



Business Administration - MSc (parttime)

Vrije Universiteit Amsterdam - Fac. der Economische Wet. en Bedrijfsk. - M Business Administration (deeltijd) - 2016-2017

Het deeltijdprogramma MSc in Business Administration richt zich net als het voltijdse programma op de zakelijke dienstverlening (professional services industry). Deze focus komt terug in specifieke vakken (bijvoorbeeld, Advanced Finance, Banking and Insurance), in cases die gebruikt worden tijdens colleges en in de onderwerpen van de master thesis. De zakelijke dienstverlening is ook één van de vier focusgebieden van VU Amsterdam. Het deeltijdprogramma is voor studenten die een basiskennis van bedrijfskunde opgedaan hebben in hun bachelor programma aangevuld met een aantal jaren werkervaring, en die zich vooral willen verdiepen in de bedrijfskunde. Het programma geeft hen een gedegen academische training en een substantiële know-how. Het deeltijdprogramma is geheel samengesteld uit vakken van het voltijdse programma en wordt door dezelfde docenten verzorgd. De colleges zijn echter in de avonden.

Het programma biedt keuze uit drie specialisaties (1) Financial Management, (2) Information & Knowledge Management, (3) Management Studies. Hoewel iedere specialisatie onderscheidende vakken kent, zijn er voor alle studenten kernvakken in strategie, financiering, kennismanagement, informatiemanagement, ethiek, onderzoeksmethoden en de MSc thesis. De specialisaties hebben dan ook een multidisciplinaire focus: studenten gebruiken kennis die afkomstig is vanuit verschillende disciplines wanneer zij een bepaald bedrijfsproces onderzoeken.

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Parttime Master Business Administration year 1

Vakken:

Naam	Periode	Credits	Code
Advanced Corporate Financial Management	Periode 5	6.0	E_PTBA_ACF
Advanced Finance, Banking and Insurance	Periode 4	6.0	E_PTBA_AFBI
E-Business and Information Management	Periode 2	6.0	E_PTBA_EBIM
Ethics	Periode 3	3.0	E_PTBA_ETH
Knowledge and Innovation Networks	Periode 1	6.0	E_PTBA_KIN
Research Seminar I	Periode 6	3.0	E_PTBA_RS1
Strategy, Control and Design	Periode 4	6.0	E_PTBA_SCD

Parttime Master Business Administration year 2

Opleidingsdelen:

- [PTM Bus Adm - Financial Management](#)
- [PTM Bus Adm - Information and Know Man](#)
- [PT M Bus Adm - Management Studies](#)

Vakken:

Naam	Periode	Credits	Code
Advanced Corporate Financial Management	Periode 5	6.0	E_PTBA_ACF

PTM Bus Adm - Financial Management

Vakken:

Naam	Periode	Credits	Code
Advanced Corporate Financial Management	Periode 5	6.0	E_PTBA_ACF
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
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PTM Bus Adm - Information and Know Man

Vakken:

Naam	Periode	Credits	Code
E-Business Development	Periode 4	6.0	E_PTBA_EBD
Interactive Marketing	Periode 5	6.0	E_PTBA_IM
Research Seminar II	Periode 6	3.0	E_PTBA_RS2
Thesis	Ac. Jaar (september)	15.0	E_PTBA_THS

PT M Bus Adm - Management Studies

Vakken:

Naam	Periode	Credits	Code
Management Consulting	Periode 5	6.0	E_PTBA_MC
Performance Management and Control	Periode 4	6.0	E_PTBA_PMC
Research Seminar II	Periode 6	3.0	E_PTBA_RS2
Strategic and Organizational Change		6.0	E_PTBA_SOC
Thesis	Ac. Jaar (september)	15.0	E_PTBA_THS

Advanced Corporate Financial Management

Vakcode	E_PTBA_ACF (61441120)
Periode	Periode 5
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	drs. F.J.J. Boumans MBA
Examinator	drs. F.J.J. Boumans MBA
Niveau	400

Doel vak

To achieve advanced knowledge of the concepts and practice of corporate financial management. After following this course the student will have a thorough understanding of:

- Corporate financing and the (optimal) capital structure of the firm
- The influence of taxes on financing choices
- The impact of agency problems on financing choices
- Risk management and corporate strategy

This is not a basic finance course: students are supposed to have a solid back ground in financial management /corporate finance. They should be familiar with concepts like leverage, cost of capital, risk return relationship, valuation of bonds and shares, capital budgeting and financial statement analysis.

