

TEACHING AND EXAMINATION REGULATIONS

TIAS BUSINESS SCHOOL BV

2019-2020

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## Chapter 1. General Provisions

### Article 1.1 Applicability of the regulation

This regulation applies to the instruction and examination(s) of the Preparation Module and the following Masters programs:

- Division Executive Master Programs:
  - Executive Master in Finance (MiF)
  - Executive Master of Public and Non-Profit Management (MPM)
  - Executive Master of Business Valuation (MBV)
  - Executive Master of Health Administration (MHA)
  - Executive Master of Information Management (MIM)
  - Executive Master of IT-Auditing (EMITA)
  - Executive Master of Management and Organization (MMO)
  - Executive Master of Management in Education (MME)
  - Executive Master of Marketing (MM)
  - Executive Master of Operations and Supply Chain Management (MOS)
  - Executive Master of Real Estate (MRE)
  - Register Controller / Executive Master of Finance and Control (EMFC)
  
- Division MSc Programs:
  - Full-Time International MSc in Business Administration
  - Part-Time International MSc in Business Administration
  
- Division MBA Programs:
  - International Full-Time Master of Business Administration
  - Executive Master of Business Administration

Henceforth to be called: “the programs”. All programs are provided within TIAS Business School BV, henceforth to be called “TIAS”.

### Article 1.2 Definition of terms

1. Where the terms that appear in these regulations also appear in the Dutch higher education and research act (WHW), they will have the meaning given to them in that Act.
2. In this regulation the following definitions apply:
  - a. Academic Council: responsible for ensuring the academic quality of the programs on an on-going base, and appeal authority for decisions of the Examination Board.
  - b. Academic Director (AD): the person who is responsible for the content of a program.
  - c. The Act: the Dutch higher education and research Act (Wet op het hoger onderwijs en wetenschappelijk onderzoek, WHW).
  - d. Admission Board: board charged with the admission procedure.
  - e. ECTS-credits: credit points in accordance with the European Credit Transfer System.
  - f. Examination Board: a board appointed by the Executive Management of TIAS within the meaning of Section 7.12 of the Act.
  - g. Examinee: a person who undergoes a preliminary examination or a final examination.

- h. Examiner: a faculty member or external expert who sets preliminary examinations for a module and has been designated as such by the Examination Board.
- i. Extra optional module: a module that can be chosen on top of the compulsory program.
- j. Customization: flexible composition of the program.
- k. Final examination: the totality of preliminary examinations passed in modules belonging to a degree program, if necessary supplemented by an investigation by examiners designated by the Examination Board of the knowledge, understanding and skills of a participant.
- l. Module: an educational unit of the program, in the sense intended by the law. Within the online platform *Canvas*, a module is called “course”.
- m. Participant: a person who has enrolled at TIAS with a view to receiving instruction and/or taking the preliminary examinations and being examined for one or more programs.
- n. Practical assignment: a practical assignment, as referred to in article 7.13, subsection 2d of the Act in one of the following modes:
  - writing a thesis;
  - writing an essay, paper or research assignment;
  - executing a research assignment;
  - participating in fieldwork or an excursion;
  - participating in an online quiz or assignment;
  - attending a traineeship or internship;
  - participating in any other instruction activity aimed at acquiring certain skills.All rules regarding preliminary examination are also applicable to practical assignments.
- o. Preliminary examination: written, online or oral test. This includes assignments, essays, presentations, games, portfolio etc.;
- p. Program Management: consists of the Academic Director(s), the Program Manager and, if applicable, the Program Management Assistant.
- q. Program Manager: tasked with the day-to-day affairs of a program.
- r. Retake: a second opportunity to complete a module.
- s. Session: each module consists of one or more sessions. A session can be a meeting, case, lecture, etc. A session can also be an online session.
- t. Test: investigation of the knowledge, understanding and skills of a participant in the area of a module and assessment of the results of this investigation.
- u. Digital learning environment: a digital environment in which information regarding the programs and modules are posted.

### **Article 1.3 Recordings of lectures**

The prior written consent of the faculty member is required to make video or audio recordings of lectures and other module activities and assessment inspections, even if such recordings are intended for the participant’s own use for the purpose of study only. Participants may not distribute the recordings or use them for their own personal use without prior written permission from the faculty member and TIAS.

## **Chapter 2. Admission**

### **Article 2.1 Admission to the program**

1. The Executive Board of the school is responsible for the admission of a candidate. The Executive Board delegates the admission of a candidate to an Admission Board of a program.

2. Rules concerning admission and the Admission Board can be found in the “Regulations Admission Board Degree programs TIAS Business School BV”.

## Chapter 3. Content and structure of the programs

### Article 3.1 Composition of the programs

The curriculum and program specific additions and exceptions to the Teaching and Examination Regulation are laid down in the Appendix of the program in concern (Appendix 3).

### Article 3.2 Goals of the programs

After completion of the program the participant possesses knowledge, insight and skills in the field of one of the programs concerned. The learning goals for each program can be found in the course descriptors on the digital learning environment. In case specific entry demands for taking a module are required, these will be mentioned in the Appendix for the program in concern.

### Article 3.3 Form of the programs

All programs of the school are taught on a full-time or part-time basis. In addition, programs may have options for flexibility. Flexibilization can take place on various aspects, including: pace/study duration, location, time/starting time(s), work forms, assessments and supervision. This is included in appendix 3 for each program.

### Article 3.4 Attendance

1. Attendance of all sessions is compulsory.
2. In case a participant is not able to attend a session, the Academic Director and Program Manager have to be informed in writing prior to the start of the session. The participant should stipulate the reason of absence. This will be added to the participant's file.
3. The Academic Director decides if and in which way the absence can be repaired. If a participant misses up to 20% of a module, the Academic Director can expect the participant to do an extra assignment.
4. If a participant misses more than 20% of the program, the Academic Director may decide that the participant is allowed to continue with these parts of the program for which the participant has paid the tuition fees. However, in that case the participant will not receive a degree or diploma and no restitution of the tuition fee.

### Article 3.5 Study load

1. The study load is expressed in ECTS credits.
2. The programs comprise a minimum study load of 60 ECTS credits.

### Article 3.6 Language of instruction

1. The language of instruction in the programs is English and/or Dutch. The language of instruction for the program can be found in Appendix 3.
2. All examinations within a specific program will be held in the language of that specific program.
3. According to article 7.2 of the Act, the code of conduct concerning the language of programs is laid down in the document: TIAS code of conduct language of NVAO accredited programs.

## **Article 3.7 Evaluations**

During the program, formal and informal evaluations will take place on a regular basis. Formal evaluations are written evaluations of faculty members and the content of the module, and at the end of the program the complete program. Informal evaluation will take place through meetings of sounding boards.

## **Article 3.8 Optional subjects**

1. Optional subjects that are not a part of the compulsory program can be mentioned on the certificate, if these subjects belong to a Master's program. As a rule no prior permission of the Examination Board is required in order to take a free optional subject. However, prior permission of the Examination Board is required if one wants to take a free optional subject that is being offered by any university other than Tilburg University and Eindhoven University of Technology.
2. Notwithstanding that which is stipulated in paragraph 1 the school is not responsible for actual admission to courses or modules of other schools or universities.
3. Notwithstanding that which is recorded in paragraph 1 the school is not responsible for establishing a time for the classes and tests for modules offered by other schools or universities nor for any possible conflicts of time.

## Chapter 4. Preliminary examinations and examinations

### Article 4.1 General

1. Every part of the program is concluded with a test.
2. Through a preliminary examination, the participant is tested on the academic knowledge as well as if a sufficient level of understanding and skills in the area of a module have been achieved.

### Article 4.2 Testing plan

The Examination Board has approved a testing plan for every program. The learning objectives of the entire program must be covered. The Examination Board is allowed to set additional requirements (for instance for group assignments). The testing plan can be found in the Appendix of the program in concern and consists of the following subjects:

1. the end qualifications of the program;
2. the method of testing per module or part of a module.
3. the coherence between the learning goals and the modules.

### Article 4.3 Final examination of the programs

1. Each program is being concluded with a final module. This can be a thesis, management project, portfolio or integrative project. This final module is at least 15 ECTS credits.
2. All preliminary exams must have been completed successfully before the thesis may be handed in and defended.
3. The Academic Director of a program can decide that admission to the final module can only be acquired by obtaining a minimum number of ECTS credits. If applicable, this is announced in the Appendix for the program in concern.
4. Should a participant unexpectedly not be able to meet the deadline of the final module, he or she can request, before the deadline, a deferment in writing with a substantiated reason, with the Academic Director. Deferment can only be given for a maximum of one year after the original due date of the master thesis.

### Article 4.4 Preliminary examinations

1. The Examination Board is responsible for organizing and coordinating the preliminary examinations. The guidelines are incorporated in the Rules and Guidelines Examination Board.
2. The opportunity to take preliminary examinations is provided for a maximum of two times for every academic year in order to successfully complete the module in question. This includes one exam and one retake. If the participant does not pass the module after the chances offered, the participant will have the opportunity to retake the module once again in the next academic year. This may have financial consequences (see appendix 2). In case the module has not been completed after the retake in the next academic year, a meeting will be planned with the Academic Director and the Examination Board. The outcome could be that it is necessary to follow the whole module yet again (at additional costs) or terminate the enrollment of the participant from the program (with a certificate of passed modules, but without a diploma and restitution of tuition fee).
3. The dates and time for written preliminary examinations are determined at least 30 days before the preliminary examination takes place. These dates are published on the digital learning environment. Due dates for all preliminary examinations are strict. A written request for deferment can be send, before the due date of the preliminary examination, to the Academic Director, via the Program Manager.



4. Date and time of the deadline are noted in the time-zone for the Netherlands (MET / METZ), unless stipulated otherwise.
5. Religious considerations can be taken into account in setting the preliminary examination dates. The participant must contact the Program Management before the start of the program.
6. Participants are obliged to take the preliminary examination and retake at the first chance. Exemptions for justifiable reasons of absence are granted by the Academic Director. Not participating at the first chance (without granted approval before the date of examination), will count as an attempt, as described in sub 2 of this article.
7. For the supervision of the final module participants are entitled to a total of three supervision meetings. When successful completion of the final module requires additional supervision, this will have financial consequences (see appendix 2). Respecting article 4.3.4, a maximum period of time can be set for the completion of the final module.
8. In case of retake of the final module, the entire module is to be completed again. It does not suffice to submit a revised version of the previously submitted work. If, after the retake the final module is not completed successfully, no further attempts are possible.
9. Preliminary examinations cannot take place within 15 working days before Graduation Day of that program.

#### **Article 4.5 Form of the preliminary examinations**

1. In most cases, the preliminary examinations are in the form of a written test. A written test can also take the form of a written assignment, a paper, report or essay, as well as a test consisting of both written and oral elements, and active class participation or discussions in the digital learning environment.
2. A written test can be a test on paper, digitally or online in the digital learning environment.
3. Each preliminary examination is completed individually, unless stipulated otherwise.
4. For each module the exact form of the preliminary examination(s) is communicated through the digital learning environment. Ultimately at the start of the module the examiner announces additions or alterations of the preliminary examination on the digital learning environment or through the Program Manager.
5. At the participant's request, the Examination Board can allow a preliminary examination to be taken in a manner different from the announcement on the digital learning environment. At the participant's request, under specific conditions, the Examination Board can allow a preliminary examination to be taken at a distant location.
6. In case a preliminary examination is a digital test at a distant location, a participant can request that this test is taken as a written, non-digital test at a TIAS location. The participant must send in a written request, before the start of the module, to the Academic Director. The Academic Director sets a date and time for this non-digital written test.
7. Participants who are mentally or physically challenged are given the opportunity to take the preliminary examinations in ways that are adapted to their individual situation as much as possible.
8. In the case it requires special facilities for taking a preliminary examination or a special form of preliminary examination, the participant must submit a request to the Examination Board. If necessary, the Examination Board seeks expert advice before making a decision. The participant must inform the Examination Board within ten working days upon release of the preliminary examination date. The procedure is described in the Policy Functional Limitation.

#### **Article 4.6 Oral preliminary examinations**

1. At oral preliminary examinations no more than one person at a time is given an examination, unless it was announced differently upfront.
2. In principle, the dates of oral preliminary examinations will be determined through mutual consent between the examiner and the participant concerned.
3. An oral preliminary examination is always conducted by a minimum of two examiners, unless all parties agree to record the examination. In that case one examiner can conduct the examination.

The record will be kept for the period of time mentioned in article 6.2 of the Rules and Regulation Examination Board 2019-2020.

4. An oral preliminary examination is not held in public. The participant may request for an external party who can act as a witness. Requests should be send to Examination Board latest 20 working days before the examination takes place.
5. For oral preliminary examinations a report will be made, describing the parts that have been examined and explaining the assessment for each part.

#### **Article 4.7 Duration of the preliminary examination**

The duration of written preliminary examinations will be announced on digital learning environment at the start of the module.

#### **Article 4.8 Determination and publication of the results of an preliminary examination**

1. The Examination Board determines the result of a preliminary examination within twenty working days after the day on which the preliminary examination has taken place or had to be handed in.
2. The official result of a written preliminary examination is made available through the digital learning environment. In case of administrative mistakes, TIAS reserves the right to adjust its administration.
3. When the result of a preliminary examination is being announced, the participant, after consultation with the Academic Director and/or the examiner, has the right to appeal at the Examination Board of TIAS within twenty working days after the publication of the result. Appeals submitted after this term will be dismissed.

#### **Article 4.9 Right of inspection**

1. Up to twenty working days after the publication of the result of a written preliminary examination, a participant may inspect the examined work on request and may take cognizance of the preliminary examination in question, as well as the standards applied in the assessment.
2. The examiner (in case of absence, the Program Manager) determines a fixed time and place for the inspection or cognizance. If the participant concerned can prove that force majeure prevented him from appearing at that particular time and place, he will be offered another opportunity, if possible within the period mentioned in the first paragraph.

#### **Article 4.10 Exemption**

1. At the participant's written request and after hearing the examiner in question the Examination Board can exempt a participant from an preliminary examination of a module, if the participant either has already successfully completed a course or module of an academic or higher professional program whose content, level and study load sufficiently resembles the module in question; either proves by working or professional experiences to sufficiently possess the knowledge and skills concerning the course in question. For the Preparation Module the Academic Director can grant exemptions. Exemptions can only be granted if it is not in conflict with additional regulations in the Appendix of the program in concern.
2. In as far as the exemptions, mentioned in the first paragraph of this article, have been granted on the basis of successfully concluded course outside the program, they shall not exceed a maximum of 22 ECTS credits per participant.
3. An exemption from completing the final module shall never be granted.
4. Unless a request must be rejected on formal grounds, the Examination Board will hear the examiner(s) concerned before deciding on the request made.
5. Exemption requests should be submitted with the Examination Board ultimately 30 working days before the start of the module in concern.
6. Exemption requests must be substantiated and must be accompanied by proof of evidence.

## **Article 4.11 Degree**

1. Those who have passed the final examination of an NVAO accredited program, are granted the degree “Master of (followed by the name of the program in question)”, awarded by TIAS. The participant is granted the degree “Master of Science”, as in line with article 7.10 of the Act.
2. Those who have passed the final examination of a non-NVAO accredited program, are granted the degree “Master of (followed by the name of the program in question)”, awarded by TIAS.
3. The degree conferred will be registered on the diploma and supplement of the diploma.

## **Chapter 5. Participant support and guidance**

### **Article 5.1 Study progress administration**

1. The Executive Board of TIAS takes care of the study support system for participants.
2. The Program Manager monitors the study progress of participants. In case of a delay, the Program Manager will contact the Academic Director.
3. In case a participant is falling behind for 3 modules or more without medical or other special circumstances beyond control, a meeting with the Academic Director will be held. During this meeting the possibility to complete the program within the scheduled time will be discussed. In case of a positive outcome, a schedule will be drafted. This schedule must not exceed the initial due date of the thesis with more than one year. Notes of the meeting will be send to the participant. In case the planning could not be followed and at a certain point does exceed the original due date of the thesis with more than one year, the process of terminating the enrollment of the participant from the program (with a certificate of passed modules but without diploma or restitution of tuition fee) will start.
4. For the purpose of study progress of the educational program at TIAS, use and consultation of online information and activities can be monitored.

## **Chapter 6. Transitional and final provisions**

### **Article 6.1 General hardship clause**

In exceptional cases, at the discretion of the Vice-Dean, where application of this regulation would lead to injustice of considerable disposition, the Vice-Dean can diverge from this regulation. A request for application of the general hardship clause can be submitted with the Policy Adviser Education. The Vice-Dean will decide upon a request for application of this clause within 30 working days.

### **Article 6.2 Changes**

1. Changes of this Regulation will be determined by the Vice-Dean by means of separate decrees, after hearing the Academic Director of the program concerned, and after consultation of the Academic Council.
2. A change of this Regulation may not concern the present academic year, unless this does not unreasonably impair the interests of participants.

3. A change of this Regulation cannot impair any other decision that has previously been taken in accordance with this Regulation regarding a specific participant.

### **Article 6.3 Language**

In the case of discrepancy between the Dutch and the English texts resulting from translation, the Dutch text will prevail.

### **Article 6.4 Publication**

1. The Vice-Dean is responsible for a suitable announcement of this Regulation, of the rules and guidelines laid down by the Examination Board, and of any change of these documents.
2. Through the digital learning environment, participants, faculty and staff of TIAS can access and review the documents referred to in the first paragraph.

### **Article 6.5 Effective date**

This regulation becomes effective on 1 September 2019 and replaces all previous versions.

As decreed by the Vice-Dean of TIAS on 1 September 2019.

## Appendix 1. Pre-Master

### Applicability of the regulation

This appendix applies to the instruction and examination(s) of the following Pre-Master, for the in table 1 mentioned programs. The Rules and Guidelines Examination Board of TIAS School for Business and Society are also fully applicable.

### Admission to the Preparation Module

For all NVAO accredited TIAS programs, participants with an HBO Bachelor degree are required to successfully complete the Preparation Module of TIAS before the start of the program for which the participant has registered.

Admission to the Preparation module is possible exclusively on the recommendation of the Academic Director of the master program to which the participant applied. If the participant wishes to follow the Preparation module as a separate program, admittance is only possible after the recommendation of the Academic Director of the Preparation Module. For the full policy on admission, see the Regulation Admission Board of TIAS.

Shortly after enrollment for a master program of TIAS, the participant will get access to the learning management system of the Preparation module. Instructions on the use of the system will also be provided.

### Content of the Preparation Module

1. For admission in the in table 1 mentioned Executive Master programs, TIAS has created a Pre-Master.
2. The Preparation module consists of the following parts and study load:
  - Academic Reading and Writing (AWS) 4 ECTS
  - Quantitative Methods (QM) 4 ECTS
  - Accounting and Finance (A&F) 4 ECTSSee table 1 for the language of the Pre-Master modules and the examinations as well as for the mandatory components of a certain program.
3. The participant should bear in mind that the Pre-Master needs to be completed before the candidate can start with the program for which the participant applied.

### Goals of the parts of the Pre-Master

After completion of the Pre-Master the participant has knowledge, insight and skills in the area of the specific parts of the Pre-Master. The final qualifications for each part can be found in the course descriptions.

Table 1. Overview programs

Master	Mandatory parts	Language
Executive Master in Finance (MiF)	AWS, QM	ENG
Executive Master of Public and Non-Profit Management (MPM)	AWS, QM, A&F	NL
Executive Master of Business Valuation (MBV)	AWS, QM	ENG/NL
Executive Master of Health Administration (MHA)	AWS, QM, A&F	NL
Executive Master of Information Management (MIM)	AWS, QM, A&F	ENG
Executive Master of IT-Auditing (EMITA)	AWS, QM	NL
Executive Master of Management and Organization (MMO)	AWS, A&F	NL
Executive Master of Management in Education (MME)	AWS, QM, A&F	NL
Executive Master of Marketing (MM)	AWS, QM	NL
Executive Master of Operations and Supply Chain Management (MOS)	AWS, QM, A&F	ENG
Executive Master of Real Estate (MRE)	AWS, QM, A&F	NL

### Completing the Pre-Master

If the participant did not pass the (entire) Pre-Master, the participant may retake the Pre-Master at the next offering (again this includes one exam and one retake), provided the approval of the Academic Director. If the participant still has not completed the Pre-Master successfully, he /she will be excluded from participation in the TIAS Pre-Master for a period of 3 years.

