



Premaster Business Administration

Vrije Universiteit Amsterdam - School of Business and Economics - P Business Administration - 2017-2018

The pre-master programme consists of 30 EC (5 courses of 6 EC each) and runs for half a year (February till July). The pre-master programme is only to be taken by students with a suitable HBO degree. It is a bridge programme that aims to prepare HBO students for studying at a university. Therefore, it mostly consists of courses that provide training in academic reading, reasoning, and writing, research methodologies and statistics. Within the Business Administration master, each of the six specialisations has its own pre-master programme. Upon successfully completing the pre-master programme you are entitled to enrol in the associated master programme.

[How to prepare for the Financial Management premaster programme](#)

Inhoudsopgave

Premaster Business Administration specialisation Digital Business and Innovation	1
Premaster Business Administration specialisation Financial Management	1
Premaster Business Administration specialisation Human Resource Management	1
Premaster Business Administration specialisation International Management	2
Premaster Business Administration specialisation Leadership and Change Management	2
Premaster Business Administration specialisation Management Consulting	2
Premaster Business Administration specialisation Strategy and Organization	3
Premaster Business Administration specialisation Transport, Supply Chain Management	3
Vak: Academic Knowledge and Skills (Periode 4)	3
Vak: Academic Paper (Periode 4+5+6)	5
Vak: Accounting II (Periode 4)	6
Vak: Business Intelligence and Analytics (Periode 4)	8
Vak: Financial Modelling and Derivatives (Periode 4)	9
Vak: Global Supply Chain Management (Periode 4)	10
Vak: International Financial Management (Periode 5)	12
Vak: Perspectives on People, Management and Organizations (Periode 4)	13
Vak: Procurement and Supply Management (Periode 4)	14
Vak: Qualitative Research Methods (Periode 5)	15
Vak: Quantitative Research Methods (Periode 5)	17
Vak: Statistics (Periode 5)	19
Vak: Supply Chain Management in Emerging Economies (Periode 5)	20

Premaster Business Administration specialisation Digital Business and Innovation

Vakken:

Naam	Periode	Credits	Code
Academic Knowledge and Skills	Periode 4	6.0	E_PM_AKS
Academic Paper	Periode 4+5+6	6.0	E_PM_AP
Business Intelligence and Analytics	Periode 4	6.0	E_IBK3_BIA
Qualitative Research Methods	Periode 5	6.0	E_PM_QUALRM
Quantitative Research Methods	Periode 5	6.0	E_PM_QUANRM

Premaster Business Administration specialisation Financial Management

Below are the obligatory courses of the specialisation Financial Management.

Vakken:

Naam	Periode	Credits	Code
Academic Paper	Periode 4+5+6	6.0	E_PM_AP
Accounting II	Periode 4	6.0	E_BK2_ACC2
Financial Modelling and Derivatives	Periode 4	6.0	E_IBK3_FMD
International Financial Management	Periode 5	6.0	E_IBK3_IFM
Statistics	Periode 5	6.0	E_PM_STAT

Premaster Business Administration specialisation Human Resource Management

Below are the obligatory courses of the specialisation Human Resource Management.

Vakken:

Naam	Periode	Credits	Code
Academic Knowledge and Skills	Periode 4	6.0	E_PM_AKS
Academic Paper	Periode 4+5+6	6.0	E_PM_AP
Perspectives on People, Management and Organizations	Periode 4	6.0	E_PM_PPMO

Qualitative Research Methods	Periode 5	6.0	E_PM_QUALRM
Quantitative Research Methods	Periode 5	6.0	E_PM_QUANRM

Premaster Business Administration specialisation International Management

Vakken:

Naam	Periode	Credits	Code
Academic Knowledge and Skills	Periode 4	6.0	E_PM_AKS
Academic Paper	Periode 4+5+6	6.0	E_PM_AP
Perspectives on People, Management and Organizations	Periode 4	6.0	E_PM_PPMO
Qualitative Research Methods	Periode 5	6.0	E_PM_QUALRM
Quantitative Research Methods	Periode 5	6.0	E_PM_QUANRM

Premaster Business Administration specialisation Leadership and Change Management

Vakken:

Naam	Periode	Credits	Code
Academic Knowledge and Skills	Periode 4	6.0	E_PM_AKS
Academic Paper	Periode 4+5+6	6.0	E_PM_AP
Perspectives on People, Management and Organizations	Periode 4	6.0	E_PM_PPMO
Qualitative Research Methods	Periode 5	6.0	E_PM_QUALRM
Quantitative Research Methods	Periode 5	6.0	E_PM_QUANRM

Premaster Business Administration specialisation Management Consulting

Below are the obligatory courses of the specialisation Management Consulting.

Vakken:

Naam	Periode	Credits	Code
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Academic Knowledge and Skills	Periode 4	6.0	E_PM_AKS
Academic Paper	Periode 4+5+6	6.0	E_PM_AP
Perspectives on People, Management and Organizations	Periode 4	6.0	E_PM_PPMO
Qualitative Research Methods	Periode 5	6.0	E_PM_QUALRM
Quantitative Research Methods	Periode 5	6.0	E_PM_QUANRM

Premaster Business Administration specialisation Strategy and Organization

Below are the obligatory courses of the specialisation Strategy and Organization.