Inhoud vak

The topics to be covered will be approached within a value-based management framework and in the context of stakeholder analysis such as debt holders and equity holders. The course should be useful for students considering careers in (investment) banking, corporate finance advisory, private equity investment, venture capital, investment management, etc.

Onderwijsvorm

Teaching consists of lectures and class room discussions. Students are expected to actively participate during all lectures. Assignments will be given.

Toetsvorm

Written interim examination
80 percent
Assignments
20 percent

Literatuur

- David Hillier, Mark Grinblatt and Sheridan Titman, Financial markets and Corporate Strategy. Second European edition. ISBN 13 978-0-07-712942-2.
- Academic Articles to be assigned

Vereiste voorkennis

Equivalent knowledge of Corporate Finance as covered in "Corporate Finance" by Berk and Demarzo, or an equivalent book. Students must be familiar -beforehand- with Financial Accounting and Corporate Finance.

Advanced Finance, Banking and Insurance

Vakcode	E_PTBA_AFBI ()
Periode	Periode 4
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
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. Schoemaker, European Financial Markets and Institutions. Cambridge University Press, Cambridge, 2009.

E-Business and Information Management

Vakcode	E_PTBA_EBIM ()
Periode	Periode 2
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
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 Blackboard).

Aanbevolen voorkennis

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

E-Business Development

Vakcode	E_PTBA_EBD ()
Periode	Periode 4
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	prof. dr. ir. J.W.M. Gerrits
Examinator	prof. dr. ir. J.W.M. Gerrits
Niveau	400

Doel vak

After following this course, you:

- know the economic foundations of e-business: network economics and information economics
- know current business models of e-business and e-commerce
- can develop a business model, business case and business plan for a venture
- can present your business plan to potential investors
- understand the value of business networks to develop a venture

Inhoud vak

This course is a workshop for setting up new e-business initiatives. The theory part of the course provides students with theories and models as a basis to develop e-business initiatives and includes such topics as network economics, funding and business planning. In the application part of the course, students will develop a plan for starting up a new e-business venture. In order to develop the necessary network for

starting up a company, students will be introduced to start-ups, relevant business networks and funding partners.

Onderwijsvorm

Lecture / project

Toetsvorm

written interim examination: 60 percent of the final grade paper: 40 percent of the final grade

Literatuur

- Amit R, Zott C. Value creation in e-business. Strategic Management Journal. 2001;22493e520
- Economides, N., The economics of networks, Stern School of Business, New York University, New York.
- Enders a, Hungenberg H, Denker H, Mauch S. The long tail of social networking. Revenue models of social networking sites. European Management Journal. 2008;26(3):199-211.
- Li F. Deconstruction of the telecommunications industry: from value chains to value networks. Telecommunications Policy. 2002;26(9-10):451-472.
- Peppard J, Rylander MA. From Value Chain to Value Network: Insights for Mobile Operators. European Management Journal. 2006;24(2-3):128-141.
- Porter, M.E. (2001), Strategy and the Internet, ME Porter - Harvard Business Review
- Rich S, Gumpert D. How to write a winning business plan. Harvard Business Review. 1985;3:3-8.
- Sahlman W. How to write a great business plan. Harvard Business Press; 2008.
- Shafer S, Smith H, Linder J. The power of business models. Business Horizons. 2005;48(3):199-207.
- Varian, H. R. (2001), Economics of information technology, Working paper, University of California, Berkeley, CA.
- Zider B. How Venture Capital Works. Harvard Business Review. 1998;28(2):131-139.
- Freeman J, Engel J. Models of Innovation: Startup and Mature Corporations. California Management Review. 2007;50(1):94.

