EDUCATION AND EXAMINATION REGULATIONS

TIAS BUSINESS SCHOOL BV

2022-2023

Contents

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 and Customer Management (MMCM)	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
Divisie MBA-opleidingen		
Executive Master of Business Administration (EMBA)	-	English
International Full-Time Master of Business Administration (MBA)	75101	English
Global Executive MBA (IIM)	-	English
Divisie MSc-opleidingen		
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 Examamination 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 preliminairy 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 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.
    a. In exceptional cases, the student may be granted permission to attend a lecture online. The student must submit a substantiated request, in writing, to the Program Manager, before the start of the lecture.
        i. Online attendance to a lecture is a service that TIAS provides, provided there are special (unforeseen) circumstances, and the nature of the lecture allows it. Online attendance it is not a right of the student;
        ii. During the program, a student is allowed to attend a maximum of 10% of the lectures online
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. Additional charges will be applied.
4. If a student is 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 therefor 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

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.
6. 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.
7. Students who failed their thesis are allowed to submit a revised version of the thesis. This version needs to be submitted within six weeks following the date the grade of the original final thesis was announced. As this adjusted version is seen as a resit, an academic award cannot be granted anymore.
(R&R artikel 6.4 lid 2 sub d).

8. 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.
9. 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.
10. 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 examinationss 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 examinatins 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 prelimary 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 examinationas 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 5.1.a. Deregistration
A student who is no longer able to comply with the academic requirements of the program, who has not completed the program within the officially allotted time, or who submitted a request to be removed from the program will be officially deregistered by the Institution's Board.

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. 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 of 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.
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 are in effect as of September 1, 2022. Unless the current regulations are to the advantage of the student, the applicable regulations are the ones that were applicable at the time the student started the program.

Thus, resolved by the Vice Dean of TIAS on 1 September 2022.

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 and Master 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 and Digital Transformation (MIMDT)	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 and Customer Management (MMCM)	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	€ 1.300,00	Per guidance period
Module	€ 165,00	Per session
Additional guidance per paper	€ 300,00	If guidance already used for a paper
Flat fee for delays (IT facilities, library & TIAS facilities)	€ 300,00	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.

Article 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 responsibilty 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. By the student himself
   b. Within the timeframe set out in the Study Program Regulations
   c. In the format indicated on the website
   d. 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(b).

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 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.

2. The Examination Committee has granted the examiners the power to prepare, evaluate and communicate the results of the examinations.

3. The Examination Committee has granted the Program Managers the power to organize the administration of final and preliminary examinations.

4. 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.

5. The Examination Committee has granted the alumni officers the power to issue certified or other copies of transcripts on request from alumni.

6. 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.

7. 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   Order during written and online exams
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).

   a. It shall not be permitted to compensate for grades of less than 5.00 on examinations or parts thereof using grades obtained on examinations of parts thereof from the same module.

3. The grade for a module shall be expressed on a scale of 0 to 10, in increments of 0.5. The grade 5.5 shall not be awarded. Grades between 4.75 and 5.49 shall be rounded to 5.0, and those between 5.50 and 6.24 to 6.0. The following conversion table applies for letter-based grades:

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

– If a student graduates "cum laude" or "with distinction", an academic distinction shall be awarded.
– 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.
– 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 7.4   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 2022.

Appendix 4. Program Appendices

Inhoud

Executive Master in Finance (MIF)

Program Outcomes
1. Knowledge and understanding of the different areas within finance (corporate finance, investments, accounting (financial and managerial), economics). **(Knowledge)**

2. Knowledge and understanding of the relevant statistical tools and behavioral theories that affect financial analyses and decisions. **(Knowledge)**

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)**

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)**

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)**

6. A global perspective on and understanding of both local and international companies, financial markets, and the economy. **(Globalization)**

Composition of the program

Nr.	Module	Course format	ECTS	Assessment type	Weighting	Individual/group
1	Principles of Business Valuation	Blended	4	- 2 pre-assignments - 1 final take home assignment	- 10% - 90%	- Individual - Group
2	Financial Reporting & Analysis	Blended	4	Take home assignment	100%	Individual
3	Behavioral Finance	Blended	4	Take home assignment	100%	Individual
4	Quantitative Tools for Financial Management (part I & II)	Blended	5	- Pre-assignment - Take home assignment part I - Take home assignment part II	- 10% - 45% - 45%	Individual
5	Advanced Valuation	Blended	4	- In-class exam - Take home assignment	- 40% - 60%	Individual
6	International Risk Management	Blended	4	- Take home assignment 1 - Take home assignment 2	- 50% - 50%	Individual
7	Choose elective: a.) Mergers & Acquisitions b.) Management Accounting	Blended	4	Take home assignment Pre-assignment Paper	100% 30% 70%	Individual Individual
8	Financial Markets	Blended	4	- Take home assignment 1 - Take home assignment 2	- 50% - 50%	Group
9	Financial Data Analytics	Blended	4	- Take home assignment 1 - Take home assignment 2	- 50% - 50%	Individual
10	Choose elective: c.) Mergers & Acquisitions d.) Real Estate Finance	Blended	4	Take home assignment	100%	Individual
11	Corporate Finance	Blended	4	Take home assignment	100%	Individual
	Master thesis	Online meeting + 3 individual meetings with tutor	15	- Master thesis - Oral exam	100%	Individual

Flexibility

Within the program there are the following options for flexibility:
- Two out of three courses must be chosen: Real Estate Finance, Managerial Accounting, Mergers & Acquisitions.
- Students may choose to spread the courses in time over 2-3 years, after approval of the Academic Director.

Additions/exceptions to the Teaching and Examination Regulations

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.

Additions/exceptions to the Rules and Guidelines of the Examination Board

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 (in Food and Agribusiness) (EMBA & FAEMBA)

Exit qualifications

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

1. Knowledge and understanding of the functional areas of business
2. The ability to apply and integrate knowledge of the business disciplines in diverse practical settings
3. The ability to identify, define, and frame real-world business problems and to collect, analyze, and synthesize data to produce evidence-based solutions.
4. Awareness of social responsibilities of organizations and the ability to identify and pursue strategic business opportunities without sacrificing those social responsibilities
5. The ability to manage change and design innovative and entrepreneurial solutions for an increasingly complex and changing environment
6. A global perspective based on an understanding of both local and international environments of organizations
7. Personal and interpersonal skills to become effective, resilient, self-aware leaders

