

## EDUCATION AND EXAMINATION REGULATIONS

TIAS BUSINESS SCHOOL BV

2023-2024

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## Chapter 1. General Provisions

### Article 1.1 Scope

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

**Table 1. Master programs offered by TIAS**

Executive Master Program Division	CROHO	Language of instruction
Executive Master in Finance (MiF)	75073	English/Dutch*
Executive Master of Business Valuation (MBV)	75074	English/Dutch*
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/Dutch*
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
Executive Master Controlling (MCON)	n.t.b.	Dutch
<b>Divisie MBA-opleidingen</b>		
Executive Master of Business Administration (EMBA)	-	English
International Full-Time Master of Business Administration (MBA)	75101	English
Global Executive MBA (IIM)	-	English
<b>Divisie MSc-opleidingen</b>		
Full-time International MSc in Business Administration (MScBA)	60470	Engels
Part-time International MSc in Business Administration (MScBA)	60470	Engels
Deeltijd Master Bedrijfskunde	60470	Dutch

\*parts of the program can be done in Dutch.

\*\*program is currently in redesign and does not accept new students. When available program specific information will be added to Appendix 3.

### 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 module.
  - g. Digital learning environment: a digital environment where information is posted on the programs and modules
  - h. ECTS: points in accordance with the European Credit Transfer System.

- i. Examination: the final examination for a program, as referred to in Section 7.10 WHW.
- j. Examination Committee: a quality assurance committee as per Section 7.12 of the Act. The Examination Committee safeguards and oversees the quality of the assessments within the programs. As per the “WHW” the Examination commission determines in an objective and professional manner that students meet the learning goals of a program and that they possess the knowledge, insights and skills necessary to receive the degree. The members of the Examination committee are appointed by the Dean.
- k. Examiner: Assigned by the examination committee and responsible for the making, evaluating and scoring of an exam.
- l. Institutional Board: The Institutional Board of TIAS, as per the Act, consists of the executive management team.
- m. Elective: a module that can be selected in addition to the core program.
- n. Module: a defined educational component of the program, as per the Act. In the digital learning environment, a module is referred to as a “course”.
- o. Practical assignment: a practical assignment as a final or other examination, or component thereof, as per Section 7.13(2)(d) of the Act, in one of the following forms:
  - writing a thesis
  - writing an essay, paper or research project
  - conducting a research project
  - participation in fieldwork or an excursion
  - participation in an online quiz, simulation or assignment
  - an internship
  - participation in any other educational activity geared towards acquiring specific skills.

All rules applicable to examinations also apply to practical assignments.
- p. Program Manager: person tasked with day-to-day affairs in a program.
- q. Student: a person enrolled at TIAS for the purposes of receiving education and/or taking examinations and other tests as part of one or more programs.
- r. Invigilator: an examiner or person appointed under the responsibility of the Examination Committee who is present during examinations or monitors them remotely, in order to ensure their proper and orderly administration.
- s. Preliminary examination: an evaluation of the knowledge, understanding and skills of the student, as well as assessment of the results of said evaluation. A preliminary exam may be taken in one or more parts. It may take forms such as assignments, essays, presentations, games, portfolios, etc. These may be administered in writing, online or orally.
- t. Admissions Committee: committee tasked with applying the admissions criteria included in the Teaching and Exam Rules & Regulations specified per education program. This committee decides on admission to a specific education program.
- u. Assessment Board: board tasked with assessing the final and other examinations.

## Chapter 2. Admission

### Article 2.1 Program Admission

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

## Chapter 3. Program Content and Design

### Article 3.1 Program Composition

The program-specific information (Appendix 3) 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 3 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 Appendix 3.
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 (refer to Appendix 2).
4. If a student is has missed over 20% of a module, the student shall be required to retake the module. Refer to Appendix 2 for 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 3.

## **Article 3.7 Language of Instruction**

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

## **Article 3.8 Electives**

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

## **Article 3.9 Evaluations**

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

## Chapter 4. Preliminary and Final Examinations

### Article 4.1 General Provisions

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

### Article 4.1a Duration of validity

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

### Article 4.2 Assessment 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 information in Appendix 3 will indicate 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. After a maximum postponement of 1 year as approved by the academic director, the student can submit a well-supported written request to the Board of Examiners before the postponed deadline has expired. The request must show that there are extenuating circumstances and that their nature, time and intensity are (or have been) such that a causal connection with the delay can be demonstrated. Mitigating circumstances are exclusively understood to mean: a. serious and/or long-term illness of the applicant; b. physical, sensory or other functional disorder of the applicant; c. special family

circumstances. If the request for postponement is granted, additional costs must be paid. If the request is rejected, the Student will be deregistered. In that case, the Student is barred from enrolling in the program for which he has been deregistered, for a period of three years.

