

# TIAS

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SCHOOL FOR  
BUSINESS AND SOCIETY

EDUCATION AND EXAMINATION REGULATIONS

TIAS BUSINESS SCHOOL BV

2021/2022

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## Chapter 1. General Provisions

### Article 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	English
Executive Master of Business Valuation (MBV)	75074	English
Executive Master of Finance and Control (EMFC)	75019	Dutch
Executive Master of Health Administration (MHA)	75086	Dutch
Executive Master of Information Management and Digital Transformation (MIMDT)	75091	English
Executive Master of IT-Auditing (EMITA)	75099	Dutch
Executive Master of Management and Organization (MMO)	75072	Dutch
Executive Master of Management in Education (MME)	75079	Dutch
Executive Master of Marketing (MM)	75111	Dutch
Executive Master of Operations and Supply Chain Management (MOS)	75136	English
Executive Master of Public and Non-Profit Management (MPM)	75078	Dutch
Executive Master of Real Estate (MRE)	75106	Dutch
Executive Master Senior Docent Ontwerpen (MSDO)	75148	Dutch
<b>Divisie MBA-opleidingen</b>		
Executive Master of Business Administration (EMBA)	-	English
International Full-Time Master of Business Administration (MBA)	75101	English
Global Executive MBA (IIM)	-	English
<b>Divisie MSc-opleidingen</b>		
Full-time International MSc in Business Administration (MScBA)	60470	Engels
Part-time International MSc in Business Administration (MScBA)	60470	Engels/Dutch

### Article 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 the research strategy of the institution.
  - b. Academic Director: person responsible for program content.
  - c. The Act: the Higher Education and Scientific Research Act (the “WHW”).
  - d. Code of Conduct: Rules for students that students need to obey by.
  - e. Complaint procedure: Procedure that handles all other complaints that are not within the domain of the examination committee

- f. Course outline: A detailed description of the content, learning outcomes and the assessment of a course
- g. Digital learning environment: a digital environment where information is posted on the programs and modules
- h. ECTS: points in accordance with the European Credit Transfer System.
- i. Examination: the final examination for a program, as referred to in Section 7.10 WHW.
- j. Examination Committee: a quality assurance committee as per Section 7.12 of the Act. The Examination Committee safeguards and oversees the quality of the assessments within the programs. As per the “WHW” the Examination commission determines in an objective and professional manner that students meet the learning goals of a program and that they possess the knowledge, insights and skills necessary to receive the degree. The members of the Examination committee are appointed by the Dean.
- k. Examiner: Assigned by the examination committee and responsible for the making, evaluating and scoring of an exam.
- l. Institutional Board: the Institutional Board of TIAS, as per the Act, consists of the executive management team.
- m. Elective: a module that can be selected in addition to the core program.
- n. 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”.
- o. 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.
- p. Program Manager: person tasked with day-to-day affairs in a program.
- q. Student: a person enrolled at TIAS for the purposes of receiving education and/or taking examinations and other tests as part of one or more programs.
- r. 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.
- s. Preliminary examination: an evaluation of the knowledge, understanding and skills of the student, as well as assessment of the results of said evaluation. A preliminary exam 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.
- t. Admissions Committee: committee tasked with applying the admissions criteria included in the Teaching and Exam Rules & Regulations specified per education program. This committee decides on admission to a specific education program.
- u. Assessment Board: board tasked with assessing the final and other examinations.

## **Chapter 2. Admission**

### Article 2.1 Program Admission

1. The Institutional Board shall be responsible for candidate admission. The Board has delegated the candidate admissions to the Admissions Committee of a specific program.
2. The rules and regulations concerning the admissions and the admissions committee can be found in the "TIAS admissions procedure"

## **Chapter 3. Program Content and Design**

### Article 3.1 Program Composition

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

### Article 3.2 Program Objectives

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

### Article 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.

### Article 3.3a Duration of the Study Program

1. The normal duration of the study program is specified by program in attachment 4.
2. The maximum duration of a study program is six years.
3. If the study program cannot be concluded within the six years the student will be dismissed.

### Article 3.4 Attendance Requirements

1. Participation in the (digital) the lectures/classes is mandatory.
2. If a student is unable to attend a lecture, the Academic Director and Program Manager need to be notified in writing prior to the start of the lecture. The student needs to provide the reason for the absence which will be documented in the student file.
3. When a student has missed 20% of a module, the Academic director of the program along with the lecturer of the module decide how the missed classes need to be compensated.
4. If a student has missed over 20% of a module, the student shall be required to retake the module. Appendix 2 indicates the applicable fees in such cases.
5. By exception, the Examination Committee may decide that a student who has missed over 20% of a module may compensate for his absences. In this case the student needs to submit a formal request (with motivation) to the Examination Committee within 20 working days following the absence.

## Article 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.

## Article 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. The study load is specified by program in appendix 4.

## Article 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").

## Article 3.8 Electives

Electives that are not included within the core program may be indicated on the certificate if these units of study are part of a TIAS master program and have been successfully concluded and assessed. The student does not need to request prior approval of the Examination Committee to include an elective in their examination program.

## Article 3.9 Evaluations

1. The programs feature regular formal and informal evaluations. Formal (written) evaluations cover the instruction as well as the content of every module, including the final module, and the overall program. Focus group meetings are considered informal assessments.
2. Formal evaluations are anonymous, unless specifically indicated otherwise.
3. The Program Manager shares the results of formal evaluations with the relevant lecturer and Academic Director. These results are used for quality improvement.
4. Modules with an evaluation score of less than 3.5 on a 5 point scale do require action for improvement.

## Chapter 4. Preliminary and Final Examinations

### Article 4.1 General Provisions

1. Each program component has a preliminary examination built in.
2. A preliminary examination is used to test the knowledge, understanding and skills of the student and whether the student has adequately achieved the learning goals.

### Article 4.1a Duration of validity

1. Successfully completed preliminary examinations are valid indefinitely
2. The examination committee may decide that a preliminary examination, completed more than six (6) years ago, has become outdated and therefore is no longer valid .
3. The result of a part of a preliminary examination expires at the end of the academic year following the academic year in which the result was achieved.
4. In individual cases, when there are special circumstances, the Examination Committee can extend the validation period of a part of a preliminary examination beyond the expiration date.

### Article 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.

### Article 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 completion of the assignment within the final module of the studies and before the deadline the student may submit in writing, a request for deferral to the Academic Director. A deferral of submission can only be granted for the period of one year counting from the original submission due date. Students will be guided during the final model. This guidance will include at least three meetings with their advisor. The manner in which (frequency, type of contact, maximum number of meetings, etc.) is specified for each individual program in the thesis guideline.

6. Students who received an inadequate mark for their thesis are allowed a onetime resubmission. The adjusted version needs to be submitted within six weeks following the date the grade of the original final thesis was announced.
7. In the event that it is judged that an inadequate work cannot be remedied with a resubmission within six weeks the student will have to retake the entire final module. Appendix 2 indicates the associated fees. It shall not be permitted simply to submit an updated version of a previously submitted final project.
8. Students who 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.
9. Final examinations shall not be administered within 15 working days before the official awarding of the diploma for the program.

#### Article 4.4 Preliminary Exams

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. For this retake the student is only allowed one examination (thus the student has a total of three attempts at passing the module). Appendix 2 indicates the applicable fees for retaking the module.
  - b. In the event a student is not successful in passing the module at the third try a diploma cannot be awarded. However,
    - i. The student is allowed to continue to participate in the modules and receive a certificate for the successfully completed modules.
    - ii. The student can opt to disenroll from the program. Any refund shall be in accordance with the General Terms and Conditions. If desired, students may receive an academic transcript.
  - c. In exceptional cases, the Examination Committee may confer with the Academic Director.
3. Written preliminary 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 preliminary 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. The scheduling of preliminary examinations 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 preliminary 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. In the event a student does not participate, without prior written approval of the Academic director or his designee, in a retake of the preliminary examination as referenced in 4.4.6, a mark of 1.0 will be documented in the student file.
8. Preliminary examinations and tests shall not be administered within 15 working days before the official awarding of the diploma for the program.

#### Article 4.5 Form of the preliminary examination

1. Each preliminary examination shall be taken individually, unless indicated otherwise.
2. In cases of deviations from individual administration of preliminary examinations, individual traceability of study results shall be guaranteed.
3. The precise form of the preliminary examinations 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 preliminary examinations 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 a preliminary examination remotely, under certain conditions.
5. If a preliminary examination is scheduled to be taken digitally, the student may request to take the preliminary 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 preliminary examination.
6. Students with mental and/or physical disabilities shall be offered the opportunity to take preliminary examinations in the manner that is most suitable for their situation.
7. If special facilities are needed to take a preliminary examination (in its regular form or in a different form), the student should submit a request to the Examination Committee at least 30 days before the date on which the preliminary examination takes place.
8. 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.

#### Article 4.6 Oral preliminary examination

1. Oral preliminary examinations shall be subject to the provisions of Article 4.5.
2. No more than one person at a time shall take an oral preliminary exam, unless indicated otherwise.
3. In principle, oral preliminary examinations shall be scheduled in mutual consultation between the examiner and student.
4. At least two examiners shall administer an oral preliminary examination, unless a single examiner records the preliminary 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 preliminary examinations shall not be administered in public. Until 20 working days before a preliminary 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 preliminary examination, describing the components tested and the reasons for the grades for each component.

## Article 4.7 Duration of the Preliminary Examination

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

## Article 4.8 Grading and Announcement of Results of the Preliminary Examination

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 a preliminary 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 preliminary 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 preliminary 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 preliminary 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.

## Article 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 preliminary 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.

## Article 4.10 Exemption

1. The Examination Committee may grant a student an exemption from a preliminary 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 the examiner and/or Academic Director to the Examination Committee.
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. The exemptions referred to in paragraph 1 of this Article can be granted for a maximum of 25% of the total ECTS of the program
4. The validation duration of a module for which an exemption is granted is equal to that of the preliminary examinations referenced in 4.1.a 1 and 2.
5. Exemptions shall never be granted for the final module.
6. Exemption requests shall be submitted with the Examination Committee at least 30 working days before the start of the module.

7. 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.

#### Article 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.

## Chapter 5. Student Support and Guidance

#### Article 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 allow an extension of the study duration that exceeds a period of one year from the thesis submission date by normal study duration.
  - c. The student shall receive a report on the meeting.
4. 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.
5. In the interest of academic progress in the TIAS program, the use and viewing of online information and activities may be monitored.

#### Article 5.2 Complaints

A potential, current or past student (claimant) has the right to file a complaint against a TIAS body, committee, or department and/or person employed by/delivering services for TIAS concerning the manner in which he/she was treated. This complaint needs to be submitted in writing (digitally) to the complaint desk via [complaints-desk@tias.edu](mailto:complaints-desk@tias.edu). Prior to submission of the complaint to the complaints desk it is expected that the claimant has attempted to resolve the situation in an amicable manner. The TIAS complaint procedure and process can be found in the complaint policy accessible on the TIAS website.

## Article 5.3 Privacy and contact

TIAS communicates solely with the student. During meetings concerning school matters the student has the right to be accompanied by a family member, trusted person or advisor. Only in the case of exceptional circumstances, when in the best interest of the student, and with the permission of the student, will TIAS contact the parents/caregivers/family members.

## Chapter 6. Transitional and Final Provisions

### Article 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](mailto:education-office@tias.edu).
3. The Vice Dean shall decide within 30 working days whether to accept a request to invoke this clause.

### Article 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.

### Article 6.3 Language

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

### Article 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.

### Article 6.5 Entry into Force

These Regulations is effective as of 1 September 2021 and supersedes all prior versions.

Thus resolved by the Vice Dean of TIAS on 1 September 2021.