Ethics

Vakcode	E_PTBA_ETH (61431100)
Periode	Periode 3
Credits	3.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
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

Interactive Marketing

Vakcode	E_PTBA_IM (61442100)
Periode	Periode 5
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	dr. T. Verhagen
Examinator	dr. T. Verhagen

Niveau	400
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Doel vak

The objective of Interactive Marketing is to develop an online marketing action plan. After following this course, students

- have an in-depth understanding of key issues in online marketing
- understand the basic methods and tools used for online marketing analytics
- have knowledge of key academic concepts and academic paradigms in the field of online marketing
- are able to assess the quality of current online marketing practices
- are able to consult an organization in improving its online marketing effectiveness
- have the practical skills to set up and work out an online marketing action plan

Inhoud vak

Online marketing has become of vital importance in finding, servicing and maintaining customers in today's network economy. Given the relevance of a good online presence, more and more organizations are confronted with the challenge to effectively use their website in a competitive landscape of competitors, search engines, comparison websites, and social network sites. Participants of the course Interactive Marketing focus on this challenge by writing an online marketing action plan for an existing organization. The plan is written in line with the customer decision-support system paradigm, which proposes web-based technology as instrument to guide website visitors through the stages of their purchase decision-making process. The plan is substantiated with usage of the existing academic literature and application of basic methods for website analysis. The final plan aims to guide the organization in improving its revenues, lowering its costs, and boosting customer satisfaction. Addressed topics include: search engine marketing, search engine optimization, e-mail marketing, multi-channel marketing, social media, social media metrics, conversion, retention, website traffic analysis, website usability, website content analysis, website style, and online research. Mirroring practice, a team-based approach is used.

Onderwijsvorm

Lectures
Tutorials

Toetsvorm

Team presentation (10%)
Team assignment (90%)

Literatuur

Articles will be made available on Blackboard.

Vereiste voorkennis

Students should have knowledge of marketing basics. Knowledge in the field of E-Business / E-Commerce is recommended but not required.

Knowledge and Innovation Networks

Vakcode	E_PTBA_KIN ()
Periode	Periode 1

Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	prof. dr. ir. J.J. Berends
Examinator	prof. dr. ir. J.J. Berends
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 5
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
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

Performance Management and Control

Vakcode	E_PTBA_PMC (61421010)
Periode	Periode 4
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	dr. P.C.M. Claes
Examinator	dr. P.C.M. Claes
Niveau	400

Doel vak

In this master course we will focus on theories, processes and practices of Performance Management and Control (PMC). By studying leading-edge research and best practices in PMC, the student will be able to:

- analyze
- and (re-) design PMC problems in practice

- and argue the validity of his/her PMC design using scientific literature.

Inhoud vak

In a series of teaching classes or lectures the following topics will be discussed: theories and practices of performance management, performance management in professional services organizations, performance appraisal and measurement, internal performance and external contribution, balanced score card, critical success factors, performance indicators, commitment and performance, the dimensions of work performance, performance management, and performance driven behaviour. These themes will be studied from two perspectives: an economic perspective, and a psychological perspective.

These topics will be integrated and applied in a design project of an actual PMC system. Students have to work in teams at the analysis and redesign for a PMC system. They can present and discuss their 'work in progress' with the teacher during a number of seminars. The design has to be made in the context of an actual organization. This context can be obtained by actually contacting an organization, or by using documents from newspapers, journals, or other sources. Combination of an economic perspective and a psychological perspective in handling the design question is mandatory. Topics from the lectures and the literature have to be integrated into the design. The design should both be feasible, and arguable on account of the literature as discussed during the course. Students have to search for, and use, additional relevant literature.

In addition, students will have to do an individual assignment in which knowledge and understanding of basic and important concepts and theories from the literature are assessed.

Onderwijsvorm

- Lectures (teaching classes) on obliged literature. Teachers will discuss the obliged literature.
- Meetings during which student groups present and discuss the progress of the design projects with one of the teachers. In addition, there is room for further explanation and discussion of the course literature.

Toetsvorm

Individual examination (exact format to be determined) and group case work. The exact way of determination of the final course grade will be announced in the course manual.

Literatuur

The following is required before the first meetings of the design project teams:

- Student have to form groups (of 5 students) themselves.
- The group has to find an existing organization where the performance management & control system (PMC) can be studied. The organization can be obtained by actually contacting an organization, or by using documents from newspapers, journals, or other sources. Some examples are hospital, police, municipality, auditing firm, consultancy firm, or high school.

At blackboard you can find some examples of earlier reports.