7. 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.
8. 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.
9. 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 is not permitted to simply submit an updated version of a previously submitted final project. 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 examinations shall be administered at times and on dates that are scheduled and announced in the electronic learning environment at least 30 days before the start of the relevant component. Deadlines for all preliminary examinations shall be strict. It shall only be permitted to submit a deferral request to the Academic Director, by way of the Program Manager, in writing and before the deadline.
4. The date and time of the deadline shall be cited for the time zone currently applicable to the Netherlands (CET/CEST), unless expressly indicated otherwise.
5. The scheduling of preliminary examinations may take religious considerations into account. In such cases, students should contact the Program Manager at the beginning of the module.
6. Students shall (re)take preliminary examinations at the first opportunity provided. The Academic Director may grant exemptions from this in cases of adequate excuses for



absence. Failure to take the first opportunity provided (without receiving an exemption in advance) shall count as an opportunity for the purposes of paragraph 2 of this article.

7. In the event a student does not participate, without prior written approval of the Academic director or his designee, in a retake of the preliminary examination as referenced in 4.4.6, a mark of 1.0 will be documented in the student file.
8. Preliminary examinations and tests shall not be administered within 15 working days before the official awarding of the diploma for the program.

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

1. Each preliminary examination shall be taken individually, unless indicated otherwise.
2. In cases of deviations from individual administration of preliminary examinations, individual traceability of study results shall be guaranteed.
3. The precise form of the preliminary examinations for each module shall be announced on the electronic learning environment. The examiner or Program Manager shall announce any addenda or amendments to this on the electronic learning environment by no later than the module start date.
4. On request from a student, the Examination Committee may grant the student permission to take the preliminary examinations in a form that differs from that announced on the electronic learning environment. On request from a student, the Examination Committee may permit the student to take a preliminary examination remotely, under certain conditions.
5. If a preliminary examination is scheduled to be taken digitally, the student may request to take the preliminary examination in writing, in analog form, at a TIAS location. For this, the student must submit a request to the Academic Director, before the module in question. The Academic Director shall set a time and location for the written analog preliminary examination.
6. Students with mental and/or physical disabilities shall be offered the opportunity to take preliminary examinations in the manner that is most suitable for their situation.
7. If special facilities are needed to take a preliminary examination (in its regular form or in a different form), the student should submit a request to the Examination Committee at least 30 days before the date on which the preliminary examination takes place.
8. within 10 working days after the examination dates are posted. If necessary, the Examination Committee shall obtain advice from an expert before issuing its decision. The Disability Policy (“Beleid Functiebeperking”) details the procedure.

#### **Article 4.6 Oral preliminary examination**

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

## **Article 4.7 Duration of the Preliminary Examination**

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

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

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

## **Article 4.9 Right to Inspection**

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

## **Article 4.10 Exemption**

1. This article does not apply to the premaster program. Granting a student exemption from the premaster is done confirm article 2 lid 2 & 3 of the premaster program (Appendix 1, page 13).
2. The Examination Committee may grant a student an exemption from a preliminary examination or module, unless indicated otherwise in Appendix 3 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.
3. 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.
4. 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
5. The validation duration of a module for which an exemption is granted is equal to that of the preliminary examinations referenced in 4.1.a 1 and 2.
6. Exemptions shall never be granted for the final module.
7. Exemption requests shall be submitted with the Examination Committee at least 30 working days before the start of the module.

8. 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](mailto:complaints-desk@tias.edu). Prior to submission of the complaint to the complaints desk it is expected that the claimant has attempted to resolve the situation in an

amicable manner. The TIAS complaint procedure and process can be found in the complaint policy accessible on the TIAS website.

### **Article 5.3 Privacy and contact**

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

## **Chapter 6. Transitional and Final Provisions**

### **Article 6.1 General Hardship Clause**

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

### **Article 6.2 Amendments**

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

### **Article 6.3 Language**

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

### **Article 6.4 Publication**

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

### **Article 6.5 Entry into Force**

These Regulations are in effect as of September 1, 2023. 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.

As established by the Dean of TIAS, Jenke R. ter Horst on the 1<sup>st</sup> of September 2023

## 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. Exemptions for parts of the pre-master can be granted in very exceptional cases and only with verified substantiation.
3. On the recommendation of the academic director and/or program adviser of the Master's program and in response to the admissions committee, an exemption for one or more module(s) within the pre-master can be requested by exception. The written request for an exemption for one or more module(s) within the premaster is submitted by the student to the academic director of the premaster. The burden of proof lies with the student. The responsibility for granting an exemption from one or more modules within the premaster rests with the academic director of the premaster
4. 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.
5. 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.
6. The Academic Director of the premaster shall be responsible for substantive exemptions from the premaster.
7. For the complete admissions policy, please see the document: “Admissions Policy Regulations” (“Reglement Toelatingsbeleid”) on the website.
8. 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	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
Deeltijd master Bedrijfskunde (dt. MScBA)	AR&W, A&F	NL
Executive Master of Finance and Control (EMFC)	AR&W, QM, A&F	NL
MSc Controlling	AR&W, QM	NL

\*Substantiated exception requests for the language of the premaster can be submitted to the AD of the premaster no later than three weeks before the start of the premaster

## Appendix 2: Fee Schedule

Additional fees for delays in TIAS programs		Description
Thesis	€ 1.350,00	Per guidance period
Module	€ 170,00	Per session
Additional guidance per paper	€ 310,00	If guidance already used for a paper
Flat fee for delays (IT facilities, library & TIAS facilities)	€ 310,00	In all cases where a student extends their studies beyond the original courses.

