



Business Administration - MSc (parttime)

Vrije Universiteit Amsterdam - School of Business and Economics - M Business Administration (deeltijd) - 2017-2018

Het deeltijdprogramma is voor werkenden die een basiskennis van bedrijfskunde opgedaan hebben in en na hun bachelor programma, en die zich vooral verder willen verdiepen in de bedrijfskunde. Het programma geeft hen een gedegen academische training en een substantiële know-how.

Het programma biedt keuze uit drie specialisaties (1) Financial Management, (2) Digital Business and Innovation, (3) Management Studies. Hoewel iedere specialisatie onderscheidende vakken kent, zijn er daarnaast voor alle studenten kernvakken in strategie, financiering, innovatie, informatietechnologie, bedrijfsethiek, onderzoeksmethoden en de thesis.

Inhoudsopgave

| | |
|--|----|
| Parttime Master Business Administration year 1 | 1 |
| Parttime Master Business Administration year 2 | 1 |
| Digital Business Innovation | 1 |
| PTM Bus Adm - Financial Management | 1 |
| PT M Bus Adm - Management Studies | 2 |
| Vak: Advanced Finance, Banking and Insurance (Periode 4) | 2 |
| Vak: Digital Entrepreneurship Project (Periode 4) | 3 |
| Vak: E-Business and Information Management (Periode 2) | 3 |
| Vak: E-Commerce Analytics (Periode 5) | 5 |
| Vak: Ethics (Periode 3) | 5 |
| Vak: Growth Strategies and Organizational Challenges (Periode 4) | 6 |
| Vak: Knowledge and Innovation Networks (Periode 1) | 6 |
| Vak: Management Consulting (Periode 4) | 8 |
| Vak: Organizational Behavior Management (Periode 5) | 8 |
| Vak: Research Seminar I (Periode 6) | 8 |
| Vak: Research Seminar II (Periode 6) | 9 |
| Vak: Thesis (Ac. Jaar (september)) | 11 |
| Vak: Valuation and Corporate Governance (Periode 5) | 11 |

Parttime Master Business Administration year 1

Vakken:

| Naam | Periode | Credits | Code |
|---|-----------|---------|-------------|
| E-Business and Information Management | Periode 2 | 6.0 | E_PTBA_EBIM |
| Ethics | Periode 3 | 3.0 | E_PTBA_ETH |
| Growth Strategies and Organizational Challenges | Periode 4 | 6.0 | E_PTBA_GSOC |
| Knowledge and Innovation Networks | Periode 1 | 6.0 | E_PTBA_KIN |
| Research Seminar I | Periode 6 | 3.0 | E_PTBA_RS1 |

Parttime Master Business Administration year 2

Opleidingsdelen:

- [Digital Business Innovation](#)
- [PTM Bus Adm - Financial Management](#)
- [PT M Bus Adm - Management Studies](#)

Digital Business Innovation

Vakken:

| Naam | Periode | Credits | Code |
|--|----------------------|---------|------------|
| Digital Entrepreneurship Project | Periode 4 | 6.0 | E_PTBA_DEP |
| E-Commerce Analytics | Periode 5 | 6.0 | E_PTBA_ECA |
| Research Seminar II | Periode 6 | 3.0 | E_PTBA_RS2 |
| Thesis | Ac. Jaar (september) | 15.0 | E_PTBA_THS |

PTM Bus Adm - Financial Management

Vakken:

| Naam | Periode | Credits | Code |
|---|----------------------|---------|-------------|
| Advanced Finance, Banking and Insurance | Periode 4 | 6.0 | E_PTBA_AFBI |
| Research Seminar II | Periode 6 | 3.0 | E_PTBA_RS2 |
| Thesis | Ac. Jaar (september) | 15.0 | E_PTBA_THS |

| | | | |
|------------------------------------|-----------|-----|------------|
| Valuation and Corporate Governance | Periode 5 | 6.0 | E_PTBA_VCG |
|------------------------------------|-----------|-----|------------|

