TIAS

SCHOOL FOR
BUSINESS AND SOCIETY

STUDY PROGRAM REGULATIONS

TIAS BUSINESS SCHOOL BV

2020/2021

NEVER STOP ASKING

TILBURG UNIVERSITY
EINDHOVEN UNIVERSITY
OF TECHNOLOGY

TIAS

Contents

1. General Provisions

1.1 Scope

These Regulations apply to instruction and testing for the premaster and master programs in Table 1, hereinafter the "programs". All programs are offered by TIAS Business School BV, hereinafter "TIAS".

Table 1. Master programs offered by TIAS

Executive Master Program Division	CROHO	Language of instruction
Executive Master in Finance (MiF)	75073	Engels
Executive Master of Business Valuation (MBV)	75074	Engels/Nederlands
Executive Master of Finance and Control (EMFC)	75019	Nederlands
Executive Master of Health Administration (MHA)	75086	Nederlands
Executive Master of Information Management (MIM)	75091	Engels
Executive Master of IT-Auditing (EMITA)	75099	Nederlands
Executive Master of Management and Organization (MMO)	75072	Nederlands
Executive Master of Management in Education (MME)	75079	Nederlands
Executive Master of Marketing (MM)	75111	Nederlands
Executive Master of Operations and Supply Chain Management (MOS)	75087	Engels
Executive Master of Public and Non-Profit Management (MPM)	75078	Nederlands
Executive Master of Real Estate (MRE)	75106	Nederlands
Executive Master Senior Docent Ontwerpen (MSDO)	75148	Nederlands
Divisie MBA-opleidingen		
Executive Master of Business Administration (EMBA)	-	Engels
International Full-Time Master of Business Administration (MBA)	75101	Engels
Divisie MSc-opleidingen		
Full-time International MSc in Business Administration (MScBA)	60470	Engels/Nederlands
Part-time International MSc in Business Administration (MScBA)	60470	Engels/Nederlands

1.2 Terms and Definitions

1. The terms used in these Regulations that are also used in the Higher Education and Scientific Research Act (the "WHW") shall have the same meanings as in said act.
2. These Regulations use the following terms:
    a. Academic Council: body that bears permanent responsibility for safeguarding the academic quality of the programs, and that hears appeals for decisions issued by the Examination Committee.
    b. Academic Director: person responsible for program content.
    c. The Act: the Higher Education and Scientific Research Act (the "WHW").
    d. Digital learning environment: a digital environment where information is posted on the programs and modules
    e. ECTS: points in accordance with the European Credit Transfer System.

f. Final examination: the final examination for a program, as referred to in Section 7.3(3) WHW.
g. Examination Committee: a board created by the Institutional Board, as per Section 7.12 of the Act.
h. Examiner: a faculty member or outside expert who is responsible for examinations for a module and who is appointed as such by the Examination Committee.
i. Institutional Board: the Institutional Board of the TIAS, as per the Act, consists of the executive management team.
j. Elective: a module that can be selected in addition to the core program.
k. Module: a defined educational component of the program, as per the Act. In the digital learning environment, a module is referred to as a "course".
l. Practical assignment: a practical assignment as a final or other examination, or component thereof, as per Section 7.13(2)(d) of the Act, in one of the following forms:
   - writing a thesis
   - writing an essay, paper or research project
   - conducting a research project
   - participation in fieldwork or an excursion
   - participation in an online quiz, simulation or assignment
   - an internship
   - participation in any other educational activity geared towards acquiring specific skills.

   All rules applicable to examinations also apply to practical assignments.
m. Program Manager: person tasked with day-to-day affairs in a program.
n. Student: a person enrolled at TIAS for the purposes of receiving instruction and/or taking examinations and other tests as part of one or more programs.
o. Invigilator: an examiner or person appointed under the responsibility of the Examination Committee who is present during examinations or monitors them remotely, in order to ensure their proper and orderly administration.
p. Examination: an evaluation of the knowledge, understanding and skills of the student, as well as assessment of the results of said evaluation. An examination may be taken in one or more parts. It may take forms such as assignments, essays, presentations, games, portfolios, etc. These may be administered in writing, online or orally.
q. Admissions Committee: committee tasked with the admissions procedure.
r. Assessment Board: board tasked with assessing the final and other examinations.
s. Vice Dean: member of the Institutional Board who is responsible for all study programs.

2. Admission

2.1 Program Admission

1. The Institutional Board shall be responsible for candidate admission. The Board hereby delegates candidate admissions to the Admissions Committees for the programs.
2. The “TIAS Business School BV Degree Program Admissions Policy Regulations” (“Reglement Toelatingsbeleid Degree-programma’s TIAS Business School BV”) set out the rules on admissions and Admissions Committees.

3. Program Content and Design

3.1 Program Composition

The program-specific appendices (Appendix 4) provide the curricula and program-specific addenda and exceptions to the Study Program Regulations.

3.2 Program Objectives

After program completion, students shall have the knowledge, understanding and skills in the area of the program in question. The module descriptions in the electronic learning environment give the learning goals for each module. The program-specific appendices indicate whether the individual modules are subject to special admission requirements.

3.3 Program Form

All TIAS programs shall be available for full-time or part-time study. Programs may also offer additional flexibility. This may take different forms, such as: pace/length of study, location, time/start date(s), content, working methods, testing and guidance. Appendix 4 provides these details for the different programs.

3.4 Attendance Requirements

1. Participation in digital and in-person education shall be mandatory.
2. If a student is unable to attend a lecture, the Academic Director and Program Manager shall be notified in writing before the start of the lecture. The student shall indicate the reason for the absence. This shall be saved with the student file.
3. If a student is absent from up to 20% of a module, the Academic Director shall confer with the lecturer to decide on the method of compensation.
4. If a student is absent from over 20% of a module, the student shall be required to retake the module. Appendix 2 indicates the applicable fees in such cases.
5. In special cases, it may be decided to allow students to compensate for absences in excess of 20%. Students may submit a motivated request for this to the Examination Committee, for up to 20 working days after the absence.

3.5 Recording of Lectures

The lecturer must grant prior approval to take video or audio recordings of lectures and other module activities and test inspections, even if the recording is only intended for personal study purposes. Students are prohibited from distributing recordings or using them for themselves without prior written approval from the relevant faculty member and the Institutional Board.

3.6 Study Load

1. The study load is expressed in European Credit Transfer System (ECTS) points. One ECTS point is equal to 28 hours of study.
2. Programs shall have a minimum study load of 60 ECTS.

3.7 Language of Instruction

1. The language of instruction for the programs shall be English and/or Dutch. Appendix 4 indicates the language(s) of instruction for each program.
2. Wherever possible, tests in a program shall be administered in the language of instruction of that program.
3. The Code of Conduct on Language, as per Section 7.2 of the Act, is provided in the "TIAS Code of Conduct on Language for NVAO-accredited programs" ("TIAS gedragscode taal NVAO geaccrediteerde opleidingen").

3.8 Electives

1. Electives falling outside of the core program may be indicated on the certificate if these units of study fall under a master program. In principle, students shall not require the prior approval of the Examination Committee to include an elective in their examination program. However, the prior approval of the Examination Committee shall in fact be required if a student wants to include an elective offered by a university other than Tilburg University or Eindhoven University of Technology.
2. Notwithstanding that set out in paragraph 1, TIAS shall not be responsible for actual admission to modules offered by other schools or universities.
3. Notwithstanding that set out in paragraph 1, TIAS shall not be responsible for determining the instruction and testing times for modules offered by other schools or universities or for any scheduling conflicts.

3.9 Evaluations

1. The program shall feature regular formal and informal evaluations. Formal (written) evaluations shall cover the instruction and contents of every module, including the final module, and the program as a whole at the end of the entire program. Informal evaluation shall take the form of focus group meetings.
2. Formal evaluations shall be anonymous, unless expressly indicated otherwise.
3. The Program Manager shall share the results of formal evaluations with the relevant lecturer and Academic Director. These results shall be used for quality improvement.
4. Modules with an evaluation score of less than 3.5 out of 5 shall always require remedial action.

4. Examinations

4.1 General Provisions

1. Each program component shall feature an examination.
2. The examination shall test the knowledge, understanding and skills of the student and whether the student has adequately achieved the learning goals.

4.2 Testing Plan

1. Every program shall feature a testing plan adopted by the Examination Committee.
2. The modules shall cover all learning outcomes of the program.
3. The Examination Committee may set further requirements on the testing plan (such as on group assignments, to ensure individual traceability of study results).
4. The testing plan appears in the Appendix for the relevant program and covers the following:
    a. Program learning outcomes
    b. Test form used for each component
    c. Relationships between learning outcomes and modules.

4.3 Final Examinations for Programs

1. Each program shall be completed with a final module.
    a. This may be a thesis, management project, portfolio or integrated project
    b. It shall conclude with a defense.
    c. The study load shall be at least 15 ECTS points.
2. Students shall pass all modules before submission and defense of the product of the final module.
3. The Academic Director for a program may decide that admission to the final module is only possible after obtaining a minimum number of ECTS points and/or completion of certain modules. Where applicable, the Appendix indicates this for the relevant program.
4. It shall always be required to pass the Business Research Methods (BRM 1 and 2) module before participating in the final module.
5. During the final module, before the deadline, the student may submit a reasoned deferral request in writing to the Academic Director, with the understanding that the maximum deferral granted shall be one year after the date on which the master thesis would normally have been due.
6. For guidance with the final module, students shall be entitled to at least three meetings with their adviser. Any additional guidance required for successful completion of the final module shall be charged according to the rates given in Appendix 2. Without prejudice to paragraph 5, a deadline may be set for the final module.
7. Students who retake the final module shall retake the entire module. Appendix 2 indicates the associated fees. It shall not be permitted simply to submit an updated version of a previously submitted final project. Students that do not pass the final module on their second attempt shall not be permitted to retake it again and shall be disenrolled without a certificate or reimbursement. If desired, students may receive an academic transcript.
8. Final examinations shall not be administered within 15 working days before the official awarding of the diploma for the program.

4.4 Other Examinations

1. The Examination Committee shall be responsible for organization and coordination of the other examinations. Section 4 of the "Examination Committee Rules and Guidelines" ("Regels en Richtlijnen Examencommissie") sets out the guidelines for this.

2. Students shall have the opportunity to pass a module twice in each academic year. This refers to one examination and one retake.
    a. If the student does not pass the module after this, the student shall be required to retake the module in the next academic year. Appendix 2 indicates the applicable fees in such cases.
    b. In total, the student shall be entitled to three attempts at passing.
    c. Students that do not pass a module on the third attempt shall be disenrolled. Any compensation shall be in accordance with the General Terms and Conditions. If desired, students may receive an academic transcript.
    d. In exceptional cases, the Examination Committee may confer with the Academic Director.
3. Written examinations shall be administered at times and on dates that are scheduled and announced in the electronic learning environment at least 30 days before the start of the relevant component. Deadlines for all examinations shall be strict. It shall only be permitted to submit a deferral request to the Academic Director, by way of the Program Manager, in writing and before the deadline.
4. The date and time of the deadline shall be cited for the time zone currently applicable to the Netherlands (CET/CEST), unless expressly indicated otherwise.
5. Examination scheduling may take religious considerations into account. In such cases, students should contact the Program Manager at the beginning of the module.
6. Students shall (re)take examinations at the first opportunity provided. The Academic Director may grant exemptions from this in cases of adequate excuses for absence. Failure to take the first opportunity provided (without receiving an exemption in advance) shall count as an opportunity for the purposes of paragraph 2 of this article.
7. Examinations shall not be administered within 15 working days before the official awarding of the diploma for the program.

4.5 Examination Form

1. Each examination shall be taken individually, unless indicated otherwise.
2. In cases of deviations from individual administration of examinations, individual traceability of study results shall be guaranteed.
3. The precise form of the examination for each module shall be announced on the electronic learning environment. The examiner or Program Manager shall announce any addenda or amendments to this on the electronic learning environment by no later than the module start date.
4. On request from a student, the Examination Committee may grant the student permission to take the examination in a form that differs from that announced on the electronic learning environment. On request from a student, the Examination Committee may permit the student to take an examination remotely, under certain conditions.
5. If an examination is taken remotely as a digital examination, on request a student may take the examination in writing, in analog form, at a TIAS location. For this, the student must submit a request to the Academic Director, before the module in question. The Academic Director shall set a time and location for the written analog examination.
6. Students with mental and/or physical disabilities shall be offered the opportunity to take examinations in the manner that is most suitable for their situation.
7. If special facilities are needed to take an examination (in its regular form or in a different form), the student should submit a request to the Examination Committee within 10 working days after the examination dates are posted. If necessary, the Examination

Committee shall obtain advice from an expert before issuing its decision. The Disability Policy ("Beleid Functiebeperking") details the procedure.

4.6 Oral Examinations

1. Oral examinations shall be subject to the provisions of Article 4.5.
2. No more than one person at a time shall take an oral examination, unless indicated otherwise.
3. In principle, oral examinations shall be scheduled in mutual consultation between the examiner and student.
4. At least two examiners shall administer an oral examination, unless a single examiner records the examination, with the approval of all parties. The recording shall be stored in accordance with Article 6.2 of the Examination Committee Rules and Guidelines.
5. Oral examinations shall not be administered in public. Until 20 working days before an examination, the examinee may submit a request to the Examination Committee to admit an outside party as a witness.
6. A report shall be drafted on the oral examinations, describing the components tested and the reasons for the grades for each component.

4.7 Examination Duration

The duration of the examinations shall be posted on the electronic learning environment at the start of the module.

4.8 Examination Grading and Announcement of Results

1. The Examination Committee shall verify the results within 20 working days after the administration date or submission deadline.
2. In special cases, this period of 20 working days may be extended by 10 working days. This shall be reported to the students before the end of the period.
3. The official result of an examination shall be communicated on the digital learning environment. In cases of obvious errors, TIAS reserves the right to update its records.
4. If the student objects to the examination result, they shall contact the instructor, where necessary followed by a meeting with the Academic Director.
    a. If the Academic Director is also the lecturer for the examination result in question, where necessary the Academic Director shall appoint an alternative contact to act as Academic Director for this matter.
5. Once the examination result is announced, the student shall be entitled – after conferring with the relevant lecturer and Academic Director – to lodge an appeal with the TIAS Examination Committee within 20 working days after announcement of the result. Any appeals received after this shall be deemed inadmissible.

4.9 Right to Inspection

1. On request, a student may view his or her work, as well as the rules applied in its evaluation, for up to 20 working days after announcement of the result of a written examination.
2. The examiner (or in their absence, the Program Manager) shall set a date and location for this inspection and perusal. If the student can demonstrate that they cannot appear at the set time and place due to *force majeure*, another opportunity shall be offered, if possible, within the timeframe indicated in paragraph 1.

4.10 Exemption

1. The Examination Committee may grant a student an exemption from an examination or module, unless indicated otherwise in the Appendix for the program in question. This shall require a written request from the student, and prior input from examiner and/or Academic Director to the Examination Committee. In the case of the premaster, this shall be the Academic Director for the premaster.
2. Students shall be eligible for exemption if they have already passed a module in the study program whose contents, level and course load overlap sufficiently with the module in question, or if they can use work experience to demonstrate adequate mastery of the knowledge and skills of the module in question. The burden of proof of this overlap shall fall to the student.
3. If the exemptions referred to in paragraph 1 of this Article are granted based on successful completion of modules outside of the program, the total for these shall not exceed the maximum limit of 22 ECTS points per student.
4. Exemptions shall never be granted for the final module.
5. Exemption requests shall be submitted with the Examination Committee at least 30 working days before the start of the module.
6. An exemption request shall be submitted according to the Examination Committee procedure described in Article 3.2 (4 to 7) of the Examination Committee Rules and Guidelines.

4.11 Award of Degrees

1. TIAS shall award the degree of "Master of (program name)" to students who have passed the final examination of a program accredited by the Accreditation Organization of the Netherlands and Flanders (the "NVAO"). Students shall be awarded the degree of "Master of Science" in accordance with Section 7.10 of the WHW.
2. TIAS shall award the degree of "Master of (program name)" to students who have passed the final examination of a program not accredited by the NVAO.
3. The degree awarded shall be indicated on the certificate and the corresponding addendum.
4. Article 6.3 of the Examination Committee Rules and Guidelines sets out further rules on awarding academic distinctions.

5. Student Support and Guidance

5.1 Student Guidance

1. The Institutional Board of TIAS shall handle arrangement of academic guidance for students.
2. The Program Manager shall monitor the students' academic progress. If a student is falling behind, the Program Manager shall contact the Academic Director.
3. If a student is behind in three or more modules, barring medical reasons or other special circumstances, a meeting shall be arranged with the Academic Director:
    a. This meeting shall examine whether it is still feasible for the student to complete the program within the set timeframe.
    b. If so, a schedule shall be drawn up. This schedule shall not offer a deferral of more than one year after the normal thesis submission date.
    c. The student shall receive a report on the meeting.

   d. If the schedule prepared is not completed or if the delay ends up exceeding one year after the normal thesis submission date, the student shall be disenrolled. If desired, students may receive an academic transcript.
4. Students who fall behind in their studies shall be subject to the additional fees as perAppendix 2.
5. In the interest of academic progress in the TIAS program, the use and viewing of online information and activities may be monitored.

6. Transitional and Final Provisions

6.1 General Hardship Clause

1. In special or unforeseen cases, at the discretion of the Vice Dean, in which application of the rules of these Regulations would result in a significant degree of unfairness, the Vice Dean may deviate from these Regulations.
2. Requests to invoke the hardship clause may be submitted to the Education Policy Adviser at education-office@tias.edu.
3. The Vice Dean shall decide within 30 working days whether to accept a request to invoke this clause.

6.2 Amendments

1. The Vice Dean shall adopt amendments to these Regulations in separate decisions, following input from the Academic Director of the program in question, and following consultation with the Academic Council.
2. Amendments to these Regulations shall only take effect for the current academic year if and to the extent that this does not harm the interests of students.
3. Amendments to these Regulations shall not conflict with any decision previously taken in accordance with these Regulations with respect to a particular student.

6.3 Language

In the event of a discrepancy between the Dutch and English versions due to translation, the Dutch version shall prevail.

6.4 Publication

1. The Vice Dean shall be responsible for suitable announcement of these Regulations as well as the Rules and Guidelines set by the Examination Committee and the amendments to each of these documents.
2. Students, instructors and personnel at TIAS shall be able to view the documents referred to in paragraph 1 on the TIAS website or digital learning environment.

6.5 Entry into Force

These Regulations is effective as of 1 September 2020 and supersedes all prior versions.

Thus resolved by the Vice Dean of TIAS on 1 September 2020.

Appendix 1. The Premaster

1. Scope

1. This document shall apply to instruction and testing for the premaster for the programs listed in Table 2 below.
2. The Examination Board Rules and Guidelines shall also apply in full.