Vakken:

Naam	Periode	Credits	Code
Academic Knowledge and Skills	Periode 4	6.0	E_PM_AKS
Academic Paper	Periode 4+5+6	6.0	E_PM_AP
Perspectives on People, Management and Organizations	Periode 4	6.0	E_PM_PPMO
Qualitative Research Methods	Periode 5	6.0	E_PM_QUALRM
Quantitative Research Methods	Periode 5	6.0	E_PM_QUANRM

Premaster Business Administration specialisation Transport, Supply Chain Management

Below are the obligatory courses of the specialisation Transport and Supply Chain Management.

Vakken:

Naam	Periode	Credits	Code
Academic Paper	Periode 4+5+6	6.0	E_PM_AP
Global Supply Chain Management	Periode 4	6.0	E_IBA1_GSCM
Procurement and Supply Management	Periode 4	6.0	E_IBK3_PSM
Statistics	Periode 5	6.0	E_PM_STAT
Supply Chain Management in Emerging Economies	Periode 5	6.0	E_IBA2_SCMEE

Academic Knowledge and Skills

Vakcode	E_PM_AKS ()
Periode	Periode 4
Credits	6.0
Voertaal	Nederlands
Faculteit	School of Business and Economics
Coördinator	dr. G.J. Schuiling
Examinator	dr. G.J. Schuiling
Docent(en)	drs. I.J.C. Leijen, dr. ir. A.A. ter Wiel
Lesmethode(n)	Hoorcollege, Werkgroep
Niveau	300

Doel vak

- Research orientation: you are able to explain the difference between three research orientations: pragmatic, positivistic and interpretative;
- Academic reading: you are able to search, select, read, summarize and assess academic literature starting from a conceptual question;
- Academic topic choice: you are able to choose a topic for a literature review and describe its relevance for theory and practice;
- Academic writing: you are able to write in a clear way, with references complete, in a correct language and a good layout;
- Academic reviewing: you are able to write and present a literature review; and to review other's (proposal for) literature review;
- Academic reasoning: you are able to formulate a research question and build an argumentation for a claim or conclusion.

Inhoud vak

This course Academic Knowledge and Skills helps the premaster students in making the transition from a practice orientation to a theory orientation. As a bachelor student at a hogeschool or University of Applied Sciences you will have had training in research skills and have done a practice-based research project. In the FEWEB academic master programs you are required to do theory-based research. You will learn to understand the difference between practice-based research and theory-based research. We will explain and help you practice the skills you need in the academic world.

Onderwijsvorm

The course consists of two elements: lectures and workgroup seminars. During the course six lectures will be given. You are expected to attend all lectures as the workgroup seminars follow the topics of the lectures.

The workgroups are specific to your specialization. Thus marketing students attend the marketing work group, strategy students the strategy work group and so on. Details about the work group assignments can be found in the manual of your workgroup on Canvas. Step by step these assignments will help you to write an academic paper.

Toetsvorm

The assessment for this course consists of an exam and work group assignments. Both contribute 50% to your grade. The exam consists of multiple choice and open questions about the obligatory book, the academic articles and the course slides provided during the course. Your workgroup facilitator will grade your work group assignment(s). More information about the grading can be found in the manual of your workgroup.

Please note that both components need to be completed with a grade of 5.5 or higher. In case of a failing grade for the exam or the work group assignment(s), it will not be possible to get credits from this course. In case an insufficient grade on the exam, a re-sit will be granted at the end of period 5. The maximum grade for students that need to rewrite their work group assignment after the first assessment is 5.5. Otherwise, it is just not fair to those that did not get extra time to improve their work.

Literatuur

- Turner, K., Krenus, B., Ireland, L. and Pointon, L. (2011). Essential Academic Skills. 2nd Ed. Oxford: Oxford University Press.
- Scientific articles and course slides.

Vereiste voorkennis

The course is part of the pre-Master program of the Faculty of Economics and Business Administration. Participation is reserved for students of this pre-master program and other students who have been granted permission by the program director of the pre-master program.

Overige informatie

Voor dit vak hoef je je niet zelf in te tekenen. Je wordt door de faculteit ingetekend op het vak en de onderliggende activiteiten.

Academic Paper

Vakcode	E_PM_AP ()
Periode	Periode 4+5+6
Credits	6.0
Voertaal	Nederlands
Faculteit	School of Business and Economics
Coördinator	dr. J. Sieweke
Examinator	dr. J. Sieweke
Niveau	300

Doel vak

To gain experience in designing, executing, and reporting research

Inhoud vak

Academic Paper is the capstone course of the premaster programme. In your academic paper you report on a piece of research that you have conducted. The academic paper is written in English and in accordance with standards and conventions for academic writing. You will find further information about the academic paper in the course manual, which can be found in Canvas (please note that each programme has its own course manual).

Some premaster programmes will start their research already in period 4 or 5 while doing the method courses such as Qualitative Research Methods and Quantitative Research Methods. These two courses provide training in research design and data analysis. Please note, however, that your instructors for the methodology courses hold no responsibility for the supervision of or data collection for the academic paper – these responsibilities remain with your academic paper supervisor. Parallel to these courses you will meet with your supervisor to decide on a research

design, and you will start collecting data so that you can devote period 6 mostly to writing up your results.