Composition of the program and assessments

Nr.	Module	Course format	ECTS	Contact hours	Assessment type
1	Managerial Accounting and Control	Class lectures / Blended	5	39	Group assignment and individual assignments (25 % + 50/25 %)
2	Quantitative Methods	Class lectures/ Blended	3	12	Individual test (100 %)
3	Managerial Economics	Class lectures/ Blended	4	36	Group assignments (72.5%), Individual assignments (27.5 %)
4	Managerial Finance	Class lectures/ Blended	3	24	Individual assignment (30 %), Group assignment (70 %)
5	Foundations of Strategy	Class lectures/ Blended	3	24	Individual assignment (100 %)
6	Human Behavior in Organizations	Class lectures/ Blended	3	24	Individual assignment (100 %)
7	Business & Society	Class lectures/ Blended	3	24	Individual assignment (100%)
8	Integration I – Doing Business in a Complex World	Class lectures/ Blended	3	24	Group assignment (90%), individual assignment (10 %), individual formative elements (pass/fail)
9	Marketing Management	Class lectures/ Blended	5	42	Individual assignment (100 %)
10	Sustainable Innovation Management	Class lectures/ Blended	5	42	Group assignments (60/40%)
11	Integration II - Entrepreneurship	Class lectures/ Blended	3	24	Group assignments (30/20/50 %)
12	Operations & Supply Chain Management	Class lectures/ Blended	4	36	Group assignment (pass/fail), Individual assignments (60/40 %)
13	Digital Transformation	Class lectures/ Blended	3	24	Group assignment (100 %), individual assignment (pass/fail)
14	International Module	Class lectures	3	32	Group assignment (pass/fail), individual assignment (pass/fail))
15	Leading Change	Class lectures/ Blended	3	24	Group assignment (60%) and individual assignment (40%)
16	Integration III – Strategic Leadership	Class lectures/ Blended	3	24	Individual preparation work, group assignment (20/80%)
17	Personal Leadership Program – Impact through Leadership Development	Workshops/ Coaching/ Experiential learning/ Mountain trail	4	60	Individual assignments (100%, pass/fail)
18	Capstone project		10	18	Individual assignment (100%)

Flexibility

Within the program there is the following option 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.

Additions/exceptions to the Teaching and Examination Regulations

Exception to Article 4.3: Final examination of the program

- The final examination of the Executive MBA program consists of a Capstone project of 10 ECTS.
- There is no defense.
- Article 4.3 sub. 4 does not apply.

Executive Master of Business Valuation (MBV)

Program Outcomes
1. Knowledge and understanding of the different areas within valuation (corporate finance, investments, accounting). **(Knowledge)**

2. Knowledge and understanding of the relevant statistical tools and behavioral theories that affect financial analyses and valuations. **(Knowledge)**

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)**

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)**

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)**

6. Develop a critical and ethical view on valuations and communicate effectively on this. **(Leadership Development)**

Composition of the program

Nr.	Module	Course format	ECTS	Assessment type	Weighting	Individual/group
1	Principles of Business Valuation	Blended	4	- 2 pre-assignments - 1 final take home assignment	- 10% - 90%	- Individual - Group
2	Financial Reporting & Analysis	Blended	4	Take home assignment	100%	Individual
3	Behavioral Finance	Blended	4	Take home assignment	100%	Group
4	Quantitative Tools for Financial Management (part I & II)	Blended	5	- Pre-assignment - Take home assignment part I - Take home assignment part II	- 10% - 45% - 45%	Individual
5	Advanced Valuation	Blended	4	- In-class exam - Take home assignment	- 40% - 60%	Individual
6	International Risk Management	Blended	4	- Take home assignment 1 - Take home assignment 2	- 50% - 50%	Individual
7	Choose elective: a.) Mergers & Acquisitions b.) Management Accounting	Blended	4	Take home assignment Pre-assignment Paper	100% 30% 70%	Individual Individual
8	Valuing Private Companies (part I & II)	Blended	8	- Take home assignment part I - Take home assignment part II	- 30% - 70%	Individual
9	Choose elective: c.) Mergers & Acquisitions d.) Real Estate Finance	Blended	4	Take home assignment	100%	Individual
10	Corporate Finance	Blended	4	Take home assignment	100%	Individual
11	Master thesis	Online meeting + 3 individual meetings with tutor	15	- Master thesis - Oral exam	100%	Individual

Flexibility

Within the program there are the following options for flexibility:
- Two out of three courses must be chosen: Real Estate Finance, Managerial Accounting, Mergers & Acquisitions.

Additions/exceptions to the Teaching and Examination Regulations

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.

Executive Master of Finance and Control (EMFC/RC)

Eindkwalificaties

Na afronding van de opleiding zijn studenten in staat om:

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

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen	Toetsvorm
M1	Management Accounting and Control	Klassikaal	6	33	Written exam (individual)
M2	Internal Control and Accounting Information Systems	Klassikaal	11	78	Written exam (33,3%), Practice paper (33,4%), Oral exam (33,3%) (all individual)
M3	Strategic Management	Klassikaal	5	18	Group paper
M4	Corporate Real Estate & Finance	Klassikaal	5	18	Group paper (100%)
M5	Production and Logistics Management	Klassikaal	4	15	Group paper
M6	Financial Accounting and Reporting	Klassikaal	7	63	Duo paper (70%, group assessment), Group Presentation (30%)
M7	Tax Law	Klassikaal	2,5	15	Written exam (individual)
M8	Corporate Law	Klassikaal	2,5	15	Written exam (individual)
M9	Information Management	Klassikaal	4	30	Written exam (individual)
M10	Leadership & Change Management/ Master Thesis / BRM	Klassikaal	17	21	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.

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.

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).

− *Uitzondering op Artikel 4.1a lid 3: Geldigheidsduur*
  Dit lid is niet van toepassing op de tentamens van de het vak Internal Control & Accounting Information Systems.

− *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 2: Tentamens*
  De toetsing van het vak Internal Control & Accounting Information Systems bestaat uit drie onderdelen. Voor elk van deze drie onderdelen geldt dat zij tweemaal herkanst mogen worden.

− *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.

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 (MHA)

Eindkwalificaties

Het doel van deze opleiding is:

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

2. 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.

3. 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.

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

5. 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.

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

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

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

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

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

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

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

13. 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.

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

15. 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.

16. 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.Samenstelling van de opleiding

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen	Toetsvorm
1	Optimaal organiseren van zorg	Blended	8	32	Individuele opdracht40%), individueel paper (60%)
2	Strategie en zorginnovatie	Blended	8	32	Individuele opdracht (40%), individueel paper (60%)
3	Operationeel management in de zorg	Blended	8	32	Individuele opdracht (40%), individueel paper (60%)
4	Besturing en leiderschap in de zorg	Blended	8	32	Individuele opdracht (40%), individueel paper (60%)
5	Business Research Methods	Blended	5	27	Individuele papers
6	Studiereis	Klassikaal	4	40	Group presentation
7	Capita Selecta	Klassikaal	4	8-20	Group paper (95%), participation (5%)*
8	Master thesis	Blended	15	3	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.

Flexibiliteit
Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:
- 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.
- Daarnaast houden deelnemers tijdens de startbijeenkomsten een individueel referaat waarbij de leesvaardigheid, toepasbaarheid en presentatie getoetst wordt.

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie
- ***Uitzondering op art. 6.1:*** Resultaten van (deel)tentamens lager dan 5,50 mogen niet worden gecompenseerd door behaalde resultaten voor (deel)tentamens van dezelfde module.