PT M Bus Adm - Management Studies

Vakken:

| Naam | Periode | Credits | Code |
|------------------------------------|----------------------|---------|------------|
| Management Consulting | Periode 4 | 6.0 | E_PTBA_MC |
| Organizational Behavior Management | Periode 5 | 6.0 | E_PTBA_OBM |
| Research Seminar II | Periode 6 | 3.0 | E_PTBA_RS2 |
| Thesis | Ac. Jaar (september) | 15.0 | E_PTBA_THS |

Advanced Finance, Banking and Insurance

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_AFBI () |
| Periode | Periode 4 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | dr. T.C. Dyakov |
| Examinator | dr. T.C. Dyakov |
| Niveau | 400 |

Doel vak

The aim of this course is to provide students with theoretical knowledge about the functioning of financial markets and financial institutions. As Europe increasingly determines the environment in which managers of financial firms operate, the purpose of this course is also to get the student acquainted with the economic and legal drivers of European integration.

Inhoud vak

The main part of the course deals with European financial markets and institutions. Central themes are:

1. Theory of financial markets and institutions

- What are the functions of financial markets?
- What is the role of institutional investors, including hedge funds and private equity?
- What is the theory that underpins the business of banking and insurance?
- How are risk management models used in banks and insurers?

2. Degree of financial integration

- Are financial markets already integrated in Europe?
- Which strategies can financial institutions apply to achieve their expansion in Europe?

- What are the challenges and barriers to European expansion?

3. Financial supervision and competition in the financial sector

- How can financial stability be fostered at the European level?

- What instruments can be applied to open national markets?

Onderwijsvorm

lecture

Toetsvorm

written interim examination

60 percent, closed book

assignment

40 percent

Minimum grade for exam (5) and assignment (5).

Literatuur

Haan, J. de, S. Oosterloo and D. Schoenmaker, European Financial Markets and Institutions. Cambridge University Press, Cambridge, 2009.

Digital Entrepreneurship Project

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_DEP () |
| Periode | Periode 4 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | prof. dr. ir. J.W.M. Gerrits |
| Examinator | prof. dr. ir. J.W.M. Gerrits |
| Niveau | 400 |

E-Business and Information Management

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_EBIM () |
| Periode | Periode 2 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | prof. dr. J.F.M. Feldberg |
| Examinator | prof. dr. J.F.M. Feldberg |
| Niveau | 400 |

Doel vak

This course aims at getting students acquainted with the strategic issues concerning organizational information systems (IS) as well as fostering a critical academic attitude towards information systems related theories, topics and opinions. Central to this course is the development of an understanding of the roles information technology can play in achieving organizational objectives. Students that have successfully accomplished this course will:

- Have an academic attitude towards information systems theories and business issues.
 - Have the appropriate knowledge to sensibly think about information systems in an organizational context.
 - Be able to decide on the appropriate role(s) of information technology (IT) given the objectives of the organization
 - Be able to identify the (break through) opportunities of information technology in realizing sustainable competitive advantage.
 - Be able to participate in project teams that decide on the design, development, implementation, and use of information systems.
 - Be able to apply scientific IS theories in an organizational context.
 - Be able to write an academic paper on a selected IS topic.
 - Have the appropriate knowledge and skills to self- reliantly deepen their knowledge on organizational information systems.
- In order to fulfill these objectives a selected group of external organizations will be closely involved with this course. Theory will go hand in hand with practice.

Inhoud vak

Although information technology plays an important role the primary focus of this course will not be on technology but instead be on the managerial issues associated with organizational information systems. Most of the course matter will be dealt with in context of the question: How can information systems contribute to the realization of sustainable competitive advantage? To answer this question this course will consider an organization's (actual) IS resources in context of the IT- driven developments and trends that can be observed on the internet (WEB 2. 0). Today's business managers must be able to address the implications of significant trends like digital social networking (e. g. MySpace and Hyves), co- creation (e. g. wiki's and crowd sourcing), web enabled information and knowledge sharing (e. g. Blogs, Youtube and Flickr) and the emergence of virtual worlds (e. g. Second Life and Habbo Hotel) for their businesses and related IS solutions. Exemplary questions in this context are: how does online social networking influence our marketing information systems can we use wiki's to improve our product development do we have to be present in 3D virtual worlds, how can online social networks be integrated with our CRM systems, what are the implications of these trends for our ERP system? Point of departure for answering these questions is a framework that distinguishes the roles information technology can play in the accomplishment of organizational objectives. The following roles are distinguished by this framework:

