

Teaching and Examination Regulations



Master's Degree Programmes in:

Accounting and Control

Business Administration

Econometrics and Operations Research

Economics

Finance

Marketing

Spatial, Transport and Environmental Economics

Premaster's Programmes in:

Business Administration

Entrepreneurship

Finance

Marketing

Academic year 2018-2019

- A. Faculty section
- B1. Programme specific section - general provisions
- B2. Programme specific section – content of programme

Introduction to the Teaching and Examination Regulations format (OER) for Master's degree programmes

General information

Since the introduction of the Dutch Higher Education and Research Act (*Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek*, WHW) in 1993, it has been compulsory for institutions to record the broad outlines of the teaching programme and examination methods for each study programme in the Teaching and Examination Regulations (Section 7.13, paragraph 1, of the WHW). Section 7.13, paragraph 2, of the WHW lists the applicable procedures that must, as a minimum, be regulated in the Teaching and Examination Regulations. The WHW also includes a number of separate obligations relating to the inclusion of regulations in the Teaching and Examination Regulations.

Components of Teaching and Examination Regulations format

These Teaching and Examination Regulations consist of a part A, part B1 and part B2. Part A is the faculty section of the document that contains provisions that apply to all of a faculty's study programmes. The training-specific provisions have been included in both B sections and have been divided as follows:

- Part B1: programme specific section – general provisions
- Part B2: programme specific section – content of programme

It was decided to split this information into these two sections in support of the participation procedure. This is due to the fact that Programme Committees (OLC's) are fully responsible for participation as described under part B2; the Faculty Joint Assembly (FGV) has no involvement. The FGV has right of approval with regard to the Sections in parts A and B1, and the OLC's have the right to prior consultation (advice). VU-wide policy does not require participation on a faculty level; participation has already been guaranteed in the development and decision-making parts of the process of establishing the policy concerned.

Although the various parts go together and form the Teaching and Examination Regulations of a degree programme or group of programmes, they can be amended separately. The Faculty Board ultimately determines the content of all Sections of the Teaching and Examination Regulations for the faculty degree programmes.

Type of stipulations (Sections) included

- Sections based on Higher Education and Research Act Section 7.13 - or other Sections of the Act - that must be included in the Teaching and Examination Regulations. Per Section, if applicable, an indication has been given regarding which subject of Section 7.13, paragraph 2, is referred to and whether or not participation applies and if so, under whose authority.
- This is in regard to Sections based on Section 7.13 of the Higher Education and Research Act - or other Sections of the Act - that must be included in the Teaching and Examination Regulations but that have already been laid down in VU-wide policy. If applicable, participation has already been organized by the university's central participation body. The Faculty Board is not at liberty to depart from these procedures. The same holds for the OLC and the FGV.
Appendix 2 refers to the existing VU policy (or guidelines for the Faculty Board, from Section 9.5 of the Higher Education and Research Act). If a Faculty Board wishes to depart from existing VU policy, then a written request must be submitted to the Executive Board.
- Sections (or parts thereof) that do not apply to all programmes must be indicated using square brackets: [Optional:].
- The other Sections include topics for which compulsory inclusion in the Teaching and Examination Regulations has not been stipulated and that also have not been adopted as guidelines. These may concern subjects that are regulated in the Higher Education and Research Act, but for which no explicit

reference has been made that stipulates compulsory inclusion in the Teaching and Examination Regulations. These are Sections which have been included because they are intended to provide clear and complete information or because of a VU or UvA regulation which stipulates compulsory inclusion. It is recommended that these Sections be included in the Teaching and Examination Regulations in accordance with the format. This means that a large part of the text from part A can be copied in its entirety for inclusion in the creation of the faculty part A.

If necessary, additional Sections can be added in part B to reflect aspects specific to a particular degree programme.

Depending on participation rights, additional Sections may be included in parts B1 and B2. Any additional Sections should, wherever possible, be placed at the end of the chapter and given a higher number. If a Section is placed between existing Sections, then this should be given an interim number by adding a letter to the number (for example, Section 1.1a). This method promotes transparency and improves quality assurance if a specific subject is regulated under the same Section number in every Teaching and Examination Regulations. If you have any doubts about participation rights, please contact BJZ (Administrative and Legal Affairs).

Scope of application of these regulations

These regulations apply to the programmes, courses and examinations of the Master's degree programmes of the relevant faculty of the Vrije Universiteit Amsterdam. These regulations may also apply to the joint programmes and educational components, as referred to in Section 7.3c of the WHW, which are provided in entirety or in part by the faculty.

The faculty carries out the publication of the Teaching and Examination Regulations and inclusion in the study guide on the VU website.

Index

Section A: Faculty section	6
1. General provisions	6
Article 1.1 Applicability of the Regulations	6
Article 1.2 Definitions.....	6
2. Study programme structure	7
Article 2.1 Structure of academic year and educational components.....	7
3. Assessment and Examination.....	7
Article 3.1 Signing up for education and examinations.....	7
Article 3.2 Type of examination	8
Article 3.3 Oral examinations	8
Article 3.4 Determining and announcing results.....	8
Article 3.5 Examination opportunities	8
Article 3.6 Marks	9
Article 3.7 Exemption	9
Article 3.8 Validity period for results	9
Article 3.9 Right of inspection and post-examination discussion.....	9
4. Academic student counselling and study progress	10
Article 4.1 Administration of study progress and academic student counselling	10
Article 4.2 Adaptations for students with a disability	10
5. Hardship clause.....	11
Article 5.1 Hardship clause.....	11
Section B1: Programme specific – general provisions	11
6. General programme information and characteristics	11
Article 6.1 Study programme information	11
Article 6.2 Teaching formats used and modes of assessment	12
7. Further admission requirements.....	12
Article 7.1 Intake date(s)	12
Article 7.2 Admission requirements.....	12
Article 7.3 English language requirement for English-language Master's programmes	13
Article 7.4 Pre-Master's programme.....	13
8. Examinations and results	14
Article 8.1 Validity period for results	14
Section B2: Programme specific – content of programme.....	15

9. Programme objectives, specializations and exit qualifications	15
Article 9.1 Workload	15
Article 9.2 Specializations.....	15
Article 9.3 Programme objective.....	15
Article 9.4 Learning objectives	15
10. Curriculum structure	16
Article 10.1 Composition of the programme	16
Article 10.2 Compulsory educational components and electives	16
Article 10.3 Maximum exemption.....	16
11. Evaluation and transitional provisions	16
Article 11.1 Evaluation of the education.....	16
Article 11.2 Transitional provisions.....	16
Article 12.3 Publication	16
Appendix I Overview of articles that must be included in the OER.....	17
Appendix II Ordinances VU CvB and Binding Guidelines (richtlijn).....	18
Appendix III SBE Learning objectives	19
Appendix IV Overview of the programmes.	20

Section A: Faculty section

1. General provisions

Article 1.1 Applicability of the Regulations

1. These Regulations apply to anyone enrolled for the programme, irrespective of the academic year in which the student was first enrolled for the programme.	Advice OLC, approval FGV (9.38 b)
2. These Regulations enter into force with effect from 1 September 2018	Advice OLC, approval FGV (9.38 b)
3. An amendment to the Teaching and Examination Regulations is only permitted to concern an academic year already in progress if this does not demonstrably damage the interests of students.	Advice OLC, approval FGV (9.38 b)

Article 1.2 Definitions

The following definitions are used in these Regulations:

- a. EC (European Credit) an EC credit with a workload of 28 hours of study;
- b. final examination: the final examination of the Master's programme;
- c. semester: the first (September - January) or second half (February - August) of an academic year;
- d. joint degree: a degree awarded by an institution together with one or more institutions in the Netherlands or abroad, after the student has completed a study programme (a degree programme, a major or a specific curriculum within a degree programme) for which the collaborating institutions are jointly responsible;
- e. educational component: a unit of study of the programme within the meaning of the WHW, also referred to as 'component';
- f. period: a part of a semester;
- g. practical exercise: a component specifically aimed at acquiring certain (academic) skills or training. Practical exercises that are part of a component are not practical exercises in the sense described here, but have the status of a constituent exam. Examples of practical exercises include:
 - o writing a thesis
 - o carrying out a research assignment
 - o taking part in fieldwork or an excursion
 - o conducting a literature review
 - o taking part in another educational learning activity aimed at acquiring specific skills or
 - o participating in and completing an internship;
- h. programme: the totality and cohesion of the components, teaching activities/methods, contact hours, testing and examination methods and recommended literature;
- i. thesis: a component comprising research into the literature and/or contributing to scientific research, always resulting in a written report;
- j. SAP/SLcMVU: the Student Information System;

k. study guide:	the guide for the study programme that provides further details of the provisions and other information specific to that programme. The study guide is available electronically at: https://www.vu.nl/en/study-guide/ ;
l. workload:	the workload of the unit of study to which an examination applies, expressed in terms of credits = EC credits (ECTS = European Credit and Transfer Accumulation System). The workload for 1 year (1,680 hours) is 60 EC credits;
m. academic year:	the period beginning on 1 September and ending on 31 August of the following calendar year;
n. examination:	an assessment of the student's knowledge, understanding and skills relating to a course component. The assessment is expressed in terms of a final mark. An examination may consist of one or more constituent examinations. A resit always covers the same material as the original examination;
o. constituent examination	an assessment of the student's knowledge, understanding and skills relating to a part of a component. The assessment is expressed in terms of a constituent result, which contributes to the final mark. A non-mandatory assessment within a component, such as an opportunity to earn a bonus point, is not a constituent examination.
p. constituent result:	the result of a constituent examination;
q. mark	the final mark for an examination;
r. regulations and guidelines	the Regulations and Guidelines regarding examinations at SBE, as defined in article 7.12, paragraph 4 of the WHW;
s. University:	Vrije Universiteit Amsterdam;
u. WHW:	the Dutch Higher Education and Research Act (<i>Wet op het Hoger Onderwijs en Wetenschappelijk Onderzoek</i>);
v. OLC	Programme committee;
w. FGV	Faculty joint assembly – assembly of the faculty student council and faculty staff council;
x. CvB	the Executive Board of Vrije Universiteit Amsterdam.

The other terms have the meanings ascribed to them by the WHW.

2. Study programme structure

Article 2.1 Structure of academic year and educational components

1. The study programme will be offered in a year divided into two semesters.	Ordinance CvB, see appendix 2
2. Every semester consists of three consecutive periods of eight, eight and four weeks	Ordinance CvB, see appendix 2
3. An educational component comprises 6 EC or a multiple thereof.	Ordinance CvB, see appendix 2

3. Assessment and Examination

Article 3.1 Signing up for education and examinations

1. Every student must sign up to participate in the educational components of the programme, the examinations and resits. The procedure for signing up is described in an	Ordinance CvB, see appendix 2
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annex to the Student Charter.	
2. Signing up may only take place in the designated periods.	Ordinance CvB, see appendix 2

Article 3.2 Type of examination

1. At the student's request, the Examination Board may permit a different form of examination than that stipulated in the study guide. If applicable, more detailed regulations on this are included in the Regulations and Guidelines for the Examination Board.	Advice OLC, Approval FGV (7.13 l)
2. If an compulsory educational component is no longer offered in the academic year following its termination, at least one opportunity will be provided to sit the examination(s) or parts thereof and a transitional arrangement will be available in the study guide.	Advice OLC, approval FGV (7.13 j)

Article 3.3 Oral examinations

1. An oral assessment is public unless the Examination Board or examiner determines otherwise in an exceptional case.	Advice OLC; approval FGV (7.13 l and n)
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Article 3.4 Determining and announcing results

1a. The examiner determines the result of a written examination as soon as possible, but at the latest within ten working days. By way of departure from that stipulated in the first clause, the marking deadline for theses / final assignments and internship is no longer than twenty working days. The examiner will then immediately ensure that the marks are registered and also ensures that the student is immediately notified of the mark, taking due account of the applicable confidentiality standards.	Ordinance CvB, see appendix 2
1b. If, as a result of exceptional circumstances, the examiner is likely to exceed the deadline, he or she can put a request for an extension of the revision period to a maximum of 15 days to the Examination Board, stating reasons. If the Examination Board approves the delay the examiner will then ensure that the students are informed of the new deadline.	
2. The examiner determines the result (i.e. mark) of an oral examination as soon as the examination has finished and informs the student accordingly. The third sentence of the paragraph 1a applies.	Advice OLC; approval FGV (7.13 o)
3. In the case of alternative forms of oral or written examinations, the Examination Board determines in advance how and by what deadline the student will be informed of the results.	Advice OLC; approval FGV (7.13 o)

Article 3.5 Examination opportunities

<p>1. a. Per academic year, two opportunities to take examination per educational component will be offered.</p> <p>b. As an exception to paragraph 1, practical exercises as defined in article 1.2 sub g are examined only once in each academic year. Results may be improved by the student before a deadline specified by the examiner; the final mark will in that case not exceed 6. In case this applies to the final thesis the programme's thesis coordinator may deviate from this rule in case of exceptional circumstances.</p> <p>1c. As an exception to paragraph 1a, there will only be a resit for a constituent examination when this forms such a substantial part of the educational component that without it the component cannot be passed.</p>	Ordinance CvB, see appendix 2
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2. The most recent mark will apply in the event of a resit. A resit is allowed for both passed and failed units of study.	Ordinance CvB, see appendix 2
3. The resit for a (constituent) examination must not take place within ten working days of the announcement of the result of the (constituent) examination being resat.	Advice OLC; approval FGV (7.13 j)
4. The Examination Board may allow a student an extra opportunity to sit an examination if that student misses only those credits to qualify for his degree. This is conditional to the student's having taken and failed the examination at least once. Furthermore, there may be no regular opportunity for taking the examination within the next 6 months. If necessary, the way the examination is held may deviate from the provisions in the study guide. This provision excludes practical exercises (including the thesis).	Ordinance CvB, see appendix 2

Article 3.6 Marks

1. Constituent results are given on a scale from 1 to 10 with no more than one decimal point.	Ordinance CvB, see appendix 2
2. The marks are given in whole or half points.	Ordinance CvB, see appendix 2
3. Final marks between 5 and 6 will be rounded off to whole marks: between 5.1 - 5.4 rounded down; between 5.5 - 5.9 rounded up. To pass a component, a 6 or higher is required.	Ordinance CvB, see appendix 2
4. The Examination Board can allow to use symbols rather than numbers, for example; v (completed), g (good), nvd (not completed), etc.	Ordinance CvB, see appendix 2

Article 3.7 Exemption

1. At the written request of the student, the Examination board may exempt the student from taking the examinations of one or more components, if the student: <ol style="list-style-type: none"> has passed a component of a university or higher professional education programme that is equivalent in terms of content and level; or has demonstrated through his/her work and/or professional experience that he/she has sufficient knowledge and skills with regard to the relevant component. 	Advice OLC; approval FGV (7.13 r)
2. This exemption does not apply to the Master's thesis.	
3. Section B may set a limit on the number of components for which an exemption can be granted.	

Article 3.8 Validity period for results

1. From September 2017 onwards all examinations passed and examination exemptions that were valid on August 31 st 2017 remain valid for an unlimited period of time unless specified otherwise in Section B.	Legal provision
2. The validity period of the result of a constituent examination is limited to the academic year in which it was taken.	Advice OLC; approval FGV (9.38 b)

Article 3.9 Right of inspection and post-examination discussion

1. For twenty working days after the announcement of the results of a written examination, the student can, on request, inspect his/her assessed work, the questions and assignments set in it, as well as the standards applied for marking. The place and time for the inspection referred to in the previous clause will be announced at the time of the examination.	Advice OLC; approval FGV (7.13 p en q)
2. If a collective post-examination discussion has been organized, individual post-examination discussions will be held only if the student has attended the collective	Advice OLC; approval FGV (7.13 q)

discussion or if he/she was unable to attend the collective discussion through no fault of his/her own.	
3. Students who meet the requirements stipulated in paragraph 2 can submit a request for an individual post-examination discussion to the relevant examiner. The discussion shall take place at a time and location to be determined by the examiner.	Advice OLC; approval FGV (7.13 p en q)

4. Academic student counselling and study progress

Article 4.1 Administration of study progress and academic student counselling

1. The faculty board is responsible for the correct registration of the students' study results. After the assessment of an educational component has been registered, every student can view the result for that component and also has a list of the results achieved at his/her disposal in VUNet.	Advice OLC; approval FGV (7.13 u)
2. Enrolled students are eligible for academic student counselling. Academic student counselling is at least provided by <ol style="list-style-type: none"> The Student General Counselling Service Student psychologists Faculty academic advisors 	Advice OLC; approval FGV (7.13 u)

Article 4.2 Adaptations for students with a disability

1. A student with a disability can submit a request in VUNet to qualify for special adaptations with regard to teaching, practical training and examinations. These adaptations will accommodate the student's individual disability as much as possible, but may not alter the quality or degree of difficulty of a unit of study or an examination. In all cases, the student must fulfil the exit qualifications for the study programme.	Advice OLC; approval FGV (7.13 m)
2. The request referred to in the first paragraph must be accompanied by a statement from a doctor or psychologist. If possible, an estimate should be given of the potential impact on the student's study progress. In case of a chronic disability a single (one time) request suffices.	Advice OLC; approval FGV (7.13 m)
3. Students who have been diagnosed with dyslexia must provide a statement from a BIG, NIP or NVO registered professional who is qualified to conduct psychological evaluation.	Advice OLC; approval FGV (7.13 m)
4. The faculty board, or the responsible person on behalf of the faculty board, decides on the adaptations concerning the teaching facilities and logistics. The Examination Board will rule on requests for adaptations with regard to examinations.	Advice OLC; approval FGV (7.13 m)
5. In the event of a positive decision in response to a request as referred to in paragraph 1, the student will make an appointment with the academic advisor to discuss the details of the provisions.	Advice OLC; approval FGV (7.13 m)
6. A request for adaptations will be refused if it places a disproportionate burden on the organization or the resources of the faculty or university were it upheld.	Advice OLC; approval FGV (7.13 m)
7. If the disability justifies an extension of the examination time, the Examination Board will issue a statement testifying to this entitlement to an extension. If a disability justifies other measures to be taken, the academic advisor can take the necessary measures.	Advice OLC; approval FGV (7.13 m)
8. The decision as referred to in paragraph 5 may specify a limited validity of the special adaptations.	Advice OLC; approval FGV (7.13 m)

5. Hardship clause

Article 5.1 Hardship clause

In instances not regulated by the Teaching and Examination Regulations or in the event of demonstrable extreme unreasonableness and unfairness, the faculty board responsible for the study programme will decide, unless the matter concerned is the responsibility of the Examination Board.	Advice OLC; approval FGV (9.38 b)
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Section B1: Programme specific – general provisions

6. General programme information and characteristics

Article 6.1 Study programme information

<p>1a The programmes</p> <p>Master Accounting and Control (CROHO number 60047), Master Business Administration (CROHO number 60644), Master Econometrics and Operations Research (CROHO 66833), Master Economics (CROHO number 66401), Master Finance (CROHO number 660046), Master Marketing (CROHO number 60048), Master Spatial, Trans and Environmental Economics (CROHO number 60444)</p> <p>are all offered on a full-time basis.</p> <p>The programme: Accounting and Control (CROHO number 60047) is also offered on a part-time basis.</p>	Advice OLC; approval FGV (7.13 i)
1b The full-time programme has a nominal study duration of 1 year; part-time 2 years.	Advice OLC; approval FGV (7.13 i)
<p>2. The full-time degree programme is taught in the English language and examinations will be taken in English.</p> <p>a. The pre-master programme is taught in the English language and examinations will be taken in English</p> <p>b. The part-time degree programme is taught in the Dutch or English language and examinations will be taken in Dutch or English.</p>	Advice OLC; approval FGV (9.38 b)
<p>3. As an exception to that stipulated in paragraph 2, the Faculty Board may grant permission in specific cases and in accordance with the Foreign Language Code of Conduct for the programme, or a component of the programme, to be taught in a different language:</p> <ul style="list-style-type: none"> • in the case of a degree programme or component relating to the language in question; • if the specific nature, organization or quality of the degree programme or component or the origin of the students necessitates this. 	
4. If a student requests permission to sit one or more parts of an examination in a language other than the one stipulated by the programme, such request will be subject to that stipulated in the Regulations and guidelines issued by the Examination board.	