Executive Master of Information Management and Digital Transformations (MIMDT)

Exit Qualifications

After completing the program, you:

1. Understand academic insights, academic research, and academic literature, and being able to assess these insights, research, and literature, and apply the learnings on organizations.
2. Execute research and being able to draw meaningful conclusions from the research in the domain of digital transformations and technology and innovation initiatives
3. Reflect on own behavior and leadership, actions and the impact of this behavior and these actions
4. Advise organizations on digital transformations and technology and innovation initiatives
5. Communicate effectively in organizations, with stakeholders including society and with representatives of other organizations
6. Lead digital transformations and technology and innovation initiatives in organizations

Composition of the program

Nr.	Module	Course format	ECTS	Dayparts	Assessments
1	Information Strategy and Management	Online preparation and Class lectures	4	11	Paper (100%) Reflection paper (pass/fail)
2	Business Research Methods 1	Online preparation and Class lectures	3	6	Paper
3	Strategic Business Architectures	Online preparation and Class lectures	4	7	Paper (100%) Reflection paper (pass/fail)
4	Information Security Management	Online preparation and Class lectures	4	7	Paper (100%) Reflection paper (pass/fail)
5	Sourcing IS Services	Online preparation and Class lectures	4	7	Paper (100%) Reflection paper (pass/fail)
6	Managing Implementation and Organizational Change	Online preparation and Class lectures	8	17.5	Paper
7	International Study Week	Class lectures, Discussion and Company visits	2	10	Paper
8	Information Technology Innovation	Online preparation and Class lectures	8	20	Group paper (100%) Reflection group paper (pass/fail)
9	Capita Selecta Master Class	Class lectures + 2 – 3 sessions with supervisor + presentation	8	6.5	Paper + presentation
10	Final Project	4 – 5 individual sessions with supervisor + 2,5-hour exam session including presentation & questions	15	6.5	Group paper + presentation (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 detailed on Canvas**.** 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.

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 four start moments (November, March, January and October) for new students.
- At the start, Business Research Methods I (BRM I) has been completed. The BRM I (M2) is offered several times a year.
- One module has been designated that can be replaced by another master module from the TIAS Syllabus:
  - The module *Information Technology Innovation* (M8 – 8 ECTS) can be replaced by another module or a combination of modules from the TIAS Syllabus, except for the Module Management of IT (IT Auditing) – 5 ECTS, Digital Transformation (EMBA) – 3 ECTS, Module Digital Transformation (MOS) – 4 ECTS, IT & Datamanagement (MMO) – 4 ECTS.

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 (EMITA)

Exit qualifications
After completion of the program:
1. Participants are capable of acting as professionals in accordance with the basic principles of auditing and are able to audit the relevant IT material in a responsible manner.
2. Participants are able to act as critical IT Auditors both independently and in groups.
3. Participants understand the IT-related and other risks of organizations and processes of infrastructures, and can develop relevant control measures.
4. Participants are capable of identifying IT risks in relation to business risks.
5. Participants are capable of applying the auditing fundamentals and auditing methodologies.
6. Participants are familiar with the management control of IT and are capable of applying the relevant auditing methodologies.
7. Participants have a sufficient understanding of IT risks of infrastructures and are capable of applying the relevant auditing methodologies.
8. Participants can apply auditing skills throughout the entire audit cycle, and are capable of using the auditing tools correctly.
9. Participants can identify the different types of clients, types of audits and the approach to be followed by the IT Auditor and translate these into a plan of work.
10. Participants can perform, interpret and analyze scientific research on IT Audit issues in a multidisciplinary context.
11. Participants learn to reflect on nationally and internationally applied research with the aim of maintaining a research-oriented mindset.

Composition of the program

Nr.	Module	Course format	ECTS	Contact hours	Assessment type
1	Business Process Control	Klassikaal (online/blended)	12	90	Group paper (75%) and presentation (25%) *
2	IT Auditing Fundamentals	Klassikaal (online/blended)	5	48	Individual oral exam (100%)
3	Trust & Control Technologies	Klassikaal (online/blended)	5	54	Individual closed book exam (100%)
4	Business Research Methods	Klassikaal (online/blended)	4	24	Group paper (100%)
5	Management of IT	Klassikaal (online/blended)	5	60	Paper (100%)
6A	Auditing Cyber Security	Klassikaal (online/blended)	10	84	Group paper based on several steps in audit cycle (100%)
6B	Data & Analytics	Klassikaal (online/blended)	10	84	Group paper (100%) and presentation (+/- 0.5)
7	Comprehensive IT Auditing	Klassikaal (online/blended)	4	48	Individual closed book exam (100%)
8	Master Thesis	Klassikaal (online)	15	6	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).

Assessments

M 1 Business Process Control:
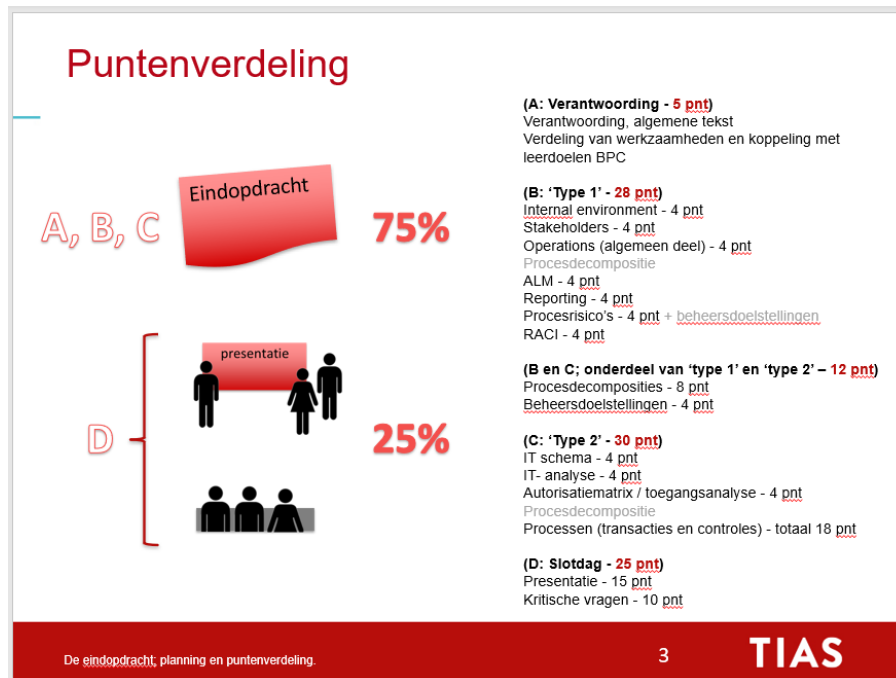*Ingangseis (10 van de 12 huiswerkopdrachten):*
Iedere groep dient minimaal 10 van de 12 huiswerkopdrachten te hebben ingeleverd. Waarmee wordt aangetoond dat er voldoende is geoefend met de diverse huiswerkcasussen die steeds ingewikkelder worden qua typologie en beheersingsmiddelen/ -methodieken. Minder 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 drie 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 Waarderingsschema wordt gebruikt voor het beoordelen en waarderen van de huiswerkcasussen en de uiteindelijke **eindopdracht/group paper**.