- automate (IT used to make the organization more efficient)
- informate (IT used to provide and distribute information and knowledge)
- transform (IT used as a vehicle for change)
- innovate (IT used to develop new IT- driven business models)

Besides an introduction of these four roles, and the alignment between strategic objectives and the use of information technology, this course will elaborate on the most important enterprise information systems (enterprise resource planning (ERP) systems, customer relationship management (CRM) systems) and will also consider the information systems an organization needs to fulfill its role as a member of organizational networks (interorganizational information systems, supply chain management (SCM) systems, electronic market places). This course will also concentrate on issues that are associated with the successful use (technology acceptance) and implementation (critical

success factors) of information systems as well as on information systems investment analysis and outsourcing. The use of information systems to improve decision making, to generate business intelligence and to enhance knowledge management will also be dealt with.

Onderwijsvorm

lecture

Lectures, workshops, tutorials and individual feedback sessions.

Toetsvorm

paper

45 percent

written interim examination

55 percent

Literatuur

Obligatory course literature will include papers (provided on Canvas).

Aanbevolen voorkennis

Basic knowledge of information systems theory is assumed (bachelor).

E-Commerce Analytics

| | |
|------------------|----------------------------------|
| Vakcode | E_PTBA_ECA () |
| Periode | Periode 5 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Niveau | 400 |

Ethics

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_ETH (61431100) |
| Periode | Periode 3 |
| Credits | 3.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | dr. ir. G.J. de Ridder |
| Examinator | dr. ir. G.J. de Ridder |
| Niveau | 400 |

Doel vak

- To become competent in describing moral problems
- To be able to analyze moral problems of professionals embedded in organizations
- To know how to apply concepts of moral philosophy in describing and solving such problems of embedded professionals

Inhoud vak

Moral philosophy studies responsibilities or duties as conceived by acting individuals in order to justify their acts. Organization ethics

is questioning the moral behaviour of organizations as such and of individuals acting within organizations. Professional ethics is questioning the behaviour of individuals acting in professional capacities. Does the organizational context make a difference here? It seems that classical ethics is a process of observing, questioning, grounding, and deriving rules from earlier established principles and values. The course briefly will explore questions such as these:

- If my profession knows an own professional code of ethics how is compliance with such a code ensured? What types of instruments are available?
- How relevant are concepts about a just society, fairness or justice?
- How should corporations and non-profit organizations be managed in such way that they proceed in a morally acceptable manner?
- What sort of professional (in)dependence professional staff may enjoy within the setting of an organization?
- What are the instruments of enforcing morals (compliance) in professional societies and in organizations?

In this course on Ethics five competences will be considered:

- How to recognize and describe a moral problem
- To know the difference between principles, values, and norms
- To know the main traditional modes of arguing
- To distinguish between the responsibility of individual (and professional) participants or employees within an organization and the responsibility of the organization and its management as such
- To be able to connect the concept of a pluriform society with the need for professional and business ethics

Onderwijsvorm

lecture
working group

Toetsvorm

paper
Individual examination or a paper written individually with a proposal approved before the examination date.

Literatuur

Text 'Understanding Compliance' Eduard Kimman

Growth Strategies and Organizational Challenges

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_GSOC () |
| Periode | Periode 4 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | dr. M.J. Flikkema |
| Examinator | dr. M.J. Flikkema |
| Niveau | 400 |

Knowledge and Innovation Networks

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_KIN () |
| Periode | Periode 1 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | drs. M. Prats Lopez |
| Examinator | drs. M. Prats Lopez |
| Niveau | 400 |

Doel vak

This course aims to stimulate students to critically reflect on some of the newest issues in the field of knowledge and innovation networks.