## Appendix 3. Additional specific information per program

### Inhoud

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## 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	Day parts
1	Principles of Business Valuation	Class lectures (online kick-off)	4	4
2	Financial Reporting & Analysis	Class lectures (online kick-off)	4	7
3	Behavioral Finance	Blended (online preparation & feedback, and class lectures)	4	7
4	Quantitative Tools for Financial Management (part I & II)	Class lectures	5	9
5	Advanced Valuation	Class lectures (online kick-off)	4	7
6	International Risk Management	Class lectures (online kick-off)	4	7
7	Choose elective: a.) Mergers & Acquisitions  b.) Management Accounting	Class lectures (online kick-off)	4	7
8	Financial Markets	Class lectures (online kick-off)	4	7
9	Financial Data Analytics	Class lectures (online kick-off)	4	7
10	Choose elective: c.) Mergers & Acquisitions d.) Real Estate Finance	Class lectures (online kick-off)	4	7
11	Corporate Finance	Class lectures (online kick-off)	4	7
	Master thesis	Online kick-off + 3 individual meetings with supervisor	15	

## **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
1	Managerial Accounting and Control	Class lectures / Blended	5	39
2	Quantitative Methods	Class lectures/ Blended	3	12
3	Managerial Economics	Class lectures/ Blended	4	36
4	Managerial Finance	Class lectures/ Blended	3	24
5	Foundations of Strategy	Class lectures/ Blended	3	24
6	Human Behavior in Organizations	Class lectures/ Blended	3	24
7	Business & Society	Class lectures/ Blended	3	24
8	Integration I – Doing Business in a Complex World	Class lectures/ Blended	3	24
9	Marketing Management	Class lectures/ Blended	5	42
10	Sustainable Innovation Management	Class lectures/ Blended	5	42
11	Integration II - Entrepreneurship	Class lectures/ Blended	3	24
12	Operations & Supply Chain Management	Class lectures/ Blended	4	36
13	Digital Transformation	Class lectures/ Blended	3	24
14	International Module	Class lectures	3	32
15	Leading Change	Class lectures/ Blended	3	24
16	Integration III – Strategic Leadership	Class lectures/ Blended	3	24
17	Personal Leadership Program – Impact through Leadership Development	Workshops/ Coaching/ Experiential learning/ Mountain trail	4	60
18	Capstone project		10	18

## **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	Day parts
1	Principles of Business Valuation	Class lectures (online kick-off)	4	4
2	Financial Reporting & Analysis	Class lectures (online kick-off)	4	7
3	Behavioral Finance	Blended (online preparation & feedback, and class lectures)	4	7
4	Quantitative Tools for Financial Management (part I & II)	Class lectures	5	9
5	Advanced Valuation	Class lectures (online kick-off)	4	7
6	International Risk Management	Class lectures (online kick-off)	4	7
7	Choose elective: a.) Mergers & Acquisitions  b.) Management Accounting	Class lectures (online kick-off)	4	7
8	Valuing Private Companies (part I & II)	Class lectures (online kick-off)	8	14
9	Choose elective: c.) Mergers & Acquisitions d.) Real Estate Finance	Class lectures (online kick-off)	4	7
10	Corporate Finance	Class lectures (online kick-off)	4	7
11	Master thesis	Kick off + 3 peer review sessions with the group and two tutors	15	



## **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 verbanden te leggen tussen theorie en praktijk, door (a) relevante vraagstukken binnen de eigen organisatie te herkennen en adequaat te plaatsen in de context van theoretische benaderingen, door (b) theoretische benaderingen adequaat toe te passen op een concreet vraagstuk binnen de eigen beroepspraktijk, en door (c) bevindingen uit onderzoek te vertalen naar oplossingsgerichte toepassingen binnen de eigen beroepspraktijk;
8. Een complex vraagstuk op een multidisciplinaire wijze te bestuderen en kennis uit verschillende disciplines met elkaar te integreren;
9. Zelfstandig en methodologisch verantwoord onderzoek te verrichten rond een vraagstuk binnen de eigen beroepspraktijk;
10. Zelfstandig, onafhankelijk en op adequate wijze kunnen rapporteren over eigen onderzoek, zowel schriftelijk als mondeling.