Puntenverdeling

(A: Verantwoording - 5 pnt)
Verantwoording, algemene tekst
Verdeling van werkzaamheden en koppeling met leerdoelen BPC

(B: 'Type 1' - 28 pnt)
Internal environment - 4 pnt
Stakeholders - 4 pnt
Operations (algemeen deel) - 4 pnt
Procesdecompositie
ALM - 4 pnt
Reporting - 4 pnt
Procesrisico's - 4 pnt + beheersdoelstellingen
RACI - 4 pnt

(B en C; onderdeel van 'type 1' en 'type 2' – 12 pnt)
Procesdecomposities - 8 pnt
Beheersdoelstellingen - 4 pnt

(C: 'Type 2' - 30 pnt)
IT schema - 4 pnt
IT- analyse - 4 pnt
Autorisatiematrix / toegangsanalyse - 4 pnt
Procesdecompositie
Processen (transacties en controles) - totaal 18 pnt

(D: Slotdag - 25 pnt)
Presentatie - 15 pnt
Kritische vragen - 10 pnt

De eindopdracht; planning en puntenverdeling.   3   **TIAS**

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 twee personen.

M 6A Auditing Cyber Security: De groepen bestaan uit maximaal drie personen. Het examen bestaat uit drie 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 drie 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 drie onderdelen:
- Groep audit paper, inclusief methodologisch research document (70% van het eindcijfer).
- Een logboek, inclusief individuele activiteiten.
- 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.

Flexibility

Not applicable

Additions/exceptions to the Teaching and Examination Regulations

Uitzondering op Artikel 4.3

De slot examinering (module 8) vindt in principe 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.

Additions/exceptions to the Rules and Guidelines of the Examination Board

Not applicable

Executive Master of Management and Organization (MMO)

Eindkwalificaties

The Executive Master of Management and Organization aims to provide participants with a thorough theoretical understanding of managerial concepts and the ability to apply these in practice. 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.

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contact-uren	Toetsvorm
1	Business Research Methods I	Klassikaal	3	18	Written report on a problem statement (40%)
2	Strategic Management and Implementation	Blended	4	24	Group assignment (40%), Individually graded paper (60%)
3	Dynamics of Interorganizational Relationships	Blended	4	24	Individually graded paper (100%)
4	Financial Management and Accounting	Blended	4	24	Individually graded paper (100%)
5	Operations Management	Blended	4	24	Individually graded paper (100%)
6	Innovation Management	Blended	4	24	Two group assignments: (1) In-class assignment: Simulation/innovation game and written report (40%), (2) Group assignment "Building a culture of innovation" (60%)
7	Strategic Marketing & Management	Blended	4	24	Individually graded paper (100%)
8	Strategic HRM, Performance & Well-being	Blended	4	24	Individually graded paper (100%)
9	Transformation & Leadership	Blended	4	24	Individual essay assignment (80%), Reflective post-course vlog (20%)
10	The Future of Business & Society	Blended	4	24	Group assignment (30%), Individual graded paper (70%)
11	Business Research Methods II	Klassikaal	2	9	Written report on a research proposal (60%)
12	European Business Systems (On site)	Blended	4	24	Three-fold group assignment: The studytrip is a co-creation with the host organization that addresses a case. (1) Write a paper elaborating on the case and reflecting on the visit; (2) Write a paper about the institutional comparison between the Netherlands and Portugal; (3) Present the learning outcomes, reflect and evaluate.
13	Master Thesis		15	7	Individually graded Master Thesis + Oral exam* (100%)

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

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Twee instroommomenten:

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

- Locatie en studieduur:

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

- Keuzevakken:

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

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

n.v.t.

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

n.v.t.

Executive Master of Management in Education (MME)

Eindkwalificaties

Na afloop van de opleiding zijn deelnemers in staat om:

1. 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'.
2. Hun verworven kennis van diverse wetenschappelijke onderzoeksmethoden zelfstandig toe te passen in eigen onderzoek.
3. De complexe omgeving van onderwijsorganisaties te analyseren en te bepalen hoe daarmee om te gaan in de eigen strategie.
4. De eigen organisatie te evalueren aan de hand van organisatie-, netwerktheorie en managementimplicaties te formuleren.
5. Recente wetenschappelijke inzichten in HRM, talentontwikkeling en de rol van professionals te herkennen en te benutten in de eigen organisatie.
6. Intensief samen te werken (co-creatie) met 'stakeholders' van de organisatie.
7. Het samenspel van bestuur, toezicht en verantwoording te analyseren in onderwijsorganisaties.
8. Diverse vormen van leiderschap te onderscheiden en de persoonlijke leiderschapsstijl te herkennen en te ontwikkelen.
9. Innovaties en fundamentele veranderingen in het publieke domein te begrijpen en te entameren.
10. Zelfstandig wetenschappelijk onderzoek (masterthesis) op te zetten, uit te voeren en te verslaan.

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contact-uren	Toetsvorm
1	Strategisch publiek management	Klassikaal / blended	5	24	Open boek (individueel) tentamen
2	Onderzoek: probleemanalyse (BRM 1)	Klassikaal / blended	3	24	Onderzoeksontwerp - individueel
3	Strategie en omgeving (studiereis Den Haag, beïnvloedings- en beleidsvormingsdomein)	Klassikaal / blended	5	24	Argumentatiepaper - individueel
4	Organisaties en netwerken	Klassikaal / blended	5	24	Netwerk analyse paper - individueel
5	HRM en professionals	Klassikaal / blended	5	24	Empirisch paper - individueel
6	Co-creatie met stakeholders	Klassikaal / blended	5	24	Actieve participatie in simulatiespelen en deelname aan reflectie-opdrachten in leergroepen over toepassing van leeropbrengsten in eigen praktijk Pass/fail
7	Governance en verantwoording	Klassikaal / blended	5	24	Open boek (individueel) tentamen
8	Leiderschap	Klassikaal / blended	5	24	Empirisch paper - individueel
9	Innovatie (studiereis Portugal: Innovating Public Services)	Klassikaal	5	24	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)
10	Thesis	Klassikaal / blended	17	32	Thesis & Verdediging *

* 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.

Flexibiliteit

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

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Uitzondering op artikel 4.3, sub 4: "De module Business Research Method (BRM 1 en 2) dient altijd behaald te zijn voorafgaand aan deelname aan de afsluitende module".

Voor de opleiding MME geldt in plaats hiervan:
"De module Business Research Method (BRM 1) dient altijd behaald te zijn voorafgaand aan deelname aan de afsluitende module".

In de opleiding MME vervalt het onderdeel BRM 2 (2 ECTS).
De afsluitende module in de opleiding MME is het thesistraject. Dit bestaat uit 15 ECTS + 2 ECTS uitbreidingsprogramma Methoden en Technieken van Onderzoek. Het uitbreidingsprogramma bestaat uit:
- Startbijeenkomst gevolgd door een feedbackcyclus over (concept-) onderzoeksvoorstel
- Methoden en Technieken van onderzoek (college en individuele bespreking)
- Ethiek van onderzoek (college)
- Dataverzamelen (workshop)
- Terugkombijeenkomst

Het uitbreidingsprogramma wordt getoetst door:
- Aanwezigheidsplicht en actieve deelname bij de contact momenten
- Verwerking van het geleerde in de thesis in wording, conform beoordelingsrubrics van het thesistraject

Toetsing van het thesistraject:
- Summatieve beoordeling van de Go/No Go van het ingeleverde definitieve onderzoeksvoorstel
- Formatieve evaluatie van de concept thesis
- Summatieve beoordeling van de ingeleverde definitieve versie van de thesis

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie
n.v.t.