2. Admission to the Premaster

1. For all NVAO-accredited programs at TIAS, students with a higher vocational education (“HBO”)/Bachelor diploma must pass the TIAS premaster program before starting the program for which they are enrolled.
2. Admission to components of the premaster shall only be granted at the proposal of the Academic Director of the master program for which the candidate has enrolled.
3. If the candidate wants to take the premaster as a standalone program, admission shall only be possible at the proposal of the Academic Director of the premaster.
4. The Academic Director of the premaster shall be responsible for substantive exemptions from the premaster.
5. For the complete admissions policy, please see the document: “Admissions Policy Regulations” (“Reglement Toelatingsbeleid”) on the website.
6. As soon as possible after enrollment for a master degree at TIAS, students shall receive access to the electronic learning environment for the premaster and instructions on its use.

3. Content of the Premaster

1. TIAS has designed a premaster program for admission to the Executive Master Programs listed in Table 2.
2. The premaster consists of the following components and course load:
   a. Academic Reading and Writing (AR&W) 4 ECTS points
   b. Accounting and Finance (A&F) 4 ECTS points
   c. Quantitative Methods (QM) 4 ECTS points

   See Table 2 for the language of the premaster and the corresponding tests and the components that are mandatory for specific programs.
3. Students should bear in mind that the premaster must be completed before starting the program for which the student has enrolled.

4. Objectives of the Premaster Components

After premaster completion, students shall have the knowledge, understanding and skills in the areas of the premaster components in question. The course descriptions detail the learning goals for the specific components.

5. Premaster Completion

Students who have not completed the premaster in full with passing grades may retake premaster components at the next opportunity, with the approval of the Academic Director. If a student does not pass the premaster on the second attempt (again, with one examination and one retake per component), this student shall be excluded from participation in the TIAS premaster for 3 years.

Table 2. List of Programs

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

Appendix 2. Fee Schedule

Additional fees for delays in TIAS programs		Description
Thesis	€ 1.235,00	Per guidance period
Module	€ 155,00	Per session
Additional guidance per paper	€ 285,00	If guidance already used for a paper
Flat fee for delays (IT facilities, library & TIAS facilities)	€ 285,00	In all cases where a student extends their studies beyond the original courses.

Appendix 3. Examination Board Rules and Guidelines

The Examination Board Rules and Guidelines are not part of the Study Program Regulations, but rather are supplemental in nature. According to the Act (Section 7.12b(3) WHW) the contents of these Rules and Guidelines fall under the exclusive authority of the Examination Committee.

1. Terms and Definitions

1.1 Scope

1. The Examination Board Rules and Guidelines (hereinafter the "Rules and Guidelines") apply to all final and other examinations in the current academic year for all Executive Master, MBA and MSc programs and the premaster at TIAS, hereinafter the "programs", regardless of the program start date.
2. The Appendix for the relevant program to the TIAS Study Program Regulations may adopt program-specific addenda and exemptions to the Rules and Guidelines, which shall be regarded as special provisions of these Regulations.

1.2 Terms and Definitions

The terms defined in the applicable Study Program Regulations shall also apply to these Rules and Guidelines. Other terms are used with the definitions set out in the law.

2. Membership and Appointment

2.1 Examination Committee Membership and Appointment

1. The Examination Committee shall consist of at least one chair, one deputy chair and one outside member who is not an employee of TIAS.
2. The Vice Dean shall appoint the chair and members of the Examination Committee based on their expertise in the area of the programs at TIAS. Before appointing a member, the Vice Dean shall receive input from the current members of the Examination Committee.
3. The Examination Committee shall appoint a chair and deputy chair from amongst its members, with the exception of the outside member, if the Vice Dean does not appoint these parties.
4. Members of the Examination Committee shall be appointed to 3-year terms, and may be reappointed once.
5. The Vice Dean shall ensure the independence and expertise of the Examination Committee.
6. The Vice Dean may assign a secretary to support the Examination Committee in secretarial, procedural and legal matters.

3. Duties and Procedures

3.1 Examination Committee Duties and Authority

1. The Examination Committee is the body that issues objective and informed decisions as to whether a student meets the conditions of the Study Program Regulations regarding the knowledge, understanding and skills needed to obtain a degree or title.

2. The Examination Committee is legally authorized to:
   a. Set rules and guidelines to safeguard examination quality as well as the quality of the organization and procedures around examinations.
   b. Appoint examiners to administer examinations and set rules on the verification of examination results.
   c. In cases of fraud, revoke the right of a student to take one or more examinations, for a timeframe of up to 1 year as determined by the Examination Committee or, in accordance with Article 3.3.1, to permanently terminate enrollment of the student in the program.
   d. Issue decisions on requests for joint programs.
   e. Under the conditions set out in the Study Program Regulations, determine that a student need not have passed all examinations in order to pass the final examination.
   f. Determine whether an examination should be administered orally, in writing or otherwise.
   g. Grant exemptions from one or more examinations and/or from attending lectures.
   h. Issue decisions on whether to grant admission to one or more final examination components.
   i. Issue decisions regarding inspection of documents produced by the student for one or more components of the final examination.
   j. Decide on requests for special facilities and determine whether additional evaluation of the knowledge and skills of the student is necessary.
   k. Determine whether a student meets the conditions of the Study Program Regulations on the knowledge, understanding and skills needed to obtain a degree.
   l. Issue the certificate and addenda after the Institutional Board confirms compliance with all procedural requirements for such.
   m. Issue a declaration on the completed components in a program if a certificate cannot be issued.
3. The Examination Committee is authorized to declare an examination or component thereof invalid if proper assessment of the knowledge, understanding and/or skills of the student appears not to be reasonably possible for the examination or component thereof or if the quality of the examination or component thereof cannot be guaranteed.
4. The Examination Committee shall assess requests to approve student-designed programs as referred to in Section 7.3d of the Act. This request shall be submitted according to the procedure as per Article 3.2 (4 to 7), at least 30 days before the start of the program.

3.2 Examination Committee Procedure

1. The chair or, in their absence, the deputy chair shall be tasked with overseeing the day-to-day affairs of the Examination Committee, supported by the secretary of the Examination Committee.
2. The Examination Committee shall meet at least five times a year, or as deemed necessary by the chair. Meetings shall not be public.
3. The Examination Committee shall prepare an annual report on its activities. The Examination Committee shall submit this report to the Vice Dean and the Academic Council of TIAS.
4. A request shall only be submitted to the Examination Committee:
   a. Within in the timeframe set out in the Study Program Regulations
   b. In the format indicated on the website

   c. With adequate supporting arguments.
5. If a written request to the Examination Committee does not meet the conditions referred to in paragraph 4, the Examination Committee shall decline the request, stating the reasons. The student may complete and re-submit the request within the timeframe indicated in paragraph 4(a).
6. The Examination Committee shall issue its decision within no more than 30 working days after receipt of the written request.
   a. This timeframe may be extended once, by up to 10 working days, on legitimate grounds.
   b. The student shall be notified of such before the end of the timeframe referred to in the first sentence of this paragraph.
   c. In exceptional cases, if the Examination Committee assessment cannot be completed within the aforementioned timeframe due to circumstances, the timeframe may reasonably be further extended, provided the student expressly agrees to such.
7. If a student submits a request or complaint to the Examination Committee that involves an examiner or Academic Director who is a member of the Examination Committee, this examiner or Academic Director shall recuse themselves from the handling of the request or complaint.
8. The Examination Committee shall make decisions by a simple majority of votes.
9. The chair of the Examination Committee shall cast the tie-breaking vote in the event of a tie.

3.3 Powers

1. The Institutional Board has granted the Examination Committee the power to disenroll a student, as detailed in Articles 3.1(2)(c), 5.3.3 and 5.4.2, and in Article 4.4 of the Study Program Regulations.
2. The Examination Committee has granted the Academic Directors the following powers, provided they are exercised in accordance with the guidelines of the Examination Committee:
   a. Appoint examiners
   b. Decide whether to grant admission to modules and/or examinations that are a component of the final examination
   c. Verify grades before they are announced
   d. Decide on alternative dates for examinations
   e. Co-sign certificates
   f. Issue academic transcripts.
3. The Examination Committee has granted the examiners the power to prepare and evaluate the examinations.
4. The Examination Committee has granted the Program Managers the power to organize the administration of final and other examinations.
5. The Examination Committee has granted the following powers to the secretary of the Examination Committee:
   a. Decide on requests for exemptions from mandatory modules in a program, provided this is handled according to the guidelines set by the Examination Committee.
   b. In the absence of the chair, the secretary may sign decisions issued by the Examination Committee on behalf of the chair.

c. On request from an alumnus or alumna, issue a declaration that said person has passed all mandatory components of a specific program.
d. On request from an alumnus or alumna, issue a declaration that a certificate has been issued for a specific program.

6. The Examination Committee has granted the alumni officers the power to issue certified or other copies of transcripts on request from alumni.
7. The Examination Committee has granted the Assessment Board the power to spot-check student examinations for quality. The Assessment Policy sets out the procedure for this.
8. If the Examination Committee deems it necessary, it may exercise the delegated powers itself after informing the delegated party thereof.

4. Examinations

4.1 Examination Contents

1. The questions and tests for a final or other examination should reflect the learning goals of the module. This subject matter shall be mainly known before the start of the program prepared for the examination.
2. It shall be reasonably possible to complete the questions and tests for a final or other examination within the examination timeframe.
3. A final or other examination may consist of multiple parts, each with a predefined weighting.
4. The Examination Committee may set requirements on group assignments, in particular to ensure individual traceability of study results.

4.2 Online Testing

The digital learning environment may administer online examinations in the form of submission of assignments and completion of online quizzes or examinations. The digital learning environment shall indicate the conditions and circumstances for administration of these online examinations.

4.3 Orderly Written and Online Examinations

1. Students shall conduct themselves in an orderly manner.
2. During the examination, students shall follow invigilator instructions.
3. To take an examination, students shall be present at the location or logged into the online testing environment by the start time.
4. Students not appearing on time shall still be permitted to take the examination up to 30 minutes after its start, but the regularly scheduled end time shall apply. The above shall not apply to online examinations whose nature or design prevents such.
5. Students taking examinations in a room arranged by TIAS shall not be permitted to leave the examination room until 30 minutes after the start of the examination.
6. Students shall not leave the examination room without the permission of the invigilator.
7. Students shall present identification to the invigilator on request, in the form of a passport, ID card or driver’s license. Students who cannot present identification may be excluded from the examination.
8. Means of communication (including cell phones) and data carriers shall be turned off in advance and placed out of student reach, unless their use is expressly permitted for the examination.

9. In addition to the above, the following also applies for online examinations: without express permission, students shall not use any capabilities offered by the electronic device used to administer the examination other than those strictly necessary to take the examination. Some examples here would be opening additional tabs, files or software, or searching the Internet or within files.
10. If fraud is suspected during an examination:
    a. The student shall always be offered the opportunity to complete the examination.
    b. If and to the extent necessary for verification, the invigilator may confiscate material or equipment used to commit fraud, as evidence.
    c. The invigilator shall complete the “Suspected Fraud Report” (“Melding vermoeden van fraude”) form and ensure its submission to the examiner.
    d. The examiner shall inform the Examination Committee. In accordance with Article 5.3, the Examination Committee may impose penalties.
11. After completion of the examination or after the examination end time, the student shall submit the exercises, along with the answer sheet and any scrap paper. Students shall not be permitted to keep these items without the approval of the invigilator.
12. The meaning of the term ‘submission’ as used in paragraph 11 shall include proper saving and closing of a digital document, or digital submission/completion of an online examination.
13. Section 5 shall apply to all final and other examinations.

4.4. Quality Assurance for Final Projects and Testing

1. In consultation with the Academic Director, the Examination Committee shall draw up a testing plan with a systematic description of all tests for each program.
2. The Assessment Board shall conduct spot-checks to monitor the quality of the examinations and papers. The Assessment Policy sets out the procedure.
3. The Examination Committee shall conduct regular quality checks (at least once every 6 years) on testing for all programs, its relationship to the learning goals, and the evaluation structures.

5. Fraud and Plagiarism

5.1 Definition of Fraud

1. The terms 'fraud' and 'plagiarism' are used to refer to an action or omission by a student that makes it impossible, in whole or in part, to evaluate their knowledge understanding and skills.
2. The following cases shall always be considered fraud:
    a. Possession of cheat sheets, electronic devices or any other materials with comparable properties or functions whose consultation or use is not expressly permitted during the examination.
    b. Copying of the work of other examinees during the examination or exchanging information with other students or third parties, in any way whatsoever inside or outside of the room where the examination is taken or administered.
    c. Impersonation of another student during an examination, or having a person other than the student take the examination.
    d. Switching of the examination and/or answer sheets or exchanging these with others.
    e. Obtaining the examination questions, exercises or answers before the examination, for oneself or others.
    f. Application of changes to the examination answers after the examination end time and/or after submission of the examination answers.
    g. Tampering with or misrepresenting research results from a research project or final project, with deceptive intent. This applies in the following cases:
        i. Misrepresentation, forgery or cherry-picking of data used for research.
        ii. Deliberate misrepresentation of third-party opinions, interpretations or conclusions.
    h. Facilitation or instigation of fraud by other students.
    i. Reuse of one's work from a particular module for a different module without examiner approval.
    j. Registration for or participation in an examination from which the student has been banned by or on behalf of the Examination Board due to fraud.
3. The following cases shall always be considered plagiarism:
    a. Inclusion of third-party data, text, images, arguments or ideas in an essay or any other work without citing the source in accordance with generally accepted rules in academia.
    b. Near word-for-word copying of passages from third-party works (including from other languages) without due attribution and without the use of quotation marks.
    c. Paraphrasing of passages from third-party works without clear acknowledgment that this is a summary of the ideas of others and without any source citation.
    d. Presentation of third-party ideas or discoveries as one's own.

5.2 Plagiarism Detection Software

1. TIAS uses plagiarism detection software. An examiner shall ask a student to submit a digital version of a paper to check for plagiarism and/or fraud. This digital version may be subject to requirements with regard to file format and protection, where required for proper software functioning.

2. All papers and final projects submitted shall be checked using plagiarism detection software.
3. The contents of the projects checked with plagiarism detection software shall be stored in the database of the software developer and shall only be used to check other works for plagiarism.
4. On written request, the work may be deleted from the database after it is checked for plagiarism.

5.3 Procedures and Penalties in the event of Fraud

1. As soon as possible after the examination, the examiner shall use the "Suspected Fraud Report" form to inform the Examination Committee of the findings and of the potential fraud.
2. In processing and evaluating a potential case of fraud, the Examination Committee shall offer the student the opportunity to be heard before making its decision.
3. Depending on the seriousness of the fraud, and in accordance with the principles of legal equality and proportionality, the Examination Committee may decide to revoke the right of the student to take examinations for a period of up to 1 year, or to permanently disenroll the student from a program, in accordance with Article 3.3(1).
4. If plagiarism is detected in a group assignment, it shall be attributed proportionately to all group members. The group shall be responsible for disproving the charge.
5. If plagiarism is detected in a final module, it shall not be evaluated, and the penalty imposed shall be either revocation of the right to take examinations for a period of up to 1 year or permanent disenrollment from a program, in accordance with Article 3.3(1).
6. Submission of the final project shall count as an opportunity, even if it is not evaluated due to plagiarism.
7. As quickly as reasonably possible, the Examination Committee shall report its decision in writing to the student, the Academic Director and the Program Manager for the program in question.

5.4 Repeated Infringements

1. In cases of decisions to take measures as per Article 5.3(3 and 5), the Examination Committee may take into account past instances of fraud by the student that Examination Committee deems to have been demonstrated.
2. In cases of repeated and demonstrated cases of fraud, the Examination Committee may decide to permanently disenroll the student from a particular program, in accordance with Article 3.3(1).

6. Grade Verification

6.1 Grading

1. The examiner shall evaluate the results of an examination, and the Academic Director shall verify the grade in accordance with Article 3.3(2)(c). If more than one examiner is involved in grading an examination, the Academic Director shall ensure that all examiners apply the same grading standards.
2. If a module features two or more examinations, the final grade shall be made up of the grades obtained on the individual examinations, in accordance with Article 4.1(3). The examiners in question shall determine the values of the examination grades, expressed in numbers, and the Academic Director shall announce these values using the digital learning environment before the start of the module, as per Article 3.3(2)(c). It shall not be permitted to compensate for grades of less than 5.00 on examinations or parts thereof using grades obtained on examinations of parts thereof from the same module.
3. The grade for a module shall be expressed on a scale of 0 to 10, in increments of 0.5. The grade 5.5 shall not be awarded. Grades between 4.75 and 5.49 shall be rounded to 5.0, and those between 5.50 and 6.24 to 6.0. The following conversion table applies for letter-based grades:

Grade in numbers	Grade in letters
8,5 of meer	A
8,0	A-
7,5	B+
7,0	B
6,5	B-
6,0	C
5,0	D
4,5 of minder	F

4. A student shall pass a module if the rounded module grade is satisfactory, i.e. 6.0 or higher (in letters, C or better).
5. Student shall not be permitted to retake modules already passed.
6. The examiner may set additional requirements, such as participation in possibly ungraded assignments (such as on the digital learning environment). These additional requirements shall be announced before the start of the module. Failure to meet these requirements may render it impossible to award a grade. The additional requirements and associated consequences shall be posted on the electronic learning environment.
7. The rules and guidelines for examinations are available in Article 4 of the Study Program Regulations, as per Section 7.13 of the WHW.

6.2 Examination Retention Period

1. The examination assignments, answer keys, testing plan and study guide shall be stored for 2 years after the examination date.
2. Completed examinations shall be stored for 2 years after the result announcement date.
3. Theses shall be stored for 7 years with the corresponding evaluation forms signed by the relevant parties, and any associated materials.

6.3 Final Examination Grade Verification

1. A student shall pass the final examination by successful completion of all components of a program and any applicable additional evaluations of knowledge, understanding or skills by examiners appointed by the Examination Committee.
2. At least the examiner and a second evaluator shall evaluate of the master thesis, including the defense. The grade shall be determined by completing the thesis evaluation forms. Where applicable, a third evaluator shall be arranged.
3. The final grade for the program shall be calculated by taking the unrounded weighted averages of the final grades obtained in the modules. The weighting of the individual module grades shall be determined by the corresponding study load. Calculation of the final grade shall not factor in examination components with the description 'completed' or exemptions.