## Appendix 2. Overview of costs

Additional costs for delay (TIAS degree programs)		Specification
Thesis	€ 1.235,00	Per supervision period
Module	€ 155,00	Per daypart
Extra supervision per paper	€ 285,00	In case supervision has already taken place for a specific paper
Continuation fee (IT facilities, library & TIAS facilities)	€ 285,00	In all cases that a participant continues his or her studies after the initial cohort

## Appendix 3. Program Appendices

Master	CROHO	Language of the program and Appendix
Executive Master of Finance and Control (EMFC)	75019	Dutch
Executive Master of Management and Organization (MMO)	75072	Dutch
Executive Master in Finance (MiF)	75073	English
Executive Master of Business Valuation (MBV)	75074	English/Dutch
Executive Master of Public and Non-Profit Management (MPM)	75078	Dutch
Executive Master of Management in Education (MME)	75079	Dutch
Executive Master of Health Administration (MHA)	75086	Dutch
Executive Master of Operations and Supply Chain Excellence (MOS)	75087	English
Executive Master of Information Management (MIM)	75091	English
Executive Master of IT-Auditing (EMITA)	75099	Dutch
International Full-Time Master of Business Administration (FTMBA)	75101	English
Executive Master of Business Administration (EMBA)	-	English
Executive Master of Real Estate (MRE)	75106	Dutch
Executive Master of Marketing (MM)	75111	Dutch
International MSc in Business Administration (MScBA)	60410	English/Dutch



## Appendix Executive Master of Finance and Control

### Samenstelling van het programma

#### Leergangen aanvang vanaf september 2012

Register Controller / Executive Master of Finance and Control (RC / EMFC)	ECTS
Management Accounting and Control	6
Internal Control Accounting Information Systems	11
Strategic Management	5
Finance and Treasury Management	5
Production and Logistics Management	4
Financial Accounting and Reporting	11
Tax Law	2.5
Corporate Law	2.5
Information Management	5
Master Thesis / Business Research Methods	15
	<b>67</b>

### Leerdoelen

*In staat zijn om:*

1. verantwoordelijkheid te dragen met betrekking tot de inrichting van de interne financieel economische informatievoorziening van de organisatie;
2. verantwoordelijkheid te dragen met betrekking tot de voorbereiding van de externe financieel economische informatievoorziening van de organisatie;
3. zorg te dragen voor een optimale omloop van operationele, financiële en fiscale geldstromen (dan wel de verantwoordelijke experts in de organisatie hierbij te ondersteunen);
4. een zo objectief mogelijk oordeel te vellen omtrent de prestaties van de organisatie in samenhang met de doelstellingen en de risico's die de organisatie hierbij loopt;
5. beslissingsondersteuning te bieden bij de aanschaf en aanwending van schaarse middelen in de organisatie.
6. verschillende wetenschappelijke theoretische benaderingen kritisch te beschouwen en te beoordelen op toepasbaarheid voor een concreet en praktisch vraagstuk;
7. adequate verbanden te leggen tussen theorie en praktijk, door (a) relevante vraagstukken binnen de eigen organisatie te herkennen en adequaat te plaatsen in de context van theoretische benaderingen, door (b) theoretische benaderingen adequaat toe te passen op een concreet vraagstuk binnen de eigen beroepspraktijk, en door (c) bevindingen uit onderzoek te vertalen naar oplossingsgerichte toepassingen binnen de eigen beroepspraktijk
8. een complex vraagstuk op een multidisciplinaire wijze te bestuderen en kennis uit verschillende disciplines met elkaar te integreren;
9. zelfstandig en methodologisch verantwoord onderzoek te verrichten rond een vraagstuk binnen de eigen beroepspraktijk;
10. zelfstandig, onafhankelijk en op adequate wijze kunnen rapporteren over eigen onderzoek, zowel schriftelijk als mondeling.

### Eindtermen en de vakken waarin deze vooral aan de orde komen

Eindterm (ET) nr:	1	2	3	4	5	6	7	8	9	10
Internal Control Accounting Information Systems	x	x	x	x		x				x
Management Accounting & Control	x			x	x	x				x
Information Management	x	x					x			
Financial Accounting and Reporting		x		x						x
Strategic Management				x	x		x			x
Production and Logistics Management			x		x		x			x
Finance and Treasury Management			x	x	x					
Tax Law			x	x	x					
Corporate Law				x	x					
Business Research Methods / Thesis						x	x	x	x	x

## Toetsplan Executive Master of Finance and Control\*

Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Management Accounting and Control	6	Written exam	Class lectures	33
Financial Accounting and Reporting	11	Duo paper, presentation, participation, individual paper	Class lectures	54
Internal Control Accounting Information Systems	11	Written exam, practice case, oral exam	Class lectures	78
Information Management	5	Case analyses & presentation, written exam	Class lectures	30
Finance and Treasury Management	5	Take home exam, pre-assignments	Class lectures	18
Strategic Management	5	Group paper, presentation & defence	Class lectures	18
Corporate Law	2.5	Written exam	Practice cases	15
Tax Law	2.5	Written exam	Class lectures	15
Production and Logistics Management	4	Group paper, presentation & defence	Class lectures	18

Thesis / Business Research Methods	15	Papers, Thesis	Class lectures, Group meeting	28
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\*Er kan, na instemming van de examencommissie op basis van een beargumenteerd voorstel, worden afgeweken van het toetsplan. Indien dit het geval is, wordt dit via de elektronische leeromgeving medegedeeld.

## Aanvullingen/uitzonderingen op het Onderwijs- en Examenreglement TIAS Business School BV 2019/2020

### **Nadere regels en richtlijnen voor de examens ICAIS**

De aanvullende examenreglementen ten behoeve van (a) het **Elektronisch examineren**, (b) de **Nadere regels en richtlijnen voor de examens ICAIS** en (c) het **Protocol afsluitend examenonderdeel** zijn te vinden op Canvas (Onderwijs en Examenreglement).

### **Aanvulling op Artikel 4.3: Afsluitend examen van de programma's**

In principe zullen er examen symposia zijn indien er ten minste 3 examenkandidaten zijn. Voordat een kandidaat zijn afstudeerwerkstuk in een examensymposium mag verdedigen dient hij voor alle vakken/examenonderdelen van de RC-opleiding een voldoende behaald te hebben en aan alle overige verplichtingen – waaronder de financiële - jegens de opleiding te hebben voldaan.

### **Uitzondering op Artikel 4.4 lid 9: Tentamens**

Toetsen kunnen niet plaatsvinden binnen 7 werkdagen voor de dag van de officiële diploma uitreiking van dat programma.

### **Aanvulling op Artikel 4.10: Vrijstelling**

Deelnemers die de vakken Internal Control Accounting Information Systems en Financial Accounting and Reporting hebben afgerond in de opleiding tot registeraccountant komen in aanmerking voor vrijstelling voor zowel de lessen als het examenonderdeel van deze modules in de EMFC-opleiding. Deelnemers die een Mastertraject in Finance & Treasury (minimaal 60 ECTS) hebben afgerond, kunnen in aanmerking komen voor een vrijstelling voor het examenonderdeel van de module Finance and Treasury Management in de EMFC-opleiding, voor de lessen kan geen vrijstelling worden verkregen. Men kan een verzoek tot vrijstelling richten aan de Examencommissie.

Verzoeken tot vrijstellingen voor andere examenonderdelen dan die hierboven genoemd zijn, worden individueel door de Examencommissie van TIAS beoordeeld.

### **Aanvulling op Artikel 4.11: Verlening van graden**

De EMFC -opleiding is vanaf april 2006 geaccrediteerd als WO-master. Voor afgestudeerden sinds die tijd mag, omdat de opleiding is geaccrediteerd, de titel EMFC vervangen worden door de graad MSc. Titel en graad mogen niet gelijktijdig worden gevoerd. Bij inschrijving VRC kan het dienstmerk RC worden toegevoegd.

## Aanvullingen/uitzonderingen op de Regels en Richtlijnen Examencommissie TIAS Business School BV 2019/2020

### **Uitzondering op Artikel 6.1 Beoordeling van het resultaat**

In tegenstelling tot hetgeen beschreven is in Artikel 6.1 b is het voor de vakken Finance & Treasury Management en Financial Accounting and Reporting wel mogelijk om resultaten van (deel)tentamens lager dan 5,00 te compenseren door behaalde resultaten voor (deel)tentamens van dezelfde module.

## Appendix Executive Master of Management and Organization

### Samenstelling van het programma

#### Leergangen vanaf september 2019

<b>Executive Master of Management and Organization (MMO)</b>	<b>ECTS</b>
Business Research Methods	5
Strategic Management and Implementation	4
Financial Management and Accounting	4
Operations Management	4
Strategic Marketing & Management	4
HRM, Performance & Well-being	4
Dynamics of Inter-organizational Relationships	4
Management of Innovation	4
Leadership & Transformation	4
The Future of Business & Society	4
European Business Systems (studytrip)	4
Master Thesis	15
	Totaal 60

#### Leergangen vanaf september 2018

<b>Executive Master of Management and Organization (MMO)</b>	<b>ECTS</b>
Business Research Methods I	4
Strategic Management and Implementation	4
Financial Management and Accounting	4
Dynamics of Interorganizational Relationships	4
Operations Management	4
Innovation Management	4
Strategic Marketing & Management	4
Strategic HRM, Performance & Well-being	4
Leadership & Transformation	4
The Future of Business & Society	4
Business Research Methods II (preparation Master Thesis)	1
European Business Systems (studytrip)	4
Master Thesis	15
	Totaal 60

#### Leergangen vanaf september 2017

<b>Executive Master of Management and Organization (MMO)</b>	<b>ECTS</b>
Business Research Methods I	4
Orientation on Management and Organization	4
Strategic Management and Implementation	4
The Dynamics of Interorganizational Relationships	4
Financial Management and Accounting	4
Strategic Marketing and Management	4

Business Process - and Logistic Management	4
Strategic HRM, Performance & Well-being	4
Managing Change and Organizational Development	4
Innovation Management	4
Business Research Methods II (preparation Master Thesis)	1
European Business Systems (studytrip)	4
Master Thesis	15
	Totaal 60

## Leergangen gestart tussen september 2015 en augustus 2017

Executive Master of Management and Organization (MMO)	ECTS
Business Research Methods I	4
Orientation on Management and Organization	4
Strategic Management and Implementation	4
The Dynamics of Interorganizational Relationships	4
Financial Management and Accounting	4
Strategic Marketing and Management	4
Business Process Management and Logistic Management	4
Strategic HRM, Performance & Well-being	4
Innovation Management	4
Managing Change and Organizational Development	4
Business Research Methods II (preparation Master Thesis)	1
European Business Systems (studytrip)	4
Master Thesis	15
	Totaal 60

## Leerdoelen

The Executive Master of Management and Organization aims to provide participants with a thorough theoretical understanding of managerial concepts and the ability to apply these in practice. Based on this, the following learning outcomes and qualifications ('end terms') have been determined. Our graduates will:

1. Have a basic understanding of the main theories in the various M&O sub-fields.
2. Be informed about the most recent academic and practical developments in the various M&O sub-fields.
3. Be aware of the ethical, international and societal context and dilemmas in management
4. Be able to find and apply appropriate high-quality academic management knowledge (literature) to illuminate a practical problem.
5. Be able to apply appropriate scientific research methods to analyze practical management problems.
6. Be able to provide well-founded, balanced and well-articulated recommendations for management practice.
7. Be able to critically process and discuss new management issues in light of the extant literature.

8. Be able to distinguish between knowledge based on systematic research and opinion or practical experiences.

	<b>SUBJECT-SPECIFIC LEARNING GOALS</b>	<b>Contributing to endterm #</b>
L1 Business Research Methods I	<ul style="list-style-type: none"> <li>• Understanding the research process</li> <li>• Knowing various forms of research</li> <li>• Knowing the relevant steps in qualitative and quantitative research</li> </ul>	1, 2
L2 Strategic Management and Implementation	<ul style="list-style-type: none"> <li>• Knowing the various theoretical schools of thought on strategy and their relative strengths and weaknesses</li> <li>• Making a valid strategic analysis</li> <li>• Interpreting strategic positioning</li> <li>• Developing a sustainable strategic position</li> <li>• Using scenario's in strategic analysis</li> <li>• Doing environmental analysis</li> <li>• Knowing the roadblocks to strategic implementation and solutions</li> </ul>	1,2
L3 Financial Management and Accounting	<ul style="list-style-type: none"> <li>• Knowing and understanding organizational decisions from a financial-economic perspective, especially from a management accounting and control angle.</li> <li>• Understanding how investment decisions are taken from a finance perspective.</li> <li>• Understanding the possibilities and limitations of both the normative and empirical approach in these financial disciplines.</li> <li>• Applying financial-theoretical concepts to a real life case or a topical debate in a financial documentary</li> </ul>	1,2
L4 Dynamics of Inter-organizational Relationships	<ul style="list-style-type: none"> <li>• Learning from immediate in-class collaborative experience</li> <li>• Understanding the complex dynamics in multi-party cooperation and conflict</li> <li>• Understanding the impact of diversity in collaborative processes</li> <li>• Knowing social- and organizational concepts to explain multi-party collaboration phenomena</li> <li>• Reflecting on and interpreting in-class experiences in light of theory</li> </ul>	1, 2, 3
L5 Operations management	<ul style="list-style-type: none"> <li>• Knowing and understanding theories and methods to analyze organizational processes, chains and networks regarding their productivity, quality, flexibility and innovativeness</li> <li>• Noticing limitations in the organization of work and service delivery.</li> </ul>	1,2

	<ul style="list-style-type: none"> <li>• Providing recommendations to improve organizational processes and productivity</li> <li>• Experiencing planning and scheduling problems in-class</li> <li>• Applying knowledge from the perspective of organizations as value-generating systems.</li> </ul>	
L6 Innovation Management	<ul style="list-style-type: none"> <li>• Understanding the design and implementation of innovation strategy</li> <li>• Appreciating the trade-offs between innovation and existing business (models).</li> <li>• Knowing and understanding ways of organizing in high velocity, innovative environments</li> <li>• Designing interventions to increase innovativeness</li> <li>• Presenting actionable solutions</li> <li>• Appreciating and meeting the challenges of sustainability in innovation.</li> </ul>	1, 2
L7 Strategic Marketing and Management	<ul style="list-style-type: none"> <li>• Knowing the main aspects of strategic marketing</li> <li>• Understanding customer value management (CVM) and customer equity (CE)</li> <li>• Applying CVM and CE concepts in (service) organizations</li> <li>• Increasing awareness of the organization's position in the value chain and the competitive field</li> </ul>	1, 2
L8 Strategic HRM, Performance and Well-being	<ul style="list-style-type: none"> <li>• Knowing the theoretical and conceptual basis of strategic human resource management (SHRM)</li> <li>• Understanding the impact of proper SHRM on organizational results, employee well-being and society</li> <li>• Applying SHRM insights in practice</li> </ul>	1, 2
L9 Leadership & Transformation	<ul style="list-style-type: none"> <li>• Knowing contemporary theoretical leadership insights</li> <li>• Understanding the context and nature of current organizational transformation</li> <li>• Understanding the critical role of leadership in organizational transformation</li> <li>• Translating specific organizational changes to personal leadership challenges and development needs</li> </ul>	1, 2, 3, 8
L10 The Future of Business & Society	<ul style="list-style-type: none"> <li>• Appreciating the latest business developments</li> <li>• Creating future scenario's</li> <li>• Dealing with ethical business issues</li> <li>• Applying B&amp;S concepts to practical business opportunities</li> </ul>	1, 2, 3
L11 Research methods II	<ul style="list-style-type: none"> <li>• Knowing the criteria of excellence for master theses</li> <li>• Understanding the empirical research cycle</li> <li>• Appreciating the role of theory-informed research for practice</li> <li>• Theoretically framing a practical client problem ('abstracting')</li> </ul>	1, 2



	<ul style="list-style-type: none"> <li>• Designing and presenting a practical academic research proposal</li> <li>• Critical reviewing of practical research proposals</li> <li>• Knowing and circumventing practical obstacles in the writing process</li> </ul>	
L12 Int. business systems	<ul style="list-style-type: none"> <li>• Knowing and understanding the M&amp;O challenges and opportunities in a foreign business context.</li> <li>• Appreciating the role of history, economics, culture and institutions on local business development</li> <li>• Experiencing direct co-creation with a foreign client/partner</li> <li>• Theoretically framing a practical client problem (abstracting)</li> <li>• Designing an appropriate format for local inquiry and discussion ('workshop') with a foreign client/ client</li> <li>• Providing actionable recommendations based on theoretical and practical input</li> <li>• Writing a collaborative paper</li> </ul>	1, 2, 3
<b>GENERIC LEARNING GOALS</b>		
L13	<ul style="list-style-type: none"> <li>• Framing practical management problems in general academic terms ('abstracting') and using scientific and professional literature to aid their analysis and, eventually, their solution.</li> </ul>	4, 6, 7
L14	<ul style="list-style-type: none"> <li>• Using scientific research methods in posing hypotheses, collecting and analyzing data and drawing conclusions.</li> </ul>	5
L15	<ul style="list-style-type: none"> <li>• Discussing management issues from a critical, rational and objective standpoint that is informed by facts and theory rather than only practical insights.</li> </ul>	7, 8
L16	<ul style="list-style-type: none"> <li>• Learning collaboratively with others through co-creation, openness, sharing and active participation.</li> </ul>	7
L17	<ul style="list-style-type: none"> <li>• Acknowledging and including the wider social and ethical context in taking management action.</li> </ul>	3
L18	<ul style="list-style-type: none"> <li>• Writing clear and intelligible applied research papers</li> </ul>	6

	Program Part (Course)	Testing method
	<b>FUNDAMENTALS</b>	
	Business Research Methods part I & part II	Individually graded paper - Write an elaborate research proposal on a problem in your own organization

		Short research note (in couples) - Write, present and discuss your first ideas on the theoretical background and initial research plan for your thesis project.
	Master Thesis	
	<b>ABILITY</b>	
	Financial Management. Accounting and Control	Individually graded paper – Analyze a current financial issue in your own organization or a wider societal financial issue using the financial literature. Approved financial documentaries can be used as inspiration.
	Strategic Marketing and Management	Individually graded paper – Use conceptual thinking skills to analyze a current marketing problem in your organization.
	Operations Management	Individually graded paper – Research the applicability of operational excellence concepts (variability-management) in your organization.
	Strategic HRM, Performance & Well-being	Individually graded paper – Apply force-field analysis to identify critical HRM challenges in your organization. Use appropriate methods and (HR) metrics to analyze the problem and suggest appropriate management interventions.
	<b>MOVEMENT</b>	
	Leadership & Transformation	Individual or group-based assignment connecting change ambitions to leadership issues
	Future of Business & Society	Individual paper on a business and society application in the employing organization.
	<b>DIRECTION</b>	
	Innovation Management	Small group assignments: (1) Group performance in a simulation/ innovation game plus written report (2 in-class group case assignment on a corporate location. Analyzing, advising and presenting an innovation case at a host organization.
<b>3</b>	Strategic Management and Implementation	Individually graded paper – Describe and analyze a strategic dilemma and management problem in your organization by applying insights from a fitting strategy school-of-thought.
	<b>PURPOSE</b>	
	European Business Systems – Study Trip	Three-fold small group assignment: (1) write a preparation paper (after briefings by the Portuguese host organization) outlining theoretical and practical background of their case; (2) Organize a 3-hour educational activity in co-creation with the host that

		addresses the case; (3) write a final paper elaborating on the case and reflecting on the visit.
	Dynamics of Interorganizational Relationships	Graded small group paper – Describe and analyze the dynamics experienced in the simulation and apply theory and literature to explain them. Include individual personal reflections.