## Samenstelling van de opleiding

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Management Accounting and Control	Blended	6	33
M2	Internal Control and Accounting Information Systems	Blended	11	78
M3	Strategic Management	Blended	5	18
M4	Topics in Corporate Finance	Blended	5	18
M5	Production and Logistics Management	Blended	4	15
M6	Financial Accounting and Reporting	Blended	7	51
M7	Tax Law	Blended	2,5	15
M8	Corporate Law	Blended	2,5	15
M9	Information Management	Blended	4	24
M10	Change & Implementation / Master Thesis / BRM	Blended	17	39

### 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)**

### **End terms:**

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.

## Organisation of the degree

Nr.	Module	Lesvorm	ECTS	Contacturen
1	Optimaal organiseren van zorg	Blended*	8	32
2	Strategie en zorginnovatie	Blended*	8	32
3	Operationeel management in de zorg	Blended*	8	32
4	Besturing en leiderschap in de zorg	Blended*	8	32
5	Business Research Methods	Blended	5	27
6	Studiereis	Klassikaal	4	40
7	Capita Selecta	Klassikaal	4	8-20
8	Master thesis	Blended	15	3

\*Lesvorm bestaat uit een online opstartsessie van 1.5 uur voorafgaand aan de in-class lectures.

\*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.

## Organisation of the degree per 01-11-2023

Nr.	Module	Lesvorm	ECTS	Contacturen
1	Optimaal organiseren van zorg	Blended*	8	32
2	Strategie en zorginnovatie	Blended*	8	32
3	Operationeel management in de zorg	Blended*	8	32
4	Besturing en leiderschap in de zorg	Blended*	8	32
5	BRM I	In class	3	24
6	BRM II	In class	2	16
7	Studiereis	Klassikaal	4	40
8	Capita Selecta	Klassikaal	4	8-20
9	Master thesis	Blended	15	3

\*Lesvorm bestaat uit een online opstartsessie van 1.5 uur voorafgaand aan de in-class lectures.

\*M8 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 able to assess these insights, research, and literature, and apply the learnings on organizations.
2. Execute research and are 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
1	Information Strategy and Management	Online preparation and Class lectures	4	10
2	Business Research Methods 1	Online preparation and Class lectures	3	6
3	Strategic Business Architectures	Online preparation and Class lectures	4	7
4	Information Security Management	Online preparation and Class lectures	4	7
5	Sourcing IS Services	Online preparation and Class lectures	4	7
6	Managing Implementation and Organizational Change	Online preparation and Class lectures	8	17.5
7	International Study Week	Class lectures, Discussion and Company visits	2	10
8	Information Technology Innovation	Online preparation and Class lectures	8	20
9	Capita Selecta Master Class	Class lectures + 2 – 3 sessions with supervisor + presentation	8	6.5
10	Final Project	4 – 5 individual sessions with supervisor + 2,5-hour exam session including presentation & questions	15	6.5

## Composition of the program per 01-11-2023

Nr.	Module	Course format	ECTS	Dayparts
1	Information Strategy and Management	Online preparation and Class lectures	4	10
2	BRM I	In class	3	6
3	Strategic Business Architectures	Online preparation and Class lectures	4	7
4	Information Security Management	Online preparation and Class lectures	4	7
5	Sourcing IS Services	Online preparation and Class lectures	4	7
6	Managing Implementation and Organizational Change	Online preparation and Class lectures	8	17.5
7	International Study Week	Class lectures, Discussion and Company visits	2	10
8	Information Technology Innovation	Online preparation and Class lectures	8	20
9	Capita Selecta Master Class	Class lectures + 2 – 3 sessions with supervisor + presentation	8	6.5

10	Final Project	4 – 5 individual sessions with supervisor + 2,5-hour exam session including presentation & questions	15	6.5
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**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
1	Business Process Control	Klassikaal / online / blended	12	72
2	IT Auditing Fundamentals	Klassikaal / online / blended	5	39
3	Trust & Control Technologies	Klassikaal / online / blended	5	42
4	Management of IT	Klassikaal / online / blended	5	48
5A	Auditing Cyber Security	Klassikaal / online / blended	10	60
5B	Data & Analytics	Klassikaal / online / blended	10	60
6	IT Audit research methods	Klassikaal / online / blended	4	36
7	Comprehensive IT Auditing	Klassikaal / online / blended	4	36
8	Master Thesis	Online / blended	15	3

**Flexibility**

Not applicable

**Additions/exceptions to the Teaching and Examination Regulations****Exception to Article 4.3**

The final examination (module 8) takes place in teams of up to three people.

**Exception to Article 4.3(3)**

- Participants may start with the Master Thesis if blocks 1 to 6 have been completed with a passing grade and they have been present during at least 80% of the lectures of modules 1 to 7.
- If a failing grade for Module 7 is still present at the start of the Master Thesis (module 8), a pass must have been obtained for final completion of the Master Thesis.