6.4 Awarding of Academic Distinctions

1. If a student graduates "cum laude" or "with distinction", an academic distinction shall be awarded.
2. Students shall graduate "cum laude" (with honors) if they meet all of the following conditions:
    a. The unrounded weighted average final grade, for all modules of the program, is at least 8.0.
    b. No module grade is less than 7.0.
    c. The grade for the final module is at least 8.0.
    d. No examinations were retaken in any subject.
    e. Exemptions for the student do not exceed 20% of the total number of ECTS points in the master program.
    f. The program was completed within 4 years.
    g. No cases of fraud were deemed proven during the studies.
3. Students shall graduate "with distinction" if they meet all of the following conditions:
    a. The unrounded weighted average final grade, for all modules of the program, is at least 7.5.
    b. No module grade is less than 7.0.
    c. The grade for the final module is at least 7.5.
    d. No examinations were retaken in any subject.
    e. Exemptions for the student do not exceed 20% of the total number of ECTS points in the master program.
    f. The program was completed within 4 years.
    g. No cases of fraud were deemed proven during the studies.

6.5 Certificates and Declarations

1. The Examinations Committee shall award a certificate as proof of passing the final examination after the Institutional Board indicates that the student has met all procedural requirements, including payment of tuition.
2. A member of the Examination Committee and the Academic Director of the program in question shall sign the certificate.
3. The certificate referred to in paragraph 1 shall indicate all final examination components, and any qualifications awarded for such.
4. The certificate shall include a list of all final examination components. This list shall also indicate the grade obtained for each final examination component.
5. The Examination Committee shall attach an addendum to the certificate for the final examination that was passed. This addendum is intended to provide details on the contents and nature of the program, to facilitate international recognition. All addenda shall contain at least the following information:
    a. The name of the program and the offering institution.
    b. Confirmation of the academic level of the program.
    c. A description of the content of the program.
    d. Program study load.
    e. The language of program instruction and final examination administration.
6. The addendum shall be written in English and in the agreed standard European format.
7. The certificate is a valuable document that shall only be issued once. In the event of loss or theft, a student may use DUO to request proof of graduation.
8. A person who has passed one or more final examination components and to whom a certificate cannot be issued may request a declaration from the Academic Director of the program in question, indicating at least the final examination components that have been passed.

7. Additional Provisions

7.1 General Hardship Clause

In specific unfair situations, the Examination Committee may deviate from these Rules and Guidelines for the benefit of a student.

7.2 Right to Appeal

Students shall be entitled to lodge an appeal with the Academic Council of TIAS against decisions of the Examination Committee, for a period of 6 weeks after their announcement.

7.3 Amendments to the Examination Committee Rules and Guidelines

Amendments to this document shall only affect an academic year that is already underway if this does not harm the interests of the students.

7.5 Entry into Force

These Regulations is effective as of 1 September 2020 and supersedes all prior versions.

Thus adopted by the Examination Committee of TIAS on 1 September 2020.

Appendix 4. Program Appendices

Contents

Appendix Executive Master in Finance

1. Composition of the program

Nr.	Module	Course format	ECTS
M 1	Principles of Business Valuation	Class lectures	4
M 2	Financial Reporting & Analysis	Class lectures	4
M 3	Mergers & Acquisitions	Class lectures	4
M 4	Quantitative Tools for Financial Management	Class lectures	5
M 5	Advanced Corporate Finance	Class lectures	4
M 6	International Risk Management	Class lectures	4
M 7	Financial Markets	Class lectures	4
M 8	Topics in Finance	Class lectures	4
M 9	Financial Data Analytics	Class lectures	4
M 10	Strategy & Innovation	Blended	4
M 11	Entrepreneurial Finance	Class lectures	4
	Master thesis	Online meeting + meetings with tutor	15

2. Exit qualifications (former learning goals)

After completion of the program, students are able to:

EK 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.

EK 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.

EK 3. Understanding and analyzing different valuation methods (such as Discounted Cash Flow, Multiples, etc.) in a critical way.

EK 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.

EK 5. Understanding the determinants of the discount rate and being able to derive this in real-life valuation problems.

EK 6. Understanding the effect of the financial structure (equity/debt) on the discount rate and the value of the company.

EK 7. Understanding how dividend policy affects company value and the value of equity.

EK 8. Understanding how various financial risks affect the discount rate and company value.

EK 9. Understanding annual reports and being able to make a thorough financial analysis of a company.

EK 10. Understanding annual reports, both within US GAAP and IFRS.

EK 11. Being able to calculate financial ratios based on annual reports.

EK 12. Understanding the strategic reasons for doing mergers & acquisitions.

EK 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.

TIAS

EK 14. Knowing and understanding different ways of financing of a company and their effect on company value.
EK 15. Knowing and understanding the financial issues in an Initial Public Offering (IPO), and how prices are set in an IPO.
EK 16. Being able to apply Working Capital Management in a company.
EK 17. Being able to apply Value Based Management in actual companies.
EK 18. Understanding strategic choices of an organization within a theoretical framework.
EK 19. Understanding macro-economic developments and their effect on interest rates and exchange rates, as well as the implications for company values.
EK 20. Understanding and being able to value financial derivatives such as options, futures and swaps.
EK 21. Being able to analyze the most important financial risks a company is exposed to and being able to manage those with financial instruments.
EK 22. Understanding how managing financial risks can affect the credit risk (and rating) of a company.
EK 23. Being able to determine strategic investment portfolios.
EK 24. Understanding how and being able to collect (big) financial datasets within and outside companies.
EK 25. Understanding how and being able to identify data errors and outliers.
EK 26. Understanding how to analyze (big) financial and non-financial datasets to understand the financial performance of a company.
EK 27. Knowing how to use descriptive, diagnostic, predictive, and prescriptive financial analyses of a company.

-

3. *Coherence exit qualifications 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 and • Corporate Restructuring	7. Financial Markets	8. International Risk Management	9. Advanced Corporate Finance	10. Entrepreneurial Finance	11. Financial Data Analysis
Exit qualifications											
EK 1	X	X						X	X		
EK 2		X		X				X			
EK 3		X				X		X		X	
EK 4		X				X		X		X	
EK 5	X	X				X		X		X	
EK 6		X		X		X			X	X	
EK 7		X				X		X		X	
EK 8		X						X	X		
EK 9		X		X							
EK 10				X							
EK 11		X		X							
EK 12					X	X				X	
EK 13						X					
EK 14										X	
EK 15										X	
EK 16		X									
EK 17		X									
EK 18					X						
EK 19							X				
EK 20							X	X	X		
EK 21								X		X	
EK 22								X		X	
EK 23	X				X		X				
EK 24											X
EK 25											X
EK 26											X
EK 27											X

4. Assessments

If a test consists of several parts, indicate which parts they are and for what percentage they count with the final mark.

Module	ECTS	Assessment type
M 1 Principles of Business Valuation	4	- 3 pre-assignments - individual - 1 final take home assignment - individual
M 2 Financial Reporting & Analysis	4	Take home assignment - individual
M 3 Mergers & Acquisitions	4	Take home assignment - individual
M 4 Quantitative Tools for Financial Management	5	- 3 pre-assignments - individual - 2 take home assignments - individual
M 5 Advanced Corporate Finance	4	Take home assignment - individual
M 6 International Risk Management	4	2 take home assignments - individual
M 7 Financial Markets	4	2 take home group assignments
M 8 Topics in Finance	4	Take home group assignment
M 9 Financial Data Analytics	4	Take home assignment - individual
M 10 Strategy & Innovation	4	- In-class presentation - Team paper - Individual paper
M 11 Entrepreneurial Finance	4	- In-class assignment - individual - Take home assignment - individual
Master thesis	15	- Master thesis - Oral exam

5. Flexibility

Within the program there are the following options for flexibility:
For instance (see Teaching and Examination Regulations): *tempo study duration, location, time starting moment, content, teaching method (course format),assessment and supervision.*
Flexibility options will be added – ongoing during the year 2020-2021.

6. Additions/exceptions to the Teaching and Examination Regulations TIAS Business School

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.

7. Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School

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 Administration (EMBA) & Executive Master of Business Administration in Food and Agribusiness (FAEMBA)

1. Composition of the program

Nr.	Module	Course format	ECTS	Contact hours
M 1	Managerial Accounting and Control	Class lectures/ Blended	4	36
M 2	Business Research Methods & Quantitative Methods	Class lectures/ Blended	3	24
M 3	Managerial Economics	Class lectures/ Blended	4	36
M 4	Corporate Finance	Class lectures/ Blended	4	28
M 5	Foundations of Strategy	Class lectures/ Blended	3	24
M 6	Human Behavior in Organizations	Class lectures/ Blended	3	24
M 7	Business & Society	Class lectures/ Blended	3	24
M 8	Integration I – Doing Business in a Complex World	Class lectures/ Blended	4	24
M 9	Marketing Management	Class lectures/ Blended	4	36
M 10	Sustainable Innovation Management	Class lectures/ Blended	4	36
M 11	Integration II - Entrepreneurship	Class lectures/ Blended	4	24
M 12	Operations & Supply Chain Management	Class lectures/ Blended	4	36
M 13	Digital Transformation	Class lectures/ Blended	3	24
M 14	International Module	Class lectures	3	36
M 15	Change Management	Class lectures/ Blended	3	24
M 16	Integration III – Strategic Leadership	Class lectures/ Blended	4	24
M 17	Personal Leadership Program – Impact through Leadership Development	Workshops/Coaching/Experiential learning/Mountain trail	3	60
M 18	Capstone project		10	variable

2. Exit qualifications (former learning goals)

After completion of the program, students are able to demonstrate:

EK 28. Knowledge and understanding of the functional areas of business

EK 29. Ability to apply and integrate knowledge of the business disciplines in diverse practical settings

EK 30. 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

EK 31. Awareness of social responsibilities of organizations and the ability to translate these responsibilities into effective corporate policies

EK 32. The ability to manage change and design innovative and entrepreneurial solutions for an increasingly complex and changing environment

EK 6. A global perspective based on an understanding of both local and international environments of organizations

EK 7. Personal and interpersonal skills to become effective, resilient, self-aware leaders

3. *Coherence exit qualifications and modules*

		Level (Dublin descriptors)				
Exit qualifications	Module	Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Learning skills
EK 1	M 1	X				
EK 1	M 4	X				
EK 1	M 5	X				
EK 1	M 6	X				
EK 1	M 9	X				
EK 1	M 10	X				
EK 1	M 11	X				
EK 1	M 12	X				
EK 2	M 1		X			
EK 2	M 4		X			
EK 2	M 5		X			
EK 2	M 6		X			
EK 2	M 8		X	X		
EK 2	M 9		X			
EK 2	M 10		X			
EK 2	M 11		X	X		
EK 2	M 12		X			
EK 2	M 16		X	X		
EK 2	M 18		X	X		
EK 3	M 2		X			
EK 3	M 8		X	X		
EK 3	M 11		X	X	X	
EK 3	M 14		X		X	X
EK 3	M 16		X	X	X	X
EK 3	M 18		X	X	X	X
EK 4	M 1	X	X	X		
EK 4	M 7	X	X	X		
EK 4	M 8	X	X	X		
EK 5	M 8		X	X		

EK 5	M 10		X	X		
EK 5	M 11		X	X		
EK 5	M 13		X	X		
EK 5	M 15		X	X		
EK 6	M 3	X	X	X		
EK 6	M 8	X	X	X		
EK 6	M 14	X	X	X	X	X
EK 7	M 2			X		X
EK 7	M 8			X		
EK 7	M 14			X	X	X
EK 7	M 16			X		
EK 7	M 17				X	X
EK 7	M 18			X	X	X

4. Assessments

Module	ECTS	Assessment type
Managerial Accounting and Control	4	Group assignment and individual assignments (25 + 50/25)
Business Research Methods & Quantitative Methods	3	Individual test (100), group assignment (pass/fail)
Managerial Economics	4	Group assignments (50/50)
Corporate Finance	4	Group assignment
Foundations of Strategy	3	Individual assignment
Human Behavior in Organizations	3	Individual assignment
Business & Society	3	Group assignment
Integration I – Doing Business in a Complex World	4	Group assignment
Marketing Management	4	Individual assignment
Sustainable Innovation Management	4	Group assignments and individual assignment (50/50)
Integration II - Entrepreneurship	4	Group assignment
Operations & Supply Chain Management	4	Individual assignment, Individual assignment game (60/40)
Digital Transformation	3	Group assignment
International Module	3	Group assignment
Change Management	3	Group assignment and individual assignment (50/50)
Integration III – Strategic Leadership	4	Group assignment
Personal Leadership Program – Impact through Leadership Development	3	
Capstone project	10	Individual or small team real-life project

5. Flexibility

Within the program there are the following options for flexibility:
Two tracks: a General Track and a Food & Agribusiness Track in cooperation with Wageningen University. The Food & Agribusiness Track consists of three courses on Wageningen University campus (the three Integration courses) and supervision by Wageningen faculty for the capstone project.

6. Additions/exceptions to the Teaching and Examination Regulations TIAS Business School

Exception to Article 4.3: Final examination of the program
The final examination of the Executive MBA program consist of a Capstone project of 10 ECTS. There is no defense. Article 4 does not apply.

Exception to Article 4.10: Exemption
No exemptions are granted for the program

Appendix Executive Master of Business Valuation

1. Composition of the program

Nr.	Module	Course format	ECTS
M 1	Principles of Business Valuation	Class lectures	4
M 2	Financial Reporting & Analysis	Class lectures	4
M 3	Mergers & Acquisitions	Class lectures	4
M 4	Quantitative Tools for Financial Management	Class lectures	5
M 5	Advanced Corporate Finance	Class lectures	4
M 6	International Risk Management	Class lectures	4
M 7	Topics in Valuation	Class lectures	4
M 8	Valuing Private Companies	Class lectures	8
M 9	Strategy & Innovation	Blended	4
M 10	Entrepreneurial Finance	Class lectures	4
	Master thesis	4 online meetings	15

2. Exit qualifications (former learning goals)

After completion of the program, students are able to:

EK 33. 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.

EK 34. 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.

EK 35. Understanding and analyzing different valuation methods (such as Discounted Cash Flow, Multiples, etc.) in a critical way.

EK 36. 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.

EK 37. Understanding the determinants of the discount rate and being able to derive this in real-life valuation problems.

EK 38. Understanding the effect of the financial structure (equity/debt) on the discount rate and the value of the company.

EK 39. Understanding how dividend policy affects company value and the value of equity.

EK 40. Understanding how various financial risks affect the discount rate and company value.

EK 41. Understanding annual reports and being able to make a thorough financial analysis of a company.

EK 42. Understanding annual reports, both within US GAAP and IFRS.

EK 43. Being able to calculate financial ratios based on annual reports.

EK 44. Understanding the relevant fiscal issues for company valuation and being able to recognize these in real-life situations.

EK 45. Having knowledge about the most important fiscal frameworks within Europe.

EK 46. Understanding and having knowledge about important issues in business law, in particular those related to mergers & acquisitions.
EK 47. Understanding the strategic reasons for doing mergers & acquisitions.
EK 48. Being able to analyze the impact of a corporate restructuring such as a merger or acquisition on the market value of the companies involved.
EK 49. Knowing and understanding different ways of financing of a company and their effect on company value.
EK 50. Being able to apply Working Capital Management in a company.
EK 51. Being able to apply Value Based Management in actual companies.
EK 52. Understanding strategic choices of an organization within a theoretical framework.
EK 53. Having a thorough understanding of the difference in valuing listed versus non-listed companies.
EK 54. Having a thorough understanding of the effect on the discount rate from being a non-listed company.
EK 55. Having knowledge of specific Dutch fiscal law issues in valuation.
EK 56. Having knowledge of specific Dutch business law issues in transaction processes.
EK 57. Understanding, knowing and applying ethical principles in business valuation.
EK 58. Being able to write a sound business valuation report.
EK 59. Understanding and being able to value financial derivatives such as options, futures and swaps.
EK 60. Being able to analyze the most important financial risks a company is exposed to and being able to manage those with financial instruments.
EK 61. Understanding how managing financial risks can affect the credit risk (and rating) of a company.

-

3. Coherence exit qualifications and modules

Master of Business Valuation	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 and • Corporate Restructuring	7. Valuing Private Companies I	8. Valuing Private Companies II	9. Advanced Corporate Finance	10. Entrepreneurial Finance	11. International Risk Management
Exit qualifications											
EK 1	X	X				X					X
EK 2		X		X		X		X	X	X	X
EK 3		X			X	X	X	X	X	X	X
EK 4		X			X	X	X	X	X	X	X
EK 5	X	X			X	X	X	X	X	X	X
EK 6		X		X	X		X	X	X	X	
EK 7		X			X	X	X			X	X
EK 8		X				X			X		X
EK 9		X		X				X			
EK 10				X							
EK 11		X		X							
EK 12			X				X	X	X	X	
EK 13			X								
EK 14			X					X	X	X	
EK 15					X		X			X	
EK 16					X				X	X	
EK 17							X				
EK 18		X									
EK 19		X									
EK 20				X							
EK 21								X	X	X	
EK 22								X	X	X	
EK 23								X	X	X	

EK 24								X	X	X	
EK 25									X		
EK 26							X	X			
EK 27											X
EK 28											X
EK 29											X

4. Assessments

If a test consists of several parts, indicate which parts they are and for what percentage they count with the final mark.

Module	ECTS	Assessment type
M 1 Principles of Business Valuation	4	- 3 pre-assignments - individual - 1 final take home assignment - individual
M 2 Financial Reporting & Analysis	4	Take home assignment - individual
M 3 Mergers & Acquisitions	4	Take home assignment - individual
M 4 Quantitative Tools for Financial Management	5	- 3 pre-assignments - individual - 2 take home assignments - individual
M 5 Advanced Corporate Finance	4	Take home assignment - individual
M 6 International Risk Management	4	2 take home assignments - individual
M 7 Topics in Valuation	4	- Fiscal Law: pre-assignment - individual - Private Law: In-class assignment - individual
M 8 Valuing Private Companies	8	Take home assignment - individual
M 9 Strategy & Innovation	4	- In-class presentation - Team paper - Individual paper
M 10 Entrepreneurial Finance	4	- In-class assignment - individual - Take home assignment - individual
Master thesis		- Valuation Report & Academic Chapter - Oral exam

5. Flexibility

Within the program there are the following options for flexibility:
For instance (see Teaching and Examination Regulations): *tempo study duration, location, time starting moment, content, teaching method (course format),assessment and supervision.*
Flexibility options will be added – ongoing during the year 2020-2021.

TIAS

6. *Additions/exceptions to the Teaching and Examination Regulations TIAS Business School*

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.