## Appendix Executive Master in Finance

### Composition of the program

#### Cohorts starting September 2019

<b>Executive Master in Finance (MiF)</b>	<b>ECTS</b>
Principles of Business Valuation	4
Financial Reporting and Analysis	4
Strategy & Innovation	4
Mergers & Acquisitions	4
Financial Data Analytics	4
Financial Markets	4
International Risk Management	4
Advanced Corporate Finance	4
Entrepreneurial Finance	4
Topics in Finance	4
Quantitative Tools for Financial Management	5
Thesis	15
	<b>Total 60</b>

#### Cohorts started September 2017 and 2018

<b>Executive Master in Finance (MiF)</b>	<b>ECTS</b>
Principles of Business Valuation	4
Financial Reporting and Analysis	4
Mergers & Acquisitions and Corporate Restructuring	4
Quantitative Tools for Financial Management	4
Advanced Corporate Finance	5
International Risk Management	5
Financial Markets	5
Topics in Investments	5
Strategy & Innovation	4
Entrepreneurial Finance	5
Thesis	15
	<b>Total 60</b>

#### Cohort started September 2016

<b>Executive Master in Finance (MiF)</b>	<b>ECTS</b>
Principles of Business Valuation	4
Financial Reporting and Analysis	4
Strategy & Innovation	4
Mergers & Acquisitions and Corporate Restructuring	4
Quantitative Tools for Financial Management	4
Financial Markets	5

International Risk Management	5
Advanced Corporate Finance	5
Entrepreneurial Finance	5
Topics in Investments	5
Thesis	15
	<b>Total</b> <b>60</b>

## Learning goals

1. Being able to apply the relevant mathematical and statistical techniques, such as derivatives, normal distributions, and (multiple) regression models, and knowing how to apply these to financial problems.
2. Understanding the relationships between Profit & Loss statements, Balance sheets and Cash Flow statements, and being able to create expected cash flows based on these statements.
3. Understanding and analyzing different valuation methods (such as Discounted Cash Flow, Multiples, etc.) in a critical way.
4. Being able to make a Discounted Cash Flow (DCF) valuation of a project or company, based on historical cash flow statements combined with relevant managerial and market information.
5. Understanding the determinants of the discount rate and being able to derive this in real-life valuation problems.
6. Understanding the effect of the financial structure (equity/debt) on the discount rate and the value of the company.
7. Understanding how dividend policy affects company value and the value of equity.
8. Understanding how various financial risks affect the discount rate and company value.
9. Understanding annual reports and being able to make a thorough financial analysis of a company.
10. Understanding annual reports, both within US GAAP and IFRS.
11. Being able to calculate financial ratios based on annual reports.
12. Understanding the strategic reasons for doing mergers & acquisitions.
13. Being able to analyze the impact of a corporate restructuring such as a merger or acquisition on the market value of the companies involved.
14. Knowing and understanding different ways of financing of a company and their effect on company value.
15. Knowing and understanding the financial issues in an Initial Public Offering (IPO), and how prices are set in an IPO.
16. Being able to apply Working Capital Management in a company.
17. Being able to apply Value Based Management in actual companies.
18. Understanding strategic choices of an organization within a theoretical framework.
19. Understanding macro-economic developments and their effect on interest rates and exchange rates, as well as the implications for company values.
20. Understanding and being able to value financial derivatives such as options, futures and swaps.
21. Being able to analyze the most important financial risks a company is exposed to and being able to manage those with financial instruments.
22. Understanding how managing financial risks can affect the credit risk (and rating) of a company.
23. Being able to determine strategic investment portfolios.
24. Understanding how and being able to collect (big) financial datasets within and outside companies.
25. Understanding how and being able to identify data errors and outliers.
26. Understanding how to analyze (big) financial and non-financial datasets to understand the financial performance of a company.

27. Knowing how to use descriptive, diagnostic, predictive, and prescriptive financial analyses of a company.

## Coherence learning goals and modules

Master in Finance	Modules										
	1. Quantitative Tools & Principles of Business Valuation	2. Fiscal /Business Law and Corporate Governance	3. Financial Reporting & Analysis	4. Strategy & Innovation	5. Quantitative Tools for Financial Management	6. Mergers & Acquisitions	7. Financial Markets	8. International Risk Management	9. Advanced Corporate Finance	10. Entrepreneurial Finance	11. Financial Data Analysis
<b>Learning Goals</b>											
L1	X	X					X	X			
L2		X		X			X				
L3		X				X	X			X	
L4		X				X	X			X	
L5	X	X				X	X			X	
L6		X		X		X		X	X	X	
L7		X				X	X			X	
L8		X					X	X			
L9		X		X							
L10				X							
L11		X		X							
L12			X		X	X				X	
L13			X			X					
L14			X							X	
L15										X	
L16		X									
L17		X									
L18					X						
L19							X				
L20							X	X	X		
L21								X		X	
L22								X		X	
L23	X				X		X				
L24											X
L25											X
L26											X
L27											X

Module	Credits (ECTS)	Assessment type	Course format
Principles of Business Valuation	4	- 3 Pre-assignments - 1 Final assignment	Class lectures
Financial Reporting and Analysis	4	Take home assignment	Class lectures
Mergers & Acquisitions	4	Take home assignment	Class lectures
Financial Data Analytics	4		Class lectures
Quantitative Tools for Financial Management	5	- 1 Pre-assignment - 2 Take home assignments	Class lectures
Advanced Corporate Finance	4	Take home assignment	Class lectures
International Risk Management	4	2 Take home assignments	Class lectures
Financial Markets	4	2 Group assignments	Class lectures
Topics in Investments	4	Take home assignment	Class lectures
Strategy & Innovation	4	Paper, individual or in team of 2-3 persons	Class lectures, game
Entrepreneurial Finance	4	- In-class assignment - Take home assignment	Class lectures
Master thesis	15	Master Thesis	Class meeting, meetings with tutor

## **Additions/exceptions to the Teaching and Examination Regulations TIAS Business School 2019/2020**

### **Addition to Article 4.3**

The thesis will be a 'Company Project' and will have to be defended by means of an oral exam.

Participants can only be admitted to the final module if all previous modules have been successfully completed and no assignments (and/or retakes) are left unfinished.

### **Exception to Article 4.10**

By way of exception to article 4.10 of the Teaching and Examination Regulations, MiF participants can request an exemption for more modules (examination parts) of the MiF program and the total can exceed 22 ECTS.

If exemptions are granted for more than 22 ECTS, the participant will not be awarded with the MSc-degree, but with the degree for the Executive Master program (MiF). For this the total of exemptions may not exceed 30 ECTS credits. The participant will also not be awarded with a judicium.

## **Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School 2019/2020**

### **Addition to Article 6.1**

If an exam consists of two or more partial examinations, compensation of results is possible only if the mark that needs to be compensated is not lower than 5.0. (For instance if an exam consists of two parts that both count for 50%, and the participant gets 5.0 for one part and 8.0 for the other part, the average and final grade for the exam will be 6.5.)



## Appendix Executive Master of Business Valuation

### Composition of the program

#### Cohorts starting September 2019

<b>Executive Master of Business Valuation (MBV)</b>	<b>ECTS</b>
Principles of Business Valuation	4
Financial Reporting and Analysis	4
Mergers & Acquisitions	4
Quantitative Tools for Financial Management	5
Advanced Corporate Finance	4
International Risk Management	4
Topics in Valuation	4
Valuing Private Companies	8
Strategy & Innovation	4
Entrepreneurial Finance	4
Thesis	15
	<b>Total</b>
	<b>60</b>

#### Cohort started September 2018

<b>Executive Master of Business Valuation (MBV)</b>	<b>ECTS</b>
Principles of Business Valuation	4
Financial Reporting and Analysis	4
Mergers & Acquisitions and Corporate Governance	4
Quantitative Tools for Financial Management	4
Advanced Corporate Finance	5
Valuing Private Companies: Fiscal & Private Law, Valuation Topics	4
Valuing Private Companies I	5
Valuing Private Companies II	5
Strategy & Innovation	4
Entrepreneurial Finance	5
Thesis	16
	<b>Total</b>
	<b>60</b>

#### Cohort started September 2017

<b>Executive Master of Business Valuation (MBV)</b>	<b>ECTS</b>
Principles of Business Valuation	4
Financial Reporting and Analysis	4
Mergers & Acquisitions and Corporate Governance	4
Quantitative Tools for Financial Management	4
Advanced Corporate Finance	5
Valuing Private Companies: Fiscal & Private Law, Valuation Topics	4

Valuing Non-Listed Companies I	5
Valuing Non-Listed Companies II	5
Strategy & Innovation	4
Entrepreneurial Finance	5
Thesis	16
	<b>Total</b>
	<b>60</b>

## Learning goals according to self-evaluation report for NVAO-accreditation

- L1. Being able to apply the relevant mathematical and statistical techniques, such as derivatives, normal distributions, and (multiple) regression models, and knowing how to apply these to financial problems.
- L2. Understanding the relationships between Profit & Loss statements, Balance sheets and Cash Flow statements, and being able to create expected cash flows based on these statements.
- L3. Understanding and analyzing different valuation methods (such as Discounted Cash Flow, Multiples, etc.) in a critical way.
- L4. Being able to make a Discounted Cash Flow (DCF) valuation of a project or company, based on historical cash flow statements combined with relevant managerial and market information.
- L5. Understanding the determinants of the discount rate and being able to derive this in real-life valuation problems.
- L6. Understanding the effect of the financial structure (equity/debt) on the discount rate and the value of the company.
- L7. Understanding how dividend policy affects company value and the value of equity.
- L8. Understanding how various financial risks affect the discount rate and company value.
- L9. Understanding annual reports and being able to make a thorough financial analysis of a company.
- L10. Understanding annual reports, both within US GAAP and IFRS.
- L11. Being able to calculate financial ratios based on annual reports.
- L12. Understanding the relevant fiscal issues for company valuation and being able to recognize these in real-life situations.
- L13. Having knowledge about the most important fiscal frameworks within Europe.
- L14. Understanding and having knowledge about important issues in business law, in particular those related to mergers & acquisitions.
- L15. Understanding the strategic reasons for doing mergers & acquisitions.
- L16. Being able to analyze the impact of a corporate restructuring such as a merger or acquisition on the market value of the companies involved.
- L17. Knowing and understanding different ways of financing of a company and their effect on company value.
- L18. Being able to apply Working Capital Management in a company.
- L19. Being able to apply Value Based Management in actual companies.
- L20. Understanding strategic choices of an organization within a theoretical framework.
- L21. Having a thorough understanding of the difference in valuing listed versus non-listed companies.
- L22. Having a thorough understanding of the effect on the discount rate from being a non-listed company.
- L23. Having knowledge of specific Dutch fiscal law issues in valuation.
- L24. Having knowledge of specific Dutch business law issues in transaction processes.
- L25. Understanding, knowing and applying ethical principles in business valuation.



L20				X						
L21								X	X	X
L22								X	X	X
L23								X	X	X
L24								X	X	X
L25									X	
L26						X	X			
L27										X
L28										X
L29										X

## Assessments Executive Master of Business Valuation

Module	Credits (ECTS)	Assessment type	Course format
Principles of Business Valuation	4	- 3 Pre-assignments - 1 Final assignment	Class lectures
Financial Reporting and Analysis	4	Take home assignment	Class lectures
Mergers & Acquisitions	4	Take home assignment	Class lectures
Quantitative Tools for Financial Management	4	- 1 Pre-assignment - 2 Take home assignments	Class lectures
Advanced Corporate Finance	5	Take home assignment	Class lectures
Valuing Private Companies: Fiscal & Private Law	4	Fiscal Exam	Class lectures
Valuing Private Companies I & Valuation Topics	5	Take home assignment	Class lectures
Valuing Private Companies II	5	Take home assignment	Class lectures
Strategy & Innovation	4	Paper, individual or in team of 2-3 persons	Class lectures, game
Entrepreneurial Finance	5	- In-class assignment - Take home assignment	Class lectures
Master thesis	16	- Valuation Report - Academic Chapter - Oral defense	Peer Reviews, meeting with tutor

## Additions/exceptions to the Teaching and Examination Regulations TIAS Business School 2019/2020

### Addition to Article 4.3

The final examination will consist of the following parts:

- Written assignments for all modules;
- Fiscal Law Exam;
- Thesis (Valuation Report & Academic Chapter) and Oral Defense

## **Exception to Article 4.10**

By way of exception to article 4.10 of the Teaching and Examination Regulations, MBV participants can request an exemption for more modules (examination parts) of the MBV program and the total can exceed 22 ECTS.

If exemptions are granted for more than 22 ECTS, the participant will not be awarded with the MSc-degree, but with the degree for the Executive Master program (MBV). For this the total of exemptions may not exceed 30 ECTS credits. The participant will also not be awarded with a judicium.

## **Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School 2019/2020**

### **Addition to Article 6.1**

If an exam consists of two or more partial examinations, compensation of results is possible only if the mark that needs to be compensated is not lower than 5.0. (For instance if an exam consists of two parts that both count for 50%, and the participant gets 5.0 for one part and 8.0 for the other part, the average and final grade for the exam will be 6.5.)

This does not apply to the exam of Fiscal Law. A minimum grade of 6.0 is mandatory.

## Appendix Executive Master in Public and Non-Profit Management

### Samenstelling van het programma

#### Vanaf leergang MPM-29

<b>Executive Master in Public and Non-Profit Management (MPM)</b>	<b>ECTS</b>
<b>Thema A: Missie en strategie</b>	
Strategisch publiek management	5
Onderzoek: probleemanalyse	5
Strategie en omgeving (studiereis Brussel lobby, beïnvloedings- en	5
<b>Thema B: Organisatie</b>	
Organisaties en netwerken (excursie netwerkorganisatie in praktijk)	5
HRM en professionals (excursie nieuwe werkgemeenschappen)	5
Co-creatie met stakeholders	5
<b>Thema C: Draagvlak</b>	
Governance en verantwoording	5
Leiderschap	5
Innovatie (studiereis Copenhagen Business School: Innovating Public Services)	5
<b>Masterthesis</b>	<b>15</b>
	<b>60</b>

#### Vanaf leergang MPM-28

<b>Executive Master in Public and Non-Profit Management (MPM)</b>	<b>ECTS</b>
<b>Thema A: Missie en strategie</b>	
Strategisch publiek management	5
Onderzoek: probleemanalyse	5
Strategie en omgeving (studiereis Brussel lobby, beïnvloedings- en	5
<b>Thema B: Organisatie</b>	
Organisaties en netwerken (excursie netwerkorganisatie in praktijk)	5
HRM en professionals (excursie nieuwe werkgemeenschappen)	5
Co-creatie met stakeholders	5
<b>Thema C: Draagvlak</b>	
Governance en verantwoording	5
Leiderschap	5
Innovatie (studiereis Copenhagen Business School: Innovating Public Services)	5
<b>Masterthesis</b>	<b>15</b>
	<b>60</b>

#### Leergangen MPM-24, 25 en 26

<b>Executive Master in Public and Non-Profit Management (MPM)</b>	<b>ECTS</b>
<b>Thema 1: Plaatsbepaling: non-profit organisaties in hun omgeving</b>	<b>14</b>
Onderzoeksmethoden voor Non-Profits	
Management in het publieke domein en Internationalisering	
Strategisch Management in het publieke domein	
Marketing en Public Affairs	
<b>Thema 2: Succesvolle organisaties: inrichting, werking en vernieuwing</b>	<b>14</b>
Inleiding in organisaties	
Organiseren van mensen	
Organiseren van middelen	

Vernieuwen van organisaties	
<b>Thema 3: Verantwoordelijkheid nemen en verantwoording afleggen</b>	<b>14</b>
Leiderschap: verantwoordelijkheid nemen	
Studiereis: leiderschap in internationaal perspectief	
Governance: verantwoording afleggen	
<b>Capita Selecta Publiek Management</b>	<b>3</b>
<b>Masterthesis</b>	<b>15</b>
	<b>60</b>

## Leergang MPM-23

<b>Executive Master in Public and Non-Profit Management (MPM)</b>	<b>ECTS</b>
<b>Thema 1: Plaatsbepaling: non-profit organisaties in hun omgeving</b>	<b>14</b>
Module 1: Onderzoeksmethoden voor Non-Profits	
Module 2: Strategisch Management in het publieke domein	
Module 3: Oriëntatie op de Europese gemeenschap en internationale omgeving	
Module 4: Marketing en Public Affairs	
<b>Thema 2: Succesvolle organisaties: inrichting, werking en vernieuwing</b>	<b>14</b>
Module 5: Inleiding in organisaties	
Module 6: Organiseren van mensen	
Module 7: Organiseren van middelen	
Module 8: Vernieuwen van organisaties	
<b>Thema 3: Verantwoordelijkheid nemen en verantwoording afleggen</b>	<b>14</b>
Module 9: Governance: verantwoording afleggen	
Module 10: Studiereis: leiderschap in internationaal perspectief	
Module 11: Leiderschap: verantwoordelijkheid nemen	
<b>Capita Selecta Publiek Management</b>	<b>3</b>
<b>Masterthesis</b>	<b>15</b>
	<b>60</b>

## Leergang MPM-22

<b>Executive Master in Public and Non-Profit Management (MPM)</b>	<b>ECTS</b>
<b>Thema 1: Plaatsbepaling: non-profit organisaties in hun omgeving</b>	<b>15</b>
Module 1: Onderzoeksmethoden voor Non-Profits	
Module 2: Oriëntatie op de Europese gemeenschap en internationale omgeving	
Module 3: Strategisch Management in het publieke domein	
Module 4: Marketing en Public Affairs	
<b>Thema 2: Succesvolle organisaties: inrichting, werking en vernieuwing</b>	<b>16</b>
Module 5: Inleiding in organisaties	
Module 6: Organiseren van mensen	
Module 7: Organiseren van middelen	
Module 8: Vernieuwen van organisaties	
<b>Thema 3: Verantwoordelijkheid nemen en verantwoording afleggen</b>	<b>14</b>
Module 9: Governance: verantwoording afleggen	
Module 10: Studiereis: leiderschap in internationaal perspectief	
Module 11: Leiderschap: verantwoordelijkheid nemen	
<b>Masterthesis</b>	<b>15</b>

## **Leerdoelen**

Managers, professionals en bestuurders in het publieke domein vervullen meerdere rollen binnen hun organisaties: zij geven uitvoering aan beleid in het kader van wet- en regelgeving, zij geven leiding aan een team of afdeling, zij werken samen met andere partijen en met burgers in netwerken, zij dragen bij aan een adequate governance en verantwoording, én zij denken na over de toekomst en hoe uw organisatie daarop is voorbereid c.q. welke stappen daarvoor nodig zijn. Dit vereist aanzienlijke management- en leiderschapsvaardigheden. De Executive Master of Public and Non-Profit Management (MPM), biedt een academisch masterprogramma om deelnemers te equiperen deze rollen zo goed mogelijk in te vullen, vanuit inzicht in relevante theoretische denkkaders en empirisch onderzoek, en vanuit internationaal vergelijkend perspectief.

Tijdens de opleiding ontwikkelen deelnemers een breed begrip van de complexe vraagstukken en dilemma's waarmee zij dagelijks worden geconfronteerd als manager, professional of bestuurder. Na het afronden van het programma zullen ze in staat zijn om op strategisch niveau na te denken over het creëren van publieke waarde in hun sector, het verwerven van legitimiteit en steun voor hun handelen in de omgeving van de organisatie en het scheppen van goede randvoorwaarden in termen van een adequate organisatie. In plaats van te reageren op relevante ontwikkelingen – ook internationaal – leren deelnemers deze ontwikkelingen in kaart te brengen, te doorgronden en er op in te spelen om verandering proactief en succesvol te kunnen managen.

## **Doelstellingen**

Na afloop van de opleiding zijn deelnemers in staat om:

- L1. eigen strategieën en doelen voor hun werk en organisatie te formuleren op basis van opgedane inzichten en kennis in strategisch management in relatie tot 'publieke waarde'
- L2. hun verworven kennis van diverse wetenschappelijke onderzoeksmethoden zelfstandig toe te passen in eigen onderzoek
- L3. de complexe omgeving van publieke organisaties te analyseren en te bepalen hoe daarmee om te gaan in de eigen strategie
- L4. de eigen organisatie te evalueren aan de hand van organisatie-, netwerktheorie en managementimplicaties te formuleren
- L5. recente wetenschappelijke inzichten in HRM, talentontwikkeling en de rol van professionals te herkennen en te benutten in de eigen organisatie
- L6. intensief samen te werken (co-creatie) met 'stakeholders' van de organisatie
- L7. het samenspel van bestuur, toezicht en verantwoording te analyseren in publieke organisaties
- L8. diverse vormen van leiderschap te onderscheiden en de persoonlijke leiderschapsstijl te herkennen en te ontwikkelen
- L9. effectieve innovaties en verandermanagement in het publieke domein te ontwikkelen



L10. zelfstandig wetenschappelijk onderzoek (masterthesis) op te zetten, uit te voeren en te verslaan

In de opleiding werken we vanuit een conceptueel-analytisch aanpak, waarbij deelnemers leren inzichten systematisch te toetsen aan wetenschappelijke inzichten, de empirische praktijk en de maatschappelijke en politieke realiteit. Deelnemers leren op een toegepaste én onderbouwde manier communiceren over strategische vraagstukken van hun organisatie. Dit doet men mondeling (in-class discussies, presentaties e.d.) en schriftelijk (papers, thesis).

### Samenhang doelstellingen en modules

De voorgaande doelstellingen verhouden zich niet alleen één op één tot de verschillende modules (hoofdletter X in het onderstaande schema), maar worden in samenhang verwezenlijkt binnen de opleiding.

Daarbij wordt opgemerkt dat binnen iedere module sprake is van ‘hogere orde leren’ – dat wil zeggen analyseren, evalueren en/of creëren – doordat deelnemers de opgedane wetenschappelijke kennis leren uit te breiden, en te vertalen naar hun dagelijkse praktijk.