Article 6.2 Teaching formats used and modes of assessment

1. The programmes use the teaching formats as specified in the Study Guide.	Advice OLC; approval FGV (7.13 x)
2. The modes of assessment used per educational component are specified in the Study Guide.	Advice OLC; approval FGV (7.13 l)

7. Further admission requirements

Article 7.1 Intake date(s)

The full-time Master's programmes are offered starting in the first semester of the academic year (1 September) only. The part-time Master's programmes start in the first and in the second semester (1 February). The Pre-Master's programmes start in the second semester (1 February).	Advice OLC; approval FGV (9.38 b)
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Article 7.2 Admission requirements

1. Students will be admitted to the degree programme if they hold a certificate of admission, issued by or on behalf of the Faculty Board because they have demonstrated that they meet the knowledge, understanding and skills requirements reflecting the final level of attainment in an academic Bachelor's degree programme in Economics, Econometrics and/or (International) Business Administration as stipulated in the Admission requirements published on the website of the VU Graduate School of Economics and Business Administration.	Partly legal provision & ordinance CvB, see appendix 3. Admission requirements excepted from participation in WHW
2. The Admissions Board will investigate whether the applicant meets the admission requirements.	Legal provision
3. In addition to the requirements referred to in the first paragraph, the Admissions Board can also assess requests for admission in terms of (at least two of) the following criteria: <ol style="list-style-type: none"> talent and motivation; level of relevant knowledge and understanding; proficiency in methods and techniques; academic attitude and critical thinking; proficiency in the language(s) of instruction 	Partly legal provision & ordinance CvB, see appendix 3. Admission requirements excepted from participation in WHW

Article 7.3 English language requirement for English-language Master's programmes

<p>1. The proficiency requirement in English as the language of instruction can be met if no longer than two years before the start of the programme, the applicant has successfully completed one of the following examinations with at least the scores indicated:</p>									<p>Advice OLC; approva IFGV</p>
Master	IELTS					TOEFL with a TWE score of 4,5			
	General score	Minimum Score Speaking	Minimum Score Listening	Minimum Score Reading	Minimum Score Writing	PBT	CBT	IBT	
Finance	6.5	6.0	6.0	6.5	6.5	580	237	92	
Marketing	7	7.0	7.0	7.0	7.0	600	250	100	
Business Administration	6.5				6.0	580	237	92	
Economics	6.5				6.0	580	237	92	
Econometrics and Operations Research	6.5	6.0	6.0	6.5	6.5	580	237	92	
Spatial, Transport and Environmental Economics	6.5				6.0	580	237	92	
Accounting and Control	6.5	6.0	6.0	6.5	6.5	580	237	92	
<p>2. Exemption is granted from the examination in English referred to in the first paragraph to students who, within two years of the start of the programme:</p> <ol style="list-style-type: none"> i. met the requirements of the VU test in English language proficiency TOEFL ITP, with at least the scores specified in paragraph 1, or ii. had previous education in secondary or tertiary education in an English-speaking country as listed on the VU website, or iii. have an English-language 'international baccalaureate' diploma, or iv. hold an admissible bachelor diploma of a Dutch university. v. have a diploma of an English taught Bachelor or Master degree programme which has been accredited by the NVAO in the Netherlands. 									

Article 7.4 Pre-Master's programme

1. The objective of the pre-Master's programme is to give graduates of an institute of Higher Vocational Education with insufficient background the knowledge, skills, attitude and insight up to the level of a University Bachelor's degree, which then leads on to the Faculty's Master's programmes.
2. The general final attainment levels of the pre-Master's programme are:
 - a. Knowledge of and insight into:
 - processes and phenomena in the selected domain;
 - theories in the selected domain;
 - research methodology.
 - b. Being capable of:
 - being able to present an academic argument (verbal and written);
 - critically analyse the professional literature;

- assess research results in terms of reliability, validity and practicability;
- analyse and interpret data.
- c. Show evidence of:
 - a critical view of widespread assumptions in society;
 - intellectual integrity;
 - a scientific attitude, i.e. a preparedness to test assumptions and theories.
- 3. Admission to the pre-master programme is possible on the basis of Bachelor's degree from a Dutch programme of Higher Vocational Education and a GMAT score of at least 550 or an equivalent GRE score.
- 4. The programmes, their components and the examination format used in each component are listed in the Study Guide.
- 5. The Pre-Master's programmes have a study load of 30 credits.
- 6. A Pre-master's programme of the same name can only be registered for once.
- 7.
 - a. Successfully completed components of the pre-Master's programmes are valid until 31 August of the academic year in which the results were issued.
 - b. A Pre-Master's programme is only successfully completed when all individual components are passed.
 - c. Notwithstanding the provisions stated in paragraph a, the Examination board can extend a component's period of validity in special cases.
 - d. Successful completion of the pre-Master's programme secures admission to the Master's programme or specialization of the same name in the following academic year.
- 8. Provided that all results have been properly recorded, the Examination board awards a pre-Master's programme list of results to all students who have passed every test in the pre-Master's programme.

8. Examinations and results

Article 8.1 Validity period for results

From September 2017 onwards all examinations passed and examination exemptions that were valid on August 31 st 2017 remain valid for an unlimited period of time.	Advice OLC; approval FGV (7.13 k)
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Section B2: Programme specific – content of programme

9. Programme objectives, specializations and exit qualifications

Article 9.1 Workload

<p>1. The programme has a workload of 60 EC, except for the MSc Finance honours programme 'Duisenberg Honours Programme Quantitative Risk Management', which has a study load of 84 EC, the MSc Business Administration specialization Management Consulting Honours Track, which has a study load of 84 EC, the MSc Business Administration specialization 'Duisenberg Honours Programme Financial Markets and Regulation', which has a study load of 84 EC and the MSc Econometrics and OR Honours Track Operations Research, which has a study load of 78 EC.</p>	<p>Advice OLC; (7.13 a)</p>
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Article 9.2 Specializations

<p>The programmes have the specializations as mentioned in the study guide.</p>	<p>Advice OLC; (7.13 a)</p>
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Article 9.3 Programme objective

<ol style="list-style-type: none"> 1. The Master programmes have a final attainment level corresponding to the Dublin Descriptors (the Framework of Qualifications for the European Higher Education Area) and the Higher Education Qualifications Framework in the Netherlands. These are expressed in learning objectives. 2. The degree programme aims to achieve the following: <ol style="list-style-type: none"> a. to teach the student specialized knowledge, skills and understanding in the field of the Master programme chosen, i.e. Accounting and Control; Business Administration; Econometrics and Operations Research; (Spatial, Transport and Environmental) Economics; Finance, or Marketing. b. to prepare the student for work in that field for which an academic education is required. 3. The degree programme also promotes the academic education of the student, in particular with reference to: <ol style="list-style-type: none"> a. independent, academic thought processes and performance; b. communicating at an academic level; c. applying specialist academic knowledge in a wider and/or philosophical and social context. 4. The degree programme focuses attention on the student's personal development and promotes his or her awareness of social responsibility. 	<p>Advice OLC; (7.13 a)</p>
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Article 9.4 Learning objectives

<p>See appendix III for the learning objectives.</p>	<p>Approval OLC (7.13 c)</p>
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10. Curriculum structure

Article 10.1 Composition of the programme

1. The programme comprises at least a package of compulsory components and an individual Master's thesis.	Ordinance CvB, see appendix 3
2. Additionally the programme can offer: - Practical exercises - Electives	Advice OLC; (7.13 a)
3. Educational components are categorized as specialized (400), research oriented (500) and highly specialized (600) level.	Ordinance CvB, see appendix 3

Article 10.2 Compulsory educational components and electives

1. The compulsory components and electives are listed in the Study Guide. An overview of each programme is appended to these Regulations.
2. If the student wishes to take a different course than the electives listed in the Study Guide, advance permission must be obtained in writing from the Examination board

Article 10.3 Maximum exemption

A maximum of 18 credits of the curriculum can be achieved on the basis exemptions granted.

11. Evaluation and transitional provisions

Article 11.1 Evaluation of the education

1. The education provided in this programme is evaluated in accordance with the evaluation plan. The faculty evaluation plan offers the framework.	Approval OLC (7.13 a1)
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Article 11.2 Transitional provisions

Notwithstanding the current Academic and Examination Regulations, for students who started the programme under a previous set of Academic and Examination Regulations, transitional provisions may apply. These are stipulated on Vunet and in the Study Guide.	Advice OLC (7.13 a)
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Article 12.3 Publication

1. The Faculty Board will ensure the appropriate publication of these Regulations and any amendments to them.
2. The Academic and Examination Regulations will be posted on the faculty website and deemed to be included in the Study Guide.

Advice and approval by the Programme Committees, on 1 June 2018

Approved by the Faculty Joint Assembly, on 21 June 2018

Adopted by the Faculty Board on 5 June 2018

Appendix I**Overview of articles that must be included in the OER**

Based on Section 7.13, paragraph 2, of the WHW and other Sections of the Act.

Section A: Faculty section

2. Study programme structure	
Article 2.1 Structure of academic year and educational components	7.13 paragraph 2 sub e
3. Assessment and Examination	
Article 3.2 Type of examination	7.13 paragraph 2 sub h, l, j
Article 3.3 Oral examinations	7.13 paragraph 2 sub l, n
Article 3.4 Determining and announcing results	7.13 paragraph 2 sub o
Article 3.5 Examination opportunities	7.13 paragraph 2 sub h, j
Article 3.7 Exemption	7.13 paragraph 2 sub r
Article 3.8 Validity period for results	7.13 paragraph 2 sub k
Article 3.9 Right of inspection and post-examination discussion	7.13 paragraph 2 sub p, q
4. Academic student counselling and study progress	
Article 4.1 Administration of study progress and academic student counselling	7.13 paragraph 2 sub u
Article 4.2 Adaptations for students with a disability	7.13 paragraph 2 sub m

Section B1: Programme specific – general provisions

6. General programme information and characteristics	
Article 6.1 Study programme information	7.13 paragraph 2 sub i, r
Article 6.2 Teaching formats used and modes of assessment	7.13 paragraph 2 sub l, x
[option:] Article 6.3 Academic student counselling	7.13 paragraph 2 sub u
7. Further admission requirements	
Article 7.2 Admission requirements	7.30b paragraph 2
8. Examinations and results	
Article 8.1 Sequence of examinations	7.13 paragraph 2 sub h, s, t
[option 1:] Article 8.2 Validity period for results	7.13 paragraph 2 sub k
[option 2:] Article 8.2 Validity period for results	7.13 paragraph 2 sub k

Section B2: Programme specific – content of programme

9. Programme objectives, specializations and exit qualifications	
Article 9.1 Workload	7.13 paragraph 2 sub g
Article 9.2 Specializations	7.13 paragraph 2 sub a
Article 9.3 Programme objective	7.13 paragraph 2 sub a
Article 9.4 Exit qualifications	7.13 paragraph 2 sub b, c
10. Curriculum structure	
Article 10.1 Composition of the programme	7.13 paragraph 2 sub a
Article 10.2 Compulsory educational components	7.13 paragraph 2 sub a
[Optional] Article 10.3 Elective educational components	7.13 paragraph 2 sub a
[Optional] Article 10.4 Practical exercise	7.13 paragraph 2 sub d
Article 10.5 Participation in practical exercise	7.13 paragraph 2 sub d
11. Evaluation and transitional provisions	
Article 11.1 Evaluation of the education	7.13 paragraph 2 sub a1
Article 11.2 Transitional provisions	7.13 paragraph 2 sub a

Appendix II

Ordinances VU CvB and Binding Guidelines (richtlijn)

Section A, article:	Concerns:	CvB ordinance / guideline
2.1.1, 2.1.2	Year planning two semesters 8-8-4 (uniforme jaarkalender VU-UvA)	29-9-2008 (period 2009-2015) 22-05-2014 (periode 2016-2025)
2.1.3, 2.1.4	Educational components	Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017
3.1	Compulsory signing up	CvB ordinance 30-09-2010, prior consent USR.
3.4.1	Determination and publication of the results (1) Grading deadline exams 10 workdays (2) Theses 20 workdays	(1) Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017 (2) Quality demand 11 from the VU assessment policy, CvB ordinance 15-05-2012
3.5.1	Two possibilities to take examinations per year	Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017
3.5.2	Retake: most recent grade is valid. A pass can be retaken	Taken from the UvA guidelines, as part of the harmonization, CvB ordinance 24-02-2014
3.5.4	Extra retake last year	Included in (prior) model OER 16-17 following a request from committee O&O and adopted by CvB op 27-10-2015
3.6	Grades	CvB ordinance 30-09-2010, with University council's consent. As a result of harmonization UvA, the guideline: 5.5 is a pass, has been added. CvB ordinance 24-02-2014.
Section B1, article:	Concerns:	CvB ordinance / guideline
7.2.1	Admission criteria; at least WO Bachelor's degree	Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017
7.2.3	Additional admission criteria; type of criteria	Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017
Section B1, article:	Concerns:	CvB ordinance / guideline
10.1	Composition programme	Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017
10.2	Categorization of components	Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017

Appendix III

SBE Learning objectives

SBE Learning objectives per program

Table of Contents

1. BACHELOR’S PROGRAMS.....	2
1.1 BACHELOR’S LEARNING GOALS ON SCHOOL LEVEL	2
1.2 BACHELOR’S LEARNING OBJECTIVES ON PROGRAM LEVEL	2
2. MASTER’S PROGRAMS.....	5
2.1 MASTER’S LEARNING GOALS ON SCHOOL LEVEL	5
2.2 MASTER’S LEARNING OBJECTIVES ON PROGRAM LEVEL	5
3. EXECUTIVE DEGREE PROGRAMS	15
3.1 EXECUTIVE DEGREE PROGRAM LEARNING GOALS ON SCHOOL LEVEL.....	15
3.2 EXECUTIVE LEARNING OBJECTIVES ON PROGRAM LEVEL.....	15
4. DOCTORAL PROGRAMS	22
4.1 DOCTORAL PROGRAMS LEARNING GOALS ON SCHOOL LEVEL.....	22
4.2 DOCTORAL PROGRAMS LEARNING OBJECTIVES ON PROGRAM LEVEL.....	22

1. BACHELOR'S PROGRAMS

1.1 BACHELOR'S LEARNING GOALS ON SCHOOL LEVEL

Graduates...

ACADEMIC AND RESEARCH SKILLS	Are capable of performing all the elements of the research process, using Analysis, Abstraction, and Argumentation
BRIDGING THEORY AND PRACTICE	Have the knowledge and the ability to work in a variety of professional contexts
SOCIAL PROFESSIONAL SKILLS	Have the communication and social skills necessary for working in a variety of professional organizations
BROADENING YOUR HORIZON	Are involved in society as a whole and have well-developed (international) general knowledge
SELF-AWARENESS	Are self-reflective

1.2 BACHELOR'S LEARNING OBJECTIVES ON PROGRAM LEVEL

BSc BUSINESS ADMINISTRATION

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can conduct a basic research project from start to finish
2. BRIDGING THEORY AND PRACTICE – knowledge	2. Demonstrate theoretical and empirical knowledge concerning the relevant areas in business administration
3. BRIDGING THEORY AND PRACTICE – application	3. Can analyze and solve business problems by applying relevant theories and methodologies
4. SOCIAL PROFESSIONAL SKILLS – communication	4. Are able to cooperate, interact with others and take on different roles in a team
5. SOCIAL PROFESSIONAL SKILLS – teamwork	5. Can present orally and in writing to an audience of experts and non-experts
6. BROADENING YOUR HORIZON	6. Can reflect on the ethical and social implications of managerial decisions as a business professional
7. SELF-AWARENESS	7. Can evaluate own learning, knowledge and actions

BSc INTERNATIONAL BUSINESS ADMINISTRATION

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can conduct a basic international research project from start to finish
2. BRIDGING THEORY AND PRACTICE – knowledge	2. Demonstrate theoretical and empirical knowledge concerning the relevant areas in international business administration
3. BRIDGING THEORY AND PRACTICE – application	3. Can propose a solution to an international real-life business problem by applying relevant theories and methodologies
4. SOCIAL PROFESSIONAL SKILLS	4. Are able to effectively manage different professional roles in a cross-cultural environment
5. BROADENING YOUR HORIZON	5. Are able to reflect on the ethical and social implications of professional and governmental decisions
6. SELF-AWARENESS	6. Can evaluate own learning, knowledge and actions

BSc ECONOMICS AND BUSINESS ECONOMICS

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can conduct a basic research project from start to finish
2. BRIDGING THEORY AND PRACTICE – knowledge	2. Demonstrate theoretical and empirical knowledge concerning the relevant areas in general economics and business economics
3. BRIDGING THEORY AND PRACTICE – application	3. Can analyze a real-life problem by applying relevant theories and methodologies
4. SOCIAL PROFESSIONAL SKILLS	4. Can professionally set up and execute an oral or written presentation for a (non-) expert audience
5. BROADENING YOUR HORIZON	5. Are able to reflect on the ethical and social implications of professional and governmental decisions
6. SELF-AWARENESS	6. Can evaluate own learning, knowledge and actions

BSc ECONOMETRICS AND OPERATIONS RESEARCH

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can conduct a basic research project from start to finish
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate a thorough knowledge of the three core areas of econometrics: econometrics, operations research and mathematical economics
3. BRIDGING THEORY AND PRACTICE - application	3. Can model business and economics problems using analytic methods from mathematics, and statistics
4. SOCIAL PROFESSIONAL SKILLS - communication	4. Can professionally present (orally and in writing) for a (non-) expert audience
5. SOCIAL PROFESSIONAL SKILLS - teamwork	5. Work well in a team and reflect on own role and contribution within teams
6. BROADENING YOUR HORIZON	6. Can reflect on the ethical and social implications of the outcome of their analysis
7. SELF-AWARENESS	7. Can evaluate own learning, knowledge and practice

BSc PHILOSOPHY, POLITICS AND ECONOMICS

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can conduct a basic research project from start to finish
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate knowledge and understanding of the conceptual and methodological principles of economics as well as of contemporary theories and developments in micro- and macro-economics
3. BRIDGING THEORY AND PRACTICE - application	3. Apply economic theories, approaches, tools and methods to the analysis of important societal questions and make both qualitative and quantitative judgements
4. SOCIAL PROFESSIONAL SKILLS - communication	4. Can systematically and coherently present their work in verbal, written, and graphical forms to an expert and non-expert public from different backgrounds.
5. SOCIAL PROFESSIONAL SKILLS - teamwork	5. Take initiative and function as a team player.
6. BROADENING YOUR HORIZON	6. Reflect upon the professional responsibility of researchers and practitioners, and incorporate these reflections into the analysis of societal questions.
7. SELF-AWARENESS	7. Can evaluate own learning, knowledge and practice

2. MASTER'S PROGRAMS

2.1 MASTER'S LEARNING GOALS ON SCHOOL LEVEL

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	Have the advanced academic and research skills to contribute to the body of knowledge
2. BRIDGING THEORY AND PRACTICE	Have state-of-the art knowledge and an evidence-based approach to solving complex business problems
3. SOCIAL PROFESSIONAL SKILLS	Have the professional/social skills to interact with other professionals
4. BROADENING YOUR HORIZON	Have a broad horizon beyond the professional area
5. SELF-AWARENESS	Are self-reflective professionals

2.2 MASTER'S LEARNING OBJECTIVES ON PROGRAM LEVEL

MSc BUSINESS ADMINISTRATION – SPECIALIZATION DIGITAL BUSINESS AND INNOVATION

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Demonstrate a command of all the academic research skills necessary to make relevant contributions to the domain of digital innovation and the disciplines of information systems and innovation management
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Show a critical understanding of state-of-the-art theory and methods in the domain of digital innovation and the disciplines of information systems and innovation management, as published in top journals
3. BRIDGING THEORY AND PRACTICE - application	3. Examine complex real-life case problems from different (theoretical) perspectives and design well-founded, substantiated solutions based on the appropriate methods and techniques commonly used in the domain of digital innovation (academic and business)
4. SOCIAL PROFESSIONAL SKILLS	4. Work well in a team and reflect on all roles and contributions within teams, interact effectively with stakeholders, and present convincingly in English (orally and in writing) to both academics and professionals

5. BROADENING YOUR HORIZON	5. Formulate their own opinions on master's related issues within society, their outlook, including both economic interests and environmental, societal and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for their own learning and knowledge

MSc BUSINESS ADMINISTRATION – SPECIALIZATION TRANSPORT AND SUPPLY CHAIN MANAGEMENT

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Evaluate and assess state-of-the-art theories and methods to develop strategies for practically relevant decision-making in the area of Transport & Supply Chain Management.
2. BRIDGING THEORY AND PRACTICE - knowledge	2a. Assess industry and societal dynamics, challenges and opportunities
3. BRIDGING THEORY AND PRACTICE - application	2b. Analyze and design solutions for complex real-life business problems by selecting appropriate quantitative and qualitative analytical methods in the area of Transport & Supply Chain Management.
4. SOCIAL PROFESSIONAL SKILLS	3. Effectively interact with internal and external stakeholders in managing transport and supply chain related problems and effectively communicate with a variety of audiences.
5. BROADENING YOUR HORIZON	4. Analyze the broad impact of their own and of firm decisions and actions in society.
6. SELF-AWARENESS	5. Critically reflect on their own learning path and their functioning in diverse teams.

