integrand.nl.

D15.7 AIESEC
AIESEC is the largest international, non-profit organization for and of university students, with branches in 91 countries and 800 universities.
Activities:
• Ambassador Programme for first and second-year students
• International internship programme
• NOUR programme, exchange between Arabic and Dutch students
• Global Experience Programme
• Make a Business day, in cooperation with TNT and WFP
• Make a Move internship and assessment training
• Make a Move Career week
Visiting address: WSN Interimgebouw Zernike, room 122. Opening hours: Monday to Friday from 10 a.m. – 4 p.m. Tel. (050) 363 3752, fax (050) 363 7928, e-mail: groningen.nl@aiesec.net, website: www.aiesec.nl.

D15.8 ECU
The ECU (Economists’ Union) is an organization that represents the interests of all students at the FEW (Faculty of Economics). Its aim is to monitor and promote the quality of the education.
Tel. (050) 363 3703
E-mail: info@economenunie.nl
website: www.economenunie.nl.
Visiting address: Interimgebouw room 0020.
D15.9  **Quest**

Stop consuming, get concerned!
With this slogan Quest was founded in the beginning of 2005. Quest is short for ‘Quality of Education for Students’ and represents the interest of all students who are studying at the Faculty of Management and Organization. The representation covers all matters related to education. Quest works proactive, this means the goal is to prevent complaints and to contribute to the quality of education by thinking about it. Quest also facilitates the students in the official faculty bodies. These bodies are important in giving feedback on the course programmes and in discussions about changes. If you want to contribute to the quality of education you can take place in one of the official faculty bodies. For further information:
Quest, P.O. Box 800, 9700 AV Groningen. Telephone: (050) 363 7301, e-mail: info@stichtingquest.nl, website: bigsite.nl/quest. Visiting address: WSN 739.

D15.10  **VERAF**

VERAF is the alumni organization for graduates of the Faculty of Economics. The aim of VERAFA is to foster contact between alumni, and between alumni and the faculty. What does VERAFA offer? VERAFA membership comprises: membership of the Groningen Economists’ network, the VERAFA Almanac, the VERAFA 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 VERAFA Dinner and the enjoyable Spring Meeting.
For more information: VERAFA, P.O. Box 800, 9700 AV Groningen. Tel. (050) 363 3741, fax. (050) 363 3720, e-mail: info@verafa.nl website: www.verafa.nl.

D15.11  **BRUG**

BRUG is the Management and Organization alumni society of the University of Groningen. Since it was founded in 1983, it has grown into one of the largest and most active alumni societies in the Netherlands. BRUG has over 1,400 members and organizes about two social activities a month. The aim of the organization is to promote contact between members, and between members and the Faculty. It is also possible to join the society as a prospective member while you are still a student. BRUG also works to develop knowledge and insight into the discipline, for example by organizing master classes, publishing, and through its specialist groups. A specialist group is a group of members who organize activities in a certain field or working area, for example Consultation, Knowledge Management and Northern Netherlands.
For further information & enrolment: BRUG secretariat, Christa Haasewinkel, P.O. Box 486, 7550 AL Hengelo. Tel. (074) 250 4800, fax (074) 250 3340, e-mail: brugsecretariaat@planet.nl, website: www.brug.net.
D15.12   Omega

Omega is the alumni society for graduates of Econometrics. Its aim is to maintain and renew contacts. Omega publishes a digital newsletter to all econometricians in Groningen about twice a year. Activities are held several times a year and include socials, excursions and lectures. Membership is part of the VERAF plus 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.
Information: Omega, c/o VESTING, P.O. Box 800, 9700 AV Groningen. E-mail: mail@alumniverenigingomega.nl, website: www.alumniverenigingomega.nl.
Appendices

Appendix 1

Objectives and final competences of the FEW bachelor’s degree programmes and the bachelor’s degree programme International Business & Management

Aim of the programmes
The aim of the programmes is to realize the following attainment targets:

1. Knowledge:
   Graduates
   • will have the latest knowledge (newest insights, methods, techniques and theories) at the level of a standard manual of the most important disciplines of the knowledge area of the degree programme in question as well as basic knowledge of the related disciplines.
   • will have insight into the relationships between the subject modules within the knowledge area.
   • will be able to apply the analysis techniques and skills acquired to the knowledge area.
   • will be able to critically assess the application of theories and research methods within the knowledge area.

