Study guide 2007-2008 FEB

University of Groningen

Faculty of Economics and Business
Study guide 2007-2008 FEB

Address
Visiting address: **WSN-building**
Landleven 5
Zernikecomplex Paddepoel
**DRS-building**
Dierenriemstraat 100
Postal address: Postbus 800
9700 AV Groningen
Telephone & fax: (050) 363 3750 / (050) 363 3720
E-mail: educationdesk.eb@rug.nl
Website: [http://www.rug.nl/feb](http://www.rug.nl/feb)

Colophon
This study guide is a combined publication of the Faculty of Management and Organisation and the Faculty of Economics and is distributed free of charge amongst students and staff.

Printed copies: 220
CD-ROM copies: 5,000

Coordination and printing: Els Brilman
Annemiek van der Kolk
Ineke Molenkamp
Peter van Rooij
Livi Ruffle
Alieda van der Sluis
Janke van der Veen
Marieke Wiersema

Layout and printing: Facilitair Bedrijf
Edition: June 2007

In case of a serious accident, fire or other emergency:

**RUG emergency number:** 8050
Foreword

Dear Student,

Academic year 2007-2008 marks a new phase for our students and staff. 1 September 2007 is the inauguration date of our new Faculty of Economics and Business (FEB). The merger was preceded by intensive cooperation between the Faculty of Economics (FEW) and the Faculty of Management and Organization (FBK).

You find before you the first study guide for the English-language degree programmes in this new faculty. It contains information about courses, specializations, study programmes, regulations and practical information about everyday matters.

On behalf of all staff of FEB, I wish you a successful academic year. That success will depend on a number of factors. First and foremost, there is the quality of the lecturers and the degree programme. We ensure that we have good lecturers and that the teaching is of a high quality. This quality is ensured by means of a detailed quality management system. In addition, success is also dependent on your attitude as a student. We ask you to become actively involved so that we can work together on a successful year! In concrete terms, we expect you to study regularly, participate actively in doing assignments, attend teaching sessions and be aware of all relevant study information. With regard to this latter point, I would advise you to look regularly at our 'homepage' on Nestor, the electronic learning environment.

In the next academic year we will again be faced with the large-scale renovations of the FEB building and the Zernike building. This is part of a EUR 300 million renovation of the entire Zernike campus. The modern design of the interior and the pleasant indoor climate will make a good impression, ensure a better atmosphere and more study pleasure. New lecture halls have already been built at the Zernike building. By the end of 2007, the south side of the FEB building will be ready. On the ground floor there will be a wonderful large hall with various student facilities, including a Careers Office, an International Student Centre and a café.

In the field of internationalization, the number of foreign students has increased to over 600, from 60 different countries. Over 100 exchange contracts have been agreed with foreign universities. We are working on intensifying these contacts and finding new contacts so that we have an even more attractive and extensive range of foreign study places for students.

I hope that you will feel at home at our new Faculty and that your studies proceed with success and pleasure.

Prof. Henk G. Sol, Dean of the Faculty of Economics and Business (FEB)
# Table of contents

**Foreword**  
3

**Table of contents**  
5

## Part A  General information  11

<table>
<thead>
<tr>
<th>A1</th>
<th>Faculty of Economics and Business</th>
<th>11</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1.1</td>
<td>Management structure</td>
<td>11</td>
</tr>
<tr>
<td>A1.2</td>
<td>Overview of degree programmes</td>
<td>13</td>
</tr>
<tr>
<td>A1.3</td>
<td>Choosing a Master’s degree programme or specialization</td>
<td>15</td>
</tr>
</tbody>
</table>

## A2  Registration and enrolment  16

| A2.1 | Registering, re-registering and deregistering for a degree programme | 16 |
| A2.2 | Change of address | 16 |
| A2.3 | Registering for courses | 17 |
| A2.4 | Registering for examinations | 17 |
| A2.5 | Absence | 18 |
| A2.6 | Academic year, lecture and examination timetables | 18 |
| A2.7 | Teaching and examination methods | 21 |

## A3  Regulations, rights and obligations  22

| A3.1 | Teaching and Examination Regulations (OER) | 22 |
| A3.2 | Rules and Regulations | 22 |
| A3.3 | Examinations | 22 |
| A3.4 | Exemptions | 23 |
| A3.5 | Study-load guidelines | 23 |
| A3.6 | Plagiarism | 24 |
| A3.7 | Individual exceptions to the rules | 25 |
| A3.8 | Right of appeal | 26 |

## A4  Supervision  27

| A4.1 | Academic Career Advice (SLB – studie loopbaan begeleiding) | 27 |
| A4.2 | Student Service Centre (SSC) and Student Service Desk (CSB) | 28 |
| A4.3 | Study advisors’ office at FEB | 30 |
| A4.4 | Study tips and advice | 31 |
| A4.5 | If you have doubts about your study programme | 32 |
| A4.6 | Personal circumstances | 33 |
| A4.7 | Adaptations to teaching and/or exams | 33 |
| A4.8 | Other possibilities for advice and support | 33 |

## A5  Studying abroad  34

<p>| A5.1 | International Relations Office (BIS) | 34 |
| A5.2 | Exchange Office | 34 |</p>
<table>
<thead>
<tr>
<th>A6</th>
<th>Graduating</th>
<th>35</th>
</tr>
</thead>
<tbody>
<tr>
<td>A6.1</td>
<td>Approval of the Bachelor’s degree programme</td>
<td>35</td>
</tr>
<tr>
<td>A6.2</td>
<td>Approval of the Master’s degree programme</td>
<td>35</td>
</tr>
<tr>
<td>A6.3</td>
<td>Request for propaedeutic certificate</td>
<td>35</td>
</tr>
<tr>
<td>A6.4</td>
<td>Request for Bachelor’s degree certificate</td>
<td>35</td>
</tr>
<tr>
<td>A6.5</td>
<td>Request for Master’s degree certificate</td>
<td>36</td>
</tr>
<tr>
<td>A6.6</td>
<td>Science Shop</td>
<td>37</td>
</tr>
<tr>
<td>A6.7</td>
<td>After graduating</td>
<td>38</td>
</tr>
<tr>
<td>A7</td>
<td>Honours Bachelor’s paths</td>
<td>39</td>
</tr>
<tr>
<td>A7.1</td>
<td>Honours Bachelor’s degree in Business Studies</td>
<td>39</td>
</tr>
<tr>
<td>A7.2</td>
<td>Honours Bachelor’s degree in Economics and Technology Management</td>
<td>40</td>
</tr>
<tr>
<td>A8</td>
<td>Grants and other money matters</td>
<td>41</td>
</tr>
<tr>
<td>A8.1</td>
<td>Study costs policy</td>
<td>41</td>
</tr>
<tr>
<td>A8.2</td>
<td>Performance-related grant</td>
<td>41</td>
</tr>
<tr>
<td>A8.3</td>
<td>1 February rule</td>
<td>41</td>
</tr>
<tr>
<td>A8.4</td>
<td>Graduation Fund</td>
<td>41</td>
</tr>
<tr>
<td>A8.5</td>
<td>Emergency Fund</td>
<td>42</td>
</tr>
<tr>
<td>A9</td>
<td>Quality assurance</td>
<td>43</td>
</tr>
<tr>
<td>A9.1</td>
<td>Teaching evaluations</td>
<td>43</td>
</tr>
<tr>
<td>A9.2</td>
<td>Complaints</td>
<td>43</td>
</tr>
<tr>
<td>A10</td>
<td>Facilities</td>
<td>45</td>
</tr>
<tr>
<td>A10.1</td>
<td>Libraries</td>
<td>45</td>
</tr>
<tr>
<td>A10.2</td>
<td>Computer facilities</td>
<td>45</td>
</tr>
<tr>
<td>A10.3</td>
<td>Nestor</td>
<td>47</td>
</tr>
<tr>
<td>A10.4</td>
<td>Important information</td>
<td>47</td>
</tr>
<tr>
<td>A10.5</td>
<td>Syllabus shop</td>
<td>48</td>
</tr>
<tr>
<td>A10.6</td>
<td>Book sales</td>
<td>48</td>
</tr>
<tr>
<td>A10.7</td>
<td>Photocopying</td>
<td>48</td>
</tr>
<tr>
<td>A11</td>
<td>Addresses</td>
<td>49</td>
</tr>
<tr>
<td>A11.1</td>
<td>General</td>
<td>49</td>
</tr>
<tr>
<td>A11.2</td>
<td>Student Administration Office</td>
<td>49</td>
</tr>
<tr>
<td>A11.3</td>
<td>Study Advisors’ Office</td>
<td>49</td>
</tr>
<tr>
<td>A11.4</td>
<td>International Office</td>
<td>50</td>
</tr>
<tr>
<td>A11.5</td>
<td>Departmental and programme secretariats</td>
<td>50</td>
</tr>
<tr>
<td>A11.6</td>
<td>Board of Examiners</td>
<td>53</td>
</tr>
<tr>
<td>A11.7</td>
<td>Research</td>
<td>53</td>
</tr>
<tr>
<td>A11.8</td>
<td>Libraries</td>
<td>53</td>
</tr>
<tr>
<td>A11.9</td>
<td>Donald Smits Center for Information Technology (CIT)</td>
<td>54</td>
</tr>
<tr>
<td>A11.10</td>
<td>Central Bodies</td>
<td>54</td>
</tr>
<tr>
<td>A12</td>
<td>Student Organizations and Societies</td>
<td>56</td>
</tr>
</tbody>
</table>
## Table of contents

**Part A**

<table>
<thead>
<tr>
<th>A12.1</th>
<th>Introduction</th>
<th>56</th>
</tr>
</thead>
<tbody>
<tr>
<td>A12.2</td>
<td>Economics and Business Student Association</td>
<td>56</td>
</tr>
<tr>
<td>A12.3</td>
<td>International Study Project Foundation</td>
<td>59</td>
</tr>
<tr>
<td>A12.4</td>
<td>Groningen Fiscal Students’ Society (GFE)</td>
<td>60</td>
</tr>
<tr>
<td>A12.5</td>
<td>MARUG</td>
<td>60</td>
</tr>
<tr>
<td>A12.6</td>
<td>Pro Memorie</td>
<td>61</td>
</tr>
<tr>
<td>A12.7</td>
<td>Quest</td>
<td>61</td>
</tr>
<tr>
<td>A12.8</td>
<td>Alumni societies</td>
<td>62</td>
</tr>
</tbody>
</table>

**Part B**

**Bachelor’s degrees**

<table>
<thead>
<tr>
<th>B1</th>
<th>BSc Econometrics</th>
<th>64</th>
</tr>
</thead>
<tbody>
<tr>
<td>B1.1</td>
<td>Programme description</td>
<td>64</td>
</tr>
<tr>
<td>B1.2</td>
<td>Degree programme</td>
<td>65</td>
</tr>
<tr>
<td>B1.3</td>
<td>Course substitutions</td>
<td>66</td>
</tr>
<tr>
<td>B1.4</td>
<td>Rules and choices</td>
<td>67</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B2</th>
<th>BSc Economics</th>
<th>69</th>
</tr>
</thead>
<tbody>
<tr>
<td>B2.1</td>
<td>Programme description</td>
<td>69</td>
</tr>
<tr>
<td>B2.2</td>
<td>Degree programme</td>
<td>70</td>
</tr>
<tr>
<td>B2.3</td>
<td>Course substitutions</td>
<td>72</td>
</tr>
<tr>
<td>B2.4</td>
<td>Rules and choices</td>
<td>73</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B3</th>
<th>BSc programmes IB&amp;M and IE&amp;B - Introduction</th>
<th>74</th>
</tr>
</thead>
<tbody>
<tr>
<td>B3.1</td>
<td>Why International Economics, Business and Management?</td>
<td>74</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B4</th>
<th>BSc Business Studies - International Business &amp; Management</th>
<th>78</th>
</tr>
</thead>
<tbody>
<tr>
<td>B4.1</td>
<td>Programme description</td>
<td>78</td>
</tr>
<tr>
<td>B4.2</td>
<td>Degree programme</td>
<td>80</td>
</tr>
<tr>
<td>B4.3</td>
<td>Rules and choices</td>
<td>81</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>B5</th>
<th>BSc International Economics and Business</th>
<th>83</th>
</tr>
</thead>
<tbody>
<tr>
<td>B5.1</td>
<td>Programme description</td>
<td>83</td>
</tr>
<tr>
<td>B5.2</td>
<td>Degree programme</td>
<td>85</td>
</tr>
<tr>
<td>B5.3</td>
<td>Course substitutions</td>
<td>86</td>
</tr>
<tr>
<td>B5.4</td>
<td>Rules and choices</td>
<td>88</td>
</tr>
</tbody>
</table>

| B6    | General Studies Modules (AVV) | 90 |

**Part C**

**Pre-Master’s programmes**

<table>
<thead>
<tr>
<th>C1</th>
<th>IB&amp;M Pre-Master programme</th>
<th>91</th>
</tr>
</thead>
<tbody>
<tr>
<td>C1.1</td>
<td>Programme description</td>
<td>91</td>
</tr>
<tr>
<td>C1.2</td>
<td>Programme overview</td>
<td>92</td>
</tr>
<tr>
<td>C1.3</td>
<td>Rules and choices</td>
<td>92</td>
</tr>
</tbody>
</table>

<p>| C2    | IE&amp;B Pre-Master programme | 94 |</p>
<table>
<thead>
<tr>
<th>Chapter</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>C2.1</td>
<td>Programme description</td>
<td>94</td>
</tr>
<tr>
<td>C2.2</td>
<td>Programme overview</td>
<td>94</td>
</tr>
<tr>
<td>C2.3</td>
<td>Rules and choices</td>
<td>95</td>
</tr>
<tr>
<td>C3</td>
<td>Business Studies Pre-Master programme</td>
<td>96</td>
</tr>
<tr>
<td>C3.1</td>
<td>Programme overview</td>
<td>96</td>
</tr>
<tr>
<td>Part D</td>
<td>Master’s degrees</td>
<td>97</td>
</tr>
<tr>
<td>D1</td>
<td>Admissions and Registration</td>
<td>97</td>
</tr>
<tr>
<td>D2</td>
<td>MSc in Business Administration - Introduction</td>
<td>99</td>
</tr>
<tr>
<td>D3</td>
<td>MScBA - Business Development</td>
<td>105</td>
</tr>
<tr>
<td>D3.1</td>
<td>Programme description</td>
<td>105</td>
</tr>
<tr>
<td>D3.2</td>
<td>Degree programme</td>
<td>106</td>
</tr>
<tr>
<td>D3.3</td>
<td>Rules and choices</td>
<td>107</td>
</tr>
<tr>
<td>D4</td>
<td>MSc BA - Business &amp; ICT</td>
<td>108</td>
</tr>
<tr>
<td>D4.1</td>
<td>Programme description</td>
<td>108</td>
</tr>
<tr>
<td>D4.2</td>
<td>Degree programme</td>
<td>109</td>
</tr>
<tr>
<td>D4.3</td>
<td>Rules and choices</td>
<td>110</td>
</tr>
<tr>
<td>D5</td>
<td>MSc BA – Change Management</td>
<td>111</td>
</tr>
<tr>
<td>D5.1</td>
<td>Programme description</td>
<td>111</td>
</tr>
<tr>
<td>D5.2</td>
<td>Degree programme</td>
<td>112</td>
</tr>
<tr>
<td>D5.3</td>
<td>Rules and choices</td>
<td>113</td>
</tr>
<tr>
<td>D6</td>
<td>MSc BA – Finance</td>
<td>114</td>
</tr>
<tr>
<td>D6.1</td>
<td>Programme description</td>
<td>114</td>
</tr>
<tr>
<td>D6.2</td>
<td>Degree programme</td>
<td>114</td>
</tr>
<tr>
<td>D6.3</td>
<td>Rules and choices</td>
<td>115</td>
</tr>
<tr>
<td>D7</td>
<td>MSc BA – Marketing</td>
<td>117</td>
</tr>
<tr>
<td>D7.1</td>
<td>Programme description</td>
<td>117</td>
</tr>
<tr>
<td>D7.2</td>
<td>Degree programme: Marketing Management profile</td>
<td>118</td>
</tr>
<tr>
<td>D7.3</td>
<td>Degree programme: Research Based Marketing profile</td>
<td>119</td>
</tr>
<tr>
<td>D7.4</td>
<td>Rules and choices</td>
<td>120</td>
</tr>
<tr>
<td>D8</td>
<td>MSc BA – Operations &amp; Supply Chains</td>
<td>121</td>
</tr>
<tr>
<td>D8.1</td>
<td>Programme description</td>
<td>121</td>
</tr>
<tr>
<td>D8.2</td>
<td>Degree programme</td>
<td>122</td>
</tr>
<tr>
<td>D8.3</td>
<td>Rules and choices</td>
<td>123</td>
</tr>
<tr>
<td>D9</td>
<td>MSc BA - Organizational &amp; Management Control</td>
<td>124</td>
</tr>
<tr>
<td>D9.1</td>
<td>Programme description</td>
<td>124</td>
</tr>
<tr>
<td>D9.2</td>
<td>Degree programme</td>
<td>125</td>
</tr>
<tr>
<td>Section</td>
<td>Programme Description</td>
<td>Page</td>
</tr>
<tr>
<td>---------</td>
<td>-----------------------</td>
<td>------</td>
</tr>
<tr>
<td>D9.3</td>
<td>Rules and choices</td>
<td>127</td>
</tr>
<tr>
<td>D10</td>
<td>MSc BA – Small Business &amp; Entrepreneurship</td>
<td>128</td>
</tr>
<tr>
<td>D10.1</td>
<td>Programme description</td>
<td>128</td>
</tr>
<tr>
<td>D10.2</td>
<td>Degree programme</td>
<td>129</td>
</tr>
<tr>
<td>D10.3</td>
<td>Rules and choices</td>
<td>130</td>
</tr>
<tr>
<td>D11</td>
<td>MSc BA – Strategy &amp; Innovation</td>
<td>131</td>
</tr>
<tr>
<td>D11.1</td>
<td>Programme description</td>
<td>131</td>
</tr>
<tr>
<td>D11.2</td>
<td>Degree programme</td>
<td>132</td>
</tr>
<tr>
<td>D11.3</td>
<td>Rules and choices</td>
<td>133</td>
</tr>
<tr>
<td>D12</td>
<td>MSc Econometrics, Operations Research and Actuarial Studies – Econometrics</td>
<td>134</td>
</tr>
<tr>
<td>D12.1</td>
<td>Programme description</td>
<td>134</td>
</tr>
<tr>
<td>D12.2</td>
<td>Degree programme</td>
<td>135</td>
</tr>
<tr>
<td>D12.3</td>
<td>Rules and choices</td>
<td>136</td>
</tr>
<tr>
<td>D13</td>
<td>MSc Econometrics, Operations Research and Actuarial Studies – Operations Research</td>
<td>137</td>
</tr>
<tr>
<td>D13.1</td>
<td>Programme description</td>
<td>137</td>
</tr>
<tr>
<td>D13.2</td>
<td>Degree programme</td>
<td>138</td>
</tr>
<tr>
<td>D13.3</td>
<td>Rules and choices</td>
<td>138</td>
</tr>
<tr>
<td>D14</td>
<td>MSc Econometrics, Operations Research and Actuarial Studies – Actuarial Studies</td>
<td>140</td>
</tr>
<tr>
<td>D14.1</td>
<td>Programme description</td>
<td>140</td>
</tr>
<tr>
<td>D14.2</td>
<td>Degree programme</td>
<td>141</td>
</tr>
<tr>
<td>D14.3</td>
<td>Rules and choices</td>
<td>142</td>
</tr>
<tr>
<td>D15</td>
<td>MSc Economics</td>
<td>143</td>
</tr>
<tr>
<td>D15.1</td>
<td>Programme description</td>
<td>143</td>
</tr>
<tr>
<td>D15.2</td>
<td>Degree programme</td>
<td>144</td>
</tr>
<tr>
<td>D15.3</td>
<td>Rules and choices</td>
<td>145</td>
</tr>
<tr>
<td>D16</td>
<td>MSc Human Resource Management</td>
<td>146</td>
</tr>
<tr>
<td>D16.1</td>
<td>Programme description</td>
<td>146</td>
</tr>
<tr>
<td>D16.2</td>
<td>Degree programme</td>
<td>147</td>
</tr>
<tr>
<td>D16.3</td>
<td>Rules and choices</td>
<td>149</td>
</tr>
<tr>
<td>D17</td>
<td>MSc International Business &amp; Management</td>
<td>151</td>
</tr>
<tr>
<td>D17.1</td>
<td>Programme description</td>
<td>151</td>
</tr>
<tr>
<td>D17.2</td>
<td>Degree programme</td>
<td>152</td>
</tr>
<tr>
<td>D17.3</td>
<td>Rules and choices</td>
<td>152</td>
</tr>
<tr>
<td>D18</td>
<td>MSc International Business &amp; Management - International Financial Management</td>
<td>154</td>
</tr>
<tr>
<td>D18.1</td>
<td>Programme description</td>
<td>154</td>
</tr>
<tr>
<td>D18.2</td>
<td>Degree programme</td>
<td>155</td>
</tr>
<tr>
<td>D18.3</td>
<td>Rules and choices</td>
<td>155</td>
</tr>
<tr>
<td><strong>D19</strong></td>
<td><strong>MSc International Economics &amp; Business</strong></td>
<td>157</td>
</tr>
<tr>
<td>D19.1</td>
<td>Programme description</td>
<td>157</td>
</tr>
<tr>
<td>D19.2</td>
<td>Degree programme</td>
<td>158</td>
</tr>
<tr>
<td>D19.3</td>
<td>Rules and choices</td>
<td>158</td>
</tr>
<tr>
<td><strong>D20</strong></td>
<td><strong>MSc Technology Management</strong></td>
<td>159</td>
</tr>
<tr>
<td>D20.1</td>
<td>Programme description</td>
<td>159</td>
</tr>
<tr>
<td>D20.2</td>
<td>Degree programme</td>
<td>160</td>
</tr>
<tr>
<td>D20.3</td>
<td>Rules and choices</td>
<td>161</td>
</tr>
<tr>
<td><strong>D21</strong></td>
<td><strong>Research Master in Economics &amp; Business</strong></td>
<td>163</td>
</tr>
<tr>
<td>D21.1</td>
<td>Programme description</td>
<td>163</td>
</tr>
<tr>
<td>D21.2</td>
<td>Degree programme</td>
<td>164</td>
</tr>
<tr>
<td><strong>Part E</strong></td>
<td><strong>Course descriptions</strong></td>
<td>166</td>
</tr>
<tr>
<td><strong>Index</strong></td>
<td></td>
<td>433</td>
</tr>
</tbody>
</table>
Part A  General information

A1  Faculty of Economics and Business

A1.1  Management structure

The University is responsible for high quality academic education, feasible degree programmes and for good educational and student facilities. The faculties of the University are responsible for the organisation and maintenance of this education. Therefore, the structure of the board of the Faculty of Economics and Business (FEB) contains various important bodies with an emphasis on student participation.

The faculty board consists of five members, and additionally, two students act as advisors. The participation of staff and students is organised by the faculty council; half of the council’s members are elected by and from staff, and half by and from students.

The faculty has appointed programme directors for degree programmes. On behalf of the faculty board, these directors are responsible for the organisation, coordination and quality of all programmes. Furthermore, they advise the faculty board on the content, composition and scheduling of several educational activities as well as the quality assurance system.

Educational committees are important in the field of education, and each degree programme has its own committee. The task of this committee is to give advice – upon request or of its own accord – on all matters regarding education. Students make up half of the committee, and form an association in order to coordinate their contributions to the faculty’s administrative processes.

On the following page you can find names of all programme directors and coordinators at FEB.
<table>
<thead>
<tr>
<th>Bachelor’s degrees</th>
<th>Eco/Bus</th>
<th>Director</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountancy &amp; Controlling</td>
<td>Bus/Eco</td>
<td>Jeltje van der Meer</td>
<td>Dick Assink</td>
</tr>
<tr>
<td>Business Studies</td>
<td>Bus</td>
<td>Jan de Vries</td>
<td></td>
</tr>
<tr>
<td>Econometrics</td>
<td>Eco</td>
<td>Maarten van der Vlerk</td>
<td>Paul Elhorst</td>
</tr>
<tr>
<td>Economics</td>
<td>Eco</td>
<td>Hans van Ees</td>
<td></td>
</tr>
<tr>
<td>Economics &amp; Management</td>
<td>Eco</td>
<td>Peter Smid</td>
<td>Carol Huigen</td>
</tr>
<tr>
<td>Fiscal Economics</td>
<td>Eco</td>
<td>Peter Smid</td>
<td>Marianne Christen</td>
</tr>
<tr>
<td>Honour’s Bachelor’s path</td>
<td>Eco/Bus</td>
<td>Bart Los</td>
<td></td>
</tr>
<tr>
<td>Honour’s Bachelor’s path (Business Studies)</td>
<td>Bus</td>
<td>Onne Janssen / Maryse Brand</td>
<td></td>
</tr>
<tr>
<td>International Economics &amp; Business</td>
<td>Eco</td>
<td>Hans van Ees</td>
<td>Beppo van Leeuwen</td>
</tr>
<tr>
<td>International Business &amp; Management (variant within BSc Business Studies)</td>
<td>Bus</td>
<td>Henk Ritsema</td>
<td>Hester Huizinga</td>
</tr>
<tr>
<td>Technology Management</td>
<td>Bus</td>
<td>Jan Riezebos</td>
<td>Gejo Nanninga</td>
</tr>
<tr>
<td>Industrial Engineering &amp; Management</td>
<td>FWN/Bus</td>
<td>Herman Balsters</td>
<td>Harm Kloosterman</td>
</tr>
<tr>
<td>HBO transfer students</td>
<td>Eco/Bus</td>
<td>Peter Smid</td>
<td>Jan Schipperijn</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Master’s degrees</th>
<th>Eco/Bus</th>
<th>Director</th>
<th>Coordinator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountancy &amp; Controlling</td>
<td>Bus/Eco</td>
<td>Jeltje van der Meer</td>
<td>Dick Assink</td>
</tr>
<tr>
<td>Business Administration, with specializations:</td>
<td>Bus/Eco</td>
<td>Albert Boonstra</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>
<td></td>
<td></td>
<td>Auke Plantinga</td>
</tr>
<tr>
<td>• Finance</td>
<td></td>
<td></td>
<td>Karel-Jan Alsem</td>
</tr>
<tr>
<td>• Marketing</td>
<td></td>
<td></td>
<td>Manda Broekhuis</td>
</tr>
<tr>
<td>• Operations &amp; Supply Chains</td>
<td></td>
<td></td>
<td>Henk ter Bogt</td>
</tr>
<tr>
<td>• Organizational &amp; Management Control</td>
<td></td>
<td></td>
<td>Clemens Lutz</td>
</tr>
<tr>
<td>• Small Business &amp; Entrepreneurship</td>
<td></td>
<td></td>
<td>Gerda Gemser</td>
</tr>
<tr>
<td>• Strategy &amp; Innovation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Economics</td>
<td>Eco</td>
<td>Hans van Ees</td>
<td>Paul Elhorst</td>
</tr>
<tr>
<td>Econometrics, Operations Research &amp; Actuarial Studies</td>
<td>Eco</td>
<td>Maarten van der Vlerk</td>
<td>Maarten van der Vlerk</td>
</tr>
<tr>
<td>Fiscal Economics</td>
<td>Eco</td>
<td>Peter Smid</td>
<td>Marianne Christen</td>
</tr>
<tr>
<td>Human Resource Management</td>
<td>Bus</td>
<td>Onne Janssen</td>
<td>Hans van Polen</td>
</tr>
<tr>
<td>International Business &amp; Management</td>
<td>Bus</td>
<td>Henk Ritsema</td>
<td>Hester Huizinga</td>
</tr>
<tr>
<td>International Financial Management Specialization</td>
<td>Bus</td>
<td>Niels Hermes</td>
<td></td>
</tr>
<tr>
<td>International Economics &amp; Business</td>
<td>Eco</td>
<td>Hans van Ees</td>
<td>Beppo van Leeuwen</td>
</tr>
<tr>
<td>MSc (Education)</td>
<td>Eco/Bus</td>
<td>Peter Smid</td>
<td>Geert Hoevers / Louwrens Wouda</td>
</tr>
<tr>
<td>Industrial Engineering &amp; Management</td>
<td>FWN/Bus</td>
<td>Herman Balsters</td>
<td>Harm Kloosterman</td>
</tr>
<tr>
<td>Technology Management</td>
<td>Bus</td>
<td>Jan Riezebos</td>
<td>Gwenny Ruël</td>
</tr>
<tr>
<td>Research Master in Economics &amp; Business</td>
<td>Eco/Bus</td>
<td>Jakob de Haan</td>
<td>Bart Los</td>
</tr>
</tbody>
</table>
A1.2 Overview of degree programmes

The figure on the next page provides an overview of all the Bachelor’s and Master’s degree courses offered by the Faculty of Economics and Business. The arrows show which Bachelor’s programmes grant admission to which Master’s programmes. Every Bachelor’s degree programme grants automatic entry to at least one Master’s degree programme, the so-called follow-on programme (doorstroommaster). The Admissions Board (via the Admissions Office) deals with applications for admission to other Master’s degree programmes. In virtually all cases, a Master’s programme has specific entry requirements. This usually means that students who choose a Master’s programme must ‘presort’ themselves by following the appropriate specialization course and English in the third year of their Bachelor’s.

All of the Bachelor’s degree programmes at the Faculty of Economics and Business last three years. Every Bachelor’s degree programme has a ‘research variant’, the so-called Honours Bachelor path (see chapter A7).

The Master’s degree programmes last one year, with the exception of the teacher training programme in Economics and Business Studies and the Research Master in Economics and Business. These degree programmes last two years.

As of 1st September 2007, doctoraal degrees will no longer be offered. A system of course substitution has been introduced in order to facilitate the transfer from the doctoraal to the equivalent Bachelor’s degree. These substitutions are to be found amongst the appropriate Bachelor’s degree information in Part B of this study guide. The schema lays out which courses from the doctoraal programme may be presented in place of courses in the second and third years of the Bachelor’s programme. Questions regarding the transfer to the Bachelor’s and Master’s degrees should be addressed to the relevant study advisors.
Faculty of Economics and Business
Bachelor’s degrees and directly following Master’s courses

Bachelor’s degrees

- Business studies
- International Business & Management
- Economics & Management
- Accountancy & Controlling
- Econometrics
- Economics
- Fiscal economics
- Technology management

Master’s degrees

- Business Administration
  - Business & ICT
  - Business Development
  - Change Management
  - Finance
  - Marketing
  - Operations & Supply Chains
  - Organizational & Management Control
  - Small Business & Entrepreneurship
  - Strategy & Innovation
- Human Resource Management
- International Business & Management
  - Specialization International Financial Management, Double Degree with Uppsala, 1.5 year
- International Economics & Business
- Accountancy & Controlling
- Econometrics, Operations Research and Actuarial Studies
- Education: Economics & Business studies
  - 2 years with teacher placement
- Economics
- Fiscal economics
- Technology management
- Research Master’s in Economics and Business

HBO

- Selective entry

D = Dutch
E = English
A1.3 Choosing a Master’s degree programme or specialization

**Step 1:** begin by reading the descriptions of the Master’s degree programmes. You can find them on the Faculty website. This will usually help you to make an initial decision.

**Step 2:** visit the information session for Master’s degree programmes. Here you will find more detailed information about the Master’s degree programmes and you can ask questions. Brochures are available during information sessions. The next information sessions are scheduled as follows:
- Information sessions for FEB MSc degree programmes: November and May
- Information Day for RUG MSc degree programmes: February 2008

**Step 3:** read the course descriptions for the Master’s programmes in your second selection, and have a look at some of the textbooks mentioned in the bibliographies.
A2 Registration and enrolment

A2.1 Registering, re-registering and deregistering for a degree programme

If you want to change degree programmes or register for a second one, go to the RUG Student Service Desk (CSB; see A11 for contact details). They know all about:

- registration and allocation of places
- registration / deregistration
- payment or reimbursement of tuition fees
- applying for a colloquium doctum
- declarations required by external institutions
- English, French or German translations of examination results.

Every student registered at the RUG will be sent a re-registration form in June by the RUG Central Student Administration department. Use this form to register for the next year of your degree programme. You can also use this re-registration form for enrolling in a Master’s degree programme for which your Bachelor’s programme grants direct admission - see the relevant OER for your degree 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 chapter D1.

Some degree programmes require you to register in ProgRESS WWW for a certain profile or path, for example the first year of IB&M and the various paths in the Master’s degree in Business Administration. Such registration in ProgRESS WWW is never the official registration or re-registration for a degree programme. So, if you want to start the MSc BA, you must always indicate this on the RUG re-registration form. In addition, by clicking the ‘Registration’ button in ProgRESS WWW you can indicate which path you want to follow within the MSc BA.

A2.2 Change of address

A change of address must always be reported to the Student Service Desk (CSB). This is important in view of the fact that the faculty will regularly send you important information about your studies. You can also register a change of address via ProgRESS WWW or per e-mail (CSB@rug.nl). Always state your name and student number. You do not have to report a change of address to your faculty administration.
A2.3 Registering for courses

You must register via ProgRESS WWW for all the courses you plan to follow. This applies to all degree programmes and all years. You can use one of the computers at the Centre for Information Technology (CIT), and 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.

You must fulfil any general or subject-specific requirements for the course before it commences, otherwise you will not be allowed to follow it. See for the general requirements the overview of ‘Rules and choices’ at the end of the information about your degree programme. Subject-specific entry requirements can be found in the course descriptions in this study guide and at http://www.rug.nl/ocasys. You are responsible for checking if you have satisfied all the entry requirements for a course. You cannot derive any rights from the fact that the lecturer allowed you to attend.

Registration period
You can register for courses between seven weeks and one week before the start of the lecture period. Registration once this period has closed will not necessarily guarantee participation.

NB: 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 degree programme.

A2.4 Registering for examinations

You must register via ProgRESS WWW for all the examinations you plan to take. You can either use one of the computers at CIT, or you can register from home via the internet. 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).

Registration period
The registration period runs from four weeks before the exam period to one week before the start of the exam period for the relevant block.
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.

A2.5  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 A11.

A2.6  Academic year, lecture and examination timetables
All the timetables can be found on the website. Groups for tutorials 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 the Management Game.
Not all courses last 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 other rules for examinations for courses that are given twice a year. Consult the course descriptions in Ocasys.

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

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, eight of which are teaching weeks and two or three exam weeks. One block is worth 15 ECTS credits in courses (ECTS = European Credit Transfer and Accumulation System; 1 ECTS credit is the equivalent of 28 hours of study).
The academic year is divided as follows:

<table>
<thead>
<tr>
<th>C</th>
<th>L/E</th>
<th>Dates</th>
<th>Notes</th>
<th>Activities</th>
<th>Course reg.</th>
<th>Exam reg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>36</td>
<td>L1</td>
<td>Mon. 3/09</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>37</td>
<td>L2</td>
<td>Mon. 10/09</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>L3</td>
<td>Mon. 17/09</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>39</td>
<td>L4</td>
<td>Mon. 24/09</td>
<td>Start: 24/9</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>L5</td>
<td>Mon. 1/10</td>
<td>Economists’ Congress 5/10</td>
<td>Start: 1/10</td>
<td></td>
<td></td>
</tr>
<tr>
<td>41</td>
<td>L6</td>
<td>Mon. 8/10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>42</td>
<td>L7</td>
<td>Mon. 15/10</td>
<td></td>
<td></td>
<td></td>
<td>Deadline: 21/10</td>
</tr>
<tr>
<td>43</td>
<td>L8</td>
<td>Mon. 22/10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>E1</td>
<td>Mon. 29/10</td>
<td>RE S1.1</td>
<td></td>
<td></td>
<td>Deadline: 4/11</td>
</tr>
<tr>
<td>45</td>
<td>E2</td>
<td>Mon. 5/11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>L1</td>
<td>Mon. 12/11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>47</td>
<td>L2</td>
<td>Mon. 19/11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>48</td>
<td>L3</td>
<td>Mon. 26/11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>49</td>
<td>L4</td>
<td>Mon. 3/12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50</td>
<td>L5</td>
<td>Mon. 10/12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51</td>
<td>L6</td>
<td>Mon. 17/12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>52</td>
<td></td>
<td>Christmas break: Mon. 24/12 – 04-01</td>
<td>Start 24/12</td>
<td>Start: 24/12</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 L7 Mon. 7/01 Deadline: 13/01
2 E1 Mon. 21/01 • R S1.1
3 L8 Mon. 14/01
4 E2 Mon. 28/01 • RE S1.2 & S1 tot. Deadline: 3/02
5 E3 Mon. 04/02

C = calendar week; L = lecture week; E = exam week; S = semester; RE = regular exams; R = resits
### Study guide 2007-2008 FEB

<table>
<thead>
<tr>
<th>C</th>
<th>L/E</th>
<th>Dates</th>
<th>Notes</th>
<th>Activities</th>
<th>Course reg.</th>
<th>Exam reg.</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>L1</td>
<td>Mon. 11/02</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>L2</td>
<td>Mon. 18/02</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>L3</td>
<td>Mon. 25/02</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>L4</td>
<td>Mon. 3/03</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>L5</td>
<td>Mon. 10/03</td>
<td>Start: 10/03</td>
<td></td>
<td></td>
<td>Start: 10/03</td>
</tr>
<tr>
<td>12</td>
<td>L6</td>
<td>Mon. 17/03</td>
<td>21/3 Good Friday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13</td>
<td>L7</td>
<td>Mon. 24/03</td>
<td>24/03 Easter Monday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14</td>
<td>L8</td>
<td>Mon. 31/03</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15</td>
<td>E1</td>
<td>Mon. 7/04</td>
<td></td>
<td>• RE S1.2 &amp; S1 tot.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16</td>
<td>E2</td>
<td>Mon. 14/04</td>
<td></td>
<td>• RE S2.1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>E3</td>
<td>Mon. 21/04</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>L1</td>
<td>Mon. 28/04</td>
<td>30/04 Queen’s Birthday</td>
<td>1/05 Ascension Thursday</td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>L2</td>
<td>Mon. 5/05</td>
<td>5/05 Liberation Day</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>L3</td>
<td>Mon. 12/05</td>
<td>12/05 Whit Monday</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>L4</td>
<td>Mon. 19/05</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>L5</td>
<td>Mon. 26/05</td>
<td></td>
<td>Start: 26/05</td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>L6</td>
<td>Mon. 2/06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>24</td>
<td>L7</td>
<td>Mon. 9/06</td>
<td></td>
<td>Deadline: 15/06</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>L8</td>
<td>Mon. 16/06</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>26</td>
<td>E1</td>
<td>Mon. 23/06</td>
<td>• R S2.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>E2</td>
<td>Mon. 30/06</td>
<td>• RE S2.2 &amp; S2 tot.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>E3</td>
<td>Mon. 07/07</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

29  
30  
31  
32  
33  
34  
35  

Summer vacation: Mon. 14 July – Fri. 15 Aug.  
Deadline: 10/08  

| E4 | Mon. 18/08 | R S2.2 en S2 tot. |
| E5 | Mon. 25/08 |                |

C = calendar week; L = lecture week; E = exam week; S = semester; RE = regular exams; R = resits

### Days when lectures may need to be rescheduled

- **Economists’ Congress**  Friday 5 October 2007
- **Business Congress**  check the website
- **General Open Day**  Friday 2 November 2007
- **Student For a Day**  Thu. 6 Dec 2007 and Thu. 3 April 2008
- **College Carrousel**  15-17 and 22-24 April 2008
- **Open Day (on location) RUG**  Friday 7 March 2008
- **Parents’ day RUG**  Friday 30 May 2008
A2.7 Teaching and examination methods

Generally speaking, there are three types of course.

- ‘Lecture courses’, whereby the teaching is done via lectures (indicated by HC in the timetables), usually one lecture of one or two hours at a fixed time each week. A lecture course is usually examined by a written examination (multiple choice and/or open questions).

- 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 always compulsory, but is certainly highly recommended as that you become more familiar with the material. These courses are usually also rounded off with a written examination. Sometimes, sufficient attendance at and participation in the tutorials contribute the final grade.

- 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 course descriptions in Ocasys list which teaching and testing forms are used in the courses.
A3 Regulations, rights and obligations

A3.1 Teaching and Examination Regulations (OER)
The OER sets out the content and structure of a teaching programme. It also sets out the rights and obligations of students. The OERs of the various Bachelor’s and Master’s degrees at FEB can be found on the CD-ROM with the study guides for 2007-2008.

A3.2 Rules and Regulations
The Rules and Regulations set out how the OER is implemented in practice. The Rules and Regulations can be found on the CD-ROM with the study guides for 2007-2008.

A3.3 Examinations
Examination results must be published no later than 10 working days after the date on which the examination was taken. Only results published by the Student Administration Office are legally valid.
Exam results will be published on 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 request it again from the Helpdesk on the ground floor.
Examination results are confidential, which means that no information can be disclosed by telephone or to third parties.
You can check your results at any time via ProgRESS WWW.

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 Education Desk will be able to help. Please bring your student card with you.

Resits
Resits will in principle 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 course database on the website (Ocasys).
A3.4 Exemptions

Exemption from certain examinations may be granted provided that the requirements have been met (previous qualifications and results). It is not possible here to list all the qualifications and diplomas which may grant an exemption. Exemption request forms can be downloaded from the website. You should hand in the form and documentary evidence at the Education Desk. Courses for which an exemption has been granted will be awarded a grade of 6. The Board of Examiners may award a higher grade on request. It is not possible to request an exemption for a course for which you have already taken an exam, either at the Faculty or at one of the predecessors of the Faculty of Economics and Business.

N.B. If you take an examination for a course for which an exemption has been granted, the exemption will be annulled. If you are uncertain about this, contact your study advisor. See A11 for the address details.

A3.5 Study-load guidelines

These guidelines are derived 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 objectives</th>
<th>Difficult (book in a foreign language)</th>
<th>Average (article in specialized journal)</th>
<th>Easy (case description, newspaper article)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Light</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General introduction</td>
<td>8 pages</td>
<td>13 pages</td>
<td>18 pages</td>
</tr>
<tr>
<td>Outline of main points</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mastery of conceptual framework</td>
<td>6 pages</td>
<td>10 pages</td>
<td>14 pages</td>
</tr>
<tr>
<td>Doing assignments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Heavy</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Analysis, synthesis, evaluation</td>
<td>4 pages</td>
<td>7 pages</td>
<td>9 pages</td>
</tr>
</tbody>
</table>
A3.6 Plagiarism

The aim of the courses we offer is to teach you to think and 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 tutorials, 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 intellectual independence, an open and enquiring mind, the ability and inclination to reflect critically on your own or someone else’s ideas, and a well-developed sense of academic and social responsibility. An academic approach therefore relates to the ability to think independently and form your own opinions, and to endorse them openly. These are the essential qualities and abilities of an academic and must be learnt. 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.

In recent years there have been several cases of plagiarism by students. Plagiarism is the use of the ideas and phrases of others without reference to the source. This occurs not only in course assignments, but also in Bachelor’s and Master’s theses. Examples include 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 this, the Faculty has decided to implement stricter regulations concerning 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 will 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 add something yourself. 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 the ability to think in an independent and critical way.

To detect and combat the problem, we will be, amongst other measures, testing a plagiarism scanner in the near future. This means that all assignments submitted by students will be screened for plagiarism. Part of this screening will be done electronically. If a member of staff suspects that a student is guilty of plagiarism, the Board of Examiners will be notified. The Board of Examiners will then investigate the matter further, if necessary. If plagiarism is deemed proven, disciplinary measures will follow. The regulations regarding plagiarism can be found in the Rules and Regulations (see the CD-ROM).
A3.7 Individual exceptions to the rules

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 degree programme. Contact a study advisor for advice.

What exceptions can be made?
- exceptions to requirements for study progress requirements, admission requirements for a degree programme or course, etc.;
- (individual) examining at irregular times (outside the fixed examination date and/or time, for example in the event of overlapping exams);
- examining in irregular ways (alternative examination forms); this is often referred to as an 'oral exam' but it may also be written;
- alternative credit allocation for a course.

You must contact the programme director of your degree programme if you want to deviate from the course registration requirement.

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;
- last course: see the Rules and Regulations.

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 make an exception to the OER?
- Describe what the problem is and for which rule you are requesting an individual exception.
- Motivate your request and indicate which documentary evidence you can produce (on request) to support it.
- Requests should be sent to the secretary of the Board of Examiners: Mr. T. Marra (t.a.marra@rug.nl) or Mrs. M.C. Christen (m.c.christen@rug.nl).
- Don’t forget to state your personal details (incl. student number, address, etc.) and degree 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 issue advice to the Board of Examiners.
In principle, you will be sent a written decision with justification 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.

**A3.8 Right of appeal**

If you disagree with an examination result or regulation you can lodge an appeal. If you wish to do this, contact your study advisor. See also the Rules and Regulations and the Students’ Charter.
A4 Supervision

A4.1 Academic Career Advice (SLB – studie loopbaan begeleiding)

By choosing a degree programme at our faculty you’ve made a good start with your 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, guidance and tailored personal supervision will be provided to ensure that you choose the right degree 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 degree programme with regard to optional courses, international student exchanges and other activities.

Successful Study Groups (SsG - Studiesuccesgroepen)

For students for the (Dutch language) degrees in Economics & Management, Technology Management and Business Studies, this “Successful Study Groups” project has been established. It may be broadened to include other degree programmes in the future.

In the first year of the Bachelor’s degree programme we devote particular attention to study success, extra study possibilities and optimization of study progress. This is only possible if you are actively involved in your studies. Through use of weekly exercises, available on Nestor’s Successful Study Groups site, we wish to encourage this positive attitude towards studying. Feedback upon the weekly exercises is also available, and you will notice that you gain more insight into your subject and are more able to keep up with your courses. At the beginning of the first year you are assigned to a particular study group which meets for one hour each week under the supervision of a student assistant. Each week the student assistants give ‘their’ students feedback about the completed tasks as well as about the progress of their degree. In addition to the student assistant, each workgroup is assigned a tutor who is a member of the teaching staff. During the weekly meetings an attendance list is taken and absentees’ names are given to the group’s tutor. Alongside meetings with absentees, the group tutor also has individual appointments with each member of the group after each examination period. You will receive an invitation for this. Input for these meetings come from various sources: exercises from Nestor’s SsG site, your progress in your studies and the relevant feedback. Tutors also have access to your results stored in ProgRESS.

Alongside the SsG project, all first years receive similar feedback more often and on a more individual basis. We assume that this will have a positive affect on students’ involvement in their degree courses.
### When?

<table>
<thead>
<tr>
<th>Action?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supervision by senior students (mentoring) or lecturer (tutoring)</td>
</tr>
<tr>
<td>Written notice and advice concerning your study progress, if necessary with an invitation to a meeting with a study advisor or first-year supervisor</td>
</tr>
<tr>
<td>Written propaedeutic study advice*</td>
</tr>
<tr>
<td>Degree programme information for Bachelor’s courses, study exchanges, etc.</td>
</tr>
</tbody>
</table>

* The propaedeutic study advice is based purely on study results. The main purpose of the study advice is to help students decide whether to continue with their degree 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.

Careers advice also entails preparing yourself for your career whilst you are studying. Be sure to read paragraph A6.7.

### A4.2 Student Service Centre (SSC) and Student Service Desk (CSB)

As a student at RuG, you can address all your questions to the university’s central body, the Student Service Centre (SSC). 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.

The Student Service Desk (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 the CSB can make an appointment for you with a student counsellor if you have a complex or private matter to discuss. At the 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. For addresses, see section A11.
Do you have any questions about study choice, study delay, complex personal and/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 15 ECTS credits, it is essential to make an appointment with a student counsellor to discuss your right to graduation support. You should always report a study delay to your programme’s study advisor immediately, even if your delay is less than 15 ECTS credits! You can find more on this in chapter A8.4 and on the website. You can make an appointment with a student counsellor via the CSB. For addresses, see section A11.

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.

**Information Library for Study & Careers (ISB)**

The ISB is a documentation centre where you can find information on the following subjects: higher education (university and higher professional education) in the Netherlands, studying and traineeships abroad (including finances), careers in the Netherlands and abroad (see also the Careers Advice Centre). Career-related information includes job applications, tests, professions, companies and organizations, etc.

The information is in the form of brochures, study guides, reference works, vacancy bulletins, databases (e.g. Elseviers Fondsendisk) and CD-ROMs (e.g. Loopbaantraject). A selection of relevant websites is also available.

**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 their website.
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).

Some courses are also offered in English. For the full range of courses, see the website.

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 p.m. For addresses, see section A11.

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. Please check the website for more information. 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.). For addresses, see section A11.

A4.3 Study advisors’ office at FEB
Not all students reach the end of their degree programmes 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 our faculty has four study advisors. They are Karel Labberté and Els Brilman for the Business degree programmes, and Jos Karssies and Annemieke van der Kolk for the Economics degree programmes. The study advisors are responsible for cross-curricular counselling. They play an important role in the study career counselling offered by our faculty (see A4.3), but you can certainly also contact them on your own initiative. It goes without saying that all matters remain confidential.
General information

Make the most of your study advisor for:

- personal guidance from start to finish with one study advisor;
- an analysis of your interests, talents and ambitions (personal profile and labour market);
- choosing your specialization, optional courses, Master’s programme / specialization, Honours path, 2nd 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, or dyslexia, for example. They will be able to advise you on special types of assistance and will help you to compile an adapted study programme.

Office hours

- For straightforward questions: telephone office hour (via the secretariat, tel. (050) 363 3759) and open consultation hour (see website listed below).
- Personal interview by appointment (usual duration: +/- 30 minutes): via the secretariat for the study advisors (050) 363 3759.

Check the study advisor pages on the faculty website too. You will also find the times and locations of the various office hours there.

A4.4 Study tips and advice

Studying at university rather than at VWO/HBO could mean:

- You perhaps have a lot more ’free time’, but also a lot more self-study commitments, you have to start your literature studies earlier - it’s very important to make a study plan.
- You get fewer tips for self study: follow the lectures; they will include tips!
- There are more tests of comprehension: it’s essential to ’chew over’ the study material.
- There are more tests of main and related aspects: more knowledge of details will be tested.
- There are also multiple-choice exams: sophisticated questions require a thorough studying of the material (relying on recognition is definitely not enough).
- 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.
- Don’t put off the courses you’re not so good at!
- Don’t 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
are not allowed to have more than (for example) one block or one course per block open.

- Make sure that you are well informed about courses, examination dates, etc.
- 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.

At the end of each programme description 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 (OER) of your programme. One example of a general rule is the compulsory course and examination registration.

Rules and requirements are unavoidable in order to structure 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.

A4.5 If you have doubts about your study programme

Transferring to a different university degree 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 degree 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.

For addresses, see section A11.

Transferring to a HBO degree programme

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.
A4.6 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 or 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, see A4.2), on the RUG website and in the Student Charter (see the CD-ROM).

A4.7 Adaptations to teaching and/or exams

Sometimes personal circumstances necessitate adaptations to teaching or testing. This usually involves:

- making certain facilities available (extra exam time, adapted exam material, etc.) and/or
- permitting exceptions to the Teaching and Examination Regulations;
- extracurricular individual examinations;
- different exam time or place;
- relaxation of study progress rules;
- replacement assignment for compulsory lectures or practical parts, etc.

Together with the study advisor, you can examine what is necessary or determine which facilities you can use, which departures from the OER will be requested, whether it is necessary to adapt your study pace or study planning, etc.

A4.8 Other possibilities for advice and support

For more intensive support and more extensive advice you can also go to other people and organizations within and outside the RUG: student counsellors, Study Support, student psychologists, Handicap & Studie or the RUG Confidential Advisor. Please check the RUG website for more information. If you have a specific question on this subject, please contact a study advisor (see A4.3) or the Student Support Service (CSB, A4.2). For addresses, see section A11.

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.
A5  Studying abroad

Within the faculty, it is possible to follow part of your degree programme abroad. Each year, grants are made available to enable a large number of students to go abroad. It is important that you are well informed about the opportunities and that you prepare thoroughly for the period of study abroad. The most important points are your choice of foreign university, modules and any supplementary grant applications. If a suitable module is offered by a university abroad, it is possible to take it in place of a compulsory FEB module. All our partner universities are listed on the website.

A5.1  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 SSC’s Information Library for Study & Careers. For additional address information, see section A11.

A5.2  Exchange Office

The Exchange Office is located in the WSN building. For more information, please visit the Exchange Office website. The Exchange Office has documentation available in the form of student reports and prospectuses. See section A11 for contact details, opening hours and office hours. Information is also available from the Information Library for Study & Careers, which is part of the Student Service Centre (www.rug.nl/ssc).
A6 Grading

A6.1 Approval of the Bachelor’s degree programme

Your Bachelor’s degree programme must be approved at least four months before you graduate (see Rules and Regulations, Article 12). This will allow you time to take any extra examinations if your programme does not meet the requirements. 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 faculty website. Please hand in the form at the Education Desk.

A6.2 Approval of the Master’s degree programme

Your Master’s degree programme must be approved at least two months before you graduate (see Rules and Regulations, Article 13). This will allow you time to take any extra examinations if your programme does not meet the requirements. 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 faculty website. Please hand in the form at the Education Desk.

A6.3 Request for propaedeutic certificate

Students need not submit a request for a propaedeutic certificate. If the administrative records are complete, it will be prepared automatically. You will receive notification of the ceremony. Please report to the Education Desk if you have met all requirements for receiving the propaedeutic certificate but have not received notification. The date of the degree ceremony will be published on Nestor.

A6.4 Request for Bachelor’s degree certificate

There are two Bachelor’s degree ceremonies per year. You can submit your application form for a degree ceremony up to six weeks in advance. The form can be downloaded from the faculty website and must be handed in at the Education Desk. 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 Student Administration Office. Make sure that any results obtained at other faculties have also been included (this can be checked via ProgRESS WWW). The dates of the degree ceremony will be published on Nestor.
A6.5 Request for Master’s degree certificate

There are a number of Master’s degree certificate ceremonies per year. You should apply for participation in a degree certificate ceremony at least four weeks in advance by means of the application form which can be downloaded from the faculty website. Please hand in the form at the Education Desk. 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 Student Administration Office. The degree certificate will be dated to the last working day of the month in which the last result was achieved. A digital version of the thesis must also be handed in, together with the publication form (‘Verklaring Openbaarmaking Afstudeerwerkstukken’). A new setup is being developed for this; see the faculty website for information about the applicable regulations.

If you want to participate in a degree ceremony, you should check the scheduled dates on Nestor and ask the Education Desk whether there are still places available on the preferred date. Next, you should make an appointment with your final-year supervisor (or the second supervisor). They will want to attend your ceremony and say a few words. The degree certificate will be dated to the last working day of the month during which the last result was achieved.

NB: The CSA will not automatically deregister you as a student on this date! You need to do this yourself at the CSA.

Master’s degree at the end of the academic year

The academic year runs from 1 September to 31 August. If you graduate in a certain academic year, all graduation-related matters must be settled by 1 October of the next academic year. This means that:

- all results (including the mark of your final-year project) must have been published on ProgRESS
- all results must have been dated to a date within the period that you were registered as a student at the RUG
- the application for approval of your study programme must have been handed in and approved by the Board of Examiners
- The CD-ROMs containing your final-year thesis (in accordance with the regulations) must have been handed in
- the publication form (‘Verklaring Openbaarmaking’) must have been signed by you and your supervisor (or second supervisor) and handed in
- the request for your degree certificate must have been handed in.

If the Student Administration Office has not received all these documents by 1 October, they may not be able to register you as ‘graduated’ for the previous academic year and you may have to enrol again as a student (which may cause delays and extra costs).
A6.6 Science Shop

Students who are looking for a unique final-year project or an internship can turn to the Research Bureau of the Economics and Management & Organization Science Shop.

Research Bureau
The Research Bureau of the Science Shop carries out a great deal of research with student participation. Students from all disciplines can choose a Science Shop project for their final-year project. There are various setups: final-year projects, internships, paid research assignments and final-year research groups. Research reports published by the Science Shops are intended to have a societal impact. This means that they can sometimes cause a public stir in the form of questions in parliament, current-affairs coverage on television and in newspaper articles. Your final-year project will definitely not disappear onto a dusty shelf in the library.

To qualify for a Science Shop project, you must satisfy the following conditions:
- you must have completed at least two years of your degree programme,
- be interested in analysing social issues by means of theoretical concepts,
- have a good, accessible style of writing,
- be interested or experienced in conducting applied research and
- be able to work independently.

Internship desk
Students on an internship spend a period of time working for an organization, institution or company in order to gain experience or put their skills into practice. If an internship meets the relevant requirements, you can incorporate it into your final study phase. In such cases, students follow the internship immediately completing your Bachelor’s or Master’s degree. Internships are not compulsory. Students wishing to do one must undertake most of the organization themselves, but the Internship Desk of the Science Shop can provide assistance.

The Science Shop internship desk provides general information about internships and can act as a go-between. On the internet site you can join a free mailing list about final-year projects and internships.

Further information
If you’d like to be considered for a science shop project or an internship, register on the mailing list you can find on our website. You can also call in. If you want to find out whether the Science Shop has a project or traineeship that interests you, visit the website. You can also apply to join the mailing list for completed final-year projects.

Coordinators: Elise Kamphuis and Frans J. Sijtsma.
Secretariat: Henk W. Janssen; tel.: (050) 363 3810 / 3754 / 7182.
E-mail: ebwinkel@rug.nl; website: http://www.rug.nl/wewi/eb
A6.7 After graduating

It’s very important that you know what you want to achieve with your degree. A thorough orientation on the labour market is thus indispensable. Don’t put this off until the end of your degree is in sight – start in the early part of your degree so that the choices you have to make within the programme dovetail with what you want to achieve.

A number of organizations hold Graduate Days to help you orientate yourself to the job market. Among them are the Careers Advice Centre (LAC) and the Centre for Study Support and Academic Skills (SO) (see A4.2). An overview of the dates of events and courses is sent to all final-year students’ home addresses, published in the UK (university newspaper) and on the LAC and SO websites and posted in the WSN building. The Careers Advice Centre also offers advice by a career consultant.

Student societies also organize regular company visits and information days, sometimes calling on LAC expertise.

Click on the study advice link for more information about the various orientation possibilities, labour market figures, workshops, interview training, individual career guidance, etc.
A7  **Honours Bachelor’s paths**

A7.1  **Honours Bachelor’s degree in Business Studies**

The Honours Bachelor’s degree in Business Studies is a special programme that offers a number of adapted courses from the regular Bachelor’s degree. These adaptations can involve the course becoming more difficult, more intensive or with a greater call on independent working. They are always more challenging. In addition, the Honours Bachelor’s degree has its own courses that expand the regular programme. The Honours programme is intended to give you the opportunity to develop your particular talents further, both in the field of research and in practice. The programme pays significant attention to important business studies skills such as presentations (IT supported), organization and cooperating in teams. The Honours Bachelor’s degree in Business Studies starts in the first year of your degree and covers the entire Bachelor’s phase. During the three years, you can earn a total of 25 ECTS credits over and above your regular study programme.

**Research and Practical profiles**

When you start a Bachelor’s degree, you will often not have any idea what will appeal to you the most. This is why the Honours Bachelor's degree in Business Studies has two profiles - a research profile and a practical profile. The research profile enables you to follow workshops given by experienced researchers on all aspects of business research. You will also work for a time on the PhD research of a member of staff of the faculty. Finally, you will write a publishable paper instead of a regular Bachelor’s thesis. The practical profile enables you to participate in special, business-practice related activities that you or the degree programme organize with specially selected large and small businesses. This could include masterclasses given by top managers, visits to companies, a short internship, etc. Naturally you can also follow part of your degree abroad (if you want to). With an eye to international experience, as an honours student you will be given priority when allocating exchange places at the most prestigious foreign partners of the faculty. This means that you can also develop your talents optimally during your stay abroad.

**And after the Honours Bachelor’s degree?**

Some students will go on to take a specialized Master’s degree after their Honours Bachelor’s degree in Business Studies, or enter the business world straight away, work for the government and continue to develop. These options are open to students who have performed excellently during their degree programme. Some others will undoubtedly continue on to the Research Master in Economics and Business (two years with a selection process) at the faculty, and perhaps then even conduct PhD research and start a career in research. Such research careers are possible both within and outside the university, and of course also abroad.
When can I start?
The Honours Bachelor’s degree in Business Studies will start in September 2007. It starts immediately in the first year so that students and faculty have three years to build something up together. During that time, a close-knit group of students and lecturers is created who work together, learn from each other and make the most of their talents. An important precondition for this is that all participants have the right qualifications. We expect you to earn good results, be motivated and enterprising. The selection process will be on this basis. If you didn’t really shine at secondary school but are able to change that during the first academic year of business studies, you will still have the opportunity during the first six months to be selected for the Honours Bachelor’s degree. If you’d like more information, contact Dr Maryse Brand (tel. 050-363 7492; email: m.j.brand@rug.nl) or take a look at the website.

A7.2 Honours Bachelor’s degree in Economics and Technology Management

The SOM research school offers an Honours Bachelor’s degree programme for Accountancy & Controlling, Economics, Econometrics, Economics & Management, IE&B and Technology Management students who are interested in research and who want to lift their studies onto a higher level. This path can in principle be followed within any Bachelor’s degree programme. Each admitted student is assigned to a ‘fellow’, a researcher with ample research experience on an international level. They develop a study programme together 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 involves and how much fun it can be. The study programme will also leave room for modules that may benefit the research. This programme also needs to be discussed with the coordinator of the course 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 to 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: interested students are asked to contact Dr Bart Los, SOM Honours Bachelor’s degree programme coordinator. He will hold the intake interviews, in which the student’s motivation will play an important role. Information meeting: in October. The meeting will be announced on the faculty website and in the UK, and students who have performed above average in their first year will receive a personal invitation. If you’d like more information, contact Dr Bart Los (tel. 050-363 7317; e-mail: b.los@rug.nl).
General information

A8 Grants and other money matters

A8.1 Study costs policy

A total of € 636 per year is usually sufficient for compulsory books, lecture notes, handbooks, 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 2007-2008 is €636. Each degree phase has a cost ‘ceiling’ (standard sum × length of programme).

