Teaching and Examination Regulations

Master programmes in

- Accounting and Control
- Business Administration
- Econometrics and Operations Research
- Economics
- Finance
- Marketing
- Spatial, Transport and Environmental Economics

Premaster programmes in

- Business Administration
- Entrepreneurship
- Finance
- Marketing
- Transport and Supply Chain Management

School of Business and Economics

Academic year 2019-2020

A. Format faculty section
B1. Format programme specific section - general provisions
B2. Format 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

This division supports 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 Programme Committee and the Faculty Joint Assembly. 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 should 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 entirely 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.
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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 sub b)

2. These Regulations enter into force with effect from 1 September 2019 Advice OLC, approval FGV (9.38 sub 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 sub 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:
- writing a thesis
- carrying out a research assignment
- taking part in fieldwork or an excursion
- conducting a literature review
- taking part in another educational learning activity aimed at acquiring specific skills or 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
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 3

2. Every semester consists of three consecutive periods of eight, eight and four weeks Ordinance CvB, see appendix 3

3. An educational component comprises 6 EC or a multiple thereof. Ordinance CvB, see appendix 3

4. By way of exception to paragraph 3, Section B may stipulate that a unit of study comprises 3 EC or a multiple thereof. The Faculty Board requests permission from the Executive Board. Ordinance CvB, see appendix 3
### 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 annex to the Student Charter.

2. Signing up may only take place in the designated periods.

#### Article 3.2 Type of examination

1. At the student’s request, the Examinations 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 Rules and Guidelines for the Examinations Board.

2. If a 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 included in the programme-specific section for the subsequent period.

#### Article 3.3 Oral examinations

1. An oral assessment is public unless the Examinations Board on request determines otherwise.

#### Article 3.4 Determining and announcing results

1. 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 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.

2. The examiner determines the result (i.e. mark) of an oral examination as soon as possible after the examination has finished and informs the student accordingly. The third clause of the first paragraph applies.

3. In the case of alternative forms of oral or written examinations, the Examinations Board determines in advance how and by what deadline the student will be informed of the results.

4. 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.
Article 3.5 Examination opportunities

1. a. Per academic year, two opportunities to take examinations per educational component will be offered.
   b. As an exception to paragraph 1, practical exercises as defined in article 1.2 sub n 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.
   c. 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.

2. The most recent mark will apply in the event of a resit. A retake is allowed for both passed and failed units of study.

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.

4. The Examination Board may allow a student an extra opportunity to sit an examination if that student is missing 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 more 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).

Article 3.6 Marks

1. Marks are given on a scale from 1 to 10 with no more than one decimal point.

2. The final marks are given in whole or half points.

3. Final marks between 5 and 6 will be rounded off to whole marks: up to 5.5 rounded down; from 5.5 rounded up. To pass a course, a 6 or higher is required.

4. The Examination Board can allow to use symbols rather than numbers, for example; v(oldaan), g(oed), n(iet)v(ol)d(aan), etc.)

Article 3.7 Exemption

1. At the written request of the student, the Examination Board may exempt the student from taking one or more examination components, if the student:
   a) has passed a course component of a university or higher professional education programme that is equivalent in terms of content and level;
   b) has demonstrated through his/her work and/or professional experience that he/she has sufficient knowledge and skills with regard to the relevant course component.

2. The Master’s thesis is excluded from this exemption possibility.

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 31st 2017 remain valid for an unlimited period of time unless specified otherwise in Section B.
2. The validity period of a constituent examination is limited to the academic year in which it was sat or until the end of the unit of study concerned, as stipulated for the relevant unit of study in Section 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 or her assessed work, the questions and assignments set in it, as well as the standards applied for marking. The place and time referred to in the previous clause will be announced at the time of the examination on VUnet and/or Canvas.

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 discussion or if the student was unable to attend the collective discussion through no fault of his or 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.

**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 has the right to inspect the result for that component and also has a list of the results achieved at his or her disposal in VUnet.

2. Enrolled students are eligible for academic student counselling. Academic student counselling is in any case provided by:
   a. The Student General Counselling Service
   b. Student psychologists
   c. Faculty academic advisors

**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.

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.

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.