Programma modules	Learning objectives									
	L1	L2	L3	L4	L5	L6	L7	L8	L9	L10
Module A1: Strategisch publiek management	X		x	x	x	x	x		x	
Module A2: Onderzoek: probleemanalyse		X	x						x	
Module A3: Strategie en omgeving	x	x	X	x			x	x		
Module B4: Organisaties en netwerken		x	x	X		x				
Module B5: HRM en professionals			x		X			x		
Module B6: Co-creatie met stakeholders	x		x			X	x	x	x	
Module C7: Governance en verantwoording			x	x		x	X			
Module C8: Leiderschap		x		x		x		X	x	
Module C9: Innovatie (studiereis)	x					x	x		X	
Master thesis		x								X

### Toetsplan Executive Master of Public and Non-Profit Management

	Toetsvorm	ECTS
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Thema A		Missie en strategie		
module	A1	Strategisch publiek management	Open boek tentamen	5
module	A2	Onderzoek: probleemanalyse	Onderzoeksontwerp	5
module	A3	Strategie en omgeving	Argumentatiepaper	5
Thema B		Organisatie		
module	B4	Organisaties en netwerken	Netwerk analyse paper	5
module	B5	HRM en professionals	Open boek tentamen	5
module	B6	Co-creatie met stakeholders	Participatie simulatiespelen	5
Thema C		Draagvlak		
module	C7	Governance en verantwoording	Open boek tentamen	5
module	C8	Leiderschap	Empirisch paper	5
module	C9	Innovatie (studiereis)	Portfolio (landenvergelijking; logboek; en individuele reflectie)	5
<b>Master thesis</b>			Thesis & verdediging	15

## Aanvullingen/uitzonderingen op het Onderwijs- en Examenreglement TIAS Business School BV 2019/2020

### **Aanvulling op Artikel 4.3**

Het is deelnemers uitsluitend toegestaan aan te vangen met het thesistrject als ten minste 40 ECTS zijn behaald, inclusief Module 2A 'Onderzoek: probleemanalyse'

## Aanvullingen/uitzonderingen op de Regels en Richtlijnen van de Examencommissie TIAS Business School BV 2019/2020

### **Aanvulling op Artikel 6.1: Beoordeling van het resultaat**

Voor de cohorten MPM-25 en MPM-26 geldt dat voor alle (deel)tentamens, d.w.z. voor iedere afzonderlijke opdracht, ten minste een 6,00 moet worden behaald.

### **Overgangsregeling**

Voor deelnemers tot en met MPM-26 geldt dat indien vakken niet zijn behaald en deze in het curriculum vanaf MPM-28 niet meer worden aangeboden, zij het examenonderdeel van een vergelijkbare module zoals aangewezen door de Academic Director kunnen doen. In geval geen vergelijkbare module bestaat wordt op individueel niveau door de Academic Director gezocht naar een passende oplossing waarbij de leerdoelen van de vervallen cursus en die van de opleiding als geheel centraal staan.

## Appendix Executive Master of Management in Education

### Samenstelling van het programma

#### Vanaf leergang MME-25

<b>Executive Master of Management in Education (MME)</b>	<b>ECTS</b>
<b>Thema A: Missie en strategie</b>	
Strategisch publiek management	5
Onderzoek: probleemanalyse	5
Strategie en omgeving (studiereis Den Haag, beïnvloedings- en	5
<b>Thema B: Organisatie</b>	
Organisaties en netwerken (excursie netwerkorganisatie in praktijk)	5
HRM en professionals (excursie professionele leergemeenschappen)	5
Co-creatie met stakeholders	5
<b>Thema C: Draagvlak</b>	
Governance en verantwoording	5
Leiderschap	5
Innovatie (studiereis Copenhagen Business School: Innovating Public Services)	5
<b>Masterthesis</b>	<b>15</b>
	<b>60</b>

#### Vanaf leergang MME-24

<b>Executive Master of Management in Education (MME)</b>	<b>ECTS</b>
<b>Thema A: Missie en strategie</b>	
Strategisch publiek management	5
Onderzoek: probleemanalyse	5
Strategie en omgeving (studiereis Brussel lobby, beïnvloedings- en	5
<b>Thema B: Organisatie</b>	
Organisaties en netwerken (excursie netwerkorganisatie in praktijk)	5
HRM en professionals (excursie professionele leergemeenschappen)	5
Co-creatie met stakeholders	5
<b>Thema C: Draagvlak</b>	
Governance en verantwoording	5
Leiderschap	5
Innovatie (studiereis Copenhagen Business School: Innovating Public Services)	5
<b>Masterthesis</b>	<b>15</b>
	<b>60</b>

#### Leergangen MME-20, 21 en 22

<b>Executive Master of Management in Education (MME)</b>	<b>ECTS</b>
<b>Thema 1: Plaatsbepaling: non-profit organisaties in hun omgeving</b>	<b>14</b>
Onderzoeksmethoden voor Non-Profits	
Management in het publieke domein en Internationalisering	
Strategisch Management in het publieke domein	
Marketing en Public Affairs	
<b>Thema 2: Succesvolle organisaties: inrichting, werking en vernieuwing</b>	<b>14</b>
Inleiding in organisaties	
Organiseren van mensen	

Organiseren van middelen	
Vernieuwen van organisaties	
<b>Thema 3: Verantwoordelijkheid nemen en verantwoording afleggen</b>	<b>14</b>
Leiderschap: verantwoordelijkheid nemen	
Studiereis: leiderschap in internationaal perspectief	
Governance: verantwoording afleggen	
<b>Capita Selecta Onderwijskunde</b>	<b>3</b>
<b>Masterthesis</b>	<b>15</b>
	<b>60</b>

## Leergang MME-19

<b>Executive Master of Management in Education (MME)</b>	<b>ECTS</b>
<b>Thema 1: Plaatsbepaling: non-profit organisaties in hun omgeving</b>	<b>14</b>
Module 1: Onderzoeksmethoden voor Non-Profits	
Module 2: Strategisch Management in het publieke domein	
Module 3: Oriëntatie op de Europese gemeenschap en internationale omgeving	
Module 4: Marketing en Public Affairs	
<b>Thema 2: Succesvolle organisaties: inrichting, werking en vernieuwing</b>	<b>14</b>
Module 5: Inleiding in organisaties	
Module 6: Organiseren van mensen	
Module 7: Organiseren van middelen	
Module 8: Vernieuwen van organisaties	
<b>Thema 3: Verantwoordelijkheid nemen en verantwoording afleggen</b>	<b>14</b>
Module 9: Governance: verantwoording afleggen	
Module 10: Studiereis: leiderschap in internationaal perspectief	
Module 11: Leiderschap: verantwoordelijkheid nemen	
<b>Capita Selecta Onderwijskunde</b>	<b>3</b>
<b>Masterthesis</b>	<b>15</b>
	<b>60</b>

## Leerdoelen

Onderwijsbestuurders, school- of teamleiders of (opleidings)managers vervullen meerdere rollen binnen de onderwijsorganisatie: zij geven vorm aan de huidige strategie vanuit de historie van de organisatie en anticiperen op de toekomst, zij spelen in samenspraak met interne en externe stakeholders in op de kansen en bedreigingen in de (bestuurlijke) omgeving en zij zorgen voor de vertaling van de strategie in concrete besluiten en activiteiten en voor uitvoering van beleid en innovatie. Intern is hun rol de organisatiestrategie af te stemmen op de mogelijkheden en capaciteiten van de onderwijsorganisatie. Zij geven leiding aan een (groep van) scholen, afdeling of team, en streven daarbij naar adequate en normatief-ethisch verantwoorde governance en verantwoording. Dit vereist aanzienlijke management- en leiderschapsvaardigheden. De Executive Master of Management in Education (MME) biedt een academisch masterprogramma om deelnemers op te leiden deze rollen zo goed mogelijk te vervullen vanuit inzicht in relevante theoretische denkkader, op basis van actuele onderzoeksopbrengsten en vanuit internationaal vergelijkend perspectief.

Tijdens de opleiding ontwikkelen deelnemers een breed begrip van de complexe vraagstukken en dilemma's waarmee zij dagelijks worden geconfronteerd als onderwijsmanager of -bestuurder. Na het

afronden van het programma zijn zij in staat om op strategisch niveau na te denken over het creëren van publieke waarde specifiek in en vanuit het onderwijs, vanuit de verschillende theoretisch en praktijkgerichte perspectieven die zij hebben opgedaan tijdens de opleiding. Zij maken zich een breed (bestuurlijk) handelingsrepertoire eigen, en ontwikkelen een professionele bestuurlijke houding. Deelnemers leren om legitimiteit en steun voor de doelen en het beleid van hun organisatie in de omgeving te verwerven, en om de interne organisatie te adequaat (in) te richten (structuur, cultuur, mensen en middelen). In plaats van te reageren op relevante interne en externe ontwikkelingen – ook internationaal – leren deelnemers deze in beeld te brengen, er betekenis aan te geven en er proactief op in te spelen, waardoor zij duurzaam een professionele organisatie en onderwijskwaliteit kunnen borgen, en sturing kunnen geven aan onderwijsverbetering en -vernieuwing.

## **Doelstellingen**

Na afloop van de opleiding zijn deelnemers in staat om:

- L1. eigen strategieën en doelen voor hun werk en organisatie te formuleren op basis van opgedane inzichten en kennis in strategisch management in relatie tot ‘publieke waarde’
- L2. hun verworven kennis van diverse wetenschappelijke onderzoeksmethoden zelfstandig toe te passen in eigen onderzoek
- L3. de complexe omgeving van onderwijsorganisaties te analyseren en te bepalen hoe daarmee om te gaan in de eigen strategie
- L4. de eigen organisatie te evalueren aan de hand van organisatie-, netwerktheorie en managementimplicaties te formuleren
- L5. recente wetenschappelijke inzichten in HRM, talentontwikkeling en de rol van professionals te herkennen en te benutten in de eigen organisatie
- L6. intensief samen te werken (co-creatie) met ‘stakeholders’ van de organisatie
- L7. het samenspel van bestuur, toezicht en verantwoording te analyseren in onderwijsorganisaties
- L8. diverse vormen van leiderschap te onderscheiden en de persoonlijke leiderschapsstijl te herkennen en te ontwikkelen
- L9. effectieve innovaties en verandermanagement in het onderwijsdomein te ontwikkelen
- L10. zelfstandig wetenschappelijk onderzoek (masterthesis) op te zetten, uit te voeren en te verslaan

In de opleiding werken we vanuit een conceptueel-analytisch aanpak, waarbij deelnemers leren inzichten systematisch te toetsen aan wetenschappelijke inzichten, de empirische praktijk, de maatschappelijke en politieke realiteit, en vanuit internationaal vergelijkend perspectief. Deelnemers leren op een toegepaste én onderbouwde manier communiceren over strategische vraagstukken van hun organisatie. Dit doet men mondeling (in class discussies, presentaties e.d.) en schriftelijk (papers, thesis).

## **Samenhang doelstellingen en modules**

De voorgaande doelstellingen verhouden zich niet alleen één op één tot de verschillende modules (hoofdletter X in het onderstaande schema), maar worden in samenhang verwezenlijkt binnen de opleiding.



## Toetsplan Executive Master of Management in Education

			Toetsvorm	ECTS
<b>Thema A</b>		<b>Missie en strategie</b>		
module	A1	Strategisch publiek management	Open boek tentamen	5
module	A2	Onderzoek: probleemanalyse	Onderzoeksontwerp	5
module	A3	Strategie en omgeving	Argumentatiepaper	5
<b>Thema B</b>		<b>Organisatie</b>		
module	B4	Organisaties en netwerken	Netwerk analyse paper	5
module	B5	HRM en professionals	Open boek tentamen	5
module	B6	Co-creatie met stakeholders	Participatie simulatiespelen	5
<b>Thema C</b>		<b>Draagvlak</b>		
module	C7	Governance en verantwoording	Open boek tentamen	5
module	C8	Leiderschap	Empirisch paper	5
module	C9	Innovatie (studiereis)	Portfolio (landenvergelijking; logboek; en individuele reflectie)	5
<b>Master thesis</b>			Thesis & verdediging	15

### Aanvullingen/uitzonderingen op het Onderwijs- en Examenreglement TIAS Business School BV 2019/2020

#### **Aanvulling op Artikel 4.3**

Het is deelnemers uitsluitend toegestaan aan te vangen met het thesistrject als ten minste 40 ECTS zijn behaald, inclusief Module 2A 'Onderzoek: probleemanalyse'

### Aanvullingen/uitzonderingen op de Regels en Richtlijnen van de Examencommissie TIAS Business School BV 2019/2020

#### **Aanvulling op Artikel 6.1: Beoordeling van het resultaat**

Voor de cohorten MME-21 en MME-22 geldt dat voor alle (deel)tentamens, d.w.z. voor iedere afzonderlijke opdracht, ten minste een 6,00 moet worden behaald.

#### **Overgangsregeling**

Voor deelnemers tot en met MME-22 geldt dat indien vakken niet zijn behaald en deze in het curriculum vanaf MME-24 niet meer worden aangeboden, zij het examenonderdeel van een vergelijkbare module zoals aangewezen door de Academic Director kunnen doen. In geval geen vergelijkbare module bestaat wordt op individueel niveau door de Academic Director gezocht naar een passende oplossing waarbij de leerdoelen van de vervallen cursus en die van de opleiding als geheel centraal staan.

## **Appendix Executive Master of Health Administration**

### Samenstelling van het programma



## Leergangen aanvang februari 2020

Executive Master of Health Administration (MHA)	ECTS
Optimaal organiseren van zorg	8
Strategie en zorginnovatie	8
Operationeel management in de zorg	8
Besturing en leiderschap in de zorg	8
Business Research Methods	5
Studiereis	4
Capita Selecta	4
Master thesis	15
	60

## Leergangen aanvang maart 2018 en maart 2019

Executive Master of Health Administration (MHA)	ECTS
Maatschappelijke invloeden en paradigma's in de zorg	4
Ontwikkeling en implementatie van strategie en innovatie	5
Netwerken, dienstverlening en klantbenadering	5
Business research methods	4
Studiereis	4
Interne processen en financieel management	5
Besturing en leiderschap	5
Health Care & Society	5
Praktijkonderzoek	1
Capita Selecta	5
Personal leadership for healthcare professionals	2
Master thesis	15
	60

## Leergang aanvang maart 2016

Executive Master of Health Administration (MHA)	ECTS
Externe Ontwikkelingen en Paradigma's I	5
Externe Ontwikkelingen en Paradigma's II	4
Module Business Research Methods	4
Organisatie - Ontwikkelingen: interne en externe relaties	5
De internationale studiereis	4
Interne processen	5
Coördinatie en besturing	5
Implementatie en maatschappelijke inbedding	5
Capita Selecta	5
Praktijk onderzoek	1
Personal leadership for healthcare professionals	2

Master Thesis	15
	60

## Leerdoelen van het programma:

L1: To create profound knowledge and understanding of the actual theoretical background of healthcare management and the actual developments within healthcare management.

L2: To obtain knowledge and understanding of the position of healthcare management in relation to adjacent disciplines.

L3: To obtain knowledge and understanding of the healthcare domain and developments in this domain.

L4: To obtain knowledge and understanding in current paradigms and stakeholders' issues in healthcare.

L5: To obtain knowledge and understanding in the dominant strategic approaches, innovations and adjustments that are needed in strategy development and implementation.

L6: To obtain knowledge and understanding in the relation between supply and demand in healthcare delivery, the changing perspectives in this field and the changing relations between stakeholders with a strong focus on the quality of services and the provision of service.

L7: To obtain knowledge and understanding in several organizational structures, the performance of organizations and change management.

L8: To obtain knowledge and understanding of financial legislation, financial conditions, financial decision making and developments concerning finance in healthcare and healthcare organizations.

L9: To obtain knowledge and understanding of the framework of the healthcare domain. This framework concerns legal, ethical, societal and technological issues.

L10: To obtain knowledge and understanding about healthcare systems on macro- meso- and microlevel with their national and international developments.

L11: To obtain knowledge and understanding about the Dutch healthcare system compared to healthcare systems in other countries.

L12: To obtain knowledge and understanding concerning direction and control of healthcare organizations and how new legislation impact on this.

L13: To obtain knowledge and understanding about management, governance and leadership in the healthcare domain.

L14: To obtain knowledge in the possibilities to integrate healthcare management in a relevant societal context.

L15: To obtain knowledge and understanding in leading a healthcare organization and in leadership in a broader sense. To obtain insight in their own competencies and qualities in leadership, motivation and ambition. To be able to apply this knowledge and to reflect on a critical way.

L16: To obtain academic skills to handle practical situations after a scientific analysis using a variety of perspectives, models, procedures, methods and techniques and combine them to create practical, relevant and accountable conclusions and advices which can be implemented in daily practice.

L17: To obtain communication skills to present an analysis in a clear and convincing way for both experts and laity.

L18: To promote an academic attitude and the academic skill to have a critical approach towards someone's own opinion and results, conclusions and advices. To find the way to academic literature; to obtain the skills to handle the amount and diversity of scientific literature; to be able to handle abstractions and to apply these abstractions. To conceptualize new scientific reasoning and to obtain a continuous scientific eagerness within the domain of healthcare.



<b>Toetsplan Executive Master of Health Administration</b>				
<b>Blok</b>	<b>Credits (ECTS)</b>	<b>Assessment type</b>	<b>Course format</b>	<b>Dagdelen</b>
Blok A: Optimaal organiseren van zorg	8		Class lectures	14
Blok B: Strategie en zorginnovatie	8		Class lectures	14
Blok C: Operationeel management zorg	8		Class lectures	14
Blok D: Besturing en leiderschap zorg	8		Class lectures	14
Studiereis	4	Group presentations	Study Trip	10
Business Research Methods	5		Class lectures	10
Master thesis	15	Master thesis, oral defense	Class meetings, meeting with tutor	

## Appendix Executive Master of Operations and Supply Chain Management

### Composition of the program

#### As of cohort MOS-8

<b>Executive Master of Operations and Supply Chain Management (MOS)</b>	<b>ECTS</b>
Business Research Methods	5
Operations Strategy	4
Operations Management	4
Supply Chain Management	4
Service Network Design	4
Life Cycle Management	4
Purchasing	4
Digital Transformation	4
Quality Management	4
Elective course	4
Elective course	4
International Study Trip - Innovation	2
Master Thesis	15
	Total
	62

#### As of cohort MOS-7

<b>Executive Master of Operations and Supply Chain Management (MOS)</b>	<b>ECTS</b>
Business Research Methods	3
Strategy and Innovation	4
Operations Management	6
Supply Chain Management	4
Quality Management	3
Purchasing	4
Service Network Design	3
Financial and Managerial Control	4
IT Management	4
Organizational Project Management	4
Life Cycle Management	6
International Study Trip - Innovation	2
Master Thesis	15
	Total
	62

#### Cohort MOS-6

<b>Executive Master of Operations and Supply Chain Excellence (MOS)</b>	<b>ECTS</b>
Business Research Methods	3
Strategy and Innovation	4
Operations Management	6

Supply Chain Management	4
Quality Management	3
Purchasing	4
Service Network Design	3
Financial and Managerial Control	4
IT Management	4
Organizational Project Management	4
Life Cycle Management	6
International Study Trip - Innovation	2
Master Thesis	15
	<b>Total</b>
	62

### Cohort MOS-5

<b>Executive Master of Operations and Supply Chain Excellence (MOS)</b>	<b>ECTS</b>
Business Research Methods	3
Strategy and Innovation	4
Operations Management	6
Supply Chain Management	4
Quality Management	3
Purchasing	4
Service Network Design	3
Financial and Managerial Control	4
IT Management	4
Organizational Project Management	4
Life Cycle Management	6
International Study Trip - Innovation	2
Master Thesis	15
	<b>Total</b>
	62

### Learning goals

1. The ability to translate scientific knowledge and views into practical solutions.
2. Leadership qualities to help apply solutions and intended decisions in practice.
3. To understand the roles of stakeholders in the firm's decisions and decision making in order to establish a sound basis for implementation of the designed policies.
4. The ability to absorb new frontiers of scientific and professional knowledge regarding Operations Management and supply chain Management.
5. To investigate which body of scientific and professional knowledge is available and relevant for solving problems in the area of Operations Management and Supply Chain Management.
6. To be able to analyze relevant developments in a systematic and objective way.
7. The ability to communicate with colleagues, superiors and employees with regard to those areas of knowledge and understanding that are relevant to solving the problems related to Operations Management and Supply Chain Management.
8. To be able to apply the tools offered in the program into the problem area of individual organizations and supply chains.







Testing plan Executive Master of Operations and Supply Chain Management				
Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Business Research Methods	4	3 Multiple choice tests, Thesis proposal	Blended learning	37
Operations Strategy	4	Individual paper	Blended learning	25
Operations Management	4	Individual paper	Blended learning	25
Supply Chain Management	4	Individual paper	Blended learning	25
Purchasing	4	Individual paper	Blended learning	25
Quality Management	4	Individual paper	Blended learning	25
Life Cycle Management	4	Individual paper	Blended learning	25
Digital transformation	4	Individual paper	Blended learning	25
Service Network Design	4	Individual paper	Blended learning	25
Elective	4	Individual paper	Blended learning	25
Elective	4	Individual paper	Blended learning	25
International Study Trip - Innovation	2	Reflection paper	Study trip	40
Master thesis	15	Thesis	Supervision meetings	10

## **Additions/exceptions to the Teaching and Examination Regulations TIAS Business School 2019/2020**

### **Exception to Article 4.4, sub 2**

The participant has one additional chance to pass the assessment 'thesis proposal' for the module Business Research Methods.