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.

You can submit your request for partial reimbursement of study costs to the Financial Administration Department. 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. Applications without receipts etc. will not be considered.

A8.2 Performance-related grant

Students who enrol on a Bachelor’s and Master’s degree may be 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. The Student Service Desk can provide more information about this subject.

A8.3 1 February rule

First-year students in higher education (HBO and WO) who cancel their 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.

If you have any questions, please contact your study advisor (see A4.3) or the Student Service Desk.

A8.4 Graduation Fund

If your studies are hindered by difficult circumstances (e.g. illness, disability, family problems, pregnancy, dyslexia), you must 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 must also report this to the student counsellors at the Student Service Desk (CSB) if your delay may exceed 15 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 scheme. Consult the RUG website or the Student Charter on the CD-ROM for more information about this regulation. If you have any questions, please contact your study advisor (see A4.3) or the Student Service Desk.

NB: Foreign students should contact the student counsellor at the Student Service Desk in case of special circumstances. They should do this within at most four weeks. We kindly request them to also inform their study advisor.

**A8.5 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 include expenses for certain types of psychotherapy, dyslexia treatment in the Bachelor’s 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 the Student Service Desk for more information and application forms.
A9 Quality assurance

A9.1 Teaching evaluations

The faculty is continually trying to manage and improve the quality of the teaching it offers. 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 courses 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; help us to maintain this trend;
2. the results of course evaluations of previous years can help you determine which optional modules or 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 by e-mail on onderwijskwaliteit.bdk.eco@rug.nl if you have any questions about teaching quality. The results of each course evaluation are published in the Nestor community, under Educational Quality.

A9.2 Complaints

It is important to the Faculty that you enjoy your studies and that you complete them successfully. If you have comments, suggestions and/or complaints about courses in general, do not keep them to yourself but make them known. There are various ways of doing this, depending on the nature and seriousness of the matter.
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 course, for example timetables, dates of examinations, the registration of results or the degree certificate ceremony, then the best place to go is the Education Desk. The staff at the Education Desk can direct you to the right person and/or department.
If your problem couldn’t be solved through direct contact, 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 (Student Service Desk) or the RUG mediator. They can mediate or suggest other options, for example by referring you to the Board of Examiners.
It is also a good idea to ask other students for advice. The student unions will want to know about your complaint. They can advise you or take up your complaint for you.

If personal contact does not lead to the required result
It is possible that personal contact may not lead to the required result. In that case, please complete a ‘complaints card’ available from the Education Desk or via the website. 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?
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.

Every complaints card will be dealt with within four weeks by the Head of the Office of Academic Affairs. Every complaint will be treated as confidential. This means that the name of the student will not be mentioned without the express permission of the student. In order to prevent abuse of the system, anonymous complaints or complaints where only an e-mail address is listed will not be considered.

The Head of the Office of Academic 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 Board.

The student concerned will then be informed in writing by the Head of the Office of Academic Affairs about the actions taken or to be taken.
A10 Facilities

A10.1 Libraries

The library of the Faculty of Economics and Business 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 Economics of Taxation collection is located in the library of the Faculty of Law (Harmonie Building).

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 (UB) 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. - 5.00 p.m.

See section A11 for address details.

A10.2 Computer facilities

Computer facilities for students include a number of PC rooms that can be used for computer practicals for teaching and course-related purposes. These facilities are a joint project of the Donald Smits Center for Information Technology (CIT), the FEB and the FRW.

Who can use them?

Students who meet all the following requirements may use the PCs in the computer rooms:
- they must be registered as a student of the RUG at the one of the following faculties: Economics and Business 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 in one of the computer rooms are reserved 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.

Account
In order to be able to use the computer facilities, you need to have an account. The Service Desk can provide you with one. Do not forget to bring your student card.

Opening hours
The computer rooms are open Monday to Friday, 9 a.m. to 8 p.m. The computer 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. All the rooms are 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 Service Desk, Landleven 1) are used as often as possible for general practical sessions. The other rooms are used for traditional 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
- it is forbidden to use mobile phones.

Service Desk
Staff at the Service Desk can answer questions about computer use in the computer rooms, Landleven 1, tel. 050-363 3232. The Service Desk can also provide assistance if you have problems using a computer in one of the rooms during a course or practical session. The Service Desk is located opposite the main computer room Plaza/Theaterzaal.
Opening hours: Monday to Friday, 9 a.m. to 10 p.m., Saturday, 10 a.m. to 6 p.m. During the vacation period (July-August): Monday to Friday, 9 a.m. to 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.

Computer courses
In addition to courses in standard applications such as Word and Excel, a few CIT 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).
General information

Up-to-date course information is listed weekly in the notices section in the UK. You can find more information about the Center for Information Technology, including registration, on the website.

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. You can find more information about the Center for Information Technology, including registration, on the website. For addresses, see section A11.

A10.3 Nestor

Nestor is the name of the Electronic Learning Environment (ELO) at the RUG. The computer programme that is used to post 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. Students must always register for examinations via http://progresswww.nl/rug.

The internet address of Nestor is http://nestor.rug.nl. When you start up a computer in the Theaterzaal or a PC room, the homepage is http://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.

A10.4 Important information

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 UK (university newspaper) every week. The UK is published every Thursday and is available at teaching locations. UK announcements are also posted on the Internet. Once announcements have been published on Nestor and/or in the UK, students are expected to be aware of them.

A10.5  **Syllabus shop**

Readers and lecture notes are on sale on the ground floor of the WSN Building (building 5411). The shop is open daily between noon and 2 p.m. Opening hours are extended at the start of every half-semester. The shop is closed during the Christmas period (22 December – 8 January). All changes to opening times will be published well in advance in the university newspaper (UK) and on the internet.

A10.6  **Book sales**

The Economics and Business Studies Faculty Society (EBF) regularly organizes book sales for its members. The society offers its members a 10% discount. Book sales take place just before the start of each semester. Details of the sales are sent out well in advance. Books are listed on the society’s website and can be ordered via the intranet.

A10.7  **Photocopying**

Photocopiers, which work using a magnetized card, are located in various university buildings. You can buy the cards from the Reproshop in the Zernike building (€ 3/€ 5/€ 10) or from the porters (only € 3).
A11 Addresses

The most up-to-date information on telephone numbers, e-mail addresses and room numbers of staff at the Faculty of Economics and Business can be found on the internet.

A11.1 General

Visiting address: WSN Building
Landleven 5
Zernikecomplex, Paddepoel
9742 AK Groningen
9747 AD Groningen, The Netherlands

DRS Building
Dierenriemstraat 100
Postal address: P.O. Box 800
9700 AV Groningen
Tel.: (050) 363 3750
Fax: (050) 363 3720
Website: http://www.rug.nl/feb

A11.2 Student Administration Office

Visiting address: WSN Building
Landleven 5
Zernikecomplex, Paddepoel
Postal address: P.O. Box 800
9700 AV Groningen
Tel.: (050) 363 3750
Fax: (050) 363 3720
Website: http://www.rug.nl/feb

Education Desk
Opening hours: daily from 10 a.m. – 4 p.m.
E-mail: educationdesk.eb@rug.nl
Website: http://www.rug.nl/feb

A11.3 Study Advisors’ Office

Economics degree programmes
Mr. J. Karssies
Ms A. van der Kolk
Secretariat: Ms J.E. van Rooij-Oldenboom
Tel.: (050) 363 3759
E-mail: studyadvisors.be@rug.nl
Website: http://www.rug.nl/feb

Business Studies degree programmes
Ms E.I. Brilman
Mr. K.R. Labberté
A11.4  International Office

Exchange Office
Ms A.J. Venhuizen
Appointments can be made via the secretary’s office.
Secretariat: Ms B.A. Visser
Opening hours: Mon/Wed/Fri: 10 a.m.-12.30 p.m. and 1.30 – 4 p.m.
Tue/Thur: 10.00 a.m. -12.30 p.m.
Tel.: (050) 363 6310 or (050) 363 7343
E-mail: exchange.be@rug.nl
Website: http://www.rug.nl/feb

Admissions
Secretariat: Ms J.G. Scheidema
Opening hours: Mon/Wed/Fri: 10 a.m.-12.30 p.m. and 1.30 – 4 p.m.
Tue/Thur: 10.00 a.m. -12.30 p.m.
Tel.: (050) 363 7343
E-mail: admissions.be@rug.nl

A11.5  Departmental and programme secretariats

N.B.: From 1 January 2008, the secretariats will be clustered differently. The new details were not yet known when this guide went to press. The details below apply until 1 January 2008. After 1 January 2008, please check the website for details.

Accountancy & Controlling Secretariat
Ms I.M. Luttmer-Noest
Ms A.H.E. van de Voort-Toisuta
Ms I.T.M. Wasser
Tel.: (050) 363 3768
E-mail: accountancy@rug.nl
Website: http://www.rug.nl/feb

Business & ICT Secretariat
Ms J. Born
Tel.: (050) 363 3864
E-mail: j.born@rug.nl
Website: http://www.rug.nl/feb

Economics & Econometrics Secretariat
Ms E.M. Baars-Drent, ms H.C.W.E. van der Vleuten, mr A. de Boer
Tel.: (050) 363 7018, (050) 363 3740 or (050) 363 3460
E-mail: e.m.baars@rug.nl; h.c.w.e.van.der.vleuten@rug.nl; arthur.de.boer@rug.nl
Website: http://www.rug.nl/feb
General information

Finance & Accounting Secretariat
Ms G. Pol
Ms N.R. Kempa
Tel.: (050) 363 3685 or (050) 363 3814
E-mail: g.pol@rug.nl or n.r.kempa@rug.nl
Website: http://www.rug.nl/feb

International Economics & Business Secretariat
Ms E. Kortrijk
Tel.: (050) 363 3716
E-mail: e.a.kortrijk@rug.nl
Website: http://www.rug.nl/feb

Marketing Secretariat
Ms H.G. Tamling
Ms J.M. Wiersema
Tel.: (050) 363 7065 or (050) 363 3686
E-mail: h.g.tamling@rug.nl or j.m.wiersema@rug.nl
Website: http://www.rug.nl/feb

Business Studies (Bachelor’s degree) Secretariat
Ms M.A. Gorter-Bruinsma; m.a.gorter-bruinsma@rug.nl
Ms I.C. van der Veen; i.c.van.der.veen@rug.nl
Tel.: (050) 363 7529 / 3679

Information Systems Secretariat
Ms J. Born; j.born@rug.nl
Ms C.M. Judkins-Nugteren; c.m.judkins-nugteren@rug.nl
Ms D. van Lingen-Elzinga; d.van.lingen-elzinga@rug.nl
Tel.: (050) 363 3864

Business Development Secretariat
Ms H. Jager; h.jager@rug.nl
Ms S. Abels; s.abels@rug.nl
Tel.: (050) 363 6543 / 7090

Financial Management Secretariat
Ms E.T. Jelsema; e.t.jelsema@rug.nl
Ms I.J. Bakker; i.j.bakker@rug.nl
Tel.: (050) 363 7082 / 3535

Human Resource Management Secretariat
Ms E.H. Boswijk-Korte; e.h.boswijk-korte@rug.nl
Ms C.R. Teuben; c.r.teuben@rug.nl
Tel.: (050) 363 4288
International Business and Management Secretariat
Ms R. van Est-Van der Weg; r.van.est@rug.nl
Ms S.I. Luiken; s.i.luiken@rug.nl
Ms L.J. Romp; l.j.romp@rug.nl
Tel.: (050) 363 3458

Knowledge Management Secretariat
Ms S. Abels; s.abels@rug.nl
Tel.: (050) 363 7090

Production System Design Secretariat
Ms L.L. Henriquez-Peterson; l.l.henriquez-peterson@rug.nl
Tel.: (050) 363 7491

Production Management Secretariat
Ms R. Kooi-Kamphuis; r.kooi@rug.nl
Ms M.J. Meijer; m.j.meijer@rug.nl
Ms E.M. Flikkema-Spithoff; e.m.flikkema-spithoff@rug.nl
Tel.: (050) 363 7020

Law Secretariat
Ms J. Born; j.born@rug.nl
Tel.: (050) 363 3373

Strategy and Business Environment Secretariat
Ms K. van Brummelen; k.van.brummelen@rug.nl
Ms A.M.C. Cordes; a.m.c.cordes@rug.nl
Tel.: (050) 363 3453

Systems & Organizational Design Secretariat
Ms J. Verhagen; j.verhagen@rug.nl
Tel.: (050) 363 3857

Technology Management Secretariat
Ms N. van der Beek; n.van.de.beek@rug.nl
Tel.: (050) 363 3921

MSc Teaching Economics & Business Studies
Mr G. Hoevers and Mr L. Wouda
Tel.: (050) 363 3738 (Monday, Wednesday, Thursday)
E-mail: a.w.g.hoevers@rug.nl or l.wouda@rug.nl
A11.6 Board of Examiners
Ms M.C. Christen (Secretary),
**MScBA and MScA&C**: Dr T.A. Marra (Secretary)
P.O. Box 800
9700 AV Groningen

A11.7 Research

Science Shop
Coordinators: Ms E. Kamphuis
Mr. F.J. Sijtsma
Secretary Mr. H.W. Janssen
Opening hours: Mon-Thur 9 a.m. – 5 p.m.
Tel.: (050) 363 3810/7182/3754
E-mail: ebwinkel@rug.nl
Internet: http://www.rug.nl/wewi/eb

Gamma support centre
Coordinator: Mr. N. Heimeriks
Tel.: (050) 363 3390
E-mail: gammasteunpunt@rug.nl

SOM, Research organization
Ms Rina Koning, research coordinator
Tel.: (050) 363 3815 (7068 secretary)
E-mail: a.c.koning@rug.nl
Website: http://som.rug.nl

A11.8 Libraries

University Library
Visiting address: Broerstraat 4
Postal address: P.O. Box 559, 9700 AN Groningen
Tel.: (050) 363 5020
Fax: (050) 363 4996
Website: http://www.rug.nl/bibliotheek/locaties/ub

Economics, Business Studies and Spatial Sciences Library
Visiting address: ground floor of WSN building, Zernike Complex
Postal address: P.O. Box 800, 9700 AV Groningen, the Netherlands
Tel.: (050) 363 3708
Fax: (050) 363 3720
E-mail: biblio.ebr@rug.nl
Website: http://www.rug.nl/bibliotheek/locaties/bibebr
Law Faculty Library
Visiting address: Oude Kijk in ‘t Jatstraat 26 (Harmonie Complex)
Postal address: P.O. Box 716  9700 AN Groningen
Tel.: (050) 363 5663
E-mail: bibliotheek-rechten@rug.nl
Website: http://www.rug.nl/bibliotheek/locaties/bibrechten

A11.9  Donald Smits Center for Information Technology (CIT)
Visiting address: Nettelbosje 1, Zernike complex
Postal address: P.O. Box 11044, 9700 CA Groningen.
Tel. Service Desk: (050) 363 3232
E-mail Service Desk: rcservicedesk@rug.nl
Website: http://www.rug.nl/rc/helpdesk
Tel. Secretariat: (050) 363 9200
E-mail Secretariat: secretariaat@rc.rug.nl
Website: http://www.rug.nl/rc

A11.10  Central Bodies
Student Service Centre / Student Service Desk
Visiting address: Uurwerkersgang 10, Groningen
Opening hours: 10 a.m. - 4 p.m.
Opening hours vary for the summer vacation (see UK announcements).
Postal address: P.O. Box 72,  9700 AB Groningen, tel.: (050) 363 8004.
E-mail: CSB@rug.nl
Website: http://www.rug.nl/CSB

Important telephone numbers at SSC
- Study delay, money or study choice: (050) 363 8004.
- Study and internship possibilities, career planning: (050) 363 4665.
- Queries about information days at the RUG: (050) 363 8025.
- Everybody else please ring (050) 363 8066.
General information

Careers Advice Centre (LAC)
Visiting address: Uurwerkersgang 10
Postal address: P.O. Box 72, 9700 AB Groningen, the Netherlands
Opening hours: Monday to Friday, 10 a.m. to 4 p.m.
Tel.: (050) 363 8066
E-mail: lac@rug.nl
Website: http://www.rug.nl/lac

Centre for Study Support and Academic Skills
Visiting address: Academiegebouw (Tower), 2nd floor, Broerstraat 5
Postal address: RUG Study Support, P.O. Box 72, 9700 AB Groningen
Tel. (050) 363 5548; fax (050) 363 5539.
E-mail: v.m.robert@rug.nl
Website: http://www.rug.nl/so

RUG Confidential Advisor
Address: Visserstraat 47-49, 9712 CT Groningen
Tel.: (050) 363 5435
E-mail: j.m.dam@rug.nl (confidential advisor) or
a.m.wildeboer-baar@rug.nl (secretariat).
Website: www.rug.nl/bureau/expertisecentra/vertrouwenspersoon

Student psychologists
Oude Kijk in ’t Jatstraat 41
9712 EC Groningen
Tel. (050) 363 5544
E-mail: studentenpsychologen@rug.nl
Website: http://www.rug.nl/bsp

Office for International Relations (BIS) / International Service Desk
Address: Academiegebouw, Broerstraat 5 (2nd floor, room 231)
Tel.: (050) 363 8181
E-mail: isd@rug.nl
A12  Student Organizations and Societies

A12.1  Introduction

You’ve come to Groningen to study, but there’s much more to it than that. Successful studying also depends on a pleasant and effective social network. There are lots of ways you can quickly build up a social network: join one of the Student Societies (Vindicat, Albertus, Dizkartes, etc.), a sports club, a student organization or one of the faculty student societies.

You can gain very good organizational and management experience in a student organization or society – or through one of their internships. Such ‘investments’ will be a great help later when you’re looking for a job. Bear in mind, though, that our faculty will not make allowances for the demands of these societies. For example, you only get one chance a year to participate in practicals. Certain types of committee work may be partially financially subsidized (see the Student Charter on the CD-ROM: chapter on financial support, particularly the ‘Graduation Fund’).

A12.2  Economics and Business Student Association

The Economics and Business Student Association in Groningen is the student society for students at the Faculty of Economics and Business at the University of Groningen. The EBF (Economische en Bedrijfskundige Faculteitsvereniging in Dutch) currently has around 4,300 members of which about 250 take an active role in the society. The Association’s aim is to support and promote the academic, professional and person development of her members. EBF endeavours to attain this aim by organising activities which are an extension of the different degrees offered by the Faculty. Alongside these, other activities are organised which bridge the gap between theory and practice in order to prepare the student for the labour market.

EBF organises, amongst other things, the following activities:

• Economists’ Congress
  The Economists’ Congress is a large one-day conference with around 550 participants. The better part of the day is filled with speakers from the business world and the government who give talks on topical subjects with an Economics bent. Alongside this there is a programme in the afternoon with workshops and masterclasses.

• Business Congress
  The Business Congress is an opportunity for the exchange of knowledge and experience between learning and practice. It is unique amongst other conferences due to the fact that integration between participants from the business world, government, academia and students takes a central role. This is achieved each year by means of an extensive and interactive programme.
• International Business Research (3 times a year)
IBR is organised by five enthusiastic students. This committee works for a year to organise a research trip to a so-called ‘emerging market’. One of the IBRs is in Europe, the other two destinations are outside the continent. Each IBR has space for around 22 students who carry out research for businesses in these emerging markets. Each IBR lasts for two months: one month for research and the other for travel in that country.

• European Study Research (twice a year)
Each ESR visits a large European city. The aim of the trips is a week-long research project in the chosen city, where (amongst other things) various multinationals are visited. There is a preparatory programme, related to the degree course, which takes place before each trip.

• Consultancy Game
The Consultancy Game offers students the chances to become acquainted with the field of ‘consultancy’. Because this field can is quite wide-ranging, this activity takes place over two days: the first revolves around ‘strategic consultancy’ and the second focuses on ‘management consultancy’. Both days comprise lectures and talks after which participants deal with and solve a scenario case.

• Booksale & Summaries
Students can purchase their textbooks via EBF and receive a discount of 20%. Books can be easily ordered from our website and collected at the beginning of the semester. Alongside this, EBF also produces summaries of most courses.

• Juniors’ Symposium
The Juniors’ Symposium aims to introduce first- and second-year students to the practical side of their degree programme theory at the beginning of their academic career. At the Symposium presentations are given which deal with the applications of the various Bachelor programmes are given by young academics active in the business world, in academia or in government.

• Leadership Panel
On a number of occasions throughout the year, a lectures are given by a prominent speaker from the business world of the government. In previous years this lecture has been given by, for example, Gerrit Zalm, Prins Maurits van Oranje, Nout Wellink, Anthony Ruys, Laurens-Jan Brinkhorst, Mark Rutte, Roel Pieper, Jozias van Aartsen and Arthur Docters van Leeuwen.
• Business Class
  A few times each year a speaker from the business world delivers a guest
  lecture connected to one of the degree programmes at the Faculty. These
  guest lectures are especially focussed upon practical examples of theory
  which appear during that course. Henk Kesler, chairman of KNVB, is one of
  the most recent speakers.

CreDes
CreDes (Creative Destruction) is an organization for students of Economics and
anyone with an interest in that subject. CreDes is part of EBF. CreDes’ aim is to
form a bridge between theory and practice, supplemented by informal activities.
These activities include:
• a conference on current economic themes
• trip abroad
• a debate on the Dutch Budget (Miljoenennota)
• De Loges, our renowned discussion evenings
• excursions and in-house days
• get-togethers for first and second-year Economics students and others who
  are interested.
Information: CreDes, P.O. Box 800, 9700 AV Groningen. Tel.
(050) 363 4536, fax: (050) 363 7208, e-mail: info@credes.nl, website:
http://www.credes.nl.

VESTING
VESTING is specially for students of Econometrics. The aim of the organization
is to narrow the gulf between theory and practice in the field of econometrics
and related fields. It also aims to promote contact between members and offer
them the opportunity to develop organizational skills.
Activities include:
• a Symposium
• a Trip Abroad
• excursions
• lectures and receptions
• informal activities such as the VESTING Introduction Camp, drinks
  receptions, a sport competition and the Sailing Camp
• national activities such as the LEVT (national Econometrists
  Football/Volleyball tournament) and the LED (national Econometrists Day)
  (large symposium
• book sales for students of the Bachelor’s degree programme in Econometrics
  and the Master’s degree programme in Econometrics, Operations Research
  and Actuarial Studies
• VESTING journal ‘GAXEX’.
Information: VESTING, P.O. Box 800, 9700 AB Groningen, tel. (050) 363
7062, fax: (050) 363 7208, e-mail: info@devesting.nl, website:
RISK
RISK is the financial student society of the FEB. It is a subsociety of the faculty society.
RISK organizes activities for the financially-minded student, mainly from the Finance, Organizational and Management Control, Accountancy & Control and International Financial Management spheres. RISK is a professional and enterprising society that organizes high-quality, relevant activities in the fields of finance and economics. Our aim is to reduce the gap between theory and practice. The following are examples of RISK activities:
- RISK Finance Symposium
- RISK Accountancy Week
- RISK Accountancy and Controlling Events
- RISK Congress
- RISK International Financial Program
- RISK Dutch Banking Tour
- RISK Investment Day
- RISK Accountancy Tour
- RISK Cycle of Finance & Control
- RISK Accountant and Controller for a day
- RISK Magazine (5x per year)
- RISK Investors’ Evenings

Information: Financiele Studievereniging RISK, Interimgebouw 0004, P.O. Box 800, 9700 AV Groningen. Tel. 050-3637306, Fax. 050-3633787, e-mail: bestuur@verenigingrisk.nl, website: http://www.verenigingrisk.nl.

B-yond
B-yond is the branch of the EBF for students of International Economics and Business (IE&B). B-yond comprises two committees, an Activities and a Symposium committee. Activities are organised for students who study IE&B and for all those who have an interest in the subject area. Activities include:
- annual symposium;
- socials;
- lectures;
- day trips.

For more information contact: B-yond, Postbus 800, 9700 AV Groningen. Tel: (050) 363 3702; fax: (050) 363 7208, e-mail: info@b-yond.org, website: http://www.b-yond.org. Visiting address: Interimgebouw 0001.

A12.3 International Study Project Foundation
Every year, an international study trip to an emerging market outside Europe, such as Brazil, Mexico or India, is organized. Five committee members and 24 other students take part in the project, which is supervised by a number of 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.

A12.4 Groningen Fiscal Students’ Society (GFE)

The Groningen Fiscal Student’s Society is for anyone studying Fiscal Law and/or Economics of Taxation 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 drinks party 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 curriculum committees for Economics of Taxation and Fiscal Law. Please go to our website for more information: http://www.gfe.nl.

A12.5 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 the large Marketing Student Congress, Commercial Break!, Super Marketing Game, master Activities, Marketing Classes, Recruitment Dinners, Recruitment Days and the National Marketing Game;
- arranges contact with companies;
- publishes the Marketing magazine Markant;
- helps you deepen your study;
- provides committee experience.

For more information about these vents and the latest MARUG news, please visit the website: http://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.
A12.6 Pro Memorie

Pro Memorie is the student society for Accountancy & Controlling students at the RUG. The aim of the society is to promote the involvement of and mutual contact between students of the degree programme in Accountancy & Controlling, as well as to support students of Accountancy & Controlling in their search for a future profession, in the widest sense.

Pro Memorie aims to be a valuable addition to the degree programme for students of Accountancy & Controlling. By organizing both content-related and relaxing activities, Pro Memorie aims to be accessible to students and to increase the involvement of its members. An addition aim is to stimulate students to choose the Accountancy & Controlling programme and to successfully complete it. Pro Memorie is the link between students, the university and business and aims to satisfy all the wishes of its interest groups.

It organizes the following activities:

- **Content-related activities**
  - Pro Memorie Congress
  - MAK symposium
  - In-house Days Utrecht
  - Accountants Days Amsterdam
  - Controlling & Audit Tour
  - Trip Abroad
  - Lectures and receptions.

- **Social activities**
  - Second-year activity
  - Active Members Days
  - Alumni day

- **Information activities**
  - Pro Memorie Magazine (4x per year)

- It also offers study support facilities like free Tax Law publications and the Accountant (specialist journal) at significantly reduced rates, etc.

Information: Pro Memorie Student Society, e-mail: bestuur@pro-memorie.com, website: http://www.pro-memorie.com.

A12.7 Quest

*Stop consuming, get concerned!*

Quest was launched under this slogan in early 2005. Quest is short for ‘Quality of Education for Students’ and represents the students of the Faculty of Economics and Business. The quality of education is something that concerns both faculty and students, which is why Quest is proactively involved with teaching quality. The aim is to prevent complaints and contribute to the teaching quality by participating in the process of thinking about it. Through their year representatives, students can provide feedback about the courses they’ve followed.

In addition, Quest assists the students who sit in the official faculty organs, the curriculum committees and the student members of the Faculty Council. These
bodies are important sources for feedback on teaching and represent the students in discussions about matters concerning the study programmes. If you would like to contribute to the quality of teaching, you can become a member of one of the faculty bodies. For further information:
Quest, P.O. Box 800, 9700 AV Groningen. Tel.: (050) 363 7301, e-mail: info@stichtingquest.nl. Visiting address: Interimgebouw, room 110.

A12.8 Alumni societies

BRUG
BRUG is short for the Society of Business Graduates 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, with more than 1400 members and roughly 2 activities per month. You can become a prospective member during the final years of your degree, and not only graduates but also lecturers in the faculty are members. The aim of the society is to promote contact between members, and between members and the Faculty of Economics and Business. BRUG also works to develop knowledge and understanding of the business field, 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 and registration: 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: http://www.brug.net.

VERAF
VERAF is the Society for Economics Graduates. The aim of the society is to foster contact between alumni, and between alumni and the faculty. Membership of VERAF includes:
- member of the network of Groningen Economists
- the VERAF Almanak
- the VERAF Newsletter
- Economics Magazine (5x per year)
- participation in the annual Economics Congress Groningen at a significant reduction
- access to national activities, for example the VERAF dinner and the spring meeting.
Simultaneously with the merger of the Faculty of Economics and the Faculty of Management & Organization, the alumni societies are also going to work closely together. Activities organized for business graduates will thus shortly also be open to VERAF members.
Information: VERAF, P.O. Box 800, 9700 AB Groningen, tel. (050) 363 3741, fax: (050) 363 3720, e-mail: info@veraf.nl, website: http://www.veraf.nl.
General information

Omega
Omega is the alumni society for graduates of Econometrics. Its aim is to maintain and renew contacts. Omega publishes a newsletter about twice a year, which is sent to the e-mail addresses of Groningen econometrists. In addition, activities are organized, sometimes with VESTING, for example an Old Members Day or a drinks party. GAXEX is sent to members of Omega five times a year.

Membership is part of the VERAF plus membership. The membership fee is €27.50 per year. Omega members are entitled to discounts for (or free admission to) all VERAF activities. Members also receive the *Economisch Magazine* and the VERAF Members’ Yearbook.

Information: Omega, c/o VESTING, P.O. Box 800, 9700 AV Groningen.
E-mail: mail@alumniverenigingomega.nl.
Website: [http://www.alumniverenigingomega.nl](http://www.alumniverenigingomega.nl).
Part B  Bachelor’s degrees

B1  BSc Econometrics

B1.1  Programme description

Director & Coordinator: Dr. M.H. van der Vlerk, m.h.van.der.vlerk@rug.nl, 050-3633816
Secretary: Mr. A. de Boer, a.de.boer@rug.nl, 050-3633460
Study advisor(s): Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

Objectives and 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.

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

B1.2 Degree programme

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

**Programme: BSc Econometrics**

**Year:** 1

**Profile:** core programme

<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>Introduction to Computers</td>
<td>EWP007A02</td>
<td>2</td>
<td>C</td>
<td>133</td>
</tr>
<tr>
<td>1.1</td>
<td>Mathematics Ia for Econometrics</td>
<td>EWP032A04</td>
<td>4</td>
<td>C</td>
<td>180</td>
</tr>
<tr>
<td>1.1</td>
<td>Microeconomics I for Econometrics</td>
<td>EWP041A06</td>
<td>6</td>
<td>C</td>
<td>194</td>
</tr>
<tr>
<td>1.1</td>
<td>Statistics Ia for Econometrics</td>
<td>EWP025A03</td>
<td>3</td>
<td>C</td>
<td>258</td>
</tr>
<tr>
<td>1.2</td>
<td>Mathematics Ib for Econometrics</td>
<td>EWP034A04</td>
<td>4</td>
<td>C</td>
<td>182</td>
</tr>
<tr>
<td>1.2</td>
<td>Modelling</td>
<td>EWP021A07</td>
<td>7</td>
<td>C</td>
<td>197</td>
</tr>
<tr>
<td>1.2</td>
<td>Statistics Ib for Econometrics</td>
<td>EWP027A04</td>
<td>4</td>
<td>C</td>
<td>260</td>
</tr>
<tr>
<td>2.1</td>
<td>Macroeconomics I for IE&amp;B/Econ./Ectrics</td>
<td>EWP012A06</td>
<td>6</td>
<td>C</td>
<td>144</td>
</tr>
<tr>
<td>2.1</td>
<td>Mathematics Ic for Econometrics</td>
<td>EWP035A05</td>
<td>5</td>
<td>C</td>
<td>184</td>
</tr>
<tr>
<td>2.1</td>
<td>Statistics Ic for Econometrics</td>
<td>EWP029A04</td>
<td>4</td>
<td>C</td>
<td>262</td>
</tr>
<tr>
<td>2.2</td>
<td>Finance I for IE&amp;B/Econ/Ectrics</td>
<td>EWP001A06</td>
<td>6</td>
<td>C</td>
<td>83</td>
</tr>
<tr>
<td>2.2</td>
<td>Mathematics Id for Econometrics</td>
<td>EWP036A04</td>
<td>4</td>
<td>C</td>
<td>185</td>
</tr>
<tr>
<td>2.2</td>
<td>Statistics Id for Econometrics</td>
<td>EWP030A05</td>
<td>5</td>
<td>C</td>
<td>263</td>
</tr>
</tbody>
</table>

**Programme: BSc Econometrics**

**Year:** 2

**Profile:** core programme

<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>Matrices, Graphs, Convexity</td>
<td>EWB051A04</td>
<td>4</td>
<td>C</td>
<td>190</td>
</tr>
<tr>
<td>1.1</td>
<td>Programming I for Econometrics</td>
<td>EWB059A05</td>
<td>5</td>
<td>C</td>
<td>216</td>
</tr>
<tr>
<td>1.1</td>
<td>Statistics IIa for Econometrics</td>
<td>EWB076A05</td>
<td>5</td>
<td>C</td>
<td>267</td>
</tr>
<tr>
<td>1.2</td>
<td>Difference- &amp; Differential Equations</td>
<td>EWB012A05</td>
<td>5</td>
<td>C</td>
<td>49</td>
</tr>
<tr>
<td>1.2</td>
<td>Introduction to Operations Research</td>
<td>EWB029A05</td>
<td>5</td>
<td>C</td>
<td>138</td>
</tr>
<tr>
<td>1.2</td>
<td>Marketing I for Econometrics</td>
<td>EWB048A06</td>
<td>6</td>
<td>C</td>
<td>155</td>
</tr>
<tr>
<td>2.1</td>
<td>Finance Theory and Modelling</td>
<td>EWB025A06</td>
<td>6</td>
<td>C</td>
<td>85</td>
</tr>
<tr>
<td>2.1</td>
<td>Introduction to Mathematical Economics</td>
<td>EWB030A05</td>
<td>5</td>
<td>C</td>
<td>137</td>
</tr>
<tr>
<td>2.1</td>
<td>Statistics IIb for Econometrics</td>
<td>EWB077A04</td>
<td>4</td>
<td>C</td>
<td>268</td>
</tr>
<tr>
<td>2.2</td>
<td>Introduction to Actuarial Science</td>
<td>EWB027A05</td>
<td>5</td>
<td>C</td>
<td>132</td>
</tr>
<tr>
<td>2.2</td>
<td>Introduction to Econometrics</td>
<td>EWB028A05</td>
<td>5</td>
<td>C</td>
<td>134</td>
</tr>
<tr>
<td>2.2</td>
<td>Programming II for Econometrics</td>
<td>EWB060A05</td>
<td>5</td>
<td>C</td>
<td>217</td>
</tr>
</tbody>
</table>
### Programme: BSc Econometrics

**Year:** 3  
**Profile:** core programme

<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>Game Theory</td>
<td>EWB072A05</td>
<td>5</td>
<td>C</td>
<td>94</td>
</tr>
<tr>
<td>1.1</td>
<td>Quantitative Finance</td>
<td>EWB039A05</td>
<td>5</td>
<td>C</td>
<td>221</td>
</tr>
<tr>
<td>1.1</td>
<td>Stochastic Models</td>
<td>EWB078A06</td>
<td>6</td>
<td>C</td>
<td>269</td>
</tr>
<tr>
<td>1.2</td>
<td>Dynamic Econometrics</td>
<td>EWB013A07</td>
<td>7</td>
<td>C</td>
<td>51</td>
</tr>
<tr>
<td>1.2</td>
<td>Risk Insurance</td>
<td>EWB063A07</td>
<td>7</td>
<td>C</td>
<td>231</td>
</tr>
<tr>
<td>2.1-2</td>
<td>course(s) Fac. of Econ., 3rd yr</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives BSc Econometrics (see below)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Bachelor’s Thesis Econometrics</td>
<td>EWB125A10</td>
<td>10</td>
<td>C</td>
<td>24</td>
</tr>
</tbody>
</table>

**Programme: BSc Econometrics**

**Year:** 3  
**Profile:** electives BSc Econometrics

<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>2.1</td>
<td>Spec. Course Generalized Linear Models</td>
<td>EWB083A05</td>
<td>5</td>
<td>E</td>
<td>247</td>
</tr>
<tr>
<td>2.2</td>
<td>Spec. Course Econometric Methods</td>
<td>EWB080A05</td>
<td>5</td>
<td>E</td>
<td>245</td>
</tr>
</tbody>
</table>

### B1.3 Course substitutions

<table>
<thead>
<tr>
<th>Bachelor programme</th>
<th>Substitute courses from doctoraal programme 2003 and earlier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Matrices, Graphs and Convexity (4)</td>
<td>Matrices, grafen en convexiteit (4,3)</td>
</tr>
<tr>
<td>Statistics 2a (5)</td>
<td>Statistiek 2a (4,3)</td>
</tr>
<tr>
<td>Marketing 1 for Econometrics (6)</td>
<td>Marketing 1 (5,7)</td>
</tr>
<tr>
<td>Programming 1 (5)</td>
<td>Programmeren (4,3)</td>
</tr>
<tr>
<td>Statistics 2b (4)</td>
<td>Statistiek 2b (4,3)</td>
</tr>
<tr>
<td>Programming 2 (5)</td>
<td>Informaticatoep. in de Econometrie (4,3)</td>
</tr>
<tr>
<td>Introduction to Operations Research (5)</td>
<td>Inleiding Operationele Research (5,7)</td>
</tr>
<tr>
<td>Introduction to Mathematical Economics (5)</td>
<td>Inleiding Wiskundige Economie (5,7)</td>
</tr>
<tr>
<td>Difference and Differential Equations (5)</td>
<td>Differentie- en differentiaalvergel. (5,7)</td>
</tr>
<tr>
<td>Introduction to Econometrics (5)</td>
<td>Inleiding Econometrie (5,7)</td>
</tr>
<tr>
<td>Finance Theory and Modelling (6)</td>
<td>Financieringstheorie en Modellering (5,7)</td>
</tr>
<tr>
<td>Introduction to Actuarial Science (5)</td>
<td>Inleiding Actuariaat (4,3)</td>
</tr>
<tr>
<td>Quantitative Finance (5)</td>
<td>Kwantitatieve Financiering (8,6)</td>
</tr>
<tr>
<td>Stochastic Models (6)</td>
<td>Stochastische Modellen (5,7)</td>
</tr>
<tr>
<td>Game Theory (5)</td>
<td>Speltheorie en Industriële Organisatie (8,6)</td>
</tr>
<tr>
<td>Dynamic Econometrics (7)</td>
<td>Dynamische Econometrie (8,6)</td>
</tr>
<tr>
<td>Risk Insurance (7)</td>
<td>Risicoverzekeringen (8,6)</td>
</tr>
</tbody>
</table>
Bachelor’s degrees

<table>
<thead>
<tr>
<th>Bachelor programme</th>
<th>Substitute courses from doctoraal programme 2003 and earlier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spec. Course Generalized Linear Models (5)</td>
<td>Gegeneraliseerde Lineaire Modellen (5,7)</td>
</tr>
<tr>
<td>Spec. Course Econometric Methods (5)</td>
<td>Econometrische Methoden (5,7)</td>
</tr>
<tr>
<td>Spec. Course Applied Operations Res. (10)</td>
<td>Toegepaste OR (11,4)</td>
</tr>
<tr>
<td>Bachelor thesis (10)</td>
<td>Keuze</td>
</tr>
<tr>
<td>AVV (5)</td>
<td>AVV (5,7)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Master programme</th>
<th>Programme 2003 and earlier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quantitative Logistics (10)</td>
<td>Kwantitatieve Logistiek (8,6)</td>
</tr>
<tr>
<td>Stochastic Programming (10)</td>
<td>Stochastisch Programmeren (5,7)</td>
</tr>
<tr>
<td>Life Insurance (partially) (10)</td>
<td>Levensverzekeringen 1 (5,7) en 2 (8,6)</td>
</tr>
<tr>
<td>Risk Models (10)</td>
<td>Risicomodellen (5,7)</td>
</tr>
<tr>
<td>Microeconometrics (10)</td>
<td>Microeconometrie (8,6)</td>
</tr>
<tr>
<td>Researchlab Econometrics (10)</td>
<td></td>
</tr>
<tr>
<td>Applied Statistics (10)</td>
<td>Toegepaste Statistiek (8,6)</td>
</tr>
<tr>
<td>Financial Econometrics (10)</td>
<td>Financiéle Econometrie (5,7) en Wiskundig Economische Analyse van Financiële Markten (5,7)</td>
</tr>
<tr>
<td>Advanced Industrial Organization (10) of</td>
<td>Toegepaste Alg. Evenwichtsanalyse (5,7)</td>
</tr>
</tbody>
</table>

B1.4 Rules and choices

<table>
<thead>
<tr>
<th>First year information meeting</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry requirements for the postpropaedeutic phase</td>
<td>Propaedeutic phase of Econometrics. Admission is possible from other programmes under certain conditions. See art. 3 of the OER for more details.</td>
</tr>
<tr>
<td>Provisional admission to the 2nd year</td>
<td>≥ 45 ECTS credits obtained by propaedeutic courses</td>
</tr>
<tr>
<td>Entry requirements for the Bachelor’s thesis</td>
<td>Propaedeutic exam and at least 60 ECTS credits of postpropaedeutic phase</td>
</tr>
<tr>
<td>Transfer masters</td>
<td>Econometrics, Operations Research and Actuarial Studies, Educational Master (in Dutch) (other masters: consult the Admissions Office)</td>
</tr>
<tr>
<td>Entrance to MSc Econometrics</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Master’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Admission requirements for the Master’s</td>
<td>Bachelor’s degree Econometrics</td>
</tr>
<tr>
<td>Provisional admission to the Master’s</td>
<td>≥ 150 of the bachelor’s degree programme including the applicable specialization course</td>
</tr>
</tbody>
</table>
Note: provisional admission can lead to problems in your planning

Combination of first semester bachelor courses with the master programme can lead to considerable delay

Entry requirements for the Master’s thesis

Bachelor’s degree and $\geq 20$ ECTS credits of master’s courses

Approval for the study programme

You can find information and download a form on the internet
B2 BSc Economics

B2.1 Programme description

**Director:** Prof.dr. H. van Ees, h.van.ees@rug.nl, 050-3633705  
**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  
**Coordinator:** Dr. J.P. Elhorst, j.p.elhorst@rug.nl, 050-3633893  
**Study advisor(s):** Drs. A. J. van der Kolk, studyadvisors.be@rug.nl, tel 050-3633759

**Objectives and 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 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.

Possible career prospects
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 for a daily or weekly publication.

B2.2 Degree programme
C = Compulsory; E = Elective; nr = number corresponding with number in Part E

Programme: BSc Economics
Year: 1
Profile: core programme

<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>English Ia for IE&amp;B/Economics</td>
<td>EWP037A01</td>
<td>1</td>
<td>C</td>
<td>60</td>
</tr>
<tr>
<td>1.1</td>
<td>International Business Ia</td>
<td>EWP008A06</td>
<td>6</td>
<td>C</td>
<td>109</td>
</tr>
<tr>
<td>1.1</td>
<td>Mathematics Ia for IE&amp;B/Economics</td>
<td>EWP017A02</td>
<td>2</td>
<td>C</td>
<td>181</td>
</tr>
<tr>
<td>1.1</td>
<td>Microeconomics I for IE&amp;B/Economics</td>
<td>EWP019A06</td>
<td>6</td>
<td>C</td>
<td>195</td>
</tr>
<tr>
<td>1.2</td>
<td>English Ib for IE&amp;B/Economics</td>
<td>EWP038A01</td>
<td>1</td>
<td>C</td>
<td>62</td>
</tr>
<tr>
<td>1.2</td>
<td>Financial Accounting for IE&amp;B/Econ./IB&amp;M</td>
<td>EWP002A06</td>
<td>6</td>
<td>C</td>
<td>86</td>
</tr>
<tr>
<td>1.2</td>
<td>Mathematics Ib for IE&amp;B/Economics</td>
<td>EWP018A04</td>
<td>4</td>
<td>C</td>
<td>183</td>
</tr>
<tr>
<td>1.2</td>
<td>Statistics Ia for IE&amp;B/Economics</td>
<td>EWP022A04</td>
<td>4</td>
<td>C</td>
<td>259</td>
</tr>
<tr>
<td>2.1</td>
<td>English Ic for IE&amp;B/Economics</td>
<td>EWP039A02</td>
<td>2</td>
<td>C</td>
<td>64</td>
</tr>
<tr>
<td>2.1</td>
<td>International Business Ib</td>
<td>EWP009A03</td>
<td>3</td>
<td>C</td>
<td>110</td>
</tr>
<tr>
<td>2.1</td>
<td>Macroeconomics I for IE&amp;B/Econ./Ectrics</td>
<td>EWP012A06</td>
<td>6</td>
<td>C</td>
<td>144</td>
</tr>
<tr>
<td>2.1</td>
<td>Statistics Ib for IE&amp;B/Economics</td>
<td>EWP023A04</td>
<td>4</td>
<td>C</td>
<td>261</td>
</tr>
<tr>
<td>2.2</td>
<td>English Id for IE&amp;B/Economics</td>
<td>EWP040A03</td>
<td>3</td>
<td>C</td>
<td>65</td>
</tr>
<tr>
<td>2.2</td>
<td>Finance I for IE&amp;B/Econ./Ectrics</td>
<td>EWP001A06</td>
<td>6</td>
<td>C</td>
<td>83</td>
</tr>
<tr>
<td>2.2</td>
<td>International Economics I for IE&amp;B/Econ.</td>
<td>EWP010A06</td>
<td>6</td>
<td>C</td>
<td>118</td>
</tr>
</tbody>
</table>
Programme: BSc Economics  
Year: 2  
Profile: core programme  

<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 Business IIA</td>
<td>EWB031A06</td>
<td>6</td>
<td>C</td>
<td>111</td>
</tr>
<tr>
<td>1.1</td>
<td>Public Finance</td>
<td>EWB061A06</td>
<td>6</td>
<td>C</td>
<td>219</td>
</tr>
<tr>
<td>1.1</td>
<td>Statistics II for IE&amp;B/Economics</td>
<td>EWB074A03</td>
<td>3</td>
<td>C</td>
<td>265</td>
</tr>
<tr>
<td>1.2</td>
<td>International Industrial Economics</td>
<td>EWB036A06</td>
<td>6</td>
<td>C</td>
<td>124</td>
</tr>
<tr>
<td>1.2</td>
<td>International Marketing I for IE&amp;B/Econ.</td>
<td>EWB037A06</td>
<td>6</td>
<td>C</td>
<td>127</td>
</tr>
<tr>
<td>1.2</td>
<td>Mathematics IIA for Economics</td>
<td>EWB132A03</td>
<td>3</td>
<td>C</td>
<td>187</td>
</tr>
<tr>
<td>2.1</td>
<td>Finance II for IE&amp;B/Economics</td>
<td>EWB018A06</td>
<td>6</td>
<td>C</td>
<td>84</td>
</tr>
<tr>
<td>2.1</td>
<td>Mathematics IIB for Economics</td>
<td>EWB133A06</td>
<td>6</td>
<td>C</td>
<td>189</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Econometrics for Economics</td>
<td>EWB014A06</td>
<td>6</td>
<td>C</td>
<td>53</td>
</tr>
<tr>
<td>2.2</td>
<td>International Economics II for IE&amp;B/Econ.</td>
<td>EWB034A06</td>
<td>6</td>
<td>C</td>
<td>119</td>
</tr>
<tr>
<td>2.2</td>
<td>Macroeconomics II</td>
<td>EWB041A06</td>
<td>6</td>
<td>C</td>
<td>145</td>
</tr>
</tbody>
</table>

Programme: BSc Economics  
Year: 3  
Profile: core programme  

<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>Economic History (bachelor)</td>
<td>EWB015A05</td>
<td>5</td>
<td>C</td>
<td>54</td>
</tr>
<tr>
<td>1.1</td>
<td>International Economics III for Econ.</td>
<td>EWB035A05</td>
<td>5</td>
<td>C</td>
<td>120</td>
</tr>
<tr>
<td>1.1</td>
<td>Microeconomics III</td>
<td>EWB052A05</td>
<td>5</td>
<td>C</td>
<td>196</td>
</tr>
<tr>
<td>1.2</td>
<td>History of Economic Thought</td>
<td>EWB134A05</td>
<td>5</td>
<td>C</td>
<td>96</td>
</tr>
<tr>
<td>1.2</td>
<td>Macroeconomics III</td>
<td>EWB042A05</td>
<td>5</td>
<td>C</td>
<td>146</td>
</tr>
<tr>
<td>1.2</td>
<td>Spatial Economics (Ruimtelijke Economie)</td>
<td>EWB071A05</td>
<td>5</td>
<td>C</td>
<td>243</td>
</tr>
<tr>
<td>2.1-2</td>
<td>AVV</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Bachelor’s Thesis Economics</td>
<td>EWB108A10</td>
<td>10</td>
<td>C</td>
<td>25</td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives BSc Economics (see below)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Spec. Course Financial Intermed.</td>
<td>EWB082A10</td>
<td>10</td>
<td>E</td>
<td>246</td>
</tr>
<tr>
<td>2.1-2</td>
<td>or Spec. Course Political Economics</td>
<td>EWB086A10</td>
<td>10</td>
<td>E</td>
<td>252</td>
</tr>
</tbody>
</table>

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

<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>2.1</td>
<td>Dutch Public Finance</td>
<td>EWB017A05</td>
<td>5</td>
<td>E</td>
<td>50</td>
</tr>
<tr>
<td>2.1</td>
<td>Environmental Economics</td>
<td>EWB098A05</td>
<td>5</td>
<td>E</td>
<td>70</td>
</tr>
<tr>
<td>2.1-2</td>
<td>course(s) Fac. of Econ., 3rd yr</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Labour Economics</td>
<td>EWB040A05</td>
<td>5</td>
<td>E</td>
<td>139</td>
</tr>
</tbody>
</table>
B2.3 Course substitutions

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, and vice versa. After the Economics propaedeutic phase, you can transfer to a different degree programme, on condition that you make up any shortfall in courses, and vice versa. 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!

### General
- Based on the study guide 2002/2003 for Algemene Economie.
- Please note that the post-propaedeutic phase of your Bachelors’ degree programme (2nd and 3rd year) must contain at least 120 ECTS credits.
- Courses may not be double-counted in the propaedeutic and post-propaedeutic phase.
- **Information & advice:** study advisor Annemieke van der Kolk

<table>
<thead>
<tr>
<th>Bachelor programme</th>
<th>Substitute courses from doctoraal programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Business 2a: Strategic Management (6 EC)</td>
<td>International Business 1: Strategic Management (5.7 EC)</td>
</tr>
<tr>
<td>Public Finance (6 EC)</td>
<td>Overheidsfinanciën (5.7 EC)</td>
</tr>
<tr>
<td>Statistics 2 (3 EC)</td>
<td>Statistiek 2 (4.3 EC)</td>
</tr>
<tr>
<td>International Industrial Economics (6 EC)</td>
<td>Micro-economie 2 : Industrial Economics (5.7 EC)</td>
</tr>
<tr>
<td>International Marketing 1 (6 EC)</td>
<td>Marketing 1 (5.7 EC)</td>
</tr>
<tr>
<td>Finance 2 (6 EC)</td>
<td>Financiering &amp; Belegging 2 (5.7 EC)</td>
</tr>
<tr>
<td>Econometrics for Economists (6 EC)</td>
<td>Inleiding Econometrie voor Economie (5.7 EC)</td>
</tr>
<tr>
<td>International Economics 2 (6 EC)</td>
<td>International Economics 2: International Monetary Economics (5.7 EC)</td>
</tr>
<tr>
<td>Macroeconomics 2 (6 EC)</td>
<td>Macro-economie 2 (5.7 EC)</td>
</tr>
<tr>
<td>Economic History (bachelor) (5 EC)</td>
<td>Economische Geschiedenis (4.3 EC)</td>
</tr>
<tr>
<td>International Economics 3 (5 EC)</td>
<td>International Economics 3: International Rivalry (11.4 EC)</td>
</tr>
<tr>
<td>Microeconomics 3 (5 EC)</td>
<td>Micro-economie: Theorie en empirie (11.4 EC)</td>
</tr>
<tr>
<td>History of Economic Thought (5 EC)</td>
<td>Methodologie (4.3 EC)</td>
</tr>
<tr>
<td>Spatial Economics (5 EC)</td>
<td>Ruimtelijke Economie (11.4 EC)</td>
</tr>
<tr>
<td>Financial Intermediation (10 EC)</td>
<td>International Banking (8.6 EC)</td>
</tr>
<tr>
<td>Political Economics (10 EC)</td>
<td>Macroeconomische Politiek in de EMU (8.6 EC)</td>
</tr>
<tr>
<td>Environmental Economics (5 EC)</td>
<td>Milieu-economie (5.7 of 11.4 EC)</td>
</tr>
<tr>
<td>Labour Economics (5 EC)</td>
<td>Arbeidseconomie (11.4 EC)</td>
</tr>
<tr>
<td>Dutch Public Finance (5 EC)</td>
<td>Economie van lagere overheden (8.6 EC)</td>
</tr>
</tbody>
</table>
### B2.4  Rules and choices

<table>
<thead>
<tr>
<th>First year information meeting</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Entry requirements for the postpropaedeutic phase</strong></td>
<td>Propaedeutic phase Economics or IE&amp;B. Admission is possible from other programmes under certain conditions. See art. 3 of the OER for more details.</td>
</tr>
<tr>
<td><strong>Provisional admission to the 2nd year</strong></td>
<td>≥ 45 ECTS credits obtained by propaedeutic courses</td>
</tr>
<tr>
<td><strong>Entry requirements for the Bachelor’s thesis</strong></td>
<td>Propaedeutic exam and at least 60 ECTS credits of the postpropaedeutic phase.</td>
</tr>
<tr>
<td><strong>Transfer master</strong></td>
<td>Economics, Educational Master (in Dutch) (other masters: consult the Admissions Office)</td>
</tr>
<tr>
<td><strong>Entrance to MSc Econometrics</strong></td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td><strong>Master’s information event</strong></td>
<td>November and May</td>
</tr>
<tr>
<td><strong>Admission requirements for the Master’s</strong></td>
<td>Bachelor’s degree Economics</td>
</tr>
<tr>
<td><strong>Provisional admission to the Master’s</strong></td>
<td>≥ 165 of the bachelor’s degree programme</td>
</tr>
<tr>
<td><strong>Note: provisional 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 for the Master’s thesis</strong></td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master’s courses</td>
</tr>
<tr>
<td><strong>Approval for the study programme</strong></td>
<td>You can find information and download a form on the internet.</td>
</tr>
</tbody>
</table>
B3  BSc programmes IB&M and IE&B - Introduction

B3.1  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 exist 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 programme, which also qualifies for entry into a Master programme. There will also be a possibility to enter a Research Master in International Economics and Business (see chart below).
Pre-master programmes will provide a certificate upon successful completion of the programme and which provides entry into the Master of Science programme.

Admission from BSc to 1-year MSc programme is automatic

Admission from BSc or Pre-master to 2-year Research Master programme will be upon application

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. The analysis of (foreign) (market) structures and business systems are especially 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.
B4 BSc Business Studies - International Business & Management

B4.1 Programme description

Director: Mr. drs. Henk Ritsema
Secretary: Ineke van Est, r.van.est@rug.nl, Linda Romp, l.j.romp@rug.nl, 050-3633458
Coordinator: Drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243
Study advisor(s): Drs. E.I. Brilman, studyadvisors.be@rug.nl, tel 050-3633759

Objectives and content

The International Business & Management programme is a profile within the regular BSc in Business Studies of the Faculty of Economics and Business Studies.

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:

- 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.
- International Strategic Management and Economics: multinational companies constantly have to consider existing business opportunities and 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.
- 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.

- **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.
- **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.
- **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.

**Preparing your studies abroad in the first and second year**

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 or have obtained 70 ECTS when selection takes place. However, to be actually enrolled at a foreign university, you must have completed your first year. Please carefully read the relevant parts in this study guide about the Rules & Regulations on Study Abroad.

**Third year - Studying Abroad**

In the first semester, students must study abroad. The second semester consists of the following core courses: Managing International Business Organizations, International Financial Management and International Strategic Management. Additionally, students write their BSc thesis in this semester.

Bachelor students studying International Business & Management spend the first semester of the third year of their programme abroad. To be eligible to apply for one of the faculty’s exchange programmes, a student must have completed the course work of the first year or have obtained 70 ECTS. It is strongly recommended that you have also completed (most of) the second year at the time you are leaving. This is 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.

You can only be enrolled at a foreign university once you completed your first year. Please refer to the Exchange Office's website for further details.
Students who have participated in higher education outside the Netherlands before starting their studies in IB&M can apply for an exemption for the study abroad period at the Education Desk. If granted, they should also contact the programme director of IB&M, mr. drs. Henk Ritsema for a substitute programme.

### B4.2 Degree programme

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

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

<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>English Ia for IB&amp;M</td>
<td>BKP065A02</td>
<td>2</td>
<td>C</td>
<td>59</td>
</tr>
<tr>
<td>1.1</td>
<td>History of Management</td>
<td>BKP051A05</td>
<td>5</td>
<td>C</td>
<td>97</td>
</tr>
<tr>
<td>1.1</td>
<td>Organization Theory for IB&amp;M</td>
<td>BKP070A05</td>
<td>5</td>
<td>C</td>
<td>202</td>
</tr>
<tr>
<td>1.1</td>
<td>Organizational Analysis Skills</td>
<td>BKP071A03</td>
<td>3</td>
<td>C</td>
<td>203</td>
</tr>
<tr>
<td>1.2</td>
<td>English Ib for IB&amp;M</td>
<td>BKP066A02</td>
<td>2</td>
<td>C</td>
<td>61</td>
</tr>
<tr>
<td>1.2</td>
<td>Financial Accounting for IE&amp;B/Econ./IB&amp;M</td>
<td>EWP002A06</td>
<td>6</td>
<td>C</td>
<td>86</td>
</tr>
<tr>
<td>1.2</td>
<td>Org.Behaviour:Communic.Skills IB&amp;M</td>
<td>BKP053A02</td>
<td>2</td>
<td>C</td>
<td>206</td>
</tr>
<tr>
<td>1.2</td>
<td>Organizational Behaviour &amp; Cult. Div.</td>
<td>BKP054A05</td>
<td>5</td>
<td>C</td>
<td>204</td>
</tr>
<tr>
<td>2.1</td>
<td>International Business Law I</td>
<td>BKP056A05</td>
<td>5</td>
<td>C</td>
<td>114</td>
</tr>
<tr>
<td>2.1</td>
<td>International Marketing for IB&amp;M</td>
<td>BKP061A05</td>
<td>5</td>
<td>C</td>
<td>126</td>
</tr>
<tr>
<td>2.1</td>
<td>Research Methods I for IB&amp;M</td>
<td>BKP062A05</td>
<td>5</td>
<td>C</td>
<td>226</td>
</tr>
<tr>
<td>2.2</td>
<td>Economics for International Business</td>
<td>BKP060A05</td>
<td>5</td>
<td>C</td>
<td>56</td>
</tr>
<tr>
<td>2.2</td>
<td>English Ic for IB&amp;M</td>
<td>BKP067A02</td>
<td>2</td>
<td>C</td>
<td>63</td>
</tr>
<tr>
<td>2.2</td>
<td>Statistics I for IB&amp;M</td>
<td>BKP057A05</td>
<td>5</td>
<td>C</td>
<td>255</td>
</tr>
<tr>
<td>2.2</td>
<td>Statistics I: Skills for IB&amp;M</td>
<td>BKP058A03</td>
<td>3</td>
<td>C</td>
<td>257</td>
</tr>
</tbody>
</table>

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

<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>Financial Management for IB&amp;M</td>
<td>BKB031A05</td>
<td>5</td>
<td>C</td>
<td>90</td>
</tr>
<tr>
<td>1.1</td>
<td>Information Systems Management</td>
<td>BKB032A05</td>
<td>5</td>
<td>C</td>
<td>103</td>
</tr>
<tr>
<td>1.1</td>
<td>International Economics and Trade</td>
<td>BKB026A05</td>
<td>5</td>
<td>C</td>
<td>117</td>
</tr>
<tr>
<td>1.2</td>
<td>International Business Law II</td>
<td>BKB035A05</td>
<td>5</td>
<td>C</td>
<td>115</td>
</tr>
<tr>
<td>1.2</td>
<td>Organizational Change for IB&amp;M</td>
<td>BKB034A05</td>
<td>5</td>
<td>C</td>
<td>208</td>
</tr>
<tr>
<td>1.2</td>
<td>Statistics II for IB&amp;M</td>
<td>BKB082A05</td>
<td>5</td>
<td>C</td>
<td>264</td>
</tr>
<tr>
<td>2.1</td>
<td>Comparative Country Studies</td>
<td>BKB086A07</td>
<td>7</td>
<td>C</td>
<td>40</td>
</tr>
</tbody>
</table>
Bachelor’s degrees

<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>2.1</td>
<td>French I for IE&amp;B/IB&amp;M</td>
<td>EWB141A03</td>
<td>3</td>
<td>E</td>
<td>92</td>
</tr>
<tr>
<td>2.1</td>
<td>or Spanish I for IE&amp;B/IB&amp;M</td>
<td>EWB094A03</td>
<td>3</td>
<td>E</td>
<td>240</td>
</tr>
<tr>
<td>2.1</td>
<td>Research Methods II for IB&amp;M</td>
<td>BKB033A05</td>
<td>5</td>
<td>C</td>
<td>227</td>
</tr>
<tr>
<td>2.2</td>
<td>Business Ethics &amp; Corporate Social R</td>
<td>BKB008A05</td>
<td>5</td>
<td>E</td>
<td>33</td>
</tr>
<tr>
<td>2.2</td>
<td>or Emerging Markets</td>
<td>BKB117A05</td>
<td>5</td>
<td>E</td>
<td>57</td>
</tr>
<tr>
<td>2.2</td>
<td>or International Business Negotiations</td>
<td>BKB023A05</td>
<td>5</td>
<td>E</td>
<td>116</td>
</tr>
<tr>
<td>2.2</td>
<td>or International HRM</td>
<td>BKB141A05</td>
<td>5</td>
<td>E</td>
<td>123</td>
</tr>
<tr>
<td>2.2</td>
<td>Management Accounting &amp; Inf.Man. IB&amp;M</td>
<td>EWB045A05</td>
<td>5</td>
<td>C</td>
<td>148</td>
</tr>
<tr>
<td>2.2</td>
<td>Strategic Management</td>
<td>BKB049B05</td>
<td>5</td>
<td>C</td>
<td>271</td>
</tr>
</tbody>
</table>

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

<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>1.1-2</td>
<td>study abroad 30 EC</td>
<td></td>
<td>30</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>International Strategic Management</td>
<td>BKB028A05</td>
<td>5</td>
<td>C</td>
<td>129</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>26</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Managing Int. Business Organization</td>
<td>BKB038A10</td>
<td>10</td>
<td>C</td>
<td>153</td>
</tr>
<tr>
<td>2.2</td>
<td>International Financial Management</td>
<td>BKB027A05</td>
<td>5</td>
<td>C</td>
<td>122</td>
</tr>
</tbody>
</table>

B4.3 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 for studying abroad in the 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 postpropedeutic 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 |
| 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 
Entry to the MSc IB&M via other BSc programmes from the Faculty of Business & Economics is possible provided the following Bachelor courses were substantially covered and a passing grade was obtained:
- Statistics
- Business Research Methodology
- Management
- Finance
Please consult the coordinator for further questions. |
| Provisional admission to the MSc IB&M during one year | To be provisionally admitted, you need ≥ 165 ECTS credits from the IB&M profile in the BSc in Business Studies |
| Entry requirement master’s thesis | Bachelor exam and ≥ 20 ECTS credits of the main MSc courses. |
B5 BSc International Economics and Business

B5.1 Programme description

Director: Prof. dr H. van Ees, h.van.ees@rug.nl, 050-3633705
Secretary: Ms E.A. Kortrijk, e.a.kortrijk@rug.nl, 050-3633716
Coordinator: Dr. E.H. van Leeuwen, e.h.van.leeuwen@rug.nl, 050-3633744
Study advisor(s): Drs. A.J. van der Kolk, studyadvisors.be@rug.nl, tel 050-3633759

Objectives and content
The IE&B bachelor programme offers a solid academic training as an economist with a strongly international profile and a focus on the integration of international economics and international business strategy. The core of the bachelor programme consists of three modules in both International Business and International Economics on Nations, Firms and the Global Economy. International Business courses concentrate on the main characteristics and activities of international corporations. These include strategic management issues, for example the way strategic decision-making of multinational enterprises is affected by the national economic, social, political and cultural environments, the implications for competitive positioning, the entry and establishment in foreign markets and international strategic alliances. International Economics courses deal with the analysis of the Global 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 supplemented by other courses in the field of economics and business, 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 necessary tools for academic research and international communication.