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

Not applicable

## **Executive Master of Management and Organization (MMO)**

### **End terms:**

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	Contacturen
1	Business Research Methods I	Klassikaal	3	18
2	Strategic Management and Implementation	Blended	4	24
3	Dynamics of Interorganizational Relationships	Blended	4	24
4	Financial Management and Accounting	Blended	4	24
5	Operations Management	Blended	4	24
6	Innovation Management	Blended	4	24
7	Strategic Marketing & Management	Blended	4	24
8	Strategic HRM, Performance & Well-being	Blended	4	24
9	Transformation & Leadership	Blended	4	24
10	The Future of Business & Society	Blended	4	24
11	Business Research Methods II	Klassikaal	2	9
12	European Business Systems (On site)	Blended	4	24
13	Master Thesis		15	7

\* 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.

## Samenstelling van de opleiding per 01-11-2023

Nr.	Module	Lesvorm	ECTS	Contacturen
1	BRM I	In class	3	24
2	Strategic Management and Implementation	Blended	4	24
3	Dynamics of Interorganizational Relationships	Blended	4	24
4	Financial Management and Accounting	Blended	4	24
5	Operations Management	Blended	4	24
6	Innovation Management	Blended	4	24
7	Strategic Marketing & Management	Blended	4	24
8	Strategic HRM, Performance & Well-being	Blended	4	24
9	Transformation & Leadership	Blended	4	24
10	The Future of Business & Society	Blended	4	24
11	BRM II	In class	2	16
12	European Business Systems (On site)	Blended	4	24
13	Master Thesis		15	7

\* 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 juni).

– Locatie en studieduur:

De vakken in de hoofdcyclus worden afwisselend 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 twee modules aangewezen die men mag vervangen door een andere module uit de TIAS syllabus. Dit zijn de modules *Sustainable Innovation, Transformation & Leadership*.

## **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 leiderschapstijl 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 cohort november 2023

N r	Module	Lesvorm	ECTS	Contact-uren
1	BRM 1	In class	3	24
2	Strategisch publiek management	Klasikaal/ blended	5	24
3	Strategie en omgeving (studiereis Den Haag)	Klassikaal / blended	5	24
4	Business & society	Klassikaal / blended	5	24
5	HRM en professionals	Klassikaal / blended	5	24
6	Netwerken en allianties	Klassikaal / blended	5	24
7	Organisatie en governance	Klassikaal / blended	5	24
8	Leiderschap	Klassikaal / blended	5	24
9	Studiereis: Publieke sector in vergelijkend perspectief	Klassikaal	5	24
1 0	Thesis	Klassikaal / blended	17	32

## Samenstelling van de opleiding cohort april 2024

Nr.	Module	Lesvorm	ECTS	Contact-uren
1	BRM 1	In class	3	24
2	Public value in co-creatie	Klassikaal/ blended	4	20
3	Leiderschap	Klassikaal / blended	4	20
4	Netwerken en allianties	Klassikaal / blended	4	20
5	Organisatie en governance	Klassikaal / blended	4	20
6	Studiereis: publieke sector in vergelijkend perspectief	Klassikaal / blended	4	20
7	Innovatie en verandering	Klassikaal / blended	4	20
8	Strategie en omgeving (studiereis Den Haag)	Klassikaal / blended	4	20
7	Business & society	Klassikaal/ blended	4	20
		Klassikaal/ blended	4	20
8	Kwaliteit van dienstverlening	Klassikaal / blended	4	20
9	HRM en professionals	Klassikaal / blended	4	20
10	Thesis	Klassikaal / blended	17	32

\* 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 (april) en najaar (november)
- Verlening studieduur mogelijk in overleg met Academic Director

## **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) under development – information to be added at a later date.**

## **Executive Master of Operations and Supply Chain Management (MOS)**

### **Exit qualifications**

After completion of the program, students are able to:

1. Translate scientific knowledge and views into practical solutions.
2. Implement organizational and behavioral changes to ensure application of solutions and intended decisions in practice.
3. 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. Absorb new frontiers of scientific and professional knowledge regarding Operations Management and Supply Chain Management.
5. 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. Analyze relevant developments in a systematic and objective way.
7. 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. 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
1	Business Research Methods	Blended	5	37
2	Operations Strategy	Blended	4	25
3	Operations Management	Blended	4	25
4	Supply Chain Management	Blended	4	25
5	Purchasing	Blended	4	25
6	Quality Management	Blended	4	25
7	Financial and Managerial Control	Blended	4	25
8	Sustainable Supply Chains	Blended	4	25
9	Digital transformation	Blended	4	25
10	Service Network Design	Blended	4	25
11	Elective	Blended	4	25
12	International Study Trip – Innovation	Study trip	2	40
	Master thesis	Supervision meetings	15	10