## Appendix 1: The Premaster

### Article 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.

### Article 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.

### Article 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.

### Article 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.

### Article 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.

### **Chapter 1. Terms and Definitions**

#### Article 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.

### **Chapter 2. Membership and Appointment**

#### Article 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 Executive management team of TIAS 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 Executive Management Team of TIAS 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. Members of the Executive Management Team or other persons with financial responsibility within TIAS will not be elected as members of the examination board.
6. The Executive Management Team shall ensure the independence and expertise of the Examination Committee.
7. The Executive Management Team may assign a secretary to support the Examination Committee in secretarial, procedural and legal matters.



## Chapter 3. Duties and Procedures

### Article 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 preliminary examinations and final examinations.
  - b. Appoint examiners to administer preliminary exams and set rules on the verification of the results of the preliminary exams.
  - c. In cases of fraud, revoke the right of a student to take one or more preliminary exams, 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 preliminary exams in order to pass the final examination.
  - f. Determine whether a preliminary examination should be administered orally, in writing or otherwise.
  - g. Grant exemptions from one or more preliminary exams 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 a preliminary 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 preliminary examination or component thereof or if the quality of the preliminary 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.

### Article 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 Dean and the Academic Council of TIAS.
4. A request shall only be submitted to the Examination Committee:
  - a. Within 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.

### Article 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.
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 preliminary examinations that are a component of the final examination
  - c. Verify grades before they are announced
  - d. Decide on alternative dates for preliminary examinations
  - e. Issue academic transcripts.
3. The Examination Committee has granted the examiners the power to prepare, evaluate and communicate the results of the examinations.
4. The Examination Committee has granted the Program Managers the power to organize the administration of final and preliminary 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 preliminary and final 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.

## Chapter 4. Preliminary and Final Examinations

### Article 4.1 Examination Contents

1. The questions and tests for a final or preliminary 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 preliminary or final examination.
2. It shall be reasonably possible to complete the questions and tests for a preliminary or final examination within the set timeframe.
3. A preliminary or final 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.

### Article 4.2 Online Testing

The digital learning environment may administer online preliminary and final 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.

### Article 4.3 Orderly Written and Online Partial and Final Examinations

1. Students shall conduct themselves in an orderly manner.
2. During the preliminary examinations, students shall follow invigilator instructions.
3. To take a preliminary examinations, 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 preliminary examination up to 30 minutes after its start, but the regularly scheduled end time shall apply. The above shall not apply to online preliminary examinations whose nature or design prevents such.
5. Students taking preliminary 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 preliminary 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 preliminary examination.
9. In addition to the above, the following also applies for online preliminary examinations: without express permission, students shall not use any capabilities offered by the electronic device used to administer the preliminary 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 a preliminary examination:
  - a. The student shall always be offered the opportunity to complete the preliminary 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 preliminary examination or after the preliminary 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 preliminary examinations.

#### Article 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 preliminary 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.

## Chapter 5. Fraud and Plagiarism

### Article 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 preliminary 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 a preliminary examination, or having a person other than the student take the preliminary or final examination.
  - d. Switching of the preliminary or final examination and/or answer sheets or exchanging these with others.
  - e. Obtaining the preliminary or final examination questions, exercises or answers before the examination, for oneself or others.
  - f. Application of changes to the preliminary or final 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 a preliminary or final 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.

### Article 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.

#### Article 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.

#### Article 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).

## **Chapter 6. Grade Verification**

### Article 6.1 Grading

1. The examiner shall evaluate the results of a preliminary or final 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 preliminary examinations, the final grade shall be made up of the grades obtained on the individual preliminary 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:

<b>Grade in numbers</b>	<b>Grade in letters</b>
<b>9,0 or higher</b>	A+
<b>8,5</b>	A
<b>8,0</b>	A-
<b>7,5</b>	B+
<b>7,0</b>	B
<b>6,5</b>	B-
<b>6,0</b>	C
<b>5,5</b>	D
<b>5,0 of less</b>	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.

## Article 6.2 Examination Retention Period

1. The preliminary and final examination assignments, answer keys, testing plan and study guide shall be stored for 2 years after the examination date.
2. Completed preliminary and final 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.

## Article 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 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.

## Article 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. No mark received for a part of a preliminary examination is lower than a 5.0
  - d. The grade for the final module is at least 8.0.
  - e. No modules or part of preliminary examinations were retaken in any subject.
  - f. Exemptions for the student do not exceed 20% of the total number of ECTS points in the master program.
  - g. The program was completed within 6 years.
  - h. 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. No mark received for a part of a preliminary examination is lower than a 5.0
  - d. The grade for the final module is at least 7.5.
  - e. No module or parts of a preliminary examination were retaken in any subject.
  - f. Exemptions for the student do not exceed 20% of the total number of ECTS points in the master program.
  - g. The program was completed within 6 years.
  - h. No cases of fraud were deemed proven during the studies.



## Article 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 Dean of TIAS 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.

## Chapter 7. Additional Provisions

### Article 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.

### Article 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.

### Article 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.

### Article 7.5 Entry into Force

These Regulations is effective as of 1 September 2021 and supersedes all prior versions.

Thus adopted by the Examination Committee of TIAS on 1 September 2021.

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## Executive Master in Finance

### 1. Composition of the program

Nr.	Module	Course format	ECTS
M 1	Principles of Business Valuation	Blended	4
M 2	Financial Reporting & Analysis	Blended	4
M 3	Behavioral and Real Estate Finance	Blended	4
M 4	Quantitative Tools for Financial Management (part I & II)	Blended	5
M 5	Advanced Valuation	Blended	4
M 6	International Risk Management	Blended	4
M 7	Financial Markets	Blended	4
M 8	Management Accounting	Blended	4
M 9	Financial Data Analytics	Blended	4
M 10	Strategy & Innovation	Blended	4
M 11	Corporate Finance	Blended	4
	Master thesis	Online meeting + meetings with tutor	15

### 2. Program Outcomes

- EK 1. Knowledge and understanding of the different areas within finance (corporate finance, investments, accounting (financial and managerial), economics). **(Knowledge)**
- EK 2. Knowledge and understanding of the relevant statistical tools and behavioral theories that affect financial analyses and decisions. **(Knowledge)**
- EK 3. Ability to make a financial analysis of the company, its financial environment, and strategy, and translate this to KPI's within the company (e.g., NPV, Risk measures, ... i.e., inside perspective). **(Skills)**
- EK 4. Ability to make a financial analysis of the company and its financial environment from an outside perspective and translate this in an investment strategy. **(Skills)**
- EK 5. Awareness of how the company affects financial markets and the economy as a whole, and how the economy and financial markets affect the company. **(Business & Society)**
- EK 6. A global perspective on and understanding of both local and international companies, financial markets, and the economy. **(Globalization)**

### 3. Coherence exit qualifications (program outcomes) and modules

Module	PO					
		Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication	Learning Skills
<b>M 1</b>	PO1	X	X	X		
	PO2	X	X	X		
	PO3	X	X	X		
	PO4					
	PO5					
	PO6					
<b>M 2</b>	PO1					
	PO2					
	PO3	X	X	X		
	PO4	X	X	X		
	PO5					
	PO6					
<b>M 3</b>	PO1	X	X	X	X	
	PO2	X	X	X		
	PO3					
	PO4	X	X	X	X	
	PO5	X	X	X	X	
	PO6					
<b>M 4</b>	PO1					
	PO2	X	X	X		
	PO3					
	PO4					
	PO5					
	PO6					
<b>M 5</b>	PO1	X	X	X		X
	PO2	X	X	X		X
	PO3	X	X	X		X
	PO4	X	X	X		X
	PO5					
	PO6					
<b>M 6</b>	PO1	X	X	X		X
	PO2	X	X	X		X
	PO3	X	X	X		X

	PO4	X	X	X		X
	PO5					
	PO6	X	X	X		
<b>M 7</b>	PO1	X	X	X		
	PO2	X	X	X		
	PO3					
	PO4	X	X	X		
	PO5	X	X	X		
	PO6	X	X	X		
<b>M 8</b>	PO1	X	X	X		
	PO2					
	PO3	X	X	X		
	PO4					
	PO5					
	PO6					
<b>M 9</b>	PO1	X	X	X		
	PO2	X	X	X		
	PO3					
	PO4	X	X	X		
	PO5	X	X	X		
	PO6					
<b>M 10</b>	PO1	X	X	X	X	
	PO2					
	PO3					
	PO4	X	X	X	X	
	PO5					
	PO6	X	X	X	X	
<b>M 11</b>	PO1	X	X	X		X
	PO2	X	X	X		X
	PO3	X	X	X		X
	PO4					
	PO5	X	X	X		
	PO6					
<b>M 12 Thesis</b>	PO1	X	X	X	X	X
	PO2	X	X	X	X	X
	PO3	X	X	X	X	X
	PO4	X	X	X	X	X
	PO5	X	X	X	X	X
	PO6	X	X	X	X	X

## 4. Assessments

Module	ECTS	Assessment type	Weighting	Individual/group
<b>Principles of Business Valuation</b>	4	- 2 pre-assignments - 1 final take home assignment	- 10% - 90%	Individual
<b>Financial Reporting &amp; Analysis</b>	4	Take home assignment	100%	Individual
<b>Behavioral and Real Estate Finance</b>	4	- Pre-assignment - Take home assignment	- 20% - 80%	Group
<b>Quantitative Tools for Financial Management (part I &amp; II)</b>	5	- Pre-assignment - Take home assignment part I - Take home assignment part II	- 10% - 45% - 45%	Individual
<b>Advanced Valuation</b>	4	- Online exam - Take home assignment	- 40% - 60%	Individual
<b>International Risk Management</b>	4	- Take home assignment 1 - Take home assignment 2	- 50% - 50%	Individual
<b>Financial Markets</b>	4	- Take home assignment 1 - Take home assignment 2	- 50% - 50%	Group
<b>Management Accounting</b>	4	Take home assignment	100%	Individual
<b>Financial Data Analytics</b>	4	- Take home assignment 1 - Take home assignment 2	- 50% - 50%	Individual
<b>Strategy &amp; Innovation</b>	4	- In-class presentation - Team paper - Individual paper	- 25% - 25% - 50%	- Group - Group - Individual
<b>Corporate Finance</b>	4	Take home assignment	100%	Individual
<b>Master thesis</b>	15	- Master thesis - Oral exam	100%	Individual

## 5. Flexibility

Within the program there are the following options for flexibility:

-Two courses from the following: Corporate Finance, Financial Data Analytics, Behavioural and Real Estate Finance, may be exchanged for courses from other TIAS Master programs after approval from the Academic Director.

-Students may choose to spread the courses in time over 2-3 years, after approval of the Academic Director.

## ***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 25% of the total ECTS.

If exemptions are granted for more than 25% of the total ECTS, the participant will not be awarded with the MSc-degree, but with the degree for the Executive Master program (MiF). 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.)