To enhance the international profile of the programme, the third year of the bachelor programme includes a semester studying abroad. For this you can make use of the extended exchange network of the faculty with several 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 integrated 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 ample opportunities for team work, discussion and classroom interaction, etc.

**Studying 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 in making their own 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 studying 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 in order to be able to take courses at the required level during your semester 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.

**NB:** You can only be selected for study abroad positions if you have completed your first year of study. For most universities the first selection is in March, in semester 2.1 (but for some universities the selection is much earlier). 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 Education 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; for the address, see Part A.
## Bachelor’s degrees

### B5.2 Degree programme

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

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

<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>English Ia for IE&amp;B/Economics</td>
<td>EWP037A01</td>
<td>1</td>
<td>C</td>
<td>60</td>
</tr>
<tr>
<td>1.1</td>
<td>International Business Ia</td>
<td>EWP008A06</td>
<td>6</td>
<td>C</td>
<td>109</td>
</tr>
<tr>
<td>1.1</td>
<td>Mathematics Ia for IE&amp;B/Economics</td>
<td>EWP017A02</td>
<td>2</td>
<td>C</td>
<td>181</td>
</tr>
<tr>
<td>1.1</td>
<td>Microeconomics I for IE&amp;B/Economics</td>
<td>EWP019A06</td>
<td>6</td>
<td>C</td>
<td>195</td>
</tr>
<tr>
<td>1.2</td>
<td>English Ib for IE&amp;B/Economics</td>
<td>EWP038A01</td>
<td>1</td>
<td>C</td>
<td>62</td>
</tr>
<tr>
<td>1.2</td>
<td>Financial Accounting for IE&amp;B/Econ./IB&amp;M</td>
<td>EWP002A06</td>
<td>6</td>
<td>C</td>
<td>86</td>
</tr>
<tr>
<td>1.2</td>
<td>Mathematics Ib for IE&amp;B/Economics</td>
<td>EWP018A04</td>
<td>4</td>
<td>C</td>
<td>183</td>
</tr>
<tr>
<td>1.2</td>
<td>Statistics Ia for IE&amp;B/Economics</td>
<td>EWP022A04</td>
<td>4</td>
<td>C</td>
<td>259</td>
</tr>
<tr>
<td>2.1</td>
<td>English Ic for IE&amp;B/Economics</td>
<td>EWP039A02</td>
<td>2</td>
<td>C</td>
<td>64</td>
</tr>
<tr>
<td>2.1</td>
<td>International Business Ib</td>
<td>EWP009A03</td>
<td>3</td>
<td>C</td>
<td>110</td>
</tr>
<tr>
<td>2.1</td>
<td>Macroeconomics I for IE&amp;B/Econ./Ectrics</td>
<td>EWP012A06</td>
<td>6</td>
<td>C</td>
<td>144</td>
</tr>
<tr>
<td>2.1</td>
<td>Statistics II for IE&amp;B/Economics</td>
<td>EWP023A04</td>
<td>4</td>
<td>C</td>
<td>261</td>
</tr>
<tr>
<td>2.2</td>
<td>English Id for IE&amp;B/Economics</td>
<td>EWP040A03</td>
<td>3</td>
<td>C</td>
<td>65</td>
</tr>
<tr>
<td>2.2</td>
<td>Finance I for IE&amp;B/Econ./Ectrics</td>
<td>EWP001A06</td>
<td>6</td>
<td>C</td>
<td>83</td>
</tr>
<tr>
<td>2.2</td>
<td>International Economics I for IE&amp;B/Econ.</td>
<td>EWP010A06</td>
<td>6</td>
<td>C</td>
<td>118</td>
</tr>
</tbody>
</table>

**Programme:** BSc International Economics & Business  
**Year:** 2  
**Profile:** core programme

<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 Business Iia</td>
<td>EWB031A06</td>
<td>6</td>
<td>C</td>
<td>111</td>
</tr>
<tr>
<td>1.1</td>
<td>Public Finance</td>
<td>EWB061A06</td>
<td>6</td>
<td>C</td>
<td>219</td>
</tr>
<tr>
<td>1.1</td>
<td>Statistics II for IE&amp;B/Economics</td>
<td>EWB074A03</td>
<td>3</td>
<td>C</td>
<td>265</td>
</tr>
<tr>
<td>1.2</td>
<td>International Business Iib</td>
<td>EWB032A03</td>
<td>3</td>
<td>C</td>
<td>112</td>
</tr>
<tr>
<td>1.2</td>
<td>International Industrial Economics</td>
<td>EWB036A06</td>
<td>6</td>
<td>C</td>
<td>124</td>
</tr>
<tr>
<td>1.2</td>
<td>International Marketing I for IE&amp;B/Econ.</td>
<td>EWB037A06</td>
<td>6</td>
<td>C</td>
<td>127</td>
</tr>
<tr>
<td>2.1</td>
<td>Finance II for IE&amp;B/Economics</td>
<td>EWB018A06</td>
<td>6</td>
<td>C</td>
<td>84</td>
</tr>
<tr>
<td>2.1</td>
<td>French I for IE&amp;B/IB&amp;M</td>
<td>EWB141A03</td>
<td>3</td>
<td>E</td>
<td>92</td>
</tr>
<tr>
<td>2.1</td>
<td>or Spanish I for IE&amp;B/IB&amp;M</td>
<td>EWB094A03</td>
<td>3</td>
<td>E</td>
<td>240</td>
</tr>
<tr>
<td>2.1</td>
<td>International Marketing II for IE&amp;B</td>
<td>EWB038A03</td>
<td>3</td>
<td>C</td>
<td>128</td>
</tr>
<tr>
<td>2.1</td>
<td>Mathematics Iia for IE&amp;B</td>
<td>EWB097A03</td>
<td>3</td>
<td>C</td>
<td>188</td>
</tr>
<tr>
<td>2.1-2</td>
<td>elective BSc IE&amp;B (see below)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>French II for IE&amp;B</td>
<td>EWB142A03</td>
<td>3</td>
<td>E</td>
<td>93</td>
</tr>
<tr>
<td>2.2</td>
<td>or Spanish II for IE&amp;B</td>
<td>EWB095A03</td>
<td>3</td>
<td>E</td>
<td>241</td>
</tr>
<tr>
<td>2.2</td>
<td>International Economics II for IE&amp;B/Econ</td>
<td>EWB034A06</td>
<td>6</td>
<td>C</td>
<td>119</td>
</tr>
</tbody>
</table>
Programme: BSc International Economics & Business
Year: 2
Profile: electives BSc 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>2.2</td>
<td>Development Economics</td>
<td>EWB011A06</td>
<td>6</td>
<td>E</td>
<td>47</td>
</tr>
<tr>
<td>2.2</td>
<td>Macroeconomics II</td>
<td>EWB041A06</td>
<td>6</td>
<td>E</td>
<td>145</td>
</tr>
<tr>
<td>2.2</td>
<td>Management Accounting &amp; Inf. Management</td>
<td>EWB045A06</td>
<td>6</td>
<td>E</td>
<td>149</td>
</tr>
</tbody>
</table>

Programme: BSc International Economics & Business
Year: 3
Profile: core programme

<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>1.1-2</td>
<td>study abroad 30 EC</td>
<td></td>
<td>30</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Bachelor’s Thesis IE&amp;B**</td>
<td>EWB079A10</td>
<td>10</td>
<td>C</td>
<td>27</td>
</tr>
<tr>
<td>2.1-2</td>
<td>International Business III**</td>
<td>EWB033A10</td>
<td>10</td>
<td>C</td>
<td>113</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>121</td>
</tr>
</tbody>
</table>

Note: The courses in semester II can also be taken in semester I; the study abroad can also be taken in semester II.

B5.3 Course substitutions

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 degree 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!
### General
- Consult the programme coordinator, if your propaedeutic programme was different from the one prevailing in 2000-2001, 2001-2002 and 2002-2003.
- Courses of the Bachelor programme in *italic* are no longer available in 2007-2008. 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.
- Please note that the post-propaedeutic phase of your Bachelors’ degree programme (2nd and 3rd year) must contain at least 120 ECTS credits.
- **Information & advice:** study advisor Annemieke van der Kolk

<table>
<thead>
<tr>
<th>Bachelor programme</th>
<th>Substitute courses from doctoraal programme</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Business 2a: Strategic Management (6 EC)</td>
<td>International Business 1: Strategic Management (5.7 EC)</td>
</tr>
<tr>
<td>Public Finance (6 EC)</td>
<td>Public Finance (5.7 EC)</td>
</tr>
<tr>
<td>Statistics 2 (3 EC)</td>
<td>Statistics 2 (4.3 EC)</td>
</tr>
<tr>
<td>English 1d (3 EC)</td>
<td>Language Skills 3: English (writing) (2.9 EC)</td>
</tr>
<tr>
<td>International Industrial Economics (6 EC)</td>
<td>International Competitive Analysis (5.7 EC)</td>
</tr>
<tr>
<td>Or: International Business 1a (2nd year, last time 03/04) (6 EC)</td>
<td></td>
</tr>
<tr>
<td>International Marketing 1 + 2 (2005-2006) (6 + 3 EC)</td>
<td>Marketing (IE&amp;B) + International Marketing (5.7 + 4.3 EC)</td>
</tr>
<tr>
<td>Or: International Marketing 1 + 2 (2004-2005) (3 + 6 EC)</td>
<td>Consult the coordinator of International Marketing if you passed either Marketing (IE&amp;B, 5.7 EC), or International Marketing (4.3 EC), but not both.</td>
</tr>
<tr>
<td>Finance 2 (6 EC)</td>
<td>Finance &amp; Investment 2 (5.7 EC)</td>
</tr>
<tr>
<td>International Economics 2 (6 EC)</td>
<td>International Economics 2: International Monetary Economics (5.7 EC)</td>
</tr>
<tr>
<td>Conditional Choice (6 EC)</td>
<td>Development Economics (11.4 EC)</td>
</tr>
<tr>
<td></td>
<td>IHRM (5.7 EC or 6 EC)</td>
</tr>
<tr>
<td></td>
<td>Other electives</td>
</tr>
<tr>
<td>Second language1 (6 EC)</td>
<td>Language Skills 4: Spanish (8.6 EC)</td>
</tr>
<tr>
<td>International Business 3: International Strategy and Innovation (10 EC)</td>
<td>International Institutions &amp; Business (8.6 EC)</td>
</tr>
</tbody>
</table>

1 As a second language you can choose any language except English or your mother tongue. For Spanish and French the Faculty offers a special course of 6 EC 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.
<table>
<thead>
<tr>
<th>Bachelor thesis (10 EC)</th>
<th>International Business 3: Organizational Excellence (11.4 EC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Or:</td>
<td>Organizational Excellence (10 EC)</td>
</tr>
<tr>
<td>Study abroad (30 EC)</td>
<td>Study abroad (30 EC)</td>
</tr>
</tbody>
</table>

### B5.4 Rules and choices

<table>
<thead>
<tr>
<th>First year information meeting</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry requirements for the postpropaedeutic phase</td>
<td>Propaedeutic exam IE&amp;B or Economics. Admission from other programmes is sometimes possible under certain conditions. See Art. 3 of the OER for more details.</td>
</tr>
<tr>
<td>Provisional admission to the 2nd year during the second year of enrolment</td>
<td>≥ 45 ECTS credits of the propaedeutic courses</td>
</tr>
<tr>
<td>Entry requirements for the Bachelor’s thesis</td>
<td>Propaedeutic exam and at least 60 ECTS credits of the postpropaedeutic phase.</td>
</tr>
<tr>
<td>Electives:</td>
<td>Conditional choice in semester 2.2 of the second year: select one of the four indicated courses. Second language: language courses other than the French or Spanish courses offered for IE&amp;B students should be approved in advance. No AVV obligation in the IE&amp;B programme. The study abroad programme can contain a maximum of 15 ECTS credits in non-economic and non-business courses, including no more than one language course in the language of the foreign university.</td>
</tr>
<tr>
<td>Master’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Approval for the study programme</td>
<td>You can find information and download a form on the internet.</td>
</tr>
<tr>
<td>Studying 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>Transfer to MSc</td>
<td>International Economics &amp; Business Educational Master (in Dutch) (other masters: consult the Admissions Office)</td>
</tr>
<tr>
<td>Entrance to MSc IE&amp;B</td>
<td>1st of September (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Admission requirements for MSc IE&amp;B</td>
<td>Bachelor IE&amp;B</td>
</tr>
<tr>
<td>Provisional admission to the Master’s (for a maximum of one year)</td>
<td>≥ 165 ECTS credits of the bachelor including International Business 3: International Strategy and Innovation, and International Economics 3:</td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor exam and ≥ 20 ECTS credits of the main MSc courses.</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------------------------------------------------------</td>
</tr>
</tbody>
</table>

International Rivalry.

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.
General Studies Modules (AVV)

Each programme description includes an overview of the related elective courses. An AVV course (*Algemeen Vormend Vak*) is a special type of elective course.

Almost every student 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 Ocasys. 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 enroll 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 FEB, unless the Board of Examiners decides otherwise at the request of the student. It is neither permitted to choose an AVV course, offered by another faculty, which has (great) overlap with courses of you own degree programme. In case of doubt, consult your study advisor.
Part C  Pre-Master’s programmes

C1  IB&M Pre-Master programme

C1.1  Programme description

Director: Mr drs. Henk Ritsema
Secretary: Ineke van Est, r.van.est@rug.nl, Linda Romp, l.j.romp@rug.nl, 050-3633458
Coordinator: Drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243
Study advisor(s): Drs. E.I. Brilman, studyadvisors.be@rug.nl, tel 050-3633759

Objectives and content
The IB&M Pre-master is a special programme for students from Dutch HBO programmes in management as well as for 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 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 programme. Students will then be automatically admitted to the IB&M Master of Science programme.

The first semester consists of six courses: International Economics and Trade, English Course, History of Management, Research Methodology for pre-MSc, Statistics II and Organizational Behaviour & Cultural Diversity

During the second semester, you will take the courses Managing International Business Organizations, International Strategic Management and International Financial Management. These courses are taken together with the regular third year IB&M students. You conclude the pre-Master programme by writing a thesis.
C1.2 Programme overview

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

Programme: English-language Pre-Master programmes
Year: 3
Profile: IB&M, preparing for 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>History of Management</td>
<td>BKP051A05</td>
<td>5</td>
<td>C</td>
<td>97</td>
</tr>
<tr>
<td>1.1</td>
<td>International Economics and Trade</td>
<td>BKB026A05</td>
<td>5</td>
<td>C</td>
<td>117</td>
</tr>
<tr>
<td>1.1-2</td>
<td>English Course for Business Studies**</td>
<td>BKB014A05</td>
<td>5</td>
<td>C</td>
<td>58</td>
</tr>
<tr>
<td>1.2</td>
<td>Organizational Behaviour &amp; Cult. Div.</td>
<td>BKP054A05</td>
<td>5</td>
<td>C</td>
<td>204</td>
</tr>
<tr>
<td>1.2</td>
<td>Research Methodology for Pre-MSc IB&amp;M</td>
<td>BKB136A05</td>
<td>5</td>
<td>C</td>
<td>225</td>
</tr>
<tr>
<td>1.2</td>
<td>Statistics II for IB&amp;M</td>
<td>BKB082A05</td>
<td>5</td>
<td>C</td>
<td>264</td>
</tr>
<tr>
<td>2.1</td>
<td>International Strategic Management</td>
<td>BKB028A05</td>
<td>5</td>
<td>C</td>
<td>129</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>26</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Managing Int. Business Organization</td>
<td>BKB038A10</td>
<td>10</td>
<td>C</td>
<td>153</td>
</tr>
<tr>
<td>2.2</td>
<td>International Financial Management</td>
<td>BKB027A05</td>
<td>5</td>
<td>C</td>
<td>122</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

C1.3 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’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Entrance requirements for the 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>) You will receive a certificate when you complete the pre-programme.</td>
</tr>
<tr>
<td>Entry requirements for the bachelor’s thesis in IB&amp;M</td>
<td>You need at least 20 ECTS credits from the pre-MSc programme</td>
</tr>
<tr>
<td>Entrance to the MSc IB&amp;M</td>
<td>1st of September</td>
</tr>
<tr>
<td>Admission requirements for the MSc after the pre-Master programme:</td>
<td>Completion of the pre-Master year Other (related) bachelor’s: contact the Admissions Office</td>
</tr>
</tbody>
</table>
| Provisional admission to the MSc IB&M during one year. | If you have not finished the complete pre-Master programme, you can be conditionally admitted to the MSc. To be conditionally admitted, you need \( \geq 45 \) ECTS credits of the Pre-master programme, including the English Course and at least 15 ECTS credits of the core courses ISM, MIBO and IFM.

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 Pre-master courses. |
C2 IE&B Pre-Master programme

C2.1 Programme description

Director: Prof.dr H. van Ees, h.van.ees@rug.nl, 050-3633705
Secretary: Ms E.A. Kortrijk, e.a.kortrijk@rug.nl, 050-3633716
Coordinator: Dr. E.H. van Leeuwen, e.h.van.leeuwen@rug.nl, 050-3633744
Study advisor(s): Drs. A.J. van der Kolk, studyadvisors.be@rug.nl, 050-3633759

Objectives and content

The IE&B Pre-Master 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 bachelors degree in the field of economics and business but who do not immediately qualify for the Masters degree in IE&B.

The IE&B Pre-Master 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 programme. Students will then be automatically admitted to the IE&B Master of Science degree.

C2.2 Programme overview

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

<table>
<thead>
<tr>
<th>Programme:</th>
<th>English-language Pre-Master Programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year:</td>
<td>3</td>
</tr>
<tr>
<td>Profile:</td>
<td>IE&amp;B, preparation for MSc IE&amp;B</td>
</tr>
</tbody>
</table>

<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>Mathematics I for Pre-MSc IE&amp;B</td>
<td>EWB066A02</td>
<td>2</td>
<td>C</td>
<td>179</td>
</tr>
<tr>
<td>1.1</td>
<td>Microeconomics for Pre-MSc IE&amp;B</td>
<td>EWB068A05</td>
<td>5</td>
<td>C</td>
<td>193</td>
</tr>
<tr>
<td>1.1</td>
<td>Quant. Research Methods for Pre-MSc IE&amp;B</td>
<td>EWB135A06</td>
<td>6</td>
<td>C</td>
<td>220</td>
</tr>
<tr>
<td>1.1</td>
<td>Statistics I for Pre-MSc IE&amp;B</td>
<td>EWB069A02</td>
<td>2</td>
<td>C</td>
<td>256</td>
</tr>
<tr>
<td>1.2</td>
<td>International Industrial Economics</td>
<td>EWB036A06</td>
<td>6</td>
<td>C</td>
<td>124</td>
</tr>
<tr>
<td>1.2</td>
<td>International Trade for Pre-MSc IE&amp;B</td>
<td>EWB064A03</td>
<td>3</td>
<td>C</td>
<td>131</td>
</tr>
<tr>
<td>1.2</td>
<td>Mathematics II for Pre-MSc IE&amp;B</td>
<td>EWB067A04</td>
<td>4</td>
<td>C</td>
<td>186</td>
</tr>
<tr>
<td>1.2</td>
<td>Statistics II for Pre-MSc IE&amp;B</td>
<td>EWB070A02</td>
<td>2</td>
<td>C</td>
<td>266</td>
</tr>
<tr>
<td>2.1</td>
<td>Macroeconomics for Pre-MSc IE&amp;B</td>
<td>EWB065A04</td>
<td>4</td>
<td>C</td>
<td>143</td>
</tr>
<tr>
<td>2.1-2</td>
<td>International Business III**</td>
<td>EWB033A10</td>
<td>10</td>
<td>C</td>
<td>113</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>121</td>
</tr>
<tr>
<td>2.2</td>
<td>International Economics II for IE&amp;B/Econ</td>
<td>EWB034A06</td>
<td>6</td>
<td>C</td>
<td>119</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.
### C2.3 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’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Approval pre-Master programme</td>
<td>You can find information download a form on the internet.</td>
</tr>
<tr>
<td>Certificate</td>
<td>By completing the pre-programme you will receive a certificate that gives access to MSc IE&amp;B.</td>
</tr>
<tr>
<td>Studying abroad</td>
<td>No studying abroad in the IE&amp;B Pre-master 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 to the MSc IE&amp;B</td>
<td>1st of September</td>
</tr>
<tr>
<td>Admission requirements for the MSc IE&amp;B</td>
<td>Completion of the pre-Master year</td>
</tr>
<tr>
<td>Provisional admission to the Master’s (for a maximum of one year)</td>
<td>( \geq 45 ) ECTS credits of the IE&amp;B Pre-master programme including International Business 3: International Strategy and Innovation, and International Economics 3: International Rivalry. 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&amp;B, the pre-Master’s programme must have been completed.</td>
</tr>
</tbody>
</table>
**C3 Business Studies Pre-Master programme**

**C3.1 Programme overview**

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

**Programme:** English-language Pre-Master Programmes  
**Year:** 3  
**Profile:** Business Studies in preparation for MSc HRM

<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></td>
<td>electives BSc E&amp;B</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>International Business Ia</td>
<td>EWP008A06</td>
<td>6</td>
<td>C</td>
<td>109</td>
</tr>
<tr>
<td>1.1</td>
<td>Organizational Change and BD</td>
<td>BKB098A05</td>
<td>5</td>
<td>C</td>
<td>207</td>
</tr>
<tr>
<td>1.2</td>
<td>Organizational Behaviour &amp; Cult. Div.</td>
<td>BKP054A05</td>
<td>5</td>
<td>C</td>
<td>204</td>
</tr>
<tr>
<td>1.2</td>
<td>Research Methodology for Pre-MSc IB&amp;M</td>
<td>BKB136A05</td>
<td>5</td>
<td>C</td>
<td>225</td>
</tr>
<tr>
<td>2.1</td>
<td>International Strategic Management</td>
<td>BKB028A05</td>
<td>5</td>
<td>C</td>
<td>129</td>
</tr>
<tr>
<td>2.1</td>
<td>Introduction to HRM</td>
<td>BKB140A05</td>
<td>5</td>
<td>C</td>
<td>135</td>
</tr>
<tr>
<td>2.1</td>
<td>Introduction to Management Consulting</td>
<td>BKB063A05</td>
<td>5</td>
<td>C</td>
<td>136</td>
</tr>
<tr>
<td>2.1-2</td>
<td>HRM &amp; Labour Law (Distance Learning)</td>
<td>BKB152A05</td>
<td>5</td>
<td>C</td>
<td>99</td>
</tr>
<tr>
<td>2.2</td>
<td>Statistics I for IB&amp;M</td>
<td>BKP057A05</td>
<td>5</td>
<td>C</td>
<td>255</td>
</tr>
</tbody>
</table>
Part D Master’s degrees

D1 Admissions and Registration

The Teaching and Examination Regulations (OER) for Master’s degrees at the Faculty of Economics and Business state which Bachelor’s programmes are sufficient for entrance to an MSc. In all other cases admission is at the discretion of the Admissions Board. Current information about admissions and registration for an MSc are to be found on the website.

For all Master’s programmes, the following applies:

Admission requirements: you may begin a Master’s programme if you hold a Bachelor’s degree which gives direct admission to the Master’s or if you need no more than 15 ECTS credits in order to complete that BSc (in the case of Econometrics no more than 30 ECTS credits).

Participation in MSc courses is on the basis of ‘provisional admission’. This is in force for as long as the BSc has not been completed and is valid for the period of one year. Many MSc courses ask for a specialization course as a pre-requisite.

For MSc programmes in English, students will additionally have to produce an adequate result on both the English test and course for admission.

Admission to the Research Master is selective. The relevant criteria are to be found in the OER for that degree (see the CD-ROM).

Registration: re-registration forms are sent to your home address by the CSA in June. This form can be used to indicate which Master’s programme you wish to pursue in the coming academic year. It is possible that you are not yet sure in June whether, come September, you will fulfil these entrance requirements. You will automatically remain registered for the BSc for as long as you have not yet completed that degree. ‘Provisional admission’ gives a year’s access to MSc courses (excepting the Master’s thesis) without the need for a BSc. Once the BSc has been completed, the CSA will register you definitively as an MSc student.

For Master’s programmes for which no ‘follow-on’ arrangement exists, the following applies:

If you do not yet know which Master’s degree you wish to pursue, you should contact a study advisor. Should you already have made a decision, you can contact the relevant programme coordinator in order to discuss the contents of the degree. Following this you should formally request admission by means of an application form which can be downloaded from the internet. This form must be submitted to the Admissions Office before 1st July. Decisions about whether or not an application will be accepted and about deficit programmes will be taken by an Admissions Committee. Current information about the admissions procedure is available on the websites of Economics and Business Studies.
For the 30 ECTS credit programme at the Northern Hogescholen and the RUG, the following applies:

Admission requirements: upon completion of a suitable HBO Bachelor’s programme you can be directly admitted to a profile within the Master of Science in Business Administration (MSc BA) or MSc in Human Resource Management degrees. Note: without this HBO qualification, admission will not be granted! For MSc programmes in English, students will additionally have to produce an adequate result on both the English test and course for admission. The MSc degrees ask for various specialization courses as pre-requisites to entry.

Registration: you should fill in the form ‘Verklaring Toelating Afsluitend Examen’ (VTAE) and submit it at the Admissions Office. Once you have also submitted a copy of your Bachelor’s diploma at this Office you will receive a registration pack at your postal address within two weeks. It is important that this is filled in quickly so that you can be given access to Nestor.
D2 MSc in Business Administration - Introduction

Director: Dr. P.P.M. Smid, p.p.m.smid@rug.nl, 050-3633668
Secretary: Ms G. Pol, g.pol@rug.nl, 050-3633685
Study advisor(s): Drs. K.R. Labberté, Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

General description
The Master of Science in Business Administration (MSc BA) is a degree programme with 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 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 and internationally, the difference between the two seems to fade away. 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 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 those fields is concentrated within a single reputable degree programme. This has resulted in a qualitatively high-level teaching programme with a wide specialist repertoire. As a result, the faculty is able to compete successfully in both the international student market and the growing Dutch market for internationally oriented English-language education.

The MSc BA has significantly increased the chances of BSc students from the faculty 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 faculty 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 master 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.

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.

In the broad programmes students can choose one out of two profiles. Marketing offers the profiles Marketing Management 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.
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. 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.

Exchanges of students and staff is already taking place, and 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 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.

The MSc BA field course does have a certain third year course (the so-called specialization course) as a prerequisite, and the specializations 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 15 ECTS credits for their bachelor’s degree certificate 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 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 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 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.
D3  MScBA - Business Development

D3.1  Programme description

Coordinator: Dr D.J. Kiewiet, d.j.kiewiet@rug.nl, 050-3637344
Secretariat: Ms T. van Dijk, a.t.van.dijk@rug.nl, 050-363 3151
Study advisors: K.R. Labberté, J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

Aim/content
Companies that want to remain in the front line of their field are finding this increasingly difficult. Competition is fierce, products are rapidly becoming more advanced and customers are becoming more and more demanding. The frequency with which new technology replaces old is increasing too. An important condition for guaranteeing the continuity of an enterprise is thus a well-organized business development process: the integrated development of (new) physical goods or services and markets. Companies have to have a good picture of the social and technological trends and market developments to be able to react with new products (product = physical goods and/or service). The main question asked by the Business Development (BD) specialization is thus ‘How can a company (or institution) best develop a new product and place it in the market’. This is a comprehensive combination of two actual business questions, i.e. product development and market development. Many of the products on the market had early ‘adaptors’ but no ‘followers’. Many companies, like Unilever, Coca-Cola and Philips, have had painful experiences. Sometimes it was a new washing powder that failed, or the unsuccessful introduction of a video system. Sometimes product developments take years to be properly absorbed by the market. Coca-Cola tested the possibilities of Coke in cans as early as the 1940s but they had to wait until the swinging Sixties before it became a success. In other words, Business Development is not marketing and it’s not product development but rather the development of the links between the two and how to organize that connection. Recent research has demonstrated the importance of BD for successful business operation and its continuation. Thus a thorough business studies approach to business to be developed is becoming increasingly important. The main themes in the BD lectures and tutorials are derived from market, product and technology development on the one hand, and organization science on the other. Market, product and technology development are mainly concerned with matters like strategy, entrepreneurship, the relationship between customer wishes and ideas for the development of physical goods and services. Organization science is concerned with organizing the BD process and the related processes of organizational design and organizational change.
Future jobs/Professions
This specialization trains you for (junior) positions in the fields of product development and innovation, marketing and product development and organizational change in the light of product and market development. BD graduates have found work in the following positions, among others:
• strategic staff officer for business development;
• product development and product innovation employee;
• product manager and marketeer for technological companies
• innovation advisor;
• new developments in policy-making enterprises or interest groups employee (for example VNO-NCW, trade organizations, provinces and municipalities);
• management trainee in organizational development and, like many other business studies graduates;
• director or co-director of a company or high tech company.

D3.2 Degree programme
C = Compulsory; E = Elective; nr = number corresponding with the number in Part C

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

<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>Business Development Management</td>
<td>BKM028A05</td>
<td>5</td>
<td>C</td>
<td>32</td>
</tr>
<tr>
<td>1.1</td>
<td>Development Research Design BD**</td>
<td>BKM054A05</td>
<td>5</td>
<td>C</td>
<td>48</td>
</tr>
<tr>
<td>1.1</td>
<td>Field Course Business Development Ia</td>
<td>BKM007A05</td>
<td>5</td>
<td>C</td>
<td>74</td>
</tr>
<tr>
<td>1.2</td>
<td>Business Development for Goods</td>
<td>BKM137A05</td>
<td>5</td>
<td>E</td>
<td>30</td>
</tr>
<tr>
<td>1.2</td>
<td>or Business Development for Services</td>
<td>BKM136A05</td>
<td>5</td>
<td>E</td>
<td>31</td>
</tr>
<tr>
<td>1.2</td>
<td>Field Course Business Development Ib</td>
<td>BKM007B05</td>
<td>5</td>
<td>C</td>
<td>75</td>
</tr>
<tr>
<td>1.2</td>
<td>Integral Business Development</td>
<td>BKM022A05</td>
<td>5</td>
<td>C</td>
<td>108</td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives BD (see below)</td>
<td></td>
<td>5</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA BD</td>
<td>BKM121A25</td>
<td>25</td>
<td>C</td>
<td>162</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.
**Programme:** MSc BA - Business Development  
**Year:** 4  
**Profile:** electives BD

<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>Advanced HRM Ia</td>
<td>BKM001A05</td>
<td>5</td>
<td>E</td>
<td>3</td>
</tr>
<tr>
<td>1.1</td>
<td>Advanced HRM IIa</td>
<td>BKM002A05</td>
<td>5</td>
<td>E</td>
<td>5</td>
</tr>
<tr>
<td>1.1</td>
<td>Innovation &amp; Entrepreneurship</td>
<td>BKM021A05</td>
<td>5</td>
<td>E</td>
<td>104</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Marketing</td>
<td>EWM019A10</td>
<td>10</td>
<td>E</td>
<td>79</td>
</tr>
<tr>
<td>1.2</td>
<td>Capturing Value from Innovation</td>
<td>BKM138A05</td>
<td>5</td>
<td>E</td>
<td>37</td>
</tr>
<tr>
<td>1.2</td>
<td>E-commerce</td>
<td>EWM013A05</td>
<td>5</td>
<td>E</td>
<td>52</td>
</tr>
<tr>
<td>2.1</td>
<td>Advanced Quality Management</td>
<td>BKM032A05</td>
<td>5</td>
<td>E</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>Business Marketing</td>
<td>EWM008A05</td>
<td>5</td>
<td>E</td>
<td>35</td>
</tr>
<tr>
<td>2.1</td>
<td>Management Consulting</td>
<td>BKM106A05</td>
<td>5</td>
<td>E</td>
<td>152</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Consumer Behavior</td>
<td>EWM009A10</td>
<td>10</td>
<td>E</td>
<td>42</td>
</tr>
</tbody>
</table>

**D3.3 Rules and choices**

<table>
<thead>
<tr>
<th>Master’s information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval for the Master’s programme</td>
<td>Information and forms on the internet</td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1(^{st}) (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission to the MSc (for a maximum of one year)</td>
<td>(\geq 165) ECTS credits of the bachelor’s degree programme or (\geq 45) ECTS credits of the pre-master programme including the specialization course Business Development and English. 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.</td>
</tr>
<tr>
<td>N.B.: Provisional admission can lead to serious planning problems</td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree or certificate of the pre-master programme and (\geq 20) ECTS credits of master courses.</td>
</tr>
<tr>
<td>Entry requirements for Master’s courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
D4       MSc BA - Business & ICT

D4.1    Programme description

Coordinator: Prof.dr. E.W. Berghout, e.w.berghout@rug.nl, 050-3633721
Secretary: Ms J Born, j.born@rug.nl, 050-3633864
Study advisor(s): Drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

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.

Courses are thought in close cooperation with industrial partners. Most courses include practical assignments.
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.
Career prospects
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-ships. More advanced professions are IT director, chief information officer, advanced ICT sales functions and general management functions.

D4.2 Degree programme
C = Compulsory; E = Elective; nr = number corresponding with number in Part E

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

<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>1.1-2</td>
<td>electives Business &amp; ICT (see below)</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Bus. &amp; ICT: Strategy &amp; ICT</td>
<td>BKM050A10</td>
<td>10</td>
<td>C</td>
<td>73</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Business Processes &amp; ICT</td>
<td>BKM046A10</td>
<td>10</td>
<td>E</td>
<td>36</td>
</tr>
<tr>
<td>1.1-2</td>
<td>ICT: Human &amp; Organizational Issues</td>
<td>BKM053A10</td>
<td>10</td>
<td>E</td>
<td>100</td>
</tr>
<tr>
<td>2.1</td>
<td>ICT Systems</td>
<td>BKM052A10</td>
<td>10</td>
<td>E</td>
<td>101</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA Business &amp; ICT</td>
<td>EWM065A20</td>
<td>20</td>
<td>C</td>
<td>161</td>
</tr>
</tbody>
</table>

Note: At least two courses must be chosen from Business Processes & ICT, ICT Systems, ICT: Human & Organizational Issues. Furthermore, courses totalling 10 EC should be selected from the list below. It is not obligatory to select courses which are not part of the Business & ICT profile.

Programme: MSc BA - Business & ICT
Year: 4
Profile: electives Business & ICT

<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>1.1-2</td>
<td>Field Course Business Development Ia</td>
<td>BKM007A05</td>
<td>5</td>
<td>E</td>
<td>74</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Marketing</td>
<td>EWM019A10</td>
<td>10</td>
<td>E</td>
<td>79</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Inf. Systems for Operations &amp; Supply Ch.</td>
<td>BKM058A05</td>
<td>5</td>
<td>E</td>
<td>102</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Strategy &amp; Innovation</td>
<td>BKM079A10</td>
<td>10</td>
<td>E</td>
<td>273</td>
</tr>
<tr>
<td>1.2</td>
<td>E-commerce</td>
<td>EWM013A05</td>
<td>5</td>
<td>E</td>
<td>52</td>
</tr>
<tr>
<td>1.2</td>
<td>Field Course Business Development Ib</td>
<td>BKM007B05</td>
<td>5</td>
<td>E</td>
<td>75</td>
</tr>
<tr>
<td>2.1</td>
<td>Business Intelligence</td>
<td>TBBI05E</td>
<td>5</td>
<td>E</td>
<td>34</td>
</tr>
</tbody>
</table>

The specialization course is always required to enter another Field Course.
### D4.3 Rules and choices

<table>
<thead>
<tr>
<th>Master’s information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval for the Master’s programme</td>
<td>Information and forms on the internet</td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission to the MSc (for a maximum of one year)</td>
<td>( \geq 165 ) ECTS credits of the bachelor’s degree programme or ( \geq 45 ) ECTS credits of the pre-master programme including the specialization course Business &amp; ICT and English. 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>N.B.: Provisional admission can lead to serious planning problems</td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree or certificate of the pre-master programme and ( \geq 20 ) ECTS credits of master courses</td>
</tr>
<tr>
<td>Entry requirements for Master’s courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
D5  MSc BA – Change Management

D5.1 Programme description

Coordinator: Dr. B.J.M. Emans, b.j.m.emans@rug.nl, 050-3637845
Secretary: Ms. C.R. Teuben, c.r.teuben@rug.nl, 050-3634288
Study advisor(s): Drs. K.R. Labberté, drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

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) 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.

Career prospects
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.

### D5.2 Degree programme

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

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

<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>Advanced HRM IIa</td>
<td>BKM002A05</td>
<td>5</td>
<td>C</td>
<td>5</td>
</tr>
<tr>
<td>1.1-2</td>
<td>electives Change Management (see below)</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Change Management</td>
<td>BKM025A10</td>
<td>10</td>
<td>C</td>
<td>76</td>
</tr>
<tr>
<td>1.2</td>
<td>Advanced HRM Ib</td>
<td>BKM001B05</td>
<td>5</td>
<td>C</td>
<td>4</td>
</tr>
<tr>
<td>2.1</td>
<td>Management Consulting</td>
<td>BKM106A05</td>
<td>5</td>
<td>C</td>
<td>152</td>
</tr>
<tr>
<td>2.1</td>
<td>Skills Training &amp; Thesis Preparation MSc**</td>
<td>BKM026A05</td>
<td>5</td>
<td>C</td>
<td>237</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA Change Management</td>
<td>BKM124A20</td>
<td>20</td>
<td>C</td>
<td>178</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

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

<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>Corporate Governance &amp; Stakeholder Man.</td>
<td>BKM071A05</td>
<td>5</td>
<td>E</td>
<td>43</td>
</tr>
<tr>
<td>1.1</td>
<td>Innovation &amp; Entrepreneurship</td>
<td>BKM021A05</td>
<td>5</td>
<td>E</td>
<td>104</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Business Processes &amp; ICT</td>
<td>BKM046A10</td>
<td>10</td>
<td>E</td>
<td>36</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course O&amp;MC</td>
<td>BKM048B10</td>
<td>10</td>
<td>E</td>
<td>80</td>
</tr>
<tr>
<td>1.1-2</td>
<td>ICT: Human &amp; Organizational Issues</td>
<td>BKM053A10</td>
<td>10</td>
<td>E</td>
<td>100</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Strategy &amp; Innovation</td>
<td>BKM079A10</td>
<td>10</td>
<td>E</td>
<td>273</td>
</tr>
<tr>
<td>1.2</td>
<td>E-commerce</td>
<td>EWM013A05</td>
<td>5</td>
<td>E</td>
<td>52</td>
</tr>
<tr>
<td>1.2</td>
<td>Integral Business Development</td>
<td>BKM022A05</td>
<td>5</td>
<td>E</td>
<td>108</td>
</tr>
<tr>
<td>1.2</td>
<td>Personnel Economics</td>
<td>BKM078A05</td>
<td>5</td>
<td>E</td>
<td>209</td>
</tr>
<tr>
<td>2.1</td>
<td>Advanced Quality Management</td>
<td>BKM032A05</td>
<td>5</td>
<td>E</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>Conflict Man. &amp; Industrial Relations</td>
<td>BKM073A05</td>
<td>5</td>
<td>E</td>
<td>41</td>
</tr>
</tbody>
</table>
### D5.3 Rules and choices

<table>
<thead>
<tr>
<th>Master’s information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval for the Master’s programme</td>
<td>Information and forms on the internet</td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission to the MSc (for a maximum of one year)</td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme or ≥ 45 ECTS credits of the pre-master programme including the course ‘Organisatieverandering’ and English. 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>N.B.: Provisional admission can lead to serious planning problems</td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree or certificate of the pre-master programme and ≥ 20 ECTS credits of master courses</td>
</tr>
<tr>
<td>Entry requirements for Master’s courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
D6 MSc BA – Finance

D6.1 Programme description

Coordinator: Dr. A. Plantinga, a.plantinga@rug.nl, 050-3633685
Secretary: Ms G. Pol, g.pol@rug.nl, 050-3633685
Study advisor(s): Drs. K.R. Labberté, Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

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. You learn to evaluate strategic decisions such as mergers and acquisitions in the context of 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. How do you construct an investment portfolio that maximizes your future wealth? How do you deal with unexpected market developments? 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.

D6.2 Degree programme

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

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

<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>1.1-2</td>
<td>Field Course Finance</td>
<td>BKM047A10</td>
<td>10</td>
<td>C</td>
<td>77</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Portfolio Management</td>
<td>EWM040A10</td>
<td>10</td>
<td>C</td>
<td>211</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Risk and Derivatives</td>
<td>EWM048A10</td>
<td>10</td>
<td>C</td>
<td>230</td>
</tr>
</tbody>
</table>
Programme: MSc BA - Finance
Year: 4
Profile: Corporate Financial Management

<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>1.1-2</td>
<td>Corporate Governance, Finance &amp; Strategy</td>
<td>EWM011A10</td>
<td>10</td>
<td>C</td>
<td>44</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Corporate Valuation</td>
<td>EWM012A10</td>
<td>10</td>
<td>C</td>
<td>45</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Finance</td>
<td>BKM047A10</td>
<td>10</td>
<td>C</td>
<td>77</td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives Finance (see below)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA Finance</td>
<td>EWM066A20</td>
<td>20</td>
<td>C</td>
<td>163</td>
</tr>
</tbody>
</table>

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

<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>1.1-2</td>
<td>Theor. Foundations of Corporate Finance</td>
<td>EWM057A10</td>
<td>10</td>
<td>E</td>
<td>279</td>
</tr>
<tr>
<td>2.1</td>
<td>Behavioral Finance</td>
<td>EWM006A05</td>
<td>5</td>
<td>E</td>
<td>28</td>
</tr>
<tr>
<td>2.1</td>
<td>Credit Risk Analysis</td>
<td>EWM060A05</td>
<td>5</td>
<td>E</td>
<td>46</td>
</tr>
<tr>
<td>2.1</td>
<td>Institutional Investment Management</td>
<td>EWM022A05</td>
<td>5</td>
<td>E</td>
<td>107</td>
</tr>
<tr>
<td>2.1</td>
<td>Working Capital Management</td>
<td>BKM045A05</td>
<td>5</td>
<td>E</td>
<td>280</td>
</tr>
</tbody>
</table>

Note: In the year 2007-2008, the first part of Corporate Governance, Finance & Strategy will be merged with Theoretical Foundations of Corporate Finance (EWM057A10). Consequently, students following Corporate Governance, Finance and Strategy for 10 EC can only choose Theoretical Foundations of Corporate Finance for 5 EC.
Alternatively, students who need to follow Theoretical Foundations for 10 EC are allowed to follow Corporate Governance for 5 EC. In this case, the grade for Corporate Governance will only be based on the written exam for the second part, semester 1b.

D6.3 Rules and choices

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Approval for the Master’s</td>
<td>Information and forms on the internet</td>
</tr>
<tr>
<td>programme</td>
<td></td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1st (later is possible, but not</td>
</tr>
<tr>
<td></td>
<td>recommended due to the programme structure</td>
</tr>
<tr>
<td><strong>Entry requirements for the Master’s degree programme</strong></td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Provisional admission to the MSc (for a maximum of one year)</strong></td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme or ≥ 45 ECTS credits of the pre-master programme including the specialization course Finance and English. 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><strong>N.B.: Provisional admission can lead to serious planning problems</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Entry requirements for the Master’s thesis</strong></td>
<td>Bachelor’s degree or certificate of the pre-master programme and ≥ 20 ECTS credits of master courses</td>
</tr>
<tr>
<td><strong>Entry requirements for Master’s courses</strong></td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
D7 MSc BA – Marketing

D7.1 Programme description

Coordinator: Dr. K.J. Alsem, k.j.alsem@rug.nl, 050-3633694
Secretary: Mrs. J.M. Wiersema, j.m.wiersema@rug.nl, 050-3633686
Study advisors: Drs. K.R. Labberté, Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

Content
Marketing is about building relations between a company and its customers. Understanding customers, building a strong brand reputation and doing many activities to stimulate sales (4 P’s Product, Price, Place and Promotion) are important parts of marketing. An example is Coca Cola, a strong brand, with a unique distribution network from the beach in Florida throughout small villages in the Himalaya. Coca Cola is regularly introducing new tastes, has a large communication budget spent on for example TV advertising and sponsoring, and is strongly trying to build relations with retailers. Although in blind tastes Coca Cola has about the same preference among customers as Pepsi, its market share is much larger due to better marketing.

In the specialization Marketing the most recent developments in this area are dealt with. The Groningen Department of Marketing, offering this program, has as vision that a good and deep knowledge of the customer provides the best possibilities of creating a competitive advantage. So, collecting qualitative and quantitative data about customers and analyzing these with appropriate research methods is the starting point for finding creative ways of targeting and managing these customers. This belief can be found in two profiles within the marketing program: the profile marketing management and the profile marketing research. A student chooses one of these (one year) profiles, but it is also possible to combine both profiles in a 1,5 year program. But also within each course a research as well as a management orientation can be found, a.o. through the many assignments that are made. The Department of Marketing has an outstanding performance in marketing science and has contacts with many foreign universities and lecturers, some of which having an appointment at Groningen University. The marketing program is flexible: students can choose from many courses. In addition students can follow marketing courses in other countries.

Career prospects

Marketing Management
- Product manager;
- marketing manager;
- marketing strategy consultant;
- direct marketing manager;
- e-commerce manager.
Marketing Research
- Market researcher in research and consultancy companies;
- market researcher at manufacturer/retailer/governmental organization;
- market/information specialist in industry, trade, services;
- researcher at a university (PhD program).

D7.2 Degree programme: Marketing Management profile

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

Programme: MSc BA - Marketing
Year: 4
Profile: Marketing Management

<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>1.1-2</td>
<td>electives A Marketing Man. (see list)</td>
<td></td>
<td>20</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Marketing</td>
<td>EWM019A10</td>
<td>10</td>
<td>C</td>
<td>79</td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives B Marketing Man. (see list)</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA Marketing**</td>
<td>EWM067A20</td>
<td>20</td>
<td>C</td>
<td>164</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

Note: As an alternative to selecting courses from list B, it is acceptable to choose courses from list A which have not already been followed.

Programme: MSc BA - Marketing
Year: 4
Profile: electives A Marketing Management

<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>Services Marketing</td>
<td>EWM082A05</td>
<td>5</td>
<td>E</td>
<td>234</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Brand Management and Communication</td>
<td>EWM034A10</td>
<td>10</td>
<td>E</td>
<td>29</td>
</tr>
<tr>
<td>1.2</td>
<td>E-commerce</td>
<td>EWM013A05</td>
<td>5</td>
<td>E</td>
<td>52</td>
</tr>
<tr>
<td>1.2</td>
<td>Retail Marketing</td>
<td>EWM080A05</td>
<td>5</td>
<td>E</td>
<td>229</td>
</tr>
<tr>
<td>2.1</td>
<td>Business Marketing</td>
<td>EWM008A05</td>
<td>5</td>
<td>E</td>
<td>35</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Consumer Behavior</td>
<td>EWM009A10</td>
<td>10</td>
<td>E</td>
<td>42</td>
</tr>
<tr>
<td>2.2</td>
<td>Marketing Leadership</td>
<td>EWM099A05</td>
<td>5</td>
<td>E</td>
<td>156</td>
</tr>
</tbody>
</table>
## Programme: MSc BA - Marketing

### Year: 4

### Profile: electives B Marketing Management

<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>Experimental Design and Analyses of Vari</td>
<td>PSMM-4</td>
<td>5</td>
<td>E</td>
<td>72</td>
</tr>
<tr>
<td>1.1</td>
<td>Innovation &amp; Entrepreneurship</td>
<td>BKM021A05</td>
<td>5</td>
<td>E</td>
<td>104</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced Market Research</td>
<td>EWM003A10</td>
<td>10</td>
<td>E</td>
<td>13</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Marketing Model Building</td>
<td>EWM031A10</td>
<td>10</td>
<td>E</td>
<td>157</td>
</tr>
<tr>
<td>1.2</td>
<td>Attitudes and behaviour</td>
<td>PSMSB-3</td>
<td>5</td>
<td>E</td>
<td>23</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Courses not chosen from electives A</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.2</td>
<td>Cognition, motivation and emotion</td>
<td>PSMSB-4</td>
<td>5</td>
<td>E</td>
<td>39</td>
</tr>
<tr>
<td>2.2</td>
<td>Product Development</td>
<td>BKB052A05</td>
<td>5</td>
<td>E</td>
<td>213</td>
</tr>
</tbody>
</table>

### D7.3 Degree programme: Research Based Marketing profile

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

<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>1.1-2</td>
<td>Advanced Market Research</td>
<td>EWM003A10</td>
<td>10</td>
<td>C</td>
<td>13</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Marketing</td>
<td>EWM019A10</td>
<td>10</td>
<td>C</td>
<td>79</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Marketing Model Building</td>
<td>EWM031A10</td>
<td>10</td>
<td>C</td>
<td>157</td>
</tr>
<tr>
<td>2.1-2</td>
<td>elective Marketing Research (see below)</td>
<td></td>
<td>5</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Market Research: Practice**</td>
<td>EWM081A05</td>
<td>5</td>
<td>C</td>
<td>154</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA Marketing**</td>
<td>EWM067A20</td>
<td>20</td>
<td>C</td>
<td>164</td>
</tr>
</tbody>
</table>

## Programme: MSc BA - Marketing

### Year: 4

### Profile: Marketing Research

<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>1.1-2</td>
<td>Advanced Market Research</td>
<td>EWM003A10</td>
<td>10</td>
<td>C</td>
<td>13</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Marketing</td>
<td>EWM019A10</td>
<td>10</td>
<td>C</td>
<td>79</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Marketing Model Building</td>
<td>EWM031A10</td>
<td>10</td>
<td>C</td>
<td>157</td>
</tr>
<tr>
<td>2.1-2</td>
<td>elective Marketing Research (see below)</td>
<td></td>
<td>5</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Market Research: Practice**</td>
<td>EWM081A05</td>
<td>5</td>
<td>C</td>
<td>154</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA Marketing**</td>
<td>EWM067A20</td>
<td>20</td>
<td>C</td>
<td>164</td>
</tr>
</tbody>
</table>

## Programme: MSc BA - Marketing

### Year: 4

### Profile: electives Marketing Research

<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>Experimental Design and Analyses of Vari</td>
<td>PSMM-4</td>
<td>5</td>
<td>E</td>
<td>72</td>
</tr>
<tr>
<td>1.1</td>
<td>Services Marketing</td>
<td>EWM082A05</td>
<td>5</td>
<td>E</td>
<td>234</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Brand Management and Communication</td>
<td>EWM034A10</td>
<td>10</td>
<td>E</td>
<td>29</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Microeconometrics</td>
<td>EWM035A10</td>
<td>10</td>
<td>E</td>
<td>191</td>
</tr>
<tr>
<td>1.2</td>
<td>E-commerce</td>
<td>EWM013A05</td>
<td>5</td>
<td>E</td>
<td>52</td>
</tr>
<tr>
<td>1.2</td>
<td>Retail Marketing</td>
<td>EWM080A05</td>
<td>5</td>
<td>E</td>
<td>229</td>
</tr>
<tr>
<td>2.1</td>
<td>Business Marketing</td>
<td>EWM008A05</td>
<td>5</td>
<td>E</td>
<td>35</td>
</tr>
<tr>
<td>2.1</td>
<td>Test and questionnaire construction</td>
<td>PSMM-3</td>
<td>5</td>
<td>E</td>
<td>278</td>
</tr>
<tr>
<td>sem</td>
<td>course title</td>
<td>code</td>
<td>EC</td>
<td>C/E</td>
<td>nr</td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------</td>
<td>-------------</td>
<td>----</td>
<td>-----</td>
<td>----</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Consumer Behavior</td>
<td>EWM009A10</td>
<td>10</td>
<td>E</td>
<td>42</td>
</tr>
<tr>
<td>2.2</td>
<td>Causal inference</td>
<td>PSMM-1</td>
<td>5</td>
<td>E</td>
<td>38</td>
</tr>
<tr>
<td>2.2</td>
<td>Marketing Leadership</td>
<td>EWM099A05</td>
<td>5</td>
<td>E</td>
<td>156</td>
</tr>
</tbody>
</table>

### D7.4 Rules and choices

<table>
<thead>
<tr>
<th>Master’s information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval for the Master’s</td>
<td>Information and forms on theinternet</td>
</tr>
<tr>
<td>programme</td>
<td></td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission to the MSc (for a maximum of one year)</td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme or ≥ 45 ECTS credits of the pre-master programme including the specialization course Marketing and English. 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>N.B.: Provisional admission can lead to serious planning problems</td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree or certificate of the pre-master programme and ≥ 20 ECTS credits of master courses</td>
</tr>
<tr>
<td>Entry requirements for Master’s courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
D8 MSc BA – Operations & Supply Chains

D8.1 Programme description

Coordinator: Dr. H. (Manda) Broekhuis, h.broekhuis@rug.nl, 050-3637288
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
Study advisor(s): Drs. K.R. Labberté, Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

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.
### D8.2 Degree programme

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

#### Programme: MSc BA - Operations & Supply Chains

**Year:** 4  
**Profile:** Production & Distribution

<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>1.1-2</td>
<td>electives O&amp;SC (see below)</td>
<td></td>
<td>15</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Oper. and Supply Chains</td>
<td>BKM010A10</td>
<td>10</td>
<td>C</td>
<td>81</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Inf. Systems for Operations &amp; Supply Ch.</td>
<td>BKM058A05</td>
<td>5</td>
<td>C</td>
<td>102</td>
</tr>
<tr>
<td>2.1</td>
<td>Global Operations &amp; Supply Chains</td>
<td>BKM014A05</td>
<td>5</td>
<td>C</td>
<td>95</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA Oper. &amp; Supply Chains**</td>
<td>BKM120A25</td>
<td>25</td>
<td>C</td>
<td>165</td>
</tr>
</tbody>
</table>

**This course can also be taken in other periods. Consult the course descriptions.**

#### Programme: MSc BA - Operations & Supply Chains

**Year:** 4  
**Profile:** Services

<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>1.1-2</td>
<td>electives O&amp;SC (see below)</td>
<td></td>
<td>15</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Oper. and Supply Chains</td>
<td>BKM010A10</td>
<td>10</td>
<td>C</td>
<td>81</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Service Operations</td>
<td>BKM034A05</td>
<td>5</td>
<td>C</td>
<td>233</td>
</tr>
<tr>
<td>2.1</td>
<td>Advanced Quality Management</td>
<td>BKM032A05</td>
<td>5</td>
<td>C</td>
<td>19</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA Oper. &amp; Supply Chains**</td>
<td>BKM120A25</td>
<td>25</td>
<td>C</td>
<td>165</td>
</tr>
</tbody>
</table>

**This course can also be taken in other periods. Consult the course descriptions.**

#### Programme: MSc BA - Operations & Supply Chains

**Year:** 4  
**Profile:** electives O&SC

<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>Advanced HRM Ila</td>
<td>BKM002A05</td>
<td>5</td>
<td>E</td>
<td>5</td>
</tr>
<tr>
<td>1.1</td>
<td>Advanced Purchasing &amp; Supply Management</td>
<td>BKM116A05</td>
<td>5</td>
<td>E</td>
<td>18</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Business Processes &amp; ICT</td>
<td>BKM046A10</td>
<td>10</td>
<td>E</td>
<td>36</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Simulation of Business Processes</td>
<td>TBSBP05E</td>
<td>5</td>
<td>E</td>
<td>235</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course Business &amp; ICT**</td>
<td>BKB061A10</td>
<td>10</td>
<td>E</td>
<td>244</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course OMC: Management Accounting**</td>
<td>EWB084A10</td>
<td>10</td>
<td>E</td>
<td>250</td>
</tr>
</tbody>
</table>
Master’s degrees

<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>1.2</td>
<td>Advanced HRM Ib</td>
<td>BKM001B05</td>
<td>5</td>
<td>E</td>
<td>4</td>
</tr>
<tr>
<td>1.2</td>
<td>Integral Business Development</td>
<td>BKM022A05</td>
<td>5</td>
<td>E</td>
<td>108</td>
</tr>
<tr>
<td>1.2</td>
<td>Process Innovation &amp; Oper. Excellenc</td>
<td>BKM162A05</td>
<td>5</td>
<td>E</td>
<td>212</td>
</tr>
<tr>
<td>1.2</td>
<td>Prod.Dev., Prod.Man. &amp; Supply Chain</td>
<td>BKM125A05</td>
<td>5</td>
<td>E</td>
<td>214</td>
</tr>
<tr>
<td>2.1</td>
<td>Business Marketing</td>
<td>EWM008A05</td>
<td>5</td>
<td>E</td>
<td>35</td>
</tr>
<tr>
<td>2.1</td>
<td>Supply Chain Analysis</td>
<td>EWM084A05</td>
<td>5</td>
<td>E</td>
<td>274</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

D8.3 Rules and choices

<table>
<thead>
<tr>
<th>Master’s information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval for the Master’s programme</td>
<td>Information and forms on the internet</td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission to the MSc (for a maximum of one year)</td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme or ≥ 45 ECTS credits of the pre-master programme including the specialization course Operations and Supply Chains and English. 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>N.B.: Provisional admission can lead to serious planning problems</td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree or certificate of the pre-master programme and ≥ 20 ECTS credits of master courses</td>
</tr>
<tr>
<td>Entry requirements for Master’s courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
D9 MSc BA - Organizational & Management Control

D9.1 Programme description

Coordinator: Prof. H.J. ter Bogt, h.j.ter.bogt@rug.nl, 050-3637191
Secretariat: Ms N.R. Kempa, n.r.kempa@rug.nl, 050-3633814
Study advisors: Drs. K.R. Labberté, Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

Aim/content

The Organizational & Management Control (OMC) Master’s specialization concentrates on the knowledge and skills that contribute to good guidance and management of organizations. The specialization offers students the chance to learn about methods and techniques in the field of internal and external financial and non-financial information provision, financial management within organizations and, more in general, the guidance and management of organizations and their employees. These methods and techniques will be placed in the context of general management and organization problems and alliances between organizations, including the strategy, and changes to this. The OMC Master’s specialization consists of two basic modules to be followed in principle by all students, namely the field course in Organizational and Management control and the Advanced Financial Management module. These modules provide students with a thorough grounding in the field of the financial management of organizations and of management accounting and control, i.e. the internal and sometimes also external gathering and processing of information (including the necessary instruments and techniques) and the use of this information for guiding and managing organizations and their employees. Depending on their personal preferences, students can then choose from an extensive list of optional modules for the rest of their study programme. OMC not only offers the possibility to specialize, but also to combine knowledge in the fields of the control, financing and management of organizations. Depending on the precise choices students make for their Master’s degree programme, the emphasis within the OMC specialization can be on accounting and control and financial management or on the general management of organizations and the organizational context, including the strategy framing information provision and financial management. Students who followed the Finance specialization module during the Bachelor’s phase or during the transfer programme can choose from a wider range of Finance modules during their Master’s phase. These students will follow a different module instead of Advanced Financial Management because the Master’s phase always consists of at least 60 ECTS credits.