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 Examinations Board will rule on requests for adaptations with regard to examinations.
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 study adviser to discuss the details of the provisions.  
Advice OLC; approval FGV (7.13 m)

6. A request for adaptations will be refused if it would place 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 Examinations Board will issue a statement testifying to this entitlement to an extension. If a disability justifies other measures to be taken, the academic adviser 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 Examinations Board.  
Advice OLC; approval FGV (9.38 sub b)
Section B1: Programme specific – general provisions

6. General programme information and characteristics

Article 6.1 Study programme information

<table>
<thead>
<tr>
<th>1a.</th>
<th>The programmes</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Master Accounting and Control (CROHO number 60047),</td>
</tr>
<tr>
<td></td>
<td>Master Business Administration (CROHO number 60644),</td>
</tr>
<tr>
<td></td>
<td>Master Econometrics and Operations Research (CROHO 66833),</td>
</tr>
<tr>
<td></td>
<td>Master Economics (CROHO number 66401),</td>
</tr>
<tr>
<td></td>
<td>Master Finance (CROHO number 60046),</td>
</tr>
<tr>
<td></td>
<td>Master Marketing (CROHO number 60048),</td>
</tr>
<tr>
<td></td>
<td>Master Spatial, Trans and Environmental Economics (CROHO number 60444)</td>
</tr>
</tbody>
</table>

are all offered on a full-time basis.

The programme

Accounting and Control (CROHO number 60047)

is also offered on a part-time basis.

| 1b | The full-time programme has a nominal study duration of 1 year; part-time 2 years. |
| 2. | a. The full-time degree programme is taught in the English language and examinations will be taken in English. |
| | b. The pre-master programme is taught in the English language and examinations will be taken in English. |
| | c. The part-time degree programme is taught in the Dutch or English language and examinations will be taken in Dutch or English |

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 Rules and guidelines issued by the Examination board.

Article 6.2 Teaching formats used and modes of assessment

| 1. | The programme uses the teaching formats as specified in the study guide. |
| 2. | The modes of assessment used per educational component are specified in the study guide. |
7. Further admission requirements

Article 7.1 Intake date(s)

The full-time Master 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).

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.

2. The Admissions Board will investigate whether the applicant meets the admission requirements.

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:
   a. talent and motivation;
   b. level of relevant knowledge and understanding;
   c. proficiency in methods and techniques;
   d. academic attitude and critical thinking;
   e. proficiency in the language(s) of instruction.

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

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 complete done of the following examinations with at least the scores indicated:

<table>
<thead>
<tr>
<th>Master</th>
<th>IELTS</th>
<th>TOEFL with a TWE score of 4,5</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>General score</td>
<td>Minimum Score Speaking</td>
</tr>
<tr>
<td>Finance</td>
<td>6.5</td>
<td>6.0</td>
</tr>
<tr>
<td>Marketing</td>
<td>7.0</td>
<td>7.0</td>
</tr>
<tr>
<td>Business Administration</td>
<td>6.5</td>
<td>6.0</td>
</tr>
<tr>
<td>Economics</td>
<td>6.5</td>
<td></td>
</tr>
<tr>
<td>Econometrics and Operations Research</td>
<td>6.5</td>
<td>6.0</td>
</tr>
<tr>
<td>Spatial, Transport and Environmental Economics</td>
<td>6.5</td>
<td></td>
</tr>
</tbody>
</table>
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:
   a. met the requirements of the VU test in English language proficiency TOEFL ITP, with at least the scores specified in paragraph 1, or
   b. had previous education in secondary or tertiary education in an English-speaking country as listed on the VU website, or
   c. have an English-language ‘international baccalaureate’ diploma, or
   d. hold an admissible bachelor diploma of a Dutch university, or
   e. 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:
      i. processes and phenomena in the selected domain;
      ii. theories in the selected domain;
      iii. research methodology.
   b. Being capable of:
      i. being able to present an academic argument (verbal and written);
      ii. critically analyse the professional literature;
      iii. assess research results in terms of reliability, validity and practicability;
      iv. analyse and interpret data.
   c. Show evidence of:
      i. a critical view of widespread assumptions in society;
      ii. intellectual integrity;
      iii. 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.
   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. Examinations and results

Article 8.1 Validity period for results

1. From September 2017 onwards all examination passed and examination exemptions that were valid on August 31st 2017 remain valid for an unlimited period of time.
Section B2: Programme specific – content of programme

9. Programme objectives, specializations and exit qualifications

Article 9.1 Workload

1. The programme has a workload of 60 EC, except for:
   a. the MSc Finance honours programme ‘Duisenberg Honours Programme Finance and Technology’, which has a study load of 84 EC,
   b. the MSc Finance honours programme ‘Duisenberg Honours Programme Quantitative Risk Management’, which has a study load of 84 EC,
   c. the MSc Business Administration specialization Management Consulting Honours Track, which has a study load of 84 EC,
   d. the MSc Business Administration specialization ‘Duisenberg Honours Programme Financial Markets and Regulation’, which has a study load of 84 EC and
   e. the MSc Econometrics and Operations Research Honours Track Econometrics, which has a study load of 78 EC.
   f. the MSc Econometrics and Operations Research Honours Track Operations Research, which has a study load of 78 EC.