## Executive Master of Business Administration (EMBA & FAEMBA)

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	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 7. Knowledge and understanding of the functional areas of business
- EK 8. Ability to apply and integrate knowledge of the business disciplines in diverse practical settings
- EK 9. 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 10. Awareness of social responsibilities of organizations and the ability to translate these responsibilities into effective corporate policies
- EK 11. 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)				
		Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Learning skills
Exit qualifications	Module					
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
M 1 Managerial Accounting and Control	4	Group assignment and individual assignments (25 % + 50/25 %)
M 2 Quantitative Methods	3	Individual test (100 %)
M 3 Managerial Economics	4	Group assignments (50/50 %)
M 4 Corporate Finance	4	Individual assignment (30 %) Group assignment (70 %)
M 5 Foundations of Strategy	3	Individual assignment (100 %)
M 6 Human Behavior in Organizations	3	Individual assignment (100 %)
M 7 Business & Society	3	Group assignment (100%)
M 8 Integration I – Doing Business in a Complex World	4	Group assignment (90%), individual assignment (10 %), individual formative elements (pass/fail)
M 9 Marketing Management	4	Individual assignment (100 %)
M 10 Sustainable Innovation Management	4	Group assignments (35/35/30 %)
M 11 Integration II - Entrepreneurship	4	Group assignment (100 %)
M 12 Operations & Supply Chain Management	4	Group assignment (pass/fail), Individual assignments (60/40 %)
M 13 Digital Transformation	3	Group assignment (100 %)
M 14 International Module	3	Group assignment (100 %)
M 15 Change Management	3	Group assignment and individual assignment (50/50 %)
M 16 Integration III – Strategic Leadership	4	Individual preparation work, group assignment (20/80%)
M 17 Personal Leadership Program – Impact through Leadership Development	3	
M 18 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

## Executive Master of Business Valuation

### 1. Composition of the program

Nr.	Module	Course format	ECTS
M 1	Principles of Business Valuation	Blended	4
M 2	Financial Reporting & Analysis	Blended	4
M 3	Behavioral and Real Estate Finance	Blended	4
M 4	Quantitative Tools for Financial Management (part I & II)	Blended	5
M 5	Advanced Valuation	Blended	4
M 6	International Risk Management	Blended	4
M 7	Topics in Valuation	Blended	4
M 8	Valuing Private Companies (part I & II)	Blended	8
M 9	Strategy & Innovation	Blended	4
M 10	Corporate Finance	Blended	4
M 11	Master thesis	Blended	4
		4 online group meetings + 1 individual meeting with tutor	15

### 2. Program Outcomes

- EK 1. Knowledge and understanding of the different areas within valuation (corporate finance, investments, accounting). **(Knowledge)**
- EK 2. Knowledge and understanding of the relevant statistical tools and behavioral theories that affect financial analyses and valuations. **(Knowledge)**
- EK 3. Ability to make a financial analysis of the company, its financial environment, and strategy, and translate this to a valuation of the company. **(Skills)**
- EK 4. Ability to make a financial analysis of the company and its financial environment from an outside perspective and translate this in an investment strategy. **(Skills)**
- EK 5. Awareness of how the company affects financial markets and the economy as a whole, and how the economy and financial markets affect the value of the company. **(Business & Society)**
- EK 6. Develop a critical and ethical view on valuations and communicate effectively on this. **(Leadership Development)**

### 3. Coherence exit qualifications (program outcomes) and modules

Module	PO					
		Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication	Learning Skills
<b>M 1</b>	PO1	X	X	X		
	PO2	X	X	X		
	PO3	X	X	X		
	PO4					
	PO5					
	PO6					
<b>M 2</b>	PO1					
	PO2					
	PO3	X	X	X		
	PO4	X	X	X		
	PO5					
	PO6					
<b>M 3</b>	PO1	X	X	X	X	
	PO2	X	X	X		
	PO3					
	PO4	X	X	X	X	
	PO5	X	X	X	X	
	PO6					
<b>M 4</b>	PO1					
	PO2	X	X	X		
	PO3					
	PO4					
	PO5					
	PO6					
<b>M 5</b>	PO1	X	X	X		X
	PO2	X	X	X		X
	PO3	X	X	X		X
	PO4	X	X	X		X
	PO5					
	PO6					
<b>M 6</b>	PO1	X	X	X		X
	PO2	X	X	X		X
	PO3	X	X	X		X
	PO4	X	X	X		X

	PO5					
	PO6	X	X	X		
<b>M 7</b>	PO1					
	PO2					
	PO3	X	X	X		
	PO4	X	X	X		
	PO5					
	PO6					
<b>M 8</b>	PO1	X	X	X		X
	PO2	X	X	X		X
	PO3	X	X	X		X
	PO4	X	X	X		X
	PO5	X	X	X		X
	PO6					
<b>M 9</b>	PO1	X	X	X	X	
	PO2					
	PO3					
	PO4	X	X	X	X	
	PO5					
	PO6	X	X	X	X	
<b>M 10</b>	PO1	X	X	X		X
	PO2	X	X	X		X
	PO3	X	X	X		X
	PO4					
	PO5	X	X	X		
	PO6					
<b>M 11 Thesis</b>	PO1	X	X	X	X	X
	PO2	X	X	X	X	X
	PO3	X	X	X	X	X
	PO4	X	X	X	X	X
	PO5	X	X	X	X	X
	PO6	X	X	X	X	X

## 4. Assessments

Module	ECTS	Assessment type	Weighting	Individual/group
<b>Principles of Business Valuation</b>	4	- 2 pre-assignments - 1 final take home assignment	- 10% - 90%	Individual
<b>Financial Reporting &amp; Analysis</b>	4	Take home assignment	100%	Individual
<b>Behavioral and Real Estate Finance</b>	4	- Pre-assignment - Take home assignment	- 20% - 80%	Group
<b>Quantitative Tools for Financial Management (part I &amp; II)</b>	5	- Pre-assignment - Take home assignment part I - Take home assignment part II	- 10% - 45% - 45%	Individual
<b>Advanced Valuation</b>	4	- Online exam - Take home assignment	- 40% - 60%	Individual
<b>International Risk Management</b>	4	- Take home assignment 1 - Take home assignment 2	- 50% - 50%	Individual
<b>Topics in Valuation</b>	4	- Fiscal Law: pre-assignment - Private Law: Online exam	- 50% - 50%	Individual
<b>Valuing Private Companies (part I &amp; II)</b>	8	- Take home assignment part I - Take home assignment part II	- 30% - 70%	Individual
<b>Strategy &amp; Innovation</b>	4	- In-class presentation - Team paper - Individual paper	- 25% - 25% - 50%	- Group - Group - Individual
<b>Corporate Finance</b>	4	Take home assignment	100%	Individual
<b>Master thesis</b>	15	- Master thesis - Oral exam	100%	Individual

## 5. Flexibility

Within the program there are the following options for flexibility:

-Two courses from the following: Corporate Finance, Financial Data Analytics, Behavioural and Real Estate Finance, may be exchanged for courses from other TIAS Master programs after approval from the Academic Director.



-Students may choose to spread the courses in time over 2-3 years, after approval of the Academic Director.

## ***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 25% of the total ECTS.

If exemptions are granted for more than 25% of the total ECTS, the participant will not be awarded with the MSc-degree, but with the degree for the Executive Master program (MiF). 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.)

## Executive Master of Finance and Control

### 1. *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	Corporate Real Estate and Finance	Klassikaal	5	18
M5	Production and Logistics Management	Klassikaal	4	15
M6	Financial Accounting and Reporting	Klassikaal	7	63
M7	Tax Law	Klassikaal	2,5	15
M8	Corporate Law	Klassikaal	2,5	15
M9	Information Management	Klassikaal	4	30
M10	Leadership & Change Management/ Master Thesis / BRM	Klassikaal	17	21

### 2. *Eindkwalificaties*

Na afronding van de opleiding zijn studenten in staat om:

- EK 1. Verantwoordelijkheid te dragen met betrekking tot de inrichting van de interne financieel economische informatievoorziening van de organisatie;
- EK 2. Verantwoordelijkheid te dragen met betrekking tot de voorbereiding van de externe financieel economische informatievoorziening van de organisatie;
- EK 3. Zorg te dragen voor een optimale omloop van operationele, financiële en fiscale geldstromen (dan wel de verantwoordelijke experts in de organisatie hierbij te ondersteunen);
- EK 4. Een zo objectief mogelijk oordeel te vellen omtrent de prestaties van de organisatie in samenhang met de doelstellingen en de risico's die de organisatie hierbij loopt;
- EK 5. Beslissingsondersteuning te bieden bij de aanschaf en aanwending van schaarse middelen in de organisatie;
- EK 6. Verschillende wetenschappelijke theoretische benaderingen kritisch te beschouwen en te beoordelen op toepasbaarheid voor een concreet en praktisch vraagstuk;
- EK 7. Adequate verbanden te leggen tussen theorie en praktijk, door (a) relevante vraagstukken binnen de eigen organisatie te herkennen en adequaat te plaatsen in de context van theoretische benaderingen, door (b) theoretische benaderingen adequaat toe te passen op een concreet vraagstuk binnen de eigen beroepspraktijk, en door (c) bevindingen uit onderzoek te vertalen naar oplossingsgerichte toepassingen binnen de eigen beroepspraktijk;
- 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.

### 3. Samenhang eindkwalificaties en modules

Eindkwalificatie	Module	Niveau (Dublin descriptors)				
		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

#### 4. Toetsplan

Module	ECTS	Toetsvorm
<b>M 1 Management Accounting and Control</b>	6	Written exam (individual)
<b>M 2 Internal Control and Accounting Information Systems</b>	11	Written exam (33,3%), Practice paper (33,4%), Oral exam (33,3%) (all individual)
<b>M 3 Strategic Management</b>	5	Group paper
<b>M 4 Corporate Real Estate and Finance</b>	5	Group paper (100%)
<b>M 5 Production and Logistics Management</b>	4	Group paper
<b>M 6 Financial Accounting and Reporting</b>	7	Duo paper (70%, group assessment), Group Presentation (30%)
<b>M 7 Tax Law</b>	2.5	Written exam (individual)
<b>M 8 Corporate Law</b>	2.5	Written exam (individual)
<b>M 9 Information Management</b>	4	Case analyses (30%, group assessment), Written exam (70%)
<b>M 10 Change Management / Master Thesis / BRM</b>	17	Thesis & defense* (individual)

\*defense: 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. Flexibiliteit

De opleiding biedt twee volwaardige startmomenten per jaar: er start een leergang in het voorjaar in Utrecht met wekelijkse onderwijsbijeenkomsten 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.

## **6. 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 postmaster opleiding tot registeraccountant komen in aanmerking voor vrijstelling voor zowel de lessen als het examenonderdeel van deze modules in de EMFC-opleiding.

Verzoeken tot vrijstellingen voor hierboven genoemde en andere examenonderdelen, worden individueel door de Examencommissie van TIAS beoordeeld. Er geldt als regel dat vrijstellingen alleen worden verleend als deze kunnen worden verleend op basis van eerder succesvol gevolgd onderwijs op post-wo-master niveau.

Als vrijstelling wordt verleend voor zowel Internal Control Accounting Information Systems en Financial Accounting and Reporting geldt een uitzondering op artikel 4.10.3. In dit geval is het toegestaan een vrijstelling te verlenen boven het maximum van 25% van de totale ECTS van het programma.

### **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.

## **7. 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 het vak 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.



## Executive Master of Health Administration

### 1. 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

### 2. Eindkwalificaties

Het doel van deze opleiding is:

**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.

### 3. Samenhang eindkwalificaties en modules

		Niveau (Dublin descriptors)				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
Eindkwalificatie	Module					
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

## 4. Toetsplan

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

\*M7 Capita Selecta: Het cijfer bestaat voor 95% uit het paper. Participatie wordt door de groepsleden over elkaar bepaald voor wat betreft de inzet van de individuele groepsleden. Zij kunnen elkaar op die manier punten toebedelen waardoor het cijfer maximaal 0.5 punt kan afwijken van overige groepsleden.

## 5. 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 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 houden deelnemers tijdens de startbijeenkomsten een individueel referaat waarbij de leesvaardigheid, toepasbaarheid en presentatie getoetst wordt.

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

Uitzondering op 6.1: Resultaten van (deel)tentamens lager dan 5,50 mogen niet worden gecompenseerd door behaalde resultaten voor (deel)tentamens van dezelfde module

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

Geen aanvullingen

## Executive Master of Information Management and Digital Transformations

### 1. Composition of the program

#### Cohort MIMDT-36

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

## 2. Exit Qualifications

After completing the program, you:

PO1: Understand academic insights, academic research, and academic literature, and being able to assess these insights, research, and literature, and apply the learnings on organizations.