The first two attempts count as a first attempt. The third attempt counts as a resit.

## Appendix Executive Master of Information Management

### Composition of the program

#### As of cohort MIM-34

<b>Executive Master of Information Management (MIM)</b>	<b>ECTS</b>
Information Strategy and Management	6
Business Research Methods 1	3
Strategic Business Architectures	3
Information Security Management	3
Enterprise Governance of IT	3
Managing Implementation and Organizational Change	6
International Study Week	3
Sourcing IS Services	3
Trends in Business Information Systems	3
Management of IT-Based Business Innovation	3
Innovative Technologies	3
Capita Selecta Master Classes 1 (Individual)	6
Final Project	15
	<b>Total 60</b>

#### As of cohort MIM-33

<b>Executive Master of Information Management (MIM)</b>	<b>ECTS</b>
Information Strategy and Management	6
Business Research Methods	3
Strategic Business Architectures	3
Information Security Management	3
Enterprise Governance of IT	3
Managing Implementation and Organizational Change	6
International Study Week	3
Sourcing IS Services	3
Trends in Business Information Systems	3
Management of IT-Based Business Innovation	3
Innovative Technologies	3
Capita Selecta Master Classes 1 (Individual)	6
Final Project	15
	<b>Total 60</b>

## Cohort MIM-32

Executive Master of Information Management (MIM)	ECTS
Information Strategy and Management	4.5
Business Research Methods	3
Strategic Business Architectures	2.5
Information Security Management	2.5
Enterprise Governance of IT	2.5
Business Value and IS Investment	2.5
Managing Implementation and Organizational Change	5
Sourcing IS Services	2.5
International Study Week	2
Trends in Business Information Systems	3
Management of IT-Based Business Innovation	3
Innovative Technologies	2
Capita Selecta Master Classes 1 (Individual)	6
Capita Selecta Master Classes 2 (Group)	4
Final Project	15
	<b>Total 60</b>

## Learning Outcomes of the program

### *Knowledge*

- K1 Expert knowledge of alignment of business and ICT for the design, management, and governance of organizations.
- K2 Knowledge on how modern information systems may leverage business process performance and gain competitive advantages.
- K3 Expert knowledge of the scientific aspects of organizations and the management of change.
- K4 Basic knowledge of principles of business and IM research methods.

### *Skills*

- S1 Assess new technologies and assess potential of IT for innovation.
- S2 Analyze (integrated) business processes, management information needs, information flows and risks.
- S3 Apply contemporary Information Management models and techniques for the alignment of business processes and the supporting IT infrastructure.
- S4 Apply project management techniques for roll-outs of enterprise-wide systems, and lead organizational change initiatives.
- S5 Advise on sourcing strategies
- S6 Work in interdisciplinary teams and act as communicator between the various disciplines.
- S7 Conduct practice based interdisciplinary research, and write and present valid reports.

### *Attitude*

- A1 Study and solve practical problems from an interdisciplinary point of view.

- A2 Take up the challenges that result from the rapid changes in technology and being able to make others enthusiastic for these challenges.
- A3 Be able to judge one's own and other's work critically.
- A4 Keep learning (life-long learning).

## Relationship learning objectives & Dublin descriptors per module

Dublin Descriptors		Program Modules												
Knowledge and Understanding Applying Knowledge and Understanding Making Judgements Communication Learning skills	Learning Objectives	1. Business Research Methods	2. Information Strategy and Management	3. Strategic Business Architectures	4. Information Security Management	5. Enterprise Governance of IT	6. Managing Implementation and	7. International Study Week	8. Sourcing IS Services	9. Trends in Business Information Systems	10. Management of IT-Based	11. Innovative Technologies	12. Capita Selecta 1	13. Final Project
		X	K1	X	X	X	X	X	X	X	X	X	X	X
X	K2	X	X	X	X		X		X				X	X
X	K3	X	X		X	X	X				X	X	X	X
X	K4	X											X	X
X	S1							X		X	X	X	X	X
X	S2	X	X	X	X								X	X
X	S3	X	X							X			X	X
X	S4				X		X	X					X	X
X	S5				X			X						X
X	S6													X
X	S7	X											X	X
X	A1	X	X	X									X	X
	A2						X			X	X	X		X
	A3												X	X
	A4	X	X	X	X	X	X	X	X	X	X	X	X	X

In the next paragraphs we clarify the contributions of the modules to the learning outcomes of the MIM program.

Below we give a full overview of how each module contributes to the learning outcomes.

### Module 1 - Business Research Methods

- K4: students develop knowledge and understanding of basic business and IM research methods;
- S7: students learn how to conduct practice based interdisciplinary research, and write and present valid reports;
- A1: Students learn to study and solve practical problems from an interdisciplinary point of view.

### Module 2 - Information Strategy and Management

- K1: Students acquire knowledge and understanding of the relationship between business strategy, organization design, and information systems;
- K2: students acquire knowledge and understanding of business process management, in particular of how information systems can impact business process performance;
- K3: the module discusses the sociotechnical approach and so introduces scientific aspects of management of change.

- S2: Students how analyze integrated business processes, need for management information, and associated risks.
- S3: Business / IT alignment is a core theme in all the courses in this module.

### **Module 3 - Strategic Business Architectures**

The predominant approach for this course is “Learning by example”, i.e. demonstrating trends, developments, and discussing their strategic impact on businesses through in-depth analysis of case studies. However, by extrapolating examples, students are prompted to “think through” and develop their own analytical and creative skills. New developments in IS/IT in the areas of architecture are the central themes of this module; as such it contributes to learning outcomes K1, K2, K3; S2 and S3; A1.

### **Module 4 - Information Security Management**

- K1: the objective of this module is to create knowledge and understanding of how to ensure Information Technology security. This module discusses the security questions related to the three areas that together form the basic structure of the program: managing the future, managing the present and managing change.
- K2: adequate support of business processes depends on the adequate level of security, which hindering the business, but also protecting the business.
- S2: analyzing Information Technology risks.
- S4: implementation and maintenance of risk monitoring processes and tooling.
- S5: how to engage with technology partner in information security management.

### **Module 5 - Enterprise Governance of IT**

- K1: this module focuses on the innovation potential of IT for business processes; as such it contributes to the knowledge and understanding of business and ICT alignment for organizations.
- K2: models to ensure enterprise governance of IT and optimizing business support
- K3: innovation entails organization change; this module contributes to the students’ understanding of change processes.
- S1: the module contributes to the students’ ability to assess technologies and their potential for innovation.
- S2: processes required to ensure the required management information is available for enterprise governance of IT
- A2: the module intends to create an attitude to rapidly pick up challenges that are the result of rapid changes in technology.

### **Module 6 - Managing Implementation and Organizational Change**

- K1: the module concentrates on managing change (e.g. through the design of an adequate program management organization) and as such creates knowledge and understanding of management and governance of organizations.
- K3: the module contributes to the scientific knowledge of organizations and managing change.
- S4: the module contributes to the students’ skills to manage organizational change initiatives.
- A2: the module contributes to creating an attitude to take up challenges that result from rapid changes in technology.

### **Module 7 - International Study Week**

- K1: the objective of the international study week is to confront the students with recent scientific developments and practices of IT governance and management abroad, in particular the US. In this way this module contributes to the general knowledge and understanding covered by learning outcome K1.
- K2: through company visits in the Boston area students are confronted with advanced ways how IT can leverage business processes.
- K3: presentations by internationally recognized scientists about their actual research interests contribute to creating knowledge and understanding of scientific aspects of organizations.

- S1: lectures at Bentley University addressing the innovation potential of information technology

## **Module 8 - Sourcing IS Services**

- K1: the objective of this module is to acquire knowledge and understanding of how to decide about in- or outsourcing IS/IT and how to govern sourcing relationships.
- S4: in- or outsourcing movements are organizational change initiatives that need to be managed as projects; this module contributes to the skills of applying the appropriate project management techniques.
- S5: as lectures on costs and cost allocation, and quality assessment of information systems are incorporated in this module, it contributes to the skill to advise whether to buy or make (enterprise) information systems.

## **Module 9 - Trends in Business Information Systems**

- K2: this module focuses on how networked organizations are enabled by modern IS/IT, as such it contributes to the knowledge and understanding of how IS/IT may leverage business process performance and contribute to competitive advantage.
- S1: new developments in IS/IT in the areas of architectures, connectivity and interoperability are the central themes of this module; as such it contributes to the skills to assess new technologies and their potential for innovation.
- S2: the module contributes to the students' ability to analyze business processes and the related information needs and risks.
- S3: the module contributes to the skills to align business and IT, now discussed from an IT perspective.
- A2: the module intends to create an attitude to rapidly pick up challenges that are the result of rapid changes in technology.

## **Module 10 - Management of IT-Based Business Innovation**

- K1: this module focuses on the innovation potential of IT for business processes; as such it contributes to the knowledge and understanding of business and ICT alignment for organizations.
- K3: innovation entails organization change; this module contributes to the students' understanding of change processes.
- S1: the module contributes to the students' ability to assess technologies and their potential for innovation.
- A2: the module intends to create an attitude to rapidly pick up challenges that are the result of rapid changes in technology.

## **Module 11 - Innovative Technologies**

- K1: this module focuses on the innovation potential of IT for business processes; as such it contributes to the knowledge and understanding of business and ICT alignment for organizations.
- K3: innovation entails organization change; this module contributes to the students' understanding of change processes.
- S1: the module contributes to the students' ability to assess technologies and their potential for innovation.
- A2: the module intends to create an attitude to rapidly pick up challenges that are the result of rapid changes in technology.

## **Module 12 - Capita Selecta 1**

The Capita Selecta lectures consist of writing, presenting and discussing practice oriented research papers. Each student writes and presents one group paper (a group consists typically of four students). This series of papers, presentations and discussion sessions aim at contributing to the following learning outcomes:

- K1, K2: deepening of the knowledge and understanding of information management subjects that have been discussed in previous lectures;
- K3: deepening of knowledge of scientific aspects of information management;
- K4: the process of doing independent practice based research contributes to the basic knowledge of appropriate research methods;

- S1: assess new technologies and their potential for innovation (technologies discussed in a student's own paper or presented by another participant in the program);
- S2, S3: analysis of business processes, and application of IM alignment models;
- S4, S5, S6, S7: apply project management and business case techniques, work in interdisciplinary teams and conduct practice based research for the individual and group assignment and paper writing activities.
- A1: study and solve practical based problems from an interdisciplinary point of view;
- A3: during this process the students learn to judge one's own and other's work critically

### **Final project (master thesis)**

The final project, resulting in a thesis, covers an IM problem in its full breadth. In line with the design research approach, the students have to analyze a problem situation in an organization and propose a (design for) a solution and its implementation. This activity is executed in a group. As such the final project covers all the learning outcomes.

Testing plan MIM-34				
Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Information Strategy and Management	6	Individual paper	Class lectures	36
Business Research Methods 1	3	Individual paper	Class lectures	24
Strategic Business Architectures	3	Individual paper	Class lectures	24
Information Security Management	3	Individual paper	Class lectures	24
Enterprise Governance of IT	3	Individual paper	Class lectures	24
Managing Implementation and Organizational Change	6	Individual paper	Class lectures	36
International Study Week	3	Individual paper	Class lectures, Discussion, Company visits	36
Sourcing IS Services	3	Individual paper	Class lectures	24
Trends in Business Information Systems	3	Group paper	Class lectures	24
Management of IT-Based Business Innovation	3			24
Innovative Technologies	3			24
Capita Selecta Master Classes 1 (Individual)	6	Individual paper, Presentation, Discussion	Class lectures	18
Final Project	15	Report on case study, Group presentation, Discussion	3 / 4 individual sessions with supervisor + A half day exam session including presentation and questioning	12

\* The testing plan could, after approval of the Examination Board based on an argued proposal, be diverted from. In such case, students will be informed via the learning platform.



Testing plan MIM-33				
Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Information Strategy and Management	6	Individual paper	Class lectures	36
Business Research Methods	3	Individual paper	Class lectures	24
Strategic Business Architectures	3	Individual paper	Class lectures	24
Information Security Management	3	Individual paper	Class lectures	24
Enterprise Governance of IT	3	Individual paper	Class lectures	24
Managing Implementation and Organizational Change	6	Individual paper	Class lectures	36
International Study Week	3	Individual paper	Class lectures, Discussion, Company visits	36
Sourcing IS Services	3	Individual paper	Class lectures	24
Trends in Business Information Systems	3	Group paper	Class lectures	24
Management of IT-Based Business Innovation	3			24
Innovative Technologies	3			24
Capita Selecta Master Classes 1 (Individual)	6	Individual paper, Presentation, Discussion	Class lectures	18
Final Project	15	Report on case study, Group presentation, Discussion	3 / 4 individual sessions with supervisor + A half day exam session including presentation and questioning	12

## **Additions/exceptions to the Teaching and Examination Regulations TIAS Business School 2019/2020**

### **Addition to Article 3.6: Language of instruction**

The language of the program is English. Participants are allowed to submit their individual papers in Dutch. Groups are allowed to submit and present their final paper in Dutch. The submission of the final paper in Dutch requires the explicit consent of all group members.

### **Addition to Article 4.3: Final examination of the programs**

Admission to the final module is allowed only if a participant has obtained at least 34 ETCS.

The thesis for the final module may be submitted and defended if a participant has obtained a minimum of 34 ECTS.

### **Addition to Article 4.4: Preliminary examinations**

Participants are required to submit a request for deferment before the due date of a preliminary examination. On that basis, the Academic Director may defer for a period of one (1) or two (2) months. The grade of a paper delivered later will be adjusted downwards. The grade for a paper delivered up to one (1) month after the deadline, will be reduced with a half point. For papers submitted one (1) to two (2) months after the deadline, a whole point will be deducted. If the Academic Director has granted a deferment, the date of a possible re-examination will also shift with the deferment period.

## Appendix Executive Master of IT-Auditing

### Samenstelling van het programma

#### Vanaf leergang 35

Executive Master of IT-Auditing (EMITA)	ECTS
Business Process Control Analysis	6
Business Process Control Design	7
IT Auditing Fundamentals	6
Business Research Methods	6
Management of IT	6
Auditing Cyber Security	10
Data Analytics	10
Comprehensive IT Auditing	4
Master Thesis	15
	Totaal 60

\* In het curriculum zijn nog wijzingen mogelijk, het curriculum is nog in ontwikkeling.

#### Leergang 34

Executive Master of IT-Auditing (EMITA)	ECTS
Business Process Control Analysis	6
Business Process Control Design	7
IT Auditing Fundamentals	6
Business Research Methods	6
Management of IT	5
Security & Technology Management	7
IT Processen	4
Comprehensive IT Auditing	4
Master Thesis	15
	Totaal 60

#### Leerdoelen:

1. Participants are capable of acting as professionals in accordance with the basic principles of auditing and are able to audit the relevant IT material in a responsible manner.
2. Participants are able to act as critical IT Auditors both independently and in groups.
3. Participants understand the IT-related and other risks of organizations and processes of infrastructures, and can develop relevant control measures.
4. Participants are capable of identifying IT risks in relation to business risks.
5. Participants are capable of applying the auditing fundamentals and auditing methodologies.
6. Participants are familiar with the management control of IT and are capable of applying the relevant auditing methodologies.
7. Participants understand the different technical IT components, are able to perform a risk analysis and setup an adequate audit approach.

8. Participants can apply auditing skills throughout the entire audit cycle, and are capable of using the auditing tools correctly.
9. Participants can identify the different types of clients, types of audits and the approach to be followed by the IT Auditor and translate these into a plan of work.
10. Participants can perform, interpret and analyze scientific research on IT Audit issues in a multidisciplinary context.
11. Participants learn to reflect on nationally and internationally applied research with the aim of maintaining a research-oriented mindset.

## Relationship learning objectives and Dublin Descriptors

**Tabel 1 Overview relationship learning objectives, Dublin Descriptors and program modules**

Dublin Descriptors					Learning objectives	Program per module								
Knowledge and understanding	Application of knowledge and understanding	Judgement	Communication	Learning Skills		1	2	3	4	5	6	7	8	Final assignment*
		X	X	X	L1	X	X	X						X
	X	X	X	X	L2	X	X	X						X
X				X	L3	X								
X				X	L4		X							
X	X	X		X	L5	X	X	X						X
X	X			X	L6	X	X	X	X					X
	X			X	L7	X	X	X		X				
	X			X	L8	X	X	X			X			X
	X			X	L9							X		X
	X	X	X	X	L10	X	X	X					X	X
X	X	X		X	L11				X	X	X	X	X	X

\* The final assignment is a IT-Audit

## Toetsplan\*

Executive Master of IT Auditing (EMITA)	ECTS	Assessment type	Course format
Business Process Control Risk Analysis	6	Digital open book	Class lectures & homework
Business Process Control Design	7	Digital open book	Class lectures & homework
IT Auditing Fundamentals	6	Oral exam	Class lectures
Business Research Methods	6	Group paper	Class lectures
Management of IT	5	Digital closed book exam	Class lectures
Security & Technology Management	7	Digital closed book exam	Class lectures
IT Processen	4	Digital closed book exam	Class lectures
Comprehensive IT Auditing	4	Digital closed book exam	Class lectures
Master thesis	15	Group audit paper (including methodological research document and log of individual activities)	Group supervision
	Total 60		

\* voor IT-34. Het toetsplan voor IT-35 is nog in ontwikkeling.

## Aanvullingen/uitzonderingen op het Onderwijs- en Examenreglement TIAS Business School BV 2018/2019

### **Uitzondering op Artikel 3.4, lid 3**

Indien de Academic Director akkoord kan gaan met het verzuim en het verzuim beperkt blijft tot maximaal 20% van de sessies per blok, dan hoeft dit geen consequenties te hebben voor de toetsing van de modules; dit ter beoordeling van de Academic Director. Indien meer dan 20% verzuim gedurende een blok noodzakelijk is, dan zal dit (ook na toestemming van de Academic Director) altijd leiden tot het opleggen van een compensatieregule bestaande uit het schrijven van een aanvullende paper. Hier zijn kosten aan verbonden ter hoogte van extra begeleiding paper (zie bijlage 2).

### **Uitzondering op Artikel 4.3**

In principe vindt de examinering plaats in teams van maximaal drie personen.

### **Uitzondering op Artikel 4.3, lid 3**

Deelnemers mogen starten met de Master Thesis als de blokken 1 tot en met 7 met een voldoende zijn afgerond en zij tijdens 80% van de colleges van de modules 1 tot en met 7 aanwezig zijn geweest. Voor deelnemers in de leergang IT-35 en de opvolgende leergangen zijn dit de blokken 1 tot en met 6.

### **Uitzondering op Artikel 4.4, lid 2**

Er wordt eenmaal een herkansing geboden over de gelijke stof. Daarna wordt uitsluitend met expliciete toestemming van de Academic Director voor de vakken Business Process Control Analysis en Business Process Control Design nog een tweede gelegenheid geboden om de module in de eigen leergang te herkansen. Bij onvoldoende participatie in lessen en voorbereidingen op het tentamen kan hiervan worden afgezien. Daarna moet een deelnemer aansluiten bij de volgende leergang om het programma te voltooien. Hiervoor kunnen kosten in rekening worden gebracht conform bijlage 2.

### **Uitzondering op Artikel 4.10, lid 2**

In tegenstelling tot hetgeen beschreven staat in artikel 4.10 lid 2 van het Onderwijs- en Examenreglement kunnen deelnemers een vrijstelling aanvragen voor meerdere modules (onderdelen) van het IT-Auditing programma en mag het totaal de 22 ECTS overschrijden.

Wanneer het totaal aan vrijstellingen de 22 ECTS overschrijdt, zal de betreffende deelnemer bij succesvolle afronding van het programma niet worden gewaardeerd met een MSc-grad, maar met de grad voor het Executive Master programma (EMITA). Aan de deelnemer kan dan voor maximaal 30 ECTS aan vrijstellingen worden verleend. De betreffende deelnemer komt niet in aanmerking voor een judicium.