Article 9.2 Specializations

The programmes have the specializations as mentioned in the study guide.

Article 9.3 Programme objective

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:
   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:
   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.
Article 9.4 Learning objectives

1. See appendix V for the learning objectives.  
   Approval OLC (7.13 b)

2. Language proficiency may be taken into account in the assessment of examinations  
   Approval OLC (7.13 c)

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, in appendix IV.  
   Advice OLC; (7.13 a)

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

1. 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 (attached) evaluation plan. The faculty evaluation plan offers the framework.  
   Approval OLC (7.13 a1)

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 in the Study Guide.  
Advice OLC (7.13 a)
Advice and approval by the Programme Committees: 15 May 2019 – 15 June 2019

Approved by the Faculty Joint Assembly on 11 July 2019

Adopted by the board of the Faculty on 2 July 2019
**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**

<table>
<thead>
<tr>
<th>2. Study programme structure</th>
<th>7.13 paragraph 2 sub e</th>
</tr>
</thead>
<tbody>
<tr>
<td>Article 2.1 Structure of academic year and educational components</td>
<td>7.13 paragraph 2 sub e</td>
</tr>
</tbody>
</table>

**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 | 7.13 paragraph 2 sub i, r |
| 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 | 7.13 paragraph 2 sub g |
| 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 training and tutorials | 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
Overview of rights to prior consultation (advice) and rights to approve OLC and FGV (Dutch only)

<table>
<thead>
<tr>
<th>Onderwerpen Onderwijs – en Examenregeling (OER) 7.13 paragraph 2 WHW</th>
<th>FGV</th>
<th>OpIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>a. de inhoud van de opleiding en van de daaraan verbonden examens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a1. de wijze waarop het onderwijs in de desbetreffende opleiding wordt geëvalueerd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. de inhoud van de afstudeerrichtingen binnen een opleiding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. de kwaliteiten op het gebied van kennis, inzicht en vaardigheden die een student zich bij beëindiging van de opleiding moet hebben verworven</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. waar nodig, de inrichting van praktische oefeningen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>e. de studielast van de opleiding en van elk van de daarvan deel uitmakende onderwijsenepen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>f. de nadere regels, bedoeld in de artikelen 7.8b, zesde lid, en 7.9, vijfde lid (BSA)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>g. ten aanzien van welke masteropleidingen toepassing is gegeven aan artikel 7.4a, achtste lid (verhoogde studielast)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>h. het aantal en de volgtijdelijkheid van de tentamens alsmede de momenten waarop deze afgelegd kunnen worden</td>
<td></td>
<td></td>
</tr>
<tr>
<td>i. de voltijdse, deeltijdse of duale inrichting van de opleiding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>j. waar nodig, de volgorde waarin, de tijdvakken waarbinnen en het aantal malen per studiejaar dat de gelegenheid wordt geboden tot het afleggen van de tentamens en examens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>k. waar nodig, de geldigheidsduur van met goed gevolg afgelegde tentamens, behoudens de bevoegdheid van de examencommissie die geldigheidsduur te verlengen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>l. of de tentamens mondeling, schriftelijk of op een andere wijze worden afgelegd, behoudens de bevoegdheid van de examencommissie in bijzondere gevallen anders te bepalen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>m. de wijze waarop studenten met een handicap of chronische ziekte redelijkerwijs in de gelegenheid worden gesteld de tentamens af te leggen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>n. de openbaarheid van mondeling af te nemen tentamens, behoudens de bevoegdheid van de examencommissie in bijzondere gevallen anders te bepalen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>o. de termijn waarbinnen de uitslag van een tentamen bekend wordt gemaakt alsmede of en op welke wijze van deze termijn kan worden afgeweken</td>
<td></td>
<td></td>
</tr>
<tr>
<td>p. de wijze waarop en de termijn gedurende welke deeltijd van een schriftelijk tentamen heeft afgelegd, inzage verkrijgt in zijn beoordeelde werk</td>
<td></td>
<td></td>
</tr>
<tr>
<td>q. de wijze waarop en de termijn gedurende welke kennis genomen kan worden van vragen en opdrachten, gesteld of gegeven in het kader van een schriftelijk afgenomen tentamen en van de normen aan de hand waarvan de beoordeling heeft plaatsgevonden</td>
<td></td>
<td></td>
</tr>
<tr>
<td>r. de gronden waarop de examencommissie voor eerder met goed gevolg afgelegde tentamens of examens in het hoger onderwijs, dan wel voor buiten het hoger onderwijs opgedane kennis of vaardigheden, vrijstelling kan verlenen van het afleggen van een of meer tentamens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>s. waar nodig, dat het met goed gevolg afgelegd hebben van tentamens voorwaarde is voor de toelating tot het afleggen van andere tentamens</td>
<td></td>
<td></td>
</tr>
<tr>
<td>t. waar nodig, de verplichting tot het deelnemen aan praktische oefeningen met het oog op de toelating tot het afleggen van het desbetreffende tentamen, behoudens de bevoegdheid van de examencommissie vrijstelling van die verplichting te verlenen, al dan niet onder oplegging van vervangende eisen</td>
<td></td>
<td></td>
</tr>
<tr>
<td>u. de bewaking van studievoortgang en de individuele studiebegeleiding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>v. indien van toepassing: de wijze waarop de selectie van studenten voor een speciaal traject binnen een opleiding, bedoeld in artikel 7.9b, plaatsvindt (excellentietraject binnen een opleiding)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>x. de feitelijke vormgeving van het onderwijs</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Alle overige onderwerpen die in de OER zijn geregeld maar die niet als zodanig zijn genoemd in art. 7.13 WHW onder a t/m x.