PO2: Execute research and being able to draw meaningful conclusions from the research in the domain of digital transformations and technology and innovation initiatives

PO3: Reflect on own behavior and leadership, actions and the impact of this behavior and these actions

PO4: Advise organizations on digital transformations and technology and innovation initiatives

PO5: Communicate effectively in organizations, with stakeholders including society and with representatives of other organizations

PO6: Lead digital transformations and technology and innovation initiatives in organizations

## 3. Coherence exit qualifications and modules

### Relationship with Dublin Descriptors

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	PO	Dublin Descriptors				
		Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication	Learning Skills
Module 1: Information Strategy and Management	PO1	x	x			
	PO2	x	x			
	PO4			x	x	x
	PO5				x	
Module 2: Business Research Methods I	PO1	x	x			x
Module 3: Strategic Business Architecture	PO1	x	x			
	PO2	x	x			
	PO4			x	x	x
	PO5				x	
Module 4: Information Security Management	PO1	x	x			
	PO2	x	x			
	PO4			x	x	x
	PO5				x	
Module 5: Sourcing IS Services	PO1	x	x			
	PO2	x	x			
	PO4			x	x	x
	PO5				x	
Module 6: Managing Implementation and Organizational Change	PO1	x	x			
	PO2	x	x			
	PO3			x	x	x
	PO4				x	
	PO5					
Module 7: International Study Week	PO2	x	x			

Module 8: Information Technology Innovation	PO1	x	x			
	PO2	x	x			
	PO4				x	x
	PO5			x	x	
	PO6				x	
Module 9: Capita Selecta Master Classes	PO1	x	x			
	PO2	x	x			
	PO4			x	x	x
	PO5				x	
Module 10: Final Project	PO1	x	x			
	PO2	x	x			
	PO3				x	x
	PO4			x	x	x
	PO5				x	
	PO6	x	x	x	x	x

## 4. Assessments – MIMDT-36

Module	Test type	Weight in overall grade
M1-Information Strategy and Management	Paper	100%
	Reflection paper	pass/fail
M2-Business Research Methods I	Paper	100%
M3-Strategic Business Architecture	Paper	100%
	Reflection paper	pass/fail
M4-Information Security Management	Paper	100%
	Reflection paper	pass/fail
M5- Sourcing IS Services	Paper	100%
	Reflection paper	pass/fail
M6-Managing Implementation and Organizational Change	Paper	100%
M7-International Study Week	Paper	100%
M8- Information Technology Innovation	Group Paper	100%
	Reflection group paper	pass/fail
M9-Capita Selecta Master Class	Paper	100%
M10- Final Project	Group paper	90%
	Reflection individual paper	10%

Applicable for all papers - including the Capita Selecta paper and the Final project, except for BRM: The criteria that shall be used to grade your assignment are listed below. Assignments will first be judged on certain conditional criteria: APA referencing, legible writing and a decent lay-out. If these criteria are not met your assignment will not be graded and you will have to do a resit.

Applicable for all group papers - an appendix describing the contribution of the individual members. If this criterion is not met your assignment will not be graded and you will have to do a resit.



## **5. Flexibility**

- In the Executive Master of Information Management and Digital Transformations (MIMDT) program modules M1, M3, M4, M5, M6, M7, M8, M9 and M10 are offered once a year.
- There are two start moments (November and March) for new students.
- At the start, Business Research Methods I (BRM I) is followed. The BRM I (M2) is offered several times a year.
- One module has been designated that can be replaced by another module from the TIAS Syllabus, 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):  
Module Information Technology Innovation (M8 – 8 ECTS).

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

### **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 unless English is required due to international participant and or faculty. 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**

Admission to the module Final project (M10) is allowed only if a student has successfully completed Modules M1, M2, M3, M4, M5, M6, M7 and M9 (total 37 ECTS). Justifiable exceptions may be granted by the Academic Director.

## Executive Master of IT Auditing

### 1. Composition of the program

Nr.	Module	Course format	ECTS	Contact hours
M 1	Business Process Control	Klassikaal (online)	12	90
M 2	Fundamentals	Klassikaal (online)	5	48
M 3	Trust & Control Technologies	Klassikaal (online)	5	54
M 4	Business Research Methods	Blended	4	24
M 5	Management of IT	Klassikaal (online)	5	60
M 6A	Auditing Cyber Security	Klassikaal (online)	10	84
M 6B	Data & Analytics	Klassikaal (online)	10	84
M 7	Comprehensive IT Auditing	Klassikaal (online)	4	48
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

Module	ECTS	Assessment type
<b>M1 Business Process Control</b>	12	Group paper (75%) and presentation (25%) *
<b>M2 IT Auditing Fundamentals</b>	5	Individual oral exam (100%)
<b>M3 Trust &amp; Control Technologies</b>	5	Individual closed book exam (100%)
<b>M4 Business Research Methods</b>	4	Group paper (100%)
<b>M5 Management of IT</b>	5	Closed book exam (100%)
<b>M6A Auditing Cyber Security</b>	10	Group paper based on several steps in audit cycle (100%)
<b>M6B Data &amp; Analytics</b>	10	Group paper (100%) and presentation (+/- 0.5)
<b>M7 Comprehensive IT Auditing</b>	4	Individual closed book exam (100%)
<b>M8 Master Thesis</b>	15	Group audit paper (including methodological research document and log of individual activities) and a personal reflection about the entire course (100%) and presentation (+/- 0.5).

#### **M1 Business Process Control:**

##### **Ingangseis (10 van de 12 huiswerkopdrachten):**

Iedere groep dient minimaal 10 van de 12 huiswerkopdrachten te hebben ingeleverd. Waarmee wordt aangetoond dat er voldoende is geoefend met de diverse huiswerkcasussen die steeds ingewikkelder worden qua typologie en beheersingsmiddelen / -methodieken. Minder dan 10 ingeleverde huiswerkcasussen leidt tot een aanvullende opdracht.

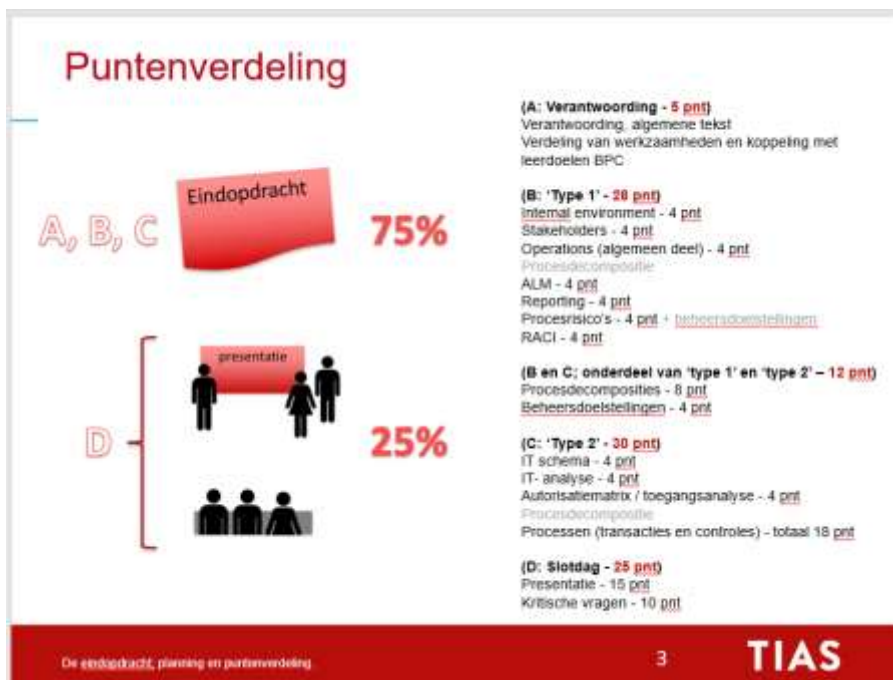
##### **Laatste 5 huiswerkopdrachten minimaal 3x een voldoende / onderwijsdoel:**

De laatste 5 huiswerkopdrachten worden beoordeeld met een cijfer. Dit geeft voor de docenten en de groep een goede indicatie of de groep de eindopdracht/group paper met goed gevolg zou kunnen voltooien. Omdat sommige groepen richting het einde van het blok alvast starten met de eindopdracht en het ontwerpen van hun eigen casus als input voor de eindopdracht bestaat de kans dat de huiswerkopdrachten met minder aandacht worden gemaakt. Terwijl juist die laatste huiswerkcasussen nog relevante stof en ingewikkelder typologieën bevatten. Het **onderwijsdoel** is om de groepen tot het einde van blok BPC betrokken en gemotiveerd te houden op het leren van de typologieën en het voldoende kunnen meediscussiëren tijdens de laatste lessen en

behandelingen van die huiswerkcasussen en typologieën.

**Tentamen / casus / eindopdracht / eindopdracht, presentatie, kritische vragen:**

- Het **tentamen** bestaat uit het met een groep van maximaal 3 studenten uitwerken van een (**group paper**); zie in de **figuur hieronder: A, B, C**) waarin alle onderdelen van de behandelde BPC onderdelen worden verwerkt. Als input voor die **eindopdracht/group paper** stelt de groep zelf een **casus** op. Die casus moet van voldoende 'gewicht' zijn en voldoende aanknopingspunten bieden voor het uitwerken van de eindopdracht. Dit wordt beoordeeld door de begeleidend docent. De groep mag ook pas starten met de uitwerking van de eindopdracht/group paper na een akkoord op de casus van de begeleider.
- Onderdeel van de **eindopdracht/group paper** is ook een verantwoording (zie in de **figuur hieronder: A**) per student waarin de student zijn individuele werkzaamheden aan de eindopdracht/group paper uitgebreid verantwoordt in relatie tot de leerdoelen van het vak BPC.
- Tijdens de eindpresentatie 'verdedigt' groep A haar **eindopdracht/group paper** met een presentatie (zie in de **figuur hieronder: D**) bij de begeleidend docent, een extra BPC docent én een andere groep BPC studenten (zeg even: groep B). Dat andere groepje BPC studenten (groep B) heeft een week voor de verdediging ook de **eindopdracht/group paper** van groep A ontvangen en zal **kritische vragen** stellen over die **eindopdracht/group paper**. De kwaliteit van de (inhoudelijke) vragen van groep B levert voor groep B ook nog punten op voor het totaal cijfer. Met het stellen van goede vragen tonen zij namelijk aan dat zij in staat zijn om na het BPC onderwijs een casus snel tot zich te nemen en kritische vragen te kunnen stellen over de kern van de **eindopdracht/group paper** van groep A (zie in de **figuur hieronder: D**). Uiteraard zullen de docenten dit proces begeleiden en ook zelf vragen stellen.
- Het bijgevoegde Waarderingschema wordt gebruikt voor het beoordelen en waarderen van de huiswerkcasussen en de uiteindelijke **eindopdracht/group paper**.



**M 2 IT Auditing Fundamentals:** De module Fundamentals wordt afgerond met een individueel (online) mondeling tentamen met twee beoordelaars.

**M 4 Business Research Methods:** De groepen bestaan uit maximaal 3 personen.

**M 6A Auditing Cyber Security:** De groepen bestaan uit maximaal 3 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 bepaalt het eindcijfer.

**M 6B Data & Analytics:** De groepen bestaan uit maximaal 3 personen. Halverwege de module pitchen de groepen het onderwerp voor hun eindproject aan de hoofddocent en een tweede beoordelaar. Deze pitch moet voldoende zijn om door te kunnen gaan met eindproject. Op de slotdag wordt de casus gepresenteerd aan de hoofddocent en een tweede beoordelaar. De paper bepaalt het cijfer. Een uitstekend presteren tijdens de presentatie kan leiden tot maximaal 0,5 bonuspunt.

Slecht presteren tijdens de presentatie kan leiden tot maximaal 0,5 punt aftrek.

**M 7 Comprehensive IT Auditing:** Tijdens de module Comprehensive IT Auditing vindt een integratiecasus plaats samen met de opleiding Accountancy van de Universiteit van Tilburg. 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 minimaal 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.

## Executive Master of Management and Organization

Executive Master of Management and Organization

### 1. Composition of the program

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

### 2. Exit qualifications

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. Graduates are able to integrate managerial with societal concerns. 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 suggest ways in which businesses, NGO's and public organizations can combine to create shared societal value.