In order to link the academic character of the degree programme with actual practice in companies and other organizations, students will work on cases, and the results of scientific research will also be discussed with organizations. The relationship between theory and practice can be emphasized in the Master’s
thesis, which can be partly based on practical research (internship) within an organization. If suitable modules are offered by universities abroad, it will be possible to follow one or more of those modules. In accordance with the general rule, up to 20 ECTS credits from the Master’s degree programme may be earned at a foreign university. The Master’s programme must be approved in advance in order to check whether the foreign modules can form part of it.

Future jobs/Professions
The OMC Master’s specialization offers students a range of possibilities in the field of module choice and specialization and thus also a wide range of possible future positions. Graduates may find jobs in national and international companies, non-profit organizations or government institutions. This could include:

- financial officer, internal control officer or related controller positions, leading eventually to financial manager (if the optional modules chosen have a strongly financial-economic character)
- assistant manager/management trainee, project manager, researcher and various other positions, leading eventually to general manager (if the optional modules chosen have a more organizational character)
- junior organization advisor in the field of quality management, financial management or change processes in organizations.

D9.2 Degree programme
C = Compulsory; E = Elective; nr = number corresponding with number in Part E

Programme: MSc BA - Organizational & Management Control
Year: 4
Profile: core programme

<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>1.1-2</td>
<td>Advanced Financial Management</td>
<td>BKM008B10</td>
<td>10</td>
<td>C</td>
<td>2</td>
</tr>
<tr>
<td>1.1-2</td>
<td>electives O&amp;MC (see below)**</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course O&amp;MC</td>
<td>BKM048B10</td>
<td>10</td>
<td>C</td>
<td>80</td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives O&amp;MC (see below)**</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA O&amp;MC</td>
<td>EWM059A20</td>
<td>20</td>
<td>C</td>
<td>166</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.
Programme: MSc BA - Organizational & Management Control
Year: 4
Profile: electives O&MC

<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>Business Development Management</td>
<td>BKM028A05</td>
<td>5</td>
<td>E</td>
<td>32</td>
</tr>
<tr>
<td>1.1</td>
<td>Corporate Governance &amp; Stakeholder Man.</td>
<td>BKM071A05</td>
<td>5</td>
<td>E</td>
<td>43</td>
</tr>
<tr>
<td>1.1</td>
<td>Financial Accounting Theory</td>
<td>EWM063A05</td>
<td>5</td>
<td>E</td>
<td>88</td>
</tr>
<tr>
<td>1.1</td>
<td>Management Accounting Change Design</td>
<td>BKM111A05</td>
<td>5</td>
<td>E</td>
<td>150</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced International Business</td>
<td>EWM056A10</td>
<td>10</td>
<td>E</td>
<td>9</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Brand Management and Communication</td>
<td>EWM034A10</td>
<td>10</td>
<td>E</td>
<td>29</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Corporate Governance, Finance &amp; Strategy</td>
<td>EWM011A10</td>
<td>10</td>
<td>E</td>
<td>44</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Corporate Valuation</td>
<td>EWM012A10</td>
<td>10</td>
<td>E</td>
<td>45</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Financial Accounting II for E&amp;M/A&amp;C**</td>
<td>EWB115A10</td>
<td>10</td>
<td>E</td>
<td>87</td>
</tr>
<tr>
<td>1.1-2</td>
<td>ICT: Human &amp; Organizational Issues</td>
<td>BKM053A10</td>
<td>10</td>
<td>E</td>
<td>100</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course Business &amp; ICT**</td>
<td>BKB061A10</td>
<td>10</td>
<td>E</td>
<td>244</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course Human Resource Management**</td>
<td>BKB059A10</td>
<td>10</td>
<td>E</td>
<td>248</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course Operations &amp; Supply Chains**</td>
<td>BKB060A10</td>
<td>10</td>
<td>E</td>
<td>251</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course Small Bus.&amp;Entrepreneurship**</td>
<td>EWB087A10</td>
<td>10</td>
<td>E</td>
<td>253</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Strategy &amp; Innovation</td>
<td>BKM079A10</td>
<td>10</td>
<td>E</td>
<td>273</td>
</tr>
<tr>
<td>1.2</td>
<td>Integral Business Development</td>
<td>BKM022A05</td>
<td>5</td>
<td>E</td>
<td>108</td>
</tr>
<tr>
<td>1.2</td>
<td>Personnel Economics</td>
<td>BKM078A05</td>
<td>5</td>
<td>E</td>
<td>209</td>
</tr>
<tr>
<td>2.1</td>
<td>Advanced Quality Management</td>
<td>BKM032A05</td>
<td>5</td>
<td>E</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>Behavioral Finance</td>
<td>EWM006A05</td>
<td>5</td>
<td>E</td>
<td>28</td>
</tr>
<tr>
<td>2.1</td>
<td>Conflict Man. &amp; Industrial Relations</td>
<td>BKM073A05</td>
<td>5</td>
<td>E</td>
<td>41</td>
</tr>
<tr>
<td>2.1</td>
<td>Credit Risk Analysis</td>
<td>EWM060A05</td>
<td>5</td>
<td>E</td>
<td>46</td>
</tr>
<tr>
<td>2.1</td>
<td>Working Capital Management</td>
<td>BKM045A05</td>
<td>5</td>
<td>E</td>
<td>280</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Financial Accounting II for E&amp;M/A&amp;C**</td>
<td>EWB115A10</td>
<td>10</td>
<td>E</td>
<td>87</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Spec. Course Business &amp; ICT**</td>
<td>BKB061A10</td>
<td>10</td>
<td>E</td>
<td>244</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Spec. Course Operations &amp; Supply Chains**</td>
<td>BKB060A10</td>
<td>10</td>
<td>E</td>
<td>251</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Spec. Course Small Bus.&amp;Entrepreneurship**</td>
<td>EWB087A10</td>
<td>10</td>
<td>E</td>
<td>253</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.
## D9.3 Rules and choices

<table>
<thead>
<tr>
<th>Master’s information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval for the Master’s programme</td>
<td>Information and forms on the internet</td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission to the MSc (for a maximum of one year)</td>
<td>( \geq 165 ) ECTS credits of the bachelor’s degree programme or ( \geq 45 ) ECTS credits of the pre-master programme including the specialization course OMC: Management Accounting and English. 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>N.B.: Provisional admission can lead to serious planning problems</td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree or certificate of the pre-master programme and ( \geq 20 ) ECTS credits of master courses</td>
</tr>
<tr>
<td>Entry requirements for Master’s courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
D10 MSc BA – Small Business & Entrepreneurship

D10.1 Programme description

Coordinator: Dr. C.H.M. Lutz, c.h.m.lutz@rug.nl, 050-3637339
Secretary: Mrs. K. van Brummelen, k.van.brummelen@rug.nl and Mrs. A.M.C. Cordes, a.m.c.cordes@rug.nl, 050-3633453
Study advisor(s): Drs. K.R. Labberté, Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

Objectives and content

The objectives of this master programme are threefold:

• Graduates are familiar with the specific theories in the field of Entrepreneurship and Small Business. They have learnt to interpret the management and economic knowledge taught in the bachelor programme and, in particular, to apply this to Small and Medium-sized Enterprises (SMEs).

• Graduates have learnt that ‘doing business’ is a process in which (strategic) thinking, planning and undertaking are playing a key role. This process can be conducted by the entrepreneur or a third party (e.g. a consultant). Students of this master programme may choose to get really involved in this process through the elaboration of a practical assignment: the preparation of a business plan.

• Graduates acquire some relevant capabilities for consultants and entrepreneurs.

Currently ‘Small Business’ and ‘Entrepreneurship’ are getting a lot of attention. A consensus is growing among policy makers, researchers and various stakeholders, that the dynamics in the economy and the growth of employment are mainly the result of start-ups and growing small businesses. An increasing number of large firms are targeting SMEs as a specific segment in the market. Consultancy firms adapt their services to the specific needs of SMEs. Banks and insurance companies have established SME departments in order to develop specific services for this target group. Other large companies understand that they need enterprising employees in order to survive in the modern economy. In their organizations the departments become smaller and operate more independently, while responsibilities are located as low as possible in the organization and, therefore, these firms require employees with an enterprising attitude. Finally, a growing number of people prefer to become responsible for their employment and start their own business.

Do you expect to become active in the SME sector in the future, then this MSc Ba in Small Business and Entrepreneurship is highly relevant. The specific organizational characteristics of smaller firms are addressed in this programme. Basically all sub-disciplines of management and organization are dealt with. Also questions like ‘what is entrepreneurship?’ and ‘am I suitable for an
entrepreneur?’ are paid attention. Finally, some issues of consultancy and, in particular, consultancy for SMEs, are addressed. As SMEs are quite restricted in the number of specialists they employ they depend on consultants to a relatively large extent. All these topics are presented in three compulsory courses in the master programme: ‘Small Business Management’, ‘New Ventures and Entrepreneurship’ and ‘Small Business Economics’.

Career prospects
The programme prepares students for the following types of employment:
• ‘all-round’ manager for SMEs;
• entrepreneur: start your own business (family business);
• SME consultant in entrepreneurship and change management;
• manager in larger organizations that require employees with an entrepreneurial attitude (intrapreneurship);
• manager in large organizations that address SMEs (banks, accountants, (semi)-government, franchise organizations).

D10.2 Degree programme

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

Programme: MSc BA - Small Business & Entrepreneurship
Year: 4
Profile: core programme

<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>1.1-2</td>
<td>Field Course Small Business Management</td>
<td>BKM011A10</td>
<td>10</td>
<td>C</td>
<td>78</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Small Business Economics</td>
<td>EWM051A10</td>
<td>10</td>
<td>C</td>
<td>238</td>
</tr>
<tr>
<td>1.1-2</td>
<td>electives SB&amp;E (see below)</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>New Ventures &amp; Entrepreneurship</td>
<td>EWM038A10</td>
<td>10</td>
<td>C</td>
<td>200</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis BA SB&amp;E</td>
<td>BKM112A20</td>
<td>20</td>
<td>C</td>
<td>167</td>
</tr>
</tbody>
</table>

Programme: MSc BA - Small Business & Entrepreneurship
Year: 4
Profile: electives SB&E

<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>Advanced HRM Ia</td>
<td>BKM001A05</td>
<td>5</td>
<td>E</td>
<td>3</td>
</tr>
<tr>
<td>1.1</td>
<td>Business Development Management</td>
<td>BKM028A05</td>
<td>5</td>
<td>E</td>
<td>32</td>
</tr>
<tr>
<td>1.1</td>
<td>Entrepreneurial Skills I**</td>
<td>BKM006A02</td>
<td>2</td>
<td>E</td>
<td>68</td>
</tr>
<tr>
<td>1.1</td>
<td>Services Marketing</td>
<td>EWM082A05</td>
<td>5</td>
<td>E</td>
<td>234</td>
</tr>
<tr>
<td>sem</td>
<td>course title</td>
<td>code</td>
<td>EC</td>
<td>C/E</td>
<td>nr</td>
</tr>
<tr>
<td>--------</td>
<td>--------------------------------------------------</td>
<td>-----------</td>
<td>----</td>
<td>-----</td>
<td>-----</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Entrepreneurial Skills II**</td>
<td>EW1016A08</td>
<td>8</td>
<td>E</td>
<td>69</td>
</tr>
<tr>
<td>1.1-2</td>
<td>ICT: Human &amp; Organizational Issues</td>
<td>PW1005A10</td>
<td>10</td>
<td>E</td>
<td>100</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course OMC: Management Accounting**</td>
<td>PW1006B10</td>
<td>10</td>
<td>E</td>
<td>250</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course Strategy &amp; Innovation**</td>
<td>PW1015A10</td>
<td>10</td>
<td>E</td>
<td>254</td>
</tr>
<tr>
<td>1.2</td>
<td>Capturing Value from Innovation</td>
<td>PW1006A05</td>
<td>5</td>
<td>E</td>
<td>37</td>
</tr>
<tr>
<td>2.1</td>
<td>Advanced Quality Management</td>
<td>PW1006A05</td>
<td>5</td>
<td>E</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>Business Marketing</td>
<td>PW1006A05</td>
<td>5</td>
<td>E</td>
<td>35</td>
</tr>
<tr>
<td>2.1</td>
<td>Management Consulting</td>
<td>PW1006A05</td>
<td>5</td>
<td>E</td>
<td>152</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

** D10.3 Rules and choices **

<table>
<thead>
<tr>
<th>Master's information event</th>
<th>November and May</th>
</tr>
</thead>
<tbody>
<tr>
<td>Approval for the Master’s programme</td>
<td>Information and forms on the internet</td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission to the MSc (for a maximum of one year)</td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme or ≥ 45 ECTS credits of the pre-master programme including the specialization course Small Business and Entrepreneurship Fundamentals of SB&amp;E and English. 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>N.B.: Provisional admission can lead to serious planning problems</td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree or certificate of the pre-master programme and ≥ 20 ECTS credits of master courses</td>
</tr>
<tr>
<td>Entry requirements for Master’s courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
**D11 MSc BA – Strategy & Innovation**

**D11.1 Programme description**

**Coordinator:** Dr. G. Gemser, g.gemser@rug.nl, 050-3637085  
**Secretary:** Mrs. A.M.C. Cordes, a.m.c.cordes@rug.nl, 050-3633453  
**Study advisor(s):** Drs. K.R. Labberté, Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

**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.

Career prospects
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.

D11.2  Degree programme

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

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

<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>Innovation &amp; Entrepreneurship</td>
<td>BKM021A05</td>
<td>5</td>
<td>C</td>
<td>104</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Strategy &amp; Innovation</td>
<td>BKM009A10</td>
<td>10</td>
<td>C</td>
<td>82</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Strategy &amp; Innovation</td>
<td>BKM079A10</td>
<td>10</td>
<td>C</td>
<td>273</td>
</tr>
<tr>
<td>1.2</td>
<td>Capturing Value from Innovation</td>
<td>BKM138A05</td>
<td>5</td>
<td>C</td>
<td>37</td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives S&amp;I (see below)</td>
<td></td>
<td>5</td>
<td>C</td>
<td></td>
</tr>
</tbody>
</table>

Programme:  MSc BA - Strategy & Innovation
Year:  4
Profile:  electives S&I

<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>Business Development Management</td>
<td>BKM028A05</td>
<td>5</td>
<td>E</td>
<td>32</td>
</tr>
<tr>
<td>1.1</td>
<td>Corporate Governance &amp; Stakeholder Man.</td>
<td>BKM071A05</td>
<td>5</td>
<td>E</td>
<td>43</td>
</tr>
<tr>
<td>1.2</td>
<td>E-commerce</td>
<td>EWM013A05</td>
<td>5</td>
<td>E</td>
<td>52</td>
</tr>
<tr>
<td>1.2</td>
<td>Integral Business Development</td>
<td>BKM022A05</td>
<td>5</td>
<td>E</td>
<td>108</td>
</tr>
<tr>
<td>2.1</td>
<td>Advanced Quality Management</td>
<td>BKM032A05</td>
<td>5</td>
<td>E</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>Management Consulting</td>
<td>BKM106A05</td>
<td>5</td>
<td>E</td>
<td>152</td>
</tr>
<tr>
<td>D11.3 Rules and choices</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Master’s information event</strong></td>
<td>November and May</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Approval for the Master’s programme</td>
<td>Information and forms on the internet</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entrance to MSc BA</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>BSc Business Studies, BSc Economics and Management or the specific pre-master programme. For entry requirements with other bachelor’s degrees: see section 4 of the TER.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Provisional admission to the MSc (for a maximum of one year)</td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme or ≥ 45 ECTS credits of the pre-master programme including the specialization course Strategy &amp; Innovation and English. 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>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N.B.: Provisional admission can lead to serious planning problems</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree or certificate of the pre-master programme and ≥ 20 ECTS credits of master courses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Entry requirements for Master’s courses</td>
<td>Several courses have specific entry requirements, mostly a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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.

Career prospects
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.
## D12.2 Degree programme

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

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

<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>1.1-2</td>
<td>electives Ectrcs, OR &amp; AS (see below)</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Microeconometrics</td>
<td>EWM035A10</td>
<td>10</td>
<td>C</td>
<td>191</td>
</tr>
<tr>
<td>1.1-2</td>
<td>electives Ectrcs, OR &amp; AS</td>
<td></td>
<td>10</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>or other quantitative course(s)</td>
<td></td>
<td>10</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Researchlab Econometrics</td>
<td>EWM047A10</td>
<td>10</td>
<td>C</td>
<td>228</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis Econometrics</td>
<td>EWM072A20</td>
<td>20</td>
<td>C</td>
<td>169</td>
</tr>
</tbody>
</table>

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

<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>1.1-2</td>
<td>Advanced Industrial Organization</td>
<td>EWM026A10</td>
<td>10</td>
<td>E</td>
<td>8</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Applied Statistics for Econometrics</td>
<td>EWM005A10</td>
<td>10</td>
<td>E</td>
<td>22</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Financial Econometrics</td>
<td>EWM020A10</td>
<td>10</td>
<td>E</td>
<td>89</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Life Insurance</td>
<td>EWM027A10</td>
<td>10</td>
<td>E</td>
<td>141</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Microeconometrics</td>
<td>EWM035A10</td>
<td>10</td>
<td>E</td>
<td>191</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Stochastic Programming</td>
<td>EWM053A10</td>
<td>10</td>
<td>E</td>
<td>270</td>
</tr>
<tr>
<td>2.1</td>
<td>Quantitative Logistics</td>
<td>EWM043A10</td>
<td>10</td>
<td>E</td>
<td>222</td>
</tr>
<tr>
<td>2.1</td>
<td>Researchlab Econometrics</td>
<td>EWM047A10</td>
<td>10</td>
<td>E</td>
<td>228</td>
</tr>
<tr>
<td>2.1</td>
<td>Risk Models</td>
<td>EWM049A10</td>
<td>10</td>
<td>E</td>
<td>232</td>
</tr>
</tbody>
</table>
### D12.3 Rules and choices

<table>
<thead>
<tr>
<th>Entrance to MSc Econometrics</th>
<th>September 1st (later is possible, but not recommended due to the programme structure)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Admission requirements</td>
<td>Bachelor’s degree Econometrics (RUG) or another bachelor’s degree with a comparable level of mathematics, statistics, econometrics and academic skills and attitude.</td>
</tr>
<tr>
<td>Provisional admission to the Master’s</td>
<td>≥ 150 of the bachelor’s degree programme including the Specialization Course Applied Operations Research</td>
</tr>
<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 for the Master’s thesis</td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master’s courses</td>
</tr>
<tr>
<td>Approval for the Master’s programme</td>
<td>You can find information and download a form on the internet.</td>
</tr>
</tbody>
</table>
D13  MSc Econometrics, Operations Research and Actuarial Studies – Operations Research

D13.1  Programme description

**Director & Coordinator:** Dr. M.H. van der Vlerk, m.h.van.der.vlerk@rug.nl, 050-3633816  
**Secretary:** Mrs. E.S. Bennink-Bambang Oetomo, e.s.bennink@rug.nl, 050-3633460  
**Study advisor(s):** Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

**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.

**Career prospects**
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.
D13.2 Degree programme

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

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

<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>1.1-2</td>
<td>electives Ectrcs, OR &amp; AS (see below)</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Stochastic Programming</td>
<td>EWM053A10</td>
<td>10</td>
<td>C</td>
<td>270</td>
</tr>
<tr>
<td>1.1-2</td>
<td>electives Ectrcs, OR &amp; AS</td>
<td></td>
<td>10</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>or other quantitative course(s)</td>
<td></td>
<td>10</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Quantitative Logistics</td>
<td>EWM043A10</td>
<td>10</td>
<td>C</td>
<td>222</td>
</tr>
<tr>
<td>2.1</td>
<td>Master’s Thesis Operations Research</td>
<td>EWM073A20</td>
<td>20</td>
<td>C</td>
<td>175</td>
</tr>
</tbody>
</table>

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

<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>1.1-2</td>
<td>Advanced Industrial Organization</td>
<td>EWM026A10</td>
<td>10</td>
<td>E</td>
<td>8</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Applied Statistics for Econometrics</td>
<td>EWM005A10</td>
<td>10</td>
<td>E</td>
<td>22</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Financial Econometrics</td>
<td>EWM020A10</td>
<td>10</td>
<td>E</td>
<td>89</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Life Insurance</td>
<td>EWM027A10</td>
<td>10</td>
<td>E</td>
<td>141</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Microeconometrics</td>
<td>EWM035A10</td>
<td>10</td>
<td>E</td>
<td>191</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Stochastic Programming</td>
<td>EWM053A10</td>
<td>10</td>
<td>E</td>
<td>270</td>
</tr>
<tr>
<td>2.1</td>
<td>Quantitative Logistics</td>
<td>EWM043A10</td>
<td>10</td>
<td>E</td>
<td>222</td>
</tr>
<tr>
<td>2.1</td>
<td>Researchlab Econometrics</td>
<td>EWM047A10</td>
<td>10</td>
<td>E</td>
<td>228</td>
</tr>
<tr>
<td>2.1</td>
<td>Risk Models</td>
<td>EWM049A10</td>
<td>10</td>
<td>E</td>
<td>232</td>
</tr>
</tbody>
</table>

D13.3 Rules and choices

<table>
<thead>
<tr>
<th>Entrance to MSc Econometrics</th>
<th>September 1st (later is possible, but not recommended due to the programme structure)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Admission requirements</td>
<td>Bachelor’s degree Econometrics (RUG) or another bachelor’s degree with a comparable level of mathematics, statistics, econometrics and academic skills and attitude.</td>
</tr>
<tr>
<td>Provisional admission to the Master’s</td>
<td>≥ 150 of the bachelor’s degree programme including Specialization Course Econometric Methods.</td>
</tr>
</tbody>
</table>
Note: provisional admission can lead to problems in your planning

<table>
<thead>
<tr>
<th>Note: provisional admission can lead to problems in your planning</th>
<th>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.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree and $\geq 20$ ECTS credits of master’s courses</td>
</tr>
<tr>
<td>Approval for the Master’s programme</td>
<td>You can find information and download a form on the internet.</td>
</tr>
</tbody>
</table>

**Elective courses:**
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 (e.g. LNMB, see http://www.lnmb.nl/), all to the discretion of the Board of Examiners.
D14  MSc Econometrics, Operations Research and Actuarial Studies – Actuarial Studies

D14.1  Programme description

Director & Coordinator: Dr. M.H. van der Vlerk, m.h.van.der.vlerk@rug.nl, 050-3633816
Secretary: Mrs. E.S. Bennink-Bambang Oetomo, e.s.bennink@rug.nl, 050-3633460
Study advisor(s): Drs. J. Karssies, studyadvisors.be@rug.nl, tel 050-3633759

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.

Career prospects
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).
## D14.2 Degree programme

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

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

**Year:** 4  
**Profile:** Actuarial Studies

<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>1.1-2</td>
<td>electives Ectrcs, OR &amp; AS (see below)</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Life Insurance</td>
<td>EWM027A10</td>
<td>10</td>
<td>C</td>
<td>141</td>
</tr>
<tr>
<td>1.1-2</td>
<td>electives Ectrcs, OR &amp; AS</td>
<td></td>
<td>10</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>or other quantitative course(s)</td>
<td></td>
<td>10</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>Risk Models</td>
<td>EWM049A10</td>
<td>10</td>
<td>C</td>
<td>232</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis Actuarial Studies</td>
<td>EWM071A20</td>
<td>20</td>
<td>C</td>
<td>160</td>
</tr>
</tbody>
</table>

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

**Year:** 4  
**Profile:** electives Ectrcs, OR & AS

<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>1.1-2</td>
<td>Advanced Industrial Organization</td>
<td>EWM026A10</td>
<td>10</td>
<td>E</td>
<td>8</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Applied Statistics for Econometrics</td>
<td>EWM005A10</td>
<td>10</td>
<td>E</td>
<td>22</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Financial Econometrics</td>
<td>EWM020A10</td>
<td>10</td>
<td>E</td>
<td>89</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Life Insurance</td>
<td>EWM027A10</td>
<td>10</td>
<td>E</td>
<td>141</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Microeconometrics</td>
<td>EWM035A10</td>
<td>10</td>
<td>E</td>
<td>191</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Stochastic Programming</td>
<td>EWM053A10</td>
<td>10</td>
<td>E</td>
<td>270</td>
</tr>
<tr>
<td>2.1</td>
<td>Quantitative Logistics</td>
<td>EWM043A10</td>
<td>10</td>
<td>E</td>
<td>222</td>
</tr>
<tr>
<td>2.1</td>
<td>Researchlab Econometrics</td>
<td>EWM047A10</td>
<td>10</td>
<td>E</td>
<td>228</td>
</tr>
<tr>
<td>2.1</td>
<td>Risk Models</td>
<td>EWM049A10</td>
<td>10</td>
<td>E</td>
<td>232</td>
</tr>
</tbody>
</table>
### D14.3 Rules and choices

<table>
<thead>
<tr>
<th><strong>Entrance to MSc Econometrics</strong></th>
<th>September 1st (later is possible, but not recommended due to the programme structure)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Master’s information event</strong></td>
<td>November and May</td>
</tr>
<tr>
<td><strong>Admission requirements</strong></td>
<td>Bachelor’s degree Econometrics (RUG 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 to the Master’s</strong></td>
<td>( \geq 150 ) of the bachelor’s degree programme including Specialization Course Econometric Methods</td>
</tr>
<tr>
<td><strong>Note: provisional 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 for the Master’s thesis</strong></td>
<td>Bachelor’s degree and ( \geq 20 ) ECTS credits of master’s courses</td>
</tr>
<tr>
<td><strong>Approval for the Master’s programme</strong></td>
<td>You can find information and download a form on the internet.</td>
</tr>
</tbody>
</table>
D15 MSc Economics

D15.1 Programme description

Director: Prof.dr. H. van Ees, h.van.ees@rug.nl, 050-3633705
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
Coordinator: Dr. J.P. Elhorst, j.p.elhorst@rug.nl, 050-3633893
Study advisor(s): Drs. A.J. van der Kolk, studyadvisors.be@rug.nl, tel 050-3633759

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. The students follow 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 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 write a thesis to gain research experience.

Career prospects
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.


- Companies such as Shell, Unilever, Philips and Gasunie.
Study guide 2007-2008 FEB

- 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.

D15.2 Degree programme

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

Programme: MSc Economics
Year: 4
Profile: core programme

<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>1.1-2</td>
<td>electives MSc Economics (see below)</td>
<td></td>
<td></td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Macroeconomics IV</td>
<td>EWM036A10</td>
<td>10</td>
<td>C</td>
<td>147</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Markets and Competition</td>
<td>EWM032A10</td>
<td>10</td>
<td>C</td>
<td>159</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis Economics</td>
<td>EWM077A20</td>
<td>20</td>
<td>C</td>
<td>170</td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives MSc Economics (see below)</td>
<td></td>
<td></td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>or course(s) MSc Economics</td>
<td></td>
<td></td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>or course(s) MSc IE&amp;B</td>
<td></td>
<td></td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>or course(s) MSc Ectrcs, OR &amp; AS</td>
<td></td>
<td></td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>or course(s) MSc BA Finance</td>
<td></td>
<td></td>
<td>E</td>
<td></td>
</tr>
</tbody>
</table>

Note: The student has to choose at least 1 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>
<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>1.1-2</td>
<td>Economic History (master)</td>
<td>EWM015A10</td>
<td>10</td>
<td>E</td>
<td>55</td>
</tr>
<tr>
<td>2.1</td>
<td>Public Choice &amp; Law and Economics</td>
<td>EWM041A10</td>
<td>10</td>
<td>E</td>
<td>218</td>
</tr>
<tr>
<td>2.1</td>
<td>Spatial Economics &amp; Econometrics</td>
<td>EWM052D10</td>
<td>10</td>
<td>E</td>
<td>242</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Money and Banking</td>
<td>EWM037A10</td>
<td>10</td>
<td>E</td>
<td>198</td>
</tr>
</tbody>
</table>

**D15.3  Rules and choices**

<table>
<thead>
<tr>
<th></th>
<th>September 1(^{st}) (later is possible but not recommended due to programme structure)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrance to MSc Economics</td>
<td></td>
</tr>
<tr>
<td>Master’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Admission requirements</td>
<td>Bachelor’s degree Economics</td>
</tr>
<tr>
<td>Provisional admission to the</td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme including Specialization Course</td>
</tr>
<tr>
<td>Masters</td>
<td>Political Economics.</td>
</tr>
<tr>
<td>Note: provisional admission can lead to problems in your planning</td>
<td>The 1(^{st}) 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 for the Master’s thesis</td>
<td>Bachelor’s degree and ≥ 20 ECTS credits of master’s courses</td>
</tr>
<tr>
<td>Approval for the Master’s programme</td>
<td>You can find information and download a form on the internet.</td>
</tr>
</tbody>
</table>
D16 MSc Human Resource Management

D16.1 Programme description

Director: Dr. O. Janssen, o.janssen@rug.nl, 050-363 7199
Secretary: Mrs. E.H. Boswijk-Korte and Ms C.R. Teuben, 050-363 4288
Graduate coordinator: Drs. J. van Polen, j.van.polen@rug.nl, 050-363 4288
Study advisor(s): Drs. K.R. Labberté, Drs. E.I. Brilman, studyadvisors.be@rug.nl, tel 050-3633759

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.

**Career prospects**
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.

**D16.2 Degree programme**

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

<table>
<thead>
<tr>
<th>Programme: MSc Human Resource Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year: 4</td>
</tr>
<tr>
<td>Profile: Application Oriented Profile</td>
</tr>
</tbody>
</table>

<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>Advanced HRM Ia</td>
<td>BKM001A05</td>
<td>5</td>
<td>C</td>
<td>3</td>
</tr>
<tr>
<td>1.1</td>
<td>Advanced HRM IIa</td>
<td>BKM002A05</td>
<td>5</td>
<td>C</td>
<td>5</td>
</tr>
<tr>
<td>1.1-2</td>
<td>electives MSc HRM (see below)</td>
<td></td>
<td>15</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Advanced HRM Ib</td>
<td>BKM001B05</td>
<td>5</td>
<td>C</td>
<td>4</td>
</tr>
<tr>
<td>1.2</td>
<td>Advanced HRM IIb</td>
<td>BKM002B05</td>
<td>5</td>
<td>C</td>
<td>6</td>
</tr>
<tr>
<td>1.2</td>
<td>Skills for Master’s Thesis HRM**</td>
<td>BKM113A02</td>
<td>2</td>
<td>C</td>
<td>236</td>
</tr>
<tr>
<td>2.1</td>
<td>Applied HRM</td>
<td>BKM003A05</td>
<td>5</td>
<td>C</td>
<td>21</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis HRM</td>
<td>BKM122A18</td>
<td>18</td>
<td>C</td>
<td>171</td>
</tr>
</tbody>
</table>

**This course can also be taken in other periods. Consult the course descriptions.**
Programme: MSc Human Resource Management
Year: 4
Profile: Theory- and Policy Oriented Profile

<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>Advanced HRM Ia</td>
<td>BKM001A05</td>
<td>5</td>
<td>C</td>
<td>3</td>
</tr>
<tr>
<td>1.1</td>
<td>Advanced HRM IIa</td>
<td>BKM002A05</td>
<td>5</td>
<td>C</td>
<td>5</td>
</tr>
<tr>
<td>1.1-2</td>
<td>electives MSc HRM (see below)</td>
<td></td>
<td>15</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Advanced HRM Ib</td>
<td>BKM001B05</td>
<td>5</td>
<td>C</td>
<td>4</td>
</tr>
<tr>
<td>1.2</td>
<td>Advanced HRM IIb</td>
<td>BKM002B05</td>
<td>5</td>
<td>C</td>
<td>6</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master's Thesis HRM (25 EC)</td>
<td>BKM122A25</td>
<td>25</td>
<td>C</td>
<td>172</td>
</tr>
</tbody>
</table>

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

<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>Corporate Governance &amp; Stakeholder Man.</td>
<td>BKM071A05</td>
<td>5</td>
<td>E</td>
<td>43</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Service Operations</td>
<td>BKM034A05</td>
<td>5</td>
<td>E</td>
<td>233</td>
</tr>
<tr>
<td>1.2</td>
<td>HRM &amp; International Labour Law</td>
<td>BKM133A05</td>
<td>5</td>
<td>E</td>
<td>98</td>
</tr>
<tr>
<td>1.2</td>
<td>Personnel Economics</td>
<td>BKM078A05</td>
<td>5</td>
<td>E</td>
<td>209</td>
</tr>
<tr>
<td>2.1</td>
<td>Advanced Quality Management</td>
<td>BKM032A05</td>
<td>5</td>
<td>E</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>Conflict Man. &amp; Industrial Relations</td>
<td>BKM073A05</td>
<td>5</td>
<td>E</td>
<td>41</td>
</tr>
<tr>
<td>2.1</td>
<td>Management Consulting</td>
<td>BKM106A05</td>
<td>5</td>
<td>E</td>
<td>152</td>
</tr>
</tbody>
</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 Part C in this study guide and the website.
• 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.

D16.3 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 find information and download a from on the internet</td>
</tr>
<tr>
<td>Moment of intake</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 or the pre-master programme including English. For other bachelor’s degrees: see section 4 of the TER.</td>
</tr>
<tr>
<td>Provisional admission master throughout one year</td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme including English.</td>
</tr>
<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 requirement master’s thesis</td>
<td>Bachelor’s degree or pre-master programme and ≥ 20 ECTS credits of master courses</td>
</tr>
<tr>
<td>Entry requirement master courses</td>
<td>Several courses have specific entry requirements, most times a specialization course. See TER, article 4.2 and the relevant course descriptions.</td>
</tr>
</tbody>
</table>
D17 MSc International Business & Management

D17.1 Programme description

Director: Mr. drs. Henk Ritsema
Secretary: Ineke van Est, r.van.est@rug.nl, Linda Romp, l.j.romp@rug.nl, 050-3633458
Coordinator: Drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243
Thesis coordinator: Dr. Bartjan Pennink, b.j.w.pennink@rug.nl, 050-3633243
Study advisor(s): Drs. E.I. Brilman, studyadvisors.be@rug.nl, tel 050-3633759

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.
D17.2  Degree programme

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

Programme: MSc International Business & Management
Year: 4
Profile: 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>Advanced International Management</td>
<td>BKM115A05</td>
<td>5</td>
<td>C</td>
<td>12</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced IE&amp;B</td>
<td>EWM002A10</td>
<td>10</td>
<td>C</td>
<td>7</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced International Business</td>
<td>EWM056A10</td>
<td>10</td>
<td>C</td>
<td>9</td>
</tr>
<tr>
<td>1.2</td>
<td>Advanced International Fin. Management</td>
<td>BKM114A05</td>
<td>5</td>
<td>C</td>
<td>11</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>223</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis IB&amp;M**</td>
<td>BKM119A25</td>
<td>25</td>
<td>C</td>
<td>173</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

D17.3  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 or the IB&amp;M Pre-master programme.</td>
</tr>
</tbody>
</table>

Entry to the MSc IB&M via other BSc programmes from the Faculty of Business & Economics is possible provided the following Bachelor courses were substantially covered and a passing grade was obtained:
- Statistics
- Business Research Methodology
- Management
- Finance

<table>
<thead>
<tr>
<th>Provisional admission master (for a maximum of one year)</th>
<th>≥ 165 ECTS of the BSc Business Studies, profile IB&amp;M.</th>
</tr>
</thead>
</table>

N.B. Provisional admission can lead to serious planning problems due to the fact that the first semester consists completely of obligatory courses and these are hard to combine with BSc courses.
## Master’s degrees

| Entry requirement for the MSc thesis IB&M | The complete BSc Business Studies, profile IB&M or the Pre-MSc programme and at least 20 ECTS of the main MSc courses. For other regulations, see the MSc IB&M Thesis Manual. |
| Starting dates MSc thesis | Students can start with their MSc Thesis and the related course Research Methodology for MSc IB&M twice a year at the beginning of each new semester. |
| Entry requirement for the course Research Methodology for MSc IB&M | 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. |
| Approval master programme | You can download a form from the internet. |
D18 MSc International Business & Management - International Financial Management

D18.1 Programme description

**Director:** Dr. Niels Hermes, clm.hermes@rug.nl, 050-3634863

**Secretary:** Ineke van Est, r.van.est@rug.nl, Linda Romp, lj.romp@rug.nl, 050-3633458

**Coordinator:** Drs. Hester Huizinga, h.e.b.huizinga@rug.nl, 050-3638243

**Study advisor(s):** Drs. E.I. Brilman, studyadvisors.be@rug.nl, tel 050-3633759

**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.


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.

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.

D18.2 Degree programme

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

Programme: MSc International Business & Management

Year: 4
Profile: IFM

<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 Man. Accounting &amp; Control</td>
<td>BKM062A05</td>
<td>5</td>
<td>C</td>
<td>125</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced IE&amp;B</td>
<td>EWM002A10</td>
<td>10</td>
<td>C</td>
<td>7</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced International Business</td>
<td>EWM056A10</td>
<td>10</td>
<td>C</td>
<td>9</td>
</tr>
<tr>
<td>1.2</td>
<td>Advanced International Fin. Management</td>
<td>BKM114A05</td>
<td>5</td>
<td>C</td>
<td>11</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>223</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis IB&amp;M**</td>
<td>BKM119A25</td>
<td>25</td>
<td>C</td>
<td>173</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

D18.3 Rules and choices

<table>
<thead>
<tr>
<th>Entrance to MSc IB&amp;M</th>
<th>1st of September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s information event</td>
<td>November and May</td>
</tr>
</tbody>
</table>
| Admission requirements for the MSc IB&M, specialization IFM | Bachelor Business Studies, profile IB&M or the IB&M Pre-master programme. Entry to the MSc IB&M-IFM via the BSc programmes from the Faculty of Business & Economics is possible provided the following Bachelor courses were substantially covered and a passing grade was obtained:
  - Statistics
  - Business Research Methodology
  - Finance
  - Accounting |
<table>
<thead>
<tr>
<th>Provisional Admission to the MSc IB&amp;M-IFM during one year.</th>
<th>≥ 165 ECTS of the BSc Business Studies, profile IB&amp;M. N.B. Provisional admission can lead to serious planning problems due to the fact that the first semester consists completely of obligatory courses and these are hard to combine with BSc courses.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry requirement for the MSc thesis IB&amp;M-IFM</td>
<td>The complete BSc Business Studies, profile IB&amp;M and at least 20 ECTS of the main MSc courses. For other regulations, see the MSc IB&amp;M Thesis Manual.</td>
</tr>
<tr>
<td>MSc thesis start dates</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 requirements for the Research Methodology for MSc IB&amp;M course</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 for the Master’s programme</td>
<td>You can download a form from the internet.</td>
</tr>
</tbody>
</table>
D19 MSc International Economics & Business

D19.1 Programme description

Director: Prof.dr H. van Ees, h.van.ees@rug.nl, 050-3633705
Secretary: Ms E.A. Kortrijk, e.a.kortrijk@rug.nl, 050-3633716
Coordinator: Dr. E.H. van Leeuwen, e.h.van.leeuwen@rug.nl, 050-3633744
Study advisor(s): Drs. A.J. van der Kolk, studyadvisors.be@rug.nl, tel 050-3633759

Objectives and content

The master programme IE&B has a strong focus on a major integrative subject, which is the Multinational Enterprises and the Global 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 strategic decision-making of multinational enterprises;
- the implications for the strategy of multinationals (including foreign entry and establishment modes, subcontracting, licensing, joint ventures, mergers, etc.), in particular the choice between competition or co-operation.
- the international business environment in different cross-contextual settings;
- the implications of the globalisation of economic activity for international co-operation between nations (inter- and intra-governmental organizations) in the areas of international economic and trade policy, intellectual property rights, international finance and international economic law.

Underlying these topics is the literature on international trade, economic geography, innovation theory, international business strategy, (generalised) transaction cost theory and institutional theory.

The first semester of the programme consists of three major MSc courses, namely Advanced International Economics (‘Multinational Enterprises and Trade’), Advanced International Business (‘Management Challenge of Globalisation’) and an integrative course on Advanced IE&B (‘Comparative Institutional Approaches’). The courses focus and apply 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.
D19.2 **Degree programme**

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

Programme: **MSc International Economics & Business**

Year: 4

<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>1.1-2</td>
<td>Advanced IE&amp;B</td>
<td>EWM002A10</td>
<td>10</td>
<td>C</td>
<td>7</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced International Business</td>
<td>EWM056A10</td>
<td>10</td>
<td>C</td>
<td>9</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced International Economics</td>
<td>EWM001A10</td>
<td>10</td>
<td>C</td>
<td>10</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis IE&amp;B**</td>
<td>EWM068A25</td>
<td>25</td>
<td>C</td>
<td>174</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Research Methodology for MSc IE&amp;B</td>
<td>EWM046A05</td>
<td>5</td>
<td>C</td>
<td>224</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

D19.3 **Rules and choices**

<table>
<thead>
<tr>
<th>Entrance to MSc IE&amp;B</th>
<th>1st of September</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s information event</td>
<td>November and May</td>
</tr>
<tr>
<td>Study abroad kan toch zeker wel weg!</td>
<td>No study abroad in the MSc IE&amp;B programme</td>
</tr>
<tr>
<td>Admission requirements</td>
<td>Bachelor IE&amp;B or completed IE&amp;B pre-master programme. Other (related) bachelor: contact the Admissions Office.</td>
</tr>
<tr>
<td>Provisional admission to MSc IE&amp;B for one year</td>
<td>≥ 165 ECTS credits of the bachelor including International Business 3: International Strategy and Innovation, and International Economics 3: International Rivalry. 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&amp;B, the BSc or SID programme must have been completed.</td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis and the related assignment part of Research Methodology</td>
<td>Bachelor’s degree or pre-master programme and ≥ 20 ECTS credits of master’s courses</td>
</tr>
<tr>
<td>Approval for the Master’s programme</td>
<td>You can find information and download a form on the internet.</td>
</tr>
</tbody>
</table>
D20 MSc Technology Management

D20.1 Programme description

**Director:** Dr. J. Riezebos, j.riezebos.rug.nl, 050-3634853  
**Secretary:** Ms N. van de Beek, n.van.de.beek@rug.nl, 050-363 3921  
**Coordinator:** Dr. G.C. Ruël, g.c.ruell@rug.nl, 050-363 7314  
**Study advisor(s):** Drs. K.R. Labberté, Drs. E.I. Brilman, studyadvisors.be@rug.nl, tel 050-3633759

**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’ concern 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 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 program, the integrative courses force students to apply the knowledge of the four basis courses on practical situations. Next to the compulsory courses, students may choose two elective courses. These elective courses make it possible for students
to give an own profile to their education. Elective courses can be selected from various fields, such as Engineering, ICT, Marketing, Operations & Supply Chains, Finance, 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’.

Career prospects
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.

D20.2 Degree programme
C = Compulsory; E = Elective; nr = number corresponding with number in Part E

Programme: MSc Technology Management
Year: 4
Profile: core programme

<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>Advanced Product &amp; Service Developme</td>
<td>BKM160A05</td>
<td>5</td>
<td>C</td>
<td>16</td>
</tr>
<tr>
<td>1.1</td>
<td>Management Acc. for Techn. Innovation</td>
<td>BKM161A05</td>
<td>5</td>
<td>C</td>
<td>151</td>
</tr>
<tr>
<td>1.2</td>
<td>Process Innovation &amp; Oper. Excellenc</td>
<td>BKM162A05</td>
<td>5</td>
<td>C</td>
<td>212</td>
</tr>
<tr>
<td>1.2</td>
<td>Social System Analysis of Techn. Innov.</td>
<td>BKM163A05</td>
<td>5</td>
<td>C</td>
<td>239</td>
</tr>
<tr>
<td>1.2</td>
<td>Technology Business Plan**</td>
<td>BKM165A05</td>
<td>5</td>
<td>C</td>
<td>277</td>
</tr>
<tr>
<td>2.1</td>
<td>Strategic Management of Technology**</td>
<td>BKM164A05</td>
<td>5</td>
<td>C</td>
<td>272</td>
</tr>
<tr>
<td>2.1-2</td>
<td>electives MSc TM (see below)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master's Thesis Technology Management</td>
<td>BKM166A20</td>
<td>20</td>
<td>C</td>
<td>177</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

Programme: MSc Technology Management
Year: 4
Profile: electives MSc TM

<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>Advanced Purchasing &amp; Supply Management</td>
<td>BKM116A05</td>
<td>5</td>
<td>E</td>
<td>18</td>
</tr>
<tr>
<td>1.1</td>
<td>Entrepreneurial Skills I**</td>
<td>BKM006A02</td>
<td>2</td>
<td>E</td>
<td>68</td>
</tr>
<tr>
<td>1.1</td>
<td>Innovation &amp; Entrepreneurship</td>
<td>BKM021A05</td>
<td>5</td>
<td>E</td>
<td>104</td>
</tr>
<tr>
<td>sem</td>
<td>course title</td>
<td>code</td>
<td>EC</td>
<td>C/E</td>
<td>nr</td>
</tr>
<tr>
<td>---------</td>
<td>--------------------------------------------------</td>
<td>------------</td>
<td>----</td>
<td>-----</td>
<td>----</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Business Processes &amp; ICT</td>
<td>BKM046A10</td>
<td>10</td>
<td>E</td>
<td>36</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Entrepreneurial Skills II**</td>
<td>EWM016A08</td>
<td>8</td>
<td>E</td>
<td>69</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Field Course Finance</td>
<td>BKM047A10</td>
<td>10</td>
<td>E</td>
<td>77</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Flexible Manufacturing Automation</td>
<td>TBFMA06E</td>
<td>6</td>
<td>E</td>
<td>91</td>
</tr>
<tr>
<td>1.1-2</td>
<td>ICT: Human &amp; Organizational Issues</td>
<td>BKM053A10</td>
<td>10</td>
<td>E</td>
<td>100</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Inf. Systems for Operations &amp; Supply Ch.</td>
<td>BKM058A05</td>
<td>5</td>
<td>E</td>
<td>102</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Simulation of Business Processes</td>
<td>TBSBP05E</td>
<td>5</td>
<td>E</td>
<td>235</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Spec. Course OMC: Management Accounting**</td>
<td>EWB084A10</td>
<td>10</td>
<td>E</td>
<td>250</td>
</tr>
<tr>
<td>1.2</td>
<td>Advanced HRM Ib</td>
<td>BKM001B05</td>
<td>5</td>
<td>E</td>
<td>4</td>
</tr>
<tr>
<td>1.2</td>
<td>Applied Capital Budgeting &amp; Finance</td>
<td>BKM061A05</td>
<td>5</td>
<td>E</td>
<td>20</td>
</tr>
<tr>
<td>1.2</td>
<td>E-commerce</td>
<td>EWM013A05</td>
<td>5</td>
<td>E</td>
<td>52</td>
</tr>
<tr>
<td>1.2</td>
<td>E-Venturing</td>
<td>BKB078A05</td>
<td>5</td>
<td>E</td>
<td>71</td>
</tr>
<tr>
<td>1.2</td>
<td>Prod.Dev., Prod.Man. &amp; Supply Chain</td>
<td>BKM125A05</td>
<td>5</td>
<td>E</td>
<td>214</td>
</tr>
<tr>
<td>1.2</td>
<td>Retail Marketing</td>
<td>EWM080A05</td>
<td>5</td>
<td>E</td>
<td>229</td>
</tr>
<tr>
<td>2.1</td>
<td>Advanced Quality Management</td>
<td>BKM032A05</td>
<td>5</td>
<td>E</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>Business Intelligence</td>
<td>TBBI05E</td>
<td>5</td>
<td>E</td>
<td>34</td>
</tr>
<tr>
<td>2.1</td>
<td>Business Marketing</td>
<td>EWM008A05</td>
<td>5</td>
<td>E</td>
<td>35</td>
</tr>
<tr>
<td>2.1</td>
<td>Conflict Man. &amp; Industrial Relations</td>
<td>BKM073A05</td>
<td>5</td>
<td>E</td>
<td>41</td>
</tr>
<tr>
<td>2.1</td>
<td>Credit Risk Analysis</td>
<td>EWM060A05</td>
<td>5</td>
<td>E</td>
<td>46</td>
</tr>
<tr>
<td>2.1</td>
<td>Global Operations &amp; Supply Chains</td>
<td>BKM014A05</td>
<td>5</td>
<td>E</td>
<td>95</td>
</tr>
<tr>
<td>2.1</td>
<td>Management Consulting</td>
<td>BKM106A05</td>
<td>5</td>
<td>E</td>
<td>152</td>
</tr>
<tr>
<td>2.1</td>
<td>Sustainability for Engineers</td>
<td>CHSFE05E</td>
<td>5</td>
<td>E</td>
<td>275</td>
</tr>
<tr>
<td>2.1</td>
<td>Systems Engineering</td>
<td>TBSE05E</td>
<td>5</td>
<td>E</td>
<td>276</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Consumer Behavior</td>
<td>EWM009A10</td>
<td>10</td>
<td>E</td>
<td>42</td>
</tr>
<tr>
<td>2.2</td>
<td>Advanced Product Engineering</td>
<td>CHTAPE05E</td>
<td>5</td>
<td>E</td>
<td>17</td>
</tr>
</tbody>
</table>

**This course can also be taken in other periods. Consult the course descriptions.**

### D20.3 Rules and choices

<table>
<thead>
<tr>
<th>Approval of study programme</th>
<th>You can find information and download a form on the internet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entrance to MSc Technology Management</td>
<td>September 1st (later is possible, but not recommended due to the programme structure)</td>
</tr>
<tr>
<td>Entry requirements for the Master’s degree programme</td>
<td>Bachelor’s degree Technologiemanagement</td>
</tr>
<tr>
<td>Provisional admission to the MSc throughout the year</td>
<td>≥ 165 ECTS credits of the bachelor’s degree programme (including compulsory courses).</td>
</tr>
<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>---</td>
<td>---</td>
</tr>
<tr>
<td>Entry requirements for the Master’s thesis</td>
<td>Bachelor’s degree and $\geq 20$ ECTS credits of master courses</td>
</tr>
</tbody>
</table>
D21  Research Master in Economics & Business

D21.1  Programme description

**Director:** Prof. J. de Haan, j.de.haan@eco.rug.nl, 050-363 3706  
**Coordinator:** Dr. B. Los, b.los@rug.nl, 050-363 7317

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 applications) please contact SOM's research coordinator, mrs. A.C. Koning (tel.: 050 363 3815, e-mail: a.c.koning@rug.nl).
D21.2  Degree programme

Programme: Research Master in Economics and Business
Year: 4
Profile: Profile Economics & Econometrics

<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></td>
<td>electives</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Learning and Practising Research</td>
<td>EWM078A09</td>
<td>9</td>
<td>C</td>
<td>140</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Macroeconomics &amp; Monetary Economics</td>
<td>EWM085A10</td>
<td>10</td>
<td>C</td>
<td>142</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Microeconomics &amp; Industrial Organization</td>
<td>EWM086A10</td>
<td>10</td>
<td>C</td>
<td>192</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Theor. Foundations of Corporate Fin.</td>
<td>EWM057A10</td>
<td>10</td>
<td>E</td>
<td>279</td>
</tr>
<tr>
<td>1.2</td>
<td>or Advanced Econometrics**</td>
<td>EWM088A10</td>
<td>10</td>
<td>E</td>
<td>1</td>
</tr>
<tr>
<td>2.1-2</td>
<td>or Advanced Political Economics</td>
<td>EWM103A10</td>
<td>10</td>
<td>E</td>
<td>15</td>
</tr>
<tr>
<td>2.1-2</td>
<td>English Writing</td>
<td>EWM079B01</td>
<td>1</td>
<td>C</td>
<td>66</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Philosophy of Science&amp;Research Meth.</td>
<td>BKM135A10</td>
<td>10</td>
<td>C</td>
<td>210</td>
</tr>
</tbody>
</table>

** This course can also be taken in other periods. Consult the course descriptions.

Programme: Research Master in Economics and Business
Year: 4
Profile: Profile International Economics & Business

<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></td>
<td>electives</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td>1.1-2</td>
<td>Learning and Practising Research</td>
<td>EWM078A09</td>
<td>9</td>
<td>C</td>
<td>140</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Institutional Determinants of Econ. Dev.</td>
<td>EWM090A10</td>
<td>10</td>
<td>C</td>
<td>106</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Organization Theory &amp; Comp.Bus.Systems</td>
<td>EWM091A10</td>
<td>10</td>
<td>C</td>
<td>201</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Macroeconomics &amp; Monetary Econ.</td>
<td>EWM085A10</td>
<td>10</td>
<td>E</td>
<td>142</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Microeconomics &amp; Industrial Organ.</td>
<td>EWM086A10</td>
<td>10</td>
<td>E</td>
<td>192</td>
</tr>
<tr>
<td>2.1-2</td>
<td>International Trade and Location The.</td>
<td>EWM092A10</td>
<td>10</td>
<td>E</td>
<td>130</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Organizational Behaviour &amp; HRM</td>
<td>BKM169A10</td>
<td>10</td>
<td>E</td>
<td>205</td>
</tr>
<tr>
<td>2.1-2</td>
<td>English Writing</td>
<td>EWM079B01</td>
<td>1</td>
<td>C</td>
<td>66</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Philosophy of Science&amp;Research Meth.</td>
<td>BKM135A10</td>
<td>10</td>
<td>C</td>
<td>210</td>
</tr>
</tbody>
</table>
**Programme:** Research Master in Economics and Business  
**Year:** 4  
**Profile:** Profile Marketing

<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></td>
<td>electives Empirical Research Methods</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learning and Practising Research</td>
<td>EWM078A09</td>
<td>9</td>
<td>C</td>
<td>140</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Advanced Marketing Models</td>
<td>EWM093A10</td>
<td>10</td>
<td>C</td>
<td>14</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Microeconomics &amp; Industrial Organ.</td>
<td>EWM086A10</td>
<td>10</td>
<td>E</td>
<td>192</td>
</tr>
<tr>
<td>1.1-2</td>
<td>or Multivariate Data Analysis</td>
<td>EWM095A10</td>
<td>10</td>
<td>E</td>
<td>199</td>
</tr>
<tr>
<td>1.2</td>
<td>or Advanced Econometrics**</td>
<td>EWM088A10</td>
<td>10</td>
<td>E</td>
<td>1</td>
</tr>
<tr>
<td>2.1-2</td>
<td>English Writing</td>
<td>EWM079B01</td>
<td>1</td>
<td>C</td>
<td>66</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Marketing Theory</td>
<td>EWM094A10</td>
<td>10</td>
<td>C</td>
<td>158</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Philosophy of Science &amp; Research Meth.</td>
<td>BKM135A10</td>
<td>10</td>
<td>C</td>
<td>210</td>
</tr>
</tbody>
</table>

**Programme:** Research Master in Economics and Business  
**Year:** 4  
**Profile:** Profile Production & Innovation Management

<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></td>
<td>electives Empirical Research Methods</td>
<td></td>
<td>10</td>
<td>C</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Learning and Practising Research</td>
<td>EWM078A09</td>
<td>9</td>
<td>C</td>
<td>140</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Enterprise Information Systems</td>
<td>BKM171A05</td>
<td>5</td>
<td>C</td>
<td>67</td>
</tr>
<tr>
<td>1.1-2</td>
<td>Production and Operations Management</td>
<td>BKM170A10</td>
<td>10</td>
<td>C</td>
<td>215</td>
</tr>
<tr>
<td>1.2</td>
<td>Innovative Operations</td>
<td>BKM168A05</td>
<td>5</td>
<td>C</td>
<td>105</td>
</tr>
<tr>
<td>2.1</td>
<td>Quantitative Logistics</td>
<td>EWM043A10</td>
<td>10</td>
<td>E</td>
<td>222</td>
</tr>
<tr>
<td>2.1</td>
<td>or Supply Chain Analysis</td>
<td>EWM084A05</td>
<td>5</td>
<td>E</td>
<td>274</td>
</tr>
<tr>
<td>2.1-2</td>
<td>or Organizational Behaviour &amp; HRM</td>
<td>BKM169A10</td>
<td>10</td>
<td>E</td>
<td>205</td>
</tr>
<tr>
<td>2.1-2</td>
<td>English Writing</td>
<td>EWM079B01</td>
<td>1</td>
<td>C</td>
<td>66</td>
</tr>
<tr>
<td>2.1-2</td>
<td>Philosophy of Science &amp; Research Meth.</td>
<td>BKM135A10</td>
<td>10</td>
<td>C</td>
<td>210</td>
</tr>
</tbody>
</table>

**Programme:** Research Master in Economics and Business  
**Year:** 5

<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></td>
<td>Additional profile / specialised courses</td>
<td></td>
<td>30</td>
<td>E</td>
<td></td>
</tr>
<tr>
<td>2.1-2</td>
<td>Master’s Thesis RM E&amp;B</td>
<td>EWM097A30</td>
<td>30</td>
<td>C</td>
<td>176</td>
</tr>
</tbody>
</table>

**Note:** This course can also be taken in other periods. Consult the course descriptions.
Part E  Course descriptions

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

1. Advanced Econometrics  EWM088A10

contact  prof. Dr. P.A. Bekker
lecturers  prof. Dr. P.A. Bekker, Dr. C. Praagman
programmes  Research Master in Economics and Business (Profile Economics & Econometrics) year 4, Research Master in Economics and Business (Profile Marketing) year 4
language  English
period  1.2
EC  10
format  lectures and tutorials, assignment(s), self-study
assessment  assignment(s), written exam

objective  The course provides both a rigorous treatment of the foundation of econometric methodology, and it aims at obtaining the necessary skills and knowledge to work with multivariate cross-sectional and time-series data.

content  This course consists of two equal-sized parts. Part 1 uses the multivariate linear model as a starting point to derive a variety of estimation methods and testing procedures. Both exact and asymptotic methods are treated. The second part focuses on dynamic models. Both theoretically and based on computer assignments this part covers three main fields of time series modelling. It includes ARMA models, the Kalman filter, and multivariate problems: ADL, VAR, ECM and SEM with a cointegration assignment. Depending on the prior knowledge of the student, the course also provides the opportunity to further specialize in the field of micro-econometrics. The optional part deals with a large number of methods that are commonly used in the analysis of microeconomic datasets.

literature  
- Articles
The lectures for this Research Master master course are combined with those of the regular courses Introduction to Econometrics (semester IIb) and Dynamic Econometrics (semester Ib). The Research Master students will be assigned additional readings and will write a more extensive and analytically challenging exam.

2. **Advanced Financial Management**  
   **BKM008B10**

   **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
   Lectures, tutorials and computer practicals (the latter two are compulsory).
   **assessment** assignment(s), written exam, mandatory attendance
   Compulsory attendance, assignments during the course and final exam. Resit in semester 2.1
   **prerequisite(s)** Finance I and II (EWP005A06 and EWB023A06) or Financieel beleid Business (BKB015A05)

   **objective** The Advanced Financial Management course aims to provide students with a profound knowledge and a thorough understanding of the field of investment analysis and the financial management of organizations.

   **content** The course concentrates on advanced capital budgeting and corporate financing issues. It provides a thorough basis for students wanting a career in financial management, as well as a broader perspective which also makes them suitable for more general positions. Topics to be dealt with include: financial planning of organizations, investment selection on the basis of financial analyses, the role of equity and debt within organizations, and how financial derivatives like options work, with a number of specific themes such as leasing and takeovers as well as the links between these subjects. The Advanced Financial Management course is more pragmatic, less analytical and more strongly focused on research than the related Bachelor’s specialization course in Finance, i.e. it contains many assignments and cases, several Excel practicals and a research assignment.
3. Advanced HRM Ia: Strategic HRM  

**BKM001A05**

**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.
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.

- Kansrijk Kiezen: For foreign students an equivalent text in the English language will be provided
- Literature to be announced

Secretary: tel +31 50 363 4288.

4. **Advanced HRM Ib: Production Concepts & Design of Work**

- **BKM001B05**
- **Contact**: NN
- **Lecturer**: NN
- **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 Technology Management (electives MSc TM) year 4
- **Language**: English
- **Period**: 1.2
- **EC**: 5
- **Format**: lectures and tutorials
- **Assessment**: to be announced
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  · To be announced.

remarks  Secretary: tel +31 50 363 4288.

5. Advanced HRM IIA: Theories of Change  BKM002A05

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 and Change 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 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-program will find more in-depth information about both the E and the O approach in their field course.


Remarks: Additional texts to be announced. Secretary: tel +31 50 363 4288.

6. Advanced HRM IIb: Instruments of Personnel Policy

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: assignment(s), 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.


remarks  Secretary: tel +31 50 363 4288.