Academic Paper supervision

Finance: Norman Seeger (n.j.seeger@vu.nl)

Marketing: Ingmar Leijen (ingmar.leijen@vu.nl)

Entrepreneurship: Etienne Schraven (e.schraven@vu.nl)

BA – Digital Business and Innovation: Mohammad Rezazarde (m.rezazademehrizi@vu.nl)

BA – Financial Management: Norman Seeger (n.j.seeger@vu.nl), Andre Dorsman

(a.b.dorsman@vu.nl) and Leonard Wolk (l.wolk@vu.nl)

BA – Human Resource Management: Evgenia Lysova (e.lysova@vu.nl)

BA – International Management: Astrid ter Wiel (a.a.ter.wiel@vu.nl)

BA – Leadership & Change Management: Omar Solinger (o.n.solinger@vu.nl)

BA – Management Consulting: Koen van Bommel (k.van.bommel@vu.nl)

BA – Strategy & Organisation: Astrid ter Wiel (a.a.ter.wiel@vu.nl)

BA – Transport and Supply Chain Management: Sander de Leeuw (sander.de.leeuw@vu.nl)

Contact your supervisor for any questions or guidance. If that does not resolve your issues, then contact the overall pre-master programme coordinator Jost Sieweke (j.sieweke@vu.nl).

Onderwijsvorm

You will make individual appointments with your supervisor. Those of you who start their academic paper in period 4 or 5 will make appointments with their supervisor in that period. Please see the course manual for further information.

Toetsvorm

Each programme has its own manual for the academic paper. This manual contains information on such things as assessment criteria, assessment procedures, minimum requirements and expectations, structure of the paper, deadlines, and responsibilities of students and supervisors. This manual will be found in due course on the Academic Paper Canvas page.

In case your academic paper does not pass, you will have the opportunity to submit a revised version.

Literatuur

The readings involved in producing the academic paper are specific for each program, and mainly consist of journal articles to be gathered by the student. Individual supervisors may supply you with a key starting reference where needed.

Overige informatie

For this course you do not need to subscribe. You will be subscribed by the department.

Accounting II

Vakcode	E_BK2_ACC2 ()
Periode	Periode 4
Credits	6.0
Voertaal	Nederlands
Faculteit	School of Business and Economics

Coördinator	dr. M. Schoute
Examinator	dr. M. Schoute
Lesmethode(n)	Hoorcollege, Werkgroep, Responsiecollege
Niveau	200

Doel vak

Academische vaardigheden: Studenten zullen leren om financial en management accounting informatie te analyseren en beoordelen, waarbij wordt gefocust op de meest relevante inputs voor bepaalde beslissingen. Tevens zullen zij leren om argumenten die hun beslissingen onderbouwen te formuleren en naar voren te brengen, zowel in gesproken als in geschreven vorm.

Kwantitatieve vaardigheden: Studenten zullen leren om veelgebruikte ratio's voor financiële analyse te berekenen en waarderingsconcepten toe te passen. Tevens zullen zij leren om veelgebruikte management accounting methoden toe te passen, welke het berekenen van beslissingsrelevante informatie vereisen.

Vakkennis: Studenten zullen leren om een veelgebruikt raamwerk voor het analyseren en waarderen van bedrijven toe te passen. Tevens zullen zij veelgebruikte methoden en technieken voor besluitvorming, planning en control leren, alsmede hoe deze toegepast dienen te worden.

Link met de praktijk: Studenten zullen inzicht krijgen in de praktijk aan de hand van uitgewerkte cases en relevante voorbeelden.

Sociale vaardigheden: Studenten zullen case-uitwerkingen op het gebied van financial en management accounting presenteren en bediscussiëren. Tevens zullen zij feedback aan/van teamleden over inzet en houding in het team geven en ontvangen.

Specifieke leerdoelen:

Na dit vak ben je in staat om:

- Een veelgebruikt raamwerk voor het analyseren en waarderen van bedrijven te begrijpen en toe te passen;
- De strategie van een bedrijf te beoordelen ten behoeve van analyse- en waarderingsdoelen;
- De grondslagen voor financiële verslaggeving van een bedrijf te analyseren en corrigeren voor vertekeningen;
- Een financiële analyse uit te voeren en waarderingstheorie en –concepten toe te passen;
- Een analyse ten behoeve van aandelenwaardering en kredietwaardigheids-beoordeling uit te voeren;
- Relevante kosten en informatie voor besluitvormingsdoelen te bepalen;
- Methoden voor planning en budgettaire beheersing te begrijpen en toe te passen;

Methoden die gerelateerd zijn aan management control systemen toe te passen.

Inhoud vak

Studenten zullen accounting informatie vanuit een gebruikersperspectief beoordelen. Zij zullen jaarrekeningen van bedrijven analyseren op basis van een veelgebruikt raamwerk voor het analyseren en waarderen van bedrijven. Tevens zal hun begrip van belangrijke management accounting methoden en technieken toenemen en zullen zij deze methoden en technieken toepassen.

Onderwijsvorm

Hoorcolleges en werkcolleges

Toetsvorm

- Geschreven tentamen – individuele beoordeling;
- (interim) opdracht(en) – groepsbeoordeling.

Literatuur

- Bhimani, A., C.T. Horngren, S.M. Datar, and M. Rajan. 2015. Management and Cost Accounting, Sixth Edition, Pearson.

De overige literatuur wordt later bekendgemaakt.