MSc BUSINESS ADMINISTRATION – SPECIALIZATION INTERNATIONAL MANAGEMENT

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Demonstrate a command of the academic and research skills necessary to make academically, professionally and societally significant contributions to the International Management discipline
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Show a critical mastery of core International Management theory and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline

3. BRIDGING THEORY AND PRACTICE - application	3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the field of International Management
4. SOCIAL PROFESSIONAL SKILLS	4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on master's related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges

MSc BUSINESS ADMINISTRATION – SPECIALIZATION LEADERSHIP AND CHANGE MANAGEMENT

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Demonstrate a command of the academic and research skills necessary to make academic, professional and societal significant contributions to the field of LCM research
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Show a critical mastery of core LCM insights and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline
3. BRIDGING THEORY AND PRACTICE - application	3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the field of LCM
4. SOCIAL PROFESSIONAL SKILLS	4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on master's related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges

MSc BUSINESS ADMINISTRATION – SPECIALIZATION MANAGEMENT CONSULTANCY

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Demonstrate a command of the academic and research skills necessary to make academic, professional and societal significant contributions to the field of MC research
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2. BRIDGING THEORY AND PRACTICE - knowledge	2. Show a critical mastery of core MC insights and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline
3. BRIDGING THEORY AND PRACTICE - application	3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the field of MC
4. SOCIAL PROFESSIONAL SKILLS	4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on master's related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges

MSc BUSINESS ADMINISTRATION - SPECIALIZATION STRATEGY AND ORGANIZATION

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Demonstrate a command of the academic and research skills necessary to make academically, professionally and societally significant contributions to the disciplines of strategic management and organization studies
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Show a critical mastery of core strategic management and organizational theory, quantitative and qualitative methods, and of state-of-the-art thinking about the discipline
3. BRIDGING THEORY AND PRACTICE - application	3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the fields of strategic management and organization studies
4. SOCIAL PROFESSIONAL SKILLS	4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on master's related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges

MSc BUSINESS ADMINISTRATION – SPECIALIZATION HUMAN RESOURCE MANAGEMENT

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Demonstrate a command of the academic and research skills necessary to make academically, professionally and societally significant contributions to the HRM discipline
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Show a critical mastery of core HRM and OB theory and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline
3. BRIDGING THEORY AND PRACTICE - application	3. Design substantiated solutions to complex practical problems and find opportunities to formulate innovative ideas based on appropriate theories, methods, and techniques commonly used in the field of HRM
4. SOCIAL PROFESSIONAL SKILLS	4. Demonstrate excellent societal and communication skills both orally and in writing in multi-stakeholder contexts
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on master's related issues from the perspective of an academic, a professional and a member of society, and based on deliberate decision-making and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges

MSc BUSINESS ADMINISTRATION – SPECIALIZATION FINANCIAL MANAGEMENT

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make a valuable academic, managerial contribution to the financial management profession using academic research skills
2. ACADEMIC AND RESEARCH SKILLS	2. Use quantitative analysis skills to answer complex research questions in the area of financial management
3. BRIDGING THEORY AND PRACTICE - knowledge	3. Demonstrate state-of-the-art academic knowledge in the areas of financial management
4. BRIDGING THEORY AND PRACTICE - application	4. Can formulate well-founded and substantiated solutions to real-life financial managerial challenges
5. SOCIAL PROFESSIONAL SKILLS	5. Are able to present effectively to a variety of stakeholders
6. BROADENING YOUR HORIZON	6. Can formulate their own opinions on financial management questions taking into account the societal and ethical context
7. SELF-AWARENESS	7. Take responsibility for their own learning, knowledge and actions

MSc FINANCE

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Are able to go through all the steps of the academic research process
2. ACADEMIC AND RESEARCH SKILLS - Quantitative	2. Possess the quantitative analysis skills to answer complex research questions in the area of financial economics
3. BRIDGING THEORY AND PRACTICE - knowledge	3. Demonstrate state-of-the-art academic knowledge in the areas of financial economics
4. BRIDGING THEORY AND PRACTICE - application	4. Can formulate well-founded and substantiated solutions for real-life financial economic problems
5. SOCIAL PROFESSIONAL SKILLS	5. Are able to present effectively and in a balanced way to a variety of audiences
6. BROADENING YOUR HORIZON	6. Can formulate their own opinions on financial economic questions taking into account the societal and ethical context
7. SELF-AWARENESS	7. Take responsibility for their own learning, knowledge and actions

MSC MARKETING – FULL-TIME AND PART-TIME

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make relevant (academic, managerial and societal) contributions to the marketing discipline using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate and apply state-of-the-art specialized theory in the field of marketing
3. BRIDGING THEORY AND PRACTICE - application	3. Develop solutions from different theoretical perspectives for complex real-life business problems by applying relevant marketing theories and methodologies
4. SOCIAL PROFESSIONAL SKILLS - teamwork	4. Work well in a team and reflect on all roles and contributions within teams
5. SOCIAL PROFESSIONAL SKILLS - communication	5. Present in English (orally and in writing) to both academics and professionals convincingly
6. BROADENING YOUR HORIZON	6. Formulate own opinion on master's related issues within society, their outlook, including both economic interests and environmental, societal and ethical concerns
7. SELF-AWARENESS	7. Take responsibility for their own learning and knowledge

MSc ECONOMICS

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can test economic hypotheses and draw policy conclusions using statistical and mathematical techniques applied to economic data
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Understand the academic literature and recognize important contributions to the field of economics
3. BRIDGING THEORY AND PRACTICE - application	3. Can solve real-life societal and market challenges by applying relevant theories and methodologies
4. SOCIAL PROFESSIONAL SKILLS	4. Can present research findings to expert and non-expert audiences
5. BROADENING YOUR HORIZON	5. Can critically assess the answers to pertinent social, societal and economic problems
6. SELF-AWARENESS	6. Can independently identify and fill in gaps in their knowledge and skills to develop as professionals

MSc ACCOUNTING AND CONTROL – FULL-TIME AND PART-TIME

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can make relevant (academic, managerial and societal) contributions to the academic body of knowledge in accounting and control using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Can apply commonly used accounting and control techniques and concepts, referring to applicable institutional frameworks
3. BRIDGING THEORY AND PRACTICE - application	3. Can justify a course of action for current complex practice issues drawing on academic theory in the field of accounting and control
4. SOCIAL PROFESSIONAL SKILLS	4. Can present (orally and in writing) to both academics and professionals convincingly
5. BROADENING YOUR HORIZON	5. Can analyze an accounting-related issue from a strategic IT and integrity perspective
6. SELF-AWARENESS	6. Can explain how they will take responsibility for their own learning, knowledge and actions

MSC ECONOMETRICS AND OPERATIONS RESEARCH

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make relevant (academic, managerial and societal) contributions to the the Econometrics and Operations Research disciplines using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate and apply state-of-the-art theory in the fields of econometrics and operations research
3. BRIDGING THEORY AND PRACTICE - application	3. Develop solutions for complex real-life problems by applying relevant econometrics and operations research techniques and methodologies
4. SOCIAL PROFESSIONAL SKILLS	4. Can justify their findings (orally and in writing) to both academics and professionals convincingly
5. BROADENING YOUR HORIZON	5. Can formulate their own opinions on the ethical and social implications of the outcome of their analysis
6. SELF-AWARENESS	6. Take responsibility for their own learning and knowledge

MSC IN SPATIAL, TRANSPORT AND ENVIRONMENTAL ECONOMICS

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can test economic hypotheses and draw policy conclusions using statistical and mathematical techniques applied to economic data
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Understand the academic literature and recognize important contributions to the field of urban, transport and environmental economics
3. BRIDGING THEORY AND PRACTICE - application	3. Can solve a real-life societal and market challenge by applying relevant theories and methodologies
4. SOCIAL PROFESSIONAL SKILLS	4. Can present research findings to expert and non-expert audiences
5. BROADENING YOUR HORIZON	5. Can critically assess the answers to pertinent social, societal and economic problems
6. SELF-AWARENESS	6. Can independently identify and fill in gaps in their knowledge and skills to develop as professionals

MSc ENTREPRENEURSHIP

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can make relevant (academic, managerial and societal) contributions to the field of entrepreneurship, using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate up-to-date theoretical and empirical knowledge of the entrepreneurship phenomenon
3. BRIDGING THEORY AND PRACTICE - application	3. Assess, produce, and develop innovative, viable, high-quality research-based ideas in various (international) real-life contexts
4. SOCIAL PROFESSIONAL SKILLS	4. Can communicate effectively and unambiguously with experts as well as laymen, both orally and in writing
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on the consequences of entrepreneurial behavior within society, their outlook, including both economic interests and environmental, societal and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for own learning, knowledge and actions

MSc RESEARCH MASTER BUSINESS IN SOCIETY

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can, under academic supervision, conduct research in the field of business which meaningfully contributes to the scientific debate and that can be submitted to an international, peer-reviewed journal
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate a critical understanding of state-of-the-art theory and advanced techniques and research methods in the field of business
3. BRIDGING THEORY AND PRACTICE - application	3. Develop theoretically sound solutions to complex real-life business cases, based on academic theory and methods
4. SOCIAL PROFESSIONAL SKILLS	4. Can present and defend research outcomes (orally and in writing) to an audience of academic researchers
5. BROADENING YOUR HORIZON	5. Evaluate the effects of business on society and vice versa
6. BROADENING YOUR HORIZON	6. Can apply the standards of research ethics and integrity to their own research
7. SELF-AWARENESS	7. Can independently keep track of the developments in the field and embark on independent academic research

MSc RESEARCH MASTER IN ECONOMICS

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can, under academic supervision, write a research paper in economics which is a meaningful contribution to the scientific debate that can be submitted to an international, peer-reviewed journal for publication
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate extensive state-of-the-art knowledge and understanding of the current scientific literature and research methods
3. BRIDGING THEORY AND PRACTICE - application	3. Are able to adopt and apply advanced techniques and complex research methods
4. SOCIAL PROFESSIONAL SKILLS	4. Can write a coherent report in a fluent academic style and can orally present and defend research outcomes to an audience of academic researchers
5. BROADENING YOUR HORIZON	5. Can critically assess the answers to pertinent social, societal and economic problems
6. SELF-AWARENESS	6. Can independently keep track of the developments in the field and embark on independent study

3. EXECUTIVE DEGREE PROGRAMS

3.1 EXECUTIVE DEGREE PROGRAM LEARNING GOALS ON SCHOOL LEVEL

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	Have the advanced academic and research skills to contribute to the body of knowledge
2. BRIDGING THEORY AND PRACTICE	Have state-of-the-art knowledge and an evidence-based approach to solving complex business problems
3. SOCIAL PROFESSIONAL SKILLS	Have the professional/social skills to interact with other professionals
4. BROADENING YOUR HORIZON	Have a broad horizon beyond the professional area
5. SELF-AWARENESS	Are self-reflective professionals

3.2 EXECUTIVE LEARNING OBJECTIVES ON PROGRAM LEVEL

VU CERTIFIED EXECUTIVE COACH

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make relevant (academic, managerial and societal) contributions to the academic body of knowledge in executive coaching using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate state-of-the-art knowledge of executive coaching
3. BRIDGING THEORY AND PRACTICE - application	3. Design well-founded, substantiated solutions for complex real-life case problems, based on the appropriate methods and techniques used in the field of executive coaching
4. SOCIAL PROFESSIONAL SKILLS	4. Effectively coach clients in various cases
5. BROADENING YOUR HORIZON	5. Analyze an executive coaching-related issue from a societal perspective, including both organizational interests and societal and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for their own learning, knowledge and actions

MSC INVESTMENT MANAGEMENT

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make valuable academic, practical and sustainable contributions to the profession using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate state-of-the-art theory published in top academic journals in the field of finance and investments
3. BRIDGING THEORY AND PRACTICE - application	3. Can apply state-of-the-art theory and research methods, in a responsible way, to solve multi- and interdisciplinary problems in the investment practice
4. SOCIAL PROFESSIONAL SKILLS	4. Present and discuss the complexity of multidisciplinary investment problems to professionals and clients convincingly
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on complex issues within society, their outlook, including both economic interests and environmental, social and ethical concerns
6. SELF-AWARENESS	6. Have a 'sense of urgency' to remain informed about relevant theoretical and practical developments in the discipline

MSC IT AUDIT, COMPLIANCE AND ADVISORY

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make valuable academic, managerial and societal contributions to the profession using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Have thorough knowledge of relevant theory and methods in the field of IT audit, compliance & advisory
3. BRIDGING THEORY AND PRACTICE - application	3. Develop and apply well-founded, substantiated solutions from different theoretical and multidisciplinary perspectives for complex real-life business problems, based on appropriate methods and techniques
4. SOCIAL PROFESSIONAL SKILLS	4. Present the complexity of multidisciplinary business problems to professionals and clients convincingly
5. BROADENING YOUR HORIZON	5. Express their independent opinion or advice on IT audit, compliance and advisory issues, their outlook, including both economic interests and environmental, social and ethical concerns
6. SELF-AWARENESS	6. Take responsibility for their own learning and positioning

CERTIFIED PUBLIC CONTROLLER

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can make valuable academic, managerial and societal contributions to the profession of public controller using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Are familiar with, and can apply, state-of-the-art theory published in top academic journals in the field of management accounting and control, governance, and leadership
3. BRIDGING THEORY AND PRACTICE - application	3. Can develop, apply, and reflect on well-founded, substantiated solutions from different theoretical and multidisciplinary perspectives for complex business problems and social issues, based on appropriate methods and techniques
4. SOCIAL PROFESSIONAL SKILLS	4. Can present the complexity of multidisciplinary business problems and social issues to professionals and stakeholders convincingly
5. BROADENING YOUR HORIZON	5. Can formulate their own opinions on issues within society, their outlook, including both economic interests and environmental, social and ethical concerns, in order to create public value
6. SELF-AWARENESS	6. Take responsibility for their own learning and positioning within their organization and work field as a public controller

CORPORATE COMPLIANCE AND INTEGRITY MANAGEMENT (objectives under construction)

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make a relevant contribution to the international academic body of knowledge in compliance & integrity management
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate reflection on compliance & integrity management from a multidisciplinary view and hence a better understanding of compliance & integrity management from a multi-stakeholder and behavioral perspective
3. BRIDGING THEORY AND PRACTICE - application	3. Demonstrate mapping of the compliance landscape of an organization, including applicable (inter)national supervisory authorities, to an organization
4. SOCIAL PROFESSIONAL SKILLS	6. Present and discuss the complexity of compliance & integrity issues with all stakeholders in various business contexts
5. BROADENING YOUR HORIZON	7. Have a broad horizon beyond the professional area of compliance & integrity management

6. SELF-AWARENESS	6. Take responsibility for their own learning and positioning
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MSC EXECUTIVE MASTER IN FINANCE AND CONTROL

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can make valuable academic, managerial and societal contributions to the profession of controllers using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Are familiar with and can apply state-of-the-art knowledge of the areas that are relevant for all-round controllers in multi-business organizations
3. BRIDGING THEORY AND PRACTICE - application	3. Are able to develop, apply and reflect on well-founded, substantiated solutions from different theoretical and multidisciplinary perspectives for complex real-life business problems, based on appropriate methods and techniques
4. SOCIAL PROFESSIONAL SKILLS	4. Can present the complexity of multidisciplinary business problems to professionals convincingly and are able to act as discussion partners of management
5. BROADENING YOUR HORIZON	5. Can formulate their own opinions on corporate issues within society, their outlook, including both economic interests and environmental, social and ethical concerns
6. SELF-AWARENESS	6. Are able to take responsibility for their own learning and positioning within their organization and work field as a controller

MANAGEMENT CONSULTING

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make valuable contributions to the development of the profession using academic research skills
2. BRIDGING THEORY AND PRACTICE - KNOWLEDGE	2. Demonstrate state-of-the-art knowledge of consulting practices, approaches and processes
3. BRIDGING THEORY AND PRACTICE - APPLICATION	3. Develop evidence-based solutions for complex organizational problems, based on validated methods and techniques
4. SOCIAL PROFESSIONAL SKILLS	4. Interact effectively with clients in various business contexts
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on business issues within society, their outlook, including both economic interests and environmental, social and ethical concerns

6. SELF-AWARENESS	6. Take responsibility for their own learning and positioning
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MSC CHANGE MANAGEMENT

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can make valuable academic, managerial and societal contributions to the profession of change management using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Are familiar with, and can apply, state-of-the-art theory published in top academic journals in the field of change management and organizational behavior
3. BRIDGING THEORY AND PRACTICE - application	3. Develop, apply, and reflect on well-founded, substantiated solutions from different theoretical and multidisciplinary perspectives from an evidence-based approach for complex business problems and social issues, based on appropriate methods and techniques
4. SOCIAL PROFESSIONAL SKILLS	4. Diagnose, intervene and reflect in a professional and convincing way in the case of complex multidisciplinary change management challenges
5. BROADENING YOUR HORIZON	5. Formulate their own professional opinions as a basis for taking a position in relation to a situation of change. Taking into account the stakeholders involved and the social dynamics at hand, thereby combining ethical, social and societal perspectives
6. SELF-AWARENESS	6. Take responsibility for their own learning and positioning within their organization and work field of change management (professional or practitioner), being able to learn from professional reflection including self-reflection

ACCOUNTANCY

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can make relevant (academic, managerial and societal) contributions to the audit profession using academic skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Design well-founded, substantiated solutions from different (theoretical) perspectives for complex real-life case problems and developments in the audit profession, based on the appropriate methods and techniques in the field of auditing
3. BRIDGING THEORY AND PRACTICE - application	3. Demonstrate and apply state-of-the-art specialized theory in the field of auditing

4. SOCIAL PROFESSIONAL SKILLS	4. Work well in teams and reflect on individual roles and contributions
5. BROADENING YOUR HORIZON	5. Formulate an opinion on an audit-related issue from a societal perspective, including both economic interests and societal and ethical concerns
6. SELF-AWARENESS	6. Can reflect on his own behavior and the effects of his behavior on his/her environment

MSC RISK MANAGEMENT FOR FINANCIAL INSTITUTIONS

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can make valuable academic, managerial, and societal contributions to the profession using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate state-of-the-art knowledge on the areas that are relevant for risk managers in financial institutions
3. BRIDGING THEORY AND PRACTICE - application	3. Formulate well-founded, substantiated solutions from different theoretical perspectives for real-life risk management problems
4. SOCIAL PROFESSIONAL SKILLS	4. Present risk management themes effectively and in a balanced way to a variety of audiences
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on risk management issues taking into account the societal and ethical context
6. SELF-AWARENESS	6. Take responsibility for their own learning and positioning within their organization as a risk manager

MSc GEOGRAPHICAL INFORMATION SYSTEMS

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Make valuable academic contributions to the profession using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate their mastering of state-of-the-art theory and technology skills in the domain of GI Science
3. BRIDGING THEORY AND PRACTICE - application	3. Develop solutions from different theoretical perspectives and technological approaches for complex real-life geospatial problems
4. SOCIAL PROFESSIONAL SKILLS	4. Present their geospatial insights regarding complex multidisciplinary problems to professionals and clients convincingly

5. BROADENING YOUR HORIZON	5. Explain the relevance of GI science to (inter)national and interdisciplinary developments
6. SELF-AWARENESS	6. Independently identify and fill in gaps in their knowledge and skills to develop as professionals

TREASURY MANAGEMENT

Graduates...