7. Advanced IE&B: Comparative Institutional Approaches  EWM002A10

contact

lecturers  Dr. G. Peli
Dr. D. Bezemer, Dr. G. Peli, Dr. A. Saka-Helmhout, prof. Dr. A.M. Sorge

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) 150 EC of the BSc IE&B or IB&M incl.: for IE&B: the 3rd year courses IB III and IE III; for IB&M: at least 15 EC of the basic IB&M courses in the 3rd year (ISM, MIBO, IE&T and IFM)

objective This course is part of the MSc programmes International Economics and Business (IE&B) and International Business and Management (IB&M). It adopts comparative analysis of institutions and systems of capitalism and some characteristics of non-capitalist economies. The aim is to deepen the understanding of students on differences between market, transition and developing economies, and their connection to the nature of firms and their strategies concerning the prevalent ways in which economic activities are coordinated and controlled.

content This course focuses on the characteristics of the business environment (socio-economic and institutional factors) in a cross-cultural and cross-country context. The perspective is not exclusively on either the aggregate economy or the firm, but rather on the interaction (technical and economic, as well as social and cultural) between the business environment and organisations. The focus of the course is explicitly on the roles and importance of institutions and (market) co-ordination mechanisms for the 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 

· Series of articles available either online or in print

remarks Coordinator: G. Peli, g.peli@rug.nl, tel: 050 3637326
Secretary: e.a.kortrijk@rug.nl, tel: 050 363 3716
8. **Advanced Industrial Organization**  

**EWM026A10**

<table>
<thead>
<tr>
<th>contact</th>
<th>Dr. M.A. Haan</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturer</td>
<td>Dr. M.A. Haan</td>
</tr>
<tr>
<td>programmes</td>
<td>Courses open to Exchange Students year 4, MSc Econometrics, Operations Research &amp; Actuarial Studies (electives Ectrcs, OR &amp; AS) year 4</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
</tr>
<tr>
<td>period</td>
<td>1.1-2</td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>format</td>
<td>lectures</td>
</tr>
<tr>
<td>assessment</td>
<td>oral exam, assignment(s)</td>
</tr>
<tr>
<td>objective</td>
<td>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).</td>
</tr>
<tr>
<td>content</td>
<td>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.</td>
</tr>
</tbody>
</table>
| literature     | · Marco Haan, *Lecture notes*  
· Jean Tirole, *(recommended)* *The Theory of Industrial Organization* (ISBN: 0-262-20071-6), € 55.00 |
9. **Advanced International Business: Management**  
**Challenge of Globalisation**  
**EWM056A10**

**contact**  
prof. Dr. H. van Ees

**lecturers**  
Dr. C. Dorrenbacher, prof. Dr. H. van Ees, Dr. C.L.M. Hermes, Dr. G. de Jong

**programmes**  
MSc BA - Organizational & Management Control (electives O&MC) 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 courses 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 International Business Environment and International Business Practices. The topics of the course are on the research agenda of the strategic management challenges of increased globalisation. In particular, the opening of international markets creates several emergent themes in International Business Research. This advanced course deals with the International Business Environment and International Business Practices. The topics of the course are on the research agenda of the strategic management challenges of increased globalisation. In particular, the opening of international markets creates several emergent themes in International Business 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 research agenda will be worked out in more detail in separate course themes. Each theme of this course offers stimulating in-depth discussions and literature reviews, small research projects and presentations produced by the students. The topical themes in the course are international business networks and alliances (1), headquarter-subsidiary relationships (2), comparative international corporate governance (3) and comparative international executive compensation (4). Students choose one of the themes at the start of the course. Each theme is 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, tel. 050-3633705, Secr: e.kortrijk@rug.nl, tel. 050-3633716
Contact for IB&M students: c.l.m.hermes@rug.nl, tel. 050-3634863, Secr: e.t.jelsema@rug.nl, tel. 050-3637082.

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

**EWM001A10**

**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

**format**
combined lectures/tutorials
Lectures and tutorials with mandatory attendance. During the course students will also work on assignments.

**assessment**
active participation, written exam
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 ECTS 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

remarks
Lectures are mandatory and are part of the final grading. Feedback and presentation skills are not part of the course.
Secretary: e.a.kortrijk@rug.nl, tel. 363 3716
Coordinator: prof. Dr. S. Brakman, tel. 363 3746

11. Advanced International Financial Management BKM114A05

contact
Dr. C.L.M. Hermes

lecturers
Dr. C.L.M. Hermes, Dr. G.J. Lanjouw

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)
Knowledge of financial management

objective
The objective of this course is to deepen and widen the knowledge of finance and 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 finance and international 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 different aspects of 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, (050) 3634863 Secr: e.t.jelsema, (050) 3637082

12. **Advanced International Management:**

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

- **contact** Dr. K. van Veen
- **lecturer** Dr. K. van Veen
- **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 program. 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 increasing numbers and size of multinational enterprises raise important questions about who is actually managing them. This becomes even more relevant when it is combined with a recent shift in perception about what top management is about. There is an increasing emphasis on personal charisma and other
individual characteristics. The emerging attention for these so-called 'hero-managers' or 'corporate saviors' has raised important questions about the essence of management, the role of company boards and top-executives within the modern corporation. And it becomes even more complicated if we consider leadership as a social construct, one that takes on different meanings across regions and over time.

In this course, we focus on a variety of aspects of these phenomena. Special attention will be paid to the nationality diversity in executive boards of MNEs. To what extend do boards consist of a variety of nationalities? How can differences between companies be explained? What are the effects of diversity on corporate performance? What do managerial careers look like in different countries, and what does this imply for the accessibility of different corporate boards? 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.

**literature**
- Articles from academic journals

**remarks**
Contact: k.van.veen@rug.nl, tel. 050-3633866
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl, tel. 050-3633458

13. Advanced Market Research  
**EWM003A10**

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

**lecturers**  
prof. Dr. T.H.A. Bijnolm, Drs. E. Osinga, Dr. J.E. Wieringa

**programmes**  
Courses open to Exchange Students year 4, MSc BA - Marketing (electives B Marketing Management) year 4, MSc BA - Marketing (Marketing Research) 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 types of 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 statistical software. This session serves to consult the lecturer with problems and questions.

**literature**


**remarks**

Secretary: J.M. Wiersema, DRS 037, tel.: 050-3633686, j.m.wiersema@rug.nl
### 14. Advanced Marketing Models

**EWM093A10**

<table>
<thead>
<tr>
<th><strong>contact</strong></th>
<th>prof. Dr. P.S.H. Leeflang</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lecturer</strong></td>
<td>prof. Dr. P.S.H. Leeflang</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>Research Master in Economics and Business (Profile Marketing) year 4 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>1.1-2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>10</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>meeting(s), assignment(s)</td>
</tr>
</tbody>
</table>

Participants are invited to attend the Marketing dynamics conference on August 22-24 including one special day for PhD-students.

| **assessment** | assignment(s), presentation(s), written exam |
| **prerequisite(s)** | Knowledge of research methods such regression analysis, preferably obtained in a course like Marketing Model Building. |

| **objective** | To provide insights in the development of a range of marketing models that advance knowledge of marketing. |
| **content** | The course deals with the following topics: Time series analysis: “what marketing scholars should know about time series-analysis”; Competition, competitive reactions, VAR-models for competition; Cross-category effects models; Diffusion models; Spatial models; Endogeneity problems in marketing models; Bayesian models; Models for multiple channels; Modeling dynamics. |
| **literature** | A reader with recent articles on each of the above-mentioned topics. |
| **remarks** | This course can only be taken by Research Master students. Contact with students from other countries is obtained by following the EDEN (EIASM) Seminar on Models and Measurement. |
15. **Advanced Political Economics**  
   EWM103A10

**Contact**  
prof. Dr. J. de Haan

**Lecturer**  
prof. Dr. J. de Haan

**Programme**  
Research Master in Economics and Business (Profile Economics & Econometrics) year 4

**Language**  
English

**Period**  
2.1-2

**EC**  
10

**Format**  
assignment(s), tutorials, workshop(s)

In the first part, students have to discuss papers on the various topics, while in the second part papers written by students will be presented and discussed.

**Assessment**  
active participation, assignment(s), paper

The assignments and the paper have an equal weight (40%) in the overall grade for the course; The remaining 20% is determined by contributions to discussions in class.

**Prerequisite(s)**  
Econometrics for Economics (EWB014A06), or a comparable course.

**Objective**  
This course provides an overview of the current state of affairs of scientific research in the field of empirical 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, institutions and economic growth, and transition.

**Literature**  
- Reader Political Economy, containing articles published in international journals

**Remarks**  
This course can only be taken by Research Master students. They are encouraged to write a paper ready for submission to the annual meeting of the European Public Choice Society.
16. Advanced Product & Service Development and Information Management

**Contact**
Dr. ir. R. de Graaf

**Lecturers**
Dr. ir. R. de Graaf, prof. Dr. ir. F.P.J. Kuijpers

**Programmes**
MSc Industrial Engineering and Management (Optional management modules) year 5, 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’s degree modules: Product Development, Productontwikkeling, Informatiesystemen (for students taking the BSc.TM). Recommended: Bachelor’s level modules in Product Development and Information Management.

**Objective**
After attending this module, students will: understand the most important goals at the operational, tactical and strategic levels of product & service development processes and know how to monitor the fulfilment of these goals; understand how information systems can be used at each of the levels; have knowledge of a wide range of issues within product & service development processes and, subsequently, be 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 module will be drawn up. Then, each week a model of the framework will be worked out in detail. Cases from industry will be used to challenge students to develop suitable solutions for particular problems in product & service development. Each part of the framework will be applied to a project in which students cooperate. Students present their findings the next week and these will be evaluated. Project teams will be supported by a commercial information management system. Topics dealt with in the module include product data management systems, project management systems, project/program 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 module students will write an individual integration paper where they tackle a specific issue in product or service development.


**remarks** Contact information of lecturer: E-mail R. de Graaf: r.de.graaf@rug.nl Secretary: E-mail: h.jager@rug.nl, tel. 050 363 6543

17. **Advanced Product Engineering** CHTAPE05E

**NB** At the time of going to press no updated information about this course was available. Please see Ocasys for the most recent course information.

**lecturer** Prof.Dr. A.A. Broekhuis

**programmes** MSc Chemical Engineering year 1 compulsory , MSc Industrial Engineering and Management (Product and Process Technology) year 4 compulsory , MSc Technology Management (electives MSc TM) year 4

**language** English

**period** 2.2

**EC** 5

**format** Lecture, Tutorials

18 hours of lectures during 3 weeks and team exercises to develop a new consumer product. (The module requires a total of three weeks of effort).

**assessment** Assignments, Presentation

**prerequisite(s)** Knowledge of the material taught in the modules Transport Phenomena, Interfacial Engineering (not for TBK/IEM!) and Introduction to Product Technology is a prerequisite for this module.

**objective** To gain an understanding of the design and development (technical and managerial) and the production of structured chemical products produced in the specialty industries.

**content** The module carries on from the Introduction to Product Technology module and covers component and process selection as part of the development sequence to produce consumer products with pre-determined product performance and cost requirements.

**literature** · Course syllabus available at the start of the course.
18. **Advanced Purchasing & Supply Management**  
**BKM116A05**

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

**lecturer**  
prof. Dr. D.J.F. Kamann

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

**language**  
English

**period**  
1.1

**EC**  
5

**format**  
lectures and tutorials

**assessment**  
written exam  
Details of the final grade composition will be specified on Nestor.

**objective**  
To discuss the essentials and practice of modern  
Purchasing and Supply Management at an advanced level
To make students familiar with concepts and enable them  
to acquire the appropriate analytical skills  
To equip students with cutting-edge knowledge about the field,  
required to enter management functions in purchasing  
and supply management and/or junior consultant  
functions

**content**  
In 8 sessions the following topics will be dealt with:  
(1) introduction and portfolio analysis - from simple 2x2  
matrices to more-dimensional tools;  
(2) internationalization - from international outsourcing to  
transferring production lines and/or production through  
ew 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 include 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 each lasting 3 hours will be  
used to practise working with the analysis tools discussed  
in sessions 1, 2, 4 and 5. Another four workshops will be  
dedicated to working on and discussing the fieldwork.  
During these workshops, coaching is available to the  
groups. The fieldwork will be carried out by small groups  
of 2-3 persons ideally; each group will be allocated a focal
organization. Each group will write a report and present its results.

**literature**
- will be announced later, check Nestor

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

19. **Advanced Quality Management**  
   **BKM032A05**

   **contact**  
   Dr. H. Broekhuis

   **lecturers**  
   prof. Dr. ir. C.T.B. Ahaus, Dr. H. Broekhuis

   **programmes**  
   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 - 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 and Management (Optional management modules) year 5, MSc Technology Management (electives MSc TM) year 4

   **language**  
   English

   **period**  
   2.1

   **EC**  
   5

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

   **assessment**  
   oral exam, paper
   If there are too many students, the oral exam will be replaced by a written exam. Details of the final grade composition will be specified on Nestor.

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

   **objective**  
   The objective of this module 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 centredness and teamwork, have become seamlessly integrated into management practice and continue to represent an effective approach for achieving business success. In this advanced module the fundamentals and practices of Quality Management will be discussed,
particularly 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).

20. Applied Capital Budgeting & Finance  BKM061A05

contact Dr. J.H. von Eije

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

programmes MSc Industrial Engineering and Management year 4 compulsory, MSc Technology Management (electives MSc TM) year 4

language English

period 1.2

EC 5

format lectures, assignment(s), practicals

assessment assignment(s), written exam

30% of the marks for the examination depend on the presentation and computing seminars. 70% of the examination marks depend on a written examination.

objective This module aims to give 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 the best financial investment selections.

content In this module TBK students will be offered basic knowledge of the principles of Modern Capital Budgeting, including 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 module consists of lectures, assignments, group work and the modelling of cash flows in spreadsheet cases.

literature · Shapiro, A.C., Capital Budgeting and Investment Analysis, Pearson Prentice Hall, 2005 (ISBN: 0130660906), € 45.00
Syllabus

remarks
If the group is larger than 30 students, it will be split into subgroups. Although students are not obliged to register for this module, they are advised to e-mail the lecturer (j.h.von.eije@rug.nl) with their intention to participate, preferably by the first week of October. This will allow the lecturer to send information on the module to all students before the first session. Contact information of lecturers: E-mail: j.h.von.eije@rug.nl, tel.: 050 363 3838 / E-mail:w.westerman@rug.nl, tel.: 050 363 7088 Secretary: E-mail: i.j.bakker@rug.nl, tel.: 050 363 3535/7082

21. Applied HRM BKM003A05

contact
Dr. E.H. Bax

lecturer
Dr. E.H. Bax

programme
MSc Human Resource Management (Application Oriented Profile) year 4 compulsory

language
English

duration
2.1

EC
5

format
tutorials

assessment
paper, presentation(s)

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 firm’s HR policy, to make a short analysis of the related problems and to draft a proposal to improve relevant policies.

content
The course implies the application of theoretical knowledge of the courses Advanced HRM I and II. It is therefore strongly advised that students only attend Applied HRM after finishing Advanced HRM. Using the analytical framework of Kansrijk Kiezen (notably appendix II) students will analyse a specific organization by interviewing key staff members, collecting data from relevant company (report) data, the internet, statistical sources and the like. In workshops students report on the progress they make and provide mutual assistance in solving practical problems.
### 22. Applied Statistics for Econometrics

**EWM005A10**

<table>
<thead>
<tr>
<th><strong>contact</strong></th>
<th>Dr. L. Spierdijk</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lecturer</strong></td>
<td>Dr. L. Spierdijk</td>
</tr>
<tr>
<td><strong>programmes</strong></td>
<td>Courses open to Exchange Students year 4, MSc Econometrics, Operations Research &amp; Actuarial Studies (electives Ectrs, OR &amp; AS) year 4</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>1.1-2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>10</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>lectures</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>assignment(s), presentation(s)</td>
</tr>
</tbody>
</table>

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

**content**
The goal of this course is to give a rigorous treatment of survival analysis, with the focus on applications in economic science. Starting with elementary concepts, the course zooms in on more advanced topics and applications, both theoretical and empirical.

**literature**
- Jenkins, *Survival Analysis, lectures notes*, downloadable from http://www.iser.essex.ac.uk/teaching/degree/stephenj/ec968/#_Toc520705915

### 23. Attitudes and behaviour

**PSMSB-3**

<table>
<thead>
<tr>
<th><strong>contact</strong></th>
<th>Dr. E.H. Gordijn</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lecturer</strong></td>
<td>vacature</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>MSc BA - Marketing (electives B Marketing Management) year 4</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>lecture</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>written exam</td>
</tr>
</tbody>
</table>
prerequisite(s)  Those without psychology bachelor and/or who do not participate in master psychology or research master human behavior, should contact Dr. Gordijn first about possibilities for participation.

content  What are attitudes, how do we form an attitude, how do attitudes change and how do attitudes influence behaviour? In this course, students will be introduced to social psychological theories and models concerning the forming and influencing of attitudes. Attention will also be paid to the relationship between attitude and behaviour and to the possibilities and limitations of attitude models as instruments for adjusting behaviour. Both experimental research and applications will be discussed.

· reader, € 13.00

remarks  This course will be given in English.

24. Bachelor’s Thesis Econometrics  EWB125A10

contact  Dr. C. Praagman
lecturers  Dr. C. Praagman, diverse lecturers
programme  BSc Econometrics (core programme) year 3 compulsory
language  English
period  2.2
EC  10
format  thesis
assessment  individual assessment, paper
prerequisite(s)  120 ECTS, including the propedeutic phase.

objective  The student shows that he or she has obtained the knowledge, attitude and skills as specified in the Aim of the Bachelor program 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.
25. **Bachelor’s Thesis Economics**  
Contact: Dr. G.H. Kuper  
**Programme**: BSc Economics (core programme) year 3 compulsory  
**Language**: English  
**Period**: 2.1-2  
**Format**: Not applicable  
**Assessment**: to be announced  

**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, phone: 363 3756 (email: G.H. Kuper@rug.nl). Secr. Lies Baars, phone: 363 7018.

26. **Bachelor’s Thesis IB&M**  
Contact: Dr. ir. M.C. Achterkamp  
**Lecturers**: Dr. ir. M.C. Achterkamp, mr. Drs. H.A. Ritsema, and others  
**Programmes**: BSc Business Studies - IB&M (core programme) year 3 compulsory, Pre-Master Programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory  
**Language**: English  
**Period**: 2.1-2  
**EC**: 10  
**Format**: thesis  
**Assessment**: individual assessment  

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 that seminar.

**Prerequisite(s)**: 120 ECTS of the Bachelor programme including 15 ECTS of the 4 courses preparing for IB&M (IE&T, IFM, ISM and MIBO)
objectives 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-, organisation- 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 will also be given in period I

General questions, contact: m.c.achterkamp@rug.nl
Specific IB&M questions, contact: h.a.ritsema@rug.nl
Secr: r.van.est@rug.nl/lj.romp@rug.nl/s.i.luiken@rug.nl, tel. (050) 3633458
27. **Bachelor’s Thesis IE&B**

*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 ECTS 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.  

*content*  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.  

*literature*  · 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.a.kortrijk@rug.nl, tel. 363 3716 Coordinator Prof. Dr. H. van Ees, h.van.ees@rug.nl, tel. 363 3705

28. 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)** Required: Specialization Course Finance, EWB081A10.

**objective** To study finance from an alternative & highly fascinating point of view. In this way, also to reconsider ‘standard’ finance and its basic lessons.

**content** Behavioral Finance (BF) is a new development in the field of finance, that originates from 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. In the current research in BF, two sub-fields can be distinguished, notably (1) Behavioral Corporate Finance and (2) Investor Psychology & Financial Markets. The course program will partly be organized along this distinction. Further information on the course topics
organization will appear on the instructor’s faculty webpage in due time. 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 small teams. At the end of the course, these teams have to work out a written assignment.

**literature**
- Extensive selection of articles and papers (to be announced at the start of the course)

**remarks**
Secretary: Ms. Grietje Pol, tel: +31 (0)50-363 3685, e-mail: g.pol@rug.nl.
The course literature mentioned in the above is only indicative! Please check the instructor’s faculty webpage a few months before the start of the course.

**29. Brand Management and Communication EWM034A10**

**contact** Dr. K.J. Alsem

**lecturers** Dr. K.J. Alsem, Drs. G.A.J. Lantink

**programmes**
- MSc BA - Marketing (electives A Marketing Management) year 4
- MSc BA - Marketing (electives Marketing Research) year 4
- MSc BA - Organizational & Management Control (electives O&MC) year 4

**language** English

**period** 1.1-2

**EC** 10

**format** tutorials
Weekly tutorials and some plenary sessions

**assessment**
- assignment(s), written exam
- Assignments (50%) and written exam (50%).

**objective**
After having done this course, students know the main academic insights in brand management and marketing communication and are able to apply the theory into practice.

**content**
Building relations with customers is important and at the same time difficult since all companies do their best in getting closer to customers. In the overcrowded communication society having a clear brand identity and communicating this identity creatively and consistently is extremely valuable. Since differentiating on functional attributes is getting more difficult, choosing emotional benefits is important as well. Everything a company does,
affects its brand image. Marketing communication is the main instrument. Daring to choose is a key issue. In this course first the theory of branding is dealt with: building, measuring and managing brand equity with specific subjects such as brand equity, brand values, branding research, brand names, brand levels and brand extensions. Then students make the step to communication planning, communication instruments and media, and advertising research. Students apply the theory into a.o. a marketing communication plan for a brand. The MARUG organizes a Business Class for this course where several companies organize workshops.

**literature**
- Papers to be downloaded
- Percy, Elliot, Strategic Advertising Management (ISBN: 0199274894)
- Keller, Strategic Brand Management (ISBN: 0131888595 (3rd ed.))
- Alsem, Strategic Marketing, ch. 10 and 11 (ISBN: 0071244174)

**remarks**
Secretariat: J.M. Wiersema, DRS 037, tel.: +31 (0)50 3633686, j.m.wiersema@rug.nl

---

30. **Business Development for Goods**

**contact**
Dr. J.F.J. Vos

**lecturers**
Dr. M.P. Mobach, Prof. Dr. J.J. van der Werf

**programme**
MSc BA - Business Development (core programme) year 4

**language**
English

**period**
1.2

**EC**
5

**format**
lectures and tutorials

**assessment**
paper, presentation(s), mandatory attendance

**objective**
To gain an understanding of a number of complexity-determining circumstances that are relevant for the development of new goods. To deepen the understanding of systemical design methods, focusing on the development of goods in particular. To be able to apply these methods in business practices.

**content**
In classic thinking the key features of a good are the possibility of ownership transfer and of storage, and its tangible form. Regarding BD, the idea of a stage-gate process leading to a new good fits this view. Still there are some complications that remain unresolved in the mainstream literature. For instance, the distinction between services and goods is not clear cut. Sometimes goods have features of services or require service and,
vice versa, certain services may lead to goods. It is exactly this relationship that is important in BD: a good may lead to new service opportunities with other possible spin-off effects. Another issue is that some goods are intangible in themselves; they need a medium to acquire material substance (e.g. a computer program). Moreover, involving stakeholders is more complex than it seems according to the stage-gate notion. This may even proof to be vital in developing new business opportunities. In this course, students will work on a case about the development of a new good. They will work on this case in groups as well as individually, along two related lines. The first line deals with the circumstances that hamper the Business Development process. This includes demands that are constantly changing or even where it is unclear who is involved in setting the demands. The second line concerns how one can improve the understanding of such a complex design process from a systems perspective. These lines are also required in the paper assignment.

**literature**
- Reader with articles

**remarks**
Secretariat: tel. +31 (0)50 3633857, a.j.f.linstra@rug.nl.

31. **Business Development for Services**  
   **BKM136A05**

- **lecturer** Dr. W. G. Biemans
- **programme** MSc BA - Business Development (core programme) year 4
- **language** English
- **period** 1.2
- **EC** 5
- **format** lectures and assignment(s)
- **assessment** written exam, report(s)

**objective** To gain an understanding of and to learn to apply concepts and methods to the development of services.

**content** Services are increasingly important for firms in both consumer and business markets. In a time when products are more and more identical and new products are quickly copied by competitors, many firms turn to services to realize a sustainable competitive advantage. to stay ahead in this race, firms need to invest in the development of new services. This applies not only to service organizations in profit and non-profit sectors, but also to firms that operate in business markets. Many B2B firms try to improve their performance by offering services that support their physical goods. But services have different characteristics than physical goods, e.g.
they are mostly intangible and impossible to keep in stock, and therefore the development of new services requires a different approach.

Through a series of lectures and assignments students learn how the characteristics of services influence the methods and approaches to develop and successfully launch new services. They will examine the service development process, study the involvement of users and investigate how firms can successfully launch new services.

The chosen format requires a substantial investment and commitment from students, who will be expected to present papers, solve practical problems and apply theoretical concepts to real-life situations.

**literature**
The literature consists of a series of articles published in academic journals.

**remarks**
Secretariat: Ms S. Abels (s.abels@rug.nl). Telephone: +31 (0)50 363 7090.

32. **Business Development Management** BKM028A05

**contact** Drs. W.A. Prins

**lecturer** Drs. W.A. Prins

**programmes**
MSc BA - Business Development (core programme) 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

**language** English

**period** 1.1

**EC** 5

**format** lectures and tutorials

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

**objective**
1. To provide an understanding of the management issues that arise when Business Development is involved. To provide an overview of the difficulties concerning the simultaneous management of existing activities and new activities in the fields of products and/or markets and/or primary processes.
2. To acquire analytical and design and consultancy skills in the field of the above-mentioned management issues.

**content**
This course takes the Business Development process of innovation as a starting point for the design of the BD operating system. Business Development implies that new roads are searched for as well as detachment, with regard to certain aspects, from the existing primary
process and/or market and/or product and their organization. Often the strategic question of what the innovation should be is interwoven with the tactical and operational question of how exactly the innovation can be achieved. In such a context, involving both ‘what’ and ‘how’, it is of great importance to design adequate operating systems. Dovetailing with the DOV framework, different approaches will be discussed.

**literature**

To be announced later.

**remarks**

Contact lecturer: tel. +31 (0)50 3637055, w.a.prins@rug.nl. Secretariat: tel. +31 (0)50 3633857, j.verhagen@rug.nl.

---

### 33. Business Ethics & Corporate Social Responsibility

**BKB008A05**

**contact**

Dr. M.A.G. van Offenbeek

**lecturers**

Dr. J.A. Neuijen, Dr. M.A.G. van Offenbeek, Dr. J.F.J. Vos

**programmes**

BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (core programme) year 2, Courses open to Exchange Students year 3, MSc Industrial Engineering and Management (Optional management modules) year 5

**language**

English

**period**

2.2

**EC**

5

**format**

lectures

**assessment**

assignment(s), presentation(s)

Paper including proposal, deadlines to be announced

**objective**

Students gain an understanding of the range and nature of ethical dilemmas 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 actions, the actions of others and proposed actions.

**content**

Today’s organizations are faced with 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 module invites students to develop a deeper understanding of the various issues and problems faced by modern organizations, as well as of 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.

**literature**


**remarks**

Contact: 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.

---

### 34. Business Intelligence  
**TBBI05E**

**contact**  
Dr. T.W. de Boer

**lecturer**  
Dr. T.W. de Boer

**programmes**  
MSc BA - Business & ICT (electives Business & ICT) year 4, MSc Industrial Engineering and Management (Information Technology) year 4 compulsory, MSc Technology Management (electives MSc TM) year 4

**language**  
Dutch

**period**  
2.1

**EC**  
5

**format**  
Lectures and tutorials

**assessment**  
Assignments, Oral exam

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

**content**  
Relationships with underlying disciplines such as statistics, databases, pattern recognition, machine learning, and knowledge management.

- The KDD process including all steps: problem (re)formulation, data gathering, data preprocessing, data clean(s)ing, (re)coding, datamining, evaluation, and reporting.
- Organisation 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.

**literature** To be announced

**remarks** This course will be taught in English if non-Dutch speaking students are present.
Contact information teacher: E-mail: t.w.de.boer@rug.nl, Phone: 050 363 3842
Secretary: Phone: 050 363 3864

---

**35. Business Marketing**  
**EWM008A05**

**contact** Dr. J. van Doorn

**lecturers** Drs. J. Berger, Dr. J. van Doorn

**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 Marketing Research) 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** 2.1

**EC** 5

**format** lectures and tutorials

**assessment** individual exam, assignment(s), written exam

**objective** The goal of this course is to familiarize students with the specialties and demands of business markets and to point out similarities and differences between business and consumer markets.

**content** Although the majority of the transaction volume in the Netherlands takes place in a Business-to-Business context, literature traditionally focuses on the marketing of fast-moving consumer goods. However, since most firms operating in a Business-to-Business environment have moved away from a more technical-oriented to a more market driven focus, business marketing becomes more and more important. Business marketing can be defined as the process of understanding, creating and delivering value to targeted business markets and customers. Firms operating in a Business-to-Business environment acquire goods and services either for their own use, to incorporate into the products or services that they produce, or for
resale along with other products and services to other firms, institutions, or the government. Topics that will be covered are:

- Understanding business markets and business customers (defining the market, collecting information about the market, understanding firms as customers, organizational buying behavior)
- Crafting marketing strategy
- Managing existing market offerings and realizing new offers
- Gaining customers and sustaining customer relationships (customer acquisition, customer relationship management, price negotiations within the value chain).

**literature**
- t.b.a.

**remarks** Secretary: H.G. Tamling, DRS 37, tel.: 3637065, h.g.tamling@rug.nl

### 36. Business Processes & ICT  
**BKM046A10**

**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 O&SC) year 4, MSc Technology Management (electives MSc TM) year 4

**language** English

**period** 1.1-2

**EC** 10

**format** lectures, assignment(s)

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

**prerequisite(s)** Specialisation 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 organisation 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
Course descriptions

managed.

literature

remarks
Secretaries Mrs. D. van. Lingen-Elzinga@rug.nl and Mrs. J. Born@rug.nl, tel 050 3633864.

37. Capturing Value from Innovation

BKM138A05

contact
Dr. G. Gemser

lecturers
Dr. E.P.M. Croonen, Dr. G. Gemser, several lecturers

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

resit: yes

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 a 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, tel 050-3633453, e-mail: a.m.c.cordes@rug.nl, Mrs. K. van Brummelen email: k.van.brummelen@rug.nl; e-mail contact lecturer: g.gemser@rug.nl

### 38. Causal inference

**Contact**
- Dr. A. Boomsma

**Lecturer**
- Dr. M.A.J. van Duijn

**Programme**
- MSc BA - Marketing (electives Marketing Research) year 4

**Language**
- English

**Period**
- 2.2

**EC**
- 5

**Format**
- lecture

for the weekly useful exercises will be expressly referred to www.ppsw.rug.nl/~boomsma/causal.htm

**Assessment**
- written exam

**Content**
Causal inferences play a predominant role in science. Yet the problems encountered in the process of trying to attain causal explanations are often severe, especially in the social and behavioral sciences. Basic elements of causal inference and the consequences for experimental and non-experimental research designs are covered. Special attention will be given to causal inference in observational studies and to up-to-date statistical methods that are available in the search for causal explanations in the social sciences.

**Literature**
- Syllabus, € 20.00
- Zie ook: http://www.ppsw.rug.nl/~boomsma/causal.htm

**Remarks**
The book of W. Cochran (1983) “The design and analysis of observational studies” (which is no longer available) is a good introduction to this course.
39. Cognition, motivation and emotion

**contact** Dr. S. Otten

**lecturers** Dr. E.H. Gordijn, Dr. S. Otten

**programme** MSc BA - Marketing (electives B Marketing Management) year 4

**language** English

**period** 2.2

**EC** 5

**format** seminar

**assessment** written assignments, written exam

**content** This course deals with so-called “hot cognitions”. Hot cognitions are those mental processes that are driven by our wishes and feelings. For a long time it was customary in social psychology to describe and explain so-called “hot” effects in terms of “cold” data processing; slowly however, it has been recognised that affect and motivation can indeed provoke unique processes and effects. In this course, the central focus is therefore on those phenomena that could well prove that our goals and motivations, emotions and feelings influence our behaviour.

**literature**  · Syllabus, € 30.00

**remarks** This course will be given in english.

40. 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, assignment(s) Individual assignments, group papers

**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.
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.

- Selected articles (overview will be provided on Nestor)

Contact: h.a.ritsema@rug.nl, tel. 050-3633844
Secr.: r.van.est@rug.nl/s.i.luiken@rug.nl/l.j.romp@rug.nl, tel. 050-3633458

41. Conflict Management & Industrial Relations BKM073A05

- 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 and Management (Optional management modules) year 5
- MSc Technology Management (electives MSc TM) year 4

Language: English

Period: 2.1
EC: 5

Format: lectures

Assessment: written exam with open questions

Students of the HRM Master’s degree programme, International
objective  To provide an understanding of 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 relationship between shareholders and management under the heading of ‘corporate governance’. In this module, we will focus upon the relationship 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 countries in the European Union and globalization, a comparative perspective (comparison of countries) will be used; these kinds of institutions tend to be very country-specific.

·  2. Articles that will be discussed during the lectures

remarks  secretary: tel. +31 50 363 3716; room WSN 541

42. Consumer Behavior  EWM009A10

contact  Dr. W. Jager

lecturers  Dr. W. Jager, Dr. J.E.M. van Nierop, Dr. D. Trampe

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 Marketing Research) 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
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 organisations are targeted at people in their role of consumer. For customer-oriented organisations 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, innovation diffusion, habit formation and change, interactive and relationship marketing.

literature  · Blackwell, Roger D., Paul W. Miniard and James F. Engel, Consumer behaviour (ISBN: 10th ed.)
· Reader Consumer behaviour: Selected Articles, 2004-2005

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

43. Corporate Governance & Stakeholder Management  BKM071A05

Management

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 case studies
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 3458.

44. Corporate Governance, Finance & Strategy EWM011A10

contact prof. Dr. B.W. Lensink
lecturers prof. Dr. K. Cools, Drs. L. Dam, Dr. C.L.M. Hermes, 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
There are two written exams, one for the first part (semester 1a) and one for the second part (semester 1b)

**prerequisite(s)** Required: 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. This part will be taught in semester 1a. This year the lectures of this part will be merged with lectures for Theoretical Foundations of Corporate Finance (EWM057A10).
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? This part of the course will be taught in semester 1b (and will not be merged with Theoretical Foundations of Corporate Finance)

**literature**
- Selective journal articles and working papers

**remarks** Secretary: G. Pol, +31 (0)50-363 3685, e-mail: g.pol@rug.nl.
In the year 2007-2008, the first part of Corporate Governance, Finance & Strategy will be merged with Theoretical Foundations of Corporate Finance (EWM057A10). Consequently, students following
Corporate Governance, Finance and Strategy for 10 EC can only choose Theoretical Foundations of Corporate Finance for 5 EC.
Alternatively, students who need to follow Theoretical Foundations for 10 EC are allowed to follow Corporate Governance for 5 EC. In this case, the grade for Corporate Governance will only be based on the written exam for the second part, semester 1b.

<table>
<thead>
<tr>
<th>45. Corporate Valuation</th>
<th>EWM012A10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>Dr. ing. N. Brunia</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>Dr. ing. N. Brunia</td>
</tr>
<tr>
<td><strong>programmes</strong></td>
<td>Courses open to Exchange Students year 4, MSc BA - Finance (Corporate Financial Management) year 4 compulsory, MSc BA - Organizational &amp; Management Control (electives O&amp;MC) year 4</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>1.1-2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>10</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>combined lectures/tutorials, practicals</td>
</tr>
<tr>
<td></td>
<td>Written examination with open questions (50%), assignments (50%). (Resit semester II a)</td>
</tr>
<tr>
<td><strong>prerequisite(s)</strong></td>
<td>Required: Specialization Course Finance, EWB081A10, and strongly recommended Financial Accounting II, EWB115A10.</td>
</tr>
<tr>
<td><strong>objective</strong></td>
<td>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, to report and discuss important valuation issues.</td>
</tr>
<tr>
<td><strong>content</strong></td>
<td>During the first part 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 successfully, special attention is devoted to the analysis of a firm’s historical 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 part of the course students have to solve a comprehensive case(s) from the corporate finance practice.</td>
</tr>
</tbody>
</table>
literature  ·  Brunia N., Readings in corporate valuation, 2005, Electronic Reader

remarks  Secretary: G. Pol, tel: +31 (0)50-363 3685, e-mail: g.pol@rug.nl.

46. Credit Risk Analysis  EWM060A05

contact  prof. Dr. L.J.R. Scholtens
lecturer  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  2.1
EC  5
format  combined lectures/tutorials
assessment  assignment(s), written exam
  You may be absent one time.
Combined score on assignments (25%) and written exam(75%). Resit semester II b.
prerequisite(s)  Recommended Specialization Course Finance, EWB081A10 or old course Financiering.

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.
remarks  Secretary: Ms. G. Pol, tel: +31 (0)50-363 3685, e-mail: g.pol@rug.nl
47. Development Economics EWB011A06

- **Contact**: Dr. M.P. Timmer  
- **Lecturer**: Dr. M.P. Timmer  
- **Programmes**: BSc International Economics & Business (electives BSc IE&B) year 2, Courses open to Exchange Students year 3, Open Colleges year 2  
- **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.
48. Development of a Research Design in BD BKM054A05

**contact** Drs. H.P. van Peet

**lecturers** Drs. H.P. van Peet, Dr. B.J.W. Pennink

**programme** MSc BA - Business Development (core programme) year 4 compulsory

**language** English

**period** 1.1

**EC** 5

**format** assignment(s), practicals semi-intensive

**assessment** active participation, assignment(s), presentation(s)

**objective** In this course, students will acquire the ability to convert an issue in the field of Business Development into a research design independently and in sufficient depth. The course will prepare students for the final master thesis research.

**content** The course aims to examine the field of methodology in business studies research in more detail. The course is given twice a year at set times. In this course, students will study books by Gill & Johnson and Jonker & Pennink. By way of several practicals, students will practise drawing up a research design.

**literature**

**remarks** The course will be given in 1.1 and 2.1.

Secretariat: ms. F. Linstra +31 (0)50 3633857.
49. **Difference- & Differential Equations**

- **contact**: Dr. G.K. Immink
- **lecturer**: Dr. G.K. Immink
- **programme**: BSc Econometrics (core programme) year 2 compulsory
- **language**: English
- **period**: 1.2
- **EC**: 5
- **format**: lectures and tutorials
- **assessment**: assignment(s), written exam

**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 continuous time (cobweb models, growth models, etc.).


---

50. **Dutch Public Finance**

- **contact**: Dr. M.A. Allers
- **lecturer**: Dr. M.A. Allers
- **programmes**: BSc Economics (electives BSc Economics) year 3, Courses open to Exchange Students year 3
- **language**: English
- **period**: 2.1
- **EC**: 5
- **format**: workshop(s)

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.

**assessment**: paper

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


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

51. Dynamic Econometrics  EWB013A07

contact  Dr. C. Praagman
lecturer  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), open book exam, paper

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. After completion of this course the student has acquired knowledge in econometrics at intermediate textbook level, he or she has the necessary skills to formulate a research question and the attitude for scientific investigations.

**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.

**literature**  
- C. Praagman, *Syllabus 'Maximum Likelihood Estimation and the Kalman Filter*

---

**52. E-commerce**  
**EWM013A05**

**contact**  
Dr. K.R.E. Huizingh

**lecturers**  
Dr. K.R.E. Huizingh, prof. Dr. P.C. Verhoef

**programmes**  
MSc BA - Business & ICT (electives Business & ICT) year 4, MSc BA - Business Development (electives BD) year 4, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Marketing (electives A Marketing Management) year 4, MSc BA - Marketing (electives Marketing Research) year 4, MSc BA - Strategy & Innovation (electives S&I) year 4, MSc Technology Management (electives MSc TM) year 4

**language**  
English

**period**  
1.2

**EC**  
5

**format**  
Tutorials  
Group assignments and an individual exam
**objective**
To provide an understanding of how companies can use the internet in offering added value to their customers and improving their competitive position, as well as of which organizational problems need be solved to implement such strategies effectively.

**content**
The rise of the internet and the new economy made existing companies fear for their future. At the beginning of this century, this resulted in exploding share prices and a flood of e-commerce businesses, and then the shift came. Now attention is paid to how companies can integrate e-commerce into their business strategies. Companies are re-establishing their relationships with clients and business partners by selectively using the new possibilities of the internet. Examples include Wehkamp, more than half of whose turnover comes from internet sales nowadays, and MediaMarkt, which has recently stopped the sale of several articles through the internet. In the course, we first pay attention to features of electronic media, and of the internet in particular, that are relevant to marketing. Then the possibilities of e-commerce will be dealt with, from the perspective of the supplier as well as the customer. Suppliers are concerned with multichannel strategies, their position in business networks, the consequences for the internal organization and the value of information on site visits and customizing websites. Customers are trying to find out how to use the internet in purchase processes, they think about when to buy online, and participate in online communities. Knowledge of this diverse mix of relevant elements creates an understanding of how successful e-commerce strategies are developed.

**literature**
- Papers available for download from the internet.

**remarks**
Secretary: S. Abels, tel.: +31 (0)50 3637090, s.abels@rug.nl

---

53. **Econometrics for Economics**

**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.


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

54. 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 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**
Info: J.P. Smits, phone: 363 3758 (email: J.P.H.Smits@rug.nl).
Secr. Lies Baars, phone:363 7018.

---

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

**contact** Dr. H.J. de Jong

**lecturers** Dr. H.J. de Jong, Dr. J.P.H. Smits

**programmes** Courses open to Exchange Students year 4, 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**
- to be announced

**remarks**
Info: Dr. H.J. de Jong, phone: 363 3737 (email: h.j.de.jong@rug.nl)
Secr.: Lies Baars, phone: 363 7018

56. **Economics for International Business**  

**BKP060A05**

**contact**  
Drs. D.F.F.R. Maccow

**lecturers**  
Drs. A.R.M. Gigengack, Drs. D.F.F.R. Maccow

**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

**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.


remarks  Contact: d.f.f.r.maccow@rug.nl, tel. 050-3633245
Secr: a.m.c.cordes@rug.nl, tel. 050-3633453

57. Emerging Markets  BKB117A05

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, 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
Course descriptions

- 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. The 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, 050-3633841
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl
tel. 050-3633458

---

58. **English Course for Business Studies** BKB014A05

- **contact** Drs. K.B.J. Haines
- **lecturers** Drs. K.B.J. Haines, diverse lecturers
- **programmes** Pre-Master Programmes Dutch (BS, preparing to MSc BA) year 3, Pre-Master Programmes Dutch (BS, preparing to MSc HRM) year 3, Pre-Master Programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory
- **language** English
- **period** 1.1-2
- **EC** 5
- **format** tutorials with individual feedback, supported by Nestor.
- **assessment** presentation(s)
  - 50% oral skills in academic English (15-minute presentation and participation in group debates)
- **objective** The course aims to impart to participants the writing and oral skills in English that are needed to follow a Master’s degree programme in English.
content

In this course, you will apply academic written and oral presentation skills in English to topics in the fields of business and management. Furthermore, you will expand your specific vocabulary and grammar use in order to function in formal academic situations. You will also be asked to reflect and to evaluate your learning in terms of strengths, weaknesses and learning goals. In this way, we encourage you to develop an autonomous approach to learning English. Participants are expected to achieve at least level B2.2 of the Common European Framework of Reference for Languages for each separate part of the course (oral skills and writing skills).

remarks

This course is offered in both semester I and semester II. Students with a score of 7 or higher for VWO have an exemption of zero credits. Students with a 4 year, English taught, HBO degree are entitled to an exemption. They need to hand in a copy of their degree to Jeannette Scheidema. These students are excluded from the English course.

For more information please contact J.G. Scheidema +31 (0)50 363 7343 or j.g.scheidema@rug.nl.

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

BKP065A02  

contact  
Drs. K.B.J. Haines

lecturers  
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 and self-study combined with portfolio, supported through Nestor and individual feedback. Diagnostic language test.

assessment  
written exam
Exam and portfolio of work, including writing assignments.

objective  
The course trains the language skills of participants so that they can successfully follow the IB&M programme, and aims 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.
content  The course book provides contexts through which students become familiar with the use of English in 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  ·  Iwonna Dubicka & Margaret O’Keeffe, Market Leader , Advanced Business English Course Book (ISBN: 1-405-813393), € 38.95

remarks  Further material will be made available through Nestor. There are six teaching weeks (plus one Nestor week): You must attend at least 10 out of 12 classes, and in the Nestor week your ‘attendance’ is measured by production of work/tasks.
Students with proof of CEF level C2 will be offered an exemption from this course.
Contact: K.B.J.Haines@rug.nl, 050-3638548
Secr: talencentrum@rug.nl, 050-3635802

60.  English Ia for IE&B/Economics  EWP037A01
contact  Drs. K.B.J. Haines
lecturers  Drs. K.B.J. Haines, several lecturers
programmes  BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
language  English
period  1.1
EC  1
format  self-study, tutorials
Small-group teaching and self-study combined with portfolio, supported through Nestor and individual feedback Diagnostic language test.
assessment  written exam  
Exam and portfolio of work, including writing assignments.

objective  The course trains the language skills of participants so that they can successfully follow the IE&B or Economics programme and in particular aims to improve students’ active use of vocabulary 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.

content  The course book provides contexts through which students become familiar with the use of English in 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. Furthermore, students will start to 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  
· Iwonna Dubicka & Margaret O’Keeffe, Market Leader Advanced Business English Course Book (ISBN: 1405813393), € 38.95  

remarks  Further material will be made available through Nestor. You must attend at least 5 out of 6 classes; in the Nestor week students’ attendance is measured by production of work / tasks. Students with proof of CEF level C2 will be offered an exemption from this course. 
Secretariat: talencentrum@rug.nl, tel.363 5802  
Coordinator: K.B.J.Haines@rug.nl
<table>
<thead>
<tr>
<th><strong>Course descriptions</strong></th>
</tr>
</thead>
</table>

## 61. English Ib for IB&M  
**BKP066A02**

**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 and self study combined with portfolio, supported through Nestor and individual feedback.

**assessment**  
Assignment(s), presentation(s) and portfolio of work, including writing assignments.

**objective**  
The course trains the language skills of students so that they can successfully follow the IB&M programme and aims to improve their oral and written 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.

**content**  
The course book provides contexts through which students become familiar with the use of English in 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**  
Further material will be made available through Nestor. There are six teaching weeks (plus one Nestor week): You must attend at least 10 out of 12 classes, and in the Nestor week your ‘attendance’ is measured by production of work/tasks. Students with proof of CEF level C2 will be offered an exemption from this course.

Contact: K.B.J.Haines@rug.nl, 050-3638548
Secr: talencentrum@rug.nl, 050-3635802

62. English Ib for IE&B/Economics  EWP038A01

contact  Drs. K.B.J. Haines
lecturers  Drs. K.B.J. Haines, several lecturers
programmes  BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory
language  English
period  1.2
EC  1
format  self-study, tutorials
Small group teaching and self study combined with portfolio, supported through Nestor and individual feedback.

assessment  presentation(s) and portfolio of work, including writing assignments.

objective  The course trains the language skills of participants so that they can successfully follow the IE&B or Economics programme and aims to improve students’ 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.

content  The course book provides contexts through which students become familiar with the use of English in 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. This course focuses specifically on written formal English. 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.
### Course descriptions

#### literature

#### remarks
Further material will be made available through Nestor. You must attend at least 5 out of 6 classes; in the Nestor week students’ attendance is measured by production of work / tasks. Students with proof of CEF level C2 will be offered an exemption from this course.

Secretariat: talencentrum@rug.nl, tel.363 5802
Coordinator: K.B.J.Haines@rug.nl

---

### 63. 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 and self study combined with portfolio, supported through Nestor and individual feedback.

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

**objective**
The course trains the language skills of participants so that they can successfully follow the IB&M programme and aims 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.

**content**
The course book provides structures for writing at a formal level in an academic context. Through practice both inside and outside of class, participants will become proficient in the writing of academic texts. The course focuses specifically on the research report written for Statistics I: Skills. Furthermore, participants will give a formal presentation of information derived from the
Statistics I: Skills case. In this way, both spoken and written formal English will be trained. Students will continue to 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**
All material will be made available through Nestor. There are six teaching weeks (plus one Nestor week): You must attend at least 10 out of 12 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.

Students with proof of CEF level C2 will be offered an exemption from this course.

Contact: K.B.J.Haines@let.rug.nl, 050-3638548.
Secr: talencentrum@rug.nl, 050-3635802

---

**64. English Ic for IE&B/Economics**

**EWP039A02**

**contact** Drs. K.B.J. Haines

**lecturers** Drs. K.B.J. Haines, several lecturers

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

**language** English

**period** 2.1

**EC** 2

**format** self-study, tutorials

Small-group teaching and self study combined with portfolio, supported through Nestor and individual feedback.

**assessment** presentation(s)

Individual part of 20-minute group presentation and portfolio of individual assignments, which must be ‘sufficient’ as defined on Nestor.)
objective  The course trains the language skills of participants so that they can successfully follow the IE&B or Economics programme and aims to improve students’ oral skills to a level that would enable them to do a professional presentation in an international environment. The course also aims to monitor and maintain the level of students’ formal written English. The minimum Common European Framework level required to pass this course is B2.2.

content  The course book provides contexts through which students become familiar with the use of English in international business and trade. Through practice both inside and outside of class, they will become proficient in giving oral presentations to an international audience. This course focuses specifically on spoken formal English in the context of a presentation, while offering further practice and feedback on written formal English. 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  · Iwonna Dubicka & Margaret O’Keeffe, Market Leader Advanced Business English Course Book (ISBN: 1405813393), € 38.95

remarks  Further material will be made available through Nestor. You must attend at least 10 out of 12 classes; in the Nestor week students’ attendance is measured by production of work / tasks. Students with proof of CEF level C2 will be offered an exemption from this course.

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

**contact**
Drs. K.B.J. Haines

**lecturers**
Drs. K.B.J. Haines, several lecturers

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

**language**
English

**period**
2.2

**EC**
3

**format**
self-study, tutorials
Small-group teaching and self study combined with portfolio, supported through Nestor and individual feedback

**assessment**
assignment(s)
individual essay and portfolio of individual assignments, which must be ‘sufficient’ as defined on Nestor.

**objective**
The course trains the language skills of participants so that they can successfully follow the IE&B or Economics programme and aims 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.

**content**
The course book provides structures for writing at a formal level in an academic context. Through practice both inside and outside of class, participants will become proficient in the writing of an academic text. The main writing assignment will be based on information derived from International Economics 1. Students will continue to 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. You must attend at least 10 out of 12 classes; in the Nestor week students’ attendance is measured by production of work / tasks. This course is integrated with International Economics 1. Students with proof of CEF level C2 will be offered an exemption from this course.

Secretariat: talencentrum@rug.nl, tel. 363 5802
Coordinator: K. Haines, k.b.j.haines@rug.nl

66. **English Writing**

**EWM079B01**

<table>
<thead>
<tr>
<th>contact</th>
<th>Dr. B. Los</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturers</td>
<td>Dr. B. Los, and others</td>
</tr>
<tr>
<td>programme</td>
<td>Research Master in Economics and Business year 4 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>1</td>
</tr>
<tr>
<td>format</td>
<td>tutorials</td>
</tr>
<tr>
<td>assessment</td>
<td>assignment(s), mandatory attendance</td>
</tr>
</tbody>
</table>

**objective**  The aim of this course is to improve the English writing skills of students, with an emphasis on writing scientific articles. The course focuses on extending vocabularies and improving grammar, but style issues will also pass in review.

**content**  Students are expected to hand in pieces of text, most of which they have written for other courses. These will be corrected and common mistakes will be discussed at weekly meetings.

**literature**  · *A handbook will be made available by the University Language Centre.*

**remarks**  This course can only be taken by Research Master students.

67. **Enterprise Information Systems**

**BKM171A05**

<table>
<thead>
<tr>
<th>contact</th>
<th>prof. Dr. ir. J.C. Wortmann</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturer</td>
<td>prof. Dr. ir. J.C. Wortmann</td>
</tr>
<tr>
<td>programme</td>
<td>Research Master in Economics and Business (Profile Production &amp; Innovation Management) year 4 compulsory</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
</tr>
<tr>
<td>period</td>
<td>1.1-2</td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>format</td>
<td>meeting(s)</td>
</tr>
</tbody>
</table>
Study guide 2007-2008 FEB

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

**prerequisite(s)**  Recommended: Bachelor level knowledge of Information Systems, ICT, Management and Organization.

**objective**  Students will get a thorough introduction into enterprise information systems as seen from various viewpoints, e.g. from the viewpoint of users, managers, ICT- architects, vendors of standard software.

**content**  The course starts with a short history of enterprise information systems, illustrated by systems to support production planning and logistics. Next, considerable attention is paid to ERP. Subsequently, other systems will be introduced, such as Supply Chain Management (using Advanced Planning Systems), Customer Relationship Management, Work Flow Management, and Data Warehousing for DSS and MIS. These systems will be placed in the context of E-commerce and proper use of the internet. Modern architectures such as web services will be introduced. The course ends with an introduction of future systems, based on enterprise modeling and agent architectures.

**literature**  · Reader (Draft version of the book Enterprise Information Systems by Szirbik and Wortmann, and additional journal articles)

**remarks**  This course can only be taken by Research Master students.

---

68. **Entrepreneurial Skills I**  BKM006A02

**contact**  Drs. J.E.M. Dirven

**lecturer**  Drs. G.J.M.H. Coffeng

**programmes**  MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4, MSc Technology Management (electives MSc TM) year 4

**language**  English

**period**  1.1

**EC**  2

**format**  training days

**assessment**  Resit: by appointment

**prerequisite(s)**  Specialization Course in Small Business & Entrepreneurship: Fundamentals of SB&E (EWB087A10)
Objective
This course will provide skills within the framework of entrepreneurship within organizations, outside organizations and in advice situations. The aim is to increase the understanding of personal functioning as an individual, the effect on others and to improve communication skills.

Content
Topics to be dealt with in this context include: An understanding of personal qualities (competences) and pitfalls; practising communication skills such as listening, providing feedback, advice and presentations; interaction and influence styles, e.g. in management and advice situations; negotiating and conflict management. These subjects will always be dealt with in the above-mentioned context of entrepreneurship and consultancy. The skills that are practised in this part will particularly come in handy during the practical part of the programme, i.e. the Entrepreneurial Skills 2 course and the practical component of the final-year project. There is a substantial overlap between the training provided in the Entrepreneurial Skills 1 course and the Management Skills(Managementvaardigheden) and Effective Discourse(Effectieve Gespreksvoering) Bachelor’s degree courses. Students who have already followed one of these courses may replace the Entrepreneurial Skills 1 course with optional courses worth 2 ECTS extra. For this, a proposal must be handed in to the director of the Master SB&E.

Remarks
The course will be given in semester 2.1. WSN secretariat: +31 (0)50 3633458, e-mail: l.j.romp@rug.nl e-mail of contact lecturer: j.e.m.dirven@rug.nl Given the intensity of the teaching, no more than 15 students can register each semester. If necessary, students will be selected on the basis of study progress at the start of the first lecture.

69. Entrepreneurial Skills II  EWM016A08
Contact
Dr. E.P.M. Croonen

Lecturers
Dr. E.P.M. Croonen, Dr. C.H.M. Lutz, Drs. A.B.W. Mintjes, Drs. C.I Quispel, prof. Dr. P.S. Zwart

Programmes
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
8
format
combined lectures/tutorials
During the course, group meetings will take place regularly.

assessment
presentation(s)
Assessment on the basis of how the research has been conducted and the final report on the chosen course and a possible final oral presentation/final interview.

prerequisite(s)
Specialization Course Small Business & Entrepreneurship: Fundamentals of SB&E (EWB087A10) Recommended previous knowledge: Field Course Small Business Management of New Ventures and Entrepreneurship

objective
The aim of the course is to put into practice the knowledge and skills acquired in the SB&E degree programme and to let students function in an entrepreneurial environment.

content
Participants can choose from the following courses: 1. Business plans/start-up plans. In this course, students will be able to put their acquired knowledge into practice in the Small Business Management and New Ventures courses. Groups of approx. 3 students will work on a business plan for an existing or new SME. In principle, students will choose a company themselves. It may also be the case that the Faculty will propose one or more companies. During the first session, groups will be formed and it will be decided who will be linked to which company. 2. SME consultancy. The Consultancy in Practice course provides a first introduction to the field of consultancy: the phases of a consultancy project and the various roles of consultants. In this course, the focus on SMEs will increase and the functioning of consultants in practice will be dealt with. Students, with their previously acquired knowledge, will gain experience as consultants by means of a self-acquired case. Instead of evaluating the entire organization, the focus will be on a key problem or key theme on which the entrepreneur wants specific advice. In addition to data collection, students will also be involved in formulating possible solutions and in parts of the implementation process. Progress will be presented regularly and further coaching will take place in several supervision meetings with fellow students and the lecturer.

literature
· Literature only in cooperation with the lecturer
The course will also be offered in semester 2. In the Business plans course, groups of students can decide themselves, within certain limits, in which block most time will be spent. Course 2 will only be given in the first semester. Secretariat: +31 (0)50 3633453, e-mail: a.m.c.cordes@rug.nl, k.van.brummelen@rug.nl; e-mail contact lecturer: e.p.m.croonen@rug.nl

70. 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, Economics and Business year 3, Physics and Environment 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 analytical 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, ozone layer depletion).

**literature**

**remarks**
This course is also available for students of other disciplines than Economics.
Info: Dr. D. Wiersma, phone: 363 3760 (email: doede.wiersma@rug.nl).
Secr.: Lies Baars/Herma v.d. Vleuten, phone: 363 7018 (email: e.m.baars-drent@rug.nl).

**71. E-Venturing**

**contact**
Dr. E.O. de Brock

**lecturers**
Dr. E.O. de Brock, Drs. A.B.W. Mintjes, Dr. W. Westerman

**programmes**
BSc Business (electives BSc Business) year 3, MSc Industrial Engineering and Management (Optional management modules) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4

**language**
Dutch

**period**
1.2

**EC**
5

**format**
The semester block will start with introductory lectures or guest lectures, followed by working on assignments under supervision and, later on, presentations and reports by students.

**assessment**
Assessment of assignments and presentations.

**objective**
Acquiring knowledge, understanding and skills concerning the problems entrepreneurs face in setting up a high-tech company in order to come up with solutions.

**content**
The module will deal with issues faced by students when starting up a high-tech company. In this context, we will focus on start-ups or consolidators as well as on company spin-offs. The emphasis will thus not be placed on the transformation of existing companies, but on the creation of new companies. This module will mainly focus on the entrepreneurial, small-business, technical and financial aspects of high-tech ventures. The module will start with several introductory lectures or guest lectures on a number of key themes, which will be dealt with from theoretical as well as practical standpoints. We will draw distinctions between strategic, environmental and company-internal issues. At the same time, and partly afterwards, multidisciplinary teams will work on a specialization assignment or start-up plan for a high-tech company.
venture. Preferably, students will introduce their own high-tech cases. The assignment will be concluded by a presentation and a report. The presentation of the start-up plan will take the form of a so-called elevator pitch for a forum of external, expert venture capitalists.

**literature**


**remarks**
The monodisciplinary assignment has been discarded and the multidisciplinary assignment has been expanded. Please contact E.O. de Brock (e.o.de.brock@rug.nl) or the secretariat (+31 (0)50 363 3864).

**72. Experimental Design and Analyses of Variance**  
**PSMM-4**

**contact**  
Dr. J.M.E. Huisman

**lecturer**  
Dr. J.M.E. Huisman

**programmes**  
MSc BA - Marketing (electives B Marketing Management) year 4, MSc BA - Marketing (electives Marketing Research) year 4

**language**  
English

**period**  
1.1

**EC**  
5

**format**  
lecture, seminar

**assessment**  
written assignments, written exam

**content**  
Analysis of variance and covariance are two of the most important topics of multivariate statistics. The course is aimed at gaining a thorough understanding of these models, learning to apply them to empirical data sets, and to interpret the results. Both univariate analysis of variance and covariance, and their multivariate counterparts are techniques that are often used to study the relationships between one or more dependent variables and several independent variables. In this course, the theory and practice of these techniques are discussed. Attention is paid to the general linear model and the similarities between analysis of variance, analysis of covariance and regression analysis, to assumptions underlying the different models, and power of the statistical tests. Also different research designs will be discussed. A substantial amount of time will be spent on practical applications of the methods and the interpretation of the results.

**literature**

- *De literature wordt een maand voor de start van de cursus bekendgemaakt op de volgende internetsite:*
This course will be given in English.

73. **Field Course Business & ICT: Strategy & ICT**

- **Contact**: prof. Dr. E.W. Berghout
- **Lecturers**: prof. Dr. E.W. Berghout, several lecturers
- **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)**: Specialisation 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 concepts. 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.
74. **Field Course Business Development Ia:** BKM07A05

**Developing for Markets**

**contact** Dr. W.G. Biemans  
**lecturers** Dr. W.G. Biemans, Dr. K.R.E. Huizingh  
**programmes** MSc BA - Business & ICT (electives Business & ICT) year 4, MSc BA - Business Development (core programme) year 4 compulsory, MSc Industrial Engineering and Management (Optional management modules) year 5

**language** English  
**period** 1.1  
**EC** 5  
**format** tutorials  
**assessment** written exam  
**prerequisite(s)** Students must have completed Specialization Course BD (BKB062A10)

**objective** To acquire analytical and design skills in the field of designing and marketing new products.

**content** Business Development concerns the integrated development of new markets and new products. The starting point for this module is market philosophy, on the basis of which a new product strategy will be constructed. Integrated development implies that the design process of the new product needs to feed back constantly to the market and take into consideration the dynamics of the market. When developed, a product is tested during different phases and eventually launched. Introducing new products is a peak but not the last station. The product will be subject to modifications and redesign. The module will deal with special techniques to organize all these activities.