Aanbevolen voorkennis

Accounting I

Business Intelligence and Analytics

Vakcode	E_IBK3_BIA ()
Periode	Periode 4
Credits	6.0
Voertaal	Engels
Faculteit	School of Business and Economics
Coördinator	M. Shafeie Zargar
Examinator	M. Shafeie Zargar
Lesmethode(n)	Hoorcollege, Werkcollege, Instructiecollege, Responsiecollege
Niveau	300

Doel vak

Being able to define, describe and recall the basic concepts, principles and theories underlying business intelligence & analytics solutions (decision support systems). Also, to classify and compare business intelligence & analytics solutions as well as the constituent components of business intelligence & analytics solutions (Academic Skills).

Become proficient at exploring data-driven business models and to apply business intelligence & analytics concepts, principles and theories to business problems (Quantitative Skills).

Learn to explore, analyze and determine how big data can drive business model innovation as well as to analyze business cases, and propose business intelligence & analytics solutions and decide which data to use given a business problem to be solved (Knowledge).

Adeptly evaluating and discussing the organizational and social implications of business intelligence & analytics solutions and to create insights using established business intelligence & analytics tools (Bridging Theory & Practice).

Inhoud vak

Data is hot! How organizations deal with the overabundance of data and the ability to transform data into insights have become critical success factors for every organization. Key words in this context are 'big data', 'data science', and 'data-driven decision making and innovation'.

This course offers the handles that are needed to fully deploy the potential of data, and business intelligence & analytics solutions in order to create competitive advantage. The course primarily has a managerial focus, technology will be used primarily to create hands on experience with relevant BI&A technologies and as such enhance insights in their features and characteristics. There is a lot of business involvement in this course: experts from industry and BI&A consultants will share their insights and experience in the weekly workshops.

Onderwijsvorm

Lectures
Tutorial classes & workshops

Toetsvorm

Written exam – Individual assessment
Analytics practicum tests – Individual assessment

Literatuur

This course is article based. Readings are specified in the course manual.

Aanbevolen voorkennis

Recommended knowledge Elementary course on (Management) Information Systems (for example: Laudon, K.C. & Laudon, J.P. (2016). Essentials of MIS (12th edition).
Basic knowledge on statistics and Microsoft Excel.

BK: 2.1 Business Information Technology
IBA: 2.1 Business Information Systems

Financial Modelling and Derivatives

Vakcode	E_IBK3_FMD ()
Periode	Periode 4
Credits	6.0
Voertaal	Engels
Faculteit	School of Business and Economics
Coördinator	dr. T.C. Dyakov
Examinator	dr. T.C. Dyakov
Lesmethode(n)	Hoorcollege, Werkcollege, Instructiecollege
Niveau	300

Doel vak

In this course you will learn about financial modelling of risk and financial derivatives.

In the financial modelling module, the central concept is the relationship between risk and return on financial assets (Knowledge). The goal of this part of the course is to gain insight into the risk associated with financial portfolios and investments and to be able to calculate/estimate such risk on the basis of historical data. Furthermore, other goal is to learn how to construct portfolios on the basis of mean-variance optimization and how to benefit from diversification possibilities. Finally, another goal is to learn how to compute expected returns on investments on the basis of the Capital

Asset Pricing Model and multifactor models (Quantitative skills).

In the derivatives module, the goal is to gain insight into various financial derivatives such as futures and options, their properties, valuation and risks associated with them (Knowledge). Another goal is to learn how these derivatives can be used to hedge financial risks (Quantitative skills).

Upon accomplishing these goals, you will gain new academic, research and quantitative skills, as well as develop your professional knowledge in the area of financial risk and derivatives. Furthermore, by illustrating the concepts with examples of portfolios, investments and hedging problems provided by financial institutions, we will bridge the gap between theory and practice, enabling you to translate theoretical concepts into practical applications (Link to practice).

Inhoud vak

Central topics in financial modeling that will be discussed are:

- measures of risk in financial markets: variance and volatility of returns;
- trade-off between risk and return;
- estimation of average return and volatility;
- concepts of covariance and correlation; their estimation;
- risk and return of portfolios;
- diversification;
- universal risk measures: Value-at-Risk and Expected Shortfall;
- concept of efficient portfolio. Markowitz model;
- CAPM;
- risk premium and beta;
- multifactor models of risk.

Central topics in the part on derivatives that will be discussed are:

- types and characteristics of financial derivatives;
- use of derivatives in risk hedging;
- options: determining option price with the help of the binomial tree;
- sensitivities of options (Greeks);
- Black-Scholes model for option pricing and its assumptions;
- delta hedging of options;
- implied volatilities and volatility smiles;

Onderwijsvorm

Lectures.

Tutorials.

Toetsvorm

Written midterm test, written exam and computer assignment.

Literatuur

J. Berk and P. DeMarzo (2013), Corporate Finance, Pearson, 3rd Global Edition, ISBN 9781783990320, chapters 10-13, 20-22 and 30).

Aanbevolen voorkennis

Finance I and Quantitative Research Methods I and II.

Global Supply Chain Management

Vakcode	E_IBA1_GSCM ()
Periode	Periode 4

Credits	6.0
Voertaal	Engels
Faculteit	School of Business and Economics
Coördinator	dr. Y. Ghiami
Examinator	dr. Y. Ghiami
Docent(en)	dr. Y. Ghiami
Lesmethode(n)	Hoorcollege, Werkgroep
Niveau	100

Doel vak

The course of Global Supply Chain Management aims at preparing students in implementing, coordinating and managing Supply Chains in global contexts (Knowledge). Its setup comprises issues relating to the development of supplier relationships, operations improvement, procurement strategies, inventory control, logistics operations, transportation networks, sustainability, as well as contemporary issues affecting these areas.