1. ACADEMIC AND RESEARCH SKILLS	1. Can make valuable academic, managerial, and societal contributions to the profession using academic research skills
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate state-of-the-art knowledge of the areas that are relevant for professionals in corporate treasury
3. BRIDGING THEORY AND PRACTICE - application	3. Formulate well-founded, substantiated solutions from different theoretical and conceptual perspectives for real-life treasury management problems
4. SOCIAL PROFESSIONAL SKILLS	4. Present corporate treasury themes effectively and in a balanced way to a variety of audiences
5. BROADENING YOUR HORIZON	5. Formulate their own opinions on corporate treasury issues taking into account the societal and ethical context
6. SELF-AWARENESS	6. Take responsibility for their own learning and positioning within their organization as a treasury professional

4. DOCTORAL PROGRAMS

4.1 DOCTORAL PROGRAMS LEARNING GOALS ON SCHOOL LEVEL

Graduates...

ACADEMIC AND RESEARCH SKILLS	Have the advanced academic and research skills to individually contribute original work to the academic body of knowledge in the discipline
BRIDGING THEORY AND PRACTICE	Have systematic knowledge and an evidence-based approach to solving complex research problems in the discipline
SOCIAL PROFESSIONAL SKILLS	Have the professional/social skills to interact with peers, the scholarly community and society in general about their areas of expertise
BROADENING YOUR HORIZON	Are advocates of technological, social or cultural advancement, within academic and professional contexts
SELF-AWARENESS	Are self-reflective scholarly professionals

4.2 DOCTORAL PROGRAMS LEARNING OBJECTIVES ON PROGRAM LEVEL

TINBERGEN AND ABRI PHD PROGRAMS

Graduates...

ACADEMIC AND RESEARCH SKILLS	1. Make a contribution that extends the frontier of knowledge by developing a substantial body of work, some of which merits national or international refereed publication
2. BRIDGING THEORY AND PRACTICE - knowledge	2. Demonstrate a systematic understanding of the field of study and mastery of the methods of research associated with that field
3. BRIDGING THEORY AND PRACTICE - application	3. Can conceive, design, implement, and adapt a substantial process of research
SOCIAL PROFESSIONAL SKILLS	4. Can engage in a dialogue with their peers, the larger scholarly community and society in general about their areas of expertise
BROADENING YOUR HORIZON	5. Can promote, within academic and professional contexts, technological, social or cultural advancement
SELF-AWARENESS	6. Work according to the standards of scholarly integrity

Appendix IV

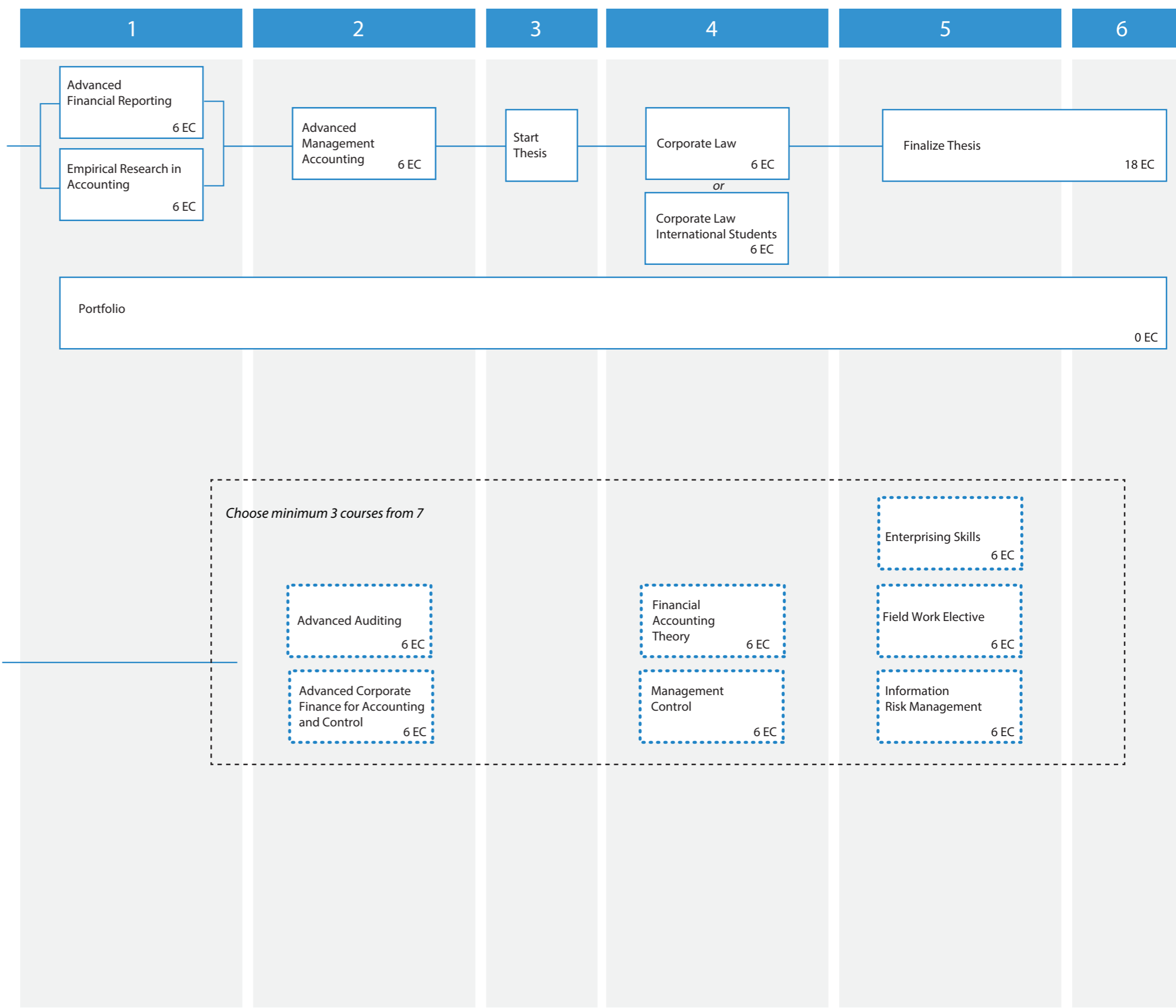
Overview of the programmes.

ACCOUNTING AND CONTROL - full time

Serious games need good scorekeeping

► Core

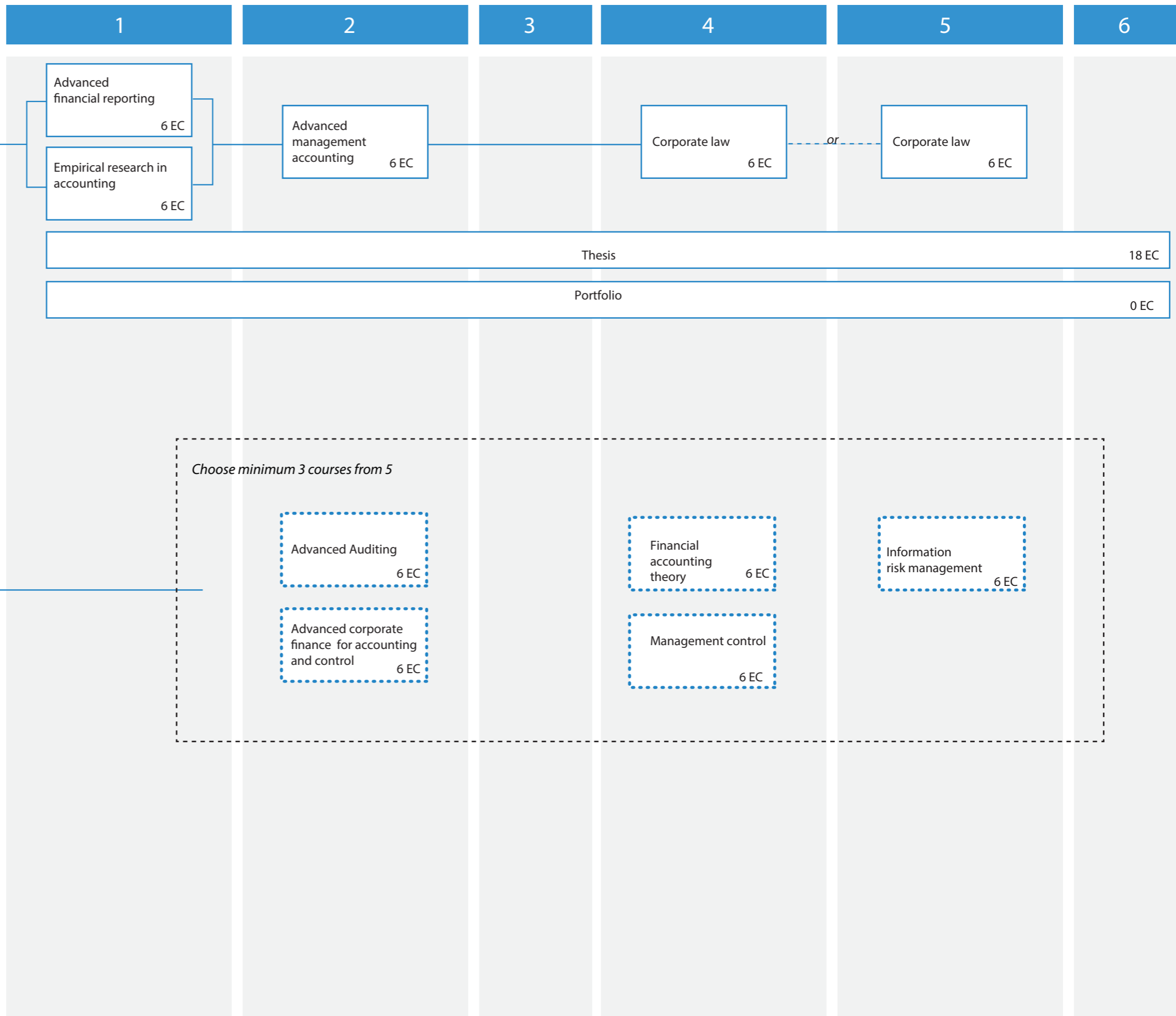
► Electives



Mandatory Courses
 Elective Courses

ACCOUNTING AND CONTROL - part time

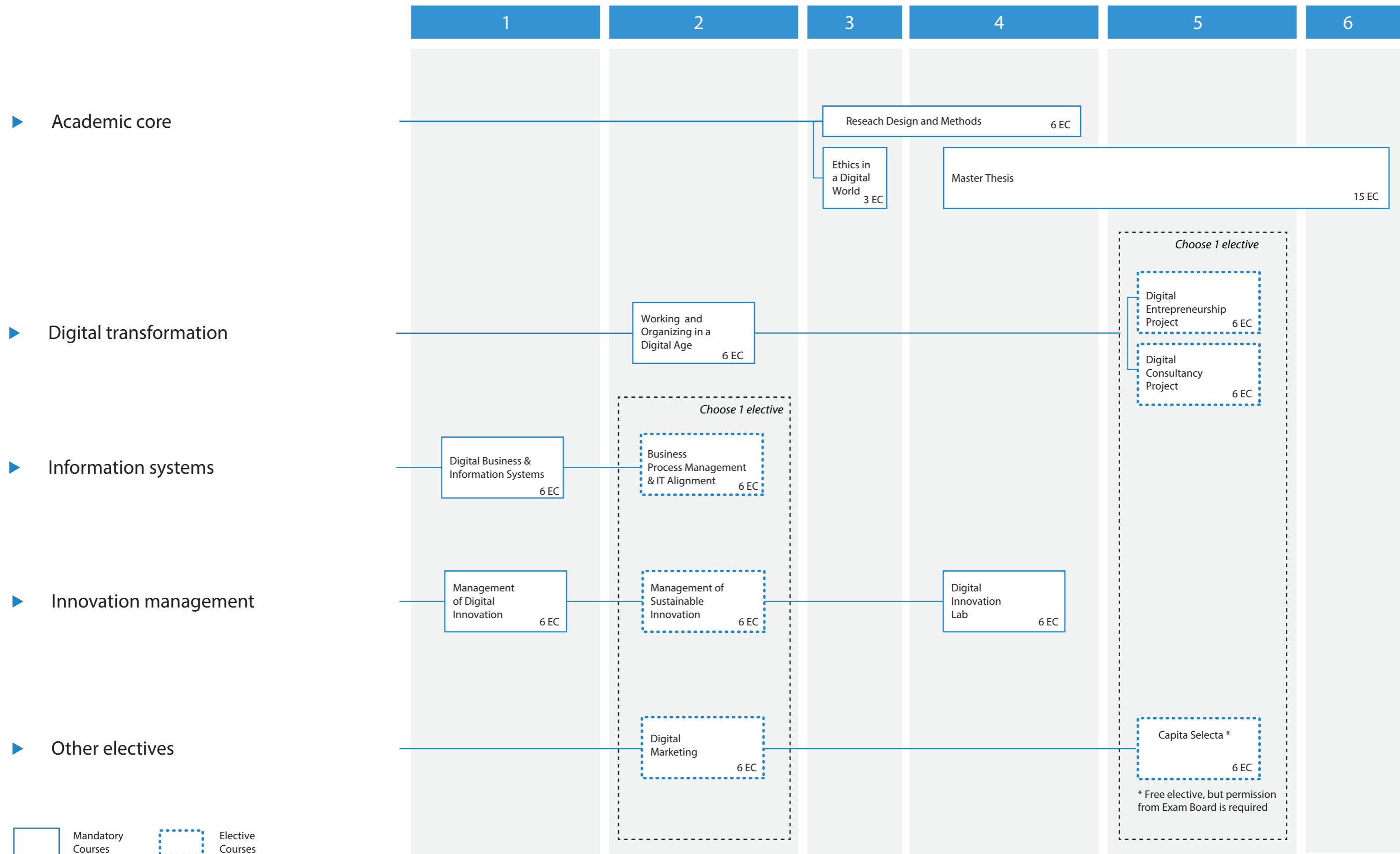
Serious games need good scorekeeping



Mandatory Courses
 Elective Courses

DIGITAL BUSINESS & INNOVATION

Meet the business challenges of the digital age



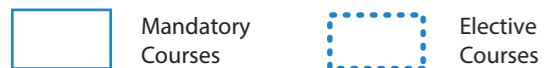
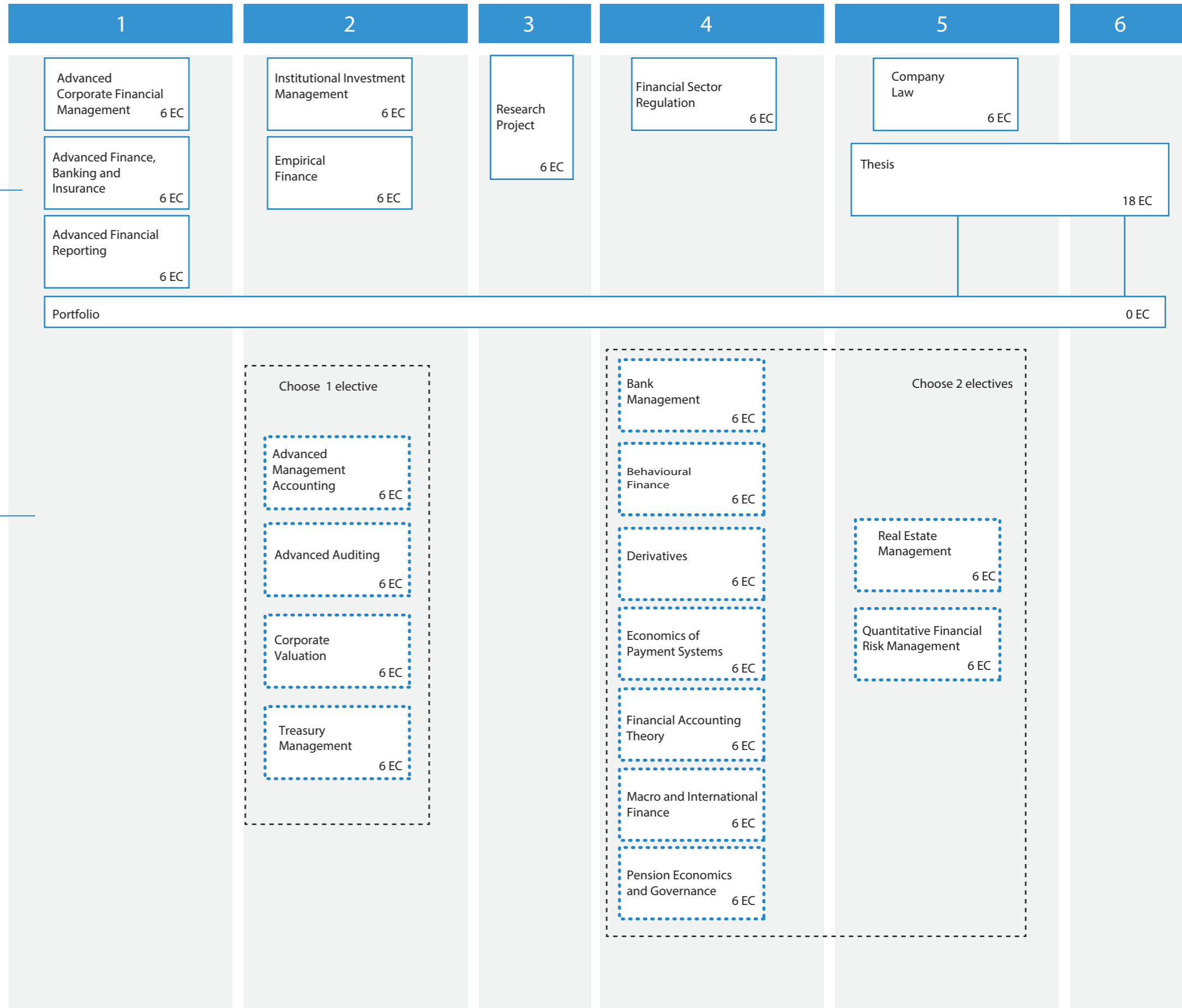
Mandatory Courses
 Elective Courses