De lettering komt overeen met de lettering van artikel 7.13 lid 2 WHW
### Appendix III

**Ordinances VU CvB and Binding Guidelines (richtlijn)**

<table>
<thead>
<tr>
<th>Section A, article:</th>
<th>Concerns:</th>
<th>CvB ordinance / guideline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.1, 2.1.2</td>
<td>Year planning two semesters 8-8-4 (uniforme jaarkalender VU-UvA)</td>
<td>29-9-2008 (period 2009-2015) 22-05-2014 (periode 2016-2025)</td>
</tr>
<tr>
<td>2.1.3, 2.1.4</td>
<td>Educational components</td>
<td>Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017</td>
</tr>
<tr>
<td>3.1</td>
<td>Signing up for education and examinations</td>
<td>CvB ordinance 30-09-2010, prior consent USR.</td>
</tr>
<tr>
<td>3.4.1</td>
<td>Determination and publication of the results (1) Grading deadline exams 10 workdays (2) Theses 20 workdays</td>
<td>(1) Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017 (2) Quality demand 11 from the VU assessment policy, CvB ordinance 15-05-2012</td>
</tr>
<tr>
<td>3.5.1</td>
<td>Two possibilities to take examinations per year</td>
<td>Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017</td>
</tr>
<tr>
<td>3.5.2</td>
<td>Retake: most recent grade is valid. A pass can be retaken</td>
<td>Taken from the UvA guidelines, as part of the harmonization, CvB ordinance 24-02-2014</td>
</tr>
<tr>
<td>3.5.4</td>
<td>Extra retake last year</td>
<td>Included in (prior) model OER 16-17 following a request from committee O&amp;O and adopted by CvB op 27-10-2015</td>
</tr>
<tr>
<td>3.6</td>
<td>Grades</td>
<td>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.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section B1, article:</th>
<th>Concerns:</th>
<th>CvB ordinance / guideline</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.2.1</td>
<td>Admission criteria; at least WO Bachelor’s degree</td>
<td>Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017</td>
</tr>
<tr>
<td>7.2.3</td>
<td>Additional admission criteria; type of criteria</td>
<td>Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Section B1, article:</th>
<th>Concerns:</th>
<th>CvB ordinance / guideline</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1</td>
<td>Composition programme</td>
<td>Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017</td>
</tr>
<tr>
<td>10.2</td>
<td>Categorization of components</td>
<td>Richtlijn Bachelor en Masteronderwijs, revised on 6 June 2017</td>
</tr>
</tbody>
</table>
Appendix IV
Article 2.1 of the WHW Implementation Decree (1 juni 2018)

(CURRENTLY ONLY IN DUTCH, OFFICIAL TRANSLATION WILL FOLLOW SOON)