After successful completion, students will

- have advanced understanding of
- knowledge and innovation processes
- various forms of networks
- challenges of managing knowledge and innovation networks
- are able to discuss and apply the latest literature in the field of knowledge and innovation networks
- have practiced with writing an academic review

Inhoud vak

Networks can have various forms: for instance as (online) communities of practice between individuals, as strategic alliances, mergers/acquisitions or business networks between organizations, or they can be with customers ('crowdsourcing') or with competitors ('coopetition'). In all of these networks knowledge needs to be developed, shared, managed and/or transferred, in particular because knowledge has become the most important factor in economic life (see the knowledge based view of the firm). Through this, organizations can develop innovative capabilities that can increase their competitive advantage over others. Scholars from multiple disciplines, using different methods and perspectives, are still developing this rising field that also practitioners are trying to grasp. This course goes in-depth into the field of knowledge and innovation networks by discussing leading-edge studies that reflects current developments, and important trends in practice. We do this by (guest) lectures, individual assignments, by group assignments and discussions. Examples of topics include, but are not restricted to: why would customers share knowledge with a company and how can this influence innovation? What are pitfalls to online communities in terms of knowledge sharing and innovation? How can you study knowledge sharing and innovation processes in business networks?

Onderwijsvorm

The course includes (guest) lecturers, and requires active participation in discussion seminars.

Toetsvorm

Group assignments (40 percent) and individual assignments (60 percent)
Both grades need to be 5.0 minimum (final grade 5.5 minimum), in order to pass.

Literatuur

Students need to prepare readings (see BlackBoard) before coming to class.

Management Consulting

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_MC () |
| Periode | Periode 4 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | dr. K. van Bommel |
| Examinator | dr. K. van Bommel |
| Niveau | 400 |

Doel vak

- You have a basic understanding of consulting, what consultants do, how they work and the conditions under which they work;
- You are familiar with academic debates about consulting and the research struggles to understand what consultants do and what makes them successful;
- You know how consultants write, and have obtained some training in this writing style.

Inhoud vak

The purpose of this course is to introduce management consulting as a practice and thereby function to create a common starting point for all students in the specialization Management Consulting. The course is about the nature of management consulting, consulting methods, techniques, roles and activities, consultant-client relations and issues of professionalism and ethics.

Onderwijsvorm

Lectures and seminars

Toetsvorm

Written interim examination and assignments

Literatuur

Kubr (2002) Management Consulting: A Guide to the Profession Geneva:
International Labour Office

Organizational Behavior Management

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_OBM () |
| Periode | Periode 5 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | dr. M.M. Rietdijk |
| Examinator | dr. M.M. Rietdijk |
| Niveau | 400 |

Research Seminar I

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_RS1 () |
| Periode | Periode 6 |
| Credits | 3.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | A.C. Smit MSc |
| Examinator | A.C. Smit MSc |
| Niveau | 400 |

Doel vak

After having completed Research Seminar I, Master students are able to:

- give an overview of the different research designs and strategies;
- critically evaluate research designs from existing studies;
- make informed design decisions for setting up their own research.

Inhoud vak

In order to achieve these objectives, research experts will present state-of-the-art knowledge on quantitative and qualitative research designs. Topics discussed during these lectures are:

- overview of different research approaches, strategies and methods (qualitative, quantitative, mixed methods)
- advantages, disadvantages, validity issues and trade-offs in research design;
- the link between research designs and research questions.

Toetsvorm

Essay (individual assignment)

Literatuur

Book:

Saunders, Lewis, & Thornhill (2009). *Research Methods for Business Students*, 5th Edition. Edinburgh: Pearson Education/Prentice Hall.

Articles:

- Edmondson, A.C. & McManus, S.E. (2007) Methodological fit in management field research. I: *Academy of Management Review*, 32(4), 1155–1179.
- Johnson, B., & Turner, L. A. (2003). Data collection strategies in mixed methods research. In A. Tashakkori & C. Teddlie (Eds.), *Handbook of mixed methods in social & behavioral research* (pp. 297-319). Thousand Oaks, CA: Sage.
- Teddlie, C., & Tashakkori, A. (2009). The inference process in mixed methods research. In C. Teddlie & A. Tashakkori (Eds.), *Foundations of Mixed Methods Research: Integrating Quantitative and Qualitative Approaches in the Social and Behavioral Sciences* (pp. 285-314). Thousand Oaks: Sage.