Moreover, this course allows you to gain an understanding of academic research in the field of global supply chain management and how to apply knowledge this in various settings, both theoretically as well as by using statistical and mathematical models to support decisions (Academic skills; Research skills; Quantitative skills).

You are stimulated to activate your knowledge and practice your skills through various assignments during the tutorials in a team setting (Social Skills).

Inhoud vak

Global Supply Chain Management (GSCM) is an exciting and focused course for preparing students in implementing, coordinating and managing Supply Chains in global contexts. It will be valuable for students who would like to pursue a career in consulting or take a position in GSCM. Its setup comprises issues relating to the development of supplier relationships, operations improvement, procurement strategies, inventory control, logistics operations, transportation networks as well as contemporary issues affecting these areas. Specifically, the course will:

- Explain and critically apply theories on logistics and supply chain management with a focus on global scales;
- Integrate theories and appraise strategies on managing supply chain operations within the context of global business management;
- Understand the inter-relationship between supply chain management and global contemporary issues (e.g., global sourcing);
- Identify frameworks to manage risks and opportunities for competitive and economically sustainable supply chain management in a global setup.

The course will be both qualitative and quantitative. From a qualitative point of view, cases will be analyzed to derive best strategies and identify optimal policy. Qualitative sessions will inspire students' interactions, discussions and debates. The course of GSCM also consists of applications of quantitative devices. Decisions undertaken and discussed in the qualitative sessions need robust and objective supports through quantitative methods and models. These objectives are carried out at a course level by a solid review of the theory and the methodological base associated with supply chain management, along with a discussion of advanced topics, trends and directions. At a class level

course topics are reviewed through a combination of lecture, discussion, and student project work.

Onderwijsvorm

Lectures
Tutorials

Toetsvorm

Written exam – Individual assessment
(Interim) Assignments – Group assessment
Mandatory attendance tutorials

Literatuur

Required materials will be announced via Canvas.

Aanbevolen voorkennis

1.1 Business Mathematics

International Financial Management

Vakcode	E_IBK3_IFM ()
Periode	Periode 5
Credits	6.0
Voertaal	Engels
Faculteit	School of Business and Economics
Coördinator	dr. K.L. Wolk
Examinator	dr. K.L. Wolk
Lesmethode(n)	Hoorcollege, Werkcollege, Instructiecollege
Niveau	300

Doel vak

The objective of the course is to acquaint students with the developments in international financial markets from a perspective of managerial decision making. The course is designed to provide future's financial managers with an understanding of the fundamental concepts and the tools necessary to be effective global managers. The aim is to provide students with an understanding of these concepts and techniques used in risk management. (Knowledge, Quantitative Skills) The students will develop skills in reading and understanding academic papers as well as critical thinking on economic events with a focus on the financial aspects of managerial decisions. (Research Skills, Bridging Theory and Practice) They are encouraged to improve analytical thinking abilities, to think beyond the boundaries of economics and finance theories. (Academic Skills, Broadening your Horizon)

Inhoud vak

During the course, we will mainly discuss the structure of financial markets (foreign exchange, fixed income and equity markets) and explore the issues that are encountered by multinational enterprises, with an emphasis on risk management. When having completed this course, students will have a clear understanding how financial markets work and how the multinational firm interacts with other market participants. In particular, students will:

- understand the development of the international monetary system and other financial institutions,

- be acquainted with different financial instruments used to manage foreign exchange rate risk (forwards, futures, options)
- be acquainted with the specifics of various financial markets (money, bond, equity)
- learn how to manage foreign exchange risk and interest risk in a multinational firm.

Onderwijsvorm

- Lectures
- Tutorials

Toetsvorm

Written exam – Individual assessment
(Interim) Assignment(s) – Individual assessment

Literatuur

1. Eun & Resnick: International Finance, Global Edition (ISBN: 9780077161613)
2. Additional articles and/or cases (announced at the start of the course)

Aanbevolen voorkennis

BK:
2.2 Finance; 3.4 Financial Modelling and Derivatives; 2.5 Finance II

IBA:
2.2 Finance; 2.5 Corporate Finance in Emerging Economies; 3.4 Financial Modelling and Derivatives

Perspectives on People, Management and Organizations

Vakcode	E_PM_PPMO ()
Periode	Periode 4
Credits	6.0
Voertaal	Engels
Faculteit	School of Business and Economics
Coördinator	dr. D.A. Driver-Zwartkruis
Examinator	dr. D.A. Driver-Zwartkruis
Lesmethode(n)	Hoorcollege

Doel vak

After this course you:

- a) are familiar with the fields of leadership & change management, strategic and international management, management consulting, human resource management and entrepreneurship;
- b) are able to read and understand scientific articles in the field of leadership, strategic and international management, management consulting, change management, human resource management and entrepreneurship, and to make links between practical examples and scientific literature.

Inhoud vak

In the premaster course 'Perspectives on People, Management and Organization' (PPMO), you will be provided with an introduction to important business topics from fields such as strategy, management

consulting, entrepreneurship, international management, leadership & change management and human resource management.