## Appendix International Full-Time Master of Business Administration

### Composition of the program

#### Cohort starting September 2019

<b>International Full-Time Master of Business Administration - FTMBA</b>	<b>ECTS</b>
Introduction to Business and Society	1
Introduction to Dutch Language	2
Quantitative Methods	4
Analytical Skills	2
Analytical Writing	2
Financial Accounting	3
Managerial Finance	3
Managing Sustainable Business Models	3
Marketing Management	3
Economics for Business	4
Leadership and Organizational Behavior	3
Operations and Supply Chain Management	3
Managerial Accounting and Control	3
Sustainable Development Goals in Business Practice	2
Corporate Strategy	4
Innovation Management	3
Entrepreneurship	3
International Study Week	3
Team Business Project	10
Personal and Career Development Program	3
Choice: Three MBA Electives Start-up project	6
	<b>70</b>

#### Cohort starting September 2018

<b>International Full-Time Master of Business Administration - FTMBA</b>	<b>ECTS</b>
Personal and Career Development Program	3
Quantitative Methods	3
Financial Accounting	3
Business, Government and Society	2
Business Research Methods	5
Managerial Finance	3
Marketing Management	3
Managing Sustainable Business Models	2
Economics for Business	3
Introduction to Dutch Language	1
Academic Reading and Writing	1
Leadership and Organizational Behavior	3
Managerial Accounting and Control	3
Operations and Supply Chain Management	3
Leading Business through Global Changes	2
Innovation Management	3
Change Management	3
Corporate Strategy	3
Entrepreneurship	3
International Study Week	2
Team Business Project	10
Choice: Three MBA Electives Internship Start-up project	6
	<b>70</b>



## Cohort started September 2017

International Full-Time Master of Business Administration - FTMBA	ECTS
Introduction to Dutch Language	1
Quantitative Methods	3
Business, Government and Society	2
Financial Accounting	3
Managerial Finance	3
Managing Sustainable Business Models	2
Academic Reading and Writing	1
Marketing Management	3
Economics for Business	3
Leadership and Organizational Behavior	3
Operations and Supply Chain Management	3
Managerial Accounting and Control	3
Business Research Methods	5
Themes for the Future (Business and Society Theme Week)	2
Corporate Strategy	3
Innovation Management	3
Change Management	3
Entrepreneurship	3
International Study Week	2
Team Business Project	10
Personal and Career Development Program	3
Choice: Three MBA summer electives Internship Start-up project	6
	<b>70</b>

## Cohort started September 2016

<b>International Full-Time Master of Business Administration - FTMBA</b>	<b>ECTS</b>
Quantitative Methods	3
Financial Accounting	3
Economics for Business	3
Cross-Cultural Psychology	2
Marketing Management	3
Managerial Finance	3
Managerial Accounting and Control	3
Leadership and Organizational Behavior	3
Business Research Methods	2
Corporate Strategy	3
Operations and Supply Chain Management	3
Innovation Management	3
Entrepreneurship	2
Change Management	2
International Management (Module Abroad)	2
Choice of 2 of the following modules (each 2 ECTS): Mergers and Acquisitions International Business Law Business-to-Business Marketing Data Science for Business	4
Master Project	15
Personal and Career Development Program	3
Societal Program	4
Introduction to Dutch Language	1
	<b>67</b>

## Learning objectives

At the end of the program, participants will demonstrate:

1. Knowledge and understanding of the functional areas of business.
2. Ability to apply and integrate knowledge of the business disciplines in diverse practical settings.
3. The ability to identify key issues and trends and analyze, integrate and synthesize information and knowledge to solve business issues and make effective strategic choices.
4. Awareness of social responsibilities of organizations and the ability to translate these responsibilities into effective corporate policies.
5. The ability to manage change and design innovative and entrepreneurial solutions for an increasingly complex and changing environment.
6. A global perspective based on an understanding of both local and international environments of organizations
7. Personal and interpersonal skills to become effective, resilient, self-aware leaders.

## Relationship between learning objectives and curriculum components:

Learning Objectives	P	C	D	P	Analytical Skills	Analytical Writing	Quantitative Methods	Financial Accounting	Managerial Finance	Brussels trip	Marketing Management	Managing Sustainable	Economics for Business	Introduction to Dutch Language	Leadership and Organizational	Managerial Accounting and	Operations and Supply Chain	Introduction to Business and	Innovation Management	Corporate Strategy	Entrepreneurship	International Study Week	Team Business Project	Electives	Sustainable Development Goals	Start-up Project
L1							X	X			X				X	X	X		X	X	X			X		
L2		X					X	X			X	X			X	X	X		X	X	X		X	X		
L3		X	X	X									X							X			X			
L4											X			X				X	X	X					X	
L5																			X		X					
L6										X												X				
L7	X	X	X											X									X		X	X

## Testing plan International Full-Time Master of Business Administration 2019\*

Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Introduction to Business and Society	1	Participation	Lecture, site visits	9
Analytical Skills	2	Team assignment	Class lectures, workshops	9
Analytical Writing	2	Individual paper	Class lectures	13,5
Introduction to Dutch Language	2	Individual oral & written tests	Class lectures	10,5
Quantitative Methods	4	In-class exam	Class lectures	30
Financial Accounting	3	Class participation, in-class exam, Group assignment	Class lectures	24
Managerial Finance	3	In-class exam, Group assignment	Class lectures	30
Managing Sustainable Business Models	3	Group assignments, individual exam	Class lectures	21
Marketing Management	3	Group assignments, Individual assignment	Class lectures	24
Economics for Business	4	Group assignments, class participation	Class lectures	30
Leadership and Organizational Behavior	3	Class participation, Individual assignment, Group assignment presentation	Class lectures	18
Operations and Supply Chain Management	3	In-class exam, Presentation, Paper	Class lectures	24
Managerial Accounting and Control	3	In-class exam, Group assignment	Class lectures	24
Sustainable Development Goals in Business Practice	2	Duo-assignment	Lecture, office-hours, self-study	6
Corporate Strategy	4	In-class exam	Class lectures	24
Innovation Management	3	Group assignments	Class lectures	24
Entrepreneurship	3	Presentation, Class participation, Group assignment	Class lectures	24
International Study Week (Module Abroad)	3	Participation in course	Lectures and company visits	30

Business Project	10	Multiple deliverables (individual and in team)	Project Work	
Personal and Career Development Program	3		Class lectures, workshops, coaching sessions, reflection documents	75
Choice of:	6			
3 Electives		Group Assignments, Presentations, Individual assignments, Participation in course (TBC per course)	Class lectures	
<i>Or</i>				
Start-up project		Group or Individual Report, Presentation	Project Work	

\* The testing plan could, after approval of the Examination Board based on an argued proposal, be diverted from. In such case, students will be informed via the learning platform.

Testing plan International Full-Time Master of Business Administration 2018*				
Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Introduction to Dutch Language	1	Individual oral & written tests	Class lectures	10,5
Quantitative Methods	3	In-class exam	Class lectures	30
Business, Government and Society	2	Group assignment presentation	Class lectures	33
Financial Accounting	3	Class participation, in-class exam, Group assignment	Class lectures	24
Managerial Finance	3	In-class exam, Group assignment	Class lectures	30
Managing Sustainable Business Models	2	Group assignments, presentation	Class lectures	21

Academic Reading and Writing	1	Class participation	Class lectures	12
Marketing Management	3	Group assignments, Individual assignment	Class lectures	24
Economics for Business	3	Group assignments, class participation	Class lectures	30
Leadership and Organizational Behavior	3	Class participation, Individual assignment, Group assignment presentation	Class lectures	18
Operations and Supply Chain Management	3	In-class exam, Presentation, Paper	Class lectures	24
Managerial Accounting and Control	3	In-class exam, Group assignment	Class lectures	24
Business Research Methods	5	Group assignment, Oral Exam, Self & Peer assessment	Class lectures	21
Leading Business through Global Changes	2	Individual assignment, Class participation	Lectures, guest lectures etc.	30
Corporate Strategy	3	In-class exam	Class lectures	24
Innovation Management	3	Group assignments	Class lectures	24
Change Management	3	Group assignment	Class lectures	24
Entrepreneurship	3	Presentation, Class participation, Group assignment	Class lectures	24
International Study Week (Module Abroad)	2	Participation in course	Lectures and company visits	30
Business Projects	10	Multiple deliverables (individual and in team)	Project Work	
Personal and Career Development Program	3		Class lectures, workshops, coaching sessions, reflection documents	75

Choice of:	6		
3 Electives		Group Assignments, Presentations, Individual assignments, Participation in course	Class lectures
<i>Or</i>			
Internship		Individual Reflection Report	Internship
<i>Or</i>			
Start-up project		Group or Individual Report, Presentation	Project Work

Testing plan International Full-Time Master of Business Administration*			
Module	Credits (ECTS)	Assessment type	Course format
Personal and Career Development Program	3		Class lectures, video coaching sessions, documents
Quantitative Methods	3	In-class exam	Class lectures
Financial Accounting	3	Class participation, in-class exam, Group assignment	Class lectures
Business, Government and Society	2	Group assignment presentation	Class lectures
Business Research Methods	5	Group assignment, Oral Exam, Self & Peer assessment	Class lectures
Managerial Finance	3	In-class exam, Group assignment	Class lectures
<b>Brussels trip</b>	?	<b>Participation in course</b>	<b>Visits &amp; presentations</b>
Marketing Management	3	Group assignments, Individual assignment	Class lectures
Managing Sustainable Business Models	2	Group assignments, presentation	Class lectures
Economics for Business	3	Group assignments, class participation	Class lectures
Introduction to Dutch Language	1	Individual oral & written tests	Class lectures
Academic Reading and Writing	1	Class participation	Class lectures
Leadership and Organizational Behavior	3	Class participation, Individual assignment, Group assignment presentation	Class lectures
Managerial Accounting and Control	3	In-class exam, Group assignment	Class lectures
Operations and Supply Chain Management	3	In-class exam, Group assignment, Presentation	Class lectures

Leading Business through Global Changes	2	Individual assignment, Class participation	Lectures, guest
Innovation Management	3	Group assignments	Class lectures
Change Management	3	Group assignment	Class lectures
Corporate Strategy	3	In-class exam	Class lectures
Entrepreneurship	3	Presentation, Class participation, Group assignment	Class lectures
International Study Week (Module Abroad)	2	Participation in course	Lectures and co
Team Consultancy Project	10	Individual assignment, Group assignment & Final Presentation	Real life projec
Choice of: 3 Electives	6	Individual & group assignments, Presentations	Class lectures
<i>Or</i> Internship	6	Report	Internship at a
<i>Or</i> Start-up project	6	Report & Pitch/Presentation	Project work

\* The testing plan could, after approval of the Examination Board based on an argued proposal, be diverted from. In such case, students will be informed via the learning platform.

## **Additions/exceptions to the Teaching and Examination Regulations TIAS Business School 2019/2020**

### **Exception to Article 4.3: Final examination of the programs**

The final examination of the full-time MBA program consists of a Team Business Project of 10 ECTS. This final examination precedes the elective/choice period.

### **Exception to Article 4.10: Exemption**

No exemptions are granted for the program, except for the module Introduction to Dutch Language. A participant can be granted an exemption for this module if level A1 has been achieved.

## **Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School 2019/2020**

### **Exception to Article 6.1: Assessment of the result**

Some modules do not have a numerical marking system, but have a pass/fail system.





## Appendix Executive Master of Business Administration

### Composition of the program

#### Cohort starting September 2019

<b>Executive Master of Business Administration (EMBA)</b>	<b>ECTS</b>
<b>Executive Master of Business Administration in Food and Agribusiness (FAEMBA)</b>	
<b>YEAR 1: 2019-2020</b>	
Managerial Accounting & Control	4
Business Research Methods & Quantitative Methods	3
Managerial Economics	4
Corporate Finance	4
Creating Shared Value in an Emerging Market Context (International Module 1)	3
Doing Business in a Complex World	4
Human Behavior in Organizations	3
Operations & Supply Chain Management	4
<b>YEAR 2: 2020-2021</b>	
Marketing Management	4
Corporate- and Business-Level Strategy	3
Sustainable Innovation	4
Entrepreneurship	4
Strategy Implementation	3
Change Management	3
Collaborating in an international environment (International Module 2)	3
Strategic Leadership	4
Capstone Project	10
Personal Leadership Program – Impact through Leadership Development	3
	<b>70</b>

#### Cohort starting September 2018

<b>Executive Master of Business Administration (EMBA)</b>	<b>ECTS</b>
<b>Executive Master of Business Administration in Food and Agribusiness (FAEMBA)</b>	
<b>YEAR 1: 2018-2019</b>	
Managerial Accounting & Control	4
Business Research Methods	1
Sustainable Supply Chains	3
Quantitative Methods	2
Managerial Economics	4
Corporate Finance	4
Creating Shared Value in an Emerging Market Context (International Module 1)	3
Doing Business in a Complex World	3
Human Behavior in Organizations	3
Operations Management	3
<b>YEAR 2: 2019-2020</b>	

Marketing Management	4
Corporate- and Business-Level Strategy	3
Sustainable Innovation	4
Entrepreneurship	3
Strategy Implementation	3
Change Management	3
Strategic Leadership	3
International Module 2	2
Driving Change and Connecting the Dots	2
Capstone Project	10
Personal Impact Program	3
	<b>70</b>

### Cohort starting September 2017

<b>Executive Master of Business Administration Tilburg (EMBA)</b>	<b>ECTS</b>
<b>YEAR 1: 2017-2018</b>	
Managerial Accounting & Control	4
Critical Thinking, Problem Solving & Business Research for EMBA	1
Sustainable Supply Chains	3
Quantitative Methods for Managers	2
Managerial Economics	4
Corporate Finance	4
Creating Shared Value in an Emerging Market Context (International Module)	3
Doing Business in a Complex World	3
Human Behavior in Organizations	3
Operations Management	3
<b>YEAR 2: 2018-2019</b>	
Marketing Management	4
Corporate- and Business-Level Strategy	3
Sustainable Innovation	4
Entrepreneurship	3
Strategy Implementation	3
Leading Change	3
Managing and Collaborating in an Internationally Diverse Environment (International Module)	2
Mobilizing the Organization for Future Success	3
Capstone Project	10
Personal Leadership Program	1
	<b>66</b>

<b>Executive Master of Business Administration in Food and Agribusiness (FAEMBA)</b>	<b>ECTS</b>
<b>YEAR 1: 2017-2018</b>	
Managerial Accounting & Control	4
Critical Thinking, Problem Solving & Business Research for EMBA	1
Sustainable Supply Chains	3
Quantitative Methods for Managers	2
Managerial Economics	4
Corporate Finance	4
Creating Shared Value in an Emerging Market Context (International Module)	3
Doing Business in a Complex World – in a Food and Agribusiness context	3
Human Behavior in Organizations	3
Operations Management	3
<b>YEAR 2: 2018-2019</b>	
Marketing Management	4
Corporate- and Business-Level Strategy	3
Sustainable Innovation	4
Entrepreneurship – in a Food and Agribusiness context	3
Strategy Implementation	3
Leading Change	3
Managing and Collaborating in an Internationally Diverse Environment (International Module)	2
Mobilizing the Organization for Future Success – in a Food and Agribusiness context	3
Capstone Project	10
Personal Leadership Program	1
	<b>66</b>

### Cohort starting September 2016

<b>Executive Master of Business Administration Tilburg (EMBA)</b>	<b>ECTS</b>
<b>YEAR 1: 2016-2017</b>	
Managerial Accounting	4
Business Research Methods	2
Leadership and Organizational Behavior	4
Quantitative Methods for Managers	2
Marketing Management	4
Managerial Economics	4
Corporate Finance	4
International Module 1	3
<b>YEAR 2: 2017-2018</b>	
Strategic Management	4
Operations and Supply Chain Management	4
Business Innovation and Sustainability	4
Leading Change	3
Elective	2

Entrepreneurship	3
International Module 2	2
Management Project	15
Personal Leadership Program	1
	<b>65</b>

## Cohort starting September 2015

<b>Executive Master of Business Administration Tilburg (EMBA)</b>	<b>ECTS</b>
<b>YEAR 1: 2015-2016</b>	
Managerial Accounting	4
Business Research Methods	2
Leadership and Organizational Behavior	4
Quantitative Methods for Managers	2
Marketing Management	4
Managerial Economics	4
Corporate Finance	4
International Module 1	3
<b>YEAR 2: 2016-2017</b>	
Strategic Management	4
Operations and Supply Chain Management	4
Business Innovation and Sustainability	4
Leading Change	3
Elective	2
Entrepreneurship	3
International Module 2	2
Management Project	15
Personal Development Program	1
	<b>65</b>

## Learning goals

At the end of the program, students will demonstrate:

- Knowledge and understanding of the functional areas of business.
- Ability to apply and integrate knowledge of the business disciplines in diverse practical settings.
- The ability to identify key issues and trends and analyze, integrate and synthesize information and knowledge to solve business issues and make effective strategic choices.
- Awareness of social responsibilities of organizations and the ability to translate these responsibilities into effective corporate policies.
- The ability to manage change and design innovative and entrepreneurial solutions for an increasingly complex and changing environment.
- A global perspective based on an understanding of both local and international environments of organizations.
- Personal and interpersonal skills to become effective, resilient, self-aware leaders.

<b>Testing plan Executive Master of Business Administration*</b>				
<b>Module</b>	<b>Credits (ECTS)</b>	<b>Assessment type</b>	<b>Course format</b>	<b>Contact hours</b>
<b>Managerial Accounting &amp; Control</b>	4	Group assignment and individual assignment	Interactive class meetings, Exercises	39
<b>Business Research Methods &amp; Quantitative Methods</b>	3	Participation, group or individual assignment tbc	Class lectures, Working classes, Blended Learning	15-18
<b>Managerial Economics</b>	4	Group paper, Group/class participation	Interactive class meetings, Exercises	34
<b>Corporate Finance</b>	4	Group project/Paper	Interactive class meetings, Blended Learning, Exercises	38
<b>International Module – Creating Shared Value in an Emerging Market Context</b>	3	Participation, group assignment or presentation, tbc	Study trip	34
<b>Doing Business in a Complex World</b>	3	cases/simulations tbc	Interactive class meetings, Exercises	27
<b>Human Behavior in Organizations</b>	3	Group presentation, Class participation, Individual assignment	Class lectures	27
<b>Operations and Supply Chain Management</b>	3	Individual Paper, participation & business simulation	Interactive class meetings, Exercises, Business Simulation	27
<b>Marketing Management</b>	4	Individual assignment	Interactive class meetings	38
<b>Corporate and Business Level Strategy</b>	3	Group presentation & assignment, Class participation,	Interactive class meetings, Exercises	27
<b>Sustainable Innovation</b>	4	Individual assignment, Team performance & presentation, game	Interactive class meetings, Exercises, Gaming	38
<b>Entrepreneurship</b>	3	Group assignment & presentation	Interactive class meetings, pressure cooker, Exercises	27
<b>Strategy Implementation</b>	3	Class participation, individual assignment	Interactive class meetings, Exercises	27

<b>Strategic Leadership</b>	3	Group work and presentation	Interactive class meetings	27
<b>Change Management</b>	3	Group presentation, Class participation, Individual assignment	Interactive class meetings, Exercises	27
<b>International Module 2</b>	3	Participation, group assignment or presentation, tbc	Study trip	27
<b>Personal Leadership Program</b>	3	-	Workshops, Coaching sessions, Group meetings	62
<b>Capstone Project</b>	10	Team or individual real-life project	n/a	variable

\* The testing plan could, after approval of the Examination Board based on an argued proposal, be diverted from. In such case, students will be informed via the learning platform.

## **Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School 2019/2020**

### **Exception to Article 4.3: Final examination of the programs**

The final examination of the Executive MBA program consist of a Capstone project of 10 ECTS.

### **Exception to Article 4.10: Exemption**

No exemptions are granted for the program.

## Appendix Executive Master of Real Estate

### Samenstelling van het programma

#### MRE-20

Executive Master of Real Estate (MRE)	ECTS
Waardecreatie met Vastgoedanalytics	9
Financiële Innovatie in Vastgoed	9
Duurzaam ondernemen in de Vastgoedsector	9
Persoonlijke management vaardigheden	9
Vrije keuze	6
Onderzoeksmethoden	3
Afstudeeronderzoek	15
	60

#### MRE-19

Executive Master of Real Estate (MRE)	ECTS
Waardecreatie met Vastgoedanalytics	8
Financiële Innovatie in Vastgoed	8
Duurzaam ondernemen in de Vastgoedsector	8
Persoonlijke management vaardigheden	8
Vrije keuze	8
Onderzoeksmethoden	5
Afstudeeronderzoek	15
	60

#### Leergangen 16, 17 en 18

Executive Master of Real Estate (MRE)	ECTS
Vastgoedmarkt analyse	5
Vastgoedexploitatie en transformatie	5
Corporate Vastgoedmanagement	5
Financiële Analyse	5
Waarderen	5
Investeren en beleggen	5
Samenwerken in netwerken en allianties*	5
Strategie ontwikkeling*	5
Stedelijke investeringsstrategieën	5
Onderzoeksmethoden & afstudeeronderzoek	15
	60

\* Deze modules worden voor leergang 18 niet klassikaal in MRE-verband verzorgd. Deelnemers maken een keuze uit lijst TIAS modules.



*After completion of the MRE program, the participant has knowledge and insight into:*

- L1. The mechanisms and processes that characterize the real estate market, the characteristics of real estate submarkets and all facets of real estate development, management and investment.
- L2. The dominant knowledge, perspectives and approaches with which to understand the real estate market and sector.
- L3. Trends and developments affecting the real estate market and sector.
- L4. The values and norms with respect to ethical behavior and corporate social responsibility in the real estate industry.