Executive Master of Marketing & Customer Management (MMCM)

Eindkwalificaties

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

1. Inzicht verworven (kennisdeling) over de meest relevante mechanismen en processen van de marketingdiscipline;
2. Inzicht verworven in de dominante kennisdomeinen en benaderingen die verschillende perspectieven bieden op de marketingdiscipline;
3. Inzicht gekregen in de meest invloedrijke trends en ontwikkelingen en hun impact voor organisatorische marketingstrategieën en de implementatie van deze strategieën;
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.
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).
6. Herkennen van academische vraagstukken in de MM-discipline in relatie tot eigen vakgebied - identificeren, analyseren, structureren, dit uitwerken, reflecteren en vervolgens rapporteren;
7. Analyseer en interpreteer marktdynamiek en vertaal deze naar bruikbare strategieën, marketing innovaties en organisatorische operaties;
8. Breng de commerciële doelstellingen in lijn met de algemene organisatie-missie/visie/strategie en doelstellingen;
9. Zelfstandig markt- en financiële analyses interpreteren en uitvoeren;
10. Adequaat risico's inschatten van investeringen in huidige en nieuwe producten/diensten/competenties en/of toetreding tot (digitale) markten/eco systemen/platformen;
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/ecosystemen/platformen;
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.

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen	Toetsvorm
1	Het marketingcanvas van de klantleider	Klassikaal/On-line	4	28	Individual paper
2	De klant in het centrum van je organisatie	Klassikaal/On-line	4	28	Individual paper
3	Creëren van marktrelevantie voor de lange termijn	Klassikaal/On-line	4	28	Evaluative reflection and individual paper * (90% simulatie, 10% individuele reflectiepaper).
4	Het belang van en het succesvol toepassen van prijsstrategie	Klassikaal/On-line	4	28	Individual paper
5	De kracht van de customer experience	Klassikaal/On-line	4	28	Group paper
6	Een sterk merk bouwen	Klassikaal/On-line /co-creatie extern	4	28	Group paper
7	Optichannel management	Klassikaal/On-line	4	28	Individual paper
8	Digitale transformatie	Klassikaal/On-line	4	28	Individual paper
9	Marketing finance	Klassikaal/On-line	4	28	Individual paper
10	Marketing Leiderschap	Klassikaal/On-line /co-creatie extern	4	28	Individual reflection paper 30% & group paper for on site presentation 70% **
11	Business Research Methods part I & II	Klassikaal/On-line	5	33	Individual paper
12	Afstudeeronderzoek - Thesis	Supervision meetings	15	12	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).

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- **Instroommomenten**
  Een student kan op 5 momenten instromen bij de Master of Marketing & Customer Management (module 1, 3, 5, 7, 9).
- **Keuzemodules**
  Er zijn 5 keuzemodules binnen Master of Marketing & Customer Management, waarvan maximaal 2 modules ingewisseld mogen worden voor een module van een ander Masterprogramma.
  De keuzevakken zijn:
  - o De klant in het centrum van je organisatie
  - o De kracht van de customer experience
  - o Een sterk merk bouwen
  - o Optichannel management
  - o Digitale transformative

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Geen nadere aanvullingen c.q. uitzonderingen.

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

Geen nadere aanvullingen c.q. uitzonderingen.

Executive Master of Operations and Supply Chain Management (MOS)

Exit qualifications

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

Composition of the program

Nr.	Module	Course format	ECTS	Contact hours	Assessment type
1	Business Research Methods	Blended	5	37	Written report on Problem statement (40%) and written report on Research Proposal (60%)
2	Operations Strategy	Blended	4	25	Individual paper
3	Operations Management	Blended	4	25	Individual paper
4	Supply Chain Management	Blended	4	25	Individual paper
5	Purchasing	Blended	4	25	Individual paper
6	Quality Management	Blended	4	25	Individual paper
7	Financial and Managerial Control	Blended	4	25	Individual paper
8	Sustainable Supply Chains	Blended	4	25	Individual paper
9	Digital transformation	Blended	4	25	Individual paper
10	Service Network Design	Blended	4	25	Individual paper
11	Elective	Blended	4	25	Individual paper
12	International Study Trip - Innovation	Study trip	2	40	Reflection paper
	Master thesis	Supervision meetings	15	10	Written thesis report and Oral exam. Excellent performance during oral examination can lead to maximum 0.5 bonus point. Poor performance during oral examination can lead to maximum 0.5 deduction.

Flexibility

Within the program there are the following options for flexibility:

- 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

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.

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

Not applicable

Executive Master of Public & Non-profit management (MPM)

Eindkwalificaties

Na afloop van de opleiding zijn deelnemers in staat om:

1. 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'.
2. Hun verworven kennis van diverse wetenschappelijke onderzoeksmethoden zelfstandig toe te passen in eigen onderzoek.
3. De complexe omgeving van organisaties te analyseren en te bepalen hoe daarmee om te gaan in de eigen strategie.
4. De eigen organisatie te evalueren aan de hand van organisatie-, netwerktheorie en managementimplicaties te formuleren.
5. Recente wetenschappelijke inzichten in HRM, talentontwikkeling en de rol van professionals te herkennen en te benutten in de eigen organisatie.
6. Intensief samen te werken (co-creatie) met 'stakeholders' van de organisatie.
7. Het samenspel van bestuur, toezicht en verantwoording te analyseren in organisaties.
8. Diverse vormen van leiderschap te onderscheiden en de persoonlijke leiderschapsstijl te herkennen en te ontwikkelen.
9. Innovaties en fundamentele veranderingen in het publieke domein te begrijpen en te entameren.
10. Zelfstandig wetenschappelijk onderzoek (masterthesis) op te zetten, uit te voeren en te verslaan.

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contact-uren	Toetsvorm
1	Strategisch publiek management	Klassikaal / blended	5	24	Open boek (individueel) tentamen
2	Onderzoek: probleemanalyse (BRM 1)	Klassikaal / blended	3	24	Onderzoeksontwerp - individueel
3	Strategie en omgeving (studiereis Brussel, beïnvloedings- en beleidsvormingsdomein)	Klassikaal / blended	5	24	Argumentatiepaper - individueel
4	Organisaties en netwerken	Klassikaal / blended	5	24	Netwerk analyse paper - individueel
5	HRM en professionals	Klassikaal / blended	5	24	Empirisch paper - individueel
6	Co-creatie met stakeholders	Klassikaal / blended	5	24	Actieve participatie in simulatiespelen en deelname aan reflectie-opdrachten in leergroepen over toepassing van leeropbrengsten in eigen praktijk Pass/fail
7	Governance en verantwoording	Klassikaal / blended	5	24	Open boek (individueel) tentamen
8	Leiderschap	Klassikaal / blended	5	24	Empirisch paper - individueel
9	Innovatie (studiereis Portugal: Innovating Public Services)	Klassikaal	5	24	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)
10	Thesis	Klassikaal / blended	17	32	Thesis & verdediging *

* 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.