### 3. Coherence exit qualifications and modules

		Niveau (Dublin descriptors)				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
Eindkwalificatie	Module					
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

## 4. Assessments

Module	ECTS	Toetsvorm
<b>M 1 + M 11</b> <b>Business Research Methods I + II</b>	5	Written report on a problem statement (40%) and written report on a research proposal (60%)
<b>M 2</b> <b>Strategic Management and Implementation</b>	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.
<b>M 3</b> <b>Dynamics of Interorganizational Relationships</b>	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.
<b>M 4</b> <b>Financial Management and Accounting</b>	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.
<b>M 5</b> <b>Operations Management</b>	4	Individually graded paper (100%) – Research the applicability of operational excellence concepts (variability-management) in your organization.
<b>M 6</b> <b>Innovation Management</b>	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%)
<b>M 7</b> <b>Strategic Marketing &amp; Management</b>	4	Individually graded paper (100%) – Use conceptual thinking skills to analyze a current marketing problem in your organization.

<p><b>M 8</b> <b>Strategic HRM, Performance &amp; Well-being</b></p>	<p>4</p>	<p>Group presentation (20%) on force-field analysis; individually graded paper (80%) – 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.</p>
<p><b>M 9</b> <b>Transformation &amp; Leadership</b></p>	<p>4</p>	<p>Pre-assignment (30%) – define own leadership vision inspired by literature. Individual essay assignment (60%) - connecting change ambitions to leadership issues in own organization. Reflective post-course vlog (10%).</p>
<p><b>M 10</b> <b>The Future of Business &amp; Society</b></p>	<p>4</p>	<p>Individual paper (100%) on a business and society application in the employing organization.</p>
<p><b>M 12</b> <b>European Business Systems (studytrip)</b></p>	<p>4</p>	<p>Two-fold small group assignment: (1) Organize a 3-hour educational activity in co-creation with the host organization that addresses the case (50%); (2) Write a final paper elaborating on the case and reflecting on the visit (50%).</p>
<p><b>M 13</b> <b>Master Thesis</b></p>	<p>15</p>	<p>Individually graded Master Thesis (100%) Assessment criteria:</p> <ol style="list-style-type: none"> <li>1. Problem Definition</li> <li>2. Theory</li> <li>3. Methods</li> <li>4. Results</li> <li>5. Discussion, Conclusions &amp; Recommendations</li> <li>6. Structure &amp; Presentation</li> <li>7. Independence &amp; Originality</li> </ol> <p>The final grade is based on the average of the grades that are achieved for the above 7 elements.</p> <p>+ 8. Oral exam</p> <p>Excellent performance during oral examination can lead to maximum 0.5 bonus point.</p>

	Poor performance during oral examination can lead to maximum 0.5 deduction.
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## 5. Flexibility

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 uiteindelijke 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).

## 6. Additions/exceptions to the Teaching and Examination Regulations

Aanvulling op Artikel : nvt

## 7. Additions/exceptions to the Rules and Guidelines of the Examination Board

Aanvulling op Artikel: nvt.

## Executive Master of Management in Education

### 1. Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Strategisch publiek management	Klassikaal / blended	5	24
M2	Onderzoek: probleemanalyse (BRM )	Klassikaal / blended	5	24
M3	Strategie en omgeving (studiereis Den Haag, beïnvloedings- en beleidsvormingsdomein)	Klassikaal / blended	5	24
M4	Organisaties en netwerken	Klassikaal / blended	5	24
M5	HRM en professionals	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 Portugal: Innovating Public Services)	Klassikaal	5	24
M10	Thesis	Klassikaal / blended	15	32

### 2. 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 organisaties 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 organisaties.
- EK 8. Diverse vormen van leiderschap te onderscheiden en de persoonlijke leiderschapstijl 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.

### 3. 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

## 4. 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 Den Haag, beïnvloedings- en beleidsvormingsdomein)	5	Argumentatiepaper - individueel
M4 Organisaties en netwerken (excursie netwerkgorganisatie in praktijk)	5	Netwerk analyse paper - individueel
M5 HRM en professionals (excursie professionele leergemeenschappen)	5	Empirisch paper - individueel
M6 Co-creatie met stakeholders	5	Actieve participatie in simulatiespelen en deelname aan reflectie-opdrachten in leergroepen over toepassing van leeropbrengsten in eigen praktijk Pass/fail
M7 Governance en verantwoording	5	Open boek (individueel) tentamen
M8 Leiderschap	5	Empirisch paper - individueel
M9 Innovatie (studiereis Portugal: Innovating Public Services)	5	1) Het organiseren van een discussiebijeenkomst met een Portugese organisatie (groepsopdracht, beoordeling aan de hand van 4 criteria) 2) Empirisch paper over diezelfde organisatie (groepsopdracht)
<b>Master Thesis</b> 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

## **5. Flexibiliteit**

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Twee instroommomenten: voorjaar (juni) en najaar (november)
- Verlenging 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

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

n.v.t.

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

n.v.t.



## Executive Master of Marketing & Customer Management

### 1. Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contact-uren
M1	Het marketingcanvas van de klantleider	Klassikaal/Online	4	28
M2	De klant in het centrum van je organisatie	Klassikaal/Online	4	28
M3	Creëren van marktrelevantie voor de lange termijn	Klassikaal/Online	4	28
M4	Het belang van en het succesvol toepassen van prijsstrategie	Klassikaal/Online	4	28
M5	De kracht van de customer experience	Klassikaal/Online	4	28
M6	Een sterk merk bouwen	Klassikaal/Online /cocreatie extern	4	28
M7	Optichannel management	Klassikaal/Online	4	28
M8	Digitale transformatie	Klassikaal/Online	4	28
M9	Marketing finance	Klassikaal/Online	4	28
M10	Marketing Leiderschap	Klassikaal/Online /co-creatie extern	4	28
M11	Business Research Methods part I & II	Klassikaal/Online	5	33
M12	Afstudeeronderzoek - Thesis	Supervision meetings	15	12

### 2. Eindkwalificaties

Na afronding van de opleiding zijn studenten in staat om/dan wel hebben:

- EK 1. Inzicht verworven (kennisdeling) over de meest relevante mechanismen en processen van de marketingdiscipline;
- EK 2. Inzicht verworven in de dominante kennisdomeinen en benaderingen die verschillende perspectieven bieden op de marketingdiscipline
- EK 3. Inzicht gekregen in de meest invloedrijke trends en ontwikkelingen en hun impact voor organisatorische marketingstrategieën en de implementatie van deze strategieën;
- EK 4. Kritisch te reflecteren op de waarden en normen met betrekking tot ethisch en maatschappelijk redeneren en verantwoord handelen in markten en deze waarden en normen praktisch toepasbaar te maken.
- EK 5. Kritisch te reflecteren op theorieën, methoden en technieken uit verschillende wetenschappelijke disciplines en waar mogelijk toe te passen in hun eigen vakgebied (bijvoorbeeld – perspectief Change Management toegepast op het klantgericht maken van de organisatie).
- EK 6. Herkennen van academische vraagstukken in de MM-discipline in relatie tot eigen vakgebied identificeren, analyseren, structureren, dit uitwerken, reflecteren en vervolgens rapporteren;
- EK 7. Analyseer en interpreteer marktdynamiek en vertaal deze naar bruikbare strategieën, marketing innovaties en organisatorische operaties;

- EK 8. Breng de commerciële doelstellingen in lijn met de algemene organisatie-missie/visie/strategie en doelstellingen;
- EK 9. Zelfstandig markt- en financiële analyses interpreteren en uitvoeren;
- EK 10. Adequaat risico's inschatten van investeringen in huidige en nieuwe producten/diensten/competenties en/of toetreding tot (digitale) markten/eco-systemen/platformen;
- EK 11. Fungeren als een actieve en professionele manager en beslissingspartner en als change-agent in cross-functionele besluitvormingsprocessen met betrekking tot producten/diensten en (digitale) markten/eco-systemen/platformen;
- EK 12. Kader de eigen discipline in een continu veranderende context van globalisering, digitaal transformatie, mobiele, sociale en maatschappelijke verantwoordelijkheid, en het toepassen van benodigde marketinginnovatie.

### 3. Samenhang eindkwalificaties en modules

Eindkwalificatie	Module	Niveau (Dublin descriptors)				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
EK 1	M1, M2 & M12	X				X
EK 2	M1, M2 & M12	X				X
EK 3	M3, M4 & M12	X				X
EK 4	M3, M4 en M12		X	X	X	
EK 5	M3, M4 en M11, 12		X	X		X
EK 6	M1, M2 en M11, M12	X	X	X	X	X
EK 7	M7 t/m M10 en M9 t/m M12		X	X	X	
EK 8	M9, M10 en M12		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	M7 t/m M10 en M12	X	X	X	X	
EK 12	M1, M2 , M7 t/m M9 en M12	X	X	X	X	X

## 4. Toetsplan

Module	ECTS	Toetsvorm
M 1 Het Marketingcanvas van de klantleider	4	Individual paper
M 2 De klant in het centrum van je organisatie	4	Individual paper
M 3 Creëren van marktrelevantie voor de lange termijn	4	Evaluative reflection and individual paper * (90% simulatie, 10% individuele reflectiepaper).
M 4 Het belang van het succesvol toepassen van prijsstrategie	4	Individual paper
M 5 De kracht van de customer experience	4	Group paper
M 6 Een sterk merk bouwen	4	Group paper
M 7 Opti-channel management	4	Individual paper
M 8 Digital transformation	4	Individual paper
M 9 Marketing finance	4	Individual paper
M 10 Marketing Leiderschap	4	Individual reflection paper 30% & group paper for on site presentation 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.

Ad \*\* - Module 10 bestaat uit twee dagen in class-college. Derde dag zijn we op bezoek bij een gast-organisatie (publiek/privaat/NGO) die een strategisch relevant marketing-vraagstuk/probleem heeft. Het deelnemersveld wordt opgesplitst in groepen. Elk van de groepen pakt een van de gepresenteerde vraagstukken en werkt een management-advies uit en presenteert deze aan de directie. Presentatie wordt aldaar door beide AD's in overleg met de directie van de gastorganisatie, beoordeeld. Dit is 70% van het eindcijfer. 30% is een individuele reflectie-paper waar vooral gevraagd wordt naar de persoonlijke inhoudelijk reflectie van de deelnemer (op het gepresenteerde vraagstuk).

## **5. Flexibiliteit**

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Instroommomenten  
Een student kan op 5 momenten instromen bij de Master of Marketing.
  
- Keuzemodules  
Er zijn 5 keuzemodules binnen Master of Marketing waarvan er maximaal 2 ingewisseld mogen worden voor een module van een ander Masterprogramma.

De keuzevakken zijn:

- De klant in het centrum van je organisatie
- Een sterk merk bouwen
- Digitale Transformatie
- Marketing Finance
- Marketing Leiderschap

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

Geen nadere aanvullingen c.q. uitzonderingen.

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

Geen nadere aanvullingen c.q. uitzonderingen.