7. *Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School*

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 of Finance and Control

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Management Accounting and Control	Klassikaal	6	33
M2	Internal Control and Accounting Information Systems	Klassikaal	11	78
M3	Strategic Management	Klassikaal	5	18
M4	Finance and Treasury Management	Klassikaal	5	18
M5	Production and Logistics Management	Klassikaal	4	15
M6	Financial Accounting and Reporting	Klassikaal	11	63
M7	Tax Law	Klassikaal	2,5	15
M8	Corporate Law	Klassikaal	2,5	15
M9	Information Management	Klassikaal	5	30
M10	Master Thesis / Business Research	Klassikaal	15	21

Eindkwalificaties

Na afronding van de opleiding zijn studenten in staat om:

EK 62. Verantwoordelijkheid te dragen met betrekking tot de inrichting van de interne financieel economische informatievoorziening van de organisatie;

EK 63. Verantwoordelijkheid te dragen met betrekking tot de voorbereiding van de externe financieel economische informatievoorziening van de organisatie;

EK 64. Zorg te dragen voor een optimale omloop van operationele, financiële en fiscale geldstromen (dan wel de verantwoordelijke experts in de organisatie hierbij te ondersteunen);

EK 65. 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;

EK 66. Beslissingsondersteuning te bieden bij de aanschaf en aanwending van schaarse middelen in de organisatie;

EK 67. Verschillende wetenschappelijke theoretische benaderingen kritisch te beschouwen en te beoordelen op toepasbaarheid voor een concreet en praktisch vraagstuk;

EK 7. Adequate verbindingen 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;

EK 8. Een complex vraagstuk op een multidisciplinaire wijze te bestuderen en kennis uit verschillende disciplines met elkaar te integreren;

EK 9. Zelfstandig en methodologisch verantwoord onderzoek te verrichten rond een vraagstuk binnen de eigen beroepspraktijk;

EK 10. Zelfstandig, onafhankelijk en op adequate wijze kunnen rapporteren over eigen onderzoek, zowel schriftelijk als mondeling.

Samenhang eindkwalificaties en modules

		Niveau (Dublin descriptors)				
Eindkwalificatie	Module	Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
EK 1	M 1	x	x	x	x	x
EK 1	M 2	x	x	x	x	x
EK 1	M 9	x	x	x		
EK 2	M 1	x	x			
EK 2	M 6	x	x	x	x	x
EK 2	M 9	x	x			
EK 3	M 1	x	x	x	x	x
EK 3	M 4	x	x	x		x
EK 3	M 5	x	x	x	x	
EK 3	M 7	x	x	x		x
EK 4	M 1	x	x	x	x	x
EK 4	M 2	x	x	x	x	x
EK 4	M 3	x	x	x	x	x
EK 4	M 4	x	x			
EK 4	M 6	x	x		x	
EK 4	M 7	x	x			
EK 4	M 8	x	x			
EK 5	M 1	x	x	x		
EK 5	M 3	x	x	x		
EK 5	M 4	x	x	x		x
EK 5	M 5	x	x			
EK 5	M 7	x	x			x
EK 5	M 8	x	x			x
EK 6	M 1	x	x	x	x	x
EK 6	M 2	x	x	x	x	x
EK 6	M 10	x	x	x	x	x
EK 7	M 3	x	x	x		
EK 7	M 4	x	x	x		
EK 7	M 9	x	x	x		

EK 7	M 10	x	x	x	x	x
EK 8	M 10	x	x	x	x	x
EK 9	M 10	x	x	x	x	x
EK 10	M 1	x	x	x	x	
EK 10	M 2	x	x	x	x	
EK 10	M 3	x	x	x	x	
EK 10	M 5	x	x	x	x	
EK 10	M 6	x	x	x	x	
EK 10	M 10	x	x	x	x	x

Toetsplan

Module	ECTS	Toetsvorm
M 1 Management Accounting and Control	6	Written exam (individual)
M 2 Internal Control and Accounting Information Systems	11	Written exam (33,3%), Practice paper (33,4%), Oral exam (33,3%) (all individual)
M 3 Strategic Management	5	Group paper
M 4 Finance and Treasury Management	5	Take home exam (79%), Pre-assignments (21%) (all individual)
M 5 Production and Logistics Management	4	Group paper
M 6 Financial Accounting and Reporting	11	Duo paper (50%, group assessment) Individual paper (20%) Case presentation (5%, group assessment), Participation (25%) (individual)
M 7 Tax Law	2.5	Written exam (individual)
M 8 Corporate Law	2.5	Written exam (individual)
M 9 Information Management	5	Case analyses (30%, group assessment), Written exam (70%)
M 10 Master Thesis / Business and Research Methods	15	Thesis & defence* (individual)

*defence: Excellent performance during oral examination can lead to maximum 0.5 bonus point. Poor performance during oral examination can lead to maximum 0.5 deduction.

Flexibiliteit

De opleiding biedt twee volwaardige startmomenten per jaar: er start een leergang in het voorjaar in Utrecht met wekelijkse onderwijsbijenkomsten op maandagen en er start een leergang in het najaar in Tilburg met wekelijkse onderwijsbijeenkomsten op vrijdag. Wegens de eisen van de beroepsvereniging VRC en de deelname aan landelijke examens is de opleiding gehouden aan een vaste inhoud, planning, en volgorde van modules.

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

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 examensymposia 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 EMFC-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 en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

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 Health Administration

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Optimaal organiseren van zorg	Blended	8	32
M2	Strategie en zorginnovatie	Blended	8	32
M3	Operationeel management in de zorg	Blended	8	32
M4	Besturing en leiderschap in de zorg	Blended	8	32
M5	Business Research Methods	Blended	5	27
M6	Studiereis	Klassikaal	4	40
M7	Capita Selecta	Klassikaal	4	8-20
M8	Master thesis	Blended	15	3

Eindkwalificaties

Na afronding van de opleiding zijn studenten in staat om:

EK1: To obtain knowledge and understanding of the healthcare domain concerning organization, finance, paradigms and developments.

EK2: To obtain knowledge and understanding of healthcare systems on macro-, meso- and microlevel with their national and international developments and to compare the Dutch healthcare system to healthcare systems in other countries.

EK3: To learn how to handle complex issues concerning health care management, organization and health care delivery by obtaining insight using scientifically methods and developing structural solutions.

EK4: To obtain knowledge and understanding of dominant strategic approaches and adjustments that are needed in health care strategy development and implementation.

EK5: 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.

EK6: To obtain knowledge and understanding of the theoretical background of innovation and its practical implications.

EK7: To obtain insight in interorganizational cooperation in any form within health care to provide effective care.

EK8: To obtain knowledge and understanding of marketing and customer perspective in health care and to use this knowledge in strategy development and implementation.

EK9: To create profound knowledge and understanding of the actual theoretical background of healthcare management and the actual developments within healthcare management.

EK10: To obtain knowledge and understanding of financial legislation, financial conditions, financial decision making and developments concerning finance in healthcare and healthcare organizations.

EK11: To obtain knowledge and understanding about governance structure and implications in the healthcare domain.

EK12: To obtain insight in the possibilities to integrate healthcare management in a relevant societal context.

EK13: 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 in a critical way.

EK14: To obtain communication skills to present an analysis in a clear and convincing way for both experts and laity.

EK15: To obtain an academic attitude and academic skills to handle practical situations using scientific analysis of a variety of perspectives, models, procedures, methods and techniques and to combine them to create practical, relevant and accountable conclusions and advices which can be implemented in daily practice.

EK16: 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. To obtain knowledge concerning research methods and to be able to formulate and to address a scientific research question appropriately on the academic master level.

Samenhang eindkwalificaties en modules

		Niveau (Dublin descriptors)				
Eindkwalificatie	**Module**	**Kennis en inzicht**	**Toepassen kennis en inzicht**	**Oordeelsvorming**	**Communicatie**	**Leervaardigheid**
EK 1	M1	x	x	x		x
EK 1	M6	x		x	x	
EK 2	M1	x	x	x		x
EK 2	M6	x		x	x	
EK 3	M1	x	x	x		x
EK 3	M6	x		x	x	
EK 4	M2	x	x	x		x
EK 4	M6	x		x	x	
EK 5	M1	x	x	x		x
EK 5	M2	x	x	x		x
EK 5	M6	x		x	x	
EK 6	M2	x	x	x		x
EK 6	M6	x		x	x	
EK 7	M1	x		x		x
EK 7	M2	x	x	x		x
EK 7	M4		x		x	
EK 8	M2	x	x	x		x
EK 9	M3	x	x	x		x
EK 9	M4		x		x	
EK 10	M3	x	x	x		x
EK 11	M4	x		x		x
EK 12	M1	x	x	x		x
EK 12	M2	x	x	x		x
EK 12	M4	x	x	x	x	
EK 12	M8 (thesis)		x	x		x
EK 13	M4	x	x	x	x	x
EK 14	M1				x	

EK 14	M2				x	
EK 14	M3				x	
EK 14	M4				x	
EK 14	M6				x	
EK 14	M7				x	
EK 14	M8				x	
EK 15	M5	x	x	x		x
EK 15	M7	x		x	x	x
EK 15	M8	x	x	x	x	x
EK 16	M1		x	x		x
EK 16	M2		x	x		x
EK 16	M3		x	x		x
EK 16	M4		x	x		x
EK 16	M5	x	x	x		x
EK 16	M7		x	x	x	x
EK 16	M8		x	x	x	x

Toetsplan

Als een toets uit meerdere onderdelen bestaat, geef dan aan welke onderdelen dat zijn en voor welk percentage ze meetellen met het eindcijfer.

Module	ECTS	Toetsvorm
M1 Optimaal organiseren van zorg	8	Individuele opdracht (30%), individueel paper (70%)
M2 Strategie en zorginnovatie	8	Individuele opdracht (30%), individueel paper (70%)
M3 Operationeel management in de zorg	8	Individuele opdracht (30%), individueel paper (70%)
M4 Besturing en leiderschap in de zorg	8	Individuele opdracht (30%), individueel paper (70%)
M5 BRM I	3	Individuele paper
M5 BRM II	2	Individuele paper
M6 Studiereis	4	Group presentation
M7 Capita Selecta	4	Group paper (95%), participation (5%)*
M8 Thesis	15	Thesis

*M7 Capita Selecta: Het cijfer bestaat voor 95% uit het paper. Groepsleden kunnen elkaar punten toebedelen waardoor het cijfer maximaal 0.5 punt kan afwijken van overige groepsleden.

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:
Denk aan (uit het OER): *tempo/studieduur, locatie, tijd/startmoment(en), inhoud, werkvormen, toetsing en begeleiding.*

Binnen de MHA is flexibiliteit geïncorporeerd door een viertal startmomenten per kalenderjaar, individuele indeling van de opleiding tussen 15 en 48 maanden.
Het onderdeel Capita Selecta biedt keuze tussen een groepsgewijs literatuurstudie over een relevant onderwerp of een module uit een andere TIAS-master of een analyse van een vraagstuk uit een organisatie die uit internationale contacten van TIAS ontstaat.
De toetsvormen zijn gevarieerd en bestaan uit 4 individuele papers, 4 individuele opdrachten, individuele presentaties en groepspresentaties.
Daarnaast houdt iedere deelnemer een keer een individueel referaat waarbij de leesvaardigheid, toepasbaarheid en presentatie getoetst wordt.

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Geen

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

Geen

Appendix Executive Master of Information Management

Composition of the program

Cohort MIM-35

Nr.	Module	Course format	ECTS	Contact hours
M 1	Information Strategy and Management	Class lectures	4	30
M 2	Business Research Methods 1	Class lectures	3	24
M 3	Strategic Business Architectures	Class lectures	4	30
M 4	Information Security Management	Class lectures	4	30
M 5	Sourcing IS Services	Class lectures	4	30
M 6	Managing Implementation and Organizational Change	Class lectures	8	57
M 7	International Study Week	Class lectures, Discussion and Company visits	2	30
M 8	Information Technology Innovation	Class lectures	8	66
M 9	Capita Selecta Master Classes (Individual)	Class lectures + 2 – 3 individual sessions with supervisor + presentation	8	24
M 10	Final Project	4 – 5 individual sessions with supervisor + half day exam session including presentation & questions	15	24

Exit qualifications

After completion of the program, students are able to:

-

Knowledge

- K1 Expert knowledge of alignment of business and IT 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).

Coherence exit qualifications and modules

Knowledge and Understanding	Applying Knowledge and Understanding	Making Judgements	Communication	Learning skills	**Learning Objectives**	M 1 Information Strategy and Management	M 2 Business Research	M 3 Strategic Business	M 4 Information Security Management	M 5 Sourcing IS Services	M 6 Managing Implementation and Organizational Change	M 7 International Study Week	M 8 Information Technology Innovation	M 9 Capita Selecta Master	M 10 Final Project
X					K1	X		X	X	X	X	X	X	X	X
X					K2	X		X	X			X	X	X	X
X					K3	X		X			X	X	X	X	X
X					K4		X							X	X
	X	X			S1								X	X	X
	X				S2	X		X	X			X		X	X
	X				S3	X		X					X	X	X
	X	X			S4				X	X	X			X	X
	X				S5				X	X					X
	X		X		S6										X

	X		X		S7		X							X	X
	X	X			A1		X	X	X					X	X
		X	X	X	A2						X		X		X
		X		X	A3									X	X
					A4	X		X	X	X	X	X	X	X	X

Assessments - MIM35

If a test consists of several parts, indicate which parts they are and for what percentage they count with the final mark.

Nr.	Module	ECTS	Assessment type
M 1	Information Strategy and Management	4	Individual paper
M 2	Business Research Methods 1	3	Individual paper
M 3	Strategic Business Architectures	4	Individual paper
M 4	Information Security Management	4	Individual paper
M 5	Sourcing IS Services	4	Individual paper
M 6	Managing Implementation and Organizational Change	8	Individual paper
M 7	International Study Week	2	Individual paper
M 8	Information Technology Innovation	8	Group paper (80%) & individual reflection (20%). For a pass, both parts must be assessed with a pass.
M 9	Capita Selecta Master Classes (Individual)	8	Individual paper
M 10	Final Project	15	Group report (80%) & individual reflection (10%) & individual contribution to presentation and Q&A (10%). For a pass, all parts must be assessed with a pass.

Flexibility

The Executive Master of Information Management starts on:

- November 19, 2020 Tilburg: Digital Strategy - Module of MIM, which contains M1 and M9.
- December 19, 2020 Tilburg: Cyber Security and Strategic Business Architecture - Module of MIM, which contains M3 and M4.
- March 18, 2021 Tilburg: Digital Transformations - Module of MIM, which contains M5, M6 and M7.
- October 7, 2021 Tilburg: Information Technology Innovation - Module of MIM, which contains M8.

In total up to 8 ECTS from other TIAS MSc programs can be chosen, except for pre-master modules (Academic Reading and Writing (AR&W) - 4 ECTS, Accounting and Finance (A&F) - 4 ECTS and Quantitative Methods (QM) - 4 ECTS), instead of module Information Technology Innovation (M8).

Additions/exceptions to the Teaching and Examination Regulations

Addition to Article 3.7: Language of instruction

The program will be in English. Students are allowed to submit and present their individual papers in Dutch. The submission of the group paper for the module Information Technology Innovation (M8) and the group report for the module Final project (M10) in Dutch requires the explicit consent of all group members.

Addition to Article 4.3: Final examination of the programs

- Replaced by 4.3.4.: Admission to the Module Final project (M10) is allowed only if a student has completed the module Research Methods 1 (M2).
- Admission to the module Final project (M10) is allowed only if a student will be able to obtain 45 ECTS prior to completing the module Final project (M10).

Appendix Executive Master of IT Auditing

1. *Composition of the program*

Vanaf leergang 38

Nr.	Module	Course format	ECTS	Contact hours
M 1	Business Process Control	Klassikaal (online)	12	102
M 2	Fundamentals	Klassikaal (online)	5	51
M 3	Trust & Control Technologies	Klassikaal (online)	5	60
M 4	Business Research Methods	Blended	4	24
M 5	Management of IT	Klassikaal (online)	5	66
M 6	Auditing Cyber Security	Klassikaal (online)	10	90
M 6	Data & Analytics	Klassikaal (online)	10	90
M 7	Comprehensive IT Auditing	Klassikaal (online)	4	60
M 8	Master Thesis	Klassikaal (online)	15	6

2. *Exit qualifications (former learning goals)*

After completion of the program, students are able to:

EK 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.

EK 2. Participants are able to act as critical IT Auditors both independently and in groups.

EK 3. Participants understand the IT-related and other risks of organizations and processes of infrastructures, and can develop relevant control measures.

EK 4. Participants are capable of identifying IT risks in relation to business risks.

EK 5. Participants are capable of applying the auditing fundamentals and auditing methodologies.

EK 6. Participants are familiar with the management control of IT and are capable of applying the relevant auditing methodologies.

EK 7. Participants have a sufficient understanding of IT risks of infrastructures and are capable of applying the relevant auditing methodologies.

EK 8. Participants can apply auditing skills throughout the entire audit cycle, and are capable of using the auditing tools correctly.

EK 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.

EK 10. Participants can perform, interpret and analyze scientific research on IT Audit issues in a multidisciplinary context.

EK 11. Participants learn to reflect on nationally and internationally applied research with the aim of maintaining a research-oriented mindset.

3. Coherence exit qualifications and modules

Exit qualifications	Module	Level (Dublin descriptors): Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Learning skills
EK 1	M 1			X	X	X
EK 1	M 2			X	X	X
EK 1	M 8			X	X	X
EK 2	M 1		X	X	X	X
EK 2	M 8		X	X	X	X
EK 3	M 1	X				X
EK 3	M 3	X				X
EK 4	M 1	X				X
EK 5	M 1	X	X	X		X
EK 5	M 8	X	X	X		X
EK 6	M 1	X	X			X
EK 6	M 4	X	X			X
EK 6	M 8	X	X			X
EK 7	M 1		X			X
EK 7	M 2		X			X
EK 7	M 3		X	X		X
EK 7	M 5		X			X
EK 8	M 1		X			X
EK 8	M 6		X			X
EK 8	M 8		X			X
EK 9	M 7		X			X
EK 9	M 8		X			X
EK 10	M 1		X	X	X	X
EK 10	M 8		X	X	X	X
EK 11	M 2	X	X	X		X
EK 11	M 3	X	X	X		X
EK 11	M 4	X	X	X		X
EK 11	M 5	X	X	X		X
EK 11	M 6	X	X	X		X

EK 11	M 7	X	X	X		X
EK 11	M 8	X	X	X		X

4. *Assessments*

If a test consists of several parts, indicate which parts they are and for what percentage they count with the final mark.

Module	ECTS	Assessment type
M1 Business Process Control	12	Group paper and presentations
M2 IT Auditing Fundamentals	5	Oral exam
M3 Trust & Control Technologies	5	Digital closed book exam
M4 Business Research Methods	4	Group paper
M5 Management of IT	5	Digital closed book exam
M6 Auditing Cyber Security	10	Group paper based on several steps in audit cycle
M6 Data & Analytics	10	Group paper and presentations
M7 Comprehensive IT Auditing	4	Digital closed book exam
M8 Master Thesis	15	Group audit paper (including methodological research document and log of individual activities) and a personal reflection about the entire course.

M 1 Business Process Control: Tijdens de module Business Process Control worden tijdens de colleges 13 huiswerkopdrachten behandeld. Om deel te mogen nemen aan het tentamen, dienen van de 13 huiswerkopdrachten, minimaal 10 opdrachten ingeleverd te worden via Canvas. Hierop ontvangen de deelnemers feedback. Voor opdracht 9 t/m 13 dient de groep minimaal 3x als beoordeling een voldoende te krijgen om deel te kunnen nemen aan het tentamen.