Onderwijsvorm

The course consists of several lectures. These lectures are facilitated by different lecturers from the department 'Management & Organization' and from Entrepreneurship, giving the course an exciting and varied setup. The content of each lecture connects to the literature that is used in the course.

Toetsvorm

The assessment for the premaster course 'Perspectives on People, Management and Organization' consists of an individual exam. The exam is made up of open questions.

Literatuur

You will receive further information in the course manual, which will be published in Canvas.

Procurement and Supply Management

Vakcode	E_IBK3_PSM ()
Periode	Periode 4
Credits	6.0
Voertaal	Engels
Faculteit	School of Business and Economics
Coördinator	dr. R. Roberti
Examinator	dr. R. Roberti
Docent(en)	dr. R. Roberti
Lesmethode(n)	Hoorcollege, Werkcollege, Instructiecollege
Niveau	300

Doel vak

All organisations need inputs of goods and services from external suppliers or services providers. In this course we examine the developing role of the purchasing and supply function in managing and shipping inputs and outputs of companies, and address the ways in which the activity can contribute to the efficiency and effectiveness of an organisation.

Purchasing is seen by many of today's successful organisations as an activity of considerable strategic importance. The fact that the strategic role and contribution of purchasing and supply is well recognised in many leading commercial concerns and public institutions has meant that the strategic purchasing decisions may be taken by purchasing involvement at board level, rather than by a departmental manager. The ramifications of purchasing decisions on the operational processes may also be significant. Quantity discounts or optimal choice of transport may for example lead to gains in direct procurement expenses, but they may increase other cost in the supply chain (such as inventory). Such costs need to be traded off.

Students learn how to classify, describe and analyse key procurement and supply decisions (learning objective "academic skills") in order to understand the role of procurement and supply management in organisations (learning objective "knowledge"). Students learn how to

understand, analyse and quantify trade-offs in procurement and supply decisions and to identify effects of procurement and supply decisions on supply chain performance (learning objective “quantitative skills”). Students apply results from academic research in practical case settings (learning objective “bridging theory and practice”) and critically reflect on the research (learning objective “research skills”). Students present their case findings (learning objective “social skills”).

Inhoud vak

In this course we aim to discuss the management of purchasing, transport and supply activities. More specifically we aim at lecturing the following topics:

- sourcing strategies
- outsourcing and supply risk management
- public sector procurement
- transport procurement
- managing inventory
- contracting
- the structure of freight transport cost
- freight transport demand
- value of time and reliability; modal choice and route choice
- urban transport systems: congestion and reliability
- environmental effects of transport and corporate responsibility
- transport policy at local, national and EU levels

Onderwijsvorm

Lectures
Tutorials

Toetsvorm

Written exam – Individual assessment
(Interim) Assignment(s) – Group assessment

Literatuur

Literature: to be announced

Aanbevolen voorkennis

For BK

1.1 Business Processes; 1.1 Business Mathematics; 1.4 Supply Chain Management I; 2.4 Supply Chain Management II; 3.4 Managing and improving quality

For IBA:

1.1 Business Mathematics; 1.4 Global Supply Chain Management; 1.6 Business Processes; 2.5 SCM in Emerging Economies; 3.4 Managing and improving quality

Qualitative Research Methods

Vakcode	E_PM_QUALRM ()
Periode	Periode 5
Credits	6.0
Voertaal	Nederlands
Faculteit	School of Business and Economics
Coördinator	dr. M.H. Rezazade Mehrizi
Examinator	dr. M.H. Rezazade Mehrizi

Lesmethode(n)	Hoorcollege, Werkgroep
Niveau	300

Doel vak

We learn together how to think in the paradigm of qualitative research, how to design a sound qualitative research, how to select a proper mixture of qualitative methods for data collection and data analysis, and of course, we practice related skills (e.g., doing critical interview, thematic analysis, and theory development) with each other. These skills, are helpful in our academic projects (e.g., the academic papers), as well as in a wide range of professional practices (e.g., consultancy projects).

Inhoud vak

When we are interested in deeply understanding the complex and procedural aspects of a particular phenomenon, we are very much in the realm of qualitative research (QL). Metaphorically, if you want to know well your future partner, you need to have a complete, detailed knowledge of him/her. This requires close interactions, rich communication, and historical information about him/her. Of course, in this course, we do not study qualitative research for marriage or so; rather, we want to understand how organizations work. Strangely, qualitative research is not a method for collecting and analyzing qualitative data (you will discover why, in this course)! This course includes 1) lectures and interactions in the class, 2) a group research project for practicing various subjects and skills throughout the course in tutorial sessions and project assignment and interview practice, and 3) the final exam. For benefiting mostly from the course, you need to devote a good number of hours reading the associated chapters of the book (see the following table), actively take part in the classes, critically, and creatively, work with your group-mates on your research project, and properly understand the concepts and their applications for the final exam.

Onderwijsvorm

Lectures and tutorials.

The lectures provide an introduction to the use of qualitative methods in business research. The assignments are introduced in the lectures and the lectures provide the background knowledge needed to make the assignments. Attendance to the lectures is important since the class quiz will be held during lectures. During the tutorials students will receive guidance and feedback on their assignments. Presence at the tutorials is obligatory.

Toetsvorm

Group assignments, individual class quiz, individual written exam.

Literatuur

A collection of book chapters and the materials provided on Canvas.