**literature**  
- App. twenty academic articles

**remarks** Contact details lecturer: P.C. Muller (only present on Fridays) p.c.muller@rug.nl Secretariat +31 (0)50 363 6543/3151.
Field Course Business Development Ib: Developing from Technologies

BKM007B05

contact Dr. K. Zoethout

lecturers Dr. K.R.E. Huizingh, prof. Dr. ir. F.P.J. Kuijpers, Dr. K. Zoethout

programmes MSc BA - Business & ICT (electives Business & ICT) year 4, MSc BA - Business Development (core programme) year 4 compulsory

language English

period 1.2

EC 5

format lectures and tutorials

assessment assignment(s), presentation(s), written exam with open questions

prerequisite(s) Students must have completed Preparatory subject BD (BKB062A10).

objective Fieldcourse BD course b provides students with a thorough understanding of the role of technology and technology management in the Business Development and product development processes. On completion of the course, students will be able to apply methods and concepts within the framework of product development from a technological perspective.

content The process of Business Development consists of the sub-processes market development, product/service development, technology development, and organization development. Management should adjust these sub-processes in such a way that it generates maximal value creation for all stakeholders. In module B of Fieldcourse BD, the sub-processes technology- and product/service development as well as managing these processes are discussed. In relation to these processes, ICT is mentioned explicitly.

Next to an active and critical participation at the presentation of the lectures, students will exercise in small groups with development concepts and methods by using practice cases. Further, during the lectures, these groups will critically evaluate the literature by holding presentations.

literature Twenty scientific articles.

remarks Secretariat +31 (0)50 3636543/7090, h.jager@rug.nl, s.abels@rug.nl.
76. **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)** Organizational change (BKB111A05)  

**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 program change processes in organisations; 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 and 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**

**remarks**
Secretary: tel +31 50 363 4288.

---

**77. Field Course Finance BKM047A10**

**contact** Dr. A. Plantinga

**lecturers** Drs. L. Dam, Dr. J.H. von Eije, Dr. A. Plantinga

**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, written exam

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, the paper and exam.

**prerequisite(s)** Required: Specialization Course Finance, EWB081A10

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

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

**literature**

**remarks**
Secretary: G. Pol, tel: +31 (0)50-363 3685, e-mail: g.pol@rug.nl.

---

**78. Field Course in Small Business Management**  
**BKM011A10**

**contact**  
Dr. M.J. Brand

**lecturers**  
Dr. M.J. Brand, Dr. C.H.M. Lutz

**programmes**  
MSc BA - Small Business & Entrepreneurship (core programme) year 4 compulsory, MSc Industrial Engineering and Management (Optional management modules) year 5

**language**  
English

**period**  
1.1-2

**EC**  
10

**format**  
Lectures and tutorials  
Lectures and tutorials where assignments or group assignments will be discussed. Attendance at the tutorials is compulsory.

**assessment**  
assignment(s), written exam  
Written exam in examination period 1.1 (open questions) on the literature and the lecture material. Written assignments will also be assessed. In addition, students must have a sufficient attendance and/or participation record for the introductory week.

**prerequisite(s)**  
Specialization Course Small Business & Entrepreneurship (EWB087A10)

**objective**  
The ability to recognize and deal with specific themes concerning the management of existing SMEs. To gain theoretical knowledge that can be applied to managing or consulting SMEs. To apply this knowledge in a practical research context.

**content**  
The SBM module is the Field Course of the SB&E Master’s degree programme. The first week of the module provides a thorough introduction to the complete programme, co-ordinated by the programme co-ordinator. The module will continue with lectures and a
practical assignment. The module content is aimed at providing students with the essential knowledge needed to understand the integrated management of existing small business and change it where necessary. This knowledge can usually also be applied to smaller independent parts of a large organization. This module will focus on the content as well as the process of managing SMEs. The role external consultants can play in SMEs will be emphasized. Small companies have specific characteristics. Usually they are family businesses that go through different development phases. Such characteristics form the leitmotif of the different themes that will be dealt with in this module. After the lectures and the exam, groups of students will design a diagnosis instrument that will be introduced in an existing SME. Students will give presentations and write a research report. Thus, theoretical knowledge will be applied to a practical situation and research skills will be further developed and practised.

**literature**
- *Reader Field Course Small Business Management 2007/2008*

**remarks**
Secretariat: DRS 316, tel. +31 (0)50 363 3453, k.van.brummelen@rug.nl, a.m.c.cordes@rug.nl contact lecturer: m.j.brand@rug.nl, DRS 324, tel. 363 7492

**79. 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 (Marketing Research) 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 (EB137A10).

**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**


**remarks**

Secretary: H.G. Tamling, DRS 037, 050-3637065, h.g.tamling@rug.nl
80. **Field Course O&MC: Organizational and Management Control**  

**BKM048B10**  

| **contact** | prof. Dr. G.J. van Helden  
| **lecturers** | Drs. M.M. Bergervoet, prof. Dr. G.J. van Helden  
| **programmes** | MSc Accountancy & Controlling (Controlling) year 4 compulsory, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Organizational & Management Control (core programme) year 4 compulsory, Pre-Master Programmes Dutch (A&C for HBO-AC, preparing to postmaster Controlling) year 4 compulsory  
| **language** | English  
| **period** | 1.1-2  
| **EC** | 10  
| **format** | colloquium, lectures and tutorials, practicals  
| **assessment** | assignment(s), written exam, mandatory attendance  
| **prerequisite(s)** | Specialization Course OMC: Management Accounting (EWB084A10)  

| **objective** | The course aims to deepen the knowledge and understanding of the management control of organizations and the role management accounting plays therein.  
| **content** | This course will concentrate on the workings of management control systems within organizations. Students will acquire knowledge and an understanding of: function, set-up and workings of control systems; relationships between strategic policy, organizational structure, company culture and set-up/workings of control systems; managing result-responsible entities; performance evaluation of responsibility centres and managers; remuneration systems for managers; the role and function of the controller. The course comprises three components: literature study (textbook and articles), linking theory to practice by means of processing cases and critically evaluating scientific research conducted by staff members.  

| **literature** |  
| · | *Artikelen OMC I (2006) via Nestor*  
| · | *Onderzoekspapers OMC I (2006) via Nestor*  

| **remarks** | Secretariat: N.R. Kempa, tel.: +31(0)50-3633814, e-mail: n.r.kempa@rug.nl |
81. **Field Course Operations and Supply Chains**

**BKM010A10**

**contact** Dr. G.A. Welker

**lecturers** Dr. D.P. van Donk, Dr. N.D. van Foreest, Dr. M.J. Land, 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** lectures and tutorials, assignment(s), 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)** Specialisation Course Operations & Supply Chains (BKB06A10).

**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 parts, in correspondence with the above objectives. The course starts with a refresher on the basic theories in Operations Management (OM) and Supply Chains Management (SCM) and the applicability of Integral OM philosophies in different types of companies. The main body of the first course part is confined to advanced theories, methods and concepts for planning and control. These relate to issues such as Materials Management, Inventory Control and Workload Control.

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.
students are supposed to have pre knowledge of operations management, e.g. second year course operations management (BKB044A05) in bachelor business. For more information please contact dr. g.a. welker (050-3637490, g.a.welker@rug.nl) or one of the secretaries (050-3637020).

82. Field Course Strategy & Innovation: Managing Non-technical Innovation BKM009A10

Contact Dr. G. Gemser

Lecturers Dr. G. Gemser, prof. Dr. D.F.M.F. Jacobs, I. Orosa Paleo

Programme MSc BA - Strategy & Innovation (core programme) year 4 compulsory

Language English

Period 1.1-2

EC 10

Format assignment(s), lectures and tutorials, workshop(s) and Self-study

Assessment assignment(s), essay, 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**
- Reader

**remarks**
contact Dr. G. Gemser, email: g.gemser@rug.nl, DRS 330 Secretary: DRS 316, Mrs. A.M.C.Cordes, e-mail: a.m.c.cordes@rug.nl

83. **Finance I for IE&B/Economics/Econometrics** EWP001A06

**lecturers** Drs. M.R.C. Eldering, Drs. F.J.J. de Grijs, Drs. M.M. Kramer, 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 I and Finance II 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 II is on the development 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.

**literature**  
- R.A. Brealey, S.C. Myers and A.J. Marcus,  

**remarks**  
Secretary: Ms. G. Pol, g.pol@rug.nl, tel. 363 3685.

---

84. **Finance II for IE&B/Economics**  
**EWB018A06**

**lecturers**  
Drs. F.J.J. de Grijs, Drs. M.M. Kramer

**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

**objective**  
The courses Finance I and Finance II 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 II is on the application of the economic framework.

**content**  
In the course Finance II you apply the concepts and techniques of the course Finance I 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**  
- R.A. Brealey, S.C. Myers and A.J. Marcus,  

**remarks**  
Recommended prior: Finance I. Secretary: Ms. G. Pol, g.pol@rug.nl, tel. 363 3685.
## 85. Finance Theory and Modelling  
**Course Code:** EWB025A06  
**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 modelling and solving some basic problems in financial engineering.  

**Literature:**  
- Handouts, available via email and Nestor  

## 86. Financial Accounting for IE&B/Economics/IB&M  
**Course Code:** EWP002A06  
**Contact:** Dr. C.A. Huijgen  
**Lecturers:** Drs. M.R.C. Eldering, Drs. D.J.J. Heslinga, Dr. R.B.H. Hooghiemstra, Dr. C.A. Huijgen, Drs. P.C.G. Molenaar, Drs. A. Smeenge  
**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:** Combined lectures/tutorials, resit semester IIa  
**Assessment:** Written exam with open questions  

**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, c.a.huijgen@rug.nl, tel: 363 7206

87. **Financial Accounting II E&M/A&C**

**contact**
Dr. C.A. Huijgen

**lecturer**
Drs. D.J.J. Heslinga, Dr. C.A. Huijgen, Dr. T.A. Marra, Drs. A. Smeenge, Drs. J. Westra-de Jong

**programmes**
BSc Accountancy & Controlling 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, Courses open to Exchange Students year 3, Dutch pre-MSc programmes (A&C for HBO-BE, preparation for MSc A&C) year 3 compulsory, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4

**language**
Dutch

**period**
1.1-2

**EC**
10

**format**
lectures and tutorials (Attendance at tutorials is compulsory)

**assessment**
Assignments (25%), written exam with open questions (75%). Resit in August.

**objective**
An analysis of theories, principles and systems that are used internationally to construct annual reports as well as of the effect such conventions have on the use of the annual accounts.

**content**
The course starts with a thorough discussion of the
components of the balance sheet and the profit-and-loss account: the different assets and liabilities as well as the expenses and revenues. In this context, the effect of accounting principles on the figures presented in the annual report will be analyzed as well as the coherent financial ratios. When dealing with the accounting principles, the focus will be on the standards of the International Accounting Standards Board. The course will continue with the subject of financial analysis and its methods and techniques, partly in coherence with the cash flow statement. Finally, a comparison will be made of the most important international financial reporting systems. The international development of the accounting discipline and the classifications of international accounting systems will be dealt with. In addition, there will be a focus on the most important international accounting issues, such as processing transactions in foreign currencies, inflation accounting and segmental reporting.

**literature**

**remarks**
This course is also given in period II. Secretariat: N.R. Kempa, tel: +31 (0)50-363 3814, e-mail: n.r.kempa@rug.nl

**88. Financial Accounting Theory**

- **contact** Dr. T.A. Marra
- **lecturer** Dr. T.A. Marra
- **programmes** Dutch language pre-MSc programmes (A&C for HBO-AC, in preparation for post-Master Accountancy) year 4 compulsory, MSc Accountancy & Controlling (Accountancy) year 4 compulsory, MSc BA - Organizational & Management Control (O&MC electives) year 4
- **language** Dutch
- **period** 1.1
- **EC** 5
- **format** combined lectures/tutorials
- **assessment** assignments, written exam
- **pre-requisites** Financial Accounting II (EWB115A10)
objective  In this course, students will become familiar with scientific theories and scientific research in the field of external reporting.

current  The course will deal with scientific research and the different phases of the empirical cycle. Whenever possible, the theory acquired will be linked to the reporting practice. Because of the increasing importance of the standard setting process for companies and their accountants, attention will be paid to the theories on which this process is based. Subjects to be dealt with include

- an introduction to various reporting theories
- external reporting under ideal circumstances
- the user approach of external reporting
- implications of efficient markets
- the use of information for the functioning of capital markets
- agency theory and its consequences for the structure of external reporting
- earnings management.


remarks  Dr. T.A. Marra, email: t.a.marra@rug.nl
Secretary: N.R. Kempa, email: n.r.kempa@rug.nl, tel. 050-3633814

89. 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 Ectrcs, 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 modelling techniques that are designed for the analysis of financial markets.

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

**literature**

90. **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 several 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. Secretary: i.j.bakker@rug.nl, tel. 050-3633535

91. **Flexible Manufacturing Automation**  
  **TBFMA06E**

  **contact**  
  Dr. D.J. van der Zee

  **lecturer**  
  Dr. D.J. van der Zee

  **programmes**  
  MSc Industrial Engineering and Management (Discrete Technology and Production Automation) year 5 compulsory, MSc Technology Management (electives MSc TM) year 4

  **language**  
  English

  **period**  
  1.1-2

  **EC**  
  6

  **format**  
  Lecture

  Plenary lectures including assignments

  **assessment**  
  Assignments, Written exam

  **objective**  
  This module focuses on management issues concerning the introduction and the use of flexible automation for discrete parts manufacturing. After finishing the module, students should:

  - Have gained an understanding of the importance and relevance of flexible automation for manufacturing.
  - Be able to define and assess the main steps to be taken in automation projects.
  - Be able to understand the meaning and relevance of quantitative methods for manufacturing system design.

  **content**  
  The module consists of four parts: (1) Introduction of flexible automation and identification of management issues (2) The setup of automation projects (3) Flexible automation - design, planning and control (4) Integrating flexible automation. In the first part flexible automation is characterized and relevant areas for application are identified. A flexible production system is often a complex system consisting of several (automated) components/elements like machines, robots, tool stores and transporters. Given the size of investments, system complexity and the impact it may have on the organization, the introduction of flexible automation requires a well-defined project. Project contents and phasing will be dealt with. More in particular, logistical questions concerning manufacturing system design will be dealt with in this module. For this purpose quantitative methods supporting the organization and
operation of manufacturing systems will be discussed. The final part of the module concentrates on the integration of flexible automation in the company. Among other things, the concept of Computer Integrated Manufacturing will be dealt with.

**literature**
- Handouts (see Nestor)
- *Reader ‘Flexible Automation’*

**remarks**
- Contact information of lecturer: E-mail: d.j.van.der.zee@rug.nl, Tel.: 050 363 4687 Secretary: E-mail: l.l.henriquez-peterson@rug.nl, Tel.: 050 363 7491
- This module is supported by Nestor. This module builds on the technical knowledge of manufacturing systems acquired in previous modules (e.g. Operations Research, Production Planning and Control, Production organization & control, Discrete Technology, Production Techniques, CAD/CAM/CIM and the technical modules).
- If foreign students take part, English will be the language of instruction.
- Participation in the exam is only possible after the assignments have been completed.

---

**92. French I for IE&B/IB&M**

**contact** V. Janty

**lecturer** V. Janty

**programmes**
- BSc Business - IB&M (basisprogramma) year 2
- BSc International Economics & Business (basisprogramma) year 2

**language** French

**period** 2.1

**EC** 3

**format** zelfstudie, tutorials
2 x 2 contact hours

**assessment**
- active deelname, schriftelijk tentamen
- Participation: 20%. Regular written and oral assignments: 30%. Final exam: 50%. Professional skills: written assignments and oral comprehension.

**objective**
- The course aims to improve students’ oral and writing skills to a level that will enable them to function professionally in economic and business contexts. They will also acquire specific linguistic and cultural knowledge related to economics. The focus will be on
professional situations in particular. The programme will concentrate on French business language and will also include academic skills such as giving presentations and writing essays. Oral skills will be trained by different methods, particularly self-study, and the use of professional websites. Writing skills will be developed with support and advice concerning essays and reports. The grammar will be integrated and will not be evaluated in specific assignments.

**content**

Students will be tested during the first week, and those who not already have the required level (A2) will be provided with individual coaching by the teacher to improve their self-study skills.

**literature**


---

**93. French II for IE&B**

**EBW142A03**

**contact** V. Janty

**lecturer** V. Janty

**programmes** BSc International Economics & Business (basisprogramma) year 2

**language** French

**period** 2.2

**EC** 3

**format** zelfstudie, tutorials

**assessments** opdracht(en), schriftelijk tentamen

Participation: 20%, regular written and oral assignments: 30%, final exam: 50%, professional skills: written assignments and oral comprehension

**ingangseisen** Niveau A2+, French I

**objective** The course aims to improve students’ oral and writing skills to a level that will enable them to function professionally in economic and business contexts. They will also acquire specific linguistic and cultural knowledge related to economics.

**content** The focus will be on professional situations in particular. The programme will concentrate on French business language and will also include academic skills such as giving presentations and writing essays. Oral skills will be trained by different methods, particularly self-study, and the use of professional websites. Writing skills will be developed with support and advice concerning essays and reports. The grammar will be integrated and will not be evaluated in specific assignments.

**remarks** Coordinator: v.janty@rug.nl
94. **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. The course concludes with a formal discussion of a principal-agent model.

**literature**
- *Articles*, To be announced

95. **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 and Management (Optional management 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 final grade composition can be found on the  
Nestor site.

objective  The main objectives of this module are to enable 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  The module outlines the central issues and trends in  
global operations and supply chain management.  
Examples of important trends include global  
manufacturing, outsourcing, e-business, postponement,  
complexity and performance metrics. Global operations  
and supply chain management can be considered as an  
approach to analysing, managing and improving  
processes in logistics networks. The underlying  
rationality is that a significant improvement in both  
efficiency and customer-service levels can be achieved  
through an integral approach by 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 module  
attention is paid to recent trends towards the  
globalization of operations and logistics functions.

literature  · David Simchi-Levi, Philip Kaminsky, Edith Simchi- 
Levi, Designing and Managing the Supply Chain  
(ISBN: 0-07-123205-2), € 66.00

remarks  For more information please contact Dr S. Brinkman (050- 
3637974, s.brinkman@rug.nl) or one of the secretaries  
(050-3637020).

96.  History of Economic Thought  EWB134A05

contact  Dr. H.W. Plasmeijer

lecturer  Dr. H.W. Plasmeijer

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

language  English

period  1.2

EC  5

format  Lectures, a movie and a seminar (all of them obligatory)

assessment  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.

**objective** 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.

**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 Hébert, *A History of Economic Thought and Method*

**remarks**
Info: Dr. H.W. Plasmeijer, phone: 363 3743 (email: h.w.plasmeijer@rug.nl).

**97. History of Management**

**BKP051A05**

**contact** prof. Dr. L. Karsten

**lecturer** prof. Dr. L. Karsten

**programmes** BSc Business Studies - IB&M (core programme) year 1 compulsory, Open Colleges year 1, Pre-Master Programmes English (IB&M, preparing to MSc IB&M) year 3 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.

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
· Crainer, S., The Management Century, Jossey-Bass

remarks  l.karsten@rug.nl, 050-3633848
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl,
tel. 050-3633458
98. 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 On successful completion of the course, the student should have mastered the main aspects of international Labour Law. In addition, he should then be able to integrally solve HRM problems incorporating international Labour Law aspects.

content International labour relations have increasingly assumed importance in a globalizing world. In order to manage labour relations, in this context, properly, it is necessary to take into account the impact of international Labour Law.

Basic information on existing rules and court decisions related to international Labour Law will be given. Each student will be required to write and present a paper (individually or in a group). Students select a topic from a list composed by the lecturers. Corporate social responsibility, the freedom of movement of workers within the European Union and the secondment of employees abroad are some examples of possible topics.

literature · Florkowski, G., Managing global legal systems (ISBN: 9780415369459), € 38.00
· Reader Human Resource Management & International Labour Law

remarks Secretary: tel +31 50 363 3373.

99. HRM & Labour Law (Distance Learning) BKB152A05

contact prof. Dr. E.M Kneppers-Heijnert
lecturer prof. Dr. E.M Kneppers-Heijnert
programme Pre-Master Programmes English ( IB&M, preparing to MSc HRM) year 3 compulsory
language English
period 2.1-2
EC 5
format self-study

Nestor blackboard learning system
This course can only be attended by use of the Nestor blackboard learning system. In order to get enrolled in the course students should (next to the usual method of enrolment via Progress) contact the secretary of Professor Kneppers-Heynert (tel: 363 3373) in December 2007.

100. ICT: Human & Organizational Issues  BKM053A10

contact  Dr. A. Boonstra

lecturer  Dr. A. Boonstra

programmes  MSc BA - Business & ICT (core programme) year 4, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4, MSc Industrial Engineering and Management (Optional management modules) year 5, MSc Technology Management (electives MSc TM) year 4

language  English

period  1.1-2

EC  10

format  meeting(s), assignment(s), tutorials

assessment  active participation, assignment(s), paper

objective  The aim of this module is to provide the opportunity to examine the interaction between IT, organizational design and human actors in order to make well-argued design and intervention proposals for IT implementation and use. IT: Human and Organizational Issues is a discussion-oriented module, with a mixture of lectures and participative methods, including case studies, videos and individual and group assignments. During the module, students will work on a report.

content  The interaction of IT with organizations will be divided into three parts: 1) IT and organization design, 2) IT and human actors and 3) IT and organizational change. The first part deals with the (strategic) motives to implement IT and the possible mutual influence of IT on processes, tasks, structures, culture, power division, management control arrangements and existing systems. Similarly these design variables may influence the way IT can and will be implemented in organizations. The second part deals with the human issues associated with IT 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 IT implementations. In many organizations, new forms of IT are implemented in combination with other changes, such as new designs of business processes, other structures, and strategic re-orientations. This means that IT implementations are complex changes because of the interrelatedness with other variables.

**literature**

**remarks**
Final grades will be assigned on the following basis: Students have to be ready to present questions and cases during each session. With respect to the paper, described under 2, the assessment criteria are: design, profundity, use of literature and references, practical relevance, readability, creativity, critical reflection and relevance to the module. 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.
- attendance, 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 %).

101. **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**
lectures, assignment(s)

**assessment**
to be announced

**prerequisite(s)**
Specialisation 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.
- Quality, risk and operational management of ICT-systems.

literature  Literature will be announced.

remarks  Secretaries: mrs. D.van Lingen-Elzinga@rug.nl and mrs. J.Born@rug.nl, Tel.050-363 3864.
102. 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 and Management (Optional management modules) year 5, 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 Nestor.

**objective**  
Students will learn the role of information systems in operations and supply chains. They will be able to assess the important choices on how to use an information system and how to structure the implementation process.

**content**  
The following topics will be covered: Use and contribution of information systems in general and of Enterprise Resources Planning systems in particular. Enterprise modelling as a tool to understand the 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 module. The course work consists of the following elements: participating in the sessions, reading the literature, working on modelling exercises, preparing a discussion on implementation issues, doing a homework exam that incorporates all elements of the module.

**literature**  
- Material on nestor

**remarks**  
For more information please contact Prof. J. Wijngaard (050-3636536, j.wijngaard@rug.nl) or one of the secretaries (050-3637020).
103. 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

**language** English

**period** 1.1

**EC** 5

**format** lectures

**assessment** assignment(s), 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 IB&M students. Students will learn to develop a vision on central themes, such as:

- information systems and organisations
- 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 e.g.: Outsourcing

**literature**


**remarks** Contact: p.e.a.vandenbossche@rug.nl, tel.: 050-3637298

Secr.: d.van.lingen-elzinga@rug.nl, tel.: 050-3633864
104. **Innovation & Entrepreneurship**

**contact** Dr. E.P.M. Croonen

**lecturers** Dr. T.L.J. Broekhuizen, Dr. E.P.M. Croonen, prof. Dr. D.F.M.F. Jacobs

**programmes** 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 - Strategy & Innovation (core programme) year 4 compulsory, 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 MSc BA.

**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.

**105. Innovative Operations**

**BKM168A05**

**contact**
Dr. W.M.C. van Wezel

**lecturers**
prof. Dr. ir. G.J.C. Gaalman, Dr. W.M.C. van Wezel

**programme**
Research Master in Economics and Business (Profile Production & Innovation Management) year 4

**language**
English

**period**
1.2

**EC**
5

**format**
combined lectures/tutorials, assignment(s)

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

**prerequisite(s)**
Recommended priors: Operations Management courses and Quality Management courses

**objective**
“Designing an effective operations strategy is still somewhat of an art form,…, just as is product design. This ambiguity does not, however, suggest that anything goes. There are basic principles that underlie these kinds of decisions, and provide guidance as to the reasonable alternatives” [Hayes, 2004] that should be considered. This course focuses on revealing and discussing these basic principles.

**content**
The course contains studies of:
The basic principles that create the foundation for an organisation’s operational success; Strategic management of operating and technology resources; Topics such as corporate networks, information technology, process development, project management, and different ways of managing operating improvement; Operations strategy, capacity planning, and outsourcing/vertical integration; The establishment of a good ‘fit’, between an operations strategy and (infra)structural decisions, and a ‘focus’ on specific (operations) capabilities to gain and maintain a competitive advantage.

**literature**
This course can only be taken by Research Master students.

106. **Institutional Determinants of Econ.Dev.**  EWM090A10

- **Contact**  Dr. D. Bezemer
- **Lecturers**  Dr. D. Bezemer, Dr. M.P. Timmer
- **Programme**  Research Master in Economics and Business (Profile International Economics & Business) year 4 compulsory
- **Language**  English
- **Period**  1.1-2
- **EC**  10
- **Format**  meeting(s), workshop(s)
- **Assessment**  essay, presentation(s)

**Objective**  This course provides students with solid knowledge about the role of institutions in creating growth in developing countries. Verbal accounts of the economic histories of countries and firm strategies are related to quantitative evidence and advanced theoretical models.

**Content**  This research master course concentrates on the role of institutions and firms in economic development. It uses state-of-the-art academic literature in both the macro and micro areas of economic development. The first part of the course deals with the role of institutions in long term macroeconomic growth. The second part examines the functioning of institutions and policies implemented by governments and international organizations.

**Literature**  
- Articles distributed by the lecturers.

**Remarks**  This course can only be taken by Research Master students.

107. **Institutional Investment Management**  EWM022A05

- **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**  combined lectures/tutorials, assignment(s), 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.

**literature**  

**remarks**  
Secretary: G. Pol, tel: +31 (0)50-363 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.
108. **Integral Business Development: Organizing Business Development**  

**BKM022A05**

**contact**  
Dr. C. Reezigt

**lecturers**  
Dr. C. Reezigt, Dr. K. Zoethout

**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 and Management (Optional management modules) year 5

**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 module successfully have knowledge and skills in the area of managing and implementing business development, especially focused on the roles of project leader and project members.

**content**  
Integral Business Development occurs at the interface between 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 inter alia with subjects like agile project management, crossfunctional 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 be covered.

**remarks**  
English if necessary, Dutch if possible. Coordinator: 050-3633858, c.reezigt@rug.nl secretary: 050-3633151/6543
109. **International Business Ia: Organization Design**  
**EWP008A06**

**contact** Dr. A.E. Brouwer  
**lecturers** Dr. A.E. Brouwer, Dr. A.E. Brouwer, and others  
**programmes** BSc Economics (core programme) year 1 compulsory, BSc International Economics & Business (core programme) year 1 compulsory, Pre-Master Programmes English (IB&M, preparing to MSc HRM) year 3 compulsory

**language** English  
**period** 1.1  
**EC** 6  
**format** lectures and tutorials  
Attendance of the lectures and participation in the tutorials are both mandatory

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

**objective** The course introduces concepts related to globalization and global business with a focus on the developments in the triad, i.e. the US, the EU and Japan. However, the developments in emerging markets will also be addressed. The perspective of this course is that of the multinational firm, discussing both the international competitive environment and the internal resources of multinational enterprises, as well as the origins of their competitive advantage. The course aims at providing an introduction to International Business Strategy. In terms of skills development, the course stresses both discussion and presentation skills.

**content** This course provides an introduction to the field of International Business and Strategy, covering topics such as the internationalization processes of firms, characteristics of the international business environment, the entry and establishment modes of multinational firms in the world economy, and their growth and spread across the globe in response to international economic characteristics. This course is strongly related to the other IE&B-courses in the first year, in particular, International Business 1B and International Economics.

**literature**  

**remarks** Secretary, e.a.kortrijk@rug.nl, tel.363 3716  
Coordinator; Dr. A.E. Brouwer, a.e.brouwer@rug.nl, tel. 363 3880
110. **International Business Ib: Business Research**  
**EWP009A03**

**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 (60%) and group assignments in the tutorials (40%).

**objective**
The central goal of the course is to provide an introduction to empirical research methods in economics and business. The course has two principal learning objectives: (1) students will acquire a basic knowledge about empirical research methods in economics and business, and (2) students will apply this knowledge by conceptualising a research proposal for empirical research that meets academic standards of quality.

**content**
Business research is a systematic inquiry in order to provide information to solve (managerial or economic) decision problems. This course offers first year students a first introduction in how to conduct empirical research. The course builds upon the knowledge of the course “International Business Ia: Nations, firms and the global economy”. You are expected to make use of the book International Business by Rugman & Collinson (2006) for the assignments in this course. The course has two principal learning objectives: (1) students will acquire a basic knowledge about empirical research methods in economics and business, and (2) students will apply this knowledge by conceptualising a research proposal. Selected chapters from a textbook on ‘research methods’, drawing on a variety of quantitative and qualitative research methods will be discussed in detail. They are complemented by case studies and examples of academic research papers, which in turn relate back to topics introduced in the course “International Business Ia: Nations, firms and the global economy”. This course is instrumental in developing a key set of academic skills:
proposing and designing in-depth research. As such, the module is a very productive investment in developing skills for assignments later on in your study, including the bachelor and master theses.

**literature**

**remarks**
Secretary: e.a.kortrijk@rug.nl, tel.363 3716
Coordinator: Dr.K.S. Muehlfeld, k.s.muehlfeld@rug.nl, tel.363 4538

111. **International Business IIA: Strategic Management**

**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**
assignment(s), written exam
Assignments (25%) and written exam (75%)

**objective**
The course provides an introduction to the field of Strategic Management. On completion of the course, students will have gained an understanding of concepts and instruments pertaining to Strategic Management. They will also have developed the ability to apply these concepts and instruments in the analysis of so-called case studies.

**content**
The course is structured around a limited number of (guest) lectures and interactive work groups. The real work is done in the work groups, where the different steps of the strategic management process will be dealt with on the basis of recent case studies under supervision of the lecturer. In the compulsory work groups, the literature will be discussed and applied weekly. The lectures, which are linked to the work groups but not compulsory, will focus on more specific parts of the field by means of a selected set of articles. These articles as well as the lecture material are part of the exam material.

**literature**
- John McGee, Howard Thomas, David Wilson,
112. International Business IIb: Organization and Management Theory  

**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, Open Colleges year 2

**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.

**content**  
The course addresses different approaches to organization with a focus on external organization. The topics include: interactions between organizations within and between industries (competition and cooperation), the dynamics of organizational populations, market structuration, organizational networks. The lectures expose theoretical knowledge. Concrete aspects of these topics are discussed through articles and case-analyses at the tutorials, based on student team presentations. Therefore, though lecture attendance is not mandatory, successful tutorial participation assumes familiarity with the lecture content. The cases are from the Harvard Business School and from the European Case Clearing House. See more about the case studies at http://www.hbs.edu/case/index.html.

**literature**  
· Articles plus extended case descriptions, (online or in a reader)

**remarks**  
Secretary: e.a.kortrijk@rug.nl, tel. 363 3716  
Coordinator: Dr. G. Peli, g.peli@rug.nl, tel. 363 7326
113. **International Business III: International Strategy**  
   **and Innovation**  
   **EWB033A10**  

**contact**  
Dr. D. Bezemer

**lecturers**  
Dr. D. Bezemer, 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, Courses open to Exchange Students year 3, Pre-Master 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.

**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 organisation 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.
- D. Besanko, D. Dranove, M. Shanley and S. Schaefer,

**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.a.kortrijk@rug.nl, tel. 363 3716
Coordinator: D. Bezemer, d.j.bezemer@rug.nl, tel.363 3799

114. **International Business Law I**

<table>
<thead>
<tr>
<th>contact</th>
<th>prof. Dr. E.M Kneppers-Heijnert</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturer</td>
<td>prof. Dr. E.M Kneppers-Heijnert</td>
</tr>
<tr>
<td>programmes</td>
<td>BSc Business Studies - IB&amp;M (core programme) year 1 compulsory, Courses open to Exchange Students year 3, Open Colleges year 1</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>lectures</td>
</tr>
<tr>
<td>assessment</td>
<td>individual exam, written exam</td>
</tr>
</tbody>
</table>

**objective**
The objective of this course is to provide the student with
knowledge of and insight into International Business Law
(IBL). Furthermore, the course aims to show how the law
is applied to international business operations, be it
international or domestic law. After successfully
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.

**content**
This course is to an introduction into and an overview of
the main legal areas that entrepreneurs or managers are
confronted with, e.g. state responsibility, environmental
protection, dispute settlement, international conventions,
methods of payment, etc.

**literature**
- *To be announced.*

**remarks**
Contact: e.m.kneppers-heijnert@rug.nl, tel. 050-3633831
115. **International Business Law II**  

**contact**  
prof. Dr. E.M. Kneppers-Heijnert

**lecturers**  
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 is a continuation of IBL I and also aims to provide the student with knowledge of and insight into international business law (IBL). After successfully completing the course, the student will master some important topics of international business law; be able to incorporate legal aspects into business relations with stakeholders in an integrated manner.

**content**  
International business relations are increasingly important in a globalizing world. In order to manage these business relations properly, the implications of international business law must be taken into account. This course is an overview of the main legal areas that entrepreneurs and managers are confronted with, such as trade in goods, labor law, transport, money and banking, taxation and dispute settlement.

**literature**  

**remarks**  
Contact: e.m.kneppers-heynert@rug.nl, tel:050-3633831  
Secretary: j.born@rug.nl, tel. 050-3633373

116. **International Business Negotiations**  

**contact**  
Dr. J.A. Neuijen

**lecturer**  
Dr. J.A. Neuijen

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

**language**  
English

**period**  
2.2

**EC**  
5

**format**  
lectures, workshop(s)

**assessment**  
active participation, paper, written exam  
Full attendance and active participation in the seminars are mandatory for a passing grade.
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 and to increase the participants' capabilities in effective negotiating a business deal globally. The expectations are that the participants learn to recognize the dynamics and chances of an international negotiation and will be able to avoid the pitfalls and hazards which culture may cause during business negotiations.

The course deals with two inter-related subjects: 1) Business Negotiations and 2) Cultural Differences.

1. Negotiations
At this stage of the course, different types of negotiations will be studied. The theoretical bases to these 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.

Additional articles

Contact: j.a.neuijen@rug.nl, tel. 050-3633917
Secr: r.van.est@rug.nl/lj.romp@rug.nl/s.i.luiken@rug.nl, tel. 050-3633458

117. International Economics and Trade

Drs. A.R.M. Gigengack

BSc Business Studies (electives BSc Business Studies) year 3, BSc Business Studies - IB&M (core programme) year 2 compulsory, Courses open to Exchange Students year 3,
Study guide 2007-2008 FEB

Open Colleges year 3, Pre-Master 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, (050) 3633633 Secr: e.kortrijk@rug.nl, (050) 3633716

118. International Economics I for IE&B/Economics: EWP010A06

**Introduction**

**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, Open Colleges year 1
Course descriptions

| 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. |
| 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 |

119. **International Economics II for IE&B/Economics:** EWB034A06

**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, Open Colleges year 2, Pre-Master Programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory |
| language | English |
| period | 2.2 |
| EC | 6 |
| format | combined lectures/tutorials |
| assessment | assignment(s), written exam |
| 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.a.kortrijk@rug.nl, tel. 363 3716. Coordinator: G.J.Lanjouw, g.j.lanjouw@rug.nl, tel. 363 3713

120. **International Economics III for Economics: EWB035A05**

**International Rivalry**
- **contact** Dr. E.H. van Leeuwen
- **lecturers** prof. Dr. S. Brakman, Dr. E.H. van Leeuwen, and others
- **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 tutorial the topic is introduced by individual students or small groups. In the second part of the tutorial the topic is discussed by all participants in the group and the presenters have to answer questions.

**assessment**  
presentation(s)  
participation 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 assignments that focus on the understanding and interpretation of empirical and theoretical articles from academic journals. In terms of skills development, this course 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 competitiviness or do they differ?

**literature**

- Research papers and articles to be posted on NESTOR

**remarks**

Info.: Dr. E.H. van Leeuwen, phone: 363 3744, email: E.H.van.Leeuwen@rug.nl. Secretariat: E. Kortrijk, phone: 363 3716. Students who want to take IE3 as an 10 ECTS course instead of 5 ECTS, can take International Economics III for IE&B (EWB035A10)

---

**121. International Economics III for IE&B:** EWB035A10

**International Rivalry**

- **contact** Dr. E.H. van Leeuwen
- **lecturers** prof. Dr. S. Brakman, Dr. E.H. van Leeuwen
- **programmes** BSc International Economics & Business (core programme) year 3 compulsory, Courses open to Exchange Students year 3, Courses open to Exchange Students year 3, Open Colleges year 3, Pre-Master Programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory
- **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** active participation, presentation(s), written exam

The final grade is based upon marks for the literature presentation and participation and the written exam. Participation is mandatory.

- **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 course focuses on
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 competitiviness or do they differ?

literature

- Research papers and articles to be posted on NESTOR

remarks

This course is also offered in semester 1

Secretary: e.a.kortrijk@rug.nl, tel.363 3716
Coordinator: Dr.E.H.van Leeuwen: e.h.van.leeuwen@rug.nl, tel. 363 3744

122. 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 Programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

language

English

period

2.2

EC

5

format

lectures and 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.
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**

**remarks**
Tutorials are scheduled in semester 2.2.
Contact: p.e.kamminga@rug.nl, tel. 050-3633856
Secr: e.t.jelsema@rug.nl, tel. 050-3637082

123. **International HRM**

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

**language**
- English

**period**
- 2.2

**EC**
- 5

**format**
- 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 organisational and HRM policies of companies.

**content**
- Internationalization 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, institutional and business specific developments. For example, the interrelation between human resource management and national industrial relations means that management are not autonomous in determining their approach to managing human resources. Furthermore, HR specialists need to take into account the fact that the practice of HRM in different countries is often culturally specific. Human resource management, organizing and strategy are all subject to different societal rules, norms and values. Trade unions, government authorities and legal structures influence personnel management. Moreover, in the face of strategic and institutional/cultural diversity the question as to whether HRM practices can be transferred across sites in MNEs is not a straightforward one, but has to be carefully examined. The course is divided into the following main areas:

- HRM within multinational enterprises: Strategy, Structure and IHRM;
- Diverse cultural environments and their impact on cooperation and HRM;
- HRM form a comparative institutional perspective: Understanding differences;

**Literature**

291

Course descriptions

**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.:050-3633458

124. **International Industrial Economics**

**contact** Dr. D. Wiersma

**lecturers** Dr. H.W.A. Dietzenbacher, Dr. H.W. Plasmeijer, Drs. G.J. de Vries, Dr. D. Wiersma

**programmes** BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3, Open Colleges year 2, Pre-Master 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

**Literature**


**Remarks**

Secretary: H. van der Vleuten, h.c.w.e.van.der.vleuten@rug.nl, tel. 363 3740
Coordinator: Dr. D. Wiersma, doede.wiersma@rug.nl, tel. 363 3760

125. **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

**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 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 organisation. 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 organisations and be able to propose how to bypass these.

**Content**
The course focuses primarily on the specific requirements of multinational organisations 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 accounting and control topics, the second
part will extend these to include foreign and multinational organisations.
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 organisations. It draws on the theoretical notions from the first part. Some of its topics include:

- Sarbanes Oxley
- IFRS
- Control of divisionalised and devolved organisations
- National culture and implications for management accounting systems
- International transfer pricing systems & taxation
- Accounting for fluctuating exchange rates

**litertature**

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. 050-3633993

---

126. **International Marketing for IB&M**  

**BKP061A05**

**contact**  
Drs. K. Visser

**lecturers**  
Mr. Drs. H.A. Ritsema, Drs. K. Visser

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

**language**  
English

**period**  
2.1

**EC**  
5

**format**  
lectures and tutorials

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

Group assignments

**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.


**remarks** Contact: H.A.Ritsema@rug.nl, tel. 050-3633844
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl, tel. 050-3633458

**127. International Marketing I for IE&B/Economics** EWB037A06

**contact** Drs. K. Visser

**lecturers** U. Konus, Drs. K. Visser, Dr. J.A. Voerman

**programmes** BSc Economics (core programme) year 2 compulsory, BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3, Open Colleges year 2

**language** English

**period** 1.2

**EC** 6

**format** lectures and tutorials

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

**objective** First introduction to Marketing - Concepts and Strategies
This course provides IE&B students with a first introduction in marketing. First, an overview of the marketing concept and the marketing environment is provided. Next, markets are analyzed (consumer behavior and organizational buying behavior). 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 decisions (incl. 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.


Secretary: H.G. Tamling, tel.: 050-3637065, h.g.tamling@rug.nl
Coordinator: Dr. K. Visser, karla.visser@rug.nl, 363 3226

**128. International Marketing II for IE&B**

**Contact**
Drs. K. Visser

**Lecturers**
U. Konus, Drs. K. Visser, Dr. J.A. Voerman

**Programmes**
BSc International Economics & Business (core programme) year 2 compulsory, Courses open to Exchange Students year 3, MSc Industrial Engineering and Management (Optional management modules) year 5, Open Colleges year 2

**Language**
English

**Period**
2.1

**EC**
3

**Format**
lectures and tutorials

**Assessment**
assignment(s), written exam

The objectives of this module are to familiarize the students with the theoretical basis for international marketing and to enhance students’ understanding of the international environment and strategies.

This module is designed around three basic questions: The module concentrates on the relations between the organization and markets. This means that the module starts with the study of a framework for choosing international strategies. To be able to gather information for 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.

- Why does a company market internationally or not?
- Where is or how can a company analyze the most suitable market for its products/services?
- What are the entry strategies available and how can a company select a particular entry strategy?

**literature**

**remarks**
Basic knowledge of Marketing (e.g. from International Marketing 1) is highly recommended

### 129. International Strategic Management BKB028A05

**contact** Dr. T.J.B.M. Postma

**lecturer** Dr. T.J.B.M. Postma

**programmes** BSc Business Studies - IB&M (core programme) year 3 compulsory, Courses open to Exchange Students year 3, Pre-Master Programmes English (IB&M, preparing to MSc HRM) year 3 compulsory, Pre-Master Programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

**language** English

**period** 2.1

**EC** 5

**format** workshop(s)

**assessment**
Grading is based on 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) or a comparable course.

**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 and absorptive capacity.

**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 and options 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), € 50.00
· Reader International Strategic Management 2007/8 (Reader shop)

**remarks**

Contact: t.j.b.m.postma@rug.nl
Secr: a.c.m.cordes@rug.nl, 050-3633453
The coursebook with a detailed planning and specification of the course per week will be made available via Nestor.
130. International Trade and Location Theory  EWM092A10

contact prof. Dr. S. Brakman

lecturers prof. Dr. S. Brakman, Dr. T.M. Stelder

programme Research Master in Economics and Business (Profile International Economics & Business) year 4

language English

period 2.1-2

EC 10

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

assessment individual exam, assignment(s), presentation(s)

objective The aim of this course is to understand advanced theories and research methods that deal with the distribution of economic activities across space. The first part offers an introduction to an important new field in economics, New Economic Geography (NEG). The second part is devoted to the theories and empirics of international trade patterns.

content The first part teaches the student to combine theoretical insights from location theory, trade theory, network/transport economics and welfare economics to better understand the dynamics of economic growth in urban and regional systems. Especially in an urban setting, spatial economics is dominated by the study of imperfect competition, agglomeration externalities and accessibility. The basics of and recent new trends in the NEG literature are taught, such as multi-sector modelling, economic integration, the housing market, the transport system and congestion effects, and the options for simulating spatial economic effects of new infrastructure. The second part deals with effects of free trade, the role of multinationals, outsourcing, and political economy in shaping international trade patterns. Empirical insights are put in the perspective of the most recent wave of trade theories.


· Reader of articles.

remarks This course can only be taken by Research Master students.
131. International Trade for Pre-MSc IE&B  
EWEB064A03

**contact**  Dr. E.H. van Leeuwen  
**lecturer**  Dr. E.H. van Leeuwen  
**programmes**  Open Colleges year 3, Pre-Master Programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory  
**language**  English  
**period**  1.2  
**EC**  3  
**format**  Lectures and tutorials  
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.  
**remarks**  Secretary: e.a.kortrijk@rug.nl, 363 3716  
Coordinator: e.h.van.leeuwen@rug.nl, 363 3744  

132. Introduction to Actuarial Science  
EWEB027A05

**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.
### 133. Introduction to Computers EWP007A02

**Contact**
- prof. Dr. R.H. Koning

**Lecturer**
- NN

**Programme**
- BSc Econometrics (core programme) year 1 compulsory

**Language**
- English

**Period**
- 1.1

**EC**
- 2

**Format**
- Lectures, practicals

**Assessment**
- Computer test

**Objective**
- The aim of this course is to provide students with some basic knowledge of computer skills that will be used later in the first year and the remainder of the curriculum.

**Content**
- Students have to solve small problems during tutorial sessions. Software packages used are Excel (a spreadsheet program) and LaTeX (a typesetting program). These packages will be used in the course Modelling as well.

**Literature**
- Will be announced later

### 134. Introduction to Econometrics EWB028A05

**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.
135. Introduction to HRM

**Contact** Dr. E.H. Bax

**Lecturers** Dr. E.H. Bax, prof. Dr. E.M Kneppers-Heijnert

**Programmes** BSc Economics & Management (electives BSc E&M) year 3, Courses open to Exchange Students year 3, Pre-Master Programmes English (IB&M, preparing to MSc HRM) year 3 compulsory

**Language** English

**Period** 2.1

**EC** 5

**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 organisation 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**

136. 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, Courses open to Exchange Students year 3, Pre-Master Programmes English ( IB&M, preparing to MSc HRM) year 3 compulsory

**language**  
English

**period**  
2.1

**EC**  
5

**format**  
assignment(s), lectures, workshop(s)  
; with mandatory presence

**assessment**  
assignment(s), written exam  
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.
Course descriptions

137. Introduction to Mathematical Economics

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 and tutorials

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 theory, consumer theory and choice under uncertainty, centered around the concept of duality. Next, the course pays attention to mathematical models of monopolistic and oligopolistic behaviour, general equilibrium theory, public goods and externalities.

Literature

138. 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.

**literature**

### 139. Labour Economics  EWB040A05

**contact** Dr. T.M. Stelder

**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 exist 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.: Dr. T.M. Stelder, phone: 363 3725 (Email: T.M.Stelder@rug.nl)  

**140. Learning and Practising Research**  
**EWM078A09**

**contact**  
Dr. B. Los

**lecturers**  
prof. Dr. J. de Haan, Dr. B. Los

**programme**  
Research Master in Economics and Business year 4

**language**  
English

**period**  
EC 9

**format**  
moving(s), tutorials

**assessment**  
paper, presentation(s), mandatory attendance  
60% of the final grade will be based on the quality of the final paper.

**objective**  
The overall aim of the Research Master program is to train scientific researchers. High-profile researchers do not only have deep and broad knowledge of their field of expertise. They also possess a wide variety of other qualities. The objective of this course is to develop the most essential of these: writing skills, creativity, presentation skills, a critical eye and planning capabilities. Students will develop these skills through learning-by-doing: they will carry out an individual research project, write reports and give several presentations on its contents.

**content**  
The most important activity in the course is the individual research project. In late October or early November, students are assigned to a supervisor, who shares...
research interests with his/her student. Together, they
decline on a topic and research question, which might be
inspired by ongoing research of the supervisor (this is not
necessarily the case). They regularly discuss the student’s
progress and options for further work.
In monthly group meetings, several aspects of doing
research will pass in review. Among other things,
students will have to present their projects for different
kinds of audiences, to write and present referee reports
and to propose and adapt a project planning.

**literature**
- Journal articles, which will be made available by the
  lecturers.

**remarks**
This course can only be taken by Research Master
students. Please note that the course runs from September

141. **Life Insurance**

| contact   | prof. Dr. R.H. Koning |
| lecture   | NN                     |
| 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 Ectrcs, 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.

**literature**
- to be announced
142. Macroeconomics & Monetary Economics  EWM085A10

contact  prof. Dr. E. Sterken
lecturers  prof. Dr. B.J. Heijdra, prof. Dr. E. Sterken
programmes  Research Master in Economics and Business (Profile Economics & Econometrics) year 4 compulsory, Research Master in Economics and Business (Profile International Economics & Business) year 4
language  English
period  1.1-2
EC  10
format  combined lectures/tutorials
assessment  assignment(s), written exam

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, growth theory, RBC 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  ·  A set of articles, distributed by the lecturers
  Chapters 14-16 will be covered in detail in part 1 of the course., € 50.00
·  C.E. Walsh, Monetary Theory and Policy, , 2nd edition, 2003, MIT Press, € 50.00

remarks  This course can only be taken by Research Master students. Other students are referred to the related course Macroeconomics IV (EWM036A10).
143. **Macroeconomics for Pre-MSc IE&B**

**contact**  Drs. E. Wester  
**lecturer**  Drs. E. Wester  
**programme**  Pre-Master Programmes English (IE&B, preparing to MSc IE&B) year 3 compulsory  
**language**  English  
**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, e.m.baars-drent@rug.nl, tel. 363 7018  
Coordinator: e.wester@rug.nl, tel.363 3761  

144. **Macroeconomics I for IE&B/Economics/Econometrics**

**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, practicals  
**assessment**  written exam
Course descriptions

**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.

**Literature**

**Remarks**
Secretary: L. Baars, e.m.baars-drent@rug.nl, tel. 363 7018.
Coordinator: E. Wester, e.wester@rug.nl, tel. 363 3761

---

145. Macroeconomics II

**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 develops the tools to understand macroeconomic issues. It discusses important European and global policy issues and provides students with the analytical skills to address them.

**Content**
The course starts with a brief discussion of macroeconomic concepts. Subsequently, it introduces a fully dynamic aggregate demand - aggregate supply framework to analyse short-run and medium-run macroeconomic issues, and growth models aimed at long-run macroeconomic issues. It then addresses topics like inflation, monetary unions, budget deficits and public
### 146. Macroeconomics III  
**Programmes**  
BSc Economics (core programme) year 3 compulsory, Courses open to Exchange Students year 3

**Contact**  
prof. Dr. B.J. Heijdra

**Lecturer**  
prof. Dr. B.J. Heijdra

**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, macroeconomic labour markets, union behaviour and unemployment, labour market search theory, the political economy approach to macroeconomics, open economy macroeconomics.

**Literature**  

**Remarks**  
chapters 1 to 11, except chapter 5, will be covered in detail. Info: Prof. Dr. B.J. Heijdra, phone 363 7303 (email: b.j.heijdra@rug.nl). Secr. Lies Baars, phone: 363 7018.
147. Macroeconomics IV

**EWM036A10**

**contact**
prof. Dr. E. Sterken

**lecturers**
prof. Dr. B.J. Heijdra, prof. Dr. E. Sterken

**programmes**
Courses open to Exchange Students year 4, MSc Economics (core programme) year 4 compulsory

**language**
English

**period**
1.1-2

**EC**
10

**format**
combined lectures/tutorials

**assessment**
assignment(s)
written exam

**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, growth theory, RBC 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 14-16 will be covered in detail in part 1 of the course., € 50.00

**remarks**
Info: Prof. Dr. E. Sterken, phone 363 3723 (email: e.sterken@rug.nl)
Sect. Lies Baars, phone 363 7018.
148. Management Accounting & Inf.Management  
IB&M  

contact  Drs. D.J.J. Heslinga  
lecturers  Drs. C.M Elsenga, Drs. D.J.J. Heslinga  
programme  BSc Business Studies - IB&M (core programme) year 2 compulsory  
language  English  
period  2.2  
EC  5  
format  combined lectures/tutorials, practicals  
assessment  written exam  
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@rug.nl, tel.: 050-3633814
149. Management Accounting & Information Management

**Contact**  
Drs. C.M Elsenga

**Lecturers**  
Drs. C.M Elsenga, prof. Dr. G.J. van Helden, Drs. D.J.J. Heslinga, Drs. A. Smeenge

**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**  
combined lectures/tutorials, practicals

**Practice Classes**  
written exam

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, € 5.00

**Remarks**  
Secretary: N.R. Kempa, tel.: 050-3633814, e-mail: n.r.kempa@rug.nl
Coordinator: Prof.Dr.G.J. van Helden, g.j.van.helden@rug.nl, 363 3673
150. Management Accounting Change Design  

**contact**  
Dr. M.P. van der Steen

**lecturer**  
Dr. M.P. van der Steen

**programmes**  
Dutch pre-MSc programmes (A&C for HBO-AC, preparation for postmaster Controlling) year 4 compulsory, MSc Accountancy & Controlling (Controlling) year 4 compulsory, MSc BA - Organizational & Management Control (electives O&MC) year 4

**language**  
Dutch

**period**  
1.1

**EC**  
5

**format**  
practicals, tutorials  
Teaching is done in groups. It is a small-scale teaching method where groups of students work intensively on complex theories and practical problems. The direct contact hours comprise two 2-hour group sessions (a total of 4 hours per week).

**assessment**  
active participation, paper, presentation(s)  
Testing and assessment will cover three categories: participation (including presentation), papers and a written exam.

**objective**  
To acquire knowledge of the structural implementations of new accounting instruments and their behavioural consequences. To be able to design an implementation plan for a new management accounting technique, such as ABC/ABM or BSC, or a management structure, such as SOX, Tabaksblat or Result-oriented management. To be able to assess the effectiveness of existing implementations of accounting instruments and draw up improvement proposals. The ability to describe and theoretically explain resistance to changing instruments, techniques and assessment criteria as comprised by the accounting system.

**content**  
This course aims to provide knowledge and an understanding of change processes implicated in new accounting techniques and systems. The course will deal with both the technical requirements of an accounting change and with its social consequences. The change in question will be discussed from two angles: structure and behaviour. Structure refers to the structural changes required in the design of organizations as well as the requirements for the factual knowledge level of staff members to work with new accounting instruments.
Behaviour concerns the ways in which staff members, within their social group, deal with changing responsibilities and activities as well as with the requirements for functioning. The course concentrates on formal and informal means to embed a management accounting system in daily practice.

**literature**
- Reader, consisting of academic articles and publications from CIMA (Chartered Institute of Management Accountants)

**remarks**
Given that the group process benefits from attendance and participation by all, the sessions are in principle compulsory. Note: the book listed comprises about 60 pages and is rather expensive. The library has several copies available for consultation as well as copies that can be borrowed.

### 151. 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 and Management (Optional management 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’s modules: Management Accounting and Control (for Students of the BSc TM) Recommended: Bachelor’s level Management Accounting and Control.

**objective**  
After completing this module, students will be acquainted with advanced management accounting and management control concepts and theory in relation to manufacturing and technology, be able to apply management accounting concepts and techniques in analyzing production processes, and be able to summarize, analyze and critically evaluate research papers published in leading academic journals concerning management accounting, technology and manufacturing.
The Accounting for Technology Management module aims to impart knowledge and skills on the interaction between the control of means and people in the organization and technological progress in all its forms. The objective is to be able to understand the various ways in which 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 include 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

Contact information of lecturers: 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, tel. 050 363 3535

152. Management Consulting BKM106A05

Drs. C.I Quispel
Drs. C.I Quispel, diverse lecturers, gastdocent(en)
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 and Management (Optional management modules) year 5,
MSc Technology Management (electives MSc TM) year 4

English

2.1

5

tutorials, workshop(s)

Compulsory attendance at the workshops

individual assessment

Assessment: written individual exam and assignments in small teams. Both count as 50% of the final grade.

Introduction to Management Consulting (BKB063A05) is
highly recommended, especially for students of the MScBA in Change Management.

**Objective**
To deepen the knowledge and increase the 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, international consultancy and increase the level of a variety of consulting skills in the participants.

**Content**
A significant proportion of graduates of this degree programme end up as consultants. Others become managers and deal with hiring and working with consultants in their career at different times. This module is designed to provide both groups with a broader perspective on how consultants function, why they are hired, and what roles they can play in the 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 assignments, in teams, students will combine theory and practice, conduct 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 the theory 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 practical assignments in workshops and in practice, students will have a chance to assess their own skills and learn new ones if necessary. These include writing a proposal, doing an intake interview, networking and interviewing practitioners.

**Literature**

**Remarks**
Secretary: tel +31 50 363 3458;
153. **Managing International Business Organization**  

**contact**  
Dr. J.A. Neuijen

**lecturers**  
Dr. C. Dorrenbacher, Dr. J.A. Neuijen

**programmes**  
BSc Business Studies - IB&M (core programme) year 3 compulsory, Courses open to Exchange Students year 3, Pre-Master Programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

**language**  
English

**period**  
2.1-2

**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 organisations and written arguments (assignments).

**content**  
We will focus on the way multinationals operate from inside-out to define and uphold their market positions. Attention will be paid to issues like organisational culture, the structuring of activities, and management-styles. 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.

**literature**  
- Thomas, David C., *Essentials of International*

- Neuijen, J.A. (RuG, Business), Syllabus Managing International Business Organizations

**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. 050-3633917 Secr: r.van.est@rug.nl/j.j.romp@rug.nl/s.i.luiken@rug.nl tel. 050-3633458

154. **Market Research: Practice** EWM081A05

**contact** Dr. J.E.M. van Nierop

**lecturer** Dr. J.E.M. van Nierop

**programme** MSc BA - Marketing (Marketing Research) year 4 compulsory

**language** English

**period** 2.1-2

**EC** 5

**format** assignment(s)

**assessment** report(s)

**prerequisite(s)** Basis courses in marketing and marketing research such as Specialization Course Marketing.

**objective** To be able to perform a scientific sound marketing research project.

**content** The students perform in groups a real marketing research project for a company. In this project the theory of the Specialization Course Marketing and/or other market research courses is applied. The project is supervised by a member of the department of Marketing. The research can be quantitative and/or qualitative and will be finished by a research report.

**remarks** This course is given in the first and second semester, mostly in Dutch and sometimes with English projects. Secretary: H.G. Tamling, DRS 037, tel.: 3637065, h.g.tamling@rug.nl
155. Marketing I for Econometrics

**contact** Drs. K. Visser

**lecturers** Drs. E. Osinga, Drs. H.C. Stek, Drs. K. Visser, Dr. J.E. Wieringa

**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 organisational 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.

**literature**

156. **Marketing Leadership**  
EWM099A05

**contact**  
prof. Dr. P.S.H. Leeflang

**lecturers**  
prof. Dr. P.S.H. Leeflang, prof. Dr. P.C. Verhoef

**programmes**  
MSc BA - Marketing (electives A Marketing Management)  
year 4, MSc BA - Marketing (electives Marketing Research) year 4

**language**  
English

**period**  
2.2

**EC**  
5

This is an intensive course. It encompasses 8 workshops, 2 excursions to companies and a number of guest lecturers.

**objective**
1. To develop skills and knowledge to make marketing (the marketing department) (more) leading in time.
2. To develop “marketing and strategy” in firms by investigating:
   • the organization of marketing activities
   • the relations of marketing with other organizational departments (finance, HR, accounting, strategy)
   • success factors of marketing
3. To prepare students for their future job.
4. To confront students with the “state-of-the-art” in marketing.

**content**
Topics
1. State of the art
2. What do we know how “marketing” works (generalizations)
3. Marketing as Strategy (role of value strategies)
4. Marketing and the firm
5. Accountability of marketing – marketing metrics
6. Lateral marketing (marketing and innovation)
7. Implementation of marketing strategies
8. Leadership in marketing

**literature**
- *A Reader with selected articles*
### 157. Marketing Model Building

**EWM031A10**

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

**lecturers**
prof. Dr. P.S.H. Leeflang, Dr. J.E.M. van Nierop, Drs. E. Osinga, Dr. J.E. Wieringa

**programmes**
Courses open to Exchange Students year 4, MSc BA - Marketing (electives B Marketing Management) year 4, MSc BA - Marketing (Marketing Research) year 4

**compulsory**

**language**
English

**period**
1.1-2

**EC**
10

**format**
lectures and tutorials

**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. In the assignments, the students are challenged to work on a real-life scanner data base, as well as on data from a household panel.

There are two types of sessions each week: a lecture and a computer session. During the lectures we pay attention to the theory, and have discussions about the assignments. During the computer sessions, the students work on the assignments and consult the lecturers with problems and questions.

**literature**

**remarks**
Secretary: J.M. Wiersema, DRS 037, tel.: 050-3633686, j.m.wiersema@rug.nl
158. Marketing Theory  EWM094A10

contact  prof. Dr. P.C. Verhoef
lecturers  prof. Dr. P.C. Verhoef, gastdocent(en)
programme  Research Master in Economics and Business (Profile Marketing) year 4 compulsory
language  English
period  2.1-2
EC  10
format  meeting(s), assignment(s), workshop(s)
assessment  assignment(s), mandatory attendance

objective  In this course we confront the students with the most recent theoretical developments in the area of marketing management and customer behavior.

content  The course deals with the following topics:
Doing research in marketing: an overview; Recent developments in marketing thinking and role of marketing within firms; Return on marketing and marketing performance: Linking marketing efforts to business performance; Customer relationship management: Modeling customer behavior, CRM-optimization models, customer lifetime value, CRM adoption, use and performance; Innovation, adoption and diffusion of innovations; Competitive strategies and competitive reactions; Topics in retailing: Category management, promotions, assortments, multi-channel management; Brand management: Brand extensions, ingredient branding, private labels, brand equity.

literature  · A reader of articles published in scientific journals.
remarks  This course can only be taken by Research Master students. The course will NOT be taught in 2007/2008, but can be taken in 2008/2009.