# Executive Master of Operations and Supply Chain Management

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	Sustainable 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 7. The ability to translate scientific knowledge and views into practical solutions.
- EK 8. Leadership qualities to implement organizational and behavioral changes to ensure application of solutions and intended decisions in practice.
- EK 9. 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 10. The ability to absorb new frontiers of scientific and professional knowledge regarding Operations Management and Supply Chain Management.
- EK 11. 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 12. To be able to analyze relevant developments in a systematic and objective way.
- EK 13. 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 14. 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

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		
EK 1	M 2	x	x	x		
EK 1	M 3	x	x	x		
EK 1	M 4	x	x	x		
EK 1	M 5	x	x	x		
EK 1	M 6	x	x	x		
EK 1	M 8	x	x	x		
EK 1	M 9	x	x	x		
EK 1	M 10	x	x	x		
EK 1	M 12	x	x	x		
EK 1	Thesis	x	x	x	x	
EK 2	M 2	x		x		
EK 2	M 4	x				
EK 2	M 5	x	x	x		
EK 2	M 7	x	x	x	x	
EK 2	M 9	x	x	x	x	
EK 2	M 12	x	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	x	
EK 3	M 8	x	x	x	x	
EK 3	M 10	x				
EK 3	M 12	x	x	x		
EK 3	Thesis	x	x	x	x	
EK 4	M 1		x	x		
EK 4	M 3	x				
EK 4	M 4	x				
EK 4	M 5	x				
EK 4	M 6	x	x	x		
EK 4	M 8	x				
EK 4	M 9	x	x	x		
EK 4	M 10	x	x	x		
EK 4	M 12	x	x	x		
EK 4	Thesis	x	x	x	x	

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

## 4. Assessments

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 Sustainable 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

### 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
- Exchange 1 from the MOS program for an Elective from another master
- Possibility to attend 1 or more modules, instead of following the complete program

## 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 II.



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

Not relevant

## Executive Master of Public & Non-profit management

### 1. Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Strategisch publiek management	Klassikaal / blended	5	24
M2	Onderzoek: probleemanalyse (BRM )	Klassikaal / blended	5	24
M3	Strategie en omgeving (studiereis Brussel, beïnvloedings- en beleidsvormingsdomein)	Klassikaal / blended	5	24
M4	Organisaties en netwerken	Klassikaal / blended	5	24
M5	HRM en professionals	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 Portugal: Innovating Public Services)	Klassikaal	5	24
M10	Thesis	Klassikaal / blended	15	32

### 2. 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 organisaties 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 organisaties.
- EK 8. Diverse vormen van leiderschap te onderscheiden en de persoonlijke leiderschapstijl 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.

### 3. 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

## 4. 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	Actieve participatie in simulatiespelen en deelname aan reflectie-opdrachten in leergroepen over toepassing van leeropbrengsten in eigen praktijk Pass/fail
M7 Governance en verantwoording	5	Open boek (individueel) tentamen
M8 Leiderschap	5	Empirisch paper - individueel
M9 Innovatie (studiereis Portugal: Innovating Public Services)	5	1) Het organiseren van een discussiebijeenkomst met een Portugese organisatie (groepsopdracht, beoordeling aan de hand van 4 criteria) 2) Empirisch paper over diezelfde organisatie (groepsopdracht)
<b>Master Thesis</b> 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

## **5. Flexibiliteit**

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Twee instroommomenten: voorjaar (juni) en najaar (november)
- Verlenging 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

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

n.v.t.

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

n.v.t.

## Executive Master of Real Estate

### 1. Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Investeren in Toekomstbestendig Vastgoed	Blended	8	32 in-class 8 zoom
M2	Vastgoed Data Analytics	Blended	8	32 in-class 8 zoom
M3	Vastgoed Waarderen, Financieren en Beleggen	Blended	8	32 in-class 8 zoom
M4	Duurzame Vastgoedontwikkeling	Blended	8	32 in-class 8 zoom
M5	Persoonlijke Management Vaardigheden	Blended	4	24 in-class 2 zoom 8 coaching
M6	Vrije Keuze Module	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

### 2. 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 en de vastgoedportefeuille.
- 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 de maatschappelijke impact van vastgoedinvesteringen.
- 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.

### 3. Samenhang eindkwalificaties en modules

Eindkwalificatie	Module(s)	Niveau (Dublin descriptors)				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
EK1	M1. Investeren in Toekomstbestendig Vastgoed	X	X			
EK2	M1. Investeren in Toekomstbestendig Vastgoed	X	X			
EK3	M1. Investeren in Toekomstbestendig Vastgoed			X		
EK4	M1. Investeren in Toekomstbestendig Vastgoed					
EK5	M1. Investeren in Toekomstbestendig Vastgoed		X	X		
EK7	M1. Investeren in Toekomstbestendig Vastgoed					
EK8	M1. Investeren in Toekomstbestendig Vastgoed				X	
EK1	M2. Vastgoed Data Analytics	X	X			
EK2	M2. Vastgoed Data Analytics	X	X			
EK3	M2. Vastgoed Data Analytics			X		
EK4	M2. Vastgoed Data Analytics					
EK6	M2. Vastgoed Data Analytics		X	X		
EK1	M3. Vastgoed Waarderen, Financiering en Beleggen	X	X			
EK2	M3. Vastgoed Waarderen, Financiering en Beleggen	X	X			
EK3	M3. Vastgoed Waarderen, Financiering en Beleggen			X		
EK4	M3. Vastgoed Waarderen, Financiering en Beleggen					

EK6	M3. Vastgoed Waarderen, Financier en Beleggen		X	X		
EK1	M4. Duurzame Vastgoedontwikkeling	X	X			
EK2	M4. Duurzame Vastgoedontwikkeling	X	X			
EK3	M4. Duurzame Vastgoedontwikkeling			X		
EK4	M4. Duurzame Vastgoedontwikkeling					
EK7	M4. Duurzame Vastgoedontwikkeling			X		
EK8	M4. Duurzame Vastgoedontwikkeling			X	X	
EK9	M5. Persoonlijke Management Vaardigheden				X	
EK2	M6. Vrije Keuze Module					
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	X
EK9	M8. Afstudeeronderzoek				X	

#### 4. Toetsplan

Module	ECTS	Toetsvorm
<b>M 1 Investeren in Toekomstbestendig Vastgoed</b>	8	Individuele paper (50%) & 2 groepsopdrachten (2x25%)
<b>M 2 Vastgoed Data Analytics</b>	8	Individuele paper (50%) & 2 groepsopdrachten (2x25%)
<b>M 3 Vastgoed Waarderen, Financier en Beleggen</b>	8	Individuele paper (50%) & 2 groepsopdrachten (2x25%)
<b>M 4 Duurzame Vastgoedontwikkeling</b>	8	Individuele paper (50%) & 2 groepsopdrachten (2x25%)
<b>M 5 Persoonlijke Management Vaardigheden</b>	8	Individuele paper
<b>M 6 Keuzemodule</b>	4	Ntb
<b>M 7 BRM I + II</b>	5	Individuele opdracht
<b>M 8 Afstudeeronderzoek</b>	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.

#### 5. 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 vier instroommomenten. Deelnemers kunnen starten met M1 (november) M2 (januari) M3 (maart) of M4 (mei)
- Er is geen volgorde in de vier vastgoedmodules (M1, M2, M3, M4) in het eerste jaar.
- Elke vastgoedmodule (M1, M2, M3, M4) bestaat uit twee masterclasses. Binnen een vastgoedmodule is er wel sprake van volgorde in masterclasses.
- Het gehele programma kan nominaal in 18 maanden worden doorlopen. De maximale tijdsduur bedraagt 4 jaar.
- Het programma kent een diversiteit aan werkvormen (in-class vs online, synchroon vs asynchroon). 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, M3 of M4). Deelnemers bepalen zelf de contactmomenten met de e-coach en het tempo waarin dit e-coachingstraject wordt gevolgd.
- Het programma kent 4 vrije studiepunten wat in de praktijk neerkomt op het volgen van een module 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 keuzemodule, passend bij de persoonlijke ontwikkeling van de deelnemer en het eigen studietempo.

## **6. 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 module.

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

**Aanvulling op Artikel : nvt**

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

\* Lectures can be online/face-to-face and synchronous/asynchronous or a hybrid/blended form.

\*\*These are an approximation.

## 2. Exit qualifications (former learning goals)

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

EK 1. Knowledge and understanding of the functional areas of business

EK 2. Ability to apply and integrate knowledge of the business disciplines in diverse practical settings

EK 3. The ability to identify key issues and trends and analyze, integrate and synthesize information and knowledge to solve business issues and make effective strategic choices

EK 4. Awareness of social responsibilities of organizations and the ability to translate these responsibilities into effective corporate policies

EK 5. 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

Exit qualifications	Module	Level (Dublin descriptors)				
		Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Learning skills
EK1	M5	X				
EK1	M7	X				
EK1	M8	X				
EK1	M9	X				
EK1	M11	X				
EK1	M12	X				
EK1	M13	X				
EK1	M14	X				
EK2	M5		X			
EK2	M7		X			
EK2	M8		X			
EK2	M9		X			
EK2	M11		X			

EK2	M12		X			
EK2	M13		X			
EK2	M14		X			
EK2	M19		X			
EK3	M1			X		
EK3	M3			X		
EK3	M13			X		
EK3	M14			X		
EK3	M17			X		
EK3	M19		X	X	X	
EK4	M2	X	X	X		
EK4	M6	X	X	X		
EK4	M12	X	X	X		
EK4	M15	X	X	X		
EK4	M16	X	X	X	X	
EK4	M17	X	X	X		
EK5	M7		X	X		
EK5	M12		X	X		
EK5	M14		X	X		
EK5	M17		X	X		
EK5	M19		X	X		
EK6	M2	X	X	X		
EK6	M10	X	X	X		
EK6	M15	X	X	X		
EK6	M16	X	X	X		
EK6	M17	X	X	X		
EK6	M21	X	X	X		
EK7	M3			X	X	X
EK7	M4	X			X	X
EK7	M7	X	X			
EK7	M18			X	X	X
EK7	M19		X	X	X	X
EK7	M22		X	X		X

## 4. Assessments\*

Module	ECTS	Assessment type
Quantitative Methods	3	Individual exam (100%)
Introduction to Business & Society	2	Individual assignment (100%)
Academic Skills	3	Individual paper (100%)
Introduction to Dutch Language	2	Individual oral and written tests and assignments (100%)
Managerial Accounting and Control	4	Individual exam (75%) & group assignment (25%)
Managing Sustainable Business Models	4	Group assignment (40%) Individual exam (60%)
Diversity and Organizational Behavior	3	Individual assignment (100%)
Managerial Finance	3	Individual exam (100%)
Marketing Management	3	Group Assignment (100%)
Economics for Business	4	Group assignment microeconomics (50%), Group assignment macroeconomics (50%,)
Operations and Supply Chain Management	4	Group assignment (50%), Individual assignment (50%)
Sustainable Innovation Management	4	Group assignment 1(50%), Group assignment 2 (50%)
Corporate Strategy	3	Group Assignment (60%), Individual exam (40%)
Entrepreneurship	4	Group Assignment (60%), Group Presentation (40%)
Business & Society in EU Context	2	Group assignment (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 (formative assessment), Team final presentation (50%), 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: the Team Business Project consists of three components. Each component needs to be passed. If insufficient grades are achieved for the final presentation or the individual paper, improvements can be made with a maximum grade of 6. The component Professional Conduct cannot be improved. An insufficient grade for this component means that the student needs to do a new project. In this case an individual project needs to be done. Article 4.3.2 does not apply for elective courses.

### **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.

## Fulltime 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 <i>Marketing Track</i>	Course format	ECTS	Contact hours
M 1	Accounting and Finance	Class lectures, group work	3	28
M 2	Marketing Management	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 <i>Marketing Track</i>	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
	<i>General Management Elective: (choose one of the following modules)</i>	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 <i>Finance Track</i>	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
	<i>General Management Elective: (choose one of the following modules)</i>	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 <i>Change and Business Track</i>	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
M 12	<i>General Management Elective: (choose one of the following modules)</i>	Class lectures, group work	3	28
M 8	Financial Management			
M 10	Global Marketing in Dynamic Markets			
	New Product and Service Development Strategy			

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

Nr.	International MSc in Business Administration <i>Investment Management Track</i>	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
	<i>General Management Elective: (choose one of the following modules)</i>	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 <i>Business Analytics Track</i>	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
	<i>General Management Elective: (choose one of the following modules)</i>	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:

<b>EK1</b>	Gaining knowledge and insights in the latest thinking and research in Business Administration and understanding their position within a business
<b>EK2</b>	Broadening and deepening knowledge and insights into fundamental business functions
<b>EK3</b>	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: -Marketing; -Finance; -Change and business management; -Investment management; -Business analytics.
<b>EK4</b>	Providing advanced knowledge and understanding in an elective
<b>EK5</b>	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.
<b>EK6</b>	Applying theory-based knowledge to design systematic and practical solutions to business problems
<b>EK7</b>	Developing team management skills to work efficiently in multi-functional team settings
<b>EK8</b>	Developing cross-cultural sensitivity and the ability to solve business problems in an international setting

<b>EK9</b>	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
<b>EK10</b>	Developing a critical attitude and an open mind to innovative perspectives
<b>EK11</b>	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 elective.