1 De persoonlijke omstandigheden bedoeld in de artikelen 7.8b, derde lid, en 7.9, derde lid, van de wet, zijn uitsluitend:

a. ziekte van betrokkene,
b. lichamelijke, zintuiglijke of andere functiestoornis van betrokkene,
c. zwangerschap van betrokkene,
d. bijzondere familie-omstandigheden,
e. het lidmaatschap, daaronder begrepen het voorzitterschap, van:
   1. bij universiteiten: de universiteitsraad, faculteitsraad, het orgaan dat is ingesteld op grond van de medezeggenschapsregeling, bedoeld in artikel 9.30, derde lid, onderscheidenlijk artikel 9.51, tweede lid, van de wet, het bestuur van een opleiding of de opleidingscommissie, alsmede het lidmaatschap van het bestuur van een stichting die blijktens haar statuten tot doel heeft de exploitatie van voorzieningen, behorende tot de studentenvoorzieningen, dan wel van een daarmee naar het oordeel van het instellingsbestuur gelet op de taak gelijk te stellen orgaan,
   2. bij hogescholen: de medezeggenschapsraad, deelraad, studentencommissie of opleidingscommissie.

f. andere in de regelingen, bedoeld in de artikelen 7.8b, zesde lid, en 7.9, vijfde lid, van de wet door het instellingsbestuur aan te geven omstandigheden waarin betrokkene activiteiten ontplooiit in het kader van de organisatie en het bestuur van de zaken van de instelling,
g. het lidmaatschap van het bestuur van een studentenorganisatie van enige omvang met volledige rechtsbevoegdheid, dan wel van een vergelijkbare organisatie van enige omvang, bij wie de behartiging van het algemeen maatschappelijk belang op de voorgrond staat en die daartoe daadwerkelijk activiteiten ontplooiit.

2 Het instellingsbestuur kan voor de toepassing van het eerste lid, onderdeel g, nadere regels vaststellen omtrent het aantal bestuursleden dat ten hoogste per organisatie per studiejaar in aanmerking komt, zomende omtrent welke bestuursfuncties in aanmerking komen.
Appendix V
Learning objectives

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 |

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. Demonstrate a command of the academic and research skills necessary to make academically, professionally and societally significant contributions to the field of TSCM research |
| 2. BRIDGING THEORY AND PRACTICE - knowledge | 2. Show a critical mastery of core TSCM 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 TSCM |
| 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 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...**

<table>
<thead>
<tr>
<th></th>
<th><strong>ACADEMIC AND RESEARCH SKILLS</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>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</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Show a critical mastery of core LCM insights and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline</td>
<td></td>
</tr>
<tr>
<td></td>
<td>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</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>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</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges</td>
<td></td>
</tr>
</tbody>
</table>

### MSc BUSINESS ADMINISTRATION – SPECIALIZATION MANAGEMENT CONSULTANCY

**Graduates...**

<table>
<thead>
<tr>
<th></th>
<th><strong>ACADEMIC AND RESEARCH SKILLS</strong></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>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</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Show a critical mastery of core MC insights and quantitative and qualitative methods, and of state-of-the-art thinking about the discipline</td>
<td></td>
</tr>
<tr>
<td></td>
<td>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</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts</td>
<td></td>
</tr>
<tr>
<td></td>
<td>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</td>
<td></td>
</tr>
<tr>
<td></td>
<td>6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges</td>
<td></td>
</tr>
</tbody>
</table>
MSc BUSINESS ADMINISTRATION - SPECIALIZATION STRATEGY AND ORGANIZATION

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>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</td>
</tr>
<tr>
<td>3. BRIDGING THEORY AND PRACTICE - application</td>
<td>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</td>
</tr>
<tr>
<td>4. SOCIAL PROFESSIONAL SKILLS</td>
<td>4. Demonstrate excellent social and communication skills both orally and in writing in multi-stakeholder contexts</td>
</tr>
<tr>
<td>5. BROADENING YOUR HORIZON</td>
<td>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</td>
</tr>
<tr>
<td>6. SELF-AWARENESS</td>
<td>6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges</td>
</tr>
</tbody>
</table>

MSc BUSINESS ADMINISTRATION – SPECIALIZATION HUMAN RESOURCE MANAGEMENT

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>1. Demonstrate a command of the academic and research skills necessary to make academically, professionally and societally significant contributions to the HRM discipline</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>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</td>
</tr>
<tr>
<td>3. BRIDGING THEORY AND PRACTICE - application</td>
<td>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</td>
</tr>
<tr>
<td>4. SOCIAL PROFESSIONAL SKILLS</td>
<td>4. Demonstrate excellent societal and communication skills both orally and in writing in multi-stakeholder contexts</td>
</tr>
<tr>
<td>5. BROADENING YOUR HORIZON</td>
<td>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</td>
</tr>
<tr>
<td>6. SELF-AWARENESS</td>
<td>6. Take responsibility for their own learning and critically reflect on their own aspirations, strengths and challenges</td>
</tr>
</tbody>
</table>
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 | 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...