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

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Uitzondering op artikel 4.3 lid 4: "De module Business Research Method (BRM 1 en 2) dient altijd behaald te zijn voorafgaand aan deelname aan de afsluitende module".

Voor de opleiding MPM geldt in plaats hiervan:
"De module Business Research Method (BRM 1) dient altijd behaald te zijn voorafgaand aan deelname aan de afsluitende module".

In de opleiding MPM vervalt het onderdeel BRM 2 (2 ECTS).
De afsluitende module in de opleiding MPM is het thesistraject. Dit bestaat uit 15 ECTS + 2 ECTS uitbreidingsprogramma Methoden en Technieken van Onderzoek. Het uitbreidingsprogramma bestaat uit:
- Startbijeenkomst gevolgd door een feedbackcyclus over (concept-) onderzoeksvoorstel
- Methoden en Technieken van onderzoek (college en individuele bespreking)
- Ethiek van onderzoek (college)
- Dataverzamelen (workshop)
- Terugkombijeenkomst

Het uitbreidingsprogramma wordt getoetst door:
- Aanwezigheidsplicht en actieve deelname bij de contact momenten
- Verwerking van het geleerde in de thesis in wording, conform beoordelingsrubrics van het thesistraject

Toetsing van het thesistraject:
- Summatieve beoordeling van de Go/No Go van het ingeleverde definitieve onderzoeksvoorstel
- Formatieve evaluatie van de concept thesis
- Summatieve beoordeling van de ingeleverde definitieve versie van de thesis

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie
n.v.t.

Executive Master of Real Estate (MRE)

Eindkwalificaties

Na afronding van de opleiding zijn studenten in staat om:

1. Vraagstukken en dilemma's in de vastgoedsector en het eigen werkveld zelfstandig en op academische wijze te identificeren, te analyseren en te interpreteren.
2. Theorieën, methoden en technieken van verschillende wetenschappelijke disciplines te beschouwen en waar mogelijk toe te passen op het eigen werkveld.
3. De gevolgen van ontwikkelingen in de vastgoedsector te beoordelen en te vertalen naar beleid voor de eigen organisatie en de vastgoedportefeuille.
4. De specifieke Nederlandse context van het eigen werkveld te plaatsen in een internationaal perspectief.
5. Het eigen handelen en dat van organisaties in perspectief te plaatsen van mechanismen kenmerkend voor vastgoed(deel)markten.
6. Besluitvorming te ondersteunen met een grondige data-analyse van risico's, rendement en de maatschappelijke impact van vastgoedinvesteringen.
7. Haalbare groeimogelijkheden te ontdekken en deze te vertalen in een concreet actieplan op individueel, organisatie en/of maatschappelijk niveau.
8. Kritische vragen te stellen – en naar antwoorden te zoeken – over de gevolgen van vastgoedbeleid en -handelen op de maatschappij als geheel.
9. Zich te manifesteren als een strategisch manager en proactieve partner in het vastgoed besluitvormingsproces.

Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen	Toetsvorm
M1	Investeren in Toekomstbestendig Vastgoed	Blended	8	32 in-class 8 zoom	Individuele eindpaper (50%) & 2 groepsopdrachten (2x25%)
M2	Vastgoed Data Analytics	Blended	8	32 in-class 8 zoom	Individuele eindpaper (50%) & 2 groepsopdrachten (2x25%)
M3	Vastgoed Waarderen, Financieren en Beleggen	Blended	8	32 in-class 8 zoom	Individuele eindpaper (20%) & 2 groepsopdrachten (2x25%) & Individuele tussentijdse kennistoets (2x15%)
M4	Duurzame Vastgoedontwikkeling	Blended	8	32 in-class 8 zoom	Individuele eindpaper (70%) & 1 groepsopdracht (15%) & 1 individuele opdracht (15%)
M5	Persoonlijke Management Vaardigheden	Blended	4	24 in-class 2 zoom 8 coaching	Individuele paper
M6	Vrije Keuze Module	Ntb	4	Ntb	Ntb
M7	BRM I + II	Blended	5	32 in-class 8 zoom	Individuele opdracht
M8	Afstudeeronderzoek	Blended	15	18 online 12 zoom 10 coaching	Thesis & verdediging*

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

Flexibiliteit

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Het programma kent vier instroommomenten. Deelnemers kunnen starten met M1 (december) M2 (februari) M3 (mei) of M4 (september).
- Er is geen volgordelijkheid 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 volgordelijkheid in masterclasses.
- Het gehele programma kan nominaal in 18 maanden worden doorlopen. De maximale tijdsduur bedraagt 6 jaar.
- 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.

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.

Aanvulling op Artikel 6.1: Beoordeling van het resultaat
Deelcijfercompensatie toegestaan bij Individuele tussentijdse kennistoetsen. Resultaten van Individuele tussentijdse kennistoetsen lager dan 5,00 mogen worden gecompenseerd door behaalde resultaten voor (deel)tentamens van dezelfde module. Overige toets uitslagen lager van 5,00 dienen herkanst te worden.

Aanvulling op Artikel 6.5: Getuigschriften en verklaringen
Een modulist binnen het programma, dus een deelnemer die enkel 1 module volgt, krijgt een certificaat van deelname. Bij deelname van de module inclusief tussentijdse opdrachten staan deelcijfers vermeld (exclusief ECTS). Bij succesvol afronden van alle module onderdelen, dus ook de individuele eindpaper, staan deelcijfers en een modulegemiddelde vermeld (inclusief ECTS).

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie
n.v.t.

Fulltime International Master in Business Administration (FTMBA)

Exit qualifications

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

Composition of the program

Nr.	Module	Course format*	ECTS	Contact hours**	Assessment type***
1	Quantitative Methods	Lectures	3	24	Individual exam (100%)
2	Introduction to Business & Society	Lectures	4	24	Individual assignment (50%), duo assignment (50%), group assignment (pass/fail)
3	Academic Skills	Lectures	3	24	Individual paper (100%)
4	Introduction to Dutch Language	Lectures	2	23	participation and in-class assignments
5	Managerial Accounting and Control	Lectures	4	28	Individual exam (75%) & group assignment (25%)
6	Managing Sustainable Business Models	Lectures	4	28	Group assignment (40%), Individual exam (60%)
7	Diversity and Organizational Behavior	Lectures	3	24	Individual assignment (100%)
8	Managerial Finance	Lectures	3	21	Individual assignment (100%)
9	Marketing Management	Lectures	3	21	Group Assignment (100%)
10	Economics for Business	Lectures	4	30	Group assignment microeconomics (50%), Group assignment macroeconomics (50%,)
11	Operations and Supply Chain Management	Lectures	4	35	Group assignments (40%), Individual exam (60%)
12	Sustainable Innovation Management	Lectures	4	28	Group assignment 1 (40%), Group assignment 2 (60%)
13	Corporate Strategy	Lectures	3	24	Group Assignment (60%), Individual exam (40%)
14	Entrepreneurship	Lectures	4	28	Group Assignments (30%, 20%, 50%)
15	International study trip	Lectures, workshops, company visit	2	30	Group presentation
16	Elective	Lectures	3	21-28	TBD
17	Navigating Complexity in Emerging Markets	Lectures	3	18	Team presentation (50%), Team written report (50%)
18	Personal and Career Development Program	Workshops, individual and team coaching	4	90	Participation and Reflection papers (100%)
19	Team Business Project	Workshops, project work, mentoring	10	22	Team proposal presentation (formative assessment), Team final presentation (50%), Professional conduct (10%), Individual paper (40%)

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

** These are an approximation.
*** 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.

Flexibility
Within the program there are the following options for flexibility:
- Students must choose one elective course as part of the program.
- Students can do an optional internship project at the end of the program.