## Composition of the program per 01-11-2023

Nr.	Module	Course format	ECTS	Contact hours
1	BRM I	In class	3	24
2	Operations Strategy	Blended	4	25
3	Operations Management	Blended	4	25
4	Supply Chain Management	Blended	4	25
5	Purchasing	Blended	4	25
6	Quality Management	Blended	4	25
7	BRM II	Blended	2	12
8	Financial and Managerial Control	Blended	4	25
9	Sustainable Supply Chains	Blended	4	25
10	Digital transformation	Blended	4	25



<b>11</b>	Service Network Design	Blended	4	25
<b>12</b>	Elective	Blended	4	25
<b>13</b>	International Study Trip – Innovation	Study trip	2	40
	Master thesis	Supervision meetings	15	10

## **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 leiderschapstijl 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 cohort november 2023

Nr.	Module	Lesvorm	ECTS	Contact-uren
1	BRM 1	In class	3	24
2	Strategisch publiek management	Klasikaal/ blended	5	24
3	Strategie en omgeving (studiereis Brussel)	Klassikaal / blended	5	24
4	Business & society	Klassikaal / blended	5	24
5	HRM en professionals	Klassikaal / blended	5	24
6	Netwerken en allianties	Klassikaal / blended	5	24
7	Organisatie en governance	Klassikaal / blended	5	24
8	Leiderschap	Klassikaal / blended	5	24
9	Studiereis: publieke sector in vergelijkend perspectief	Klassikaal	5	24
10	Thesis	Klassikaal / blended	17	32

## Samenstelling van de opleiding cohort april 2024

Nr.	Module	Lesvorm	ECTS	Contact-uren
1	BRM 1	In class	3	24
2	Public value in co-creatie	Klassikaal/ blended	4	20
3	Leiderschap	Klassikaal / blended	4	20
4	Netwerken en allianties	Klassikaal / blended	4	20
5	Organisatie en governance	Klassikaal / blended	4	20
6	Studiereis: publieke sector in vergelijkend perspectief	Klassikaal / blended	4	20
7	Innovatie en verandering	Klassikaal / blended	4	20
8	Strategie en omgeving (studiereis Brussels)	Klassikaal / blended	4	20
7	Business & society	Klassikaal/ blended	4	20
8	Kwaliteit van dienstverlening	Klassikaal / blended	4	20
9	HRM en professionals	Klassikaal / blended	4	20
10	Thesis	Klassikaal / blended	17	32

## **Flexibiliteit**

Binnen de opleiding zijn er de volgende mogelijkheden voor flexibilisering:

- Twee instroommomenten: voorjaar (april) en najaar (november)
- Verlenging studieduur mogelijk in overleg met Academic Director

## **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-) onderzoeksvorstel
- 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 onderzoeksvorstel
- 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
M1	Investeren in Toekomstbestendig Vastgoed	Blended	8	32 in-class 8 zoom
M2	Vastgoed Data Analytics	Blended	8	32 in-class 8 zoom
M3	Vastgoed Waarderen, Financier en Beleggen	Blended	8	32 in-class 8 zoom
M4	Duurzame Vastgoedontwikkeling	Blended	8	32 in-class 8 zoom
M5	Persoonlijke Management Vaardigheden	Blended	4	24 in-class 2 zoom 8 coaching
M6	Vrije Keuze Module	Ntb	4	Ntb
M7	BRM I + II	Blended	5	32 in-class 8 zoom
M8	Afstudeeronderzoek	Blended	15	18 online 12 zoom 10 coaching

## Samenstelling van de opleiding vanaf 01-11-2023

Nr.	Module	Lesvorm	ECTS	Contacturen
M1	Investeren in Toekomstbestendig Vastgoed	Blended	8	32 in-class 8 zoom
M2	Vastgoed Data Analytics	Blended	8	32 in-class 8 zoom
M3	Vastgoed Waarderen, Financier en Beleggen	Blended	8	32 in-class 8 zoom
M4	Duurzame Vastgoedontwikkeling	Blended	8	32 in-class 8 zoom
M5	Persoonlijke Management Vaardigheden	Blended	4	24 in-class 2 zoom 8 coaching
M6	Vrije Keuze Module	Ntb	4	Ntb
M7	BRM I	In class	3	24
M8	BRM II	In class	2	16
M9	Afstudeeronderzoek	Blended	15	18 online 12 zoom 10 coaching