Research Seminar I

Vakcode	E_PTBA_RS1 ()
Periode	Periode 6
Credits	3.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	dr. ir. F. Deken
Examinator	dr. ir. F. Deken
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	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	drs. F.E.J.M. Derksen
Examinator	drs. F.E.J.M. Derksen
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

Strategic and Organizational Change

Vakcode	E_PTBA_SOC ()
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	drs. E.P.H.M. Maassen
Examinator	drs. E.P.H.M. Maassen
Niveau	400

Doel vak

The aim of this course is to acquire knowledge and insights into how organizations ensure organizational change and strategic renewal in order to grasp opportunities and cope with environmental threats. After following this course, students are able to apply the knowledge and insights gained, amongst others, concerning different types of change, various means, techniques and tools used to pursue change, dilemmas facing managers in change trajectories, factors impeding strategic and organizational change, roles of the different actors involved in change trajectories, processes through which changes occur, variation amongst small and large and traditional and creative organizations, et cetera. Students are able to apply these insights in analyses of actual cases in profit and non-profit organizations.

Inhoud vak

Many organizations at one point or another have to make strategic organizational changes. Such changes may stem from developments, trends, and opportunities or threats in their market and institutional environments. Whatever the actual origin of such changes, change itself represents clear challenges to organizations in terms of how it can be best conceptualized and understood, and how changes in business models, routines or practices may be implemented and sustained over time. Strategic change often involves a disruption of the status quo and previously established modes of understanding, and it may therefore trigger controversy and confusion with internal and external stakeholder groups. A specific emphasis of this course will thus be also to understand how leaders or other individuals in organization can effectively frame and justify changes to obtain acceptance and support for change.

Specifically, in this course we will explore:

1. How and why organizations pursue strategic renewal and organizational change in order to grasp the opportunities and cope with the threats emanating from, trends and developments in their market and

institutional environments;

2. How individual actors within organizations can "sense" and identify the need for changes, as well as be mindful and entrepreneurial in developing effective solutions for an organization; and

3. How individual actors can effectively communicate about such changes in order to gain support and acceptance for a change on the part of relevant others.

Onderwijsvorm

Lectures and tutorials. During the lectures, theory will be explained and illustrated with actual examples. Throughout the tutorials, the theory is applied to concrete strategic issues and problems (by means of cases and role play). Students will present in class, and will work in small teams on the group assignment. Attending the tutorials is obligatory.

Toetsvorm

Group assignment (applying theories to a practical case) and an individual exam (with open questions)

Strategy, Control and Design

Vakcode	E_PTBA_SCD (6144140)
Periode	Periode 4
Credits	6.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
Coördinator	prof. dr. T. Elfring
Examinator	prof. dr. T. Elfring
Niveau	400

Doel vak

The first learning objective of this course is to gain knowledge and understanding of concepts and theories related to the design perspective on strategies, organization and management. After following this course, you will be able to:

- Discuss the history, theoretical developments and nature of a design perspective on strategy, organization and management.
- Discuss how theoretical concepts on control and design relate to the development, implementation and evaluation of strategy.

The second learning objective of this course is to be able to design an organizational structure and management process by means of scientific concepts and theories so as to enhance the effectiveness of strategy.

After this course, you will be able to:

- Assess the scientific contribution of articles on strategy and their relevance for the design perspective.
- Evaluate the effectiveness of a given organizational strategy, organizational design and management tactics on a theoretical as well as an empirical level.
- Construct designs and redesigns for organizational strategies,

organizational structures, and management systems.

Inhoud vak

Important topics in the course are structural contingency theory, institutional theory, resource-based theory, corporate entrepreneurship, strategic entrepreneurship, strategy and organizational design, the open systems approach of organizations, the strategy design process, design and control of interorganizational relationships and methods and methodologies. Within these domains of interest, different design topics are discussed: strategic choice, balancing exploitation and exploration, adaptation of strategy, organizational effectiveness, strategy-structure implications and environmental uncertainty.

Onderwijsvorm

lectures and workgroups

Toetsvorm

written examination

Literatuur

Book and articles

Thesis

Vakcode	E_PTBA_THS ()
Periode	Ac. Jaar (september)
Credits	15.0
Voertaal	Engels
Faculteit	Fac. der Economische Wet. en Bedrijfsk.
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	Fac. der Economische Wet. en Bedrijfsk.
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