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 4.4: Preliminary Exams
Article 4.42a: An exception applies when the exam is an in-class exam. The student then is allowed two examinations when retaking the course.

Exception to Article 4.10: Exemption
No exemptions are granted for the program, except for the module Introduction to Dutch Language. A participant can be granted an exemption for this module if level A1 has been achieved.

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

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 (FTMSc)

Composition of the program

FOUNDATION COURSES AND INTEGRATION COURSES

Nr.	Course name	Course format	ECTS	Contact hours	Assessment type
1	Accounting and Finance	Class lectures, group work	3	28	Individual Exam (80%), assignment (20%)
2	Marketing Management	Class lectures, group work	3	28	Group work (50%), individual tests (50%)
3	Business Economics	Class lectures, group work	3	28	Individual paper (60%), online MC test (40%)
4	Operations and Supply Chain Management	Class lectures, group work	3	28	Group assignments (40%), individual exam (60%)
5	Organizational Behavior and Leadership	Class lectures, group work	3	28	Group paper (80%), individual reflection (20%)
6	Managing Information Systems/IT	Class lectures, group work	3	28	In-class assignments (20%), group paper (80%)
7	Business Research Methods	Class lectures, group work	3	28	In-class group presentation (30%), Individual paper (70%)
26	Corporate Social Responsibility and Ethics	Class lectures, group work	3	28	Individual assignment (50%), group assignment (50%)
27	Strategic Management	Class lectures, group work	3	28	Group case study assignment (60%), individual exam (40%)
28	Study Trip	Seminars, workshops, company visits, group work	3	30	Group project report & presentation (100%)
29	Personal Leadership and Career Development Program	Workshops, individual and team coaching	3	74	Individual assignments (100%)
30	Thesis	Workshops, one-on-one meetings, supervision	15	10*	Thesis, defense**

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

** 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.

MARKETING TRACK COURSES

Nr.	Course name	Course format	ECTS	Contact hours	Assessment type
8	Global Marketing in Dynamic Markets	Class lectures, group work	3	28	Individual test (40%), group assignment (60%)
9	Marketing Communications and Branding	Class lectures, group work	3	28	In-class group work, group report, individual exam. Group work (40%), individual paper (60%)
10	New Product and Service Development Strategy	Class lectures, group work	3	28	Individual assignment (30%), group assignment (70%)
11	Digital Marketing	Class lectures, group work	3	28	Group presentation (40%), individual paper (60%)
	General Management Elective: (choose one of the following modules)	Class lectures, group work	3	28	*See chosen course*
18	Change Management				
19	Entrepreneurship				
22	Business Process and Data Mapping				

FINANCE TRACK COURSES*

Nr.	Course name	Course format	ECTS	Contact hours	Assessment type
12	Financial Management	Class lectures, group work	3	28	Individual exam (60%), group report (40%)
13	Capital Markets and Investment Management	Class lectures, group work	3	28	Individual test (40%), group assignment (60%)
14	International Financial Management	Class lectures, group work	3	28	Individual exam (80%), group work (20%)
15	Advanced Financial Management	Class lectures, group work	3	28	Individual tests (40%), individual exam (60%)
	General Management Elective: (choose one of the following modules)	Class lectures, group work	3	28	*See chosen course*
18	Change Management				
19	Entrepreneurship				
22	Business Process and Data Mapping				

*A prep course needs to be taken for this track. Specific details will be communicated before the track choice

CHANGE AND BUSINESS MANAGEMENT TRACK COURSES

Nr.	Course name	Course format	ECTS	Contact hours	Assessment type
16	Organizational Coaching and Consulting	Class lectures, group work	3	28	Individual assignments (35%), group assignments (65%)
17	Business Dynamics	Class lectures, group work	3	28	Individual pre-assignment (15%), Individual in-class assignments (45%), group project (40%)
18	Change Management	Class lectures, group work	3	28	Individual paper (100%)
19	Entrepreneurship	Class lectures, group work	3	28	Individual paper (50%), group project (50%)
12 8 10	*General Management Elective: (choose one of the following modules)* Financial Management Global Marketing in Dynamic Markets New Product and Service Development Strategy	Class lectures, group work	3	28	*See chosen course*

INVESTMENT MANAGEMENT TRACK COURSES*

Nr.	Course name	Course format	ECTS	Contact hours	Assessment type
12	Financial Management	Class lectures, group work	3	28	Individual exam (60%), group report (40%)
13	Capital Markets and Investment Management	Class lectures, group work	3	28	Individual exam (70%), case work (30%)
20	Risk Management	Class lectures, group work	3	28	Individual exam (90%), class participation (10%)
21	Institutional Investment Management	Class lectures, group work	3	28	Individual Report (50%), group paper (50%)
18 19 22	*General Management Elective: (choose one of the following modules)* Change Management Entrepreneurship Business Process and Data Mapping	Class lectures, group work	3	28	*See chosen course*

*A prep course needs to be taken for this track. Specific details will be communicated before the track choice.

BUSINESS ANALYTICS TRACK COURSES*

Nr.	Course name	Course format	ECTS	Contact hours	Assessment type
22	Business Process & Data Mapping	Class lectures, group work	3	28	Group assignment (50%), individual paper (50%)
23	Business Data Analytics	Class lectures, group work	3	28	Group paper (40%), individual paper (60%)
24	Decision Analysis & Optimization	Class lectures, group work	3	28	Individual pre-assignment (15%), individual in-class assignments (45%), final group project (40%)
25	Business Intelligence	Class lectures, group work	3	28	Group assignments (40%), individual assignment (60%)
18 12 31	*General Management Elective: (choose one of the following modules)** Change Management Financial Management Hands-on Data Analysis	Class lectures, group work	3	28	*See chosen course*

*Two prep courses need to be taken for this track. Specific details will be communicated before the track choice.

**Special rules apply for the electives in the BA track. Hands-on Data Analytics must be followed by BA track students, either as prep course or as elective. These rules will be communicated before the track choice.

Exit qualifications

After completion of the program, students are able to:

1. Gaining knowledge and insights in the latest thinking and research in Business Administration and understanding their position within a business
2. Broadening and deepening knowledge and insights into fundamental business functions
3. 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.
4. Providing advanced knowledge and understanding in an elective
5. 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.
6. Applying theory-based knowledge to design systematic and practical solutions to business 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. 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.