To be announced

Aanbevolen voorkennis

Basic knowledge of research methodology

Research Seminar II

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_RS2 () |
| Periode | Periode 6 |
| Credits | 3.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | A.C. Smit MSc |
| Examinator | A.C. Smit MSc |
| Niveau | 400 |

Doel vak

After having completed RS-II, students will be able to:

1. design questionnaire surveys and conduct interviews
2. analyze data collected through these research methods using the appropriate techniques and interpret the results
3. evaluate these results in light of the inherent limitations of the research method used
4. effectively summarize and communicate their results to their readers.

Inhoud vak

The course focuses on qualitative interviews and quantitative surveys, the two most common research design used in organizational research. The tutorial will guide students through the different stages of these research designs, from data collection to analysis and writing up results.

Onderwijsvorm

Tutorials

Toetsvorm

Research report (group assignment)

Literatuur

Saunders, Lewis, & Thornhill (2009). *Research Methods for Business Students*, 5th Edition. Edinburgh: Pearson Education/Prentice Hall.

Gephart, R. (2004). Qualitative research and the Academy of Management Journal. *Academy of Management Journal*, 47, 454-462.

Kabanoff, B. (1997). Computers can read as well as count: Computer-aided text analysis in organizational research. *Journal of Organizational Behavior*, 18, 507-511.

Eisenhardt, K. M., & Graebner, M. E. (2007). Theory building from cases: Challenges and opportunities. *Academy of Management Journal*, 50, 25-32.

Anseel, F., Lievens, F., Schollaert, E., & Choragwicka, B. (2010). Response Rates in Organizational Science, 1995–2008: A Meta-analytic Review and Guidelines for Survey Researchers. *Journal of Business Psychology*, 25, 335-349.

Costello, A. B., & Osborne, J. (2005). Best practices in exploratory factor analysis: four recommendations for getting the most from your analysis. *Practical Assessment Research & Evaluation*, 10(7).

Hinkin, T. R. (1998). A brief tutorial on the development of measures for use in survey questionnaires. *Organizational Research Methods*, 1, 104-121.

Podsakoff, P. M., MacKenzie, S. B., & Podsakoff, N. P. (2012). Sources of Method Bias in Social Science Research and Recommendations on How to Control It. *Annual Review of Psychology*, 63, 539–569.

Wilkinson, L. (1999). Statistical Methods in Psychology Journals: Guidelines and Explanations. *American Psychologist*, 54(8), 594-604.

Aanbevolen voorkennis

Basic knowledge of research methodology

Thesis

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_THS () |
| Periode | Ac. Jaar (september) |
| Credits | 15.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | drs. F.E.J.M. Derksen |
| Examinator | drs. F.E.J.M. Derksen |
| Niveau | 500 |

Valuation and Corporate Governance

| | |
|--------------------|----------------------------------|
| Vakcode | E_PTBA_VCG () |
| Periode | Periode 5 |
| Credits | 6.0 |
| Voertaal | Engels |
| Faculteit | School of Business and Economics |
| Coördinator | dr. L. Lu |
| Examinator | dr. L. Lu |
| Niveau | 400 |

Doel vak

This course elaborates on the course Advanced Corporate Financial Management. It contains two parts Corporate valuation and Corporate Governance

Corporate Valuation (transactional value)

This part kicks off with Financial Statement Analysis. A valuation always starts with a thorough analysis of the financial figures, understanding of the business strategy and making cash flow forecasts. Another way of corporate valuation is with multiples. Part of corporate valuation is balance sheet valuation, real option valuation and capital budgeting decisions.

These concepts will be applied in a business case.

Corporate Governance

This part gives a broad overview of corporate governance theories, both from an economic and from a legal perspective. It links governance systems and economic behavior and firm performance. Subtopics are - the empirical evidence over the impact of good or bad governance on

operational performance of firms, on stock prices and on stock returns.
- the conceptual problems underlying the need for the design of appropriate governance codes, and the functioning of the main governance mechanisms.
- the debate underlying the 'Shareholders' vs. the 'Stakeholders' society.

Onderwijsvorm

Lectures

Toetsvorm

written exam (85%) and one case (15%)

Literatuur

Lectures