Het tentamen bestaat uit drie onderdelen:
Casus / Eindopdracht (totaal 75 punten)
Presentatie (totaal 15 punten)
Kritische vragen (totaal 10 punten)
De groepen bestaan uit maximaal 3 personen. Gezamenlijk leveren zij een eindopdracht in die zij als groep presenteren op de slotdag. In de eindopdracht is een paragraaf opgenomen waarin de studenten individueel verantwoorden waaruit zijn/haar individuele bijdrage aan het groepsproces blijkt met referte aan de leerdoelstellingen van het BPC blok. De groepen ontvangen ter voorbereiding op de slotdag één andere eindopdracht van een andere groep, tijdens die presentatie zijn zij aanwezig voor het stellen van kritische vragen, die door de docenten worden beoordeeld.
Tijdens dit traject is er een intensieve begeleiding door minimaal één docent.
M 2 IT Auditing Fundamentals: De module Fundamentals wordt afgerond met een (online) mondeling tentamen met twee beoordelaars.
M 4 Business Research Methods: De groepen bestaan uit maximaal 3 personen.

M 6 Auditing Cyber Security: De groepen bestaan uit 3 of 4 personen. Het examen bestaat uit 3 sub papers en een slotpaper. Paper 1 t/m 3 moeten elk met een 'Voldoende' worden afgerond. De 4e paper krijgt een cijfer, mede rekening houdend met de eerste 3 papers.
M 6 Data & Analytics: De groepen bestaan uit maximaal 3 personen. Halverwege de module pitchen de groepen het onderwerp voor hun eindproject aan de hoofddocent en academic director. Deze pitch moet in de kern een voldoende geven om door te kunnen gaan met eindproject. Op de slotdag wordt de casus gepresenteerd aan de hoofddocent en academic director. Het paper en de eindpresentatie wegen 90% respectievelijk 10% mee voor de beoordeling.
M 7 Comprehensive IT Auditing: Tijdens de module Comprehensive IT Auditing vindt er een integratiecasus plaats samen met de opleiding Accountancy. Om aan het tentamen deel te kunnen nemen, moet deze integratiecasus minimaal met een voldoende worden afgerond. Indien onverhoopt deze voldoende niet wordt behaald zal een aanvullend paper moeten worden gemaakt door de deelnemer.
M 8 Master Thesis: De slotopdracht bestaat uit 3 onderdelen:
Groep audit paper, inclusief methodologisch research document. (50% van het eindcijfer)
Een logboek, inclusief individuele activiteiten. (20% van het eindcijfer)
Een persoonlijke reflectie gebaseerd op het leertraject tijdens het programma. (30% van het eindcijfer)
Een uitstekend presteren tijdens de verdediging kan leiden tot maximaal 0,5 bonuspunt.
Slecht presteren tijdens de verdediging kan leiden tot maximaal 0,5 punt aftrek.

5. *Flexibility*

Within the program there are the following options for flexibility:
For instance (see Teaching and Examination Regulations): *tempo study duration, location, time starting moment, content, teaching method (course format) ,assessment and supervision.*

Not applicable

6. *Additions/exceptions to the Teaching and Examination Regulations TIAS Business School*

Not applicable

7. *Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School*

Uitzondering op Artikel 4.3
In principe vindt de slot examinering (module 8) 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 6 met een voldoende zijn afgerond en zij tijdens 80% van de colleges van de modules 1 tot en met 7 aanwezig zijn geweest. Indien nog een onvoldoende voor Module 7 aanwezig is bij de start van de Master Thesis (module 8) moet wel een voldoende zijn behaald voor finale afronding van de Master Thesis.

Appendix Executive Master of Management and Organization

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Business Research Methods I	Klassikaal	3	18
M2	Strategic Management and Implementation	Blended	4	24
M3	Dynamics of Interorganizational Relationships	Blended	4	24
M4	Financial Management and Accounting	Blended	4	24
M5	Operations Management	Blended	4	24
M6	Innovation Management	Blended	4	24
M7	Strategic Marketing & Management	Blended	4	24
M8	Strategic HRM, Performance & Well-being	Blended	4	24
M9	Transformation & Leadership	Blended	4	24
M10	The Future of Business & Society	Blended	4	24
M11	Business Research Methods II (preparation Master Thesis)	Klassikaal	2	9
M12	European Business Systems (studytrip)	Blended	4	24
M13	Master Thesis		15	7

Eindkwalificaties

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.
9. Be able to critically assess and modify one's own role and behavior in shaping organizational outcomes.

Samenhang eindkwalificaties en modules

Eindkwalificatie	Module	Niveau (Dublin descriptors): Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
EK 1	M2, M3, M4, M5, M6, M7, M8, M9	x				x
EK 2	M2, M3,M4, M5, M6, M7, M8, M9, M10, M12	x	x	x		x
EK 3	M2, M3, M8, M9, M10, M12	x	x	x		x
EK 4	All	x	x	x	x	x
EK 5	All		x	x	x	
EK 6	M2, M4, M5, M6, M7, M8, M10, M12, M13		x	x	x	
EK 7	M10, M12	x	x	x	x	x
EK 8	M1, M13		x	x	x	
EK 9	M3, M9		x	x		x

Toetsplan

Module	ECTS	Toetsvorm
M 1 + M 11 **Business Research Methods I + II**	5	Written report on Problem statement (40%) and written report on Research Proposal (60%)
M 2 **Strategic Management and Implementation**	4	Individually graded paper (100%) – Describe and analyze a strategic dilemma and management problem in your organization by applying insights from a fitting strategy school-of-thought.
M 3 **Dynamics of Interorganizational Relationships**	4	Small group paper (100%) – Describe and analyze the dynamics experienced in the simulation and apply theory and literature to explain them. Include individual personal reflections.
M 4 **Financial Management and Accounting**	4	Individually graded paper (100%) – 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.
M 5 **Operations Management**	4	Individually graded paper (100%) – Research the applicability of operational excellence concepts (variability-management) in your organization.
M 6 **Innovation Management**	4	Small group assignments: (1) Group performance in a simulation/ innovation game plus written report (50%) (2) in-class group case assignment on a corporate location. Analyzing, advising and presenting an innovation case at a host organization. (50%)
M 7 **Strategic Marketing & Management**	4	Individually graded paper (100%) – Use conceptual thinking skills to analyze a current marketing problem in your organization.
M 8 **Strategic HRM, Performance & Well-being**	4	Individually graded paper (100%) – 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.
M 9 **Transformation & Leadership**	4	Pre-assignment (30%) - write a reflection paper on Leadership. Individual assignment (70%) - connecting change ambitions to leadership issues.
M 10 **The Future of Business & Society**	4	Individual paper (100%) on a business and society application in the employing organization.

M 12 **European Business Systems (studytrip)**	4	Two-fold small group assignment: (1) Organize a 3-hour educational activity in co-creation with the host that addresses the case (50%); (2) Write a final paper elaborating on the case and reflecting on the visit (50%).
M 13 **Master Thesis**	15	Individually graded Master Thesis (100%) Assessment criteria: 1. Problem Definition 2. Theory 3. Methods 4. Results 5. Discussion, Conclusions & Recommendations 6. Structure & Presentation 7. Independence & Originality The final grade is based on the average of the grades that are achieved for the above 7 elements. + 8. Oral exam Excellent performance during oral examination can lead to maximum 0.5 bonus point. Poor performance during oral examination can lead to maximum 0.5 deduction.

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

Twee instroommomenten:

De 'hoofdcyclus' van MMO bevat 10 modules. Deze modules worden één keer per jaar aangeboden. Er zijn twee instroommomenten (januari en juni) voor nieuwkomers. Voordat men instroomt bij de reeds bestaande leergang, volgt men Business Research Methods I (BRM) en de module Strategic Management & Implementation. BRM I wordt zes keer per jaar aangeboden, en de module Strategic Management tweemaal per jaar (in principe in december en april).

Locatie en studieduur:

De vakken in de hoofdcyclus worden afwisselend (maandelijks) in Tilburg en in Utrecht aangeboden. Men mag zelf bepalen in welk tempo men de modules volgt. Zo kun je ervoor kiezen om niet elke maand maar om de maand een module te volgen. Je kunt nu dus ook de locatie van je programma fixeren in ofwel Utrecht of Tilburg. Dit bepaalt ook je studieduur.

Keuzevakken:

Er zijn drie modules aangewezen die men mag vervangen door een andere module uit de TIAS syllabus. Dit zijn de modules *Management of Innovation*, *Transformation & Leadership* en *International Business Systems* (de studiereis).

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Aanvulling op Artikel : nvt

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

Aanvulling op Artikel: nvt.

Appendix Executive Master of Management in Education

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Strategisch publiek management	Klassikaal / blended	5	24
M2	Onderzoek: probleemanalyse (BRM bij flexibele BRM)	Klassikaal / blended	5	24
M3	Strategie en omgeving (studiereis Den Haag, beïnvloedings- en beleidsvormingsdomein)	Klassikaal / blended	5	24
M4	Organisaties en netwerken (excursie netwerkorganisatie in praktijk)	Klassikaal / blended	5	24
M5	HRM en professionals (excursie professionele leergemeenschappen)	Klassikaal / blended	5	24
M6	Co-creatie met stakeholders	Klassikaal / blended	5	24
M7	Governance en verantwoording	Klassikaal / blended	5	24
M8	Leiderschap	Klassikaal / blended	5	24
M9	Innovatie (studiereis Copenhagen Business School: Innovating Public Services)	Klassikaal	5	24
M10	Thesis	Klassikaal / blended	15	32

Eindkwalificaties

Na afloop van de opleiding zijn deelnemers in staat om:

EK1. 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'.

EK2. Hun verworven kennis van diverse wetenschappelijke onderzoeksmethoden zelfstandig toe te passen in eigen onderzoek.

EK3. De complexe omgeving van onderwijsorganisaties te analyseren en te bepalen hoe daarmee om te gaan in de eigen strategie.

EK4. De eigen organisatie te evalueren aan de hand van organisatie-, netwerktheorie en managementimplicaties te formuleren.

EK 5. Recente wetenschappelijke inzichten in HRM, talentontwikkeling en de rol van professionals te herkennen en te benutten in de eigen organisatie.

EK 6. Intensief samen te werken (co-creatie) met 'stakeholders' van de organisatie.

EK 7. Het samenspel van bestuur, toezicht en verantwoording te analyseren in onderwijsorganisaties.

EK 8. Diverse vormen van leiderschap te onderscheiden en de persoonlijke leiderschapsstijl te herkennen en te ontwikkelen.

EK 9. Innovaties en fundamentele veranderingen in het publieke domein te begrijpen en te entameren.
EK 10. Zelfstandig wetenschappelijk onderzoek (masterthesis) op te zetten, uit te voeren en te verslaan.

Samenhang eindkwalificaties en modules

Stap 1: Koppel de eindkwalificaties aan de modules (een eindkwalificatie kan in meerdere modules voorkomen).
Stap 2: Maak de connectie tussen de zojuist gekoppelde eindkwalificatie en de modules, aan de niveaus (Dublin descriptoren), door middel van een ' x'.

		Niveau (Dublin descriptors)				
Eindkwalificatie	Module	Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
EK 1	M1	X	X			X
EK 1	M3	X	X	X		
EK 1	M9		X		X	
EK 1	M10	X	X	X		X
EK 2	M2		X			
EK 2	M4	X	X			
EK 2	M5		X			X
EK 2	M8		X			X
EK 2	M10		X	X		
EK 3	M3	X		X	X	
EK 3	M4	X		X	X	X
EK 3	M6			X	X	
EK 4	M1	X	X			X
EK 4	M3				X	
EK 4	M7	X				X
EK 4	M8		X	X	X	
EK 5	M1	X	X			X
EK 5	M5	X	X			X
EK 6	M4				X	
EK 6	M6				X	
EK 6	M7				X	
EK 7	M3	X			X	
EK 7	M7	X	X	X		X

EK 8	M5	X	X			X
EK 8	M6			X	X	
EK 8	M8	X	X	X	X	
EK 9	M9	X		X	X	
EK 10	M2	X	X			
EK 10	M10	X	X	X	X	X

Toetsplan

Als een toets uit meerdere onderdelen bestaat, geef dan aan welke onderdelen dat zijn en voor welk percentage ze meetellen met het eindcijfer.

Module	ECTS	Toetsvorm
M1 Strategisch publiek management	5	Open boek (individueel) tentamen
M2 Onderzoek: probleemanalyse (Flexibele BMR)	5	Onderzoeksontwerp - individueel
M3 Strategie en omgeving (studiereis Den Haag, beïnvloedings- en beleidsvormingsdomein)	5	Argumentatiepaper - individueel
M4 Organisaties en netwerken (excursie netwerkorganisatie in praktijk)	5	Netwerk analyse paper - individueel
M5 HRM en professionals (excursie professionele leergemeenschappen)	5	Empirisch paper - individueel
M6 Co-creatie met stakeholders	5	Participatie simulatiespelen Logboek, pass/fail
M7 Governance en verantwoording	5	Open boek (individueel) tentamen
M8 Leiderschap	5	Empirisch paper - individueel
M9 Innovatie (studiereis Copenhagen Business School: Innovating Public Services)	5	Portfolio (landenvergelijking; logboek; en individuele reflectie) pass/fail
Master Thesis Excellente prestaties tijdens mondelinge examens kunnen leiden tot maximaal 0,5 bonuspunt. Slechte prestaties tijdens mondelinge examens kunnen leiden tot maximaal 0,5 aftrek. Er moet minimaal een 6.0 behaald worden voor de thesis om te mogen verdedigen.	15	Thesis & Verdediging

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Twee instroommomenten: voorjaar (juni) en najaar (november)
- Verlening studieduur mogelijk in overleg met Academic Director
- Keuzevak Business & Society, 5 ECTS, 6 dagdelen.
  - Toetsvorm: geannoteerde presentatie; pass/fail
  - Eindkwalificaties EK1 en EK3
  - Niveau (Dublin Descriptors): Kennis en inzicht, Toepassen kennis en inzicht, Communicatie

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

n.v.t

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

n.v.t.

TIAS

Appendix Executive Master of Marketing

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Customer Centricity on the edge part I	Klassikaal	4	28
M2	Customer Centricity on the edge part II	Klassikaal	4	28
M3	Developing Relevance for the market part I	Klassikaal	4	28
M4	Developing Relevance for the market part II	Klassikaal	4	28
M5	Experience the Brand part I	Klassikaal	4	28
M6	Experience the Brand part II	Klassikaal	4	28
M7	Digital Marketing & E-commerce part I	Klassikaal	4	28
M8	Digital Marketing & E-commerce part II	Klassikaal	4	28
M9	Designing and Leading the future Marketing Organization part I	Klassikaal	4	28
M10	Designing and Leading the future Marketing Organization part II	Klassikaal	4	28
M11	Business Research Methods part I & II	Klassikaal	5	33
M12	Afstudeeronderzoek - Thesis	Supervision meetings	15	12

Eindkwalificaties

Na afronding van de opleiding zijn studenten in staat om:

EK 1. Gaining insight (knowledge sharing) about the relevant mechanisms and processes of the marketing discipline;

EK 2. Knowing the dominant knowledge and approaches that provide different perspectives on the marketing discipline

EK 3. Gaining insights in the most Influential trends and developments and their consequences on organizational marketing strategies;

EK 4. Considering the values and norms related to ethical and societal reasoning and responsible acting in markets.

EK 5. Consider theories, methods and techniques from different scientific disciplines critically and where possible apply in their own field;

EK 6. Meet academic issues in the MM-discipline and identify their own field, analyzing, structuring, working out and then report on this;

EK 7. Analyze and interpret market dynamics and translate them to actionable strategies and organizational operations;

EK 8. Align the commercial objectives with the overall organizational goals and objectives;

EK 9. Interpret and execute independently market- and financial analysis;

EK 10. Adequately value the risks of investments in current and new products/services/competences and/or markets;

EK 11. Act as an active and professional manager and decision-making partner and as change-agent in cross-functional decision-making processes related to products/services and markets;

EK 12. Frame the own discipline in a continuously changing context of globalization, digital transformation, mobile, social and societal responsibility.

Samenhang eindkwalificaties en modules

Stap 1: Koppel de eindkwalificaties aan de modules (een eindkwalificatie kan in meerdere modules voorkomen).
Stap 2: Maak de connectie tussen de zojuist gekoppelde eindkwalificatie en de modules, aan de niveaus (Dublin descriptoren), door middel van een 'x'.

		Niveau (Dublin descriptors)				
Eindkwalificatie	**Module**	**Kennis en inzicht**	**Toepassen kennis en inzicht**	**Oordeelsvorming**	**Communicatie**	**Leeraardigheid**
EK 1	M1 t/m M9 & M12	X				
EK 2	M1 t/m M10 & M12	X				
EK 3	M1 t/m M10 & M12	X				
EK 4	M1, 2 en M12	X	X	X	X	
EK 5	M3,4 en M11, 12	X	X	X		X
EK 6	M3,4 en M11, M12	X	X	X	X	X
EK 7	M1 t/m 4 en M9 t/m M12	X	X	X	X	X
EK 8	M9, 10 en M12	X	X	X	X	
EK 9	M2, M9 t/m M12	X	X	X		
EK 10	M2, M9, M10 en M12	X	X	X		
EK 11	M2 t/m M10 en M12	X	X	X	X	
EK 12	M1, M2 , M7 t/m M9 en M12	X	X	X		

Toetsplan

Als een toets uit meerdere onderdelen bestaat, geef dan aan welke onderdelen dat zijn en voor welk percentage ze meetellen met het eindcijfer.

Module	ECTS	Toetsvorm
M 1 Customer Centricity on the edge part I	4	Individual paper
M 2 Customer Centricity on the edge part II	4	Individual paper
M 3 Developing Relevance for the market part I *	4	Evaluative reflection and individual paper * (90% simulatie, 10% individuele reflectiepaper).

M 4 Developing Relevance for the market part II	4	Individual paper
M 5 Experience the Brand part I	4	Group paper
M 6 Experience the Brand part II	4	Group paper
M 7 Digital Marketing & E-commerce part I	4	Individual paper
M 8 Digital Marketing & E-commerce part II	4	Individual paper
M 9 Designing and Leading the future Marketing Organization part I	4	Individual paper
M 10 Designing and Leading the future Marketing Organization part II	4	Individual paper 30% & group paper 70%
M 11 Business Research Methods part I & II	5	Individual paper
M 12 Afstudeeronderzoek	15	Master thesis

Ad * - Markstrat is een simulatie-game, waarin deelnemers in groepsverband met elkaar concurreren. Het uiteindelijke resultaat van hun marketing-beslissingen is een van de evaluatie-criteria. Een tweede criterium is de evaluatie door de docent van de gemaakte marketing-beslissingen. Een derde onderdeel van de toetsing is een reflectiepaper door iedere individuele deelnemer, op de gemaakte beslissingen, het resultaat daarvan en de uiteindelijke lessons learned and take-aways.