## **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 volgorde in de vier vastgoedmodules (M1, M2, M3, M4) in het eerste jaar.
- Elke vastgoedmodule (M1, M2, M3, M4) bestaat uit twee masterclasses. Binnen een vastgoedmodule is er wel sprake van volgorde in masterclasses.
- Het gehele programma kan nominaal in 18 maanden worden doorlopen. De maximale tijdsduur bedraagt 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 6.5: 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**
1	Quantitative Methods	Lectures	3	24
2	Business & Society	Lectures	4	24
3	Academic Writing	Lectures	3	24
5	Managerial Accounting and Control	Lectures	4	28
6	Managing Sustainable Business Models	Lectures	4	28
7	Diversity and Organizational Behavior	Lectures	3	24
8	Managerial Finance	Lectures	3	28
9	Marketing Management	Lectures	3	24
10	Economics for Business	Lectures	4	30
11	Operations and Supply Chain Management	Lectures	4	35
12	Sustainable Innovation Management	Lectures	4	28
13	Strategy Formulation	Lectures	3	24
14	Entrepreneurship	Lectures	4	28
15	International study trip	Lectures, workshops, company visit	3	30
16	Elective	Lectures	3	21-28
17	Navigating Complexity in Emerging Markets	Lectures	3	24
18	Personal and Career Development Program	Workshops, individual and team coaching	5	100
19	Team Business Project	Workshops, project work, mentoring	10	22

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

\*\* These are an approximation.

### 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 4.3.2 does not apply.
- Article 4.3.4 does not apply.
- Adjusted rules apply for article 4.3.8: 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.

***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
1	Accounting and Finance	Class lectures, group work	3	28
2	Marketing Management	Class lectures, group work	3	28
3	Business Economics	Class lectures, group work	3	28
4	Operations and Supply Chain Management	Class lectures, group work	3	28
5	Organizational Behavior and Leadership	Class lectures, group work	3	28
6	Managing Information Systems/IT	Class lectures, group work	3	28
7	Business Research Methods	Class lectures, group work	3	28
26	Corporate Social Responsibility and Ethics	Class lectures, group work	3	28
27	Strategic Management	Class lectures, group work	3	28
28	Study Trip	Seminars, workshops, company visits, group work	3	30
29	Personal Leadership and Career Development Program	Workshops, individual and team coaching	3	74
30	Thesis	Workshops, one-on-one meetings, supervision	15	10*

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

## MARKETING TRACK COURSES

Nr.	Course name	Course format	ECTS	Contact hours
8	Global Marketing in Dynamic Markets	Class lectures, group work	3	28
9	Marketing Communications and Branding	Class lectures, group work	3	28
10	New Product and Service Development Strategy	Class lectures, group work	3	28
11	Digital Marketing	Class lectures, group work	3	28
181922	<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Business Process and Data Mapping	Class lectures, group work	3	28

## CORPORATE FINANCE AND INVESTMENT TRACK COURSES\*

Nr.	Course name	Course format	ECTS	Contact hours
12	Financial Management	Class lectures, group work	3	28
13	Capital Markets and Investment Management	Class lectures, group work	3	28
14	International Financial Management	Class lectures, group work	3	28
15	Advanced Financial Management	Class lectures, group work	3	28
18 19 21	<i>General Management Elective: (choose one of the following modules)</i> Change Management Entrepreneurship Sustainable Finance	Class lectures, group work	3	28

\*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
16	Organizational Coaching and Consulting	Class lectures, group work	3	28
17	Business Dynamics	Class lectures, group work	3	28
18	Change Management	Class lectures, group work	3	28
19	Entrepreneurship	Class lectures, group work	3	28
12 8 10	<i>General Management Elective: (choose one of the following modules)</i> Financial Management Global Marketing in Dynamic Markets New Product and Service Development Strategy	Class lectures, group work	3	28

## BUSINESS ANALYTICS TRACK COURSES\*

Nr.	Course name	Course format	ECTS	Contact hours
22	Business Process & Data Mapping	Class lectures, group work	3	28
23	Business Data Analytics	Class lectures, group work	3	28
24	Decision Analysis & Optimization	Class lectures, group work	3	28
25	Business Intelligence	Class lectures, group work	3	28
18 12 31	<i>General Management Elective: (choose one of the following modules)*</i> Change Management Financial Management Hands-on Data Analysis	Class lectures, group work	3	28

\*A prep course needs 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.

## GENERAL MANAGEMENT COURSES (ONLY FOR JANUARY 2024 COHORT)

Nr.	Course name	Course format	ECTS	Contact hours
8	Global Marketing in Dynamic Markets	Class lectures, group work	3	28
18	Change Management	Class lectures, group work	3	28
10	New Product and Service Development Strategy	Class lectures, group work	3	28
19	Entrepreneurship	Class lectures, group work	3	28
11 17	<i>General Management Elective: (choose one of the following modules)</i> Digital Marketing Business Dynamics	Class lectures, group work	3	28

### 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.
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;
  - Corporate Finance and Investment;
  - Change and business management;
  - Business analytics;
  - General Management (only for students who start the program in January 2024)
4. Providing advanced knowledge and understanding in an elective
5. Providing advanced knowledge and understanding of business in a holistic way through 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.



## Flexibility:

Within the program there are the following options for flexibility:

### *Specializations:*

Participants can choose from five different specializations (Marketing; Corporate Finance and Investment; Change and Business Management; Business Analytics).