159. 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  combined lectures/tutorials
assessment  Formal lectures/assignments
Formal lectures/assignments
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.

course 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: market power, cartels, mergers, vertical restraints, predatory pricing, exclusionary practices and price discrimination.

literature · Articles

remarks Info. Dr. L. Schoonbeek, phone 363 3798 (email: l.schoonbeek@rug.nl)

160. Master's Thesis Actuarial Studies EWM071A20

course 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 individual assessment, paper

prerequisite(s) Definite admission to the master. Life insurance or Risk Models. At least 20 ECTS of the master program completed.

objective The student shows that he or she has obtained the knowledge, attitude and skills as specified in the Aim of the Master program 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.
161. Master’s Thesis BA Business & ICT  

**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 ECTS 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 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.

162. Master’s Thesis BA Business Development  

**Contact**  Dr. D.J. Kiewiet

**Lecturers**  Dr. D.J. Kiewiet,  diverse lecturers

**Programme**  MSc BA - Business Development (core programme) year 4

**Compulsory**

**Language**  English

**Period**  2.1-2

**EC**  25

**Format**  thesis

**Assessment**  individual assessment, report(s)
prerequisite(s) Relevant Bachelor’s degree plus 20 ECTS of the programme in question (see the MScBA Teaching and Examination Regulations).

objective To independently conduct academic research of substantial size in the field of Business Development. The research may be conducted in a company context or in an academic research context.

content In real-life situations in practice or academia settings, graduates must be able to deal with problems in a methodologically correct, creative, flexible and effective manner. The interdisciplinary approach to problems will be largely design-orientated and will be realized in interaction with the company or research environment. The oral and written power of persuasion and the academic explanation and defense of the findings affect the assessment to an important extent.


MScBa secretariat: +31 (0)50 3633151, a.t.van.dijk@rug.nl, +31 (0)50 3636543, h.jager@rug.nl.

163. 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

prerequisite(s) Bachelor programme + 20 ECTS of specialization (see TER MScBA)

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.
Course descriptions

164. Master's Thesis BA Marketing  EWM067A20

**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 (Marketing Research) year 4 compulsory
**language**  English
**period**  2.1-2
**EC**  20
**format**  thesis
**assessment**  report(s)

Grade will be determined after oral defence.

**prerequisite(s)**  Bachelor programme and 20 ECTS 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: 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 study (not recommended)empirical research in topic of own interest empirical research for a company without internship empirical research for a company with internship

**remarks**  This course will also be given in Semester 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. Secretary: H.G.Tamling, DRS 037, tel.: 050-3637065, h.g.tamling@rug.nl

165. 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
### Study guide 2007-2008 FEB

<table>
<thead>
<tr>
<th>period</th>
<th>2.1-2</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>EC</strong></td>
<td>25</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>thesis</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>individual assessment</td>
</tr>
<tr>
<td><strong>prerequisite(s)</strong></td>
<td>Bachelor programme and 20 ECTS of specialization (see TER MScBA)</td>
</tr>
</tbody>
</table>

**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).

### 166. Master’s Thesis BA Organizational & Management Control

<table>
<thead>
<tr>
<th>contact</th>
<th>prof. Dr. H.J. ter Bogt</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lecturer</strong></td>
<td>prof. Dr. H.J. ter Bogt</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>MSc BA - Organizational &amp; Management Control (core programme) year 4 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>2.1-2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>20</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>assignment(s)</td>
</tr>
<tr>
<td>Individual assignment</td>
<td></td>
</tr>
</tbody>
</table>
**prerequisite(s)** Relevant Bachelor’s degree plus 20 ECTS of the programme in question (see the MScBA Teaching and Examination Regulations)

**objective** To train students in independently conducting academic research in their field.

**content** Students must register for their thesis via Progress WWW. The thesis subject must be part of the knowledge area of their chosen field and dovetail with the content of the Master’s degree programme. Students may base their thesis entirely on literature study, but a combination of literature study and a practical internship is also possible. Students can start their thesis at six moments during the course year.

**literature** · Varieert van student tot student, afhankelijk van het gekozen onderwerp.

**remarks** This course is also given in semester I. The course year is subdivided into six submission periods. Consequently, students can start their thesis six times a year. After registration via Progress WWW, the deadlines for sending in thesis proposals are 1 October, 10 December, 10 February, 20 March, 5 May and 20 June, respectively. When a proposal is received after a certain deadline, it will be considered shortly after the deadline of the then current submission period has passed. The standard number of ECTS for a thesis is 20. For theoretically difficult assignments, sometimes 25 ECTS may be assigned. Consult OMC Thesis: Further Regulations and the Thesis Manual for details.

Secretariat: N.R. Kempa, tel.: +31(0)50-3633814, e-mail: n.r.kempa@rug.nl

167. **Master’s Thesis BA Small Business & Entrepreneurship**

**BKM112A20**

**contact** Dr. C.H.M. Lutz

**lecturers** Dr. M.J. Brand, Dr. E.P.M. Croonen, Dr. C.H.M. Lutz, Drs. A.B.W. Mintjes, prof. Dr. P.S. Zwart

**programme** MSc BA - Small Business & Entrepreneurship (core programme) year 4 compulsory

**language** English

**period** 2.1-2

**EC** 20

**format** self-study

**assessment** individual research project
See the Thesis Regulations and the MScBa Thesis Manual for assessment criteria.

**prerequisite(s)** Relevant Bachelor’s degree plus 20 ECTS of the programme in question (see the MScBA Teaching and Examination Regulations)

**objective** To train students in independently conducting academic research in their field.

**content** The subject must be part of the knowledge area of Small Business and Entrepreneurship.

**remarks** Secretariaat: k.van.brummelen@rug.nl, +31 (0)50 3634111 a.m.c.cordes@rug.nl, +31 (0)50 363 3453 e-mail contact lecturer: c.h.m.lutz@rug.nl. Consult the Thesis Regulations and the Thesis Manual for details.

---

### 168. Master’s Thesis BA Strategy & Innovation

**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

**assessment** individual research project

**prerequisite(s)** Bachelor programme and 20 ECTS of specialization (see TER MScBA).

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

**content** The student is asked to complete a scientific research project in the field of strategy and innovation. During the course of the project, a supervisor, who is an expert in the field, will guide the student. MScBA article 3.1. section 2) Recommended priors: Innovation and Entrepreneurship, Capturing Value from Innovation, Managing non-technical Innovation (Field Course), Strategy & Innovation

**literature** not applicable

**remarks** contactperson: Dr. G. Gemser, email: g.gemser@rug.nl. tel. 7085 secretary: tel 050-3633453, Mrs. A.M.C. Cordes, email: a.m.c.cordes@rug.nl

---

### 169. Master’s Thesis Econometrics

**contact** Dr. G. Gemser, email: g.gemser@rug.nl. tel. 7085 secretary: tel 050-3633453, Mrs. A.M.C. Cordes, email: a.m.c.cordes@rug.nl
<table>
<thead>
<tr>
<th>course description</th>
<th>lecturer(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>course descriptions</strong></td>
<td></td>
</tr>
<tr>
<td><strong>contact</strong></td>
<td>Dr. C. Praagman</td>
</tr>
<tr>
<td><strong>lecturers</strong></td>
<td>prof. Dr. P.A. Bekker, Dr. P.W. Otter, Dr. C. Praagman, prof. Dr. T.J. Wansbeek</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>MSc Econometrics, Operations Research &amp; Actuarial Studies (Econometrics) year 4 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>2.1-2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>20</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>thesis</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>individual assessment, paper</td>
</tr>
<tr>
<td><strong>prerequisite(s)</strong></td>
<td>Definite admission to the master. Micro-econometrics or Researchlab Econometrics. At least 20 ECTS of the master program completed.</td>
</tr>
<tr>
<td><strong>objective</strong></td>
<td>The student shows that he or she has obtained the knowledge, attitude and skills as specified in the Aim of the Master program Econometrics, Operations Research and Actuarial Studies.</td>
</tr>
<tr>
<td><strong>content</strong></td>
<td>The student writes a scientific report on an individual supervised research project, to show his or her ability to operate as an academic researcher.</td>
</tr>
</tbody>
</table>

170. **Master's Thesis Economics**  
EWM077A20  
| contact | Dr. J.P. Elhorst  
| lecturer | 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 ECTS following on one of the four master courses.  
<p>| content | The student is free to choose its supervisor. |</p>
<table>
<thead>
<tr>
<th><strong>contact</strong></th>
<th>Drs. J. van Polen</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lecturer</strong></td>
<td>Drs. J. van Polen</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>MSc Human Resource Management (Application Oriented Profile) year 4 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>2.1-2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>18</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>thesis</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>individual assessment</td>
</tr>
</tbody>
</table>

**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 ECTS. 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 ECTS out of the 20 ECTS of your master thesis. This training requires that you are fluent in Dutch and is scheduled throughout the year.

**remarks**
For further information on enrolment and dates, please contact one of our secretaries: tel +31 50 363 4288. Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s theses.
### 172. Master’s Thesis HRM (25 EC) - BKM122A25

<table>
<thead>
<tr>
<th>contact</th>
<th>Drs. J. van Polen</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturer</td>
<td>Drs. J. van Polen</td>
</tr>
<tr>
<td>programme</td>
<td>MSc Human Resource Management (Theory- and Policy Oriented Profile) year 4 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>25</td>
</tr>
<tr>
<td>format</td>
<td>thesis</td>
</tr>
<tr>
<td>assessment</td>
<td>individual assessment</td>
</tr>
</tbody>
</table>

**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 ECTS. 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). Students under the regime of the theory- and policy oriented profile writing a 25 ECTS thesis to not attend the course Applied HRM nor the so-called Vaardighedentraing HRM. Students should also take notice of the Regulations for FEW and FBK Bachelor’s and Master’s thesis.
173. **Master's Thesis IB&M**

| **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 casestudy, 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 II. Contact: B.J.W.Pennink@rug.nl, tel. 050-3633243. Secr.van.est@rug.nl/lj.romp@rug.nl/s.i.luiken@rug.nl, tel. 050-3633458
174. Master’s Thesis IE&B

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 ECTS 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 ECTS; 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.a.kortrijk@rug.nl, tel. 363 3716 Coordinator: H.van.Ees, h.van.ees@rug.nl, 363 3705

175. Master's Thesis Operations Research

<table>
<thead>
<tr>
<th>contact</th>
<th>Dr. C. Praagman</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturers</td>
<td>Dr. B. Goldengorin, Dr. J.W. Nieuwenhuis, prof. Dr. G. Sierksma, Dr. M.H. van der Vlerk</td>
</tr>
<tr>
<td>programme</td>
<td>MSc Econometrics, Operations Research &amp; Actuarial Studies (Operations Research) year 4 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>20</td>
</tr>
<tr>
<td>format</td>
<td>thesis</td>
</tr>
<tr>
<td>assessment</td>
<td>individual assessment, paper</td>
</tr>
<tr>
<td>prerequisite(s)</td>
<td>Definite admission to the master. Stochastic Programming or Quantitative Logistics. At least 20 ECTS of the master program completed.</td>
</tr>
<tr>
<td>objective</td>
<td>The student shows that he or she has obtained the knowledge, attitude and skills as specified in the Aim of the Master program Econometrics, Operations Research and Actuarial Studies.</td>
</tr>
<tr>
<td>content</td>
<td>The student writes a scientific report on an individual supervised research project, to show his or her ability to operate as an academic researcher.</td>
</tr>
</tbody>
</table>
176. **Master’s Thesis Research Master Economics & Business**

**contact** Dr. B. Los  
**lecturers** Dr. B. Los, and others  
**programme** Research Master in Economics and Business year 5  
**language** English  
**period** 2.1-2  
**EC** 30  
**format** thesis  
**assessment** The student should at least have completed the full 30 EC of specialization courses and the course Philosophy of Science and Research Methodology.  

**objective** The student should prove to be able to deliver a piece of research that could reasonably be submitted to an international, peer-reviewd journal.  
**content** The master thesis is the final element of the Research Master programme. It should be a reflection of the student’s acquired analytical skills in a knowledge area of the specialization chosen by the student. The thesis should represent the full research cycle, which implies that the student develops his own problem setting, specifies the research questions and hypotheses from a broader literature, develops his own methodology and organises his or her own data collection (in case of empirical research).  
Before the project starts, a student is assigned to a supervisor with ample experience in doing research meeting international standards.  
**remarks** The Research Master thesis can also be written in the first semester. Please contact coordinator Bart Los (b.los@rug.nl).

177. **Master’s Thesis Technology Management**

**contact** Dr. J. Riezebos  
**lecturer** Dr. J. Riezebos  
**programme** MSc Technology Management (core programme) year 4  
**language** English  
**period** 2.1-2  
**EC** 20  
**format** thesis  
**assessment** presentation(s), report(s)
prerequisite(s)  Bachelor program + 20 ECTS 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.

content  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. 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 advices the firm with respect to the actions that have to be taken. The project is connected with the research focus of researchers at the Faculty.

**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 program. It includes the condition of external financing.

remarks  Students should take notice of the Regulations for TM’s thesis, which is available on the MSc Community on Nestor. Contact information Secretary: E-mail: n.van.de.beek@rug.nl, Phone: 050 363 3921

178. Master's Thesis BA Change Management  BKM124A20

**contact**  Dr. B.J.M. Emans

**lecturers**  Dr. B.J.M. Emans, diverse lecturers

**programme**  MSc BA - Change Management (core programme) year 4 compulsory

**language**  English

**period**  2.1-2

**EC**  20

**format**  thesis, intervision, internship

**assessment**  individual assessment, paper, presentation(s)
prerequisite(s) Bachelor programme and 20 ECTS of specialization (see TER MSc BA)

objective Training the student in performing scientific research in the field of change management.

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.

179. Mathematics I for Pre-MSc IE&B EWB066A02

contact Dr. H.E. Nusse

lecturers Dr. H.E. Nusse, Drs. S.F. van Roijen

programme Pre-Master 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.

literature · Knut Sydsaeter and Peter Hammond, Essential Mathematics for Economic Analysis (ISBN: 0-273-65543-4), € 70.00

remarks Secretary: E.S.Bennink@rug.nl, tel. 363 3460 Coordinator: h.e.nusse@rug.nl, tel. 363 3806

180. Mathematics Ia for Econometrics EWP032A04
contact  Dr. H.E. Nusse
lecturers  Dr. H.E. Nusse, Drs. S.F. van Roijen
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


181. Mathematics Ia for IE&B/Economics  EWP017A02

contact  Dr. O.V. Iftime
lecturers  Drs. M.L.A.G. Cremers, Dr. O.V. Iftime, Drs. B.G. Talsma
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.


remarks  Secretary: E.S.Bennink@rug.nl, 363 3460
Coordinator: Dr. O.V. Iftime, o.v.iftime@rug.nl, 363 3485
182. Mathematics Ib for Econometrics EWP034A04

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.


183. Mathematics Ib for IE&B/Economics EWP018A04

contact Dr. O.V. Iftime
lecturers Drs. M.L.A.G. Cremers, Dr. B. Goldengorin, Dr. O.V. Iftime, Dr. J.W. Nieuwenhuis
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, practicals
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 Optimization of functions of one variable, integration, functions of several variables and techniques from financial calculus.

· Knut Sydsaeter, Peter Hammond, Atle Seierstad and Arne Ström, *Wiskunde 1, Mathematics 1*, compiled from ‘Further Mathematics for Economic Analysis’, 2005
184. Mathematics Ic for Econometrics

**contact** Dr. G.K. Immink

**lecturer** Dr. G.K. Immink

**programme** BSc Econometrics (core programme) year 1 compulsory

**language** English

**period** 2.1

**EC** 5

**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** Multivariate analysis: differentiability and linear approximation of multivariate functions, implicit function theorem, (constrained) optimization, Lagrange multipliers, envelope theorems.


185. Mathematics Id for Econometrics

**contact** Dr. C. Praagman

**lecturer** prof. Dr. G. Sierksma

**programme** BSc Econometrics (core programme) year 1 compulsory

**language** English

**period** 2.2

**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 linear algebra, ordinary differential equations, advanced analysis.


186. Mathematics II for Pre-MSc IE&B
343

contact Dr. H.E. Nusse
lecturer Dr. H.E. Nusse
programme Pre-Master 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

course
This course is a continuation of the course SID Mathematics 1

literature

remarks Secretary: E.S.Bennink@rug.nl, tel. 363 3460
Coordinator: h.e.nusse@rug.nl, tel. 363 3806

187. Mathematics IIa for Economics EWB132A03

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.

course
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, phone 363 3893 (email: j.p.elhorst@rug.nl).

188. Mathematics IIa for IE&B EWB097A03
Study guide 2007-2008 FEB

Contact Dr. O.V. Iftime
Lecturer 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.

Content Tools for Comparative Statics, Multivariable Optimization, Constrained Optimization and Advanced Matrix Theory.

Literature

Remarks Secretary: e.s.bennink@rug.nl, tel. 363 3460
Coordinator: o.v.iftime@rug.nl, tel. 363 3485

189. Mathematics IIb for Economics EWB133A06
Contact Dr. M.A. Haan
Lecturers Dr. M.A. Haan, prof. Dr. B.J. Heijdra
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, phone: 363 7327 (email:

190. **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**  
191. Microeconometrics

**programmes**
Courses open to Exchange Students year 4, MSc BA - Marketing (electives Marketing Research) year 4, MSc Econometrics, Operations Research & Actuarial Studies (Econometrics) year 4 compulsory, MSc Econometrics, Operations Research & Actuarial Studies (electives Econcs, OR & AS) year 4

**language**
English

**period**
1.1-2

**EC**
10

**format**
lectures, assignment(s)

**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).

**literature**
192. Microeconomics & Industrial Organization EWM086A10

**contact** Dr. M.A. Haan

**lecturer** Dr. M.A. Haan

**programmes** Research Master in Economics and Business (Profile Economics & Econometrics) year 4 compulsory, Research Master in Economics and Business (Profile International Economics & Business) year 4, Research Master in Economics and Business (Profile Marketing) year 4

**language** English

**period** 1.1-2

**EC** 10

**format** lectures

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

**prerequisite(s)** Knowledge of Game Theory (EWB072A05) is recommended. If necessary, the first five lectures of Game Theory can be attended while Microeconomics & Industrial Organization is running already.

**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**
- M.A. Haan, Lecture notes “Advanced Industrial Organization”

**remarks** This course can only be taken by Research Master students. Other students are referred to the related course Advanced Industrial Organization (EWM026A10).
<table>
<thead>
<tr>
<th><strong>193. Microeconomics for Pre-MSc IE&amp;B</strong></th>
<th><strong>EWB068A05</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>Dr. D. Wiersma</td>
</tr>
<tr>
<td><strong>lecturers</strong></td>
<td>Dr. H.W. Plasmeijer, Dr. D. Wiersma</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>Pre-Master Programmes English (IE&amp;B, preparing to MSc IE&amp;B) year 3 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>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>
<tr>
<td><strong>objective</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>content</strong></td>
<td>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&amp;B build upon microeconomic principles. Hence, a thorough understanding of the basics of microeconomics in an early phase of the studies is absolutely necessary.</td>
</tr>
<tr>
<td><strong>remarks</strong></td>
<td>Secr.: H. van der Vleuten, h.c.w.e.van.der.vleuten, 363 3740. Coord.: D. Wiersma, <a href="mailto:doede.wiersma@rug.nl">doede.wiersma@rug.nl</a>, 363 3760</td>
</tr>
</tbody>
</table>
### 194. Microeconomics I for Econometrics

<table>
<thead>
<tr>
<th>contact</th>
<th>Drs. P. Heijnen</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturer</td>
<td>Drs. P. Heijnen</td>
</tr>
<tr>
<td>programme</td>
<td>BSc Econometrics (core programme) year 1 compulsory</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
</tr>
<tr>
<td>period</td>
<td>1.1</td>
</tr>
<tr>
<td>EC</td>
<td>6</td>
</tr>
<tr>
<td>format</td>
<td>combined lectures/tutorials, practicals</td>
</tr>
<tr>
<td>assessment</td>
<td>written exam</td>
</tr>
</tbody>
</table>

**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.

**literature**

### 195. Microeconomics I for IE&B/Economics

<table>
<thead>
<tr>
<th>contact</th>
<th>Dr. D. Wiersma</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturers</td>
<td>Drs. B.M. Overvest, Dr. H.W. Plasmeijer, Dr. D. Wiersma</td>
</tr>
<tr>
<td>programmes</td>
<td>BSc Economics (core programme) year 1 compulsory , BSc International Economics &amp; Business (core programme) year 1 compulsory</td>
</tr>
<tr>
<td>language</td>
<td>English</td>
</tr>
<tr>
<td>period</td>
<td>1.1</td>
</tr>
<tr>
<td>EC</td>
<td>6</td>
</tr>
<tr>
<td>format</td>
<td>lectures and tutorials, practicals</td>
</tr>
<tr>
<td>assessment</td>
<td>written exam</td>
</tr>
</tbody>
</table>

**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.
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.

**literature**

**remarks**
Secretary: H. van der Vleuten,
h.c.w.e.van.der.vleuten@rug.nl, tel. 363 3740 Coordinator: D. Wiersma, doede.wiersma@rug.nl, tel. 3633760

### 196. Microeconomics III EWB052A05

**contact**
prof. Dr. J.L. Moraga Gonzales

**lecturer**
prof. Dr. J.L. Moraga Gonzales

**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**
Written exam (75%) and home assignment (25%)
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.

Ultimately, the economy is the outcome of 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.


Info: Prof. Dr. J.L. Moraga-Gonzalez, phone: 363 4697 (email: j.l.moraga.gonzalez@rug.nl).

197. Modelling

**contact**
prof. Dr. R.H. Koning

**lecturer**
prof. Dr. R.H. Koning

**programme**
BSc Econometrics (core programme) year 1 compulsory

**language**
English

**period**
1.2

**EC**
7

**format**
lectures and tutorials, practicals

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

**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.
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 exercises.

198. Money and Banking

EWM037A10

**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**
2.1-2

**EC**
10

**Format**
Lectures and case work

**Assessment**
Grading will be based on a written examination at the end of the course and on the evaluation of casework during the course.

**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**
- Reader

**Remarks**
Info: Prof. Dr. K.H.W. Knot, phone 363 7307 (email: k.h.w.knot@rug.nl) [Present on Friday only] and Drs. E. Wester, phone 363 3761 (email: e.wester@rug.nl)
<table>
<thead>
<tr>
<th>Course description</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course:</strong> Multivariate Data Analysis</td>
<td><strong>Code:</strong> EWM095A10</td>
</tr>
<tr>
<td><strong>Contact:</strong></td>
<td>prof. Dr. T.H.A. Bijmolt</td>
</tr>
<tr>
<td><strong>Lecturer:</strong></td>
<td>prof. Dr. T.H.A. Bijmolt</td>
</tr>
<tr>
<td><strong>Programme:</strong></td>
<td>Research Master in Economics and Business (Profile Marketing) year 4</td>
</tr>
<tr>
<td><strong>Language:</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>Period:</strong></td>
<td>1.1-2</td>
</tr>
<tr>
<td><strong>EC:</strong></td>
<td>10</td>
</tr>
<tr>
<td><strong>Format:</strong></td>
<td>meeting(s), workshop(s)</td>
</tr>
<tr>
<td><strong>Assessment:</strong></td>
<td>assignment(s), mandatory attendance</td>
</tr>
<tr>
<td><strong>Objective:</strong></td>
<td>Students who have successfully finished this course should be able to apply multivariate analysis methods at an advanced level in (academic) business and economic research. To this end, they should have: Solid, state-of-the-art knowledge of potential (mis-)application of a large set of multivariate analysis methods; Thorough understanding of the methodological underpinnings of the methods; General overview and appreciation of a broad range of multivariate analysis methods.</td>
</tr>
<tr>
<td><strong>Content:</strong></td>
<td>The course is lectured in five sessions (each on two consecutive days). Each session deals with one or more related topics, namely: Roles of third variables in the linear model, Hierarchical linear models; Meta-analysis; Principal components analysis, Exploratory factor analysis, Confirmatory factor analysis, Structural equations models; Cluster analysis, Latent class analysis; Conjoint analysis, Choice models, Multidimensional scaling. Given the learning objectives of this course and the target group, the methodology of these analysis methods will be explained and discussed, but not in extreme technical detail. The focus of the course is on accurate application of the methods.</td>
</tr>
<tr>
<td><strong>Remarks:</strong></td>
<td>This course can only be taken by Research Master students. As each session of two days fully covers a particular set of topics, individual students can request to take only some of the sessions. In principle, each session is equivalent to 2 ECTS.</td>
</tr>
</tbody>
</table>
200. **New Ventures & Entrepreneurship**

<table>
<thead>
<tr>
<th>contact</th>
<th>prof. Dr. P.S. Zwart</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturers</td>
<td>mr. W.M.H. Grooten, Drs. A.B.W. Mintjes, prof. Dr. P.S. Zwart</td>
</tr>
<tr>
<td>programme</td>
<td>MSc BA - Small Business &amp; Entrepreneurship (core programme) 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>10</td>
</tr>
<tr>
<td>format</td>
<td>lectures and tutorials</td>
</tr>
<tr>
<td>assessment</td>
<td>assignment(s), written exam</td>
</tr>
<tr>
<td>prerequisite(s)</td>
<td>Specialization Course SB&amp;E: Fundamentals of SB&amp;E (EWB087A10) Degree programme(s): MScBA, Small Business &amp; Entrepreneurship</td>
</tr>
<tr>
<td>objective</td>
<td>To introduce students to the problems of starters and starting companies.</td>
</tr>
<tr>
<td>content</td>
<td>Especially the entrance of new companies creates the dynamics in the economy. More and more university students are planning to start their own businesses. Taking over existing companies is another option for future entrepreneurs. The course will start by focusing on the starter. In addition to general theories on choosing, creating and starting businesses, various types of starters will be examined. Also, instruments will be provided that measure the necessary traits and capabilities of individuals/starters for entrepreneurship. Then the course will concentrate on the starting company. Topics that are dealt with include the starting process, the pitfalls of the process, acquiring initial capital, the role of the starter and the start-up plan. With regard to acquiring initial capital, special attention will be paid to the situation in which innovative companies find themselves. The following topics will also be dealt with: - idea phase and market entry strategies - the starters policy of the government - labour law aspects - business-economic aspects - fiscal aspects.</td>
</tr>
</tbody>
</table>
| literature | · D.D. Ofman, *Core Qualities, Gateway to Human Resources* (ISBN: ISBN.9789055942404), € 29.00  
· *Reader New Ventures.* |
| remarks | Secretariat: +31 (0)50 3633453: a.m.c.cordes@rug.nl  
e-mail contact lecturer: p.s.zwart@rug.nl |

contact  prof. Dr. A.M. Sorge
lecturers  prof. Dr. A.M. Sorge, gastdocent(en)
programme  Research Master in Economics and Business (Profile International Economics & Business) year 4 compulsory
language  English
period  1.1-2
EC  10
format  meeting(s), workshop(s)

Prof. A. van Witteloostuijn (University of Antwerp) will act as guest lecturer for a few meetings.

assessment  paper, presentation(s), mandatory attendance

objective  The first objective is to make students acquainted with state-of-the-art literature in the areas of organization theory and comparative business systems. Second, students should learn to design a piece of research and to practice an advanced research method in these areas.

content  This course offers an overview of advanced organization theories, emphasizing a comparative setting. In the first place, as far as organization theories are concerned, the focus is on such theories as contingency theory, industrial organization, institutional sociology, organizational ecology, resource-based view of the firm, transaction cost economics and upper echelon theory. The key insights from this set of theories are introduced, and the main differences and similarities are explored. As an organizing device, the theories are classified according to their main level of analysis and disciplinary origin. In the second place, regarding the comparative dimension, this module explores processes of across-country convergence and divergence. For instance, contingency theory and institutional sociology have produced many studies in which national differences are explained. Human resource management practices, e.g., tend to differ wildly from country to country, depending upon deeply rooted cultural and institutional routines.

literature  ·  A set of articles, to be announced by the lecturers

remarks  This course can only be taken by Research Master students.
202. Organization Theory for IB&M

**content** Dr. A. Saka-Helmhout
**lecturer** Dr. A. Saka-Helmhout
**programme** BSc Business Studies - IB&M (core programme) year 1
**compulsory**
**language** English
**period** 1.1
**EC** 5
**format** lectures and tutorials
**assessment** written exam with open questions

**objective** This course provides essential paradigmatic lenses to making sense of organizations and their activities in an (inter)national setting. It imparts students with the notion that diverse organizational settings require the capacity to develop appropriate decision making and planning strategies as well as structures to produce the desired organizational goals, given the organization’s environment. The course predominantly focuses on the development of analytical skills.

**content** The main part of the course consists of tutorials: each week chapters of the book will be presented and discussed by teams of students under the guidance of a tutor. In addition, a number of core subjects of the course will be discussed in lectures.


**remarks** Contact: a.saka@rug.nl, 050-3635142. Secr: r.van.est@rug.nl/ lj.romp@rug.nl/ s.i.luiken@rug.nl, tel. 050-3633458

203. Organizational Analysis Skills

**contact** Dr. A. Saka-Helmhout
**lecturers** Dr. A. Saka-Helmhout, several lecturers
**programme** BSc Business Studies - IB&M (core programme) year 1
**compulsory**
**language** English
**period** 1.1
**EC** 3
**format** tutorials
**assessment** assignment(s), presentation(s), mandatory attendance
Case analysis presentation and write-up. There is no opportunity for a resit.
objective This course aims to impart students with effective problem solving and decision making skills that include identifying and solving business problems through case analyses. It is essential for students to apply the theories that they are introduced to in the Organization Theory course to the practical issues of concern in business cases. In addition, the course will expose students to cultural variation in solutions to business problems through a cross-culture game.

content The workshop tests students’ understanding of the theories introduced in the Organization Theory course and enhances their ability to solve problems within the domain of international organizations. The course enables students to execute problem identification and decision making effectively by sensitizing them to cultural diversity and emphasizing team effort.


remarks Contact: a.saka@rug.nl, 050-3635142
Secr: r.van.est@rug.nl/l.j.romp@rug.nl/s.i.luiken@rug.nl, tel. 050-3633458

204. Organizational Behaviour & Cultural Diversity  BKP054A05

contact  NN
lector  NN

programmes BSc Business Studies - IB&M (core programme) year 1 compulsory, Courses open to Exchange Students year 3, Pre-Master Programmes English (IB&M, preparing to MSc HRM) year 3 compulsory, Pre-Master Programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

language  English
period  1.2
EC  5
format  self-study

Optional weekly tests. The textbook 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 to be announced
Most probably a written exam and case-assignments (number and form t.b.a.)

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**  Secr: r.van.est@rug.nl/lj.romp@rug.nl/s.i.luiken@rug.nl, tel. 050-3633458
205. **Organizational Behaviour & HRM**

**BKM169A10**

**contact**  prof. Dr. H.B.M. Molleman

**lecturers**  prof. Dr. H.B.M. Molleman, Dr. G.S. van der Vegt

**programmes**  Research Master in Economics and Business (Profile International Economics & Business) year 4, Research Master in Economics and Business (Profile Production & Innovation Management) year 4

**language**  English

**period**  2.1-2

**EC**  10

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

**assessment**  paper

**prerequisite(s)**  Students without a solid background in the field should study parts 1 and 2 (pp.2-504) of J.M. George & G.R. Jones, Organizational Behavior (3rd edition), Prentice-Hall, ISBN: 0-13-042366-1.

**objective**  The course provides a scientific and analytical perspective on strategic HRM, organizational behaviour, and the application of instruments of personnel policies. After finishing the course students have knowledge and understanding of the recent developments in these fields and are able to use 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 side (number and characteristics of people). The HR function works with insights and knowledge of organization science and operations management (demand) as well as with the instruments of personnel policy (supply) to calibrate this continuing process of labour allocation. 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 organisation. The total of methods and techniques of ‘engineering this supply side’ is generally referred to as the instruments of personnel policy. The first focus of this course is about these instruments, such as recruitment, selection, training, performance measurement, appraisal, pay and incentive systems, and the theoretical foundation of these instruments in industrial psychology and organizational behavioural. The second focus is on
strategic HRM, i.e., on the relations between environment and business strategy on the one hand and on the allocation of labour in the organisation on the other.

**literature**
- Articles, to be announced by the lecturers.

**remarks**
This course can only be taken by Research Master students.

---

### 206. Organizational Behaviour: Communication  
**BKP053A02**

#### Skills for IB&M

**contact**  NN

**lecturer**  NN

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

**language**  English

**period**  1.2

**EC**  2

**format**  assignment(s), tutorials

- Teamwork and individual assignments. Groups of about 20 to 25 students. Preparation and full attendance of the sessions will be required.

**assessment**

- active participation, mandatory attendance, portfolio

- Active participation may include presentation, 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 becoming aware of and in reflecting on the following skills of self and others:
  - 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 reflect 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 mainly encompass self-assessment, reading, case analysis, observation and reflection.

**literature**

- To be announced, € 42.00

**remarks**

- The tutors may refer to selected parts of the literature in the course Organizational Behaviour and Cultural Diversity.
207. Organizational Change and Business Development  

**Contact**  
Dr. J.F.J. Vos

**Lecturer**  
Dr. J.F.J. Vos

**Programmes**  
BSc Business Studies (electives BSc Business Studies) year 3, Courses open to Exchange Students year 3, MSc Industrial Engineering and Management (Optional management modules) year 5, Pre-Master Programmes English (IB&M, preparing to MSc HRM) year 3

**Language**  
English

**Period**  
1.1

**EC**  
5

**Format**  
lectures, self-study, tutorials

The module consists of some introductory lectures followed by (compulsory) seminars about the literature on organizational change in relation to business development.

**Assessment**  
paper, presentation(s)

Assignments related to the seminars, such as presentation(s), participation in an electronic discussion

**Objective**  
The purpose of this module 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 market(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 module is to what extent the concepts and models in the organizational change literature can be used to improve the Business Development processes.

**Literature**  

**Remarks**  
The book by Collins may be replaced. Please contact the coordinator before buying the book, or see Nestor for further information. On the Nestor site, the information concerned will be accessible to guests. Contact: j.f.j.vos@rug.nl, 7161 Secr.: j.verhagen@rug.nl, 3857
### 208. Organizational Change for IB&M

<table>
<thead>
<tr>
<th>contact</th>
<th>Dr. J.A. Neuijen</th>
</tr>
</thead>
<tbody>
<tr>
<td>lecturers</td>
<td>Dr. J.A. Neuijen, Drs. C.I Quispel</td>
</tr>
<tr>
<td>programme</td>
<td>BSc Business Studies - IB&amp;M (core programme) year 2</td>
</tr>
<tr>
<td>compulsory</td>
<td></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 and tutorials</td>
</tr>
<tr>
<td>assessment</td>
<td>assignment(s), written exam</td>
</tr>
</tbody>
</table>

Exam comprises essay questions and a case.

**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. Students will describe these processes, analyze them and will deepen their understanding of these processes. Besides describing and diagnosing a change process students will develop intervention strategies and compare change models in relation to specific problem situations. Attention will be paid to change processes in an international context. Challenges of implementing change processes in multinational enterprises will be identified.

Finally the roles and professional capabilities of a
consultant will be denominated and discussed.

**literature**

- see remarks

**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.

Contact: j.a.neuijen@rug.nl, tel. 050-3633917
Secr: r.van.est@rug.nl / l.j.romp@rug.nl / s.i.luiken@rug.nl, tel. 050-3633458

---

**209. Personnel Economics**  
**BKM078A05**

**contact**  
Dr. P.H. van der Meer

**lecturer**  
Dr. P.H. van der Meer

**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

**language**  
English

**period**  
1.2

**EC**  
5

**format**  
lectures and tutorials

**assessment**  
written exam with open questions, mandatory attendance
You can earn up to 2 grade points (out of 10) by participating actively in the lectures.

**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.

---

210. Philosophy of Science & Research Meth. BKM135A10

**contact**
Dr. H.W.A. Dietzenbacher

**lecturers**
Dr. H.W.A. Dietzenbacher, and others

**programme**
Research Master in Economics and Business year 4

**language**
English

**period**
2.1-2

**EC**
10

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

**assessment**
assignment(s), presentation(s), mandatory attendance

Each of the three parts of the course will be graded separately and the overall grade will be determined as their unweighted average, provided that each of the subgrades is at least 5.5.

**objective**
This course aims at getting students acquainted with the different types of research within our faculty and with the common aspects that are important in the international research community. The means by which we try to realize the goal is “learning by doing”. In some of the weekly discussions of the literature, the students will take the role of members of a scientific forum. This forum has to deal with several assignments and tasks that are common in the scientific community. An example is assessing research proposals.

**content**
The course consists of three parts. The first part of the course deals with a very important aspect of a career in academia (or similar institutions). That is, writing about own research, no matter whether completed or planned research. Bearing the not so distant future of research
master students in mind, they have to write a proposal for a four year PhD project. In the second and third part of the course, the participants have to study at an advanced level relevant issues of scientific reasoning, research methodology and philosophy of science, respectively. Articles from scientific journals (and possibly a textbook or parts thereof) will be presented by the students and discussed thoroughly and critically.

**literature**
- *To be announced.*

**remarks**
This course can only be taken by Research Master students.

### 211. Portfolio Management

**contact**
Dr. A. Plantinga

**lecturer**
Dr. A. Plantinga

**programmes**
Courses open to Exchange Students year 4, MSc BA - Finance (Risk & Portfolio Management) year 4 compulsoiry

**language**
English

**period**
1.1-2

**EC**
10

**format**
tutorials, workshop(s)

Grades are based on an exam session (75 %) and assignments (25 %).

**assessment**
active participation, written exam

Resit semester II a.

**prerequisite(s)**
Required: Specialization Course Finance, EWB081A10.

**objective**
The course aims to develop an understanding of theory and techniques relevant for constructing and maintaining investment portfolios. Students become familiar with the practical use of these methods in order to prepare them for a job as financial analyst, portfolio manager, or a private banker.

**content**
This the course deals with portfolio theory and its applications in practice. We study the perspective of an investor who wants to select a portfolio of risky and riskless assets. What are his investment objectives. Are there future liabilities that constrain the investor’s portfolio? How much risk does he want to bear? What strategy is appropriate? How do you manage such a portfolio over time? In this course you learn how to deal with such questions. With the knowledge obtained in this course, you should be able to construct and manage an investment portfolio for a wide variety of investors.

**literature**
- Elton, Gruber, Stephen and Goetzman, *Modern*
Process Innovation & Operation Excellence  

**BKM162A05**

**Contact**  
Dr. W.M.C. van Wezel

**Lecturers**  
prof. Dr. ir. G.J.C. Gaalman, Dr. W.M.C. van Wezel

**Programmes**  
MSc BA - Operations & Supply Chains (electives O&SC) 
year 4, MSc Industrial Engineering and Management 
( Optional 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, assignment(s), written exam

**Prerequisite(s)**  
Bachelor's modules: Productieorganisatie en -beheersing, 
Arbeidsorganisatie en Taakontwerp, Productieplanning 
en -beheersing (for BSc.TM Students). Recommended 
priors: Operations Management.

**Objective**  
After attending this module, 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 prerequisite for successfully managing process innovations. Therefore, the module will first focus on understanding and describing existing processes (based on knowledge acquired by students in previous modules in the Technology Management field). Subsequently, the focus shifts to selecting appropriate (technological/production) processes for innovation, for instance based on the 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 module. Some specific issues addressed during the module include: Mass Customization, World-Class Manufacturing, Agile Manufacturing, and Performance (Indicators) Management. Links will be made to various technological means of process improvement.

**literature**

- To be announced.

**remarks**

Contact information of lecturer: E-mail: f.w.melissen@rug.nl, tel. 050 363 3624 Secretary: E-mail: l.l.henriquez-peterson@rug.nl, tel. 050 363 7491

### 213. Product Development BKB052A05

**contact**

Dr. J. Kratzer

**lecturers**

Dr. J. Kratzer, prof. Dr. ir. F.P.J. Kuijpers, Dr. R.T.A.J. Leenders

**programmes**

- BSc Technology Management year 3 compulsory
- MSc BA - Marketing (electives B Marketing Management) year 4
- MSc Industrial Engineering and Management (Discrete Technology and Production Automation) year 4 compulsory
- MSc Industrial Engineering and Management (Product and Process Technology) year 4 compulsory
- Pre-Master Programmes Dutch (TM for Technisch Bedrijfskundigen) year 1 compulsory
- Pre-Master Programmes Dutch (TM for Technisch HBO) year 2 compulsory

**language**

English

**period**

2.2

**EC**

5

**format**

lectures and tutorials, assignment(s)

**assessment**

assignment(s), written exam

**objective**

After completing the module, students can make valid judgements founded on theoretical and empirical management and organization factors in product development processes, yielding success in commercial or other senses.

**content**

Product development deals with integral change and renewal of technology, organization and product-market combinations. The R&D function plays a crucial role in an innovative organization but only in close relation with other functions necessary for innovations.

**literature**


**remarks**

Required pre-study: Formal design theory of business and technical systems. Contact information of Secretary: E-
214. **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**  
MSc BA - Operations & Supply Chains (electives O&SC)  
year 4, MSc Industrial Engineering and Management (Optional management 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’s level modules.

**objective**  
The objective of the module is to gain an understanding of the specific characteristics of process industries with respect to product development and production and supply chain management.

**content**  
In recent decades, logistics and supply chains in Process Industries have changed considerably. The focus of the module is on 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 module 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 group: The module is optional and is intended for Master’s students of Technology Management and Industrial Engineering who wish to gain an understanding of the production organization in process industries. Contact information of lecturer: E-mail: w.m.c.van.wezel@rug.nl, tel. 050 363 7181 Secretary: E-mail: l.l.henriquez-peterson@rug.nl, tel. 050 363 7491

---

215. **Production and Operations Management**  

**BKM170A10**

**contact**  
Dr. D.P. van Donk

**lecturers**  
Dr. D.P. van Donk, Dr. ir. J. Slomp, prof. Dr. J. Wijngaard
<table>
<thead>
<tr>
<th>Programme</th>
<th>Research Master in Economics and Business (Profile Production &amp; Innovation Management) year 4 compulsory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Period</td>
<td>1.1-2</td>
</tr>
<tr>
<td>EC</td>
<td>10</td>
</tr>
<tr>
<td>Format</td>
<td>combined lectures/tutorials, assignment(s)</td>
</tr>
<tr>
<td>Assessment</td>
<td>oral exam, assignment(s)</td>
</tr>
<tr>
<td>Prerequisite(s)</td>
<td>Knowledge of Operations Management (basics) + Operations Research (fundamentals) + Organization Theory (basics) is recommended.</td>
</tr>
<tr>
<td>Objective</td>
<td>The objective of the course is to learn students to analyse and (re-)design manufacturing and service systems, using controllability fundamentals of production and operations management.</td>
</tr>
<tr>
<td>Content</td>
<td>The course focuses on manufacturing from a flow and dynamics perspective. Considerable attention is given to process design and planning and control. Starting from a pure manufacturing point of view, additional aspects are considered such as information system, the role of humans as workers and humans as decision makers and quality management. Additional subjects to be discussed are supply chain management, the applicability of manufacturing principles to the service industry (e.g. health care management) and process industries. Students will work in some of their homework assignments with data and information of real-life cases.</td>
</tr>
<tr>
<td>Literature</td>
<td>· Additional reader</td>
</tr>
<tr>
<td>Remarks</td>
<td>This course can only be taken by Research Master students.</td>
</tr>
</tbody>
</table>

**216. Programming I for Econometrics**

<table>
<thead>
<tr>
<th>Contact</th>
<th>Drs. K.E. Bouwman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer</td>
<td>Drs. K.E. Bouwman</td>
</tr>
<tr>
<td>Programme</td>
<td>BSc Econometrics (core programme) year 2 compulsory</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Period</td>
<td>1.1</td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>Format</td>
<td>lectures, practicals</td>
</tr>
<tr>
<td>Assessment</td>
<td>computer test</td>
</tr>
<tr>
<td>Objective</td>
<td>After completing this course, the student should be</td>
</tr>
</tbody>
</table>
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**

### 217. Programming II for Econometrics

**contact** Drs. S. Knypstra

**lecturer** Drs. S. Knypstra

**programme** BSc Econometrics (core programme) year 2 compulsory

**language** English

**period** 2.2

**EC** 5

**format** practicals

**assessment** computer test

**objective** 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.

**content** Advanced programming techniques in Delphi; programming in S-PLUS.

**literature**

### 218. Public Choice & Law and Economics

**contact** prof. Dr. C.G.M. Sterks

**lecturer** prof. Dr. C.G.M. Sterks

**programmes** Courses open to Exchange Students year 4, 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 micro-economics are confronted with much technical analysis, which often prevents them from being critical enough about underlying assumptions and implications. Traditional micro-economics, 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.

**content**

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.

**literature**

- Cases from www.

**remarks**

Info: Prof. Dr. C.G.M. Sterks (email: c.g.m.sterks@rug.nl)
219. Public Finance EWB061A06

**contact** Dr. M.A. Allers

**lecturer** Dr. M.A. Allers

**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

**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**

**remarks** Secretary: H. van der Vleuten, h.c.w.e.van.der.vleuten@rug.nl, 363 3740. Coordinator: Dr. Allers, m.a.allers@rug.nl, 363 3745

220. Quant. Research Methods for Pre-MSc IE&B EWB135A06
<table>
<thead>
<tr>
<th><strong>course</strong></th>
<th>Dr. G. de Jong</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>lecturers</strong></td>
<td>Dr. D. Dikova, Dr. G. de Jong</td>
</tr>
<tr>
<td><strong>programmes</strong></td>
<td>Open Colleges year 3, Pre-Master Programmes English (IE&amp;B, preparing to MSc IE&amp;B) year 3 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>6</td>
</tr>
</tbody>
</table>

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 contemporaneous 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**

**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.
Secretary: e.a.kortrijk@rug.nl, tel.363 3716
Coordinator: G. de Jong, g.de.jong@rug.nl, tel.363 3381

221. Quantitative Finance  

| contact     | Dr. J.W. Nieuwenhuis  |
| lecture     | 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. |
|             | J.W. Nieuwenhuis, *Lecture notes*, available before the start of the course and handouts via email or Nestor |

222. Quantitative Logistics  

| 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 and Management (Optional management modules) year 5 compulsory, Research Master in Economics and Business (Profile Production & Innovation Management) year 4 |
| language    | English                |
| period      | 2.1                    |
| EC          | 10                     |
| format      | lectures, assignment(s) |
| assessment  | assignment(s), written exam |
**Objective**  
The aim of this module is to familiarize students 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, Travelling Salesman, Simple Plant Location, P-median, Set Covering, Maximum and Minimum Flow (Cut), Matching, Arc Routing (Chinese Postman), Knapsack, Linear Ordering and Inventory (deterministic and probabilistic) Problems. Students are challenged to use a computer package (NETSOLVE) to solve a number of more or less real-life problems from the area of telecommunication.

**Literature**  
### 223. Research Methodology for MSc IB&M

**BKM118A05**

**Contact**
Dr. B.J.W. Pennink

**Lecturers**
Dr. J.A. Neuijen, 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 5

**Format**
combined lectures/tutorials
Interactive seminars

**Assessment**
assignment(s), paper, presentation(s)
Final exam: Homework Exam

**Prerequisite(s)**
Finished Bsc IB&M

**Objective**
Built on the methodology given in the bachelor programm 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 given in a condensed form of 3 weeks, 2 lectures each week and assignments during this period. The course will be offered in period Ia and IIa. Contact: r.van.est@rug.nl/s.i.luiken@rug.nl/l.j.romp@rug.nl, tel. 050-3633458

---

### 224. Research Methodology for MSc IE&B

**EWM046A05**

**Contact**
prof. Dr. H. van Ees

**Lecturers**
Dr. H.W.A. Dietzenbacher, prof. Dr. H. van Ees, Dr. G.H. Kuper, Dr. P. Rao Sahib

**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)**

150 EC of the BSc IE&B or IB&M including
- (for IE&B students): 3rd year courses IB III and IE III.
- (for IB&M students): at least 15 EC of the 3rd year IB&M

**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**

Secretary: e.a. kortrijk@rug.nl, tel.363 3716
Coordinator: Prof. H. van Ees, h.van.ees@rug.nl, tel.363 3705
225. Research Methodology for Pre-MSc IB&M 

**contact**
Dr. ir. M.C. Achterkamp

**lecturers**
Dr. ir. M.C. Achterkamp, Dr. D.J. Kiewiet

**programmes**
Pre-Master Programmes English (IB&M, preparing to MSc HRM) year 3 compulsory, Pre-Master Programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

**language**
English

**period**
1.2

**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 conceptual models. Also, several models and techniques (e.g. observation, experimental design, and secondary data usage) for testing conceptual models will be discussed.

**literature**

**remarks**
Contact: m.c.achterkamp@rug.nl, tel. 050-3637311
Secretary: tel. 050-3633151
226. 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, practicals

Attendance of the practical is compulsory.

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

Report for the practical.

**objective**
To provide students with knowledge for conducting applied scientific business research.

**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 fulfill 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. After it has become clear how a management problem can be explicated, attention will be paid to the development of conceptual models, attention will be paid to the measurement of the information needs following from this model. Important measurement concepts as validity and reliability will be discussed. In a practical, the students will then show that they can apply these concepts in a business context.

**literature**

**remarks**
Contact: m.c.achterkamp@rug.nl, tel. 050-3637311
Secretary: tel. 050-3633151
### 227. Research Methods II for IB&M

**Contact**
Dr. L. Maruster

**Lecturer**
Dr. L. Maruster

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

**Language**
English

**Period**
2.1

**EC**
5

**Format**
lectures and tutorials, practicals

**Assessment**
written exam, report(s)

group report

**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**
Contact: l.maruster@rug.nl, tel: 050-3637316
Secr.: 050-3637090

### 228. Researchlab Econometrics

**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 Ectrcs, 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 companian researcher. Choosing an assignment provides the right to communicate ten times for one hour with the companian 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 companian researcher and the (administrative) supervisor is needed to acquire the credits.

229. Retail Marketing

contact
Dr. L.M. Sloot

lecturers
Dr. L.M. Sloot, Dr. J.A. Voerman

programmes
MSc BA - Marketing (electives A Marketing Management) year 4, MSc BA - Marketing (electives Marketing Research) year 4, MSc Industrial Engineering and Management (Optional management modules) year 5, MSc Technology Management (electives MSc TM) year 4

language
English

period
1.2

EC
5

format
lectures and tutorials

assessment
assignment(s), written exam

objective
The aim of the module is to acquire knowledge and an understanding of the theoretical and practical aspects of retail marketing.

content
Due to developments like the increasing power of retailers, price competition and the growth of retail brands, retail marketing is becoming increasingly important. This concerns the marketing of retailers themselves, and also the relationship between manufacturer and retailer. Topics to be dealt with in this module include account management, the marketing mix for retailers including the Ps for presentation and personnel, the locational choice of the store and managing a retail brand. Two guest lectures will focus on actual practice.
230. Risk and Derivatives

**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.
**Course descriptions**

**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

232. Risk Models  EWM049A10

**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 Ectrcs, OR & AS) year 4

**language**  English

**period**  2.1

**EC**  10

**format**  lectures, assignment(s)

**assessment**  paper, written exam

**objective**  Central in this course are models to manage risks. The aim is to bring the students up-to-date with modern quantitative risk models, that may be used in modern regulatory frameworks (Basel II, Solvency II), but also in other fields of application.
content  The implementation of sound quantitative risk models is a vital concern for many companies and government organisations. In particular, extreme events and dependence of risks determine the final outcome for the company or organisation. The course covers a comprehensive treatment of the theoretical concepts and modelling techniques of quantitative risk management and equips the students with advanced tools to solve real-world problems. Concepts discussed include loss distributions, risk measures, risk aggregation and allocation of risks. Central themes are the need to model extreme events, and dependence of risks.


233. 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

literature exam after first half-semester (resit after second half), assignment in second half-semester. Details on the final grade composition are specified on the Nestor Site of the course.

objective  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,
Course descriptions

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).

234. Services Marketing

contact
prof. Dr. J.C. Hoekstra

lecturers
prof. Dr. J.C. Hoekstra, Dr. J.A. Voerman

programmes
MSc BA - Marketing (electives A Marketing Management) year 4, MSc BA - Marketing (electives Marketing Research) year 4, MSc BA - Small Business & Entrepreneurship (electives SB&E) year 4, MSc Industrial Engineering and Management (Optional management modules) year 5

language
English

period
1.1

EC
5

format
lectures and tutorials, assignment(s)

assessment
assignment(s), written exam

On the basis of group work and a written exam on the literature and lecture material.

objective
The module introduces students to services marketing. They will gain an understanding of the peculiarities of this marketing form and apply this when analyzing and solving practical cases.

content
Services Marketing concentrates on the specific aspects of services and their marketing. These services not only include frequently purchased services or consumer services; providers of frequently purchased goods also add services like telephone information or complaint lines to their goods (Unilever, Heineken). Retailers distinguish themselves from their competition with regard to goods as well as services (see Albert Heijn vs Lidl). Sustainable goods are often offered in combination with services (maintenance, repairs, finance). In service organizations, the processes of designing, selling and buying, producing, distributing and consuming a service often (partly)
coincide. Moreover, these processes usually take place in interaction with consumers, whether they actively participate and co-operate or not. Therefore, services marketing aims at the optimal attuning of operations, personnel and marketing in order to realize internal objectives, i.e. operational efficiency and personnel satisfaction, as well as external objectives, i.e. sales, customer and shareholder satisfaction. Subjects to be dealt with in this module include market and client orientation of service organizations, different types of service and their consequences for consumers and marketing, positioning of services, the so-called extensive marketing mix, service quality and quality management, supply and demand management, and the influence of IT on service processes and customer experiences.

**literature**
- t.b.a.

**remarks**
Secretariat: J.M. Wiersema, DRS 037, tel.: +31 (0)50 3633686, j.m.wiersema@rug.nl

**235. Simulation of Business Processes**

<table>
<thead>
<tr>
<th>Contact</th>
<th>Dr. D.J. van der Zee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer</td>
<td>Dr. D.J. van der Zee</td>
</tr>
<tr>
<td>Programmes</td>
<td>MSc BA - Operations &amp; Supply Chains (electives O&amp;SC) year 4, MSc Industrial Engineering and Management year 4 compulsory, MSc Technology Management (electives MSc TM) year 4</td>
</tr>
<tr>
<td>Language</td>
<td>English</td>
</tr>
<tr>
<td>Period</td>
<td>1.1-2</td>
</tr>
<tr>
<td>EC</td>
<td>5</td>
</tr>
<tr>
<td>Format</td>
<td>Lecture, Practicals</td>
</tr>
<tr>
<td>Assessment</td>
<td>Assignments</td>
</tr>
</tbody>
</table>

**Objective**
To familiarize students with the principles of discrete event stochastic simulation, in order to develop their capabilities in:
- Doing simulation projects aiming at the improvement of the logistic performance of business processes.
- Recognizing whether simulation would be suitable for solving a logistic problem in (service) industry.

**Content**
Simulation is the most popular tool used for quantitative modelling and analysis of business processes. It offers a flexible approach in many fields of application. This includes both manufacturing and the service industry. Examples concern design of production and distribution processes, warehouses, supply chains, factory layouts, care chains, call centres, workflow management,
insurance companies and tax authorities. The module consists of three parts. The first part is a general introduction to setting up a simulation study. Main themes are: project specification, model building and experimenting. The second part of the module focuses on the application of simulation. The basics of a simulation language will be taught using a tutorial. A number of small case examples will also be modelled and analyzed. Finally, in part three of the module, students’ simulation-modelling skills are tested by a full-size case.

**literature**

**remarks**
Technology Management, Business and ICT, PSM). MSc Business Administration: Business & ICT, Operations & Supply Chains. Contact information of lecturer: E-mail: d.j.van.der.zee@rug.nl, tel.: 050 363 4687 Secretary: E-mail:l.l.henriquez-peterson@rug.nl, tel.: 050 363 7491

- Target audience: Students of Industrial Engineering and Management, Optional module for students who are interested in Industrial Engineering, Economics and Management (e.g.
- Registration for this module is required via ProGRESS.
- Your presence is required at the first lecture (see module schedules for the date of the first lecture).
- This module is offered in English if foreign students participate.
- This module prepares for the System Engineering and Flexible Manufacturing Automation modules.

### 236. Skills for Master's Thesis Human Resource Management

**BKM113A02**

- **contact**: Drs. J.E.M. Dirven
- **lecturer**: Drs. J.E.M. Dirven
- **programmes**: MSc Human Resource Management (Application oriented profile) year 4 compulsory
- **language**: Dutch
- **period**: 1.2
- **EC**: 2
- **format**: training days
- **assessment**: individual assessment, mandatory attendance, report(s)
**objective**

In this part, students will acquire skills within the HRM framework in organizations. The aim is to improve communication skills, to improve the understanding of individual personal functioning as well as the effect one has on others.

**content**

Topics to be dealt with include:

- Insight into personal qualities (competences) and pitfalls.
- Practise with communication skills, such as giving feedback, listening, giving presentations, holding problem interviews, performance interviews and advice meetings. Interaction and influence styles in, inter alia, management and advice situations.
- Negotiation and conflict management.
- Holding recruitment and selection interviews.

These subjects will always be dealt with in the above-mentioned context of HR managers. There is a substantial overlap between the training as provided in the HRM Skills course and the Management Skills (keuzevak Managementvaardigheden en Effectieve gespreksovering) and Effective Discourse Bachelor's degree courses. Students who have already followed one of these courses may replace the HRM Skills course by optional courses worth an extra 2 ECTS. A request for this must be submitted to the lecturer.

**remarks**

The course will also be given in semester IIa. Secretary: tel +31 (0)50 363 4288.
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 program’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 Ia and Ib.


Contact: B.J.M.Emans tel: +31 50 363 7845; email b.j.m.emans@rug.nl; Secretary: tel +31 50 363 4288.
238. Small Business Economics  

**contact**  
Dr. C.H.M. Lutz

**lecturer**  
Dr. C.H.M. Lutz

**programmes**  
MSc BA - Small Business & Entrepreneurship (core programme) year 4 compulsory, MSc Industrial Engineering and Management (Optional management modules) year 5

**language**  
English

**period**  
1.1-2

**EC**  
10

**format**  
Lectures and tutorials to discuss the group assignments. Attendance at the tutorials is compulsory.

**assessment**  
Written exam (open questions) about the literature and course material (60%) Group assignment: paper (40%)

**prerequisite(s)**  
Specialization module Small Business & Entrepreneurship: Fundamentals of SB&E (EWB087A10)

**objective**  
To provide students with an understanding of the economic market mechanisms that SMEs are confronted with. Students will learn to apply economic theories in order to solve specific ‘external’ issues concerning SMEs.

**content**  
Small Business Economics deals with the market structure in which SMEs function and how the market structure (the external environment) affects the SMEs’ results. We will discuss the main economic questions SMEs are faced with. The module will first concentrate on a number of economic theories that explain a company’s size. In particular, we will discuss the question why SMEs play such an important role, even in developed economies. Next, we shall address a number of specific SME issues. Is labour productivity in the SME sector lower than in large companies? Why do small companies find it more difficult to find funding? How important is co-operation (networking and ‘industrial districts’) for small companies? How dependent are SMEs on large companies and are there opportunities for SMEs to defend themselves (hold-up)? Do competition laws protect SMEs or are SMEs also restricted by these laws? The module consists of a number of lectures and tutorials. Students will be divided into small groups (2 or 3 students). They will discuss a series of articles and write a paper on one of the topics.
239. Social System Analysis of Technological Innovations

**BKM163A05**

**contact**
Drs. ing. F.P. Bakker

**lecturers**
Drs. ing. F.P. Bakker, Dr. M.P. Mobach, prof. Dr. J.J. van der Werf

**programmes**
MSc Industrial Engineering and Management (Optional management modules) year 5, 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’s module: Business System Design (for BSc TM students). Recommended priors: Bachelor’s level Organization and Management Theory and Systems approaches towards Organization.

**objective**
After following this module, students will
- be aware of the problematical relationship between the so-called technical and social systems.
- be able to describe and understand the dynamics of change in a sociotechnical system.
- be able to place this problematical issue into a managerial context in terms of systems intervention (technology management and change)

**content**
In recent years many technological innovations have had, for better and worse, a dramatic impact on organizations and processes within organizations. Technological innovations were not only embraced but also rejected. The stories of many cases illustrate the problematical relationship between the technical and the social dimensions in any sociotechnical system. This module will approach this problematical relationship from different perspectives. Perspectives include the System Failures Method (Fortune and Peters et al.) Soft Systems
Methodology (Checkland et al.) Causal Loop
Diagramming (Vennix et al.)

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.

remarks Contact information of lecturer: E-mail: j.j.van.der.werf@rug.nl, tel.: 050 363 3840 Secretary: E-mail: j.verhagen@rug.nl, tel.: 050 363 3857

240. Spanish I for IE&B/IB&M

EB094A03

contact Drs. A.R.O. Comadina Granson
lecturers mr. R.P.C. Adema, Drs. A.R.O. Comadina Granson
programmes BSc Business Studies - IB&M (core programme) year 2, BSc International Economics & Business (core programme) year 2
language English
period 2.1
EC 3
format self-study, tutorials
Small-group teaching and self-study combined with portfolio, supported through Nestor and individual feedback. Mandatory attendance
assessment portfolio, written exam
Written exam, including vocabulary, reading and grammar (80% of final grade), and portfolio of work (20% of final grade).