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

MSc ECONOMICS

Graduates...

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

Graduates...

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

### MSC ECONOMETRICS AND OPERATIONS RESEARCH

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>1. Make relevant (academic, managerial and societal) contributions to the Operations Research discipline using academic research skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>2. Demonstrate and apply state-of-the-art theory in the field of operations research</td>
</tr>
<tr>
<td>3. BRIDGING THEORY AND PRACTICE - application</td>
<td>3. Develop solutions for complex real-life problems by applying relevant operations research techniques and methodologies</td>
</tr>
<tr>
<td>4. SOCIAL PROFESSIONAL SKILLS</td>
<td>4. Can justify their findings (orally and in writing) to both academics and professionals convincingly</td>
</tr>
<tr>
<td>5. BROADENING YOUR HORIZON</td>
<td>5. Can formulate their own opinions on the ethical and social implications of the outcome of their analysis</td>
</tr>
<tr>
<td>6. SELF-AWARENESS</td>
<td>6. Take responsibility for their own learning and knowledge</td>
</tr>
</tbody>
</table>
### MSC IN SPATIAL, TRANSPORT AND ENVIRONMENTAL ECONOMICS

Graduates...

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

### MSc RESEARCH MASTER IN ECONOMICS

Graduates...

<table>
<thead>
<tr>
<th>1. ACADEMIC AND RESEARCH SKILLS</th>
<th>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</th>
</tr>
</thead>
<tbody>
<tr>
<td>2. BRIDGING THEORY AND PRACTICE - knowledge</td>
<td>2. Demonstrate extensive state-of-the-art knowledge and understanding of the current scientific literature and research methods</td>
</tr>
<tr>
<td>3. BRIDGING THEORY AND PRACTICE - application</td>
<td>3. Are able to adopt and apply advanced techniques and complex research methods</td>
</tr>
<tr>
<td>4. SOCIAL PROFESSIONAL SKILLS</td>
<td>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</td>
</tr>
<tr>
<td>5. BROADENING YOUR HORIZON</td>
<td>5. Can critically assess the answers to pertinent social, societal and economic problems</td>
</tr>
<tr>
<td>6. SELF-AWARENESS</td>
<td>6. Can independently keep track of the developments in the field and embark on independent study</td>
</tr>
</tbody>
</table>
Appendix VI
Overview of the programmes
ACCOUNTING AND CONTROL - full time

Mandatory Courses

1. Advanced Financial Reporting 6 EC
2. Empirical Research in Accounting 6 EC
3. Advanced Management Accounting 6 EC
4. Start Thesis
5. Corporate Law 6 EC
   or
   Corporate Law International Students 6 EC
6. Finalize Thesis 18 EC

Electives

Choose minimum 3 courses from 9

1. Advanced Auditing 6 EC
2. Advanced Corporate Finance for Accounting and Control 6 EC
3. Financial Accounting Theory 6 EC
4. Management Control 6 EC
5. Financieel-Economische Criminaliteit 6 EC, Dutch
6. Enterprising Skills 6 EC
7. Field Work Elective 6 EC
8. Information Risk Management 6 EC
9. Data Analysis Skills for Accounting and Control 6 EC

Portfolio 0 EC
## ACCOUNTING AND CONTROL - part time

### Mandatory Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advanced Financial Reporting</td>
<td>6</td>
</tr>
<tr>
<td>Empirical Research in Accounting</td>
<td>6</td>
</tr>
<tr>
<td>Advance Auditing</td>
<td>6</td>
</tr>
<tr>
<td>Financial Accounting Theory</td>
<td>6</td>
</tr>
<tr>
<td>Management Control</td>
<td>6</td>
</tr>
<tr>
<td>Corporate Law</td>
<td>6</td>
</tr>
<tr>
<td>Advanced Corporate Finance for Accounting and Control</td>
<