Qualitative Research in Business and Management, by Michael D. Myers, ISBN-13: 978-085702974, second edition, from 2013.

Aanbevolen voorkennis

Critical thinking!

Overige informatie

The instructors track your learning path, through examining your quizzes and group projects. This data can be used anonymously for researching on how the students learned various subjects. Of course, no personal and confidential information about the students will be compromised. The content of the research projects might be used later on for further research analysis and be used as teaching cases in other courses.

Quantitative Research Methods

Vakcode	E_PM_QUANRM ()
Periode	Periode 5
Credits	6.0
Voertaal	Nederlands
Faculteit	School of Business and Economics
Coördinator	dr. J.K. Oostrom
Examinator	dr. J.K. Oostrom
Lesmethode(n)	Hoorcollege, Werkgroep
Niveau	300

Doel vak

After having completed this course, you must be able to:

- Describe and explain the most important quantitative research strategies
- Perform essential steps in a quantitative research cycle: develop hypotheses, translate concepts into measurable survey items, and analyze survey data to test the psychometric quality of items and answer a research question or test hypotheses
- Read academic papers and understand their Methods and Results section
- Write an academic report based on a quantitative study

Inhoud vak

This course consists of lectures, tutorials, and a team research project for practicing various aspects of the quantitative research cycle. The assignment will be described in more detail in a separate document. For benefiting mostly from the course, you need to devote a good number of hours reading the associated chapters of the book, actively take part in the lectures, critically and creatively work with your team members on your research project, and properly understand the concepts and their applications for the final exam. An example exam will be provided on Canvas in due time.

Onderwijsvorm

Lectures and Lecture Quiz

During lectures, we discuss the main concepts and apply them to real examples. Each lecture, you are asked to write down a "reflection quiz". This takes around 15 minutes, in which you are individually asked to write about your own understanding of a specific subject. The aim is to see how you learned about various subjects. You are asked to write "in your own words", which means trying to stick to your own words and understanding, rather than simply echoing the technical terms. The quiz counts for 10% of your final grade. We provide you with feedback on your answers, yet not necessarily each week.

Note: You need to bring your own laptop or I-Pad, or any device that can be connected to the internet by which you can easily write down your answers and submit it "electronically" via Canvas. Furthermore, some

lectures will deal with SPSS examples. Last year students indicated that they would have been more helped when they would also have SPSS on their tablet so that they can follow the steps. You can buy SPSS via Surfspot for 12.75 using your VUnet ID.

Tutorials

In each tutorial session, we practice the skills that are central to the theme of the current week. We also apply the concepts to the group projects. You will receive feedback on your research project on the planned deadlines.

To familiarize you with the research report, some tutorials will require you to critically read and review specific parts of selected articles.

This will help you to see the structure that we use when writing our own reports. A list with articles is provided in the appendix.

Finally, your participation in the tutorials is highly important for a thorough understanding of the course. Please prepare well and be on time!

Toetsvorm

Research Project

To actually practice the skills of quantitative research, you work in teams of max. five students. A similar research project is defined for all teams: yet, the empirical case for each team is different. Due to the limited time for the course, we work with predefined surveys.

However, each year we think of a new study that should match your interests. As you may understand, it also matches the interest of the lectures to achieve a good quality study. You first discuss, based on the variables in the survey, what research question your team would like to focus on. Then, you start to familiarize yourself with several statistical procedures to check and analyze the data. Accordingly, you test the hypotheses that you have formulated. These activities are all included in the final report. During the development of the project, you have two chances to receive feedback on your project: 1) when you finished the introduction and method section; and 2) when you finished analyzing the data. In addition, the last tutorial each team will present their paper (i.e., study) and will receive feedback from another team. The grade is based on the final report.

Final Exam and Grading

At the end of the course, there will be a final exam counting for 45% of the total grade. The exam is individual and is mainly focused on assessing your knowledge of the basic concepts and how you apply them.

For passing the course, the minimum total grade is a 5.5. In addition, you must reach at least a 5.0 for each of the grade components (i.e., class quiz, team research project, and final exam). The class quiz counts for 10% of the total grade. The criteria for evaluating the class quiz are 1) the depth of the answers, 2) the attention to nuances and details, 3) showing critical reflection skills (i.e., not repeating the ideas, but rather providing some personal criticisms of them and arguing for that). In addition, 45% of the total grade is based on your team research project. The details of evaluation criteria for the team assignment are provided in the separate document "Quantitative Research Assignment".

Please bear in mind that we are strict about the deadlines. For the class quiz, there is no chance to submit the answers after the class.

The highest four out of six quiz grades will be used to calculate your quiz grade. For the team assignment, if you hand in your assignment after the final deadline, yet within 24 hours, we still consider it, but your maximum grade for that assignment will be 6 (instead of 10). After

24 hours, no project assignment is accepted. Regarding the deadlines for the drafts of the team assignment, these are necessary for the lecturer to have enough time to provide feedback. Consequently, assignments that arrive later may not receive feedback.

Literatuur

- Field, A. Discovering statistics using IBM SPSS statistics – 4th edition

You need to buy (at the VU book store or at

<https://www.bol.com/nl/p/discovering-statistics-using-ibm-spss-statistic> or borrow the book.