Duisenberg Honours Programme in Financial Markets and Regulation

A multi-disciplinary perspective on Financial Markets

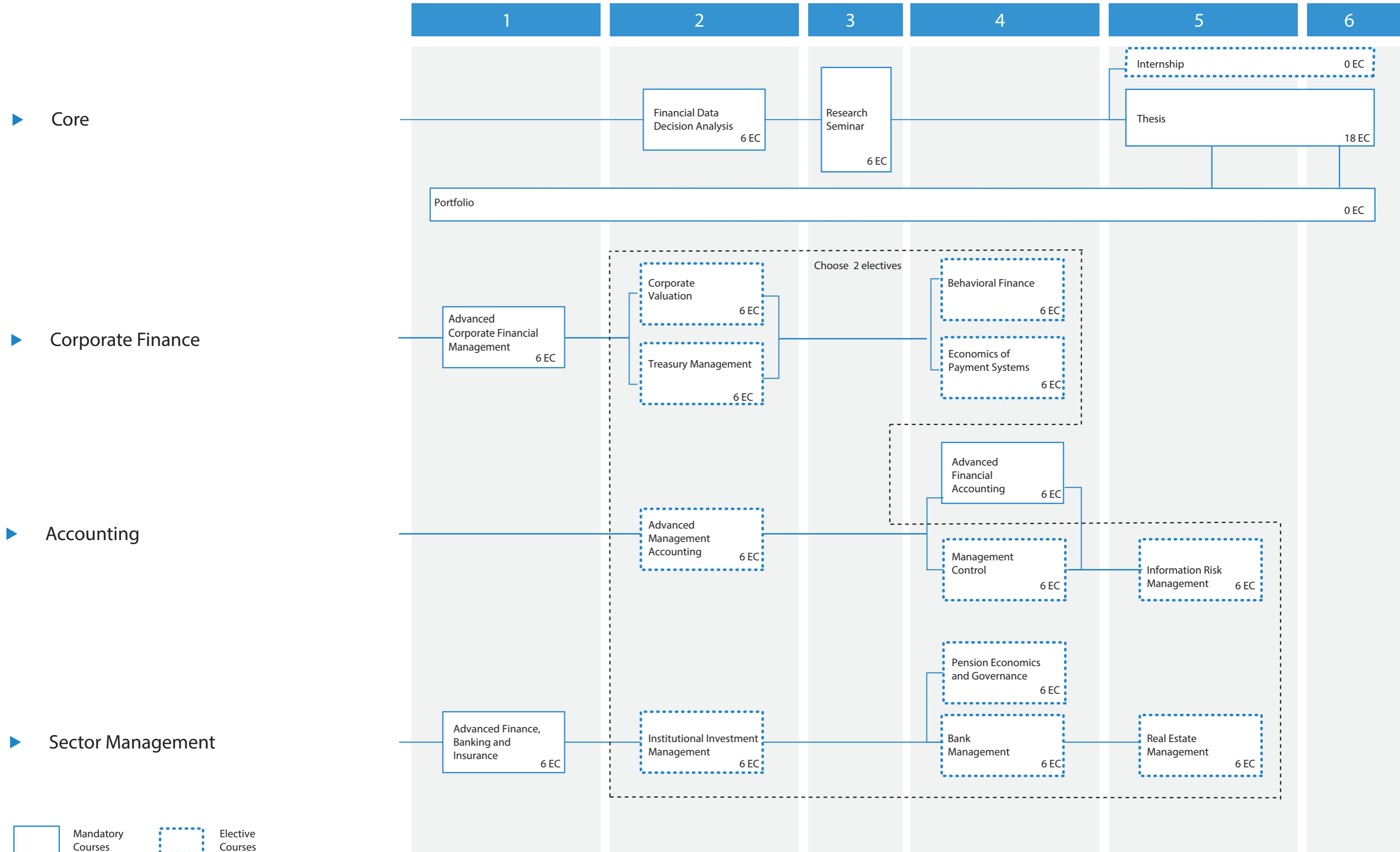
► Core

► Electives



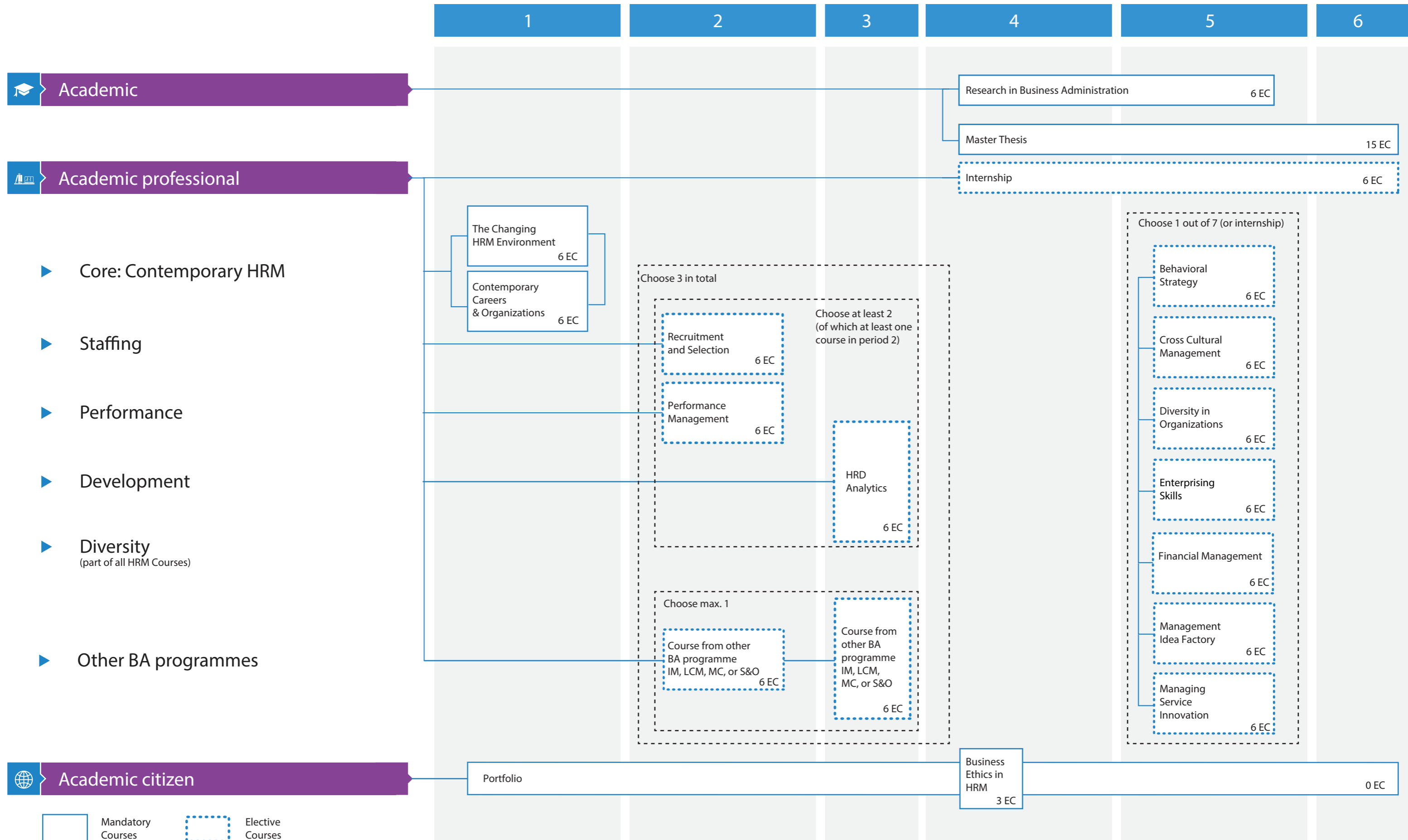
FINANCIAL MANAGEMENT

No business without financial management, no financing without a solid business case