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Instroommomenten
  - Een student kan op 5 momenten instromen bij de Master of Marketing. De modules waarin gestart kan worden, zijn part I modules van iedere blok.
- Keuzemodules
  - Er zijn 5 keuzemodules binnen Master of Marketing waarvan er maximaal 2 ingewisseld mogen worden voor een module van een ander Master programma.
  -
  - De keuzevakken zijn:
    - Customer Centricity on the Edge II
    - Experiencing the Brand II
    - Digital Marketing & E-commerce II
    - Designing the future Marketing Organization I
    - Designing the future Marketing Organization II
  -

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Geen nadere aanvullingen c.q. uitzonderingen.

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

Geen nadere aanvullingen c.q. uitzonderingen.

Appendix Executive Master of Operations and Supply Chain Management

1. Composition of the program

Nr.	Module	Course format	ECTS	Contact hours
M 1	Business Research Methods	Blended	5	37
M 2	Operations Strategy	Blended	4	25
M 3	Operations Management	Blended	4	25
M 4	Supply Chain Management	Blended	4	25
M 5	Purchasing	Blended	4	25
M 6	Quality Management	Blended	4	25
M 7	Financial and Managerial Control	Blended	4	25
M 8	Substainable Supply Chains	Blended	4	25
M 9	Digital transformation	Blended	4	25
M 10	Service Network Design	Blended	4	25
M 11	Elective	Blended	4	25
M 12	International Study Trip - Innovation	Study trip	2	40
	Master thesis	Supervision meetings	15	10

2. Exit qualifications (former learning goals)

After completion of the program, students are able to:

EK 68. The ability to translate scientific knowledge and views into practical solutions.

EK 69. Leadership qualities to help apply solutions and intended decisions in practice.

EK 70. 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.

EK 71. The ability to absorb new frontiers of scientific and professional knowledge regarding Operations Management and Supply Chain Management.

EK 72. 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.

EK 73. To be able to analyze relevant developments is a systematic and objective way.

EK 74. 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.

EK 75. To be able to apply the tools offered in the program into the problem area of individual organizations and supply chains.

3. Coherence exit qualifications and modules

		Level (Dublin descriptors)				
Exit qualifications	Module	Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Learning skills
EK 1	M 1	x	x	x		x
EK 1	M 2	x	x		x	
EK 1	M 3	x	x			
EK 1	M 4	x	x			
EK 1	M 5		x	x		
EK 1	M 6		x	x		
EK 1	M 7		x	x	x	
EK 1	M 8	x	x	x		
EK 1	M 9		x	x		
EK 1	M 10	x	x	x		
EK 1	M 12		x	x	x	
EK 1	Thesis		x	x	x	
EK 2	M 2					
EK 2	M 5		x	x		
EK 2	M 7					
EK 2	M 12		x	x		
EK 3	M 2		x	x	x	
EK 3	M 4	x	x	x		
EK 3	M 5		x	x	x	
EK 3	M 7		x	x	x	
EK 3	M 8		x	x		
EK 3	M 12		x	x		
EK 3	Thesis		x	x	x	
EK 4	M 3	x	x	x		
EK 4	M 4	x	x	x		
EK 4	M 5		x	x		
EK 4	M 6		x	x		
EK 4	M 8	x	x	x		
EK 4	M 9	x	x	x		
EK 4	M 10		x	x		
EK 4	Thesis	x	x	x	x	

		Level (Dublin descriptors)				
Exit qualifications	Module	Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Learning skills
EK 5	M 1		x	x		
EK 5	M 3		x	x		
EK 5	M 4		x	x		
EK 5	M 5		x	x		
EK 5	M 6		x	x		
EK 5	M 8		x	x		
EK 5	M 9		x	x		
EK 5	M 10		x	x		
EK 5	M 12		x	x		
EK 5	Thesis		x	x		
EK 6	M 1	x	x	x		x
EK 7	M 2		x	x	x	
EK 7	M 3		x	x	x	
EK 7	M 4		x	x	x	
EK 7	M 5		x	x	x	
EK 7	M 6		x	x	x	
EK 7	M 7		x	x	x	
EK 7	M 8		x	x	x	
EK 7	M 9		x	x	x	
EK 7	M 10		x	x	x	
EK 7	M 12		x		x	
EK 7	Thesis		x	x	x	
EK 8	M 1		x	x		
EK 8	M 2		x	x		
EK 8	M 3		x	x		
EK 8	M 4		x	x		
EK 8	M 5		x	x		
EK 8	M 6		x	x		
EK 8	M 7		x	x		
EK 8	M 8		x	x		
EK 8	M 9		x	x		
EK 8	M 10		x	x		
EK 8	Thesis		x	x		

4. Assessments

If a test consists of several parts, indicate which parts they are and for what percentage they count with the final mark.

Module	ECTS	Assessment type
M 1 Business Research Methods	5	Written report on Problem statement (40%) and written report on Research Proposal (60%)
M 2 Operations Strategy	4	Individual paper
M 3 Operations Management	4	Individual paper
M 4 Supply Chain Management	4	Individual paper
M 5 Purchasing	4	Individual paper
M 6 Quality Management	4	Individual paper
M 7 Financial and Managerial Control	4	Individual paper
M 8 Substainable Supply Chains	4	Individual paper
M 9 Digital transformation	4	Individual paper
M 9 Service Network Design	4	Individual paper
M 11 Elective	4	Individual paper
M 12 International Study Trip - Innovation	2	Reflection paper
Master thesis	15	Written thesis report and Oral exam*

***Assessment criteria:**
1. Problem definition
2. Theory
3. Method(s)
4. Results
5. Discussion, Conclusions & Recommendations
6. Structure & Presentation
7. Independence & Originality

8. Oral Examination

Excellent performance during oral examination can lead to maximum 0.5 bonus point.
Poor performance during oral examination can lead to maximum 0.5 deduction.

5. Flexibility

Within the program there are the following options for flexibility:
For instance (see Teaching and Examination Regulations): *tempo study duration, location, time starting moment, content, teaching method (course format), assessment and supervision.*

- 20 month program (standard), possibility to complete the entire MOS program within 4 years
- Start November or start April
- Exchange 1 or 2 modules from the MOS program for an Elective from another master
- Possibility to attend 1 or more modules, instead of following the complete program
- The participant can submit a preliminary report for the Operations Management module (M 3). Reason is that the assignment requires modelling skills, empirical data gathering, and

application of quantitative models. The preliminary report creates the possibility for some scoping and modelling suggestions.

6. Additions/exceptions to the Teaching and Examination Regulations TIAS Business School

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.

7. Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School

Not relevant

Appendix Executive Master of Public & Non-profit management

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contact-uren
M1	Strategisch publiek management	Klassikaal / blended	5	24
M2	Onderzoek: probleemanalyse (BRM bij flexibele BRM)	Klassikaal / blended	5	24
M3	Strategie en omgeving (studiereis Brussel, beïnvloedings- en beleidsvormingsdomein)	Klassikaal / blended	5	24
M4	Organisaties en netwerken (excursie netwerkorganisatie in praktijk)	Klassikaal / blended	5	24
M5	HRM en professionals (excursie professionele leergemeenschappen)	Klassikaal / blended	5	24
M6	Co-creatie met stakeholders	Klassikaal / blended	5	24
M7	Governance en verantwoording	Klassikaal / blended	5	24
M8	Leiderschap	Klassikaal / blended	5	24
M9	Innovatie (studiereis Copenhagen Business School: Innovating Public Services)	Klassikaal	5	24
M10	Thesis	Klassikaal / blended	15	32

Eindkwalificaties

Na afloop van de opleiding zijn deelnemers in staat om:

EK1. 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'.

EK2. Hun verworven kennis van diverse wetenschappelijke onderzoeksmethoden zelfstandig toe te passen in eigen onderzoek.

EK3. De complexe omgeving van onderwijsorganisaties te analyseren en te bepalen hoe daarmee om te gaan in de eigen strategie.

EK4. De eigen organisatie te evalueren aan de hand van organisatie-, netwerktheorie en managementimplicaties te formuleren.

EK 5. Recente wetenschappelijke inzichten in HRM, talentontwikkeling en de rol van professionals te herkennen en te benutten in de eigen organisatie.

EK 6. Intensief samen te werken (co-creatie) met 'stakeholders' van de organisatie.

EK 7. Het samenspel van bestuur, toezicht en verantwoording te analyseren in onderwijsorganisaties.

EK 8. Diverse vormen van leiderschap te onderscheiden en de persoonlijke leiderschapsstijl te herkennen en te ontwikkelen.

EK 9. Innovaties en fundamentele veranderingen in het publieke domein te begrijpen en te entameren.

EK 10. Zelfstandig wetenschappelijk onderzoek (masterthesis) op te zetten, uit te voeren en te verslaan.

Samenhang eindkwalificaties en modules

Eindkwalificatie	Module	Niveau (Dublin descriptors): Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
EK 1	M1	X	X			X
EK 1	M3	X	X	X		
EK 1	M9		X		X	
EK 1	M10	X	X	X		X
EK 2	M2		X			
EK 2	M4	X	X			
EK 2	M5		X			X
EK 2	M8		X			X
EK 2	M10		X	X		
EK 3	M3	X		X	X	
EK 3	M4	X		X	X	X
EK 3	M6			X	X	
EK 4	M1	X	X			X
EK 4	M3				X	
EK 4	M7	X				X
EK 4	M8		X	X	X	
EK 5	M1	X	X			X
EK 5	M5	X	X			X
EK 6	M4				X	
EK 6	M6				X	
EK 6	M7				X	
EK 7	M3	X			X	
EK 7	M7	X	X	X		X
EK 8	M5	X	X			X
EK 8	M6			X	X	
EK 8	M8	X	X	X	X	
EK 9	M9	X		X	X	
EK 10	M2	X	X			
EK 10	M10	X	X	X	X	X

Toetsplan

Module	ECTS	Toetsvorm
M1 Strategisch publiek management	5	Open boek (individueel) tentamen
M2 Onderzoek: probleemanalyse (Flexibele BMR)	5	Onderzoeksontwerp - individueel
M3 Strategie en omgeving (studiereis Brussel, beïnvloedings- en beleidsvormingsdomein)	5	Argumentatiepaper - individueel
M4 Organisaties en netwerken (excursie netwerkorganisatie in praktijk)	5	Netwerk analyse paper - individueel
M5 HRM en professionals (excursie professionele leergemeenschappen)	5	Empirisch paper - individueel
M6 Co-creatie met stakeholders	5	Participatie simulatiespelen Logboek, pass/fail
M7 Governance en verantwoording	5	Open boek (individueel) tentamen
M8 Leiderschap	5	Empirisch paper - individueel
M9 Innovatie (studiereis Copenhagen Business School: Innovating Public Services)	5	Portfolio (landenvergelijking; logboek; en individuele reflectie) pass/fail
Master Thesis Excellente prestaties tijdens mondelinge examens kunnen leiden tot maximaal 0,5 bonuspunt. Slechte prestaties tijdens mondelinge examens kunnen leiden tot maximaal 0,5 aftrek. Er moet minimaal een 6.0 behaald worden voor de thesis om te mogen verdedigen.	15	Thesis & verdediging

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Twee instroommomenten: voorjaar (juni) en najaar (november)
- Verlening studieduur mogelijk in overleg met Academic Director
- Keuzevak Business & Society, 5 ECTS, 6 dagdelen.
    - Toetsvorm: geannoteerde presentatie; pass/fail
    - Eindkwalificaties EK1 en EK3
    - Niveau (Dublin Descriptors) : Kennis en inzicht, Toepassen kennis en inzicht, Communicatie

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

n.v.t.

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

n.v.t.

Appendix Executive Master of Real Estate

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Waardecreatie met Vastgoedanalytics	Blended	8	16 in-class 4 zoom
M2	Financiële Innovatie in Vastgoed	Blended	8	16 in-class 4 zoom
M3	Duurzaam ondernemen in de Vastgoedsector	Blended	8	16 in-class 4 zoom
M4	Persoonlijke Management Vaardigheden	Blended	8	24 in-class 4 zoom 12 coaching
M5	Vrije Keuze Module 1	Ntb	4	Ntb
M6	Vrije Keuze Module 2	Ntb	4	Ntb
M7	BRM I + II	Blended	5	32 in-class 8 zoom
M8	Afstudeeronderzoek	Blended	15	18 in-class 12 zoom 10 coaching

Eindkwalificaties

Na afronding van de opleiding zijn studenten in staat om:

EK1. Vraagstukken en dilemma's in de vastgoedsector en het eigen werkveld zelfstandig en op academische wijze te identificeren, te analyseren en te interpreteren.

EK2. Theorieën, methoden en technieken van verschillende wetenschappelijke disciplines te beschouwen en waar mogelijk toe te passen op het eigen werkveld.

EK3. De gevolgen van ontwikkelingen in de vastgoedsector te beoordelen en te vertalen naar beleid voor de eigen organisatie.

EK4. De specifieke Nederlandse context van het eigen werkveld te plaatsen in een internationaal perspectief.

EK5. Het eigen handelen en dat van organisaties in perspectief te plaatsen van mechanismen kenmerkend voor vastgoed(deel)markten.

EK6. Besluitvorming te ondersteunen met een grondige data-analyse van risico's, rendement en andere vastgoedprestatiecriteria.

EK7. Haalbare groeimogelijkheden te ontdekken en deze te vertalen in een concreet actieplan op individueel, organisatie en/of maatschappelijk niveau.

EK8. Kritische vragen te stellen – en naar antwoorden te zoeken – over de gevolgen van vastgoedbeleid en -handelen op de maatschappij als geheel.

EK9. Zich te manifesteren als een strategisch manager en pro-actieve partner in het vastgoed besluitvormingsproces.

Samenhang eindkwalificaties en modules

Eindkwalificatie	Module(s)	Niveau (Dublin descriptors) Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
EK1	M1. Waardecreatie met Vastgoedanalytics	X	X			
EK2	M1. Waardecreatie met Vastgoedanalytics	X	X			
EK3	M1. Waardecreatie met Vastgoedanalytics			X		
EK4	M1. Waardecreatie met Vastgoedanalytics					
EK5	M1. Waardecreatie met Vastgoedanalytics		X	X		
EK6	M1. Waardecreatie met Vastgoedanalytics		X	X		
EK1	M2. Financiële Innovatie in Vastgoed	X	X			
EK2	M2. Financiële Innovatie in Vastgoed	X	X			
EK3	M2. Financiële Innovatie in Vastgoed			X		
EK4	M2. Financiële Innovatie in Vastgoed					
EK6	M2. Financiële Innovatie in Vastgoed		X	X		
EK1	M3. Duurzaam ondernemen in de Vastgoedsector	X	X			
EK2	M3. Duurzaam ondernemen in de Vastgoedsector	X	X			
EK3	M3. Duurzaam ondernemen in de Vastgoedsector			X		
EK4	M3. Duurzaam ondernemen in de Vastgoedsector					
EK7	M3. Duurzaam ondernemen in de Vastgoedsector			X		
EK8	M3. Duurzaam ondernemen in de Vastgoedsector			X		
EK9	M4. Persoonlijke Management Vaardigheden				X	
EK2	M5. Vrije Keuze Module 1	X	X			
EK2	M6. Vrije Keuze Module 2	X	X			
EK1	M7. BRM I + II	X	X			X
EK1	M8. Afstudeeronderzoek	X	X			
EK2	M8. Afstudeeronderzoek		X			
EK3	M8. Afstudeeronderzoek			X		
EK8	M8. Afstudeeronderzoek			X		X
EK9	M8. Afstudeeronderzoek				X	

Toetsplan

Module	ECTS	Toetsvorm
M 1 Waardecreatie met Vastgoedanalytics	8	Individuele paper (50%) & 3 groepsopdrachten (50%)
M 2 Financiële Innovatie in Vastgoed	8	Individuele paper (50%) & 3 groepsopdrachten (50%)
M 3 Duurzaam ondernemen in Vastgoedsector	8	Individuele paper (50%) & 3 groepsopdrachten (50%)
M 4 Persoonlijke Management Vaardigheden	8	Individuele paper
M 5 Keuzemodule 1	4	Ntb
M 6 Keuzemodule 2	4	Ntb
M 7 BRM I + II	5	Individuele opdracht
M 8 Afstudeeronderzoek	15	Thesis & verdediging*

*Excellent performance during oral examination can lead to maximum 0.5 bonus point.
Poor performance during oral examination can lead to maximum 0.5 deduction.

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:
Denk aan (uit het OER): *tempo/studieduur, locatie, tijd/startmoment(en), inhoud, werkvormen, toetsing en begeleiding.*

- Het programma kent drie instroommomenten. Deelnemers kunnen starten met M1 (november) M2 (februari) of M3 (april)
- Er is geen volgordelijkheid in de drie vastgoedmodules (M1, M2, M3) in het eerste jaar.
- Elke vastgoedmodule (M1, M2, M3) bestaat uit drie masterclasses. Binnen een vastgoedmodule is er wel sprake van volgordelijkheid in masterclasses.
- Het gehele programma kan nominaal in 18 maanden worden doorlopen. De maximale tijdsduur bedraagt 4 jaar.
- Deelnemers kunnen op drie momenten in het jaar starten met het afstudeeronderzoek. Drie keer per jaar worden er thesiskringen geformeerd voor peer-review. Dit betekent dat het programma ook drie uitstroommomenten kent.
- Het programma kent een diversiteit aan werkvormen (in-class vs online, synchroon vs a-synchroon). Door het geringe aantal ingeroosterde in-class contactmomenten is het programma goed in te passen in de eigen agenda.
- Een belangrijk onderdeel van de module Persoonlijke Management Vaardigheden is een 1-op-1 e-coachingstraject. Deelnemers krijgen toegang tot dit traject na succesvol afronden van de eerste vastgoedmodule (M1, M2 of M3). Deelnemers bepalen zelf de contactmomenten met de e-coach en het tempo waarin dit e-coachingstraject wordt gevolgd.
- Het programma kent 8 vrije studiepunten wat in de praktijk neerkomt op het volgen van twee modules naar keuze uit een ander TIAS-masterprogramma. Tijdens individuele gesprekken met de programmamanager (na de eerste vastgoedmodule) en de AD (na de derde

vastgoedmodule) worden afspraken gemaakt over de te volgen keuzemodules, passend bij de persoonlijke ontwikkeling van de deelnemer en het eigen studietempo.

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Aanvulling op Artikel 4.3: Afsluitend examen van de opleidingen
Alle modules moeten succesvol zijn afgerond voordat de deelnemer mag starten met de afsluitende afstudeermodule, met uitzondering van de vrije keuze modules.