### *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 elective.

### *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 elective.

## *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 elective.

### *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 elective.

### *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

Exit qualifications	Module	Level (Dublin descriptors)				
		Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Learning skills
EK 1	M 7 – M 25	X	X			
EK 2	M 1 – M 6,	X	X			
EK 3	M 7 – M 25	X	X			
EK 4	M 8, M 10, M 12, M 18, M 19, M 22	X	X			
EK 5	M 26 - 28	X	X	X		
EK 6	M 7 – M 25, M 30		X	X		
EK 7	M 29			X	X	X
EK 8	M 28, M 29			X	X	X
EK 9	M 29, M 30				X	X
EK 10	M 7 - M 25, M 30			X	X	X
EK 11	M 7, M 29, M 30			X		X

## 4. Assessments

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 Management	3	Group work (50%), individual tests (50%)
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 (20%), individual paper (80%)
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, defense*

\*M 30: 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.



## 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	Group work (40%), individual paper (60%)
M 10 New Product and Service Development	3	Group report (50%), individual paper (30%), individual video presentation (20%)
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 work (20%)
M 13 Capital Markets and Investment Management	3	Individual exam (70%), case work (30%)
M 15 Advanced Financial Management	3	Individual exam (40%), learning logs exams (40%)

## 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 (70%), Case work (30%)
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 Report (50%), group paper (50%)

## 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 exam (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 a 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 1<sup>st</sup> (full-time program). In case a participant does not meet this norm, the Academic Director will decide if an extra assignment is given or if enrollment in a degree program of the participant concerned is terminated. Students who wish to choose the Financial Management or Investment Management specialization need to have passed their Accounting and Finance module.

**Addition to Article 4.4: Preliminary examinations**

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

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

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

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

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

**Exception to Article 4.10: Exemptions**

If an alumnus of the program, who graduated no longer than 3 years ago, wishes to follow an extra specialization, an exception to article 4.10 of the Teaching and Examination Regulations can be

made. MScBA alumni can request an exemption for more modules (examination parts) of the program and the total of exemptions can exceed the maximum of 25% of the total ECTS that is stated in article 4.10 of the Teaching and Examination Regulations. The total of these exemptions may not exceed 30ECTS

If exemptions are granted for more than 25% of the ECTS, the participant will not be awarded with 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 for this extra specialization.

### **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.

## Parttime MSc in Bedrijfskunde

### 1. Samenstelling van de opleiding

Module Number	Module Name	Lesson Format	ECTS	Contact hours
<b>Foundation modules:</b>				
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
<b>Keuzevakken (kies 3):</b>				
K1	Strategisch Management	Blended	4	21
K2	Innovatie Management	Blended	4	21
K3	Studiereis	Blended	4	21
K4	Creating Shared Value	Blended	4	21
K5	Publiek & Private Samenwerking	Blended	4	21
K6	Personal leadership: Bestuur & Compliance	Blended	4	21
<b>Integratie modules:</b>				
I1	Strategische Implementatie	Blended	4	21
I2	Business Research Methods	Blended	4	21
I3	Master thesis	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 leiderschaps vaardigheden. Na de foundation vakken worden minsten drie van de volgende zes keuzevakken gekozen: Strategisch Management, Innovatie Management, 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 bedrijfskundig 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), gevolgd door een keuze uit meerdere verdiepende vakken (zoals Strategisch Management, Innovatie, Creating Shared Value) wat resulteert in een vergroot bedrijfskundig inzicht.

**[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 crossculturele communicatie vaardigheden zijn noodzakelijk om slagvaardig en krachtig te kunnen opereren in een internationale (zakelijke) omgeving.

**[communicatie]**

7. een goed zicht op de verschillende disciplines en stakeholders van (intern) en rondom (extern) organisaties, daarmee integraal kunnen samenwerken en deze voorzien van sterk onderbouwde adviezen in duidelijke en begrijpelijke taal voor alle partijen, zowel in woord als schrift, met als doel om te komen tot betere besluiten.

**[adviseren, samenwerken 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 houdt met verschillende interne en externe perspectieven en belangen en weet waar/hoe deze te beïnvloeden.

**[leiderschap]**

### *3. Samenhang eindkwalificaties en modules*

Dublin Descriptoren worden gebruikt voor het eindniveau van de Master, ook wel aangeduid met 'tweede cyclus'. Kwalificaties die voltooiing van de tweede cyclus aanduiden, worden toegekend aan studenten die:

- Aantoonbare kennis en inzicht hebben, gebaseerd op de kennis en het inzicht op het niveau van Bachelor en die deze overtreffen en/of verdiepen, alsmede een basis of een kans bieden om een originele bijdrage te leveren aan het ontwikkelen en/of toepassen van ideeën, vaak in onderzoeksverband;
- In staat zijn om kennis en inzicht en probleemoplossende vermogens toe te passen in nieuwe of onbekende omstandigheden binnen een bredere (of multidisciplinaire) context die gerelateerd is aan het vakgebied;
- In staat zijn om kennis te integreren en met complexe materie om te gaan, en is in staat om oordelen te formuleren op grond van onvolledige of beperkte informatie en daarbij rekening te houden met sociaal-maatschappelijke en ethische verantwoordelijkheden, die zijn verbonden aan het toepassen van de eigen kennis en oordelen.
- In staat zijn om conclusies, alsmede de kennis, motieven en overwegingen die hieraan ten grondslag liggen, duidelijk en ondubbelzinnig over te brengen op een publiek van specialisten of niet-specialisten;
- De leervaardigheden bezitten die hem of haar in staat stellen een vervolgstudie aan te gaan met een grotendeels zelfgestuurd of autonoom karakter.



Module	EK's	Dublin Descriptoren				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
<b>M1 - Business Economics</b>	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x			
	EK5 (business & society)			x		x
<b>M2 - Operations Management</b>	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
<b>M3 - Accounting &amp; Finance</b>	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		
<b>M4 - Organizational Behavior &amp; Leadership</b>	EK3 (academisch handelen)		x	x		
	EK4 (vakinhoud)	x	x	x	x	
	EK5 (business & society)		x	x		x
	EK6 (communicatie)			x	x	
	EK7 (adviseren stakeholder)			x	x	
	EK9 (leiderschap)	x				x

Module	EK's	Dublin Descriptoren				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
<b>M5 - Big Data &amp; Managing Information Systems</b>	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x			
	EK7 (adviseren stakeholder)		x	x	x	x
	EK5 (Business & Society)		x		x	
	EK8 (innovatie)			x	x	x
<b>M6 - Marketing Management</b>	EK1 (wetenschap)	x	x			
	EK4 (vakinhoud)	x	x			
	EK5 (business & society)		x			x
	EK6 (communicatie)			x	x	
<b>M7 - Organisatie verandering</b>	EK1 (wetenschap)	x	x	x	x	x
	EK4 (vakinhoud)	x	x	x	x	x
	EK5 (business & society)	x		x		
	EK6 (communiceren)		x		x	
<b>K1 - Strategisch Management</b>	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x	x		x
	EK7 (adviseren stakeholder)	x	x			
	EK9 (leiderschap)	x	x			

Module	EK's	Dublin Descriptoren				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
<b>K2 - (Duurzame) Innovatie</b>  (voorlopig)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x			x
	EK5 (business & society)	x	x	x		
	EK8 (innovatie)	x	x			
<b>K3 - Studiereis</b>  (voorlopig)	EK5 (business & society)	x	x	x		x
	EK6 (communicatie)		x		x	x
<b>K4 - Creating Shared Value &amp; MVO</b>  (voorlopig)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x			x
	EK5 (business & society)	x	x	x		
	EK7 (adviezen stakeholders)		x	x	x	
<b>K5 - Publieke &amp; Private Samenwerking</b> (voorlopig)	EK1 (wetenschap)		x	x	x	
	EK4 (vakinhoud)	x	x	x	x	x
	EK5 (business & society)	x	x	x		x
	EK6 (communicatie)		x		x	x
<b>K6 - Responsible Leadership</b>  (voorlopig)	EK1 (wetenschap)		x	x	x	
	EK3 (academisch)		x			x
	EK4 (vakinhoud)	x	x			x
	EK5 (business & society)	x	x	x		
	EK6 (communiceren)		x		x	
	EK9 (leiderschap)	x	x	x		x

Module	EK's	Dublin Descriptoren				
		Kennis en inzicht	Toepassen kennis en inzicht	Oordeelsvorming	Communicatie	Leervaardigheid
<b>I1 - Strategische Implementatie</b>	EK1 (wetenschap)		x	x	x	
	EK2 (academisch handelen)		x	x		x
	EK4 (vakinhoud)	x	x	x		
	EK5 (Business and Society)	x	x	x		
	EK6 (communicatie)			x	x	x
<b>I2 - Business Research Methods (voorlopig)</b>	EK1 (wetenschap)	x	x	x		
	EK2 (onderzoek)	x	x		x	x
	EK3 (academisch handelen)		x	x		x
<b>I3 - Master Thesis</b>	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	Test type	Description	Weight in overall grade
<b>M1: Business Economics</b>	Groepsopdracht/ Presentatie	Presenteren van een economisch concept, in-class	20%
	Groepsopdracht/ oefeningen	Maken van bedrijfseconomische oefeningen en deze inleveren (2 losse opdrachten)	40% (2 x 20%)
	Essay	Essay op basis van een aangeboden casus uitwerken	40%
<b>M2: Operations Management</b>	Management Summary (individueel)	Schrijven van een management summary naar aanleiding van de analyse van de uitgangssituatie van de business simulatie	20%
	Casus (team)	Casus gebaseerd op het bedrijf uit de business simulatie	20%
	Reflectie (individueel)	Reflectie op de leerervaring en team performance in de business simulatie	20%
	Paper (individueel)	Paper over een bedrijf	40%
<b>M3: Accounting &amp; Finance</b>	Essay (in groepjes van 3 studenten)	Oordeelvorming rondom thema's op basis van jaarverslag	50%
	Kennistoets (individueel)		50%
<b>M4: Organizational Behavior &amp; Leadership</b>	Individuele meerkeuze toets	Gedrag in Organisatie boek	15%
	Individuele samenvatting	Samenvatting van een toegewezen managementboek	30%
	Groepspaper	Eindanalyses van de case	55%
	Waardenstatement	Persoonlijke reflectie op waarden	pass/fail
	Eindreflectie responsible leadership	Actieplan voor verankering	pass/fail