HUMAN RESOURCE MANAGEMENT

Mobilizing People



Mandatory Courses
 Elective Courses

INTERNATIONAL MANAGEMENT

Developing tomorrow's global business leaders

Academic

Academic professional

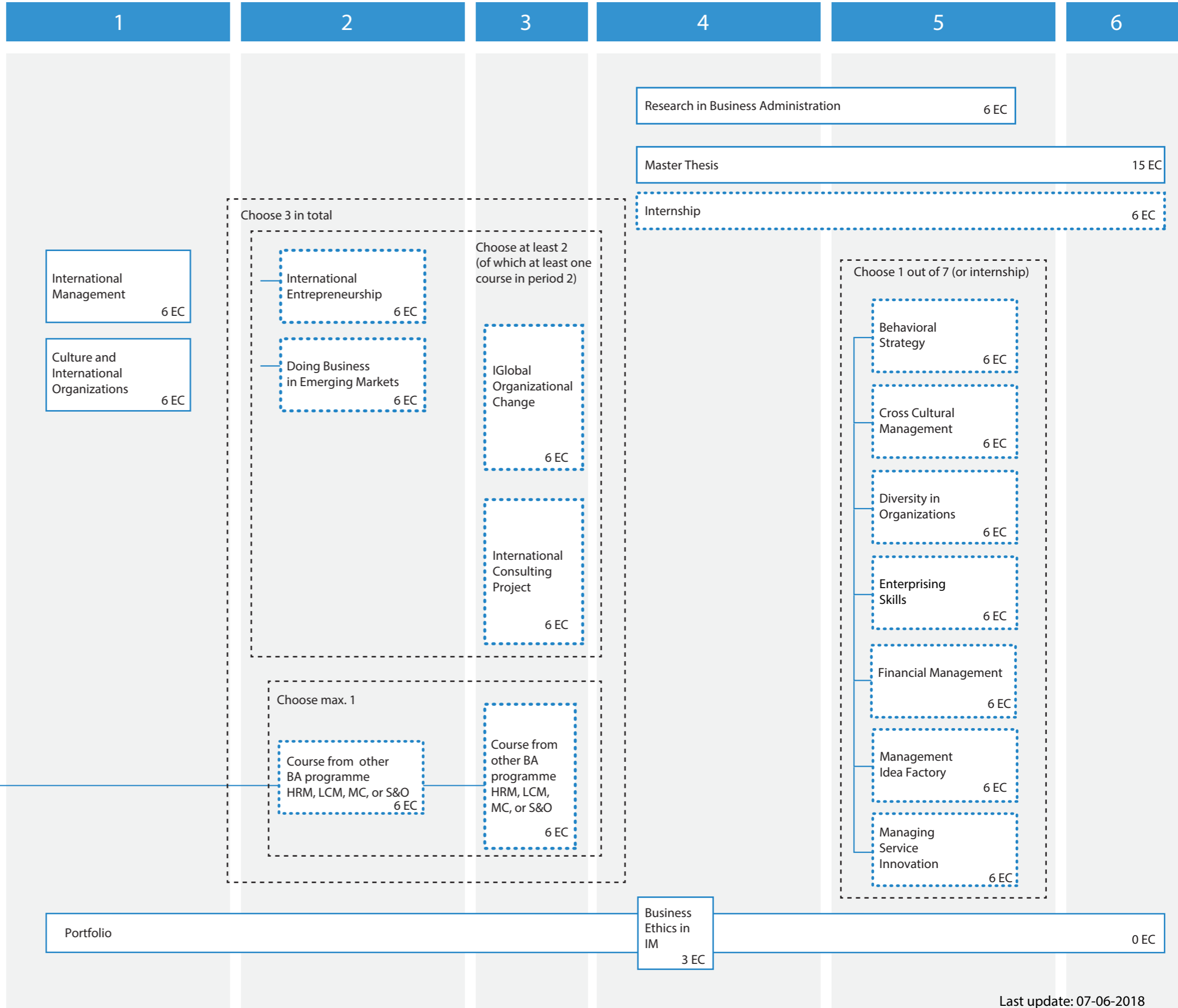
▶ Knowledge

▶ Practice

▶ Other BA programmes

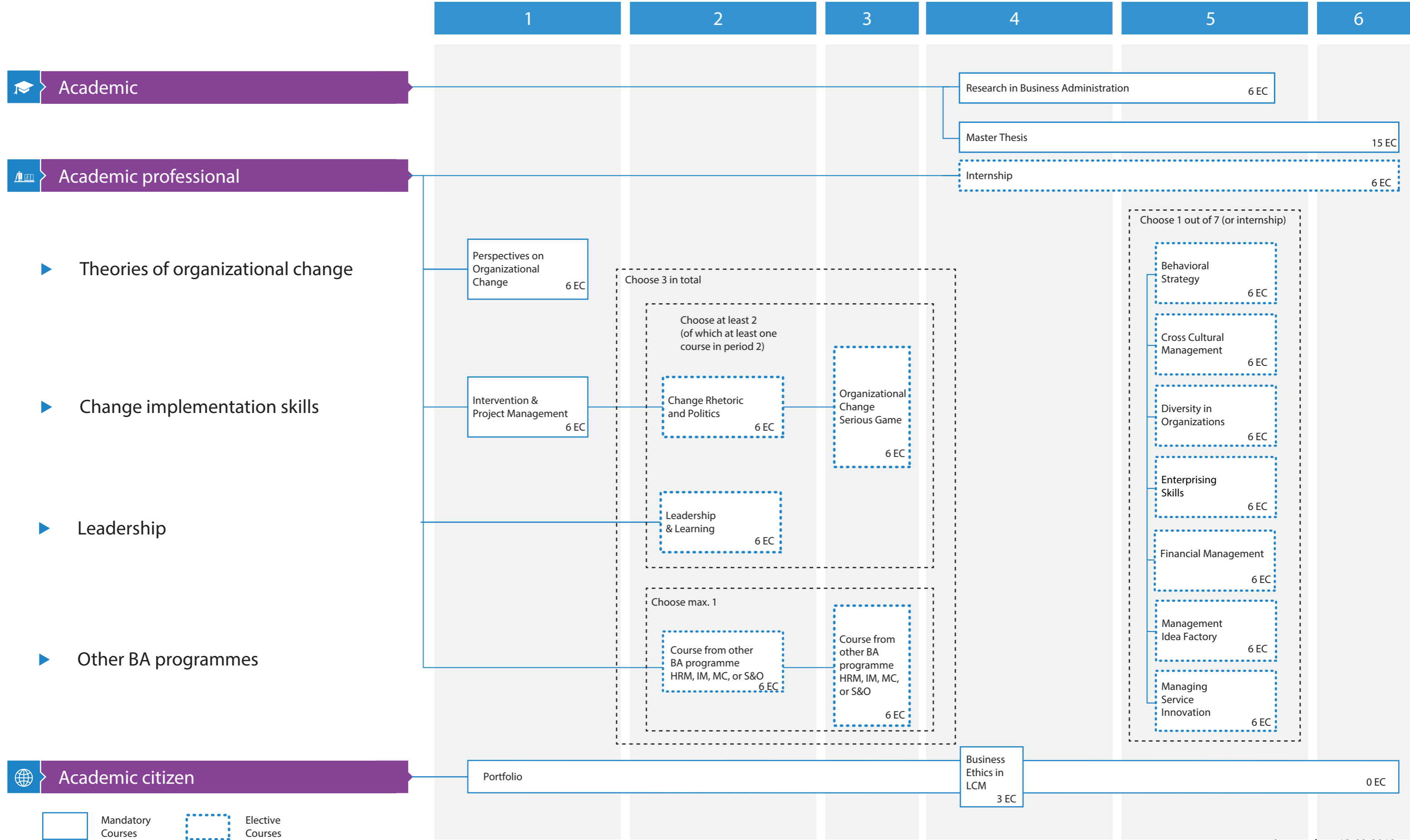
Academic citizen

Mandatory Courses
 Elective Courses



LEADERSHIP AND CHANGE MANAGEMENT

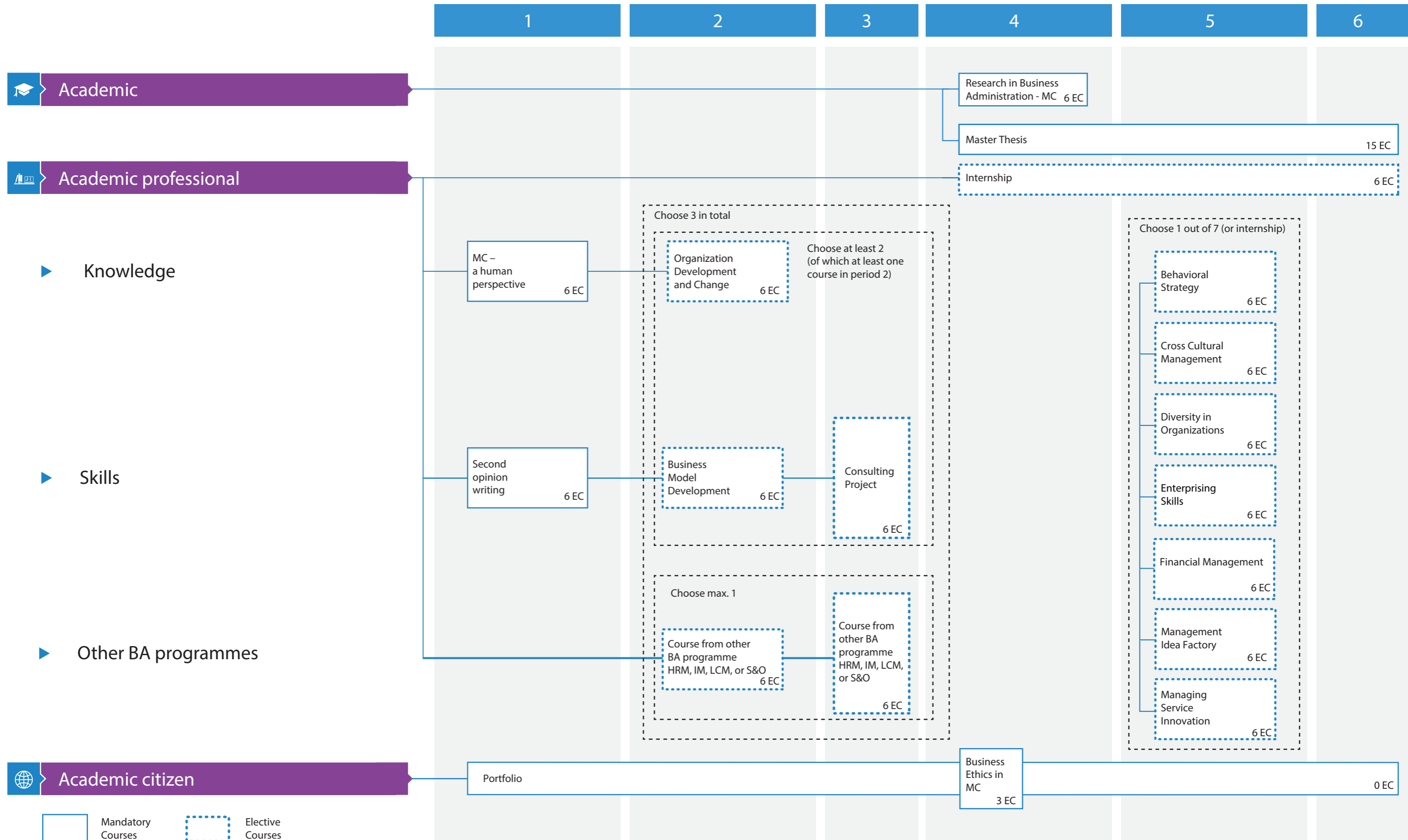
A compass for change adventurers



Mandatory Courses
 Elective Courses

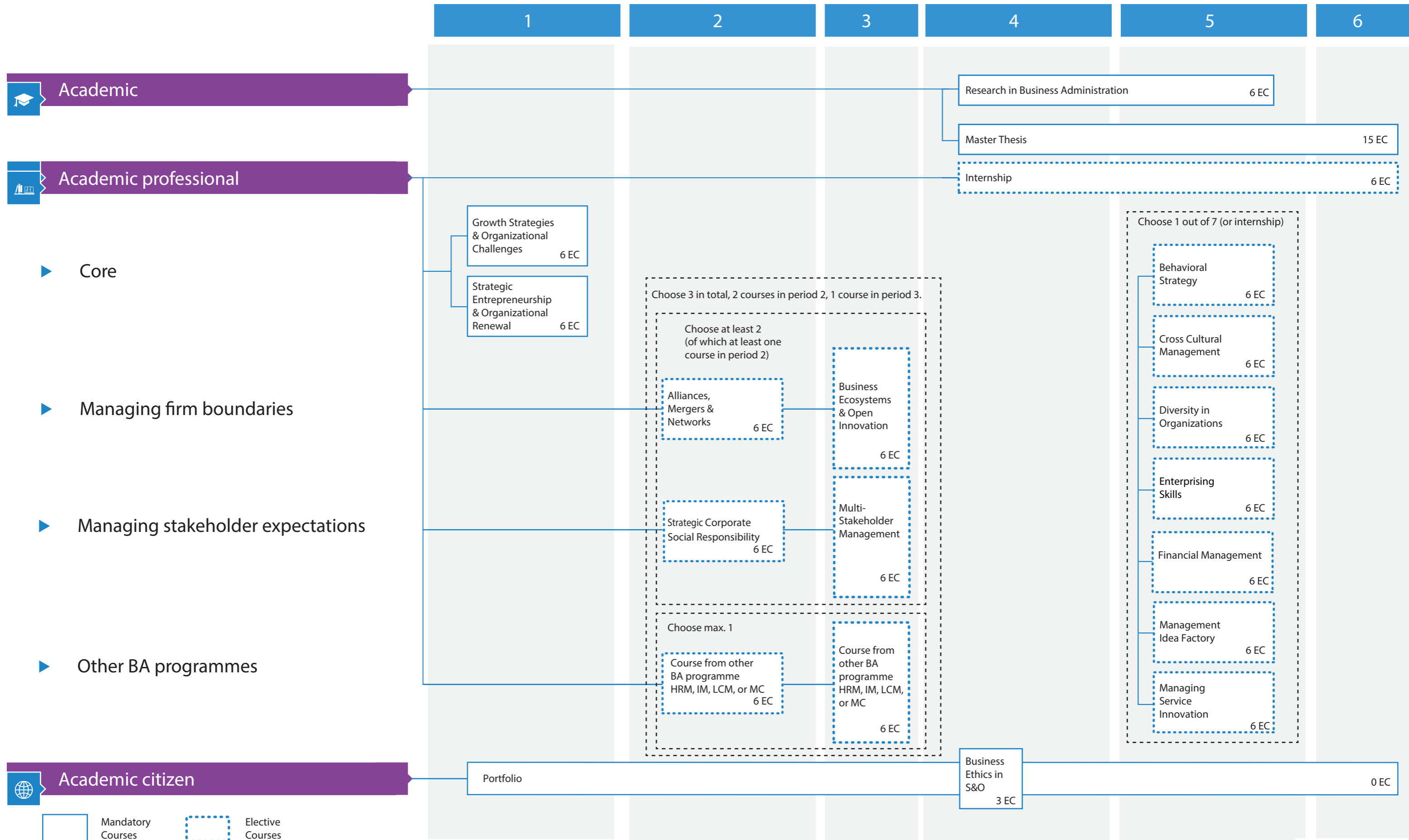
MANAGEMENT CONSULTING

Combine consultant skills with an academic mindset



STRATEGY AND ORGANIZATION

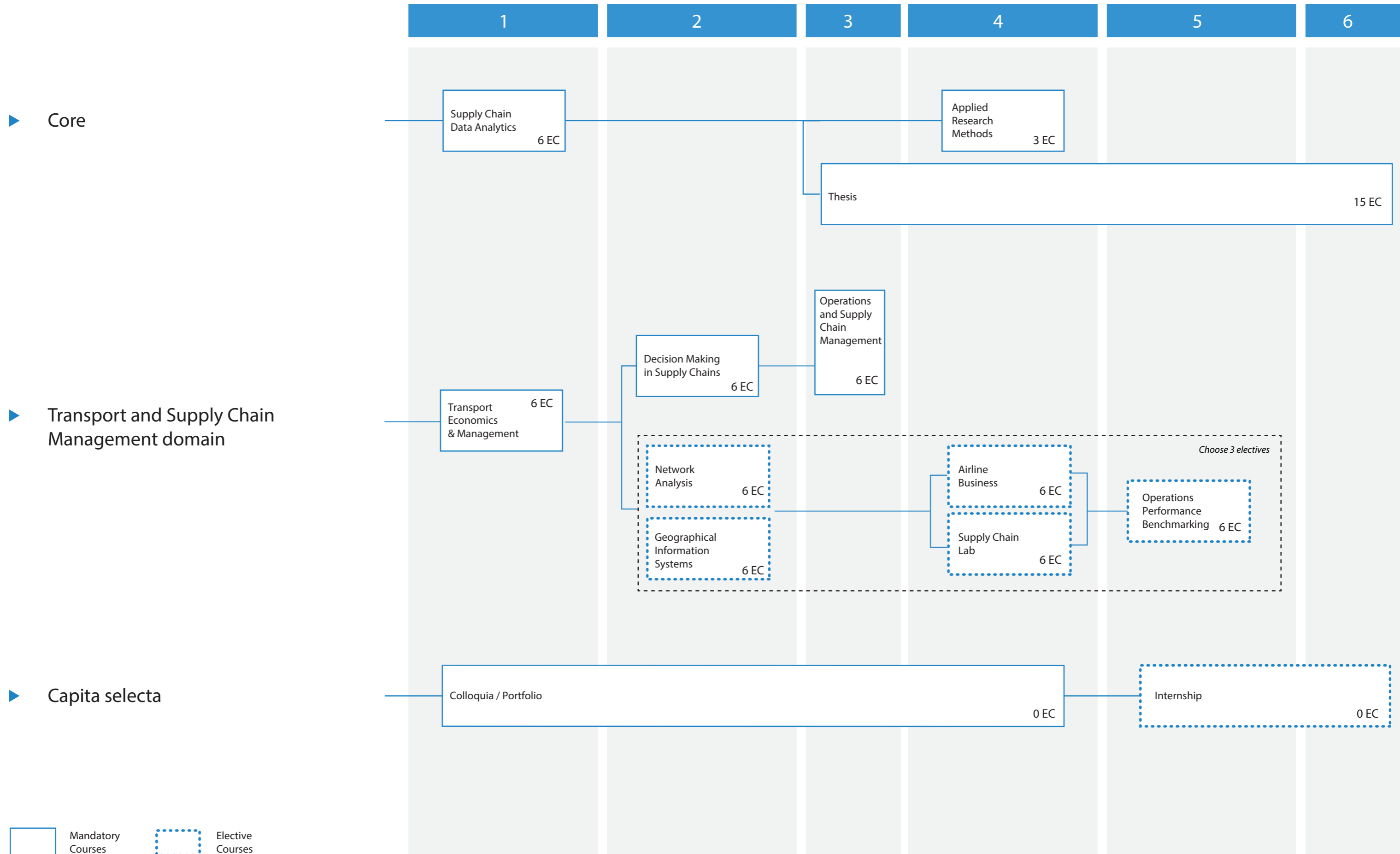
Competing in Dynamic Markets



Mandatory Courses
 Elective Courses

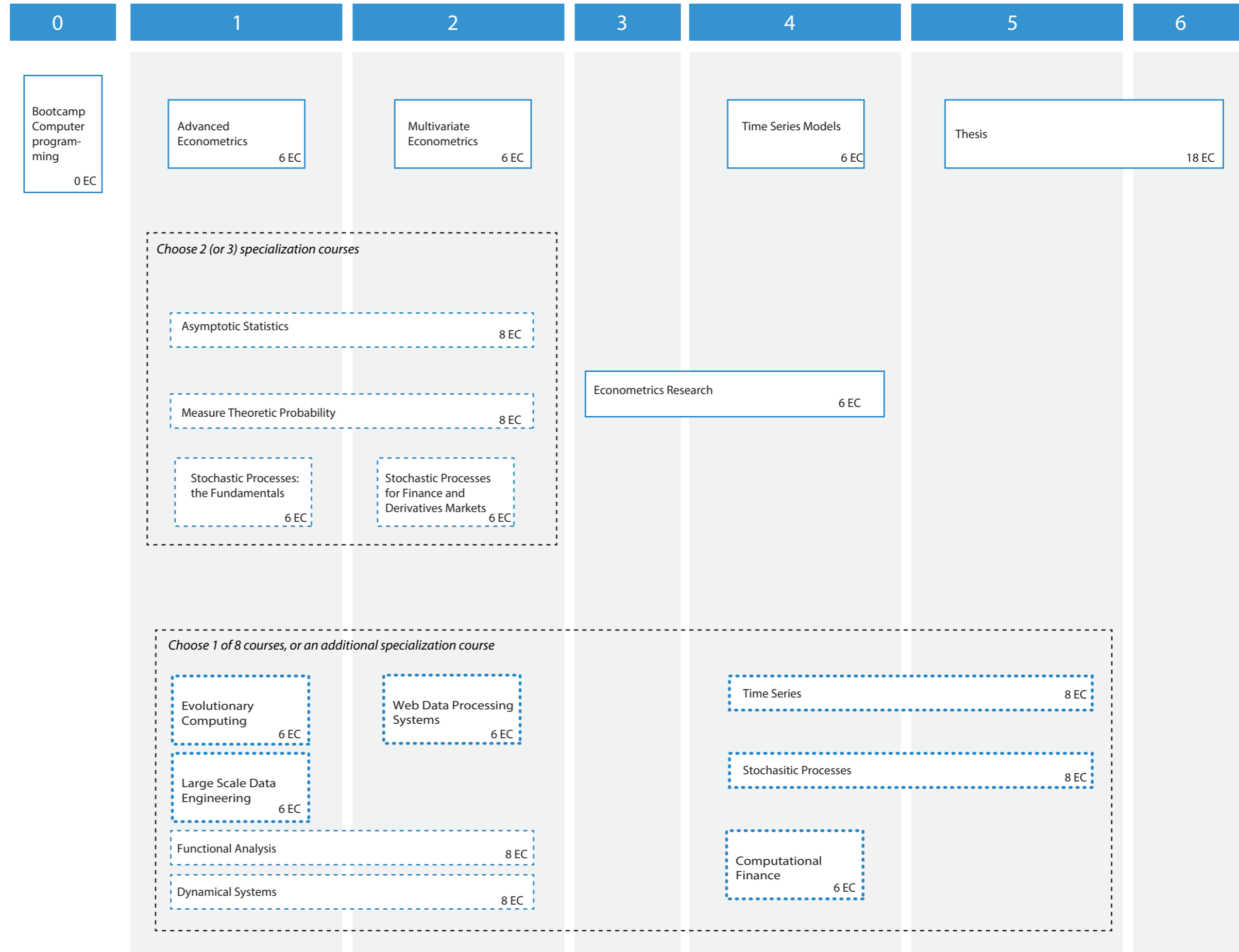
TRANSPORT AND SUPPLY CHAIN MANAGEMENT

A unique combination



ECONOMETRIC THEORY

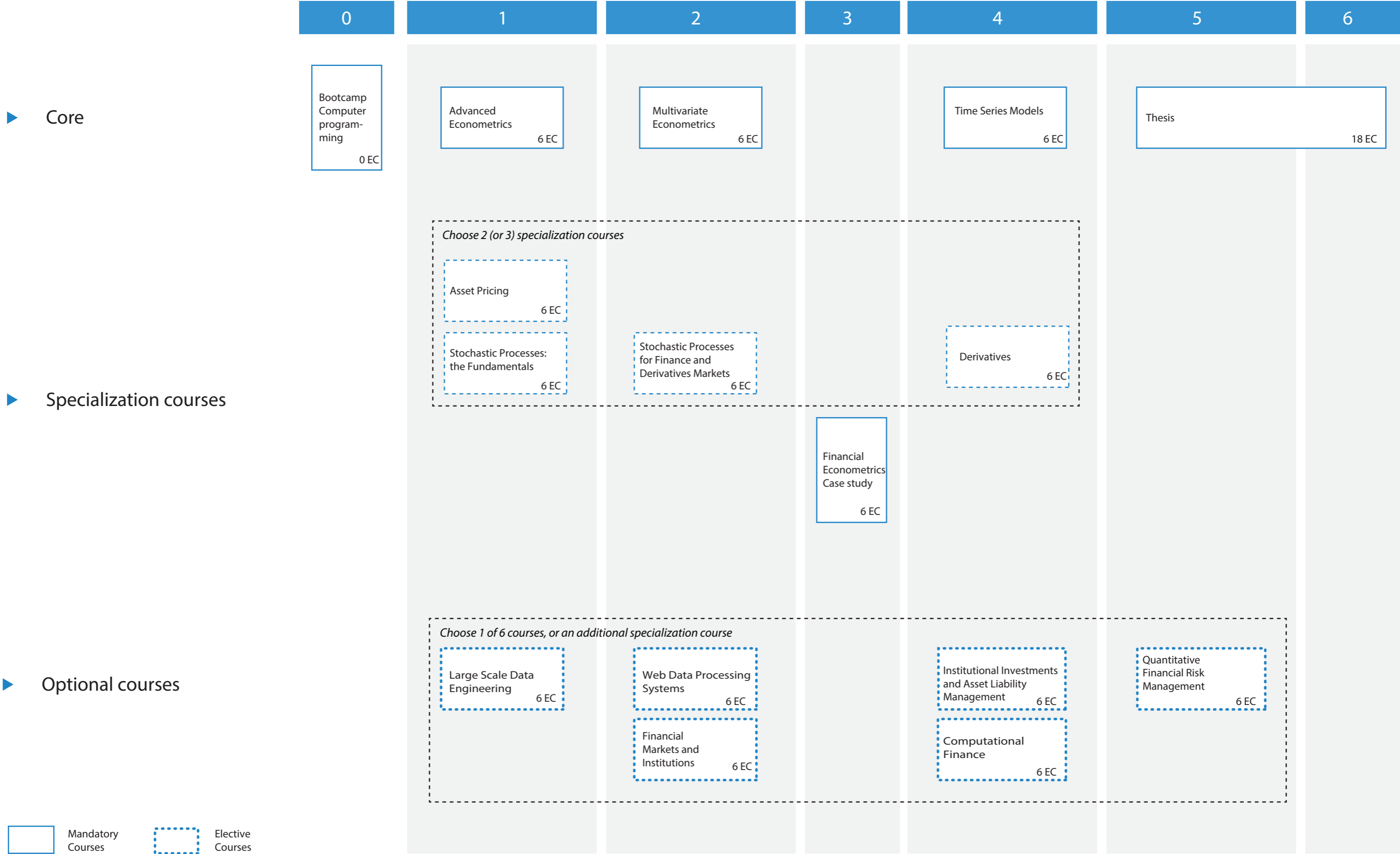
Your Econometric Challenge for a Life-Time Career Enhancer



Mandatory Courses
 Elective Courses

FINANCIAL ECONOMETRICS

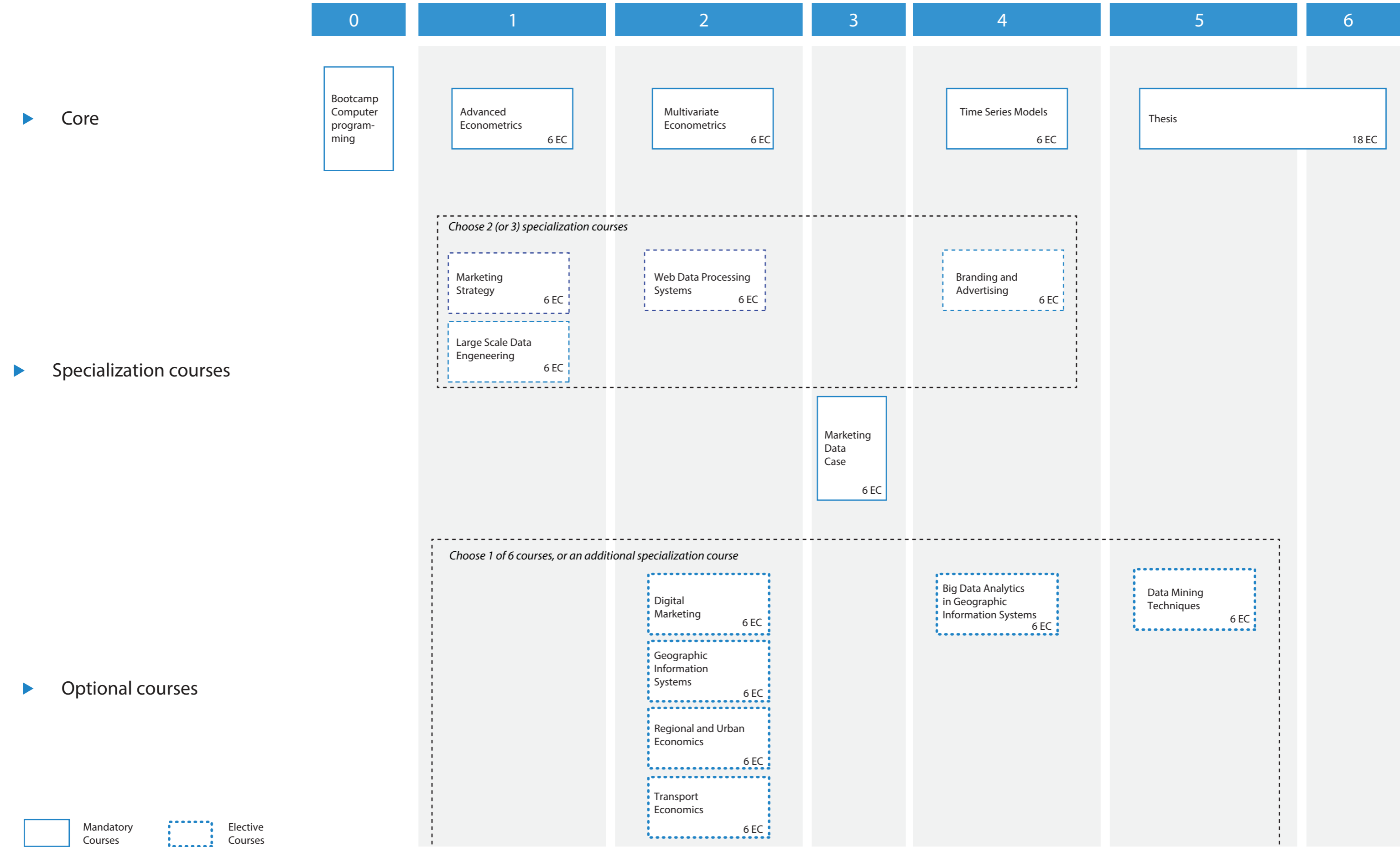
Your Road to Wall Street: Become the Quantitative Specialist in the Financial Industry



Mandatory Courses
 Elective Courses

MARKETING DATA SCIENCE

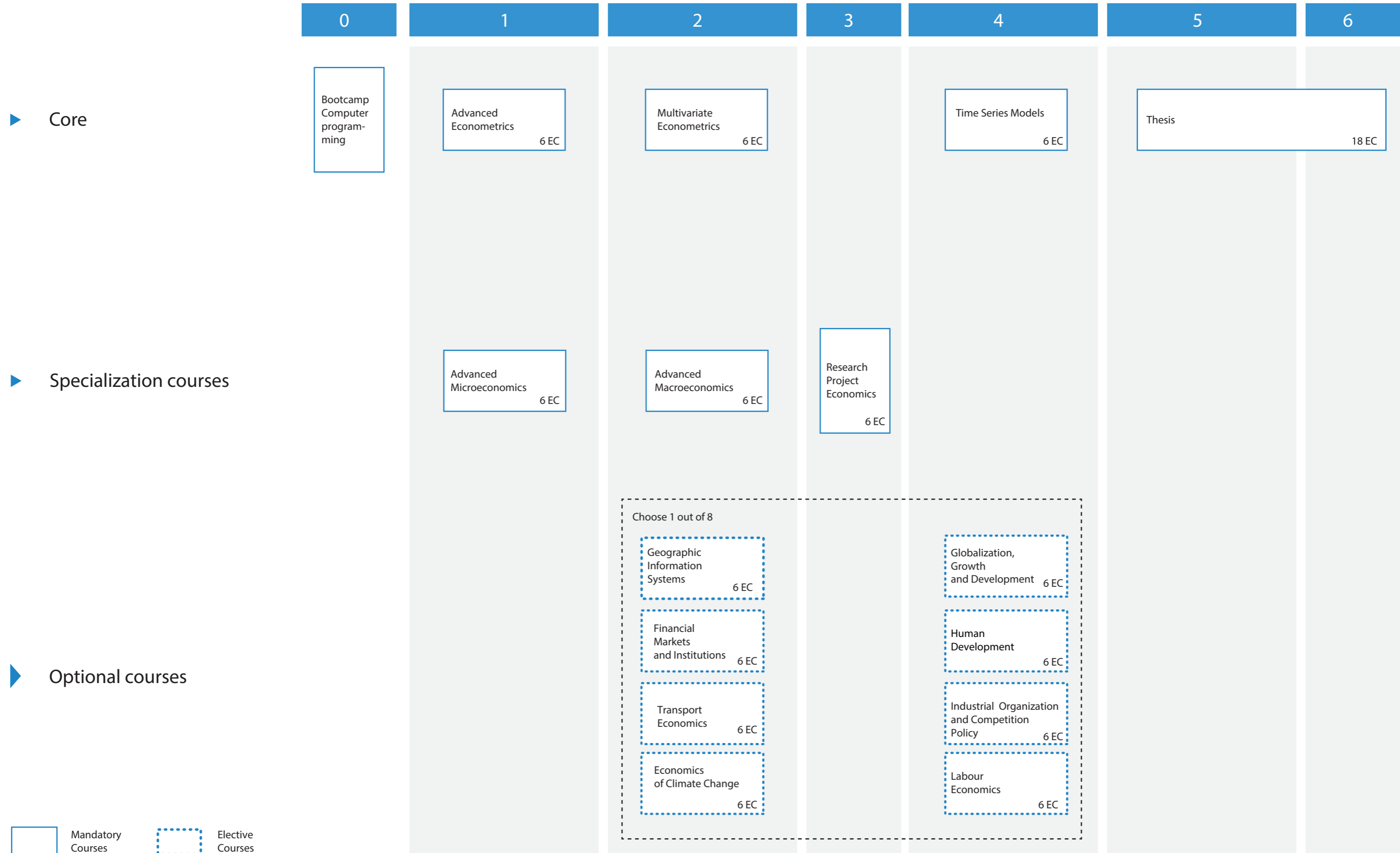
The Data Science of What How & When: become the Quantitative Specialist in Marketing