2. Skills:
   Graduates
   • will be able to conduct supervised routine research within the knowledge area.
   • will be able to collect quantitative and qualitative information and independently analyse and interpret it, including as part of a (multidisciplinary) team.
   • will have the relevant skills in the field of information and communication technology.
   • will have the communicative skills to clearly and logically express the argumentations and concepts of the main disciplines both orally and in written form.

3. Attitude:
   Graduates
   • will have an investigative attitude towards the content and development of the knowledge area.
   • are interested in (business) economics phenomena and questions, including in their social context.
   • are able to reflect on their own learning process (thinking and working), want to acquire new knowledge and form their own
• have the right attitude towards continuing their studies.

**Academic training**

The degree programme followed by a student must contain sufficient elements for the academic training of the student, particularly with regard to:

• independent academic thinking and conduct;
• scientific communication;
• applying disciplinary expertise in a wider and/or philosophical and social context;
• the ability to apply scientific knowledge in practical situations.
Appendix 2

Objectives and final competences of the FBK master’s degree programmes

Aim of the degree programme
The general aims of the Master’s degree programmes in Business Administration, Human Resource Management, International Business & Management (including the IFM specialization) and Technology Management 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 field;
• to provide an academic programme of a high-quality, international standard;
• graduates must be able to find good (inter)national positions in the labour market.

Academic training
The degree programme followed by a student must contain sufficient elements concerning the academic training of the student, particularly with regard to:
• independent academic thinking and conduct;
• scientific communication;
• applying disciplinary expertise in a wider and/or philosophical and social context;
• the ability to apply scientific knowledge in practical situations.
Appendix 3

Objectives and final competences of the FEW master’s degree programmes and the Research Master Economics and Business

Aim of the degree programmes
The aim of the Master’s degree programmes is to realize the following attainment targets:

1. Knowledge:
Graduates
   a. 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 knowledge areas.
   b. will be able to formulate a critical assessment of the relationships between theoretical concepts, research methodologies and empirical findings in international scientific publications.
   c. are able independently to employ specific research and analysis methods within the discipline/specialization.
   d. are able to contribute independently to the body of knowledge of at least one discipline/specialization.

2. Skills:
Graduates
   a. are able to apply the knowledge gained to complex questions, can independently formulate a problem definition and conduct research in a multidisciplinary context.
   b. 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.
   c. can draw links between the results concerning the knowledge area found in international scientific and subject-specific publications and relevant social developments.
   d. 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.

3. Attitude:
Graduates
   a. have an investigative and critical attitude towards the content and development of the knowledge area and are able to take a standpoint.
   b. 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.
   c. have the right attitude towards continuous learning.
d. have an open and critical attitude towards new ideas and developments within the knowledge area.

e. demonstrate a professional attitude whereby the relevant skills (such as working methodically, accurately, independently, taking the initiative, negotiating) can adequately be applied.

The Research Master also has some specific and extra aims:
• to impart specialized knowledge, skills and insight at an academic level in the field of economics and business studies;
• to train students as researchers in the field of economics and/or business studies.

Academic training
The degree programme followed by a student must contain sufficient elements concerning the academic training of the student, particularly with regard to:
• independent academic thinking and conduct;
• scientific communication;
• applying disciplinary expertise in a wider and/or philosophical and social context;
• the ability to apply scientific knowledge in practical situations.
Appendix 4

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 organizations 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 organization, 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 organizational 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 organization 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 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 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 regularly use a plagiarism scanner. 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 Rules and Regulations available on CD-rom.
Appendix 6

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 organizations 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.
Appendices

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 7

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 armrests. Your chair should provide good lower-back support. Armrests take the stress off your shoulders. Adjust the armrests 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.bbzfmv.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 Ms A. (Aafke) Wiekens (WSN 308),
tel. (050) 363 7179.
- The FBK coordinator is Ms I.F. (Iefke) Duzink (WSN 307), 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 8

Fire Drill instructions

These instructions apply to the following buildings:
- WSN COMPLEX
- WSN INTERIM BUILDING
- ZERNIKE BUILDING

In September 2004, student organizations 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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