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 (business) communication. Grammar will be presented systematically throughout the course but will mainly be taught as feedback. In this block students will activate their listening, speaking and some reading and writing skills. Some attention will also be paid to specific vocabulary. Furthermore, students will start to develop a portfolio by means of which they will be encouraged to reflect and to evaluate their learning in terms of their strengths, weaknesses and learning goals.

literature

remarks Students who would like to take a second language other.
than Spanish should contact the Information Desk for approval.
Further material will be made available through Nestor.
Students must attend at least 8 out of 12 lectures. In the Nestor week students’ attendance is measured by production of tasks.
Students should contact the Education Office for exemption information.
Secretary’s office: talencentrum@rug.nl, tel. 363 5802
Coordinator: a.r.o.comadina.granson@rug.nl

241. Spanish II for IE&B  EWB095A03
contact  Drs. A.R.O. Comadina Granson
lecturers  Drs. A.R.O. Comadina Granson, several lecturers
programme  BSc International Economics & Business (core programme) year 2
language  English
period  2.2
EC  3
format  self-study, tutorials
Small-group teaching and self-study combined with portfolio, supported through Nestor and individual feedback. Mandatory attendance.

assessment  portfolio, presentation(s), written exam
Written exam, including vocabulary, reading and grammar (40% of final grade), a portfolio of work, including a Business Plan (30% of final grade), and a graded presentation (30% of final grade).

prerequisite(s)  Completion of Spanish I (EWB094A03) is highly recommended prior to taking this course.
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 (business) communication. Grammar will be presented systematically throughout the course but will mainly be taught as feedback. This block, besides further activating their listening, speaking and reading skills, will primarily focus on writing a business plan and presenting it to the class using PowerPoint. Furthermore, students will continue developing a portfolio by means of which they will be encouraged to reflect and to evaluate their learning in terms of their strengths, weaknesses and learning goals. The minimum Common European Framework level required to pass this course is A2.
literature  · M. González, F. Martín, C. Rodrigo, E. Verdía, Socios 1, Cuaderno de Ejercicios (workbook) (ISBN: 8489344493)
Spatial Economics & Econometrics  

**EWM052D10**

**contact** Dr. J.P. Elhorst

**lecturers** Dr. J.P. Elhorst, Dr. T.M. Stelder

**programmes** Courses open to Exchange Students year 4, MSc Economics (electives MSc Economics) year 4

**language** English

**period** 2.1

**EC** 10

**format** combined lectures/tutorials and computerlabs

Four parts determine the grade: separate written examinations for spatial economics and for spatial econometrics (30% each) and separate (computer) assignments for spatial economics and for spatial econometrics (20% each).

**prerequisite(s)** Intermediate level of micro economics and introductory level of econometrics

**objective** This Master-course consists of Spatial Economics and Spatial Econometrics. The first part offers an introduction to an important new field in economics, New Economic Geography (NEG), which sets out to explain the distribution of economic activities across space. The second part offers an introduction to an equally important new field in econometrics that deals with the incorporation of interaction or spatial effects in economic and econometric models.

**content** The spatial economics course teaches the student to combine theoretical insights from location theory, trade theory, network/transport economics and welfare economics to better understand the dynamics of economic growth in urban and regional systems. Especially in an...
urban setting, spatial economics is dominated by the study of imperfect competition, agglomeration externalities and accessibility. The basics of the NEG literature are taught, such as multi-sector modelling, economic integration, the housing market, the transport system and congestion effects, and the options for simulating spatial economic effects of new infrastructure. The spatial econometrics course deals with spatial effects, a special case of interaction effects, and teaches the student to work with Geoda, a free software program intended to serve as a user-friendly and graphical introduction to spatial analysis for non-specialists. To better understand the relevance of spatial effects, articles in different fields are being studied which formalize how interaction effects among consumers, producers or local governments can lead to collective behaviour and aggregate patterns. Examples are the so-called new social economics which takes the assumption that individuals are influenced by the choices of others as their point of departure, tax-setting behaviour of local governments, “neighbourhood effects” in employment policies, the spatial structure of wage differentials, and economic growth.

**literature**

- L. Anselin, *GeoDa User’s Guide*

**remarks**

When your master program admits it, you may either take the spatial economics part (5 EC, course title: Spatial Economics (master), code: EWM052B05) or the Spatial Econometrics part (5 EC, course title: Spatial Econometrics (master), code: EWM052C05) or the combination of both (10 EC).

Info.: Dr. J.P. Elhorst (for Econometrics), tel. 363 3893 and Dr. T.M. Stelder (for Economics), tel. 363 3725. Secr.: Lies Baars/Herma van der Vleuten, tel. 363 7018.
243. **Spatial Economics (Ruimtelijke Economics)**

*contact*  prof. Dr. J. Oosterhaven

*lecturer*  prof. Dr. J. Oosterhaven

*programmes*  BSc Economics (core programme) year 3 compulsory, Courses open to Exchange Students year 3, MSc in Economic Geography year 4 compulsory

*language*  English

*period*  1.2

*EC*  5

*format*  lectures

14 lectures and 2 computer classes of 2 hours each, and 2 assignments

*assessment*  written exam

written exam (80% of the grade) 2 assignments (20% of the grade)

*objective*  To understand the theories and research methods that deal with the location choices of people and organizations, and the economic functioning of cities and regions.

*content*  First, at the micro level, the spatial behaviour of firms, government, consumers and workers is studied. What determines their locational choices within and between cities and regions? How do firms set prices in spatially differentiated markets, and how does competition lead to spatial market hierarchies?

Second, at the macro level, the functioning of urban and regional economies is studied. How do rural and urban patterns of land use come about? What explains the variation in economic structure and economic growth, and what explains the spatial interaction in term of trade and mobility of factors of production?

Third, regional labour markets, unemployment, housing markets, and policy issues are discussed.

Finally, attention is given to the spatial impacts of new infrastructure, and setting up cost-benefit analyses of spatial policy measures.

Besides, students get a computer class on Interregional Input-Output Software (IRIOS), and will make an economic impact study of a major sporting event using IRIOS. Students will get a second computer class on GIS and spatial econometrics software (Geoda), and will study the impact of sectoral structure on regional growth and measure spatial interdependence using Excel and Geoda.
Course descriptions

literature

remarks
This BA-course is given together with the Spatial Economics MA-course for geographers (EWM052B05).
Info: Prof. Dr. J. Oosterhaven, phone: 363 3728 email: j.oosterhaven@rug.nl
Secr. Lies Baars/Hermas v.d. Vleuten, phone 363 7018 (email: e.m.baars-drent@rug.nl)

244. Specialization Course Business & ICT BKB061A10

contact
Dr. G.H. Kruithof

lecturer
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, Courses open to Exchange Students year 3, MSc BA - Operations & Supply Chains (electives O&SC) year 4, MSc BA - Organizational & Management Control (electives O&MC) 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. Simultaneously, a limited number of lectures will address related current topics. In the second half of the semester, the concepts will be applied in an e-business management game.

assessment
oral exam, paper

objective
The objective of this course is to learn how organizations can fully exploit the potential of information systems and 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.

literature · to be decided

remarks This course will be given in period I and II
For more information please contact G.H. Kruithof +31 (0)50 363 3916, g.h.kruithof@rug.nl or the secretary +31 (0)50 363 3864.

245. Specialization Course Econometric Methods EWB080A05

contact prof. Dr. P.A. Bekker
lecturer prof. Dr. P.A. Bekker
programmes BSc Econometrics (electives BSc Econometrics) year 3,
Courses open to Exchange Students year 3
language English
period 2.2
EC 5
format lectures, assignment(s)
assessment assignment(s), open book exam

objective 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.

content 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.

literature · J. Johnson & J. DiNardo, *Econometric Methods*, 4th
€ 110.00

246. Specialization Course Financial Intermediation EWB082A10

course contact 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.

literature · J. Eichberger and I. Harper, Financial Economics, 1997,
Oxford University Press

remarks Info: Prof. Dr. E. Sterken, phone: 363 3723, email:
E.Sterken@rug.nl
Secr.: Lies Baars, phone: 363 7018.

247. Specialization Course Generalized Linear Models EWB083A05

course contact 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 meeting(s), intervision, self-study
assessment presentation(s), mandatory attendance, report(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.

**content**  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**  
- A. Azzalini, *Statistical Inference Based on the Likelihood*, 1996; Chapter 6 (ISBN: 0-412-60650-x), € 60.00

### 248. Specialization Course Human Resource Management: Labour Law and Employee Participation

**contact**  Prof. E.M Kneppers-Heijnert

**lecturers**  Prof. ir. R. Goodijk, Prof. E.M Kneppers-Heijnert

**programmes**  BSc Business (electives BSc Business) year 3, BSc Business (specialization courses) year 3, Dutch pre-MSc programmes (Bdk, preparation for op MSc HRM) year 3 compulsory, MSc BA - Organizational & Management Control (electives O&MC) year 4

**language**  Dutch

**period**  2.1-2

**EC**  10

**format**  lectures and tutorials

3 hours of combined lectures/tutorials per week, dealing with practical cases.

**assessment**  Written exam

Written exam with open questions and cases at the end of
This course aims to provide students with knowledge and an understanding of the legal framework that is available to management concerning the legal position and participation of employees. In addition, the student is expected to be able to apply this knowledge in new and unfamiliar situations.

A common complaint voiced by managers and entrepreneurs is that labour law is heavily biased in favour of employees leaving hardly any room for managerial decisions. This course will clearly show that the legal (im)possibilities in this area are intertwined with the staff policy. Issues dealt with, which show the extent to which management has freedom of choice, are, for instance:

- various types of employment contracts, e.g. fixed period or indefinite
- dismissal
- remuneration (holidays and leave)
- labour and care
- employer liability

Furthermore, attention will be paid to regulations and developments in the area of national and international labour relations, such as:

- national and international participation
- the position of and the relationship with the Council of Commissioners and the Supervisory Board
- the relationship between works council and the trade unions
- developments in corporate governance

- \textit{Reader}, € 20.00
- Uitgereikte cases/praktijkgevallen

Dit vak wordt zowel in semester I als in semester II in het Dutch aangeboden. Meer informatie bij de contact 050 363 3831, e.m.kneppers-heijnert@rug.nl of bij het secretariaat 050 363 3373.
249. Specialization Course in Applied Operations Research  

**contact**  
Dr. M.H. van der Vlerk

**lecturers**  
Drs. M.L.A.G. Cremers, Drs. M.H. Streutker, Dr. M.H. van der Vlerk

**programmes**  
BSc Econometrics (electives BSc Econometrics) year 3, Courses open to Exchange Students year 3, MSc Industrial Engineering and Management (Optional management 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 module is to teach students 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 optimization (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 written and presentations given during the module. The cases are practical applications of planning and scheduling problems in, inter alia, 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 paid to the statistical analysis of the output and to optimization with the aid of simulation.

**literature**  

250. Specialization Course OMC: Management Accounting  

**contact**  
prof. Dr. H.J. ter Bogt

**lecturers**  
prof. Dr. H.J. ter Bogt, Dr. E.P. Jansen

**programmes**  
BSc Accountancy & Controlling year 3 compulsory, BSc
Course descriptions

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 (core programme) year 3, Courses open to Exchange Students year 3, Courses open to Exchange Students year 3, 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, Pre-Master Programmes Dutch (A&C for HBO-BE, preparing to MSc A&C) year 3 compulsory

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
         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 organisations.

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 organisations. 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 organisations. On the basis of various articles the organisational 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; see Nestor

**Remarks**
Secretary: N.R. Kempa, tel.: +31 (0)50-363 3814, e-mail: n.r.kempa@rug.nl.
This course is also available in semester II.- ‘Spec. Course OMC: Management Accounting’ also includes the ‘Management Accounting II’ course, which is compulsory for students of Economics and Management. ‘Management Accounting II’ will therefore not be part of a degree programme containing this course. It is not possible to switch from ‘Management Accounting II’ to the specialization course, as the specialization course is focused on group work from the start and the working methods and assignments are different from those in Manag. Account. II. In both semesters, one or more tutorial / practical groups may be taught in Dutch.

### 251. Specialization Course Operations & Supply Chains

**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, Courses open to Exchange Students year 3, MSc BA - Organizational & Management Control (electives O&MC) year 4, 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 final (midterm) examination (3 hour closed book), group project

**Objective**
The course 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 organisational 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.

Starting from the notion that many disciplines relate to the operations function of companies, this course provides an in-depth analysis of the operations management function of companies including the associated (theoretical) approaches. The course supplies the general approaches on an advanced level necessary to describe and understand practical operations management problems. In doing so, the course covers three main areas: the role and nature of operations, the planning and control of the operations process and the organisational 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 organisational 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.


This course will be given in semester I and II.
The results of the final (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 needs to be 5.

Contents of the course Operations Management (semester I a, mandatory course of the bachelor Business, to be included as an elective in the bachelor Economics & Management) are supposed to be known.

For more information please contact G.C. Ruel +31 (0)50 363 7314, g.c.ruel@rug.nl or the secretary +31 (0)50 363 7020.

252. 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)
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 organisations.

literature · Reader Political Economy, Reader contains articles published in international journals
253. Specialization Course Small Business & Entrepreneurship: Fundamentals of SB&E

EWB087A10

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, Courses open to Exchange Students year 3, Courses open to Exchange Students year 3, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4

Language
English

Period
1.1-2

EC
10

Format
lectures and tutorials about 30% obligatory

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.
Dr. E.P.M. Croonen, e-mail: e.p.m.croonen@rug.nl.
Secretary: A.M.C. Cordes, tel: +31 (0)50-363 3453, e-mail: a.m.c.cordes@rug.nl.
254. **Specialization Course Strategy & Innovation: Non-Technical Innovation and its Environment**

**BKB058A10**

**Contact**
Dr. T.L.J. Broekhuizen

**Lecturers**
Dr. T.L.J. Broekhuizen, diverse lecturers

**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, 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**
Competition is increasingly about innovation and especially about non-technical innovation: new designs and service concepts, customising services, creating experiences and new ways to appeal to the hedonic needs of customers. Technical innovations may often yield a competitive advantage, but this is increasingly true for non-technical innovations (e.g. new ways of organising people, appealing to social developments, developing innovative industrial designs and business models). Non-technical issues are complex and difficult to understand; they are about perceiving, understanding, interpreting and assessing new, often confusing, developments in society (e.g., the recent emergence of ‘social internet’: Web 2.0) and thinking of innovative strategies to deal with them strategically. For creative industries (e.g., graphic design, sports, newspaper and movie industry) non-technical innovation is essential for success. Creative industries therefore provide technical aspects. In this course, we train you to understand the complexity of a creative industry and the essence of non-technical
innovations within this environment.

The course has four elements:

- Lectures
- Paper: groups of two students write a paper on a chosen creative industry. Papers can be written in English or in Dutch.
- Workshops and Presentations
- Written exam: exam on the book of Caves, articles and lecture notes.

**literature**

- Virtual reader on Nestor

**remarks**

This course will be given in semester I and II.
For more information please contact T.L.J. Broekhuizen +31 (0)50 363 8284, t.l.j.broekhuizen@rug.nl or the secretary +31 (0)50 363 3453.

---

## 255. Statistics I for IB&M

**BKP057A05**

**contact**

Dr. J. Kratzer

**lecturers**

Dr. D.J. Kiewiet, Dr. J. Kratzer

**programmes**

BSc Business Studies - IB&M (core programme) year 1 compulsory, Pre-Master Programmes English (IB&M, preparing to MSc HRM) year 3 compulsory

**language**

English

**period**

2.2

**EC**

5

**format**

lectures, tutorials

**assessment**

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

SPSS-skills exam.

**objective**

Learning a correct application of basic statistical techniques.

**content**

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 world 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**

**remarks**
Contact: Dr. J.Kratzer@rug.nl, tel. 050-3633250
Secr: tel. 050-3636543

---

**256. Statistics I for Pre-MSc IE&B**

**contact**
Dr. P. Rao Sahib

**lecturer**
Dr. P. Rao Sahib

**programmes**
Open Colleges year 3, Pre-Master 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, e.a.kortrijk@rug.nl, tel.363 3716
Coordinator: P.Rao Sahib, p.rao.sahib@rug.nl, tel.3633724
<table>
<thead>
<tr>
<th>257. Statistics I: Skills for IB&amp;M</th>
<th>BKP058A03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>Dr. L. Maruster</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>Dr. L. Maruster</td>
</tr>
<tr>
<td><strong>programme</strong></td>
<td>BSc Business Studies - IB&amp;M (core programme) year 1 compulsory</td>
</tr>
<tr>
<td><strong>language</strong></td>
<td>English</td>
</tr>
<tr>
<td><strong>period</strong></td>
<td>2.2</td>
</tr>
<tr>
<td><strong>EC</strong></td>
<td>3</td>
</tr>
<tr>
<td><strong>format</strong></td>
<td>lectures and tutorials, practicals</td>
</tr>
<tr>
<td><strong>assessment</strong></td>
<td>tba</td>
</tr>
<tr>
<td><strong>prerequisite(s)</strong></td>
<td>Students are strongly urged to have followed the courses mentioned in remarks.</td>
</tr>
<tr>
<td><strong>objective</strong></td>
<td>To provide the students with knowledge and skills for conducting and empirical quantitative research.</td>
</tr>
<tr>
<td><strong>content</strong></td>
<td>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.</td>
</tr>
<tr>
<td><strong>remarks</strong></td>
<td>Students are strongly urged to have followed the course Research Methods I for IB&amp;M (BKP062A05) in the first half of the second semester, and to follow the course Statistics I for IB&amp;M (BKP057A05) parallel to the course Statistics I: Skills for IB&amp;M. The course will be combined with the course English 1C for IB&amp;M (BKP067A02). Contact: <a href="mailto:l.maruster@rug.nl">l.maruster@rug.nl</a>, tel: 050-3637316 Secr.: 050-3637090</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>258. Statistics Ia for Econometrics</th>
<th>EWP025A03</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>contact</strong></td>
<td>prof. Dr. P.A. Bekker</td>
</tr>
<tr>
<td><strong>lecturer</strong></td>
<td>prof. Dr. P.A. Bekker</td>
</tr>
</tbody>
</table>
programme  BSc Econometrics (core programme) year 1 compulsory
language  English
period  1.1
EC  3
format  combined lectures/tutorials, practicals
assessment  written exam

objective  The student should be able to apply the probability theory.

content  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.


259. Statistics Ia for IE&B/Economics  EWP022A04

contact  Dr. P. Rao Sahib
lecturers  Dr. P. Rao Sahib, H. de Weerd
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  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 data description, data summarization, probability and discrete probability distributions.
260. Statistics Ib for Econometrics  

**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.  

**literature**  

261. Statistics Ib for IE&B/Economics  

**contact**  Dr. P. Rao Sahib  
**lecturers**  Dr. P. Rao Sahib, H. de Weerd  
**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.  
**content**  This course covers the topics of continuous probability
distributions, sampling, confidence intervals and hypothesis testing.

**literature**

**remarks**
Secretary: E.Kortrijk, e.a.kortrijk@rug.nl, tel.363 3716
Coordinator: P.Rao Sahib, p.rao.sahib@rug.nl, tel.363724

---

**262. Statistics Ic for Econometrics**

**EWP029A04**

**contact** Dr. W. Forhoeve

**lecturer** Dr. W. Forhoeve

**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**
263. **Statistics Id for Econometrics**

**contact**  Drs. S. Knypstra

**lecturers**  Drs. S. Knypstra, Drs. L. Medema

**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**

264. **Statistics II for IB&M**

**contact**  ir. Drs. N.R. Faber

**lecturers**  ir. Drs. N.R. Faber, Dr. J.L. Miedema

**programmes**  BSc Business Studies - IB&M (core programme) year 2 compulsory, Courses open to Exchange Students year 3, Pre-Master Programmes English (IB&M, preparing to MSc IB&M) year 3 compulsory

**language**  English

**period**  1.2

**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 an additional multivariate technique. 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.

**literature**  

**remarks**  
Contact: n.r.faber@rug.nl, tel. 050-3634839  
Secr.: 050-36333151

### 265. Statistics II for IE&B/Economics

**contact**  
Dr. P. Rao Sahib

**lecturers**  
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**  
266. **Statistics II for Pre-MSc IE&B**

**contact** Dr. P. Rao Sahib  
**lecturer** Dr. P. Rao Sahib  
**programmes** Open Colleges year 3, Pre-Master 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 as sampling, estimation and hypothesis testing. It also involves developing empirical skills further using cases in which SPSS is used.

**literature**  

**remarks** Secretary: E.Kortrijk, e.a.kortrijk@rug.nl, tel.363 3716  
Coordinator: P.Rao Sahib, p.rao.sahib@rug.nl, tel.3633724

---

267. **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** meeting(s), intervision, self-study  
**assessment** presentation(s), written exam, report(s)

**objective** At the end of the course the student is able to apply the
statistical techniques covered during the course.

course
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.

course
content

literature
· A. Azzalini, *Statistical Inference Based on the Likelihood*, 1996 (ISBN: 0-412-60650-x), € 60.00
· S. Knypstra, *Syllabus Asymptotics*, 2005

268. 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.

course
content

literature
· A. Azzalini, *Statistical Inference Based on the Likelihood*, 1996 (ISBN: 0-412-60650-x), € 60.00

269. Stochastic Models

contact
Dr. O.V. Iftime

lecturer
Dr. O.V. Iftime

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.

course
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 queuing systems, reliability, Brownian motion and the Black-Scholes formula for option pricing.

**literature**

### 270. 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), presentation(s), written exam with open questions

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

**content**
This course consists of a series of formal lectures. Linear programming problems, of which some of the parameters are considered as unknown realizations of random variables, constitute the core of the course. The emphasis is on the various ways of (re-)formulating the problem, including the pros and cons of the concepts of risk and risk aversion. Model building is illustrated by means of both classroom examples and realistic models. A major application area of Stochastic Programming is Asset Liability Management (ALM). Therefore, whenever possible, general concepts are presented and illustrated in this context. Special attention is paid to solution techniques such as large-scale LP, decomposition, convex programming, Monte Carlo simulation, and random search. Motivated by their important role in Stochastic Programming, theory and techniques from Non-Linear and Dynamic Programming are discussed. Students are
required to work out take-home exercises and to write a paper on a case, with the aim of acquiring experience with modelling and computation based on the software package SLP-IOR. Also, participants will present the results of their case studies during the lectures. Key words: risk and risk aversion, chance constraints, recourse models, expected utility, solution methods.

**literature**  

### 271. Strategic Management

**contact**  
Dr. C. Carroll

**lecturer**  
Dr. C. Carroll

**programmes**  
- BSc Business Studies (core programme) year 2 compulsory,  
- BSc Business Studies - IB&M (core programme) year 2 compulsory,  
- Pre-Master 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%) Case presentations and multiple choice questions will also be developed 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. 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 please contact C. Carrol +31 (0)50 363 3626, c.carroll@rug.nl or the secretary +31 (0)50 363 3453.

---

### 272. Strategic Management of Technology BKM164A05

**contact** Dr. C. Carroll  
**lecturer** Dr. C. Carroll  
**programmes** MSc Industrial Engineering and Management 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  
**prerequisite(s)** Bachelor’s module: Organization, Technology and Innovation (for BSc.TM students).
**objective**  After attending this module, students:
  · have an understanding of a variety of theories regarding strategic positions, choices and actions,
  · are able to apply this understanding to cases and can assess and generate practical solutions,
  · are able to address and discuss major differences and commonalities between several cases.

**content**  This module 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 module. This module includes a number of lectures by 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 module is one of the integrative modules in both the MSc. Technology Management and Industrial Engineering and Management. Technology Management students are expected to integrate knowledge from the MSc.TM modules ‘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, for a number of cases presented in the lectures of the managers. They have to do this within the theoretical context of strategic management. Contact
273. **Strategy & Innovation**  

**programmes**  
MSc BA - Business & ICT (electives Business & ICT) year 4, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc BA - Strategy & Innovation (core programme) year 4

**contact**  
prof. Dr. D.F.M.F. Jacobs
prof. Dr. D.F.M.F. Jacobs, Dr. T.J.B.M. Postma

**lecturers**  
MSc BA - Business & ICT (electives Business & ICT) year 4, MSc BA - Change Management (electives Change Management) year 4, MSc BA - Organizational & Management Control (electives O&MC) year 4, MSc BA - Strategy & Innovation (core programme) year 4

**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.

**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 organisations (in terms of co-evolution, learning,
diffusion of trends and ideas, networks, alliances, etc.). This ultimately results in strategy implementation and organizational change. This course on Strategy and non-technical Innovation is structured along the lines of these perspectives. During the course the main themes are addressed that are particularly relevant for the field of non-technical innovation in all kinds of industry, but especially the service sector, cultural industries and design-based manufacturing.

**literature**
- Virtual reader on Nestor

**remarks** Semester 1, block 1 and 2. Email coordinator: dany.jacobs@rug.nl secretary 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

### 274. Supply Chain Analysis

**EWM084A05**

**contact** prof. Dr. G. Sierksma

**lecturer** prof. Dr. G. Sierksma

**programmes** MSc BA - Operations & Supply Chains (electives O&SC) year 4, Research Master in Economics and Business (Profile Production & Innovation Management) 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 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 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 three cases, one on ‘routing in networks’, one on ‘inventory management in the chain’, and one on ‘site location’.

The main prerequisite is an introductory course on Operations Research/Management Science.

**literature**
- *Reader (2007-2008)*

**remarks**
Secretary: L.L. Henriquez-Peterson, tel.: 050-3637491, l.l.henriquez-peterson@rug.nl

---

### 275. Sustainability for Engineers CHSFE05E

**NB** At the time of going to press no updated information about this course was available. Please see Ocasys for the most recent course information.

**lecturers** Prof.ir. G.J. Harmsen, Dr. ir. G.H. Jonker

**programmes** MSc Industrial Engineering and Management (Optional management modules) year 5, MSc Technology Management (electives MSc TM) year 4

**language** Dutch

**period** 2.1

**EC** 5

**format** lectures and tutorials

**assessment** assignments

**objective**
- The course ‘Sustainability for engineers’ focuses on your future career in industry or government. Sustainability implies assessments containing economical, societal, and environmental aspects of your work, mainly focused on probable future developments;
- You will develop competences in performing well balanced assessments, including insight in technology systems and in the role of government;
- Typical aspects of sustainable development such as interpreting scenarios and performing life cycle analyses are practiced in workshops;
Course descriptions

• After the course, you should be able to develop an overall, holistic, view on design and engineering projects, especially in view of sustainability.

content The course contains five areas of attention: Planet Earth, Energy, Industry, Food, and Water. These five areas cover chief topics of sustainability, e.g. preservation of our planet, the demand and supply of energy, economical, societal and environmental aspects of industrial and food production, and the, often crucial, role of water. Each area also contains key issues of sustainability: the role of systems and equity (Planet Earth), scenarios (Energy), personal professional assessments in typical engineering jobs (Industry), life cycle analysis and perception or image of the public (Food), and the role of the government (Water). In this way the course aims to give an overall in view of the important aspects of sustainability.

Experts from the university of Groningen, together with invited lecturers from industry give an overview of the main issues of each area. In workshops the participants are trained in specific aspects, closely related to sustainability, e.g. interpreting scenario’s, and performing life cycle analyses. Cases focus on implications of a certain design or application. In this respect, your personal professional assessment is central, and the way you interpret appropriate information, from scenario’s, life cycle analysis, opportunities and restrictions of governmental regulations, image considerations, and so on. Your future decisions will have an impact on local and global societies. This course will give you tools to perform well balanced assessments in your work.

literature · (digital) reader

276. Systems Engineering TBSE05E

lecturers Prof. Dr. ir. J.L. Simons, Dr. N.B. Szirbik

programmes MSc Industrial Engineering and Management year 4 compulsory, MSc Technology Management (electives MSc TM) year 4

language English

period 2.1

EC 5

format Tutorials

Group research, case study, presentation and discussion.

assessment Essay

Group paper on methodology questions, case study, caput research, literature summary.
objective
Systematic mastery of knowledge and skills.
· To analyze managerial real-life problem situations under conditions of insufficient data, multidisciplinarity, vague goals and multiple stakeholders.
· To formulate mathematical models representing such managerial problems.
· To choose effective and efficient solution approaches.
· To evaluate applicability and sensitivity of model solutions.
· To implement and translate model solutions into real-life problem situations.

content
Positioning of Systems Engineering with respect to Operations research, Decision science, Social science, Management information systems, Organization science.
· Examples of Systems engineering practice.
· Methodology.
· Problem and model restrictions.
· Implementation.
· Introduction to the research community.

literature
· Reader. Supplementary papers.

remarks
Secretariat: r. 5152.0004, tel. 363 8430. E-mail: secretariaat@tbk.rug.nl
· Required prestudy: Simulation of Business Processes
· The module is compulsory for Master’s students of Industrial Engineering (TBK) and for students of Technology Management (5-year program).
· For other students the module is optional.

277. 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, Dr. J.A.W.M. Vos

programme  MSc Technology Management (core programme) year 4 compulsory

language  English
period  1.2
EC  5

format  lectures, assignment(s)
assessment  assignment(s), presentation(s)
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.

course This course is one of the integrative courses in MSc. Technology Management. Students are encouraged to use the theories and knowledge 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.

literature · Reader

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

278. Test and questionnaire construction

- Dr. M.E. Timmerman

- Dr. M.E. Timmerman

- MSc BA - Marketing (electives Marketing Research) year 4

- English

- 2.1

- 5

- lecture

- written exam

Both the literature and the context of the lectures will be examined.

objective To gain an insight into the principles of the construction of tests and questionnaires in order to enable good evaluation, interpretation and construction.

content Psychological tests and questionnaires are used
frequently, alike in scientific research and in practice, like in assessment procedures. But how are those measurement instruments set up, and how could you judge the value of a test? A number of methods are available to gather an insight into the psychometrical properties of a test. In this course, the principles of the classical test theory, items response theory and factor analysis will be treated. Attention will be paid to validity and norming as well.

**literature**
- To be announced via Nestor.

### 279. Theoretical Foundations of Corporate Finance EWM057A10

**contact** prof. Dr. B.W. Lensink

**lecturers** Drs. L. Dam, prof. Dr. B.W. Lensink

**programmes** MSc BA - Finance (electives Finance) year 4, Research Master in Economics and Business (Profile Economics & Econometrics) year 4

**language** English

**period** 1.1-2

**EC** 10

**format** lectures and tutorials

In semester 1a lectures and tutorials and semester 1b combined lectures/tutorials.

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

There is a written exam for the first part of the course (sem. 1a: 50%), a presentation (sem.1b: 20%) and an oral exam (30%) for the second part

**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**  

**remarks**  
Secretary: G. Pol, +31 (0)50-363 3685, e-mail: g.pol@rug.nl.  
This 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 and a solid background in microeconomics is recommended. Students in (general) economics and econometrics with interest in corporate finance are recommended to follow this course.  
In the year 2007-2008, the first part of Theoretical Foundations of Corporate Finance will be merged with Corporate Governance, Finance & Strategy (EWM011A10). Consequently, students following Theoretical Foundations of Corporate Finance for 10 EC can only choose Corporate Governance, Finance & Strategy for 5 EC. However students are also allowed to follow Corporate Governance for 10 EC and Theoretical Foundations for 5 EC. In the latter case the grade for Theoretical Foundations will be based on the presentation and the oral exam in semester 1b only.

---

**280. Working Capital Management**  
**BKM045A05**

**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**  
assignment(s), written exam  
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 Semester II b.

**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.

**literature**

- A reader with academic papers and cases

**remarks** 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 organisations face in dealing with the relationships and interactions between working capital and the several operations of an organisation. Students will be working both individually and in groups.

Secretary: Drs. I.J. Bakker, tel: +31 (0)50-363 3535, e-mail: i.j.bakker@rug.nl.
Index

1

1 February rule ................................................................. 41

A

Academic Career Advice ......................................................... 27
Academic year ................................................................. 19
Account ........................................................................ 46
Adaptations to teaching or testing ........................................ 33
Address, change of .............................................................. 16
Addresses ........................................................................ 49
Admission for MSc degree programmes ............................... 97
Admission requirements MSc BA ......................................... 104
Admissions, address ........................................................... 50
Advanced Econometrics .................................................... 166
Advanced Financial Management ........................................ 167
Advanced HRM Ia
  Strategic HRM ............................................................... 168
Advanced HRM Ib
  Production Concepts & Design of Work ................................ 169
Advanced HRM Iia
  Theories of Change Management ....................................... 170
Advanced HRM IIb
  Instruments of Personnel Policy ......................................... 171
Advanced IE&B
  Comparative Institutional Approaches ............................... 172
Advanced Industrial Organization ......................................... 174
Advanced International Business
  Management Challenge of Globalisation ........................... 175
Advanced International Economics
  Multinational Enterprises and Trade .................................. 176
Advanced International Financial Management ................. 177
Advanced International Management
  Leadership, Power and Decision-making within MNE’s ........ 178
Advanced Market Research ................................................. 179
Advanced Marketing Models .............................................. 181
Advanced Political Economics ............................................ 182
Advanced Product & Service Development and Information Management .......... 183
Advanced Product Engineering .......................................... 184
Advanced Purchasing & Supply Management ....................... 185
Advanced Quality Management ........................................... 186
After graduating ............................................................... 38
Applied Capital Budgeting & Finance ................................. 187
Applied HRM...................................................................................................................... 188
Applied Statistics for Econometrics .................................................................................. 189
Approval degree programme ......................................................................................... 35
Attitudes and behaviour ................................................................................................. 189
AVV course ..................................................................................................................... 90

B
Bachelor’s Thesis Econometrics ...................................................................................... 190
Bachelor’s Thesis Economics .......................................................................................... 191
Bachelor’s Thesis IB&M .................................................................................................. 191
Bachelor’s Thesis IE&B ................................................................................................... 193
Bachelor’s degree certificate ......................................................................................... 35
Behavioral Finance ......................................................................................................... 194
Board of Examiners, address ....................................................................................... 53
Book sales ....................................................................................................................... 48
Brand Management and Communication ...................................................................... 195
BRUG ............................................................................................................................... 62
Business Development for Goods ................................................................................... 196
Business Development for Services ............................................................................... 197
Business Development Management ............................................................................. 198
Business Ethics & Corporate Social Responsibility ...................................................... 199
Business Intelligence .................................................................................................... 200
Business Marketing ........................................................................................................ 201
Business Processes & ICT .............................................................................................. 202
B-yond ............................................................................................................................ 59

C
Capturing Value from Innovation .................................................................................... 203
Careers Advice Centre .................................................................................................... 29
Careers Advice Centre, address .................................................................................... 55
Causal inference .............................................................................................................. 204
Centre for Study Support and Academic Careers .......................................................... 30
Centre for Study Support and Academic Skills, address .............................................. 55
Ceremony ......................................................................................................................... 35
Cognition, motivation and emotion ................................................................................ 205
Comparative Country Studies ....................................................................................... 205
Complaints ..................................................................................................................... 43
Complaints cards ............................................................................................................ 44
Computer courses .......................................................................................................... 46
Computer facilities ........................................................................................................ 45
Confidential Advisor, address ...................................................................................... 55
Conflict Management & Industrial Relations ................................................................. 206
Consumer Behavior ....................................................................................................... 207
Corporate Governance & Stakeholder Management ....................................................... 208
Corporate Governance, Finance & Strategy ................................................................. 209
<table>
<thead>
<tr>
<th>Index</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Valuation</td>
<td>211</td>
</tr>
<tr>
<td>Course substitution</td>
<td>13</td>
</tr>
<tr>
<td>CreDes</td>
<td>58</td>
</tr>
<tr>
<td>Credit Risk Analysis</td>
<td>212</td>
</tr>
<tr>
<td><strong>D</strong></td>
<td></td>
</tr>
<tr>
<td>Development Economics</td>
<td>213</td>
</tr>
<tr>
<td>Development of a Research Design in BD</td>
<td>214</td>
</tr>
<tr>
<td>Difference- &amp; Differential Equations</td>
<td>215</td>
</tr>
<tr>
<td>Donald Smits Center for Information Technology, address</td>
<td>54</td>
</tr>
<tr>
<td>Doubts about study programme</td>
<td>32</td>
</tr>
<tr>
<td>Dutch Public Finance</td>
<td>215</td>
</tr>
<tr>
<td>Dynamic Econometrics</td>
<td>216</td>
</tr>
<tr>
<td>Dyslexia</td>
<td>25</td>
</tr>
<tr>
<td><strong>E</strong></td>
<td></td>
</tr>
<tr>
<td>E-commerce</td>
<td>217</td>
</tr>
<tr>
<td>Econometrics for Economics</td>
<td>218</td>
</tr>
<tr>
<td>Economic History (bachelor)</td>
<td>219</td>
</tr>
<tr>
<td>Economic History (master)</td>
<td>220</td>
</tr>
<tr>
<td>Economics and Business Student Association</td>
<td>56</td>
</tr>
<tr>
<td>Economics for International Business</td>
<td>221</td>
</tr>
<tr>
<td>Electronic learning environment</td>
<td>47</td>
</tr>
<tr>
<td>Emergency Fund</td>
<td>42</td>
</tr>
<tr>
<td>Emergency number</td>
<td>2</td>
</tr>
<tr>
<td>Emerging Markets</td>
<td>222</td>
</tr>
<tr>
<td>English Course for Business Studies</td>
<td>223</td>
</tr>
<tr>
<td>English Ia for IB&amp;M</td>
<td>224</td>
</tr>
<tr>
<td>English Ia for IE&amp;B/Economics</td>
<td>225</td>
</tr>
<tr>
<td>English Ib for IB&amp;M</td>
<td>227</td>
</tr>
<tr>
<td>English Ib for IE&amp;B/Economics</td>
<td>228</td>
</tr>
<tr>
<td>English Ic for IB&amp;M</td>
<td>229</td>
</tr>
<tr>
<td>English Ic for IE&amp;B/Economics</td>
<td>230</td>
</tr>
<tr>
<td>English Id for IE&amp;B/Economics</td>
<td>232</td>
</tr>
<tr>
<td>English Writing</td>
<td>233</td>
</tr>
<tr>
<td>Enterprise Information Systems</td>
<td>233</td>
</tr>
<tr>
<td>Entrepreneurial Skills I</td>
<td>234</td>
</tr>
<tr>
<td>Entrepreneurial Skills II</td>
<td>235</td>
</tr>
<tr>
<td>Entry requirement for the 2nd year</td>
<td>31</td>
</tr>
<tr>
<td>Environmental Economics</td>
<td>237</td>
</tr>
<tr>
<td>Evaluation</td>
<td>43</td>
</tr>
<tr>
<td>E-Venturing</td>
<td>238</td>
</tr>
<tr>
<td>Exam results</td>
<td>22</td>
</tr>
<tr>
<td>Exchange</td>
<td>34</td>
</tr>
<tr>
<td>Exchange Office</td>
<td>34</td>
</tr>
</tbody>
</table>
Study guide 2007-2008 FEB

Exchange Office, address..................................................................................................... 50
Exemption.............................................................................................................................. 23
Experimental Design and Analyses of Variance ................................................................. 239

F

Field Course Business & ICT
  Strategy & ICT ..................................................................................................................... 240
Field Course Business Development Ia
  Developing for Markets......................................................................................................... 241
Field Course Business Development Ib
  Developing from Technologies............................................................................................ 242
Field Course Change Management....................................................................................... 243
Field Course Finance............................................................................................................ 244
Field Course in Small Business Management......................................................................... 245
Field Course Marketing.......................................................................................................... 246
Field Course O&MC
  Organizational and Management Control ........................................................................... 248
Field Course Operations and Supply Chains........................................................................ 249
Field Course Strategy & Innovation
  Managing Non-technical Innovation.................................................................................. 250
Finance I for IE&B/Economics/Econometrics..................................................................... 251
Finance II for IE&B/Economics............................................................................................. 252
Finance Theory and Modelling............................................................................................... 253
Financial Accounting for IE&B/Economics/IB&M .............................................................. 253
Financial Accounting II E&M/A&C....................................................................................... 254
Financial Econometrics.......................................................................................................... 256
Financial Management for IB&M........................................................................................... 257
Fiscal Student’s Society Groningen....................................................................................... 60
Flexible Manufacturing Automation..................................................................................... 258
French I for IE&B/IB&M......................................................................................................... 259
French II for IE&B.................................................................................................................. 260

G

Game Theory .......................................................................................................................... 261
Gamma support centre, address.......................................................................................... 53
General Studies Modules (AVV) .......................................................................................... 90
Global Operations & Supply Chains...................................................................................... 261
Graduating............................................................................................................................. 35
Graduation Fund.................................................................................................................... 42
Grants....................................................................................................................................... 41
Group compositions............................................................................................................... 18

H

History of Economic Thought.............................................................................................. 262
History of Management......................................................................................................... 263
Honours Bachelor’s degree in Business Studies................................................................. 39
Honours Bachelor’s degree in Economics and Technology Management ......................................... 40
HRM & International Labour Law ........................................................................................................... 265
HRM & Labour Law (Distance Learning) ................................................................................................. 265

I

ICT

Human & Organizational Issues .................................................................................................................. 266
ICT Systems .................................................................................................................................................. 267
Individual dispensation from a rule, request to .......................................................................................... 25
Information Library for Study & Careers .................................................................................................. 29
Information sessions ...................................................................................................................................... 15
Information Systems for Operations & Supply Chains ........................................................................... 269
Information Systems Management ........................................................................................................... 267
Innovation & Entrepreneurship .................................................................................................................. 271
Innovative Operations ................................................................................................................................. 272
Institutional Determinants of Econ.Dev .................................................................................................. 273
Institutional Investment Management ....................................................................................................... 273
Integral Business Development

Organizing Business Development ........................................................................................................... 275
International Business Ia

Organization Design ...................................................................................................................................... 276
International Business Ib

Business Research Methods ....................................................................................................................... 277
International Business Iia

Strategic Management .................................................................................................................................. 278
International Business Iib

Organization and Management Theory ...................................................................................................... 279
International Business III

International Strategy and Innovation ........................................................................................................ 280
International Business Law I ...................................................................................................................... 281
International Business Law II ..................................................................................................................... 282
International Business Negotiations ........................................................................................................... 282
International Economics and Trade ........................................................................................................... 283
International Economics I for IE&B/ Economics

Introduction .................................................................................................................................................. 284
International Economics II for IE&B/Economics

International Monetary Economics ............................................................................................................. 285
International Economics III for Economics

International Rivalry ..................................................................................................................................... 286
International Economics III for IE&B

International Rivalry ...................................................................................................................................... 287
International Financial Management ........................................................................................................... 288
International HRM ........................................................................................................................................ 289
International Industrial Economics ............................................................................................................. 291
International Management Accounting & Control .................................................................................... 292
International Marketing for IB&M .............................................................................................................. 293
International Marketing I for IE&B/Economics .......................................................................................... 294
International Marketing II for IE&B .............................................................................................................. 295

437
<table>
<thead>
<tr>
<th>International Relations Office, address</th>
<th>55</th>
</tr>
</thead>
<tbody>
<tr>
<td>International Service Desk</td>
<td>34</td>
</tr>
<tr>
<td>International Service Desk, address</td>
<td>55</td>
</tr>
<tr>
<td>International Strategic Management</td>
<td>296</td>
</tr>
<tr>
<td>International Study Project</td>
<td>59</td>
</tr>
<tr>
<td>International Trade and Location Theory</td>
<td>298</td>
</tr>
<tr>
<td>International Trade for Pre-MSc IE&amp;B</td>
<td>299</td>
</tr>
<tr>
<td>Internship desk</td>
<td>37</td>
</tr>
<tr>
<td>Introduction study programmes IB&amp;M and IE&amp;B</td>
<td>74</td>
</tr>
<tr>
<td>Introduction to Actuarial Science</td>
<td>299</td>
</tr>
<tr>
<td>Introduction to Computers</td>
<td>300</td>
</tr>
<tr>
<td>Introduction to Econometrics</td>
<td>300</td>
</tr>
<tr>
<td>Introduction to HRM</td>
<td>301</td>
</tr>
<tr>
<td>Introduction to Management Consulting</td>
<td>302</td>
</tr>
<tr>
<td>Introduction to Mathematical Economics</td>
<td>303</td>
</tr>
<tr>
<td>Introduction to Operations Research</td>
<td>303</td>
</tr>
<tr>
<td>ISB</td>
<td>29</td>
</tr>
</tbody>
</table>

**L**

<table>
<thead>
<tr>
<th>Labour Economics</th>
<th>304</th>
</tr>
</thead>
<tbody>
<tr>
<td>Last course Regulations</td>
<td>25</td>
</tr>
<tr>
<td>Learning and Practising Research</td>
<td>305</td>
</tr>
<tr>
<td>Libraries</td>
<td>45</td>
</tr>
<tr>
<td>Libraries, address</td>
<td>53</td>
</tr>
<tr>
<td>Library FEB</td>
<td>45</td>
</tr>
<tr>
<td>Library, University</td>
<td>45</td>
</tr>
<tr>
<td>Life Insurance</td>
<td>306</td>
</tr>
</tbody>
</table>

**M**

<table>
<thead>
<tr>
<th>Macroeconomics &amp; Monetary Economics</th>
<th>307</th>
</tr>
</thead>
<tbody>
<tr>
<td>Macroeconomics for Pre-MSc IE&amp;B</td>
<td>308</td>
</tr>
<tr>
<td>Macroeconomics I for IE&amp;B/Economics/Econometrics</td>
<td>308</td>
</tr>
<tr>
<td>Macroeconomics II</td>
<td>309</td>
</tr>
<tr>
<td>Macroeconomics III</td>
<td>310</td>
</tr>
<tr>
<td>Macroeconomics IV</td>
<td>311</td>
</tr>
<tr>
<td>Management Accounting &amp; Inf.Management IB&amp;M</td>
<td>312</td>
</tr>
<tr>
<td>Management Accounting &amp; Information Management</td>
<td>313</td>
</tr>
<tr>
<td>Management Accounting Change Design</td>
<td>314</td>
</tr>
<tr>
<td>Management Accounting for Technological Innovation</td>
<td>315</td>
</tr>
<tr>
<td>Management Consulting</td>
<td>316</td>
</tr>
<tr>
<td>Managing International Business Organization</td>
<td>318</td>
</tr>
<tr>
<td>Market Research</td>
<td>319</td>
</tr>
<tr>
<td>Marketing I for Econometrics</td>
<td>320</td>
</tr>
<tr>
<td>Marketing Leadership</td>
<td>321</td>
</tr>
<tr>
<td>Topic</td>
<td>Page</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Marketing Model Building</td>
<td>322</td>
</tr>
<tr>
<td>Marketing Theory</td>
<td>323</td>
</tr>
<tr>
<td>Markets and Competition</td>
<td>323</td>
</tr>
<tr>
<td>MARUG</td>
<td>60</td>
</tr>
<tr>
<td>Master's degree certificate</td>
<td>36</td>
</tr>
<tr>
<td>Master's Thesis Actuarial Studies</td>
<td>324</td>
</tr>
<tr>
<td>Master's Thesis BA Business &amp; ICT</td>
<td>325</td>
</tr>
<tr>
<td>Master's Thesis BA Business Development</td>
<td>325</td>
</tr>
<tr>
<td>Master's Thesis BA Finance</td>
<td>326</td>
</tr>
<tr>
<td>Master's Thesis BA Marketing</td>
<td>327</td>
</tr>
<tr>
<td>Master's Thesis BA Operations &amp; Supply Chains</td>
<td>327</td>
</tr>
<tr>
<td>Master's Thesis BA Organizational &amp; Management Control</td>
<td>328</td>
</tr>
<tr>
<td>Master's Thesis BA Small Business &amp; Entrepreneurship</td>
<td>329</td>
</tr>
<tr>
<td>Master's Thesis BA Strategy &amp; Innovation</td>
<td>330</td>
</tr>
<tr>
<td>Master's Thesis Econometrics</td>
<td>330</td>
</tr>
<tr>
<td>Master's Thesis Economics</td>
<td>331</td>
</tr>
<tr>
<td>Master's Thesis HRM</td>
<td>332</td>
</tr>
<tr>
<td>Master's Thesis HRM (25 EC)</td>
<td>333</td>
</tr>
<tr>
<td>Master's Thesis IB&amp;M</td>
<td>334</td>
</tr>
<tr>
<td>Master's Thesis IE&amp;B</td>
<td>335</td>
</tr>
<tr>
<td>Master's Thesis Operations Research</td>
<td>336</td>
</tr>
<tr>
<td>Master's Thesis Research Master Economics &amp; Business</td>
<td>337</td>
</tr>
<tr>
<td>Master's Thesis Technology Management</td>
<td>337</td>
</tr>
<tr>
<td>Master's Thesis BA Change Management</td>
<td>338</td>
</tr>
<tr>
<td>Mathematics I for Pre-MSc IE&amp;B</td>
<td>339</td>
</tr>
<tr>
<td>Mathematics Ia for Econometrics</td>
<td>339</td>
</tr>
<tr>
<td>Mathematics Ia for IE&amp;B/Economics</td>
<td>340</td>
</tr>
<tr>
<td>Mathematics Ib for Econometrics</td>
<td>341</td>
</tr>
<tr>
<td>Mathematics Ib for IE&amp;B/Economics</td>
<td>341</td>
</tr>
<tr>
<td>Mathematics Ic for Econometrics</td>
<td>342</td>
</tr>
<tr>
<td>Mathematics Ic for IE&amp;B/Economics</td>
<td>342</td>
</tr>
<tr>
<td>Mathematics Id for Econometrics</td>
<td>342</td>
</tr>
<tr>
<td>Mathematics II for Pre-MSc IE&amp;B</td>
<td>342</td>
</tr>
<tr>
<td>Mathematics IIa for Economics</td>
<td>343</td>
</tr>
<tr>
<td>Mathematics IIa for IE&amp;B</td>
<td>343</td>
</tr>
<tr>
<td>Mathematics IIb for Economics</td>
<td>344</td>
</tr>
<tr>
<td>Matrices, Graphs, Convexity</td>
<td>345</td>
</tr>
<tr>
<td>Microeconometrics</td>
<td>346</td>
</tr>
<tr>
<td>Microeconomics &amp; Industrial Organization</td>
<td>347</td>
</tr>
<tr>
<td>Microeconomics for Pre-MSc IE&amp;B</td>
<td>348</td>
</tr>
<tr>
<td>Microeconomics I for Econometrics</td>
<td>349</td>
</tr>
<tr>
<td>Microeconomics I for IE&amp;B/Economics</td>
<td>349</td>
</tr>
<tr>
<td>Microeconomics III</td>
<td>350</td>
</tr>
<tr>
<td>Modelling</td>
<td>351</td>
</tr>
<tr>
<td>Money and Banking</td>
<td>352</td>
</tr>
<tr>
<td>Multivariate Data Analysis</td>
<td>353</td>
</tr>
<tr>
<td>N</td>
<td>Nestor</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>New Ventures &amp; Entrepreneurship</td>
<td>354</td>
</tr>
<tr>
<td>O</td>
<td>Office hours</td>
</tr>
<tr>
<td>Omega</td>
<td>63</td>
</tr>
<tr>
<td>Oral exam</td>
<td>25</td>
</tr>
<tr>
<td>Organization Theory &amp; Comp.Bus.Systems</td>
<td>355</td>
</tr>
<tr>
<td>Organization Theory for IB&amp;M</td>
<td>356</td>
</tr>
<tr>
<td>Organizational Analysis Skills</td>
<td>356</td>
</tr>
<tr>
<td>Organizational Behaviour</td>
<td>360</td>
</tr>
<tr>
<td>Communication Skills for IB&amp;M</td>
<td>357</td>
</tr>
<tr>
<td>Organizational Behaviour &amp; Cultural Diversity</td>
<td>359</td>
</tr>
<tr>
<td>Organizational Behaviour &amp; HRM</td>
<td>361</td>
</tr>
<tr>
<td>Organizational Change and Business Development</td>
<td>362</td>
</tr>
<tr>
<td>Organizational Change for IB&amp;M</td>
<td>25</td>
</tr>
<tr>
<td>Overlapping exams</td>
<td>13</td>
</tr>
<tr>
<td>Personal circumstances</td>
<td>25, 33</td>
</tr>
<tr>
<td>Personal problems</td>
<td>31</td>
</tr>
<tr>
<td>Personnel Economics</td>
<td>364</td>
</tr>
<tr>
<td>Philosophy of Science &amp; Research Meth</td>
<td>365</td>
</tr>
<tr>
<td>Photocopying, card for</td>
<td>48</td>
</tr>
<tr>
<td>Plagiarism</td>
<td>24</td>
</tr>
<tr>
<td>Portfolio Management</td>
<td>61</td>
</tr>
<tr>
<td>Process Innovation &amp; Operation Excellence</td>
<td>366</td>
</tr>
<tr>
<td>Product Development</td>
<td>367</td>
</tr>
<tr>
<td>Product Development, Production Management &amp; Supply Chain Management in the Process Industries</td>
<td>368</td>
</tr>
<tr>
<td>Production and Operations Management</td>
<td>368</td>
</tr>
<tr>
<td>Programma coordinators</td>
<td>11</td>
</tr>
<tr>
<td>Programme directors</td>
<td>11</td>
</tr>
<tr>
<td>Programming I for Econometrics</td>
<td>369</td>
</tr>
<tr>
<td>Programming II for Econometrics</td>
<td>370</td>
</tr>
<tr>
<td>Public Choice &amp; Law and Economics</td>
<td>370</td>
</tr>
<tr>
<td>Public Finance</td>
<td>372</td>
</tr>
<tr>
<td>Quality assurance</td>
<td>43</td>
</tr>
<tr>
<td>Topic</td>
<td>Page</td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>Quant. Research Methods for Pre-MSc IE&amp;B</td>
<td>372</td>
</tr>
<tr>
<td>Quantitative Finance</td>
<td>374</td>
</tr>
<tr>
<td>Quantitative Logistics</td>
<td>374</td>
</tr>
<tr>
<td>Quest</td>
<td>61</td>
</tr>
<tr>
<td>R</td>
<td></td>
</tr>
<tr>
<td>Registration for a course</td>
<td>17</td>
</tr>
<tr>
<td>Registration for a degree programme</td>
<td>16</td>
</tr>
<tr>
<td>Registration for exams</td>
<td>17</td>
</tr>
<tr>
<td>Registration period courses</td>
<td>17</td>
</tr>
<tr>
<td>Registration period exams</td>
<td>17</td>
</tr>
<tr>
<td>Request for a certificate</td>
<td>35</td>
</tr>
<tr>
<td>Research Bureau</td>
<td>37</td>
</tr>
<tr>
<td>Research Methodology for MSc IB&amp;M</td>
<td>376</td>
</tr>
<tr>
<td>Research Methodology for MSc IE&amp;B</td>
<td>376</td>
</tr>
<tr>
<td>Research Methodology for Pre-MSc IB&amp;M</td>
<td>378</td>
</tr>
<tr>
<td>Research Methods I for IB&amp;M</td>
<td>379</td>
</tr>
<tr>
<td>Research Methods II for IB&amp;M</td>
<td>380</td>
</tr>
<tr>
<td>Researchlab Econometrics</td>
<td>380</td>
</tr>
<tr>
<td>Resits</td>
<td>18, 22</td>
</tr>
<tr>
<td>Retail Marketing</td>
<td>381</td>
</tr>
<tr>
<td>Right of appeal</td>
<td>26</td>
</tr>
<tr>
<td>RISK</td>
<td>59</td>
</tr>
<tr>
<td>Risk and Derivatives</td>
<td>382</td>
</tr>
<tr>
<td>Risk Insurance</td>
<td>382</td>
</tr>
<tr>
<td>Risk Models</td>
<td>383</td>
</tr>
<tr>
<td>Rules and Regulations</td>
<td>22</td>
</tr>
<tr>
<td>S</td>
<td></td>
</tr>
<tr>
<td>Science Shop</td>
<td>37</td>
</tr>
<tr>
<td>Science Shop, address</td>
<td>53</td>
</tr>
<tr>
<td>Secretariats, address</td>
<td>50</td>
</tr>
<tr>
<td>Service Desk</td>
<td>46</td>
</tr>
<tr>
<td>Service Operations</td>
<td>384</td>
</tr>
<tr>
<td>Services Marketing</td>
<td>385</td>
</tr>
<tr>
<td>Sexual harassment</td>
<td>31</td>
</tr>
<tr>
<td>Simulation of Business Processes</td>
<td>386</td>
</tr>
<tr>
<td>Skills for Master’s Thesis Human Resource Management</td>
<td>387</td>
</tr>
<tr>
<td>Skills Training &amp; Thesis Preparation MSc BA Change Management</td>
<td>388</td>
</tr>
<tr>
<td>Small Business Economics</td>
<td>390</td>
</tr>
<tr>
<td>Social System Analysis of Technological Innovations</td>
<td>391</td>
</tr>
<tr>
<td>Software</td>
<td>46</td>
</tr>
<tr>
<td>SOM, address</td>
<td>53</td>
</tr>
<tr>
<td>Spanish I for IE&amp;B/IB&amp;M</td>
<td>392</td>
</tr>
<tr>
<td>Spanish II for IE&amp;B</td>
<td>393</td>
</tr>
</tbody>
</table>
Spatial Economics & Econometrics .......................................................... 394
Spatial Economics (Ruimtelijke Economics) ........................................... 396
Specialization Course Business & ICT ..................................................... 397
Specialization Course Econometric Methods ......................................... 398
Specialization Course Financial Intermediation .................................... 399
Specialization Course Generalized Linear Models ................................. 399
Specialization Course Human Resource Management
Labour Law and Employee Participation .................................................. 400
Specialization Course in Applied Operations Research ......................... 402
Specialization Course OMC
Management Accounting ........................................................................ 402
Specialization Course Operations & Supply Chains ............................... 404
Specialization Course Political Economics ............................................ 406
Specialization Course Small Bus.&Entrepreneurship
Fundamentals of SB&E .......................................................................... 407
Specialization Course Strategy & Innovation
Non-Technical Innovation and its Environment ..................................... 409
SSC ........................................................................................................ 28
Statistics I
Skills for IB&M ....................................................................................... 412
Statistics I for IB&M ............................................................................. 410
Statistics I for Pre-MSc IE&B ................................................................. 411
Statistics Ia for Econometrics ............................................................... 412
Statistics Ia for IE&B/Economics .......................................................... 413
Statistics Ib for Econometrics ............................................................... 414
Statistics Ib for IE&B/Economics .......................................................... 414
Statistics Ic for Econometrics ............................................................... 415
Statistics Id for Econometrics ............................................................... 416
Statistics II for IB&M ............................................................................ 416
Statistics II for IE&B/Economics .......................................................... 417
Statistics II for Pre-MSc IE&B ............................................................... 418
Statistics IIa for Econometrics .............................................................. 418
Statistics IIb for Econometrics .............................................................. 419
Stochastic Models ............................................................................... 419
Stochastic Programming ....................................................................... 420
Strategic Management .......................................................................... 421
Strategic Management of Technology .................................................. 422
Strategy & Innovation .......................................................................... 424
Student Administration Office, address .................................................. 49
Student psychologists ........................................................................... 30
Student psychologists, address ............................................................. 55
Student Service Centre .......................................................................... 28
Student Service Centre, address ............................................................ 54
Student Service Desk ............................................................................ 16, 28
Student Service Desk, address ............................................................... 54
Study advisors ...................................................................................... 30
Study advisors’ office ............................................................................ 30
<table>
<thead>
<tr>
<th>Topic</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Study Advisors’ Office, address</td>
<td>49</td>
</tr>
<tr>
<td>Study choice</td>
<td>29</td>
</tr>
<tr>
<td>Study costs policy</td>
<td>41</td>
</tr>
<tr>
<td>Study delay</td>
<td>29</td>
</tr>
<tr>
<td>Study load</td>
<td>23</td>
</tr>
<tr>
<td>Study tips</td>
<td>31</td>
</tr>
<tr>
<td>Studying abroad</td>
<td>34</td>
</tr>
<tr>
<td>Substitution of courses</td>
<td>13</td>
</tr>
<tr>
<td>Successful Study Groups</td>
<td>27</td>
</tr>
<tr>
<td>Supervision</td>
<td>27</td>
</tr>
<tr>
<td>Supply Chain Analysis</td>
<td>425</td>
</tr>
<tr>
<td>Sustainability for Engineers</td>
<td>426</td>
</tr>
<tr>
<td>Syllabus Shop</td>
<td>48</td>
</tr>
<tr>
<td>Systems Engineering</td>
<td>427</td>
</tr>
<tr>
<td>Teaching and Examination Regulations</td>
<td>22</td>
</tr>
<tr>
<td>Technology Business Plan</td>
<td>428</td>
</tr>
<tr>
<td>Test and questionnaire construction</td>
<td>429</td>
</tr>
<tr>
<td>Theoretical Foundations of Corporate Finance</td>
<td>430</td>
</tr>
<tr>
<td>Timetables</td>
<td>18</td>
</tr>
<tr>
<td>Tips for studying</td>
<td>31</td>
</tr>
<tr>
<td>Top sport</td>
<td>25</td>
</tr>
<tr>
<td>Transfer to a HBO programme</td>
<td>32</td>
</tr>
<tr>
<td>Transfer to another study programme</td>
<td>32</td>
</tr>
<tr>
<td>UB</td>
<td>45</td>
</tr>
<tr>
<td>University Library</td>
<td>45</td>
</tr>
<tr>
<td>VERAF</td>
<td>62</td>
</tr>
<tr>
<td>VESTING</td>
<td>58</td>
</tr>
<tr>
<td>Working Capital Management</td>
<td>431</td>
</tr>
</tbody>
</table>