Mandatory Courses
 Elective Courses

QUANTITATIVE ECONOMICS

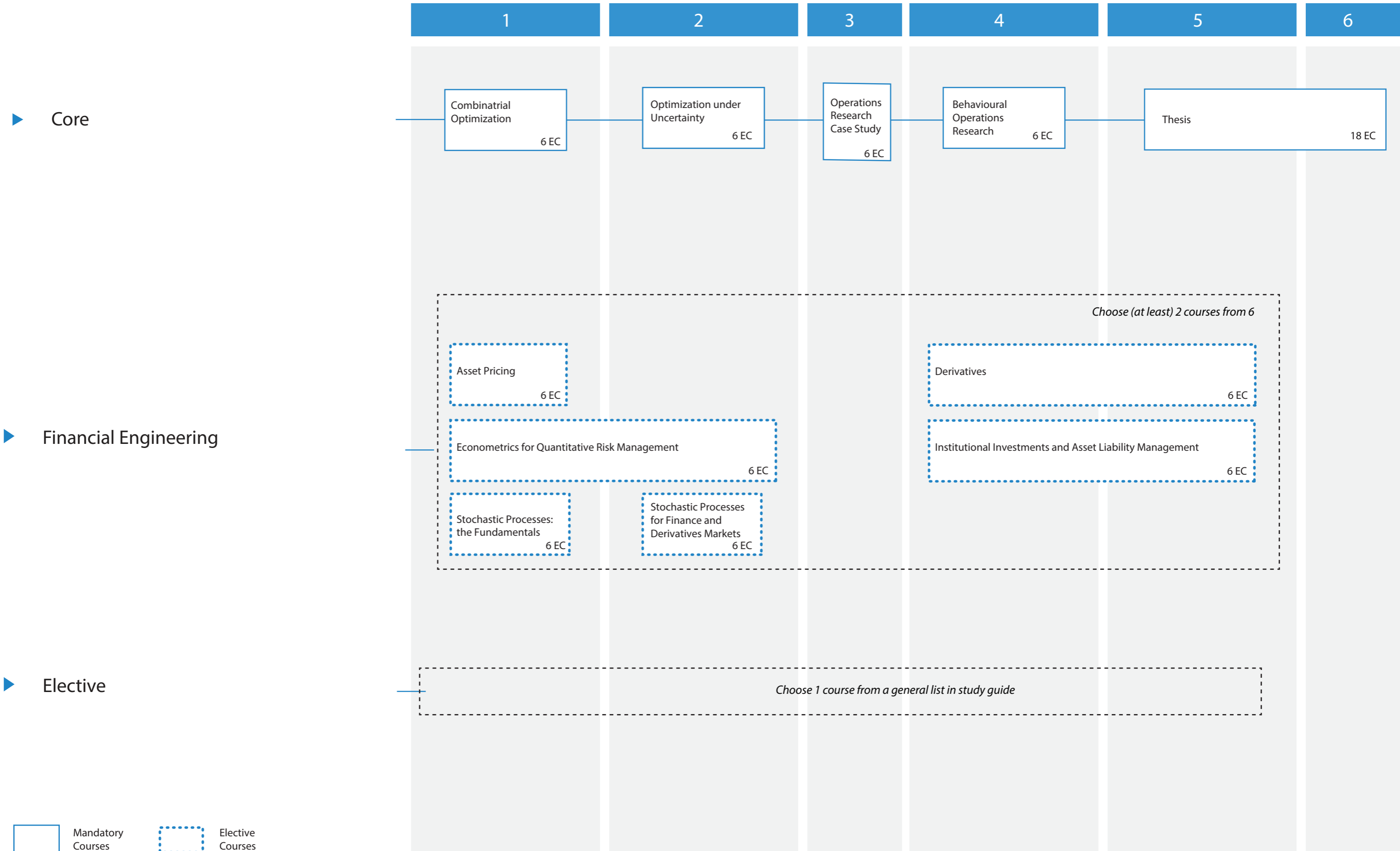
Be the game-changer in shaping and modelling the economy of tomorrow



Mandatory Courses
 Elective Courses

FINANCIAL ENGINEERING

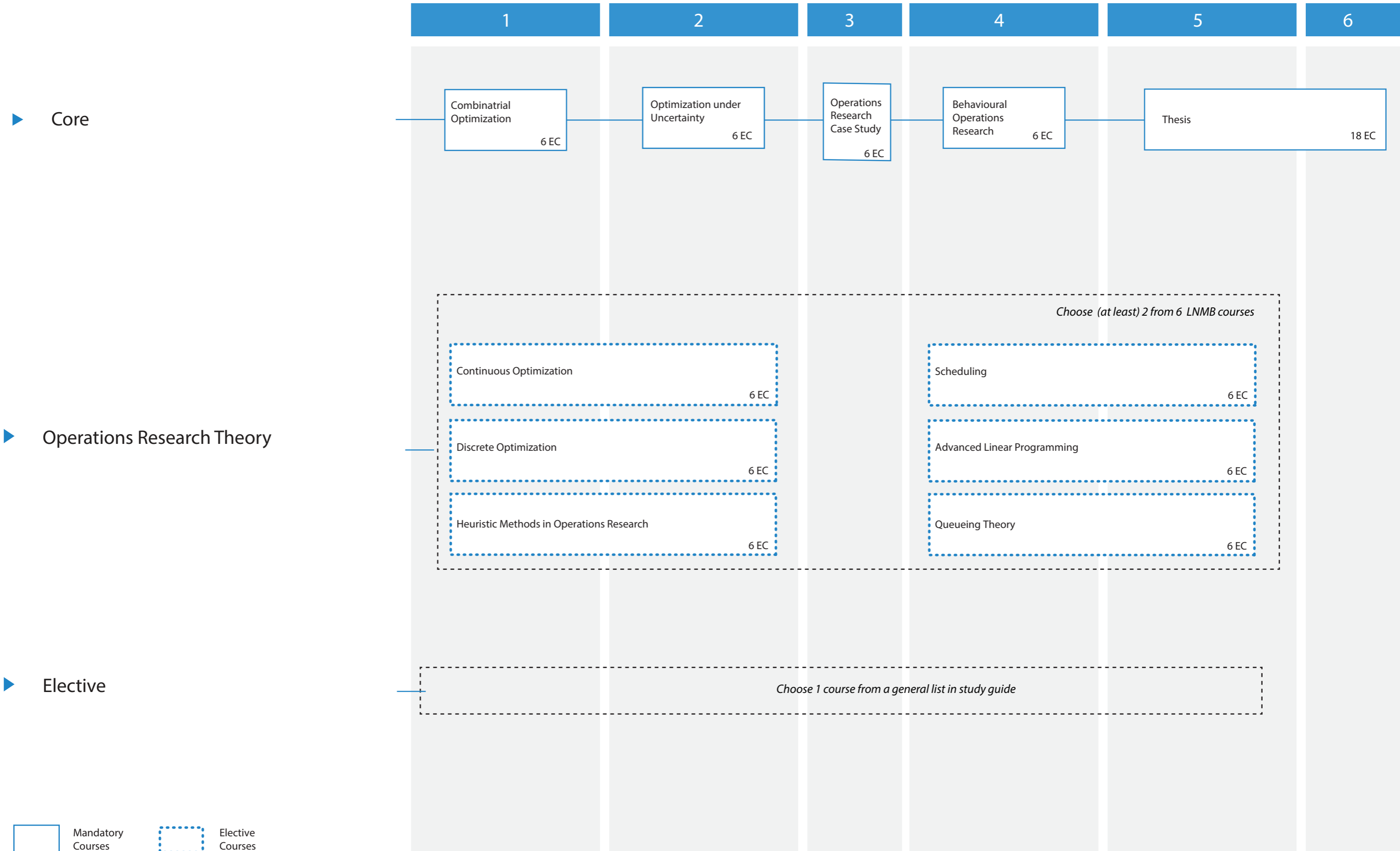
Become the expert on analyzing and designing financial products



Mandatory Courses
 Elective Courses

OPERATIONS RESEARCH THEORY

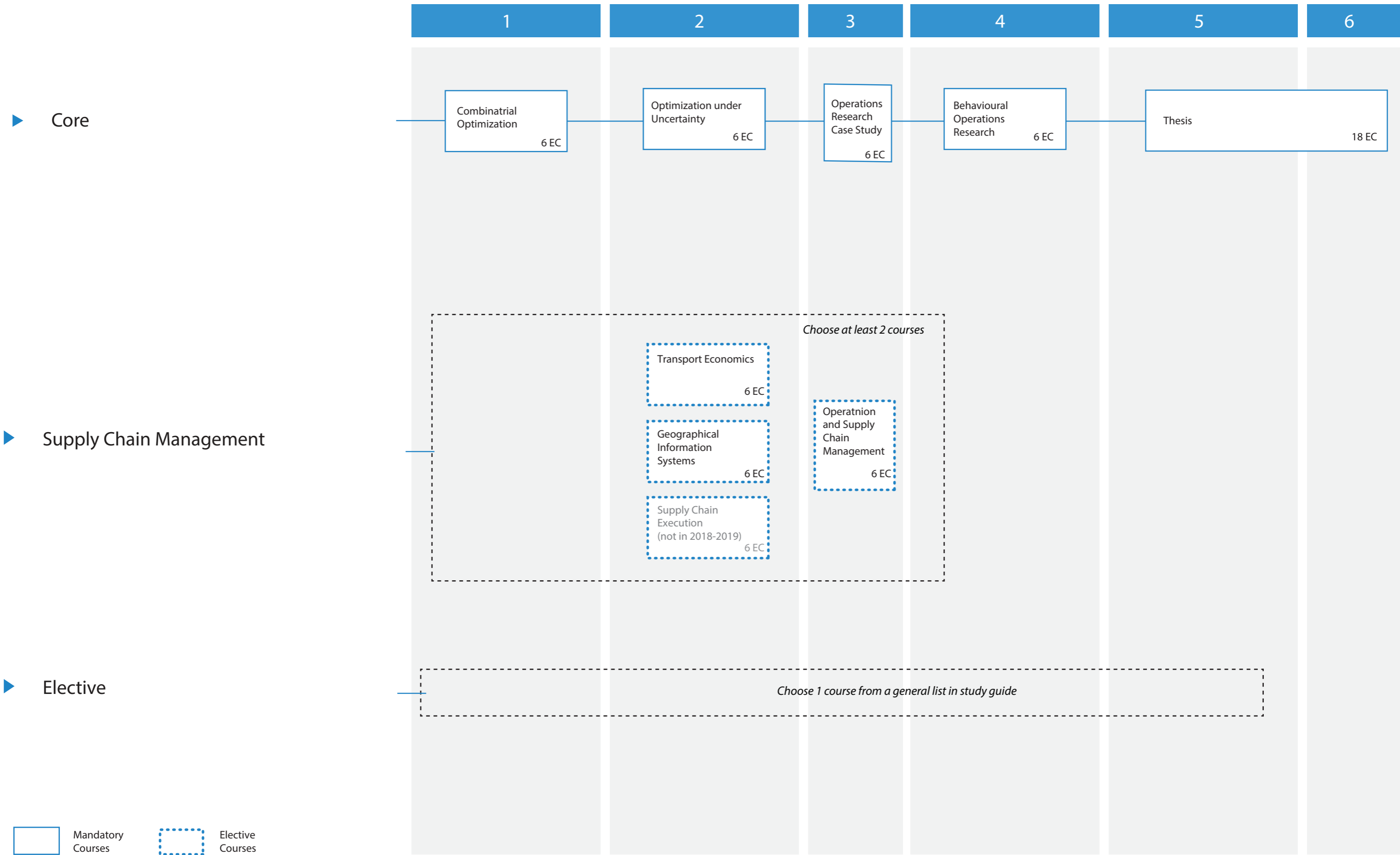
Study at the Frontiers of Science: Become a Game Changer for Industry Practice



Mandatory Courses
 Elective Courses

SUPPLY CHAIN MANAGEMENT

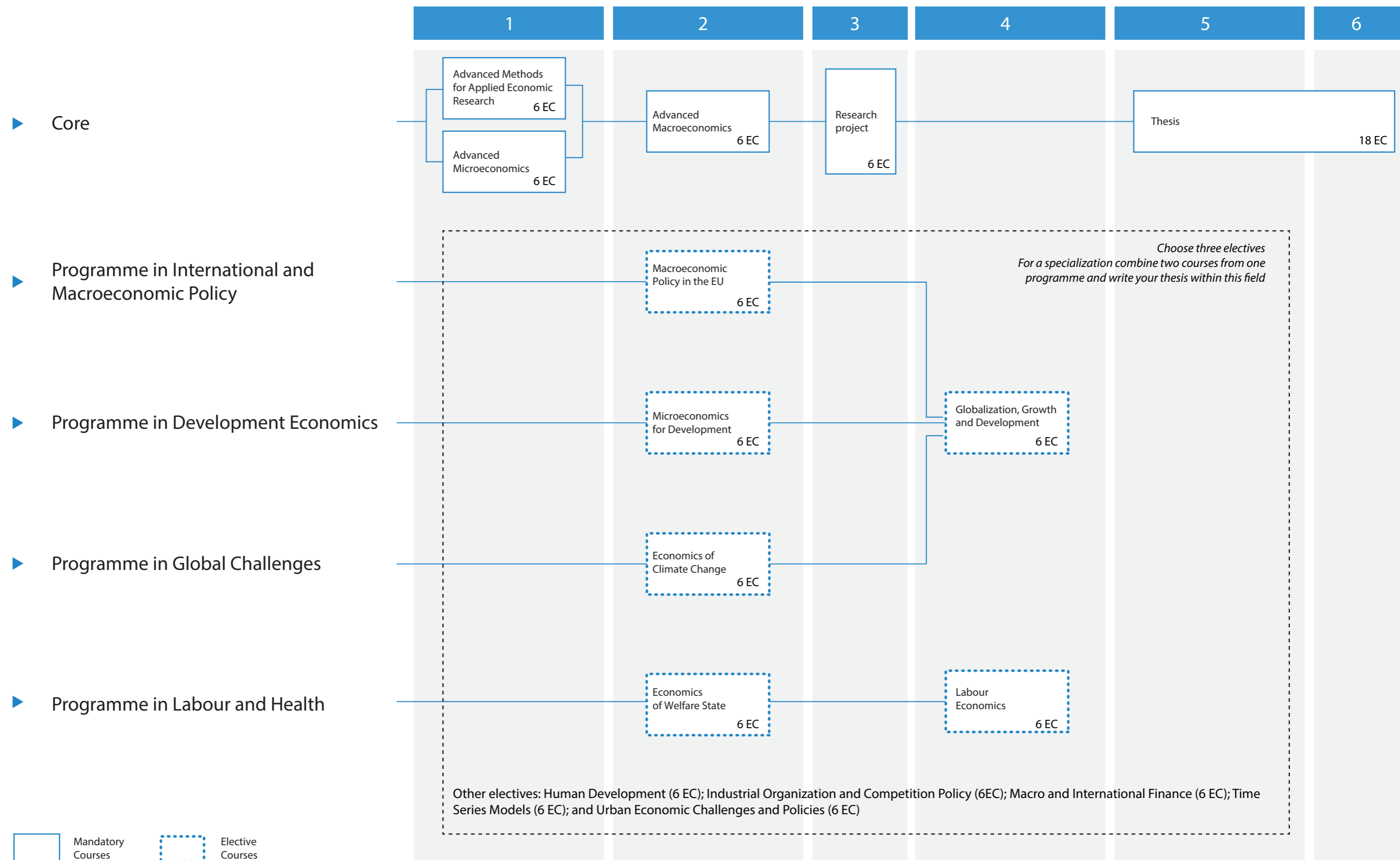
Shaping supply chain networks in an interconnected world