For students who start the program in January 2024, students have one option: General Management. Additional rules apply for these students if they want to follow another track:

Students can choose to complete one of the other tracks by completing the required courses of that track and the thesis of that track with the next cohort.

### *Elective:*

Participants can choose from three different electives within their specialization (students in the General Management option can choose from two electives).

## **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 1<sup>st</sup> (full-time program). This rule does not apply for the January 2024 intake. Students who wish to choose the Corporate Finance and Investment 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 examiner 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***

Exemptions are not granted for this program.

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) to only focus on the extra specialization. The participant will not be awarded with another MSc-degree, but will be given a transcript. The participant will also not be awarded with a judicium for this extra specialization.

From students from the TIAS full-time MBA, an exception applies: TIAS full-time MBA graduates can opt for a dual degree with more than 25% exemptions for the MScBA program. For these students, the following courses need to be followed: Managing MIS, BRM, the four track courses, two electives, and the thesis.

***Exception to Article 3.8: Electives***

- Students are not able to take electives from other TIAS programs
- 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.

**Exception to Appendix 1: Pre-master**

The program is preceded by prep courses that have to be followed prior to the program and depending on the background of the student.

## Parttime MSc in Bedrijfskunde (PTMScNL)

### Opbouw van de opleiding

Nr.	Modulenaam	Onderwijsvorm	ECTS	Contacturen
Foundation modules				
M1	Accounting & Finance	Blended	4	26
M2	Big Data & Managing Information Systems	Blended	4	26
M3	Organizational Behavior & Leadership	Blended	4	26
M4	Business Economics	Blended	4	26
M5	Change Management	Blended	4	26
M6	Marketing Management	Blended	4	26
M7	Operations Management	Blended	4	26
Keuzevakken (kies 3):				
K1	Strategisch Management	Blended	4	26
K2	Responsible Leadership: Bestuur & Compliance	Blended	4	26
K3	Sustainability as a Source of Competitive Advantage	Blended	4	26
K4	Studiereis	Blended	4	26
K5	Innovatie Management	Blended	4	26
K6	Inter-Organizational Relations en Netwerken	Blended	4	26
Integratie modules:				
I1	Business Research Methods	Blended	4	26
I2	Strategische Implementatie	Blended	4	26
I3	Master thesis	Blended	15	17

### 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]**

## **Flexibiliteit**

### – **Vorbereidende modules**

Studenten kunnen gedurende het hele jaar starten met het online prep-work voor de premaster en kunnen tot 6x per jaar voor Academisch lezen & schrijven en Accounting & Finance terecht bij de TIAS brede pre master.

### – **Keuzemodules**

Er zijn zes modules aangewezen als keuzevakken, waarvan men er drie dient te kiezen. Dit zijn de modules:

- o Strategisch Management
- o Responsible Leadership: Bestuur & Governance
- o Studiereis
- o Innovatie Management
- o Sustainability as a Source of Competitive Advantage
- o Inter-Organizational Relations en Netwerken

## **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.

## MSc Controlling (MCON)

### Eindkwalificaties

#### Introductie

De PT MSc kent vijf domeinspecifieke leeruitkomsten die in lijn zijn met de vijf onderdelen van de financiële functie. Deze vijf leeruitkomsten (LU) zijn:

LU1	Kunnen beschrijven en analyseren van de omloop van operationele, financiële en fiscale geldstromen (en de verantwoordelijke experts in de organisatie hierbij met advies te ondersteunen)
LU2	Adviseren bij de voorbereiding van de externe financieel economische informatievoorziening van de organisatie, rekening houdend met ontwikkelingen in Business and Society (bijv. Integrated Reporting)
LU3	Kunnen beschrijven en analyseren van de inrichting van de interne financieel economische informatievoorziening van de organisatie (en de verantwoordelijke experts in de organisatie hierbij met advies te ondersteunen)
LU4	Een zo objectief mogelijke analyse te geven omtrent de prestaties van de organisatie in samenhang met de doelstellingen en de (maatschappelijke) risico's die de organisatie hierbij loopt.
LU5	Adviseren bij de aanschaf en aanwending van schaarse middelen in de organisatie, rekening houdend met ontwikkelingen in Business and Society.

### Opbouw van de opleiding

Nr.	Module	Course format	ECTS	Contact hours
1	Accounting Information Systems & Data Analytics	Blended	6	48
2	Belastingrecht	Blended	6	48
3	Finance	Blended	6	48
4	BRM II	In class	2	16
5	Financial Accounting & Reporting	Blended	6	48
6	Management Accounting & Control	Blended	6	48
7	Marketing & Pricing	Blended	4	28
8	Ondernemingsrecht	Blended	6	48
9	Strategy & Organisation	Blended	4	28
10	Thesis	Supervision meetings	15	14

#### Flexibiliteit

N.v.t.

#### 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.