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

Aanvulling op Artikel : nvt

TIAS

Appendix Full-Time International Master in Business Administration

1. Composition of the program

Nr.	Module	Course format*	ECTS	Contact hours**
M 1	Quantitative Methods	Lectures	3	24
M 2	Introduction to Business & Society	Lectures	1	16
M 3	Academic Writing	Lectures	2,5	18
M 4	Academic Skills	Lectures	2,5	14
M 5	Introduction to Dutch Language	Lectures	2	23
M 6	Managerial Accounting and Control	Lectures	4	28
M 7	Managing Sustainable Business Models	Lectures	3	28
M 8	Diversity and Organizational Behavior	Lectures	3	24
M 9	Managerial Finance	Lectures	3	21
M 10	Marketing Management	Lectures	3	21
M 11	Economics for Business	Lectures	4	30
M 12	Operations and Supply Chain Management	Lectures	4	35
M 13	Sustainable Innovation Management	Lectures	4	28
M 14	Corporate Strategy	Lectures	3	24
M 15	Entrepreneurship	Lectures	4	28
M 16	Business & Society in EU Context	Study trip	2	21
M 17	Sustainable Development Goals in Business Practice	Lectures	2	6
M 18	Navigating Complexity in Emerging Markets	Lectures	3	18
M 19	Personal and Career Development Program	Workshops/Individual and team coaching	4	90
M 20	Team Business Project	Workshops, project work, mentoring	10	22
M 21	Elective course	TBD	3	21 - 28
M 22	Study Trip Abroad (Optional)	Seminars/workshops/company visit	0	30
M 23	Internship (Optional)	Company internship	0	NA

*: Lectures can be online/face-to-face and synchronous/asynchronous or a hybrid/blended
**:These are an approximation

2. *Exit qualifications (former learning goals)*

After completion of the program, students are able to demonstrate:
EK 76. Knowledge and understanding of the functional areas of business
EK 77. Ability to apply and integrate knowledge of the business disciplines in diverse practical settings
EK 78. 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
EK 79. Awareness of social responsibilities of organizations and the ability to translate these responsibilities into effective corporate policies
EK 80. The ability to manage change and design innovative and entrepreneurial solutions for an increasingly complex and changing environment
EK 6. A global perspective based on an understanding of both local and international environments of organizations
EK 7. Personal and interpersonal skills to become effective, resilient, self-aware leaders

3. *Coherence exit qualifications and modules*

		Level (Dublin descriptors)				
Exit qualifications	**Module**	**Knowledge and understanding**	**Applying knowledge and understanding**	**Making judgements**	**Communication skills**	**Learning skills**
EK1	M6	X				
EK1	M8	X				
EK1	M9	X				
EK1	M10	X				
EK1	M12	X				
EK1	M13	X				
EK1	M14	X				
EK1	M15	X				
EK2	M6		X			
EK2	M8		X			
EK2	M9		X			
EK2	M10		X			
EK2	M12		X			
EK2	M13		X			
EK2	M14		X			

EK2	M15		X			
EK2	M20		X			
EK3	M1			X		
EK3	M4			X		
EK3	M14			X		
EK3	M15			X		
EK3	M18			X		
EK3	M20		X	X	X	
EK4	M2	X	X	X		
EK4	M7	X	X	X		
EK4	M13	X	X	X		
EK4	M16	X	X	X		
EK4	M17	X	X	X	X	
EK4	M18	X	X	X		
EK5	M8		X	X		
EK5	M13		X	X		
EK5	M15		X	X		
EK5	M18		X	X		
EK6	M2	X	X	X		
EK6	M11	X	X	X		
EK6	M16	X	X	X		
EK6	M17	X	X	X		
EK6	M18	X	X	X		
EK6	M22	X	X	X		
EK7	M3				X	
EK7	M4			X		X
EK7	M5	X			X	X
EK7	M8	X	X			
EK7	M19			X	X	X
EK7	M20		X	X	X	X
EK7	M23		X	X		X

*4. Assessments**

Module	ECTS	Assessment type
Quantitative Methods	3	Individual exam (100%)
Introduction to Business & Society	1	Individual assignment (100%)
Academic Writing	2,5	Individual paper (100%)
Academic Skills	2,5	Team presentation and duo paper (100%)
Introduction to Dutch Language	2	Individual oral and written test (100%)
Managerial Accounting and Control	4	Individual exam (75%) & group assignment (25%)
Managing Sustainable Business Models	3	Group assignment (30%) Individual exam (60%), Participation & Professionalism (10%)
Diversity and Organizational Behavior	3	Group assignment (30%), Individual assignment (70%)
Managerial Finance	3	Individual exam (100%)
Marketing Management	3	Team Assignment (100%)
Economics for Business	4	Group assignment microeconomics (40%), Group assignment macroeconomics (40%, Class participation microeconomics (10%), Class participation macroeconomics (10%)
Operations and Supply Chain Management	4	Individual in-class exam (60%), Group work assignment (40%)
Sustainable Innovation Management	4	Group assignment 1(40%), Group assignment 2 (30%), Group assignment 3 (30%)
Corporate Strategy	3	Group case study 1 (30%), Group case study 2 (30%), Individual exam (40%)
Entrepreneurship	4	Group Assignment (60%), Group Presentation (30%), Class participation (10%)
Business & Society in EU Context	2	Group assignment & participation (100%)
Sustainable Development Goals in Business Practice	2	Duo assignment (100%)
Navigating Complexity in Emerging Markets	3	Team presentation (50%), Team written project report (50%)

Personal and Career Development Program	4	Participation and Reflection papers (100%)
Team Business Project	10	Team proposal presentation (10%), Team final presentation (40%), Professional conduct (10%), Individual paper (40%)
Elective course	3	TBD
Study Trip	0	Participation
Internship	0	Reflection paper

**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.*

5. *Flexibility*

Within the program there are the following options for flexibility:

- Students must choose one elective course as part of the program.
- Students can participate in an optional study trip at the end of the program.
- Students can do an optional internship at the end of the program.

6. *Additions/exceptions to the Teaching and Examination Regulations TIAS Business School*

Exception to Article 4.3: Final examination of the program

The final examination of the full-time MBA program consists of a Team Business Project of 10 ECTS. Article 4.3.4 does not apply. Adjusted rules apply for article 4.3.7.

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.

7. *Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School*

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 FT International MSc in Business Administration

1. *Composition of the program*

Cohorts start September 2020 (full-time)

International MSc in Business Administration (Foundation courses and integration courses)

Nr.	International MSc in Business Administration ***Marketing Track***	Course format	ECTS	Contact hours
M 1	Accounting and Finance	Class lectures, group work	3	28
M 2	Marketing in the Services Economy	Class lectures, group work	3	28
M 3	Business Economics	Class lectures, group work	3	28
M 4	Operations and Supply Chain Management	Class lectures, group work	3	28
M 5	Organizational Behavior and Leadership	Class lectures, group work	3	28
M 6	Managing Information Systems/IT	Class lectures, group work	3	28
M 7	Business Research Methods	Class lectures, group work	3	28
M 26	Corporate Social Responsibility and Ethics	Class lectures, group work	3	28
M 27	Strategic Management	Class lectures, group work	3	28
M 28	Study Trip	Seminars, workshops, company visits, group work	3	30
M 29	Personal Leadership and Career Development Program	Workshops, individual and team coaching	3	74
M 30	Thesis	Workshops, one to one meetings, supervision	15	10*

*This only includes the workshop and meetings to prepare proposal only.

International MSc in Business Administration (Marketing track courses)

Nr.	International MSc in Business Administration ***Marketing Track***	Course format	ECTS	Contact hours
M 8	Global Marketing in Dynamic Markets	Class lectures, group work	3	28
M 9	Marketing Communications and Branding	Class lectures, group work	3	28
M 10	New Product and Service Development Strategy	Class lectures, group work	3	28
M 11	Digital Marketing	Class lectures, group work	3	28
	General Management Elective: (choose one of the following modules)	Class lectures, group work	3	28
M 18	Change Management			
M 19	Entrepreneurship			
M 22	Business Process and Data Mapping			

International MSc in Business Administration (Finance track courses)

Nr.	International MSc in Business Administration ***Finance Track***	Course format	ECTS	Contact hours
M 12	Financial Management	Class lectures, group work	3	28
M 13	Capital Markets and Investment Management	Class lectures, group work	3	28
M 14	International Financial Management	Class lectures, group work	3	28
M 15	Advanced Financial Management	Class lectures, group work	3	28
	General Management Elective: (choose one of the following modules)	Class lectures, group work	3	28
M 18	Change Management			
M 19	Entrepreneurship			
M 22	Business Process and Data Mapping			

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

Nr.	International MSc in Business Administration ***Change and Business Track***	Course format	ECTS	Contact hours
M 16	Organizational Coaching and Consulting	Class lectures, group work	3	28
M 17	Business Dynamics	Class lectures, group work	3	28

M 18	Change Management	Class lectures, group work	3	28
M 19	Entrepreneurship	Class lectures, group work	3	28
	General Management Elective: (choose one of the following modules)	Class lectures, group work	3	28
M 12	Financial Management			
M 8	Global Marketing in Dynamic Markets			
M 10	New Product and Service Development Strategy			

International MSc in Business Administration (Investment Management track courses)

Nr.	International MSc in Business Administration ***Investment Management Track***	Course format	ECTS	Contact hours
M 12	Financial Management	Class lectures, group work	3	28
M 13	Capital Markets and Investment Management	Class lectures, group work	3	28
M 20	Risk Management	Class lectures, group work	3	28
M 21	Institutional Investment Management	Class lectures, group work	3	28
	General Management Elective: (choose one of the following modules)	Class lectures, group work	3	28
M 18	Change Management			
M 19	Entrepreneurship			
M 22	Business Process and Data Mapping			

International MSc in Business Administration (Business Analytics track courses)

Nr.	International MSc in Business Administration ***Business Analytics Track***	Course format	ECTS	Contact hours
M 22	Business Process & Data Mapping	Class lectures, group work	3	28
M 23	Business Data Analytics	Class lectures, group work	3	28
M 24	Decision Analysis & Optimization	Class lectures, group work	3	28
M 25	Business Intelligence	Class lectures, group work	3	28
	General Management Elective: (choose one of the following modules)	Class lectures, group work	3	28
M 18	Change Management			
M 19	Entrepreneurship			
M 12	Financial Management			

2. *Exit qualifications (former learning goals)*

After completion of the program, students are able to:

EK1	Gaining knowledge and insights in the latest thinking and research in Business Administration and understanding their position within a business
EK2	Broadening and deepening knowledge and insights into fundamental business functions
EK3	Enabling students to focus on a particular subject area (a field of study) in greater depth than they encountered during the course of previous study or experience through providing advanced knowledge and understanding in one of the following fields:
EK4	Providing advanced knowledge and understanding in Track Electives
EK4	Providing advanced knowledge and understanding of the holistic business interacting integration decisions through learning; Strategic Management, Corporate Social Responsibility & Ethics, and business development via a Study Trip.
EK6	Applying theory-based knowledge to design systematic and practical solutions to business problems
EK7	Developing team management skills to work efficiently in multi-functional team settings
EK8	Developing cross-cultural sensitivity and the ability to solve business problems in an international setting
EK9	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
EK10	Developing a critical attitude and an open mind to innovative perspectives
EK11	Supporting student's personal and professional development including the encouragement of an independent and reflective approach to their personal and professional growth.

Per specialization, students are able to achieve the followings:

INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (MARKETING TRACK)

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:
    a. Marketing Communications and Branding
    b. Digital Marketing
    c. Global Marketing in Dynamic Markets
    d. 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.

INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (FINANCE TRACK)

Knowledge and insight

1. Gaining knowledge and insights in the latest thinking and research in Financial Management
2. Broadening and deepening knowledge and insights into fundamental business functions with a high relevance for future finance professionals and managers
3. Providing advanced knowledge and understanding in Financial Management in:
    a. Financial Management
    b. Capital Markets and Investment Management
    c. International Financial Management
    d. Advanced Financial Management
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.

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

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 by providing the insight into effective leadership strategies and systematic approaches to change management decision-making
4. Providing advanced knowledge and understanding in Change and Business Management in:
   a. Organizational Coaching and Consulting
   b. Business Dynamics
   c. Management of Change
   d. Entrepreneurship
5. Providing advanced knowledge and understanding in one out of two General Electives (Global Marketing in Dynamic Markets or Financial Management)

Skills

6. Applying theory-based knowledge to design systematic and practical solutions to business change management problems
7. Developing team management skills to work efficiently in multi-functional team settings
8. Developing cross-cultural sensitivity and the ability to solve business problems in an international setting
9. 30. 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
10. Developing a critical attitude and an open mind to innovative perspectives
11. Supporting student's personal and professional development including the encouragement of an independent and reflective approach to their personal and professional growth.

INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (INVESTMENT MANAGEMENT TRACK)

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:
   a. Financial Management
   b. Capital Markets and Investment Management

c. Risk Management
d. Institutional Investment 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.

INTERNATIONAL MSC IN BUSINESS ADMINISTRATION (BUSINESS ANALYTICS TRACK)

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, plus developing hands-on experience with analytical tools and software that are widely used in practice
3. Understand the dynamics of leading and participating in successful analytics teams and projects.
4. Develop an ability to communicate the analysis and findings of an analytics project in an effective manner to decision makers and policymakers
5. Providing advanced knowledge and understanding in Investment Management in:
    a. Business Process and Data Mapping
    b. Business Data Analytics
    c. Decision Analysis and Optimization
    d. Business Intelligence
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.

3. Coherence exit qualifications and modules

		Level (Dublin descriptors)				
Exit qualifications	Module	Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Learning skills
EK 1	M 7 – M 29	X	X	X		
EK 2	M 1 – M 7, M 26 – M 27, M 29	X	X	X		
EK 3	M 7 – M 29	X	X			
EK 4	M 7 – M 29	X	X			
EK 5	M 1 – M 29	X	X	X		
EK 6	M 1 – M 29		X	X		
EK 7	M 1 – M 30			X		
EK 8	M 1 – M 30			X	X	X
EK 9	M 1 – M 30				X	X
EK 10	M 8 - M 30			X	X	X
EK 11	M 8 – M 29			X		X

	Exit qualifications										
Modules	E1	E2	E3	E4	E5	E6	E7	E8	E9	E10	E11
M 1 Accounting and Finance		X			X	X	X	X	X		
M 2 Marketing in the Services Economy		X			X	X	X	X	X		
M 3 Business Economics		X			X	X	X	X	X		
M 4 Operations and Supply Chain Management		X			X	X	X	X	X		
M 5 Organizational Behavior and Leadership		X			X	X	X	X	X		
M 6 Managing Information Systems / Information Technology		X			X	X	X	X	X		
M 7 Business Research Methods		X	X	X	X	X	X	X	X		
M 8 Global Marketing in Dynamic Markets	X		X	X	X	X	X	X	X	X	X
M 9 Marketing Communications and Branding	X		X	X	X	X	X	X	X	X	X
M 10 New Product and Service Development Strategy	X		X	X	X	X	X	X	X	X	X
M 11 Digital Marketing	X		X	X	X	X	X	X	X	X	X
M 12 Financial Management	X		X	X	X	X	X	X	X	X	X
M 14 International Financial Management	X		X	X	X	X	X	X	X	X	X
M 16 Organizational Coaching and Consulting	X		X	X	X	X	X	X	X	X	X
M 20 Risk Management	X		X	X	X	X	X	X	X	X	X
M 17 Business Dynamics	X		X	X	X	X	X	X	X	X	X
M 13 Capital Markets and Investment Management	X		X	X	X	X	X	X	X	X	X
M 19 Entrepreneurship	X		X	X	X	X	X	X	X	X	X
M 18 Change Management	X		X	X	X	X	X	X	X	X	X
M 15 Advanced Financial Management	X		X	X	X	X	X	X	X	X	X
M 21 Institutional Investment Management	X		X	X	X	X	X	X	X	X	X
M 22 Business Process and Data Mapping	X		X	X	X	X	X	X	X	X	X
M 23 Business Data Analytics	X		X	X	X	X	X	X	X	X	X
M 24 Decision Analysis and Optimization	X		X	X	X	X	X	X	X	X	X
M 25 Business Intelligence	X		X	X	X	X	X	X	X	X	X

M 26 Corporate Social Responsibility and Ethics	X	X	X	X	X	X	X	X	X	X	X
M 27 Strategic Management	X	X	X	X	X	X	X	X	X	X	X
M 28 Study Trip	X	X	X	X	X	X	X	X	X	X	X
M 29 Personal Leadership and Career Development Program	X	X	X	X	X	X	X	X	X	X	X
M 30 Thesis							X	X	X	X	

4. Assessments

If a test consists of several parts, indicate which parts they are and for what percentage they count with the final mark.