Per specialization, students are able to achieve the followings:

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.

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.

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.

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.

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.

Flexibility

Within the program there are the following options for flexibility:

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-create 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.

Additions/exceptions to the Teaching and Examination Regulations

Addition to Article 3.1: Composition of the programs
Participants are allowed to continue with the specialization modules after successfully passing four out of the seven foundation modules by February 1st (full-time program). Students who wish to choose the Financial Management or Investment Management specialization need to have passed their Accounting and Finance module.

Exception to Article 4.3: Final Examinations for Programs
Article 4.3.4 does not apply. Entry to the final module may be granted but continuation is conditional upon passing the Business Research Methods course.

Exception to Article 4.4: Preliminary Exams

Article 4.4.2.a: An exception applies when the exam is an in-class exam. The student then is allowed two examinations when retaking the course.

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: Electives
- Due to heavy workload of the program, students are not encouraged to take electives. Exceptions can be made for students with outstanding performance upon approval of the Academic Director. Electives 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.

Additions/exceptions to the Rules and Guidelines of the Examination Board
Not applicable.

Parttime MSc in Bedrijfskunde (PTMScNL)

Opbouw van de opleiding

Nr.	Modulenaam	Onderwijsvorm	ECTS	Contacturen
Foundation modules				
M1	Accounting & Finance	Blended	4	21
M2	Big Data & Managing Information Systems	Blended	4	21
M3	Organizational Behavior & Leadership	Blended	4	21
M4	Business Economics	Blended	4	21
M5	Change Management	Blended	4	21
M6	Marketing Management	Blended	4	21
M7	Operations Management	Blended	4	21
Keuzevakken (kies 3):				
K1	Strategisch Management	Blended	4	21
K2	Responsible Leadership: Bestuur & Compliance	Blended	4	21
K3	Creating Shared Value	Blended	4	21
K4	Studiereis	Blended	4	21
K5	Innovatie & Samenwerking	Blended	4	21
Integratie modules:				
I1	Business Research Methods	Blended	4	21
I2	Strategische Implementatie	Blended	4	21
I3	Master thesis	Blended	15	21

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: Accounting & Finance, Big Data & Managing Information Systems, Organizational Behavior & Leadership, Business Economics, Change Management, Marketing Management en Operations Management, Tegelijkertijd wordt er gewerkt aan de verdere ontwikkeling van de persoonlijke leiderschaps vaardigheden. Na de foundation vakken worden minstens drie van de volgende vijf keuzevakken gekozen: Strategisch Management,

Responsible Leadership, Creating Shared Value, Studiereis en Innovatie & Samenwerking. 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 & Samenwerking, Responsible Leadership) 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]**

Toetsplan

FOUNDATION MODULES

Module	Toetsvorm	Beschrijving	Weging
Accounting & Finance	Essay (groep)	Essay over de uitkomsten van een korte financiele analyse van een beursgenoteerd bedrijf	50%
	Online tentamen (individueel)	Kennistoets	50%
Big Data & Managing Information Systems	Vlog (individueel)	Toepassen DELTTA model op eigen bedrijf: inschatting van de Big Data maturiteit	15%
	Presentatie (groep)	Presentatie over de mogelijkheden van business intelligence, machine learning of AI voor een eigen bedrijf	15%
	Online tentamen (individueel)	Open boek tentamen	70%
Organizational Behavior & Leadership	Paper (individueel)	Toepassingspaper over verschillende bouwstenen van Gedrag in Organisaties of OB	30%
	Presentatie (groep)	Discussie over een OB-uitdaging naar keuze	20%
	Paper (individueel)	Onderbouwd advies schrijven voor jouw huidige/laatste leidinggevende	50%
Business Economics	Groepsopdracht/Presentatie (groep)	Een (bedrijfs-)economisch of sociaal probleem modelleren aan de hand van speltheorie	30%
	Online tentamen (indvidueel)	Open boek tentamen met meerkeuze- en open vragen	70%
Change Management	Presentatie artikel (groep)	Vlog over artikel met toevoeging van 2 kritische vragen	50%
	Verwerkingsvragen (individueel)	Beantwoorden van de verwerkingsvragen van docent + kritische vragen vlogs	pass/fail
	Notitie veranderthema (individueel)	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%
Marketing Management	Online tentamen (individueel)	Drie kennistoetsen over de lesstof	40%
	Cases (individueel)	Reflecteren om twee verschillende bedrijven	pass/fail
	Marketingplan presentaties (groep)	Marketingplan (slide deck + video pitch van 5-8 minuten)	60%
	Bekijken filmpjes marketingplan (individueel)	Reflectie op andere marketingplan(nen), tevens ter voorbereiding van laatste lecture.	pass/fail

Operations Management	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%

KEUZEMODULES

Naam	Toetsvorm	Beschrijving	Weging
Strategisch Management	Online tentamen (individual)	Kennistoets	30%
	Strategische analyse (groepsopdracht)	Essay over corporate level strategie van een multi business bedrijf	70%
Responsible Leadership	Paper (individueel)	Presentatie over compliance dilemma's in de eigen organisatie en de eigen ontwikkelpunten met betrekking tot verantwoord leiderschap.	100%
Creating Shared Value	Video presentatie artikel (groepsopdracht)	Korte online presentatie over een toegewezen artikel	35%
	Peer review video artikel (individueel)	Peer review groepspresentaties andere groepen (discussievragen)	15%
	Essay (individueel)	Toepassen 'shared value' concept op de eigen organisatie (resp. organisatie naar keuze)	50%
Studiereis	Voorstel (individueel)	Schrijven voorstel sociale innovatie	20%
	Presentatie (team)	Presentatie over sociale innovatie	80%
Innovatie & Samenwerking	Paper (individueel)	Paper waarin een of meerdere kern theorieën of frameworks uit de cursus worden toegepast op een (eigen)organisatie	100%

INTEGRATIE MODULES

Naam	Toetsvorm	Beschrijving	Weging
Strategische Implementatie	Pass-or-Fail opdrachten (individueel)	Verschillende vragenlijsten en cases.	pass/fail
	Presentatie academisch paper (individueel)	Presentatie van een academisch paper	30%
	Reflectie (individueel)	Reflectie over assumptie/zienswijze van strategie implementatie	10%
	Paper (individueel)	Paper over een strategie implementatie gerelateerd probleem binnen de eigen organisatie	60%
Business Research Methods	IRP + artikelen (individueel)	Lezen en beantwoorden van vragen over onderzoeksvoorstellen + artikelen	Pass/fail
	Presentatie (groepsopdracht)	Presenteren onderzoeksvoorstel	30%
	Paper (individueel)	Schrijven onderzoeksvoorstel	70%
Thesis	Thesis (individueel)	Onderzoeksvoorstellen (Go/No go) en final thesis	100%

Flexibiliteit

Studenten kunnen gedurende het hele jaar starten met het online prep-work voor de prep-courses.

Aanvullingen en/of uitzonderingen op het Onderwijs- en Examenreglement

Niet van toepassing.

Aanvullingen en/of uitzonderingen op de Regels en Richtlijnen Examencommissie

Niet van toepassing.