Mandatory Courses
 Elective Courses

ECONOMICS

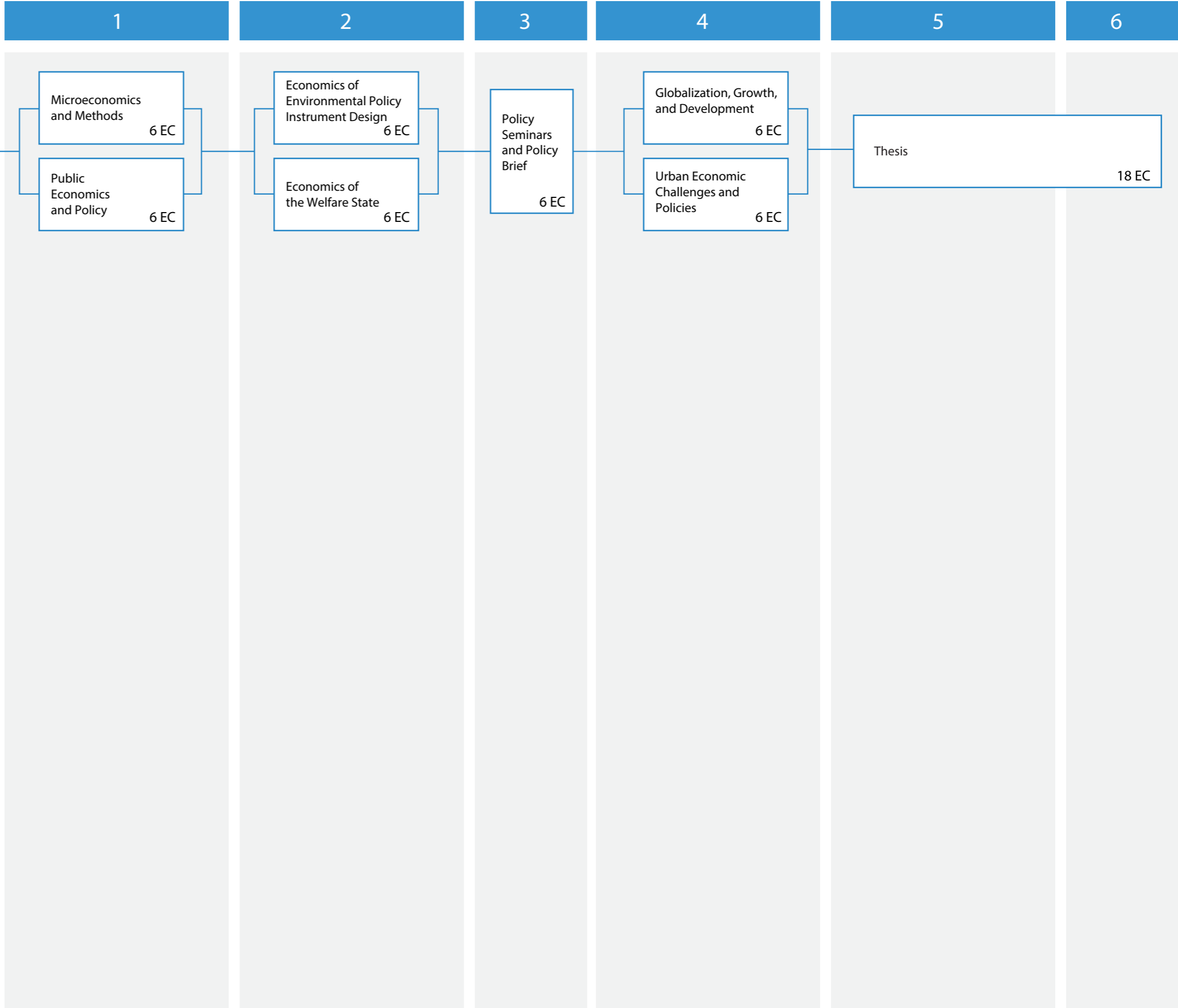
Solving the challenges of tomorrow



Mandatory Courses
 Elective Courses

PUBLIC POLICY

Designing policy to deal with great societal challenges

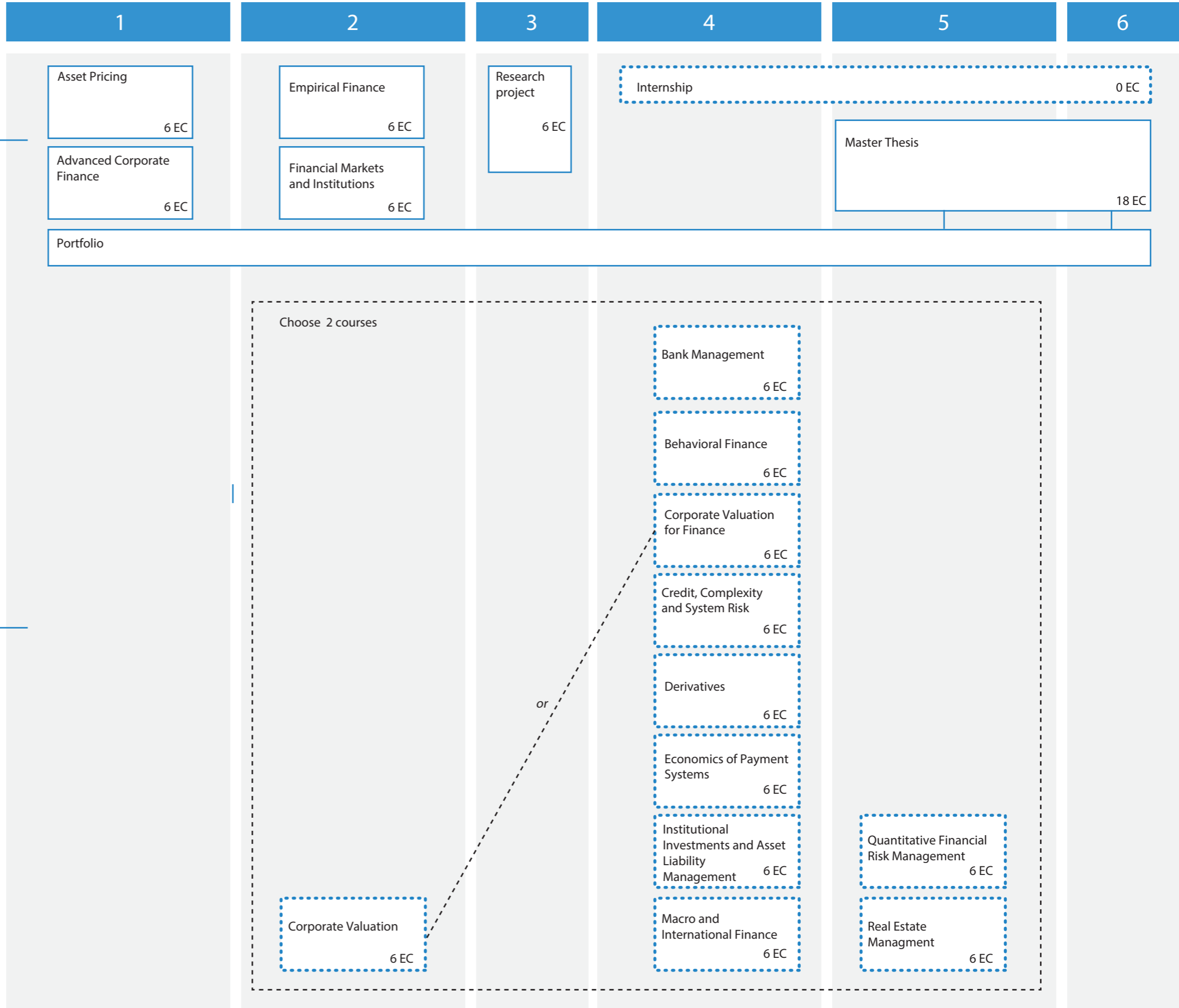


▶ Core

Mandatory Courses
 Elective Courses

FINANCE

Can you compute the price of Google?



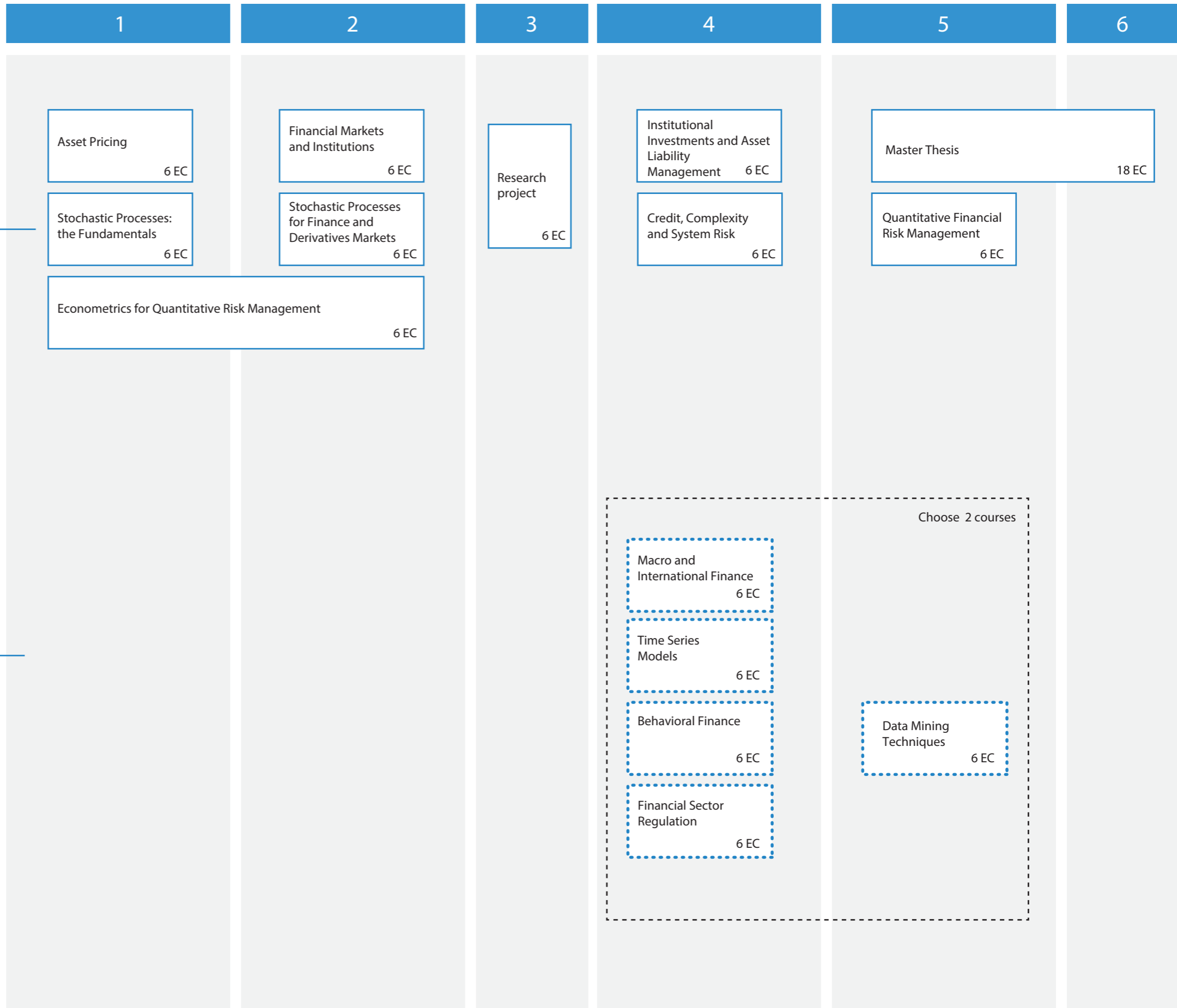
Mandatory Courses
 Elective Courses

Quantitative Risk Management (Duisenberg Honours Programme)

How do you manage risk?

► Core

► Electives



Mandatory Courses
 Elective Courses

MARKETING

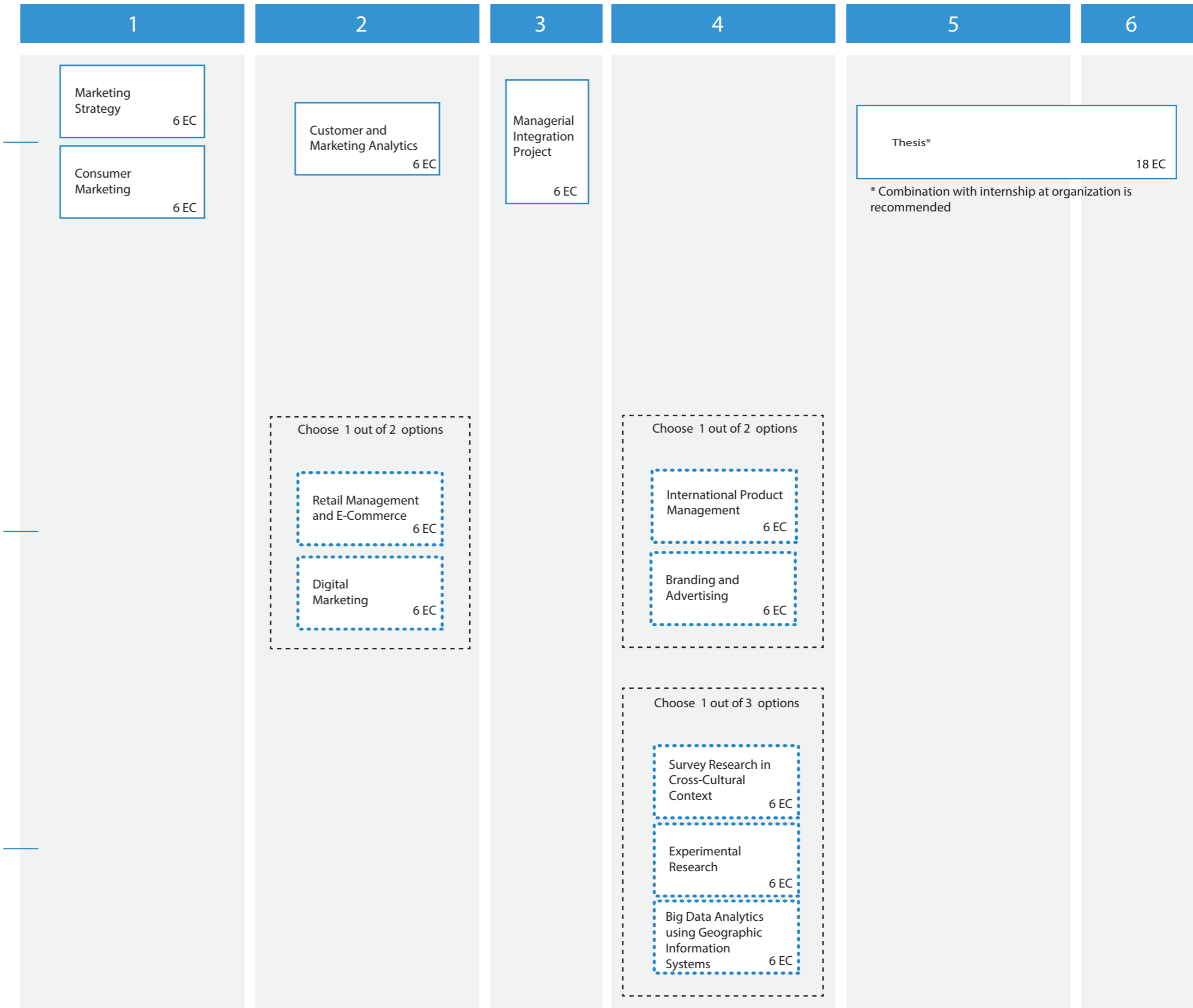
Prove yourself where it matters

► Core

► Electives I, Electives II

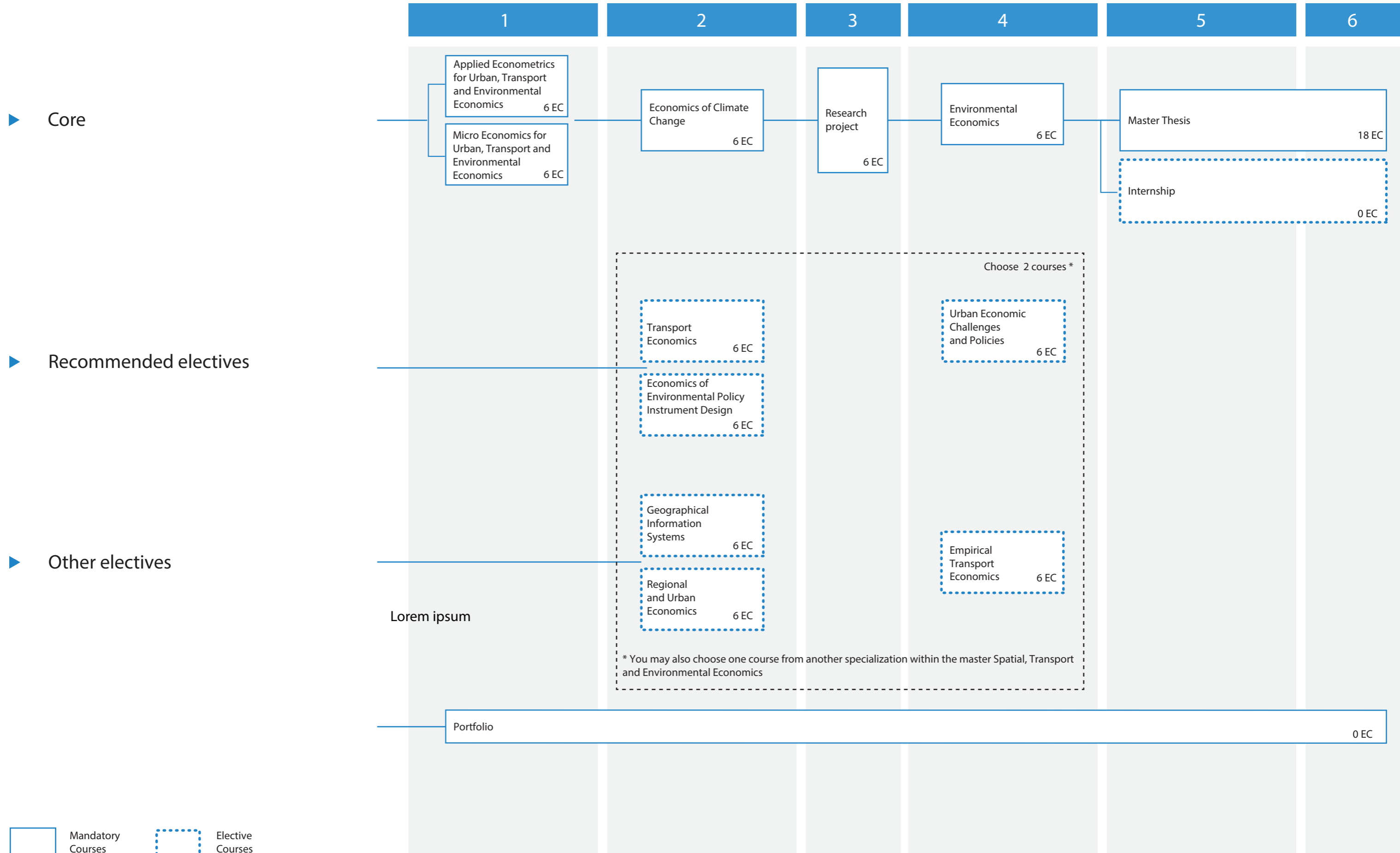
► Electives III

Mandatory Courses
 Elective Courses



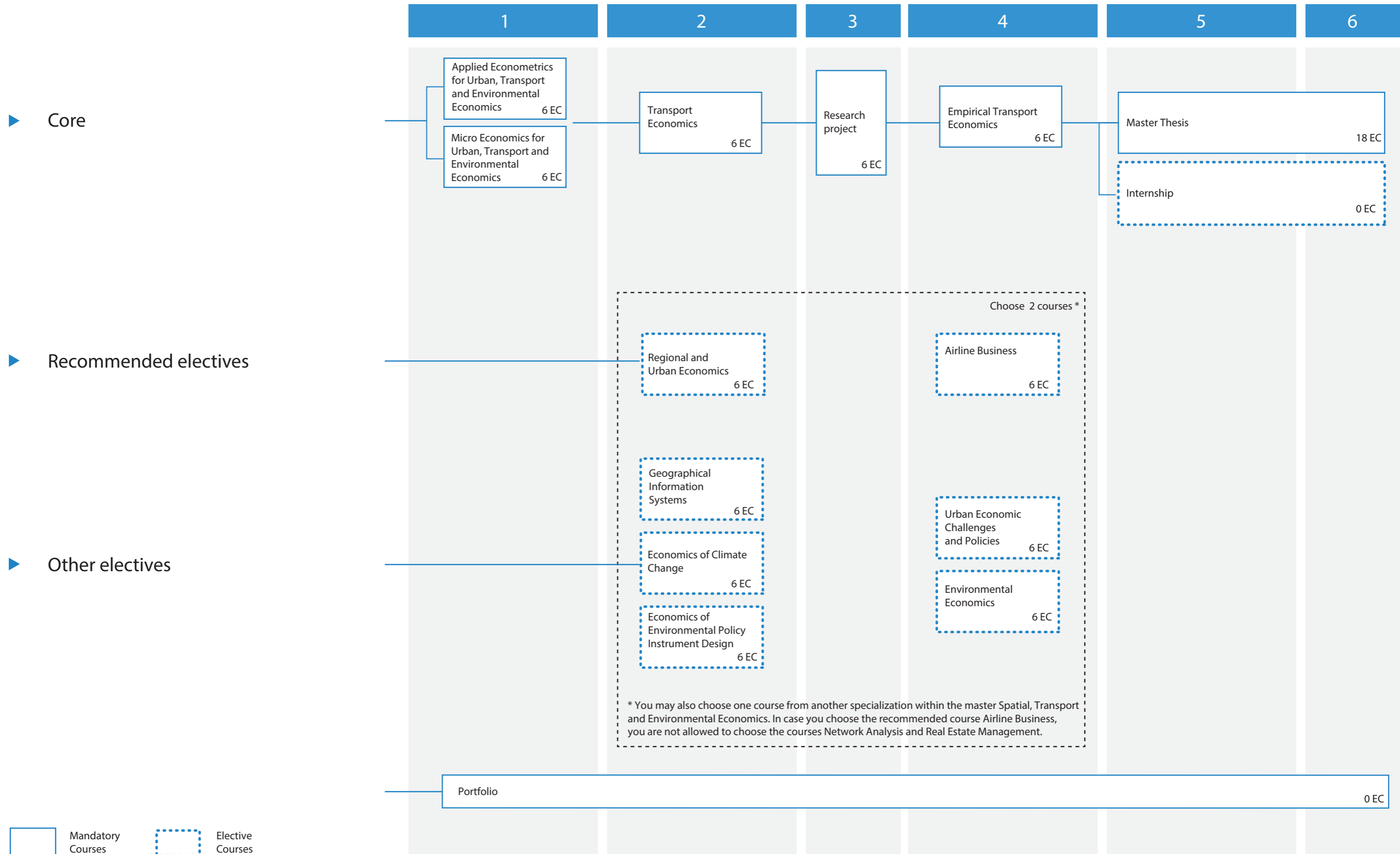
ENVIRONMENTAL ECONOMICS

Understanding the economic and spatial aspects of the great societal challenges in managing local and global environments, natural resources and the transition from fossil fuels to renewable energy.



TRANSPORT ECONOMICS

Understanding the economics of the great societal challenges in urban and international transport, mobility and accessibility



URBAN AND REGIONAL ECONOMICS

Regions, cities and buildings: Understanding the spatial and economic dimensions of urbanization, agglomeration, and regional decline and development