International MSc in Business Administration (Foundation courses and integration courses)

Module	ECTS	Assessment type
M 1 Accounting and Finance	3	Individual Exam (60%), group report (40%)
M 2 Marketing in the Services Economy	3	Group presentations (40%), individual exam (60%)
M 3 Business Economics	3	Individual paper (60%), online MC test (40%)
M 4 Operations and Supply Chain Management	3	Group case studies (40%), individual exam (60%)
M 5 Organizational Behavior and Leadership	3	In-class participation (10%), group presentation (45%), individual paper (45%)
M 6 Managing Information Systems/IT	3	In-class assignments (50%), group paper (50%)
M 7 Business Research Methods	3	In-class group presentation (40%), Individual paper (60%)
M 26 Corporate Social Responsibility and Ethics	3	Individual paper (50%), group presentation (50%)
M 27 Strategic Management	3	Group case studies (60%), individual exam (40%)
General Management Elective (choose one): **a. M 18 Change Management** **b. M 19 Entrepreneurship** **c. M 22 Business Process and Data Mapping** **d. M 12 Financial Management** **e. M 8 Global Marketing in Dynamic Markets** **f.M 10 New Product and Service Development Strategy**	3	a. Individual paper (100%) b. Individual paper (50%), group paper (50%) c. Group paper (50%), individual paper (50%) d. Individual exam (50%), group report (50%) e. Individual case writing exercise (30%), individual exam (20%), group case presentations (30%), group attractiveness analysis (20%) f. Individual literature review (30%), group report (50%), group presentation (20%)
M 28 Study Trip	3	Group project report & presentation (100%)
M 29 Personal Leadership and Career Development Program	3	Individual report (100%)
M 30 Thesis	15	Thesis

International MSc in Business Administration (Marketing track courses)

Module	ECTS	Assessment type
M 8 Global Marketing in Dynamic Markets	3	Individual Quiz (40%), Group Simulation Results (20%), Case Presentation (40%)
M 9 Marketing Communications and Branding	3	In-class group work, group report, individual exam Group work (40%), individual paper (60%)
M 10 New Product and Service Development	3	Individual exam, group report, group presentation Group presentation (50%), individual paper (50%)
M 11 Digital Marketing	3	Group presentation (40%), individual paper (60%)

International MSc in Business Administration (Finance track courses)

Module	ECTS	Assessment type
M 12 Financial Management	3	Individual exam (60%), group report (40%)
M 14 International Financial Management	3	Individual exam (80%), group presentations, in-class multiple choice test (20%)
M 13 Capital Markets and Investment Management	3	Individual exam (60%), group paper (40%)
M 15 Advanced Financial Management	3	Individual exam (40%), learning logs exams (60%)

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

Module	ECTS	Assessment type
M 16 Organizational Coaching and Consulting	3	Individual paper (50%), group paper, group presentation (50%)
M 17 Business Dynamics	3	Individual pre-assignment (15%), Individual in-class Assignments (45%), Final Group Project (40%)
M 18 Change Management	3	Individual paper (100%)
M 19 Entrepreneurship	3	Individual paper (60%), group paper (40%)

International MSc in Business Administration (Investment Management track courses)

Module	ECTS	Assessment type
M 13 Capital Markets and Investment Management	3	Individual exam (50%), group paper (40%), Class participation (10%)
M 20 Risk Management	3	Individual exam (90%), Class participation (10%)
M 12 Financial Management	3	Individual exam (60%), group report (40%)
M 21 Institutional Investment Management	3	Individual exam (80%), group presentations, in-class multiple choice test (20%)

International MSc in Business Administration (Business Analytics track courses)

Module	ECTS	Assessment type
M 22 Business Process and Data Mapping	3	Group paper (40%), individual paper (60%)

M 23 Business Data Analytics	3	Group paper (40%), individual paper (60%)
M 24 Decision Analysis and Optimization	3	Individual pre-assignment (15%), Individual in-class Assignments (45%), Final Group Project (40%)
M 25 Business Intelligence	3	Group paper (40%), individual paper (60%)

5. *Flexibility*

Within the program there are the following options for flexibility:
For instance (see Teaching and Examination Regulations): *tempo study duration, location, time starting moment, content, teaching method (course format),assessment and supervision.*

Specializations:
Participants can choose from five different specializations (Marketing, Finance, Change and Business Management, Investment Management and Business Analytics)

Elective:
Participants can choose from three different electives within their specialization.

Assessment:
Participants are allowed to retake a module on the first available occasion whenever offered within PT program also.

Learner empowerment:
In almost all specialization modules students are "actively in the process of learning and thereby in the process of shaping their focus in the learning processes." Here flexibility is about deciding the topic of research paper in a collaborative format with the instructors to co-creator own knowledge domain depth with the specialization.

Social learning:
Within the *Corporate Social Responsibility & Ethics* module, there is plenty flexibility by recognizing that there are "varied dimensions in which social learning may take places". This module looks at social dimensions in core foundation courses and the specialization modules. It further provides an opportunity to visit startup hub to rethink in real-life context. This course is complimented with study trip which has similar setting but outside the Netherlands.

6. *Additions/exceptions to the Teaching and Examination Regulations TIAS Business School*

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 1st (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. Optional 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.

7. Additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School

There are no additions/exceptions to the Rules and Guidelines of the Examination Board TIAS Business School.

Appendix Deeltijd MSc in Business Administration

1. Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
Foundation modules:				
M1	Business Economics	Blended	4	21
M2	Operations Management	Blended	4	21
M3	Accounting & Finance	Blended	4	21
M4	Organizational Behavior & Leadership	Blended	4	21
M5	Big data & Managing Information Systems	Blended	4	21
M6	Marketing Management	Blended	4	21
M7	Organisatieverandering	Blended	4	21
Keuzevakken (kies 3):				
K1	Strategisch Management	Blended	4	21
K2	Innovatie	Blended	4	21
K3	Studiereis	Blended	4	21
K4	Creating Shared Value	Blended	4	21
K5	Publiek & Private Samenwerking	Blended	4	21
K6	Responsible leadership: Bestuur & Governance	Blended	4	21
Integratie modules:				
I1	Strategische Implementatie	Blended	4	21
I2	Business Research Methods	Blended	4	21
I3	Masterthesis	Blended	15	21

2. Eindkwalificaties

Introductie:
De deeltijd Master of Science Business Administration (MSc-BA) is gericht op doorontwikkeling tot een academisch niveau van denken en werken. Studenten verwerven kennis, vaardigheid en inzicht van de wetenschappelijke literatuur op het gebied van bedrijfskunde en krijgen training in (onderzoeks)methoden en vaardigheden om deze kennis toe te passen in het huidige werk. De opleiding focust zich op de bedrijfsinrichting en bedrijfsvoering van profit en non-profit organisaties. De studie houdt zich bezig met het functioneren van bedrijven en het management daarvan en maakt gebruik van inzichten vanuit verschillende wetenschappelijke en bedrijfstechnische disciplines voor een integrale en interdisciplinaire benadering van complexe bedrijfsproblemen en management.

Opbouw programma:
Na het doorlopen van drie voorbereidingscursussen (Academisch Lezen en Schrijven, Voorbereidend Accounting & Finance en Kwantitatieve Methoden) volgt een brede basis in de vorm van zeven foundation vakken: Business Economics, Operations Management, Accounting & Finance, Organizational Behavior & Leadership, Big data & Managing Information Systems, Marketing Management, Organisatieverandering. Tegelijkertijd wordt er gewerkt aan de verdere ontwikkeling van de persoonlijke leiderschapsvaardigheden. Na de foundation vakken worden minsten drie van de volgende zes keuzevakken gekozen: Strategisch Management, Innovatie, Studiereis, Creating Shared Value, Publiek en Private Samenwerking, en Responsible Leadership. Daarna volgen twee integratievakken: Strategische Implementatie en Business Research Methods. De studie wordt afgesloten met een master thesis. De focus op society (van TIAS school for Business and Society) komt in meerdere vakken aan bod.

Eindkwalificaties:
Na het afronden van deze opleiding kan jij/ heb jij (de student)

1. wetenschappelijke inzichten en academische onderzoeken/literatuur begrijpen en op waarde schatten en deze inzichten vertalen naar en toepassen in de praktijk en daarbij de bijbehorende implicaties zo veel mogelijk overzien. Daarnaast heb je de vaardigheid om onderscheid te kunnen maken tussen kennis op basis van systematisch academische onderzoeken, praktische ervaringen of meningen.
   [wetenschap]
2. onderzoeksmethodologieën (de belangrijkste concepten en technieken) gebruiken bij het kritisch beoordelen van empirisch onderzoek en het zelfstandig systematisch uitvoeren van (onderdelen van) bedrijfskundig onderzoek om daarmee gefundeerd te komen tot diagnoses, analyses, adviezen, richtingen en effectieve oplossingen voor bedrijfskundige praktijkproblemen.
   [onderzoek]
3. de vaardigheid om kritisch en op academisch niveau te kunnen denken en handelen, waarbij je tevens kunt reflecteren op je eigen handelen en vaardigheden en de impact daarvan op de organisatie.
   [academisch handelen]
4. een stevige inhoudelijke basis in de vorm van begrippen, theorie en concepten in algemene bedrijfsvoering (bestaande uit organisatorische, financiële, menselijke, technische en

strategische aspecten) en daarmee een vergroot zakelijk inzicht. Je begrijpt de verschillende stakeholder/disciplines en kunt daarmee integraal samenwerken, waardoor betere besluiten genomen worden.
[vakinhoud]
5. een goed zicht op wat opereren in de context van Business & Society inhoudt – specifiek gekoppeld aan vier competentiedomeinen *Responsible Leadership*, *Collaboration*, *Business Modeling* en *Sustainable Innovation*. **[business & society]**
6. communiceren door de lagen van- en om de organisatie heen. Interdisciplinariteit en cross-culturele communicatievaardigheden zijn noodzakelijk om slagvaardig en krachtig te kunnen opereren in een internationale (zakelijke) omgeving.
[communicatie]
7. interne en externe stakeholders voorzien van sterk onderbouwde adviezen in duidelijke en begrijpelijke taal voor alle partijen, zowel in woord als schrift.
[adviseren stakeholders]
8. veranderingen en innovaties op een duurzame manier initiëren en/of er op in spelen.
[innovatie]
9. een start gemaakt met de ontwikkeling van (maatschappelijk verantwoord) leiderschapsvaardigheden waarin je rekening kan houden met verschillende interne en externe perspectieven en belangen.
[leiderschap]
10. je kennis verdiept op tenminste drie van de volgende zes gebieden:
[specialisatie]
    - Strategisch Management
    - Innovatie
    - Creating Shared Value
    - Studiereis
    - Publiek en Private Samenwerking
    - Responsible Leadership

3. *Samenhang eindkwalificaties en modules*

Dublin Descriptors are used on the Master level, also called 'second cycle'. Qualifications that signify completion of the second cycle are awarded to participants who:

- Have demonstrated **knowledge and understanding** that is founded upon and extends and/or enhances that typically associated with Bachelor's level, and that provides a basis or opportunity for originality in developing and/or applying ideas, often within a research context;
- Can **apply their knowledge and understanding**, and problem solving abilities in new or unfamiliar environments within broader (or multidisciplinary) contexts related to their field of study;
- Have the ability to integrate knowledge and handle complexity, and **formulate judgements** with incomplete or limited information, but that include reflecting on social and ethical responsibilities linked to the application of their knowledge and judgements;
- Can **communicate** their conclusions, and the knowledge and rationale underpinning these, to specialist and non-specialist audiences clearly and unambiguously;
- Have the **learning skills** to allow them to continue to study in a manner that may be largely self-directed or autonomous.

Module	Eindkwalificatie	Dublin Descriptoren				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
P1 – Prep-Academisch Lezen en Schrijven	EK1 (wetenschap)	x	x	x	x	
	EK2 (onderzoek)	x	x			
	EK3 (academisch handelen)	x				
	EK4 (vakinhoud)	x	x			
P2 - Prep-Accountin g & Finance	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x				
P3 - Prep-Kwanti tatieve	EK1 (wetenschap)	x	x			
	EK2 (onderzoek)	x				

	EK3 (academisch handelen)	x				
	EK4 (vakinhoud)	x				
M1 – Business Economics	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x			
	EK5 (business & society)			x		x
M2 – Operations Management	EK1 (wetenschap)					x
	EK4 (vakinhoud)	x	x	x		
	EK5 (business & society)			x		x
	EK6 (communicatie)				x	
	EK7 (adviseren stakeholder)			x	x	
	EK8 (innovatie)			x		x
M3 – Accoungtint & Finance	EK1 (wetenschap)		x	x	x	
	EK3 (academisch handelen)		x	x		x
	EK4 (vakinhoud)	x	x	x		
	EK5 (B&S)	x	x	x		x
	EK7 (adviseren stakeholder)		x	x		
M4 – Organizational Behavior & Leadership (concept)	EK1 (wetenschap)	x	x			
	EK3 (academisch handelen)		x			
	EK4 (vakinhoud)	x	x			
	EK5 (business & society)		x			

	EK6 (communicatie)		x	x	x	
	EK9 (leiderschap)		x	x	x	

M5 – Big data & Managing Information Systems (concept)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x			
	EK7 (adviseren stakeholder)	x		x	x	
	EK8 (innovatie)			x	x	
M6 – Marketing Management (concept)	EK1 (wetenschap)	x	x			
	EK4 (vakinhoud)	x	x			
	EK5 (business & society)		x			x
	EK6 (communicatie)			x	x	
M7 – Organisatieverandering (concept)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x	x	x	
	EK5 (business & society)		x	x		x
	EK6 (communiceren)		x		x	
K1 – Strategisch Management (concept)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x	x		
	EK7 (adviseren stakeholder)	x	x			

	EK9 (leiderschap)	x	x			
	EK10 (verdieping)	x				x
K2 – Innovatie Management (concept)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x			
	EK5 (business & society)	x	x	x		
	EK8 (innovatie)	x	x			
	EK10 (verdieping)	x				x
K3 – Studiereis (concept)	EK5 (business & society)	x	x	x		x
	EK6 (communicatie)		x		x	x
K4 – Creating Shared Value (concept)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x			
	EK5 (business & society)	x	x	x		
	EK7 (adviezen stakeholders)		x	x	x	
	EK10 (verdieping)	x				x
K5 – Publiek & Private Samenwerking (concept)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x	x	x	x
	EK5 (business & society)	x	x	x		x
	EK6 (communicatie)		x		x	x

	EK10 (verdieping)	x				x
K6 – Responsible Leadership (concept)	EK1 (wetenschap)		x	x	x	
	EK3 (academisch)		x			x
	EK4 (vakinhoud)	x	x			
	EK5 (business & society)	x	x	x		
	EK6 (communiceren)		x		x	
	EK9 (leiderschap)	x	x	x		x
	EK10 (verdieping)	x				x
I1 – Strategische Implementatie (concept)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x	x		
	EK6 (communicatie)			x	x	x
	EK8 (innovatie)		x	x		
I2 – Business Research Methods (concept)	EK1 (wetenschap)	x	x	x		
	EK2 (onderzoek)	x	x		x	x
	EK3 (academisch handelen)		x	x		x
I3 Masterthe sis- (concept)	EK1 (wetenschap)		x	x	x	x
	EK2 (onderzoek)		x	x	x	x

	EK3 (academisch handelen)		x	x	x	x
	EK4 (vakinhoud)	x	x	x		x
	EK7 (adviezen stakeholders)				x	

4. Toetsplan

Module	Toetsvorm	Description	Leerdoelen (in tags)	Weight in overall grade
M1: Business Economics	Groepsopdracht /Presentatie	Presenteren van een economisch concept, in-class	LU1:	20%
	Groepsopdracht /oefeningen	Maken van bedrijfseconomische oefeningen en deze inleveren (2 losse opdrachten)	LU2: LU3: LU4: LU5:	40% (2 x 20%)
	Essay	Essay op basis van een aangeboden casus uitwerken	LU1: LU5:	40%
M2: Operations Management	Management Summary (individueel)	Schrijven van een management summary naar aanleiding van de analyse van de uitgangssituatie van de business simulatie	LU2: analyse LU3: synthese LU4: communicatie	20%
	Casus (team)	Casus gebaseerd op het bedrijf uit de business simulatie	LU2: analyse LU3: synthese LU4: communicatie	20%
	Reflectie (individueel)	Reflectie op de leerervaring en team performance in de business simulatie	LU1: basisconcepten LU5: onderzoek en reflectie	20%
	Paper (individueel)	Paper over een bedrijf	LU1: basisconcepten LU2: analyse	40%

			LU3: synthese LU4: communicatie LU5: onderzoek en reflectie	
M3: Accounting & Finance	Essay (in groepjes van 3 studenten)	Oordeelvorming rondom thema's op basis van jaarverslag		50%
	Kennistoets (individueel)		LU1: jaarrekening LU2: balans en verlies LU3: financieel geletterd LU4: risico profielen	50%
M4: Organizatio-nal Behavior & Leadership (concept)	Kennistoets (individueel)	Meerkeuze toets over boek Gedrag in Organisatie		30%
	Samenvatting (individueel)	Samenvatting (?20%) van managementboek		40%
	Eindanalyse (Groep)	Eindanalyses van praktijkcase (30%, groep)		30%
	peer-review (individueel) (zonder cijfer)	Waardenstatement Eindreflectie Ethiek in de praktijk???		pass/fail
M5: Big data & Managing Information Systems (concept)	Vlog (individueel)	Toepassen DELTTA model op eigen bedrijf: inschatting van de Big Data maturiteit		33,3%
	Presentatie (individueel)	Presentatie over mogelijkheden van machine learning bij eigen bedrijf		33,3%
	Essay (individueel)	Essay over toepassing DELTTA model bij eigen bedrijf		33,4%

M6: Marketing Management (concept)	MC toets (individueel)	Kennistoetsen (3) over voorgeschreven leerboek		60% (3 x 20%)
	Casus (team)	Toepassen theorieën, methoden, tools en technieken op een real-life case		40% (4 x 10%)
M7: Organisatie-verandering (concept)	Notitie veranderthema (individueel)	Beschrijven veranderthema in de eigen organisatie		20%
	Eindpaper (individueel)	Met opgedane inzichten eigen organisatie in gaan, toepassen en rapporteren.		40%
	Presentatie (team)	Presentatie over toegewezen literatuur (incl. bespreking en discussie met de groep		40%
	Beantwoorden verwerkings-vragen bij de literatuur (individueel)			Formatief
K1: Strategisch **Management** (concept)	Essay (team)	Essay over corporate level strategie van een multi business bedrijf		50%
	Essay (team)	Schrijven van een consultancy advies		50%
K2: Innovatie (concept)	Case (team)	Vragen over 2 cases beantwoorden		40% (2 x 20%)

	MC toets (individueel)	Kennistoetsen (2) over besproken lesstof		60% (2 x 30%)
K3: Studiereis (concept)	Voorstel (individueel)	Schrijven voorstel sociale innovatie		20%
	Presentatie (team)	Presentatie over sociale innovatie		80%
K4: Creating Shared Value (concept)	Presentatie (individueel)	Inhoudelijk reflectie op specifieke (toegewezen) topic.		35%
	Essay (individueel)	Toepassen 'shared value' concept op de eigen organisatie (resp. organisatie naar keuze)		65%
K5: Publiek & Private Samen-werking (concept)	Presentatie (individueel)	Presentatie over een economisch cluster.		40%
	Onderzoeks-paper (individueel)	Empirisch-beschrijvend onderzoek van een concrete publiek-private samenwerking.		60%
K6: Responsible Leadership (concept)	Paper (individueel)	Presentatie over compliance dilemma's in de eigen organisatie en de eigen ontwikkelpunten met betrekking tot verantwoord leiderschap.		100%
I1: Strategische Implementa-tie (concept)	Voorbereidings- Opdrachten (individueel)	Lezen artikelen, beantwoorden vragen + beschrijven en reflecteren over het prestatie-evaluatiesysteem in de		40%

		eigen organisatie.		
	Paper (individueel)	Toepassen geleerde concepten op de eigen organisatie		60%
I2: Business Research Methods (concept)	Presentatie (team)	Presenteren onderzoeksvoorstel		30%
	Paper (individueel)	Schrijven onderzoeksvoorstel Moet een voldoende zijn om het vak te halen		70%
Thesis	Thesis (individueel)	Onderzoeksvoorstellen (Go/No go) en final thesis		100%

5. Flexibiliteit

Keuzevakken:
Er zijn zes modules aangewezen als keuzevakken, waarvan men er drie dient te kiezen. Dit zijn de modules:
1. Strategisch Management
2. Innovatie
3. Studiereis
4. Creating Shared Value
5. Publiek & Private Samenwerking
6. Responsible leadership: Bestuur & Compliance

6. Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Aanvulling op Artikel: nvt.

7. Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

Aanvulling op Artikel: nvt.