*After completion of the MRE program the participant will be able to:*

- L5. Critically consider theories, methods and techniques from different scientific disciplines and where possible apply these in their own practice.
- L6. Identify, analyze and work through issues in the real estate sector and their own professional practice in an academic manner.
- L7. Translate recent developments in the real estate sector into policy for their own organization.
- L8. Support decision-making with a thorough data-analysis of risks, returns and other real estate performance criteria.
- L9. Discover feasible growth opportunities and translate these into concrete action plans at an individual, organizational and/or societal level.
- L10. Position their own work field in an international context.
- L11. Act as a strategic manager and proactive decision partner in the real estate decision-making process.
- L12. Ask critical questions – and look for answers – about the effect of real estate policy on society as a whole.

## Coherence learning goals and modules

Learning goals	1. Real Estate Market Analysis	2. RE Exploitation and Transformation	3. Corporate Real Estate Management	4. Financial Analysis	5. Valuation	6. Real Estate Investment	7. Co-operations in Networks and	8. Strategy Development	9. Urban Investment Strategies	10 a. Business Research Methods	10b. Master Thesis	11. Study trip (optional)
L1	X	X	X		X	X			X			
L2	X		X	X		X	X	X	X			
L3	X	X	X		X	X	X	X	X			
L4	X		X				X	X				
L5	X			X	X	X	X	X	X		X	
L6	X	X	X		X			X	X	X	X	
L7	X		X					X			X	
L8		X	X	X	X	X			X			
L9							X	X				
L10			X			X			X			X
L11			X			X	X		X			
L12							X	X	X	X	X	X

### Toetsplan Executive Master of Real Estate vanaf najaar 2017

Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Waardecreatie met Vastgoedanalytics	9	Individual paper (50%), Online assignments (50%)	Blended learning	In-class: 45 Online:15
Financiële Innovatie in Vastgoed	9	Individual paper (50%), Online assignments (50%)	Blended learning	In-class: 45 Online:15
Duurzaam ondernemen in de Vastgoedsector	9	Individual paper (50%), Online assignments (50%)	Blended learning	In-class: 45 Online:15
Persoonlijke Management Vaardigheden	9	Individual paper	Intervisie & individual coaching	Personal coaching: 25

Electives	6	ntb	ntb	In-class: 40
Onderzoeksmethodiek	3	Individual assignment	Class lectures	In-class: 20
Afstudeeronderzoek	15	Thesis	Class lectures & individual coaching	In-class: 18 Online: 12 Personal coaching: 10

## **Aanvullingen/uitzonderingen op het Onderwijs en Examenreglement TIAS Business School BV 2019/2020**

### **Aanvulling op artikel 4.10: Vrijstellingen**

Er worden geen vrijstellingen verleend op basis van praktijkervaring of van aan andere onderwijsinstellingen verkregen diploma's of certificaten.

## Appendix Executive Master of Marketing

### Samenstelling van het programma

<b>Executive Master of Marketing (MM-29)</b>	<b>ECTS</b>
Customer Centricity on the edge part I & II	8
Developing Relevance for the market part I & II	8
Experience the Brand part I & II	8
Digital Marketing & E-commerce part I & II	8
Designing and Leading the future Marketing Organization part I & II	8
Business Research Methods part I & II	5
Afstudeeronderzoek	15
	60

<b>Executive Master of Marketing (MM-27 en MM-28)</b>	<b>ECTS</b>
Onderzoeksmethodologie voor marketeers	4
De bouwstenen van marketing	3
Marketing Intelligence	4
Integratie (Marketing Business Game)	4
Prijstrategie	6
Dienstenmarketing	3
Branding- en Communicatiestrategie	3
Verkoop- en Distributiestrategie	5
Digital Marketing	5
Essentiele Marketing Interfaces	4
Marketing Leiderschap	3
Boekbespreking	1
Afstudeeronderzoek	15
	60

<b>Executive Master of Marketing (MM-26)</b>	<b>ECTS</b>
De bouwstenen van marketing	3
Product- en prijsbeleid	6
Branding- en Communicatiestrategie	3
Verkoop- en Distributiestrategie	5
Dienstenmarketing	3
Integratie (Marketing Business Game)	4
Marketing Intelligence	4
Digital Marketing	5
Essentiele Marketing Interfaces	4
Marketing Leiderschap	3
Onderzoeksmethodologie voor marketeers	4
Afstudeeronderzoek	15
Boekbespreking	1

Executive Master of Marketing (MM-25 en voorgaande leergangen)	ECTS
De essentie van marketing	3
Marketing spelenderwijs	4
Onderzoeksmethodologie voor marketeers	4
Marketing intelligence	4
Product- en prijsbeleid	5
Communicatiestrategie	3
Verkoop- en distributiestrategie	5
Dienstenmarketing	3
E-marketing	5
Essentiele marketing interfaces	4
Marketing leiderschap	3
Afstudeeronderzoek	16
Boekbespreking	1
	60

## Leerdoelen

	SUBJECT-SPECIFIC LEARNING GOALS
L1	<ul style="list-style-type: none"> <li>The relevant mechanisms and processes of the marketing discipline;</li> </ul>
L2	<ul style="list-style-type: none"> <li>The dominant knowledge and approaches that provide different perspectives on the marketing discipline;</li> </ul>
L3	<ul style="list-style-type: none"> <li>Influential trends and developments on organizational marketing strategies;</li> </ul>
L4	<ul style="list-style-type: none"> <li>The values and norms related to ethical and societal reasoning and responsible acting in markets.</li> </ul>
L5	<ul style="list-style-type: none"> <li>Consider theories, methods and techniques from different scientific disciplines critically and where possible apply in their own field;</li> </ul>
L6	<ul style="list-style-type: none"> <li>Meet academic issues in the MM-discipline and identify their own field, analyzing, structuring, working out and then report on this;</li> </ul>
L7	<ul style="list-style-type: none"> <li>Analyze and interpret market dynamics and translate them to actionable strategies and organizational operations;</li> </ul>
L8	<ul style="list-style-type: none"> <li>Align the commercial objectives with the overall organizational goals and objectives;</li> </ul>
L9	<ul style="list-style-type: none"> <li>Interpret and execute independently market- and financial analysis;</li> </ul>
L10	<ul style="list-style-type: none"> <li>Adequately value the risks of investments in current and new products/services/competences and/or markets;</li> </ul>
L11	<ul style="list-style-type: none"> <li>Act as an active and professional manager and decision-making partner in cross-functional decision-making processes related to products/services and markets;</li> </ul>
L12	<ul style="list-style-type: none"> <li>Frame the own discipline in a continuously changing context of globalization, digital transformation, mobile, social and societal responsibility;</li> </ul>

## Coherence learning goals and modules

Leerdoelen	Modules											
	1. De essentie van Marketing.	2. Marketing spelenderwijs	3. Onderzoeksmethodologie voor marketeers	4. Marketing Intelligence	5. Product-, Innovatie- en Prijsbeleid	6. Communicatiestrategie	7. Verkoop- en distributiestrategie	8. Dienstenmarketing	9. E-Marketing	10. Essentiële marketing interfaces	11. Marketing Leiderschap	12. Afstudeeronderzoek
L1	X	X		X	X	X	X	X	X	X		
L2	X	X		X	X	X	X	X	X	X		
L3	X	X		X	X	X	X	X	X	X	X	
L4	X										X	
L5				X								X
L6			X	X								X
L7	X	X		X								X
L8											X	X
L9		X	X							X		X
L10		X			X					X		X
L11		X									X	X
L12	X								X			

<b>Toetsplan Executive Master of Marketing</b>				
<b>Module</b>	<b>Credits (ECTS)</b>	<b>Assessment type</b>	<b>Course format</b>	<b>Contact hours</b>
Customer Centricity on the Edge	8	Individual paper	Class lectures	
Developing Relevance for the Market	8	Individual paper & Marktstrat 1	Class lectures	
Experience the Brand	8	Group paper	Class lectures	
Digital Marketing & E-commerce	8	Individual paper	Class lectures	
Desinging & Leading the Future Marketing Organization	8	Individual paper & co-creation	Class lectures	
Onderzoeksmethodologie voor marketeers	5	Individual research proposal	Class lectures	
Afstudeeronderzoek	15	Master thesis	Supervision meetings	

## Appendix International MSc in Business Administration

### Composition of the program

Cohort start April 2020 (part-time)

International MSc in Business Administration <i>Change and Business Track</i>	ECTS
Accounting and Finance	3
Marketing in a Competitive World	3
Business Economics	3
Organizational Behaviour and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Entrepreneurship	3
Organizational Coaching and Consulting	3
Change Management	3
Business Dynamics	3
Corporate Social Responsibility and Ethics	3
Strategic Management	3
Study Trip	3
<i>General Management Elective:(choose one of the following courses)</i> Sustainable Finance Business Process & Data Mapping	3
Thesis	15
Personal Leadership Program	3
	<b>63</b>



<b>International MSc in Business Administration</b>	<b>ECTS</b>
<i>Future of Finance Track</i>	
Accounting and Finance	3
Marketing in a Competitive World	3
Business Economics	3
Organizational Behaviour and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Principles of Business Valuation	3
Capital Markets and Investment Management	3
Financial intermediation and Fintech	3
Sustainable Finance	3
Corporate Social Responsibility and Ethics	3
Strategic Management	3
Study Trip	3
<i>General Management Elective: (choose one of the following modules)</i>	3
Change Management	
Business Process and Data Mapping	
Thesis	15
Personal Leadership Program	3
	<b>63</b>

International MSc in Business Administration		ECTS
<i>Business Analytics Track</i>		
Accounting and Finance		3
Marketing in a Competitive World		3
Business Economics		3
Organizational Behaviour and Leadership		3
Operations and Supply Chain Management		3
Managing Information Systems/IT		3
Business Research Methods		3
Business Process & Data Mapping		3
Business Data Analytics		3
Decision Analysis & Optimization		3
Business Intelligence		3
Corporate Social Responsibility and Ethics		3
Strategic Management		3
Study Trip		3
<i>General Management Elective: (choose one of the following modules)</i>		
Financial intermediation and Fintech		
Entrepreneurship		
Thesis		15
Personal Leadership Program		3
		<b>63</b>

Cohorts start September 2018 and 2019 (full-time) and April 2019 (part-time)

<b>International MSc in Business Administration</b>	<b>ECTS</b>
<b>Marketing Track</b>	
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Global Marketing in Dynamic Markets	3
Marketing Communications and Branding	3
New Product and Service Development Strategy	3
Digital Marketing	3
Strategic Management	3
Study Trip	3
Corporate Social Responsibility and Ethics	3
<i>General Management Elective: (choose one of the following modules)</i>	3
Change Management	
Entrepreneurship	
Business Process and Data Mapping	
Thesis	15
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b>	<b>ECTS</b>
<b>Finance Track</b>	
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Financial Management	3
International Financial Management	3
Capital Markets and Investment Management	3
Advanced Financial Management	3
Strategic Management	3
Study Trip	3
Corporate Social Responsibility and Ethics	3

<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Business Process and Data Mapping	3
Thesis	15
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b> <i>Change and Business Track</i>	<b>ECTS</b>
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Entrepreneurship	3
Organizational Coaching and Consulting	3
Change Management	3
Business Dynamics	3
Strategic Management	3
Study Trip	3
Corporate Social Responsibility and Ethics	3
<i>General Management Elective: (choose one of the following modules)</i> Financial Management Global Marketing in Dynamic Markets New Product and Service Development Strategy	3
Thesis	15
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b> <i>Investment Management Track</i>	<b>ECTS</b>
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Capital Markets and Investment Management	3
Risk Management	3
Financial Management	3
Institutional Investment Management	3
Strategic Management	3
Study Trip	3
Corporate Social Responsibility and Ethics	3
<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Business Process and Data Mapping	3
Thesis	15
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b> <i>Business Analytics Track</i>	<b>ECTS</b>
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Business Process & Data Mapping	3
Business Data Analytics	3
Decision Analysis & Optimization	3
Business Intelligence	3
Strategic Management	3
Study Trip	3
Corporate Social Responsibility and Ethics	3

<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Financial Management	3
Thesis	15
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>Part-time International MSc in Business Administration</b>	<b>ECTS</b>
<i>General Management Track (NL)</i>	
Accounting & Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Strategisch Management	3
Strategisch Consulting	3
Innovatie Management	3
Big Data	3
Strategische Implementatie	3
Study Trip	3
Corporate Social Responsibility and Ethics	3
<i>General Management keuzevak: (kies één van de volgende)</i> Verandermanagement Ondernemerschap	3
Afstudeeropdracht	15
Persoonlijk Leiderschapsprogramma	3
	<b>63</b>

<b>Part-time International MSc in Business Administration</b>	<b>ECTS</b>
<i>Business &amp; Society Track (NL)</i>	
Accounting & Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Creating Shared Value	3

Responsible Leadership: Bestuur & Compliance	3
Collaboration: Publiek-private samenwerking	3
Business IN Society: Impact of Geopolitics	3
Strategische Implementatie	3
Studiereis	3
Corporate Social Responsibility and Ethics	3
<i>General Management keuzevak: (kies één van de volgende)</i> Verandermanagement Ondernemerschap	3
Afstudeeropdracht	15
Persoonlijk Leiderschapsprogramma	3
	<b>63</b>

Cohort start September 2017 (full-time) and April 2018 (part-time)

<b>International MSc in Business Administration</b>	<b>ECTS</b>
<i>Marketing Track</i>	
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Global Marketing in Dynamic Markets	3
Marketing Communications and Branding	3
New Product and Service Development Strategy	3
Digital Marketing	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i>	3
Change Management	
Entrepreneurship	
Business Process and Data Mapping	
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b>	<b>ECTS</b>
<i>Finance Track</i>	
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Financial Management	3
International Financial Management	3
Capital Markets and Investment Management	3
Advanced Financial Management	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5



<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Business Process and Data Mapping	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b>	<b>ECTS</b>
<i>Change and Business Track</i>	
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Entrepreneurship	3
Organizational Coaching and Consulting	3
Change Management	3
Business Dynamics	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i> Financial Management Global Marketing in Dynamic Markets New Product and Service Development Strategy	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b> <i>Investment Management Track</i>	<b>ECTS</b>
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Capital Markets and Investment Management	3
Risk Management	3
Financial Management	3
Institutional Investment Management	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i>	3
Change Management	
Entrepreneurship	
Business Process and Data Mapping	
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b> <i>Business Analytics Track</i>	<b>ECTS</b>
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Business Process & Data Mapping	3
Business Data Analytics	3
Decision Analysis & Optimization	3
Business Intelligence	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5

<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Financial Management	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>Part-time International MSc in Business Administration</b>	<b>ECTS</b>
<i>General Management Track (NL)</i>	
Accounting & Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Strategisch Management	3
Strategisch Consulting	3
Innovatie Management	3
Big Data	3
Strategische Implementatie	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management keuzevak: (kies één van de volgende)</i> Verandermanagement Ondernemerschap	3
Afstudeeropdracht	18
Persoonlijk Leiderschapsprogramma	3
	<b>63</b>

<b>Part-time International MSc in Business Administration</b>	<b>ECTS</b>
<i>Business &amp; Society Track (NL)</i>	
Accounting & Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations Management	3
Managing Information Systems/IT	3
Business Research Methods	3
Creating Shared Value	3

Responsible Leadership: Bestuur & Compliance	3
Collaboration: Publiek-private samenwerking	3
Business IN Society: Impact of Geopolitics	3
Strategische Implementatie	3
Studiereis	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management keuzevak: (kies één van de volgende)</i> Verandermanagement Ondernemerschap	3
Afstudeeropdracht	18
Persoonlijk Leiderschapsprogramma	3
	<b>63</b>

Cohort start September 2016 (full-time) and March 2017 (part-time)

<b>International MSc in Business Administration</b>	<b>ECTS</b>
<b>Marketing Track</b>	
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3
Global Marketing in Dynamic Markets	3
Marketing Communications and Branding	3
New Product and Service Development Strategy	3
Digital Marketing	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i>	3
Change Management	
Entrepreneurship	
Internship (full-time only)	
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b>	<b>ECTS</b>
<b>Finance Track</b>	
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3
Financial Management	3
International Financial Management	3
Capital Markets and Investment Management	3
Advanced Financial Management	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5

<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Internship (full-time only)	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration Change and Business Track</b>	<b>ECTS</b>
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3
Entrepreneurship	3
Organizational Coaching and Consulting	3
Change Management	3
Business Dynamics	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i> Financial Management Global Marketing in Dynamic Markets Internship (full-time only)	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3

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<b>International MSc in Business Administration (full-time only) Investment Management Track</b>	<b>ECTS</b>
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3

Capital Markets and Investment Management	3
Risk Management	3
Financial Management	3
Institutional Investment Management	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Internship	3
Thesis	18
Personal Leadership and Career Development Program	3
	<b>63</b>

<b>International MSc in Business Administration</b>	<b>ECTS</b>
<i>Business Analytics Track</i>	
Accounting and Finance	3
Marketing in the Services Economy	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3
Business Process and Data Mapping	3
Business Data Analytics	3
Decision Analysis and Optimization	3
Business Intelligence	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Internship (full-time only)	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

**Cohort start September 2015 (full-time) and January 2016 (part-time)**

<b>International MSc in Business Administration</b> <b>Marketing Track</b>	<b>ECTS</b>
Accounting and Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3
International Business and Marketing	3
Marketing Communications	3
Services Marketing	3
Internet Marketing	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Exchange EMLYON Business School (France)	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

<b>International MSc in Business Administration</b> <b>Change and Business Track</b>	<b>ECTS</b>
Accounting and Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3
Entrepreneurship	3
Organizational Coaching and Consulting	3
Change Management	3
Business Dynamics	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5



<i>General Management Elective: (choose one of the following modules)</i> Financial Management International Business and Marketing Exchange EMLYON Business School (France) Internship (full-time only)	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>
<b>International MSc in Business Administration</b> <i>Investment Management Track</i>	<b>ECTS</b>
Accounting and Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3
Capital Markets and Investment Management	3
Risk Management	3
Financial Management	3
Institutional Investment Management	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Exchange EMLYON Business School (France) Intership (full-time only)	3
Thesis	18
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>63</b>

### Cohort start September 2014 (full-time) and January 2015 (part-time)

<b>Part-time International MSc in Business Administration</b> <i>Marketing Track</i>	<b>ECTS</b>
Accounting and Finance	3
Marketing Management	3

Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Business Research Methods	3
International Business and Marketing	3
Marketing Communications	3
Services Marketing	3
Internet Marketing	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i>	3
Change Management	
Entrepreneurship	
Exchange EMLYON Business School (France)	
Thesis	19
Professional Development Program	3
	<b>64</b>

<b>Part-time International MSc in Business Administration</b>	<b>ECTS</b>
<i>Finance Track</i>	
Accounting and Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Research Methods	3
Financial Management	3
International Financial Management	3
Capital Markets and Investment Management	3
Advanced Financial Management	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i>	3
Change Management	
Entrepreneurship	
Exchange EMLYON Business School (France)	
Thesis	19
Personal Development Program	3
	<b>64</b>

International MSc in Business Administration <i>Change and Business Track</i>	ECTS
Accounting and Finance	3
Marketing Management	3
Business Economics	3
Organizational Behavior and Leadership	3
Operations and Supply Chain Management	3
Managing Information Systems/Information Technology	3
Research Methods	3
Entrepreneurship	3
Organizational Coaching and Consulting	3
Change Management	3
Business Dynamics	3
Strategic Management	3
Study Trip	1.5
Corporate Social Responsibility and Ethics	1.5
<i>General Management Elective: (choose one of the following modules)</i> Financial Management International Business and Marketing Exchange EMLYON Business School (France) Internship (full-time only)	3
Thesis	19
Personal Leadership Program (part-time) / Personal Leadership and Career Development Program (full-time)	3
	<b>64</b>

Coherence learning goals and modules	Learning objectives										
Modules	L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	L11
Accounting and Finance		X			X	X	X	X	X		
Marketing Management		X			X	X	X	X	X		
Business Economics		X			X	X	X	X	X		
Operations and Supply Chain Management		X			X	X	X	X	X		
Organizational Behavior and Leadership		X			X	X	X	X	X		
Managing Information Systems / Information Technology		X			X	X	X	X	X		
Business Research Methods		X	X	X	X	X	X	X	X		
Organizational Coaching and Consulting	X		X	X	X	X	X	X	X	X	X
Marketing Communications	X		X	X	X	X	X	X	X	X	X
Financial Management	X		X	X	X	X	X	X	X	X	X
International Business and Marketing	X		X	X	X	X	X	X	X	X	X
International Financial Management	X		X	X	X	X	X	X	X	X	X
Risk Management	X		X	X	X	X	X	X	X	X	X
Business Dynamics	X		X	X	X	X	X	X	X	X	X
Services Marketing	X		X	X	X	X	X	X	X	X	X
Capital Markets and Investment Management	X		X	X	X	X	X	X	X	X	X
Entrepreneurship	X		X	X	X	X	X	X	X	X	X
Change Management	X		X	X	X	X	X	X	X	X	X
Internet Marketing	X		X	X	X	X	X	X	X	X	X
Advanced Financial Management	X		X	X	X	X	X	X	X	X	X
Institutional Investor Management	X		X	X	X	X	X	X	X	X	X
Business Process and Data Mapping	X		X	X	X	X	X	X	X	X	X
Business Data Analytics	X		X	X	X	X	X	X	X	X	X
Decision Analysis and Optimization	X		X	X	X	X	X	X	X	X	X
Business Intelligence	X		X	X	X	X	X	X	X	X	X
Corporate Social Responsibility and Ethics	X	X	X	X	X	X	X	X	X	X	X
Strategic Management	X	X	X	X	X	X	X	X	X	X	X
Personal Leadership and Career Development	X	X	X	X	X	X	X	X	X	X	X
Thesis Project							X	X	X	X	