Module	Test type	Description	Weight in overall grade
<b>M5: Big data &amp; Managing Information Systems</b>	Vlog (individueel)	Toepassen DELTTA model op eigen bedrijf: inschatting van de Big Data maturiteit	15%
	Presentatie (individueel)	Vergelijken ontwikkelingsstadia bedrijven, adviezen formuleren Big Data & Analytics, koppelen aan strategische doelstellingen waarbij ethische randvoorwaarden worden gebruikt	15%
	Assignment (individueel)	Verder gaan op feedback vanuit vlog & presentatie, toepassing model in samenspraak met stakeholders, reflecteren op mogelijkheden en beperkingen van modellen in praktijk	70%
<b>M6: Marketing Management</b>	Kennis toetsen (individueel)	3x 15 vragen (item bank), boek	40%
	Casus, 3 (HBC) (individueel)	Reflecteren om drie verschillende bedrijven	pass/fail
	Marketingplan presentaties (groep)	Marketingplan online laten uploaden (slide deck + video pitch van 5-8 minuten) <i>Beoordeling op basis van slides en pitch</i>	60%
	Bekijken filmpjes marketingplan (individueel)	Reflectie op andere marketingplan(nen) en tevens ter voorbereiding van laatste lecture.	pass/fail
<b>M7: Organisatie-Verandering</b>	Groepspresentatie artikel (groep)	Vlog over artikel met toevoeging van 2 kritische vragen.	50%
	Notitie veranderthema (individueel)	Voorbereiding op dag 2. Afleiden van veranderthema's in eigen organisatie	pass/fail
	Peerfeedback eindopdracht (individueel)	Deelnemers voorzien elkaar van feedback op een concept eindopdracht.	pass/fail
	Eindopdracht (3 keuzes voor vorm) (individueel)	Uitwerken van actueel veranderthema binnen eigen organisatie in de vorm van een reportage, essay of interventie.	50%
<b>K1: Strategisch Management</b>	MC Exam (individual)	Essay over corporate level strategie van een multi business bedrijf	30%
	Strategic Analysis (team)	Schrijven van een consultancy advies	70%
<b>K2: Innovatie (voorlopig)</b>	Case (team)	Vragen over 2 cases beantwoorden	40% (2 x 20%)
	MC toets (individueel)	Kennistoetsen (2) over besproken lesstof	60% (2 x 30%)

Module	Test type	Description	Weight in overall grade
<b>K3: Studiereis (voorlopig)</b>	Voorstel (individueel)	Schrijven voorstel sociale innovatie	20%
	Presentatie (team)	Presentatie over sociale innovatie	80%
<b>K4: Creating Shared Value (voorlopig)</b>	Presentatie (individueel)	Inhoudelijk reflectie op specifieke (toegewezen) topic.	35%
	Essay (individueel)	Toepassen 'shared value' concept op de eigen organisatie (resp. organisatie naar keuze)	65%
<b>K5: Publiek &amp; Private Samenwerking (voorlopig)</b>	Presentatie (individueel)	Presentatie over een economisch cluster.	40%
	Onderzoekspaper (individueel)	Empirisch-beschrijvend onderzoek van een concrete publiek-private samenwerking.	60%
<b>K6: Responsible Leadership (voorlopig)</b>	Paper (individueel)	Presentatie over compliance dilemma's in de eigen organisatie en de eigen ontwikkelpunten met betrekking tot verantwoord leiderschap.	100%
<b>I1: Strategische Implementatie</b>	Pass-or-Fail opdrachten		pass/fail
	Analyse academische paper - LinkedIn post		10%
	Analyse academische paper - presentatie		20%
	Reflectie		10%
	Paper		60%
<b>I2: Business Research Methods (voorlopig)</b>	Presentatie (team)	Presenteren onderzoeksvoorstel	30%
	Paper (individueel)	Schrijven onderzoeksvoorstel Moet een voldoende zijn om het vak te halen	70%
<b>Thesis</b>	Thesis (individueel)	Onderzoeksvoorstellen (Go/No go) en final thesis	100%

**5. *Flexibiliteit***

Niet van toepassing.

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

Niet van toepassing.

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

Niet van toepassing.



## Parttime MSc in Business Administration

### 1. Composition of the program. Cohort starts May 2021 (Part-time)

Nr.	Module	Course Format	ECTS	Contact hours
<b>Foundation courses:</b>				
M1	Business Economics	Blended	4	21
M2	Operations and Supply Chain Management	Blended	4	21
M3	Accounting & Finance	Blended	4	21
M4	Organizational Behavior & Leadership	Blended	4	21
M5	Managing Information Systems	Blended	4	21
M6	Marketing in a Competitive World	Blended	4	21
M7	Business Research Methods	Blended	4	21
<b>Electives (minimal 3):</b>				
K1	Change Management	Blended	4	21
K2	Organizational Coaching and Consulting	Blended	4	21
K3	International Study trip	Blended	4	21
K4	Marketing Communications and Branding	Blended	4	21
<b>Integration courses:</b>				
I1	Strategic Management	Blended	4	21
I2	Corporate Social Responsibility & Ethics	Blended	4	21
I3	Master thesis	Blended	15	21
	Personal Leadership Program			

## 2. Exit qualifications (former learning goals)

After completion of the program, students are able to:

EK 1	Understand and value scientific insights and academic research/literature and translate these insights into and apply them in practice, overseeing the associated implications as much as possible. In addition, you will be able to distinguish between knowledge based on systematic academic research, practical experience or opinion. [ <b>science</b> ]
EK 2	Apply research methodologies (the most important concepts and techniques) in critically assessing empirical research and independently systematically carrying out (parts of) business research in order to realize well-founded diagnoses, analyses, advice, directions and effective solutions to business practice problems. [ <b>research</b> ]
EK 3	Think and act critically and at an academic level, reflecting on your own choices, actions and skills and their impact on your organization and yourself. [ <b>academic thinking/reflecting</b> ]
EK 4	Build up a solid foundation in the form of terms, theory and concepts in general business management (consisting of organizational, financial, human, technical and strategic aspects), followed by a selection of specialization course (like Strategic Management, Innovation, Creating Shared value), which results in an enhanced business understanding. [ <b>course content</b> ]
EK 5	Capture a thorough understanding of what operating in the context of Business & Society entails - specifically linked to four competency domains Responsible Leadership, Collaboration, Business Modeling and Sustainable Innovation [ <b>Business &amp; Society</b> ]
EK 6	Communicate effectively through, and within the layers of- and around- the organization. Interdisciplinarity and cross-cultural communication skills are necessary to operate decisively and powerfully in an international (business) environment. [ <b>communication</b> ]
EK 7	Have a good perspective and oversight on the different stakeholders of (internal) and around (external) organizations, have the ability to collaborate with them as well as providing them with strong substantiated advice in clear and understandable language, both in word and in writing, with the aim to arrive at better decisions. [ <b>advise stakeholders</b> ]
EK 8	Initiate and/or respond to changes and innovations in a sustainable manner. [ <b>innovation</b> ]
EK 9	Have made a start with the development of (socially responsible) leadership skills in which you take into account different internal and external perspectives and interests and how these can be influenced. [ <b>leadership</b> ]

### 3. Coherence exit qualifications and modules

Module	Program objective	Dublin Descriptors				
		Knowledge and understanding	Applying knowledge and understanding	Making judgements	Communication skills	Life long learning skills
<b>M1 - Business Economics</b>	EK1 (science)		x	x	x	
	EK4 (course content)	x	x			
	EK5 (business & society)			x		x
<b>M2 - Operations Management</b>	EK1 (science)					x
	EK4 (course content)	x	x	x		
	EK5 (business & society)			x		x
	EK6 (communication)				x	
	EK7 (advise stakeholders)			x	x	
	EK8 (innovation)			x		x
<b>M3 - Accounting &amp; Finance</b>	EK1 (science)		x	x	x	
	EK3 (academic thinking/reflecting)		x	x		x
	EK4 (course content)	x	x	x		
	EK5 (business & society)	x	x	x		x
	EK7 (advise stakeholders)		x	x		
<b>M4 - Organizational Behavior &amp; Leadership</b>	EK3 (academic thinking/reflecting)		x	x		
	EK4 (course content)	x	x	x	x	
	EK5 (business & society)		x	x		x
	EK6 (communication)			x	x	
	EK7 (advise stakeholders)			x	x	
	EK9 (leadership)	x				x
	EK1 (science)		x	x	x	
	EK4 (course content)	x	x			

<b>M5 - Managing Information Systems</b>	EK7 (advise stakeholders)		x	x	x	x
	EK5 (business & society)		x		x	
	EK8 (innovation)			x	x	x
<b>M6 - Marketing in a Competitive World</b>	EK1 (science)	x	x			
	EK4 (course content)	x	x			
	EK5 (business & society)		x			x
	EK6 (communication)			x	x	
<b>M7 - Business Research Methods</b>	EK1 (science)	x	x	x		
	EK2 (research)	x	x		x	x
	EK3 (academic thinking/reflecting)		x	x		x
<b>K1 – Change Management</b>	EK1 (science)	x	x	x	x	x
	EK4 (course content)	x	x	x	x	x
	EK5 (business & society)	x		x		
	EK6 (communication)		x		x	
<b>K2 – Organizational Coaching and Consulting</b>	EK1 (science)		x	x	x	
	EK3 (academic thinking/reflecting)		x			x
	EK4 (course content)	x	x			x
	EK5 (business & society)	x	x	x		
	EK6 (communication)		x		x	
	EK9 (leadership)	x	x	x		x
<b>K3 – Study Trip</b>	EK5 (business & society)	x	x	x		x
	EK6 (communication)		x		x	x
<b>I1 - Strategic Management</b>	EK1 (science)		x	x	x	
	EK4 (course content)	x	x	x		x
	EK7 (advise stakeholders)	x	x			
	EK9 (leadership)	x	x			
<b>I2 – Corporate Social Responsibility &amp; Ethics</b>	EK1 (science)		x	x	x	
	EK4 (course content)	x	x			x
	EK5 (business & society)	x	x	x		
	EK8 (innovation)	x	x			
	EK3 (academic thinking/reflecting)		x	x		x
<b>I3 - Master Thesis</b>	EK1 (science)		x	x	x	x
	EK2 (research)		x	x	x	x

	EK3 (academic thinking/reflecting)		x	x	x	x
	EK4 (course content)	x	x	x		x
	EK7 (advise stakeholders)				x	

#### 4. Assessments

Module	Assessment Type	Description	Weight in overall grade
<b>M1: Business Economics</b>	Group presentation	Presenting an economic concept, in-class	20%
	Exercises (groupwork)	Making business economics exercises and handing these in (2 separate assignments)	40% (2 x 20%)
	Essay (individual)	Essay based on a presented case	40%
<b>M2: Operations Management</b>	Management Summary (individual)	Writing a management summary as a result of the analysis of the starting situation of the business simulation	20%
	Case (groupwork)	Case study based on the company from the business simulation	20%
	Reflection (individual)	Reflection on the learning experience and team performance in the business simulation	20%
	Paper (individual)	Paper about a company	40%
<b>M3: Accounting &amp; Finance</b>	Essay (groupwork)	Judgmental formation around themes based on annual report	50%
	Multiple choice test (individual)		50%
<b>M4: Organizatio-</b>	Multiple choice test (individual)	Multiple choice test about the book Behavior in Organization	15%

<b>nal Behavior &amp; Leadership</b>	Management-book summary (individual)	Summary/reflection of management book	30%
	Group paper	Final analyses of practical case (30%, group)	55%
	Peer review	Values statement Final reflection Ethics in practice	pass/fail
<b>M5: Big data &amp; Managing Information Systems</b>	Vlog (individual)	Application of DELTTA model to own company: estimation of Big Data maturity	15%
	Group presentation	Presentation on the possibilities of machine learning at own company	15%
	Essay (individual)	Essay on applying the DELTTA model in your own company	70%
<b>M6: Marketing in a Competitive World</b>	Multiple choice test (individual)	Knowledge tests (3) on prescribed textbook	40%
	Case (groupwork)	Application of theories, methods, tools and techniques to a real-life case	pass/fail
	Group paper	Application of theories, methods, tools and techniques to a company	60%
	Peer review	Reflection on other marketing plans	pass/fail
	Annotation (individual)	Describe change theme in own organization	30%

## 5. Flexibility

Within the program there are the following options for flexibility:

### *Elective:*

Participants can choose from three different electives.

### *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 place”. 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. Next to this course, social learning is further enhanced with a study trip which has similar settings but outside The Netherlands.

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

### **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**

International MScBA alumni can request an exemption for more modules (examination parts) of the program. If exemptions are granted for more than 25% of the ECTS of the total program, 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 but requires specific permission of the Examination Board.

***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.