- Articles accessible via VUnet library
- Lecture slides

Overige informatie

This course is meant to familiarize you with the research process starting from a research question to collecting data, analyzing data and writing a scientific research paper. The goal of the course is to help you prepare for your Bachelor's and Master's thesis and to help you in better understanding and evaluating scientific articles that you read while studying or while looking for state-of-the art information about topic you encounter in your (working) life. Quantitative research methods refer to the systematic empirical investigation of social phenomena via statistical, mathematical, or computational techniques. The objective of quantitative research is to determine the relationship between constructs (e.g., commitment and performance) that are of interest to the researcher. The process of measurement is central to quantitative research methods because it provides the fundamental connection between having a research question and being able to answer the question with high confidence. Quantitative research methods are widely used in social sciences such as psychology, economics, sociology, marketing, and political science. The challenge is to analyze the data with the help of statistics and investigating whether the numbers will yield an unbiased result that can be generalized across populations and contexts.

Statistics

Vakcode	E_PM_STAT ()
Periode	Periode 5
Credits	6.0
Voertaal	Nederlands
Faculteit	School of Business and Economics
Coördinator	dr. J.M. Sneek
Examinator	dr. J.M. Sneek
Lesmethode(n)	Hoorcollege, Werkgroep
Niveau	300

Doel vak

The course builds on the mathematics that has been offered at high school ("Wiskunde A"). After taking the course in mathematics, the student is expected to

- understand the basic idea of data and descriptive statistics (mean, median, variance, quartiles, etc.);
- understand the basic ideas of probability (selected discrete and

continuous probability distributions and their properties);
 c) understand the principles of sampling, a sampling distribution, and a confidence interval;
 d) understand the principles of hypothesis testing;
 e) be able to select and apply an appropriate statistical test in frequently occurring situations (t-test, F-test, paired, unpaired, parametric, non-parametric);
 f) understand and apply ANOVA (1-way, 2-way);
 g) understand and apply regression analysis (simple, multiple, with dummy variables and non-linearities), and to test the assumptions and residuals.

Inhoud vak

In the course 'Statistics' the basic skills in statistical thinking and working will be treated. Such skills are essentials to solving problems related to, for instance, marketing (discovering patterns in consumer profiles), and finance (analyzing trends in time series).

Onderwijsvorm

The course consists of 18 sessions over a period of six weeks. Each session takes 2 hours, and will be a mix of lectures with the purpose of exposing the subject matter, and instruction sessions with the purpose of practicing by doing exercises.

Toetsvorm

The assessment consists of an exam. The exam is made up of multiple choice questions and open questions.

Literatuur

Doane, David P. en Lori E. Seward (2015), Applied Statistics in Business & Economics, fifth edition, McGraw-Hill
 (De VU Boekhandel en Aureus verkopen een speciale editie met een verlengde toegangscode voor Connect)

Aanvullende documenten via Canvas.

Overige informatie

Bij dit vak wordt het programma SPSS gebruikt. Dit programma is beschikbaar op de computers op de VU-campus.

Supply Chain Management in Emerging Economies

Vakcode	E_IBA2_SCMEE ()
Periode	Periode 5
Credits	6.0
Voertaal	Engels
Faculteit	School of Business and Economics
Coördinator	dr. E. Spiliotopoulou
Examinator	dr. E. Spiliotopoulou
Lesmethode(n)	Hoorcollege, Werkgroep
Niveau	200

Doel vak

The forces of globalization have resulted in a significant part of the supply chain of almost every industry being located in emerging

economies. Increasingly, these rapidly growing economies also form the end-markets of a lot of industrial and consumer products. Given the physical, social and cultural characteristics of the emerging economies, global companies face a complex set of new challenges when sourcing from, operating in or serving these markets. The objectives of this course are to provide students with an overall framework in managing global supply chains and developing strategies (Knowledge; Quantitative Skills), describe the context and developments in emerging economies (Broadening your Horizon) and showcase innovative approaches for success (Bridging Theory and Practice).

Inhoud vak

The courses in this semester give emphasis on business international context and its implications in management practices. Period 5 specifically introduces you to the environment of emerging economies. This course focuses on the effective design and execution of global supply chains, with an emphasis on the opportunities and challenges that emerging economies present. More specifically, this course covers topics related to global supply chain strategies, global network optimization, outsourcing & sourcing strategies and contract design. The course furthermore tackles advanced supply chain concepts that are even more relevant in this context: supply chain coordination and incentive alignment, pricing and revenue management and sustainability. You are introduced to theoretical concepts with emphasis on key tradeoffs and phenomena, as well as best practice examples. We will pay particular attention to supply chain challenges and applications in emerging markets, including those related to humanitarian aid delivery. You are also exposed to models and problem-solving tools, applicable to the design and planning of supply chains in emerging economies. Upon completion, you should be able to look strategically at the full supply chain and successfully operate in an international context.

Onderwijsvorm

Lectures
Tutorials

Toetsvorm

Written exam – Individual assessment
(Interim) Assignment(s) – Group assessment
Mandatory attendance tutorials

Literatuur

Selected chapters from the following books:

- Chopra, Sunil, and Peter Meindl. Supply chain management. Strategy, planning & operation. Gabler, 2007.
- Lee, Hau L., and Chung-Yee Lee. Building supply chain excellence in emerging economies. Vol. 98. Springer Science & Business Media, 2007.

Additional (required) materials will be announced via Canvas.

Aanbevolen voorkennis

1.1 Business Mathematics
1.4 Global Supply Chain Management
1.6 Business Processes