Testing plan International MSc in Business Administration (Foundation courses and integration courses)				
Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Accounting and Finance	3	Exam, group report	Class lectures, group work	28
Marketing Management	3	Group presentations, exam	Class lectures, group work	28
Business Economics	3	1 individual papers, 4 online MC tests	Class lectures, group work	28
Organizational Behavior and Leadership	3	In class participation, group presentation, individual paper	Class lectures, group work	28
Operations and Supply Chain Management	3	Group case studies, exam	Class lectures, group work	28
Managing Information Systems/IT	3	In-class group assignment, individual paper	Class lectures, group work	28
Business Research Methods	3	In class group presentation, Individual paper	Class lectures, group work	28
Strategic Management	3	Pre-class report, group work exam	Class lectures, group work	28
Study Trip	3	Group presentation, individual report	Seminars, workshops, company visits, group work	30
Corporate Social Responsibility and Ethics	3	Individual paper, group paper	Class lectures, group work	28
General Management Elective (choose one): 1. Change Management 2. Entrepreneurship 3. Internship	3	4. Individual paper 5. Individual paper, group paper 6. individual paper, in-company assignments	7. Class lectures, group work 8. Class lectures, group work 9. In company work	10. 28 11. 28 12. 28 13. 30
Thesis	15	Thesis	Workshops, one to one meetings, supervision	10
Personal and Career Development Program	3	Individual report	Workshops, individual and team coaching	74

## INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (MARKETING TRACK)

## Learning goals

### *Knowledge and insight*

1. Gaining knowledge and insights in the latest thinking and research in International Business and Marketing and understanding their position within a business
2. Broadening and deepening knowledge and insights into fundamental business functions with a high relevance for future marketing professionals and managers
3. Providing advanced knowledge and understanding in International Business and Marketing Management in:
  1. Marketing Communications and Branding
  2. Digital Marketing
  3. Global Marketing in Dynamic Markets
  4. New Product and Service Development
4. Providing advanced knowledge and understanding in one out of two General Electives (Change Management or Entrepreneurship)

### *Skills*

5. Applying theory-based knowledge to design systematic and practical solutions to business problems
6. Developing team management skills to work efficiently in multi-functional team settings
7. Developing cross-cultural sensitivity and the ability to solve business problems in an international setting
8. Developing communication skills to clearly and convincingly inform both specialists and non-specialists in the field about the rationale for particular managerial decisions in written and oral form
9. Developing a critical attitude and an open mind to innovative perspectives
10. Supporting student's personal and professional development including the encouragement of an independent and reflective approach to their personal and professional growth.

<b>Testing plan International MSc in Business Administration (Marketing track courses)</b>				
<b>Module</b>	<b>Credits (ECTS)</b>	<b>Assessment type</b>	<b>Course format</b>	<b>Contact hours</b>
Global Marketing in Dynamic Markets	3	Case presentations, article review, class participation, case writing exercise, attractiveness analysis	Class lectures, group work	28
Marketing Communications and Branding	3	In-class group work, group report, exam	Class lectures, group work	28
New Product and Service Development	3	Exam, group report, group presentation	Class lectures, group work	28
Digital Marketing	3	Group presentation, individual paper	Class lectures, group work	28

## INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (FINANCE TRACK)

### Learning goals

#### *Knowledge and insight*

14. Gaining knowledge and insights in the latest thinking and research in Financial Management
15. Broadening and deepening knowledge and insights into fundamental business functions with a high relevance for future finance professionals and managers
16. Providing advanced knowledge and understanding in Financial Management in:
  1. Financial Management
  2. Capital Markets and Investment Management
  3. International Financial Management
  4. Advanced Financial Management
17. Providing advanced knowledge and understanding in one out of two General Electives (Change Management or Entrepreneurship)

#### *Skills*

18. Applying theory-based knowledge to design systematic and practical solutions to business problems
19. Developing team management skills to work efficiently in multi-functional team settings
20. Developing cross-cultural sensitivity and the ability to solve business problems in an international setting
21. Developing communication skills to clearly and convincingly inform both specialists and non-specialists in the field about the rationale for particular managerial decisions in written and oral form
22. Developing a critical attitude and an open mind to innovative perspectives
23. Supporting student's personal and professional development including the encouragement of an independent and reflective approach to their personal and professional growth.

Testing plan International MSc in Business Administration (Finance track courses)				
Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Financial Management	3	Exam, group report	Class lectures, group work	28
International Financial Management	3	Exam, group presentations, in-class multiple choice test	Class lectures, tutorials	28
Capital Markets and Investment Management	3	Exam, group paper	Class lectures	28
Advanced Financial Management	3	Exam, learning logs exams	Class lectures, group work	28

## INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (CHANGE AND BUSINESS MANAGEMENT TRACK)

### Learning goals

#### *Knowledge and insight*

1. Gaining knowledge and insights in the latest thinking and research in International Business and Change Management and understanding their position within a business
2. Providing a set of tools and techniques to become agent of change in a business organization, and to optimize teams and strategy to achieve outstanding business results by analyzing the workplace behaviors and dynamics
3. Developing the abilities and skills in increasing and maintaining effective innovation strategies in organizations
4. Providing the insight into effective leadership strategies and systematic approaches to change management decision-making
5. Providing advanced knowledge and understanding in Change and Business Management in:
  1. Organizational Coaching and Consulting
  2. Business Dynamics
  3. Management of Change
  4. Entrepreneurship
6. Providing advanced knowledge and understanding in one out of two General Electives (Global Marketing in Dynamic Markets or Financial Management)

#### *Skills*

7. Applying theory-based knowledge to design systematic and practical solutions to business change management problems
8. Developing team management skills to work efficiently in multi-functional team settings
9. Developing cross-cultural sensitivity and the ability to solve business problems in an international setting
10. Developing communication skills to clearly and convincingly inform both specialists and non-specialists in the field about the rationale for particular managerial decisions in written and oral form
11. Developing a critical attitude and an open mind to innovative perspectives
12. Supporting student's personal and professional development including the encouragement of an independent and reflective approach to their personal and professional growth.

### Testing plan International MSc in Business Administration (Change and Business Management track courses)

Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Organizational Coaching and Consulting	3	Class participation, individual paper, group paper, group presentation	Class lectures	28
Business Dynamics	3	3 individual assignments	Class lectures	28



Change Management	3	Individual paper	Class lectures	28
Entrepreneurship	3	Individual paper, group paper	Class lectures	28

## INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (INVESTMENT MANAGEMENT TRACK)

### Learning goals

#### *Knowledge and insight*

1. Gaining the basic understanding of investment technology, as defined by the Level I curriculum of the CFA® Institute
2. Providing a set of tools and techniques to conduct rigorous investment analysis and effectively communicate an investment proposition
3. Developing the understanding of advanced investment techniques in derivatives, fixed income and risk management, pension and hedge funds
4. Developing the ability to effectively explore and solve a complicated investment management problem, and effectively communicate the solution
5. Providing advanced knowledge and understanding in Investment Management in:
  1. Financial Management
  2. Capital Markets and Investment Management
  3. Risk Management
  4. Institutional Investor Management
6. Providing advanced knowledge and understanding in one out of two General Electives (Change Management or Entrepreneurship)

#### *Skills*

7. Applying theory-based knowledge to design systematic and practical solutions to business change management problems
8. Developing team management skills to work efficiently in multi-functional team settings
9. Developing cross-cultural sensitivity and the ability to solve business problems in an international setting
10. Developing communication skills to clearly and convincingly inform both specialists and non-specialists in the field about the rationale for particular managerial decisions in written and oral form
11. Developing a critical attitude and an open mind to innovative perspectives
12. Supporting student's personal and professional development including the encouragement of an independent and reflective approach to their personal and professional growth.

### Testing plan International MSc in Business Administration (Investment Management track courses)

Module	Credits (ECTS)	Assessment type	Course format	Contact hours
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<b>Capital Markets and Investment Management</b>	3	Exam, group paper	Class lectures, group work	28
<b>Risk Management</b>	3	Group assignment, class participation, exam	Class lectures, group work	28
<b>Financial Management</b>	3	In-class exam, group report	Class lectures, group work	28
<b>Institutional Investor Management</b>	3	Exam, group report	Class lectures, group work	28

## **INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (BUSINESS ANALYTICS TRACK)**

### **Learning goals**

#### *Knowledge and insight*

1. Understand how analytics can improve decisions throughout an organization's value chain and how to assess and improve the analytic competency of a firm
2. Understand the different forms of analytics (descriptive, predictive, prescriptive) and develop a sound understanding of the methods (such data collection, visualization, and optimization) used in each
3. Develop hands-on experience with analytical tools and software that are widely used in practice
4. Understand the dynamics of leading and participating in successful analytics teams and projects.
5. Develop an ability to communicate the analysis and findings of an analytics project in an effective manner to decision makers and policymakers
6. Providing advanced knowledge and understanding in Investment Management in:
  1. Business Process and Data Mapping
  2. Business Data Analytics
  3. Decision Analysis and Optimization
  4. Business Intelligence
7. Providing advanced knowledge and understanding in one out of two General Electives (Change Management or Entrepreneurship)

#### *Skills*

8. Applying theory-based knowledge to design systematic and practical solutions to business change management problems
9. Developing team management skills to work efficiently in multi-functional team settings
10. Developing cross-cultural sensitivity and the ability to solve business problems in an international setting
11. Developing communication skills to clearly and convincingly inform both specialists and non-specialists in the field about the rationale for particular managerial decisions in written and oral form
12. Developing a critical attitude and an open mind to innovative perspectives
13. Supporting student's personal and professional development including the encouragement of an independent and reflective approach to their personal and professional growth.

Testing plan International MSc in Business Administration (Business Analytics track)				
Module	Credits (ECTS)	Assessment type	Course format	Contact hours
Business Process and Data Mapping	3	Group paper, individual paper	Class lectures, group work	28
Business Data Analytics	3	Group paper, individual paper	Class lectures, group work	28
Decision Analysis and Optimization	3	Group paper, individual paper	Class lectures, group work	28
Business Intelligence	3	Group paper, individual paper	Class lectures, group work	28

## Part-time International MSc in Business Administration General Management Track (NL)

### Leerdoelen in overeenstemming met NVAO-accreditatie

#### Kennis en inzicht

1. Verwerven van kennis en inzicht in de meest recente onderzoeken en ontwikkelingen op het gebied van algemene bedrijfskunde en hun plek binnen het algehele bedrijfsleven.
2. Verbreden en verdiepen van kennis en inzicht in de fundamenteën van bedrijfsonderdelen alsook het vermogen om kritisch te denken over deze toegevoegde onderwerpen en om toekomstige behoeften te identificeren en zo strategische keuzes te maken.
3. Aanbieden van de mogelijkheid om studenten in de richting Algemene Bedrijfskunde aan te bieden verder te voldoen aan hun kennisbehoefte alsook de leervraag beantwoorden door een verdere verdieping aan te bieden in het volgende gebied:
  - Strategisch Management
  - Strategisch Consulting
  - Innovatie Management
  - Big Data
4. Aanbieden van verdiepende kennis en begrip in de gekozen studierichting om de student de mogelijkheid te bieden verder te gaan ter aanvulling van de bedrijfskundige kennis.
5. Aanbieden van verdiepende kennis en begrip van één van de twee keuzevakken (Verandermanagement of Ondernemerschap)

#### Vaardigheden en houding

6. Toepassen van theorie gebaseerde kennis om systematische en praktische oplossingen voor bedrijfskundige en organisatorische problematiek.
7. Ontwikkelen van teammanagementvaardigheden om efficiënt in multidisciplinaire (team)settings te werken.
8. Ontwikkelen van culturele bewustwording alsook de vaardigheid om bedrijfsproblemen in een multiculturele setting op te lossen.
9. Ontwikkelen van schriftelijke en mondelinge communicatievaardigheden om duidelijk en overtuigend specialisten en non-specialisten in het veld te overtuigen van de beredenering achter managementbeslissingen.

10. Ontwikkelen van een kritische houding en een open mind voor innovatieve ontwikkelingen.
11. Ondersteunen van de persoonlijke en professionele ontwikkeling alsook het coachen van een onafhankelijke en reflecterende benadering van hun persoonlijke en professionele groei.

<b>Toetsplan International MSc in Business Administration (General Management track)</b>				
<b>Module</b>	<b>Credits (ECTS)</b>	<b>Assessment type</b>	<b>Course format</b>	<b>Contact uren</b>
Business Economics	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Marketing Management	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Operations Management	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Organizational Behavior & Leadership	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Finance & Accounting	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Business Research Methods	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Managing IT-systems	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Strategisch Management	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Strategisch Consulting	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Innovatie Management	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Big Data	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Strategische Implementatie	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Studiereis	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	30

Maatschappelijk Verantwoord Ondernemen & Ethiek	3	Deelname in de les, groeps paper, individueel paper	College, groeps werk	28
Algemeen Management keuzevak (één keuze): - Verandermanagement - Ondernemerschap	3	Deelname in de les, groeps paper, individueel paper	College, groeps werk	28 28
Thesis	15	Thesis	Workshops, one to one meetings, supervision	10
Persoonlijk LeiderschapsProgramma	3	Individueel report	Workshops, individueel en team coaching	74

\*Er kan, na instemming van de examencommissie op basis van een beargumenteerd voorstel, worden afgeweken van het toetsplan. Indien dit het geval is, wordt dit via de elektronische leeromgeving medegedeeld.

## Part-time International MSc in Business Administration Business & Society Track (NL)

### Leerdoelen in overeenstemming met NVAO-accreditatie

#### Kennis en inzicht

1. Verwerven van kennis en inzicht in de meest recente onderzoeken en ontwikkelingen op het gebied van Business & Society en hun plek binnen het algehele bedrijfsleven.
2. Verbreden en verdiepen van kennis en inzicht in de fundamenteën van Business & Society alsook het vermogen om kritisch te denken over deze toegevoegde onderwerpen en om toekomstige behoeften te identificeren en zo strategische keuzes te maken.
3. Aanbieden van de mogelijkheid om studenten in de richting Business & Society aan te bieden verder te voldoen aan hun kennisbehoefte alsook de leervraag beantwoorden door een verdere verdieping aan te bieden in het volgende gebied:
  - Creating Shared Value
  - Responsible Leadership: Bestuur & Compliance
  - Collaboration: Publiek-private samenwerking
  - Business IN Society: Impact of Geopolitics
4. Aanbieden van verdiepende kennis en begrip in de gekozen studierichting om de student de mogelijkheid te bieden verder te gaan ter aanvulling van de bedrijfskundige kennis.

#### Vaardigheden en houding

5. Toepassen van theorie gebaseerde kennis om systematische en praktische oplossingen voor bedrijfskundige en organisatorische problematiek.
6. Ontwikkelen van teammanagementvaardigheden om efficiënt in multidisciplinaire (team)settings te werken.
7. Ontwikkelen van culturele bewustwording alsook de vaardigheid om bedrijfsproblemen in een multiculturele setting op te lossen.

8. Ontwikkelen van schriftelijke en mondelinge communicatievaardigheden om duidelijk en overtuigend specialisten en non-specialisten in het veld te overtuigen van de beredenering achter managementbeslissingen.
9. Ontwikkelen van een kritische houding en een open mind voor innovatieve ontwikkelingen.
10. Ondersteunen van de persoonlijke en professionele ontwikkeling alsook het coachen van een onafhankelijke en reflecterende benadering van hun persoonlijke en professionele groei.

<b>Toetsplan International MSc in Business Administration (Business &amp; Society-track)</b>				
<b>Module</b>	<b>Credits (ECTS)</b>	<b>Assessment type</b>	<b>Course format</b>	<b>Contact uren</b>
Business Economics	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Marketing Management	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Operations Management	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Organizational Behavior & Leadership	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Finance & Accounting	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Business Research Methods	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Managing IT-systems	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Creating Shared Value	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Bestuur & Compliance	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Publiek-private Samenwerking	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28

Impact of Geopolitics	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Strategische Implementatie	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Studiereis	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	30
Maatschappelijk Verantwoord Ondernemen & Ethiek	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28
Algemeent Management keuzevak (één keuze): - Verandermanagement - Ondernemerschap	3	Deelname in de les, groepspaper, individueel paper	College, groepswerk	28 28
Thesis	15	Thesis	Workshops, one to one meetings, supervision	10
Persoonlijk LeiderschapsProgramma	3	Individueel report	Workshops, individueel en team coaching	74

\* Het kan zijn dat van het test plan wordt afgeweken, in dit geval zal dit tijdig aan de student worden geïnformeerd middels het digitale leerplatform.

### The assessment format options for modules.

Format	Description
<b>Multiple choice:</b>	Typically to test the candidates basic understanding of concepts.
<b>Short answer:</b>	Typically to test the candidates basic understanding of concepts.
<b>Essay / Paper / Reports:</b>	Such assignments typically ask students to deal with a complex issue or question. This requires a thorough literature research and a critical interpretation of the research results in terms of their relevance for the assignment question. Report assignments may also ask students to apply a particular theory-based concept to a real-life situation. The word limit for a report is dependent upon the form of assignment. This is 2500 (individual) or 3500 (group) words.
<b>Case-based problem solving:</b>	Groups or individual organize, write responses to case problems usually representing in a real-life context. This involves also a presentation.



<b>Standardized final exam:</b>	<p>Final exams designed for large-scale number of courses. Examinations typically ask students to answer several essay-type or short answer questions related to course contents. If the module assessment is a combination of a Report and an examination, the examination has a maximum time limit of 2 hours. If the module assessment is only by examination, the examination may have a maximum time limit of 2.5 hours.</p>
<b>Simulation (software based)</b>	<p>Groups or individual performs in a simulated real life situation</p>
<b>Paper Presentation:</b>	<p>Groups or individual study critically an article and make a short presentation.</p>
<b>Skills demonstration:</b>	<p>Individual prepare a presentation on certain aspects of Individual PCDP</p>

## Additions/exceptions to the Teaching and Examination Regulations TIAS Business School 2019/2020

### **Addition to Article 3.1: Composition of the programs**

Participants are allowed to continue with the specialization modules after successfully passing four out of the seven foundation modules by February 1<sup>st</sup> (full-time program). In case a participant does not meet this norm, the Academic Director will decide if an extra assignment is given or if enrollment in a degree program of the participant concerned is terminated. Students who wish to choose the Financial Management or Investment Management specialization need to have passed their Accounting and Finance module.

### **Addition to Article 4.4: Preliminary examinations**

If an assessment is based on group work and a participant has repeatedly and clearly demonstrated in at least two modules that he/she is not able to function within a group, the participant may be asked to leave the MSc program. Such misbehavior must be properly documented and the case submitted to the Examination Board for final approval.

### **Exception to Article 4.6: Oral preliminary examinations**

This article is not applicable to the MSc program, the program has no oral examinations.

### **Exception to Article 4.8, paragraph 1: Determination and Publication of the results of a preliminary examination**

For the MScBA program, the Examination Board determines the result of a preliminary examination within twenty-five (25) working days after the day on which the preliminary examination has taken place or had to be handed in.

### **Exception to Article 4.10: Exemptions**

If an alumnus of the program, who graduated no longer than 3 years ago, wishes to follow an extra specialization, an exception to article 4.10 of the Teaching and Examination Regulations can be made. International MScBA alumni can request an exemption for more modules (examination parts) of the program and the total can exceed 22 ECTS, in order to enroll in a different specialization than the one the alumnus graduated in. For this the total of exemptions may not exceed 30 ECTS credits.

If exemptions are granted for more than 22 ECTS, the participant will not be awarded another MSc-degree, but will be given an addendum to the diploma as well as an official transcript. The participant will also not be awarded with a judicium.

### **Exception to Article 3.8: Optional Subject**

Due to heavy workload of the program, students are not encouraged to take optional subjects. Exceptions can be made for students with outstanding performance upon approval of the Academic Director. Option subjects are at the expense of the participant.

Replacing a specific module of the MSc program with a similar module during an exchange program with another university is possible with the approval of the Academic Director. Specific permission of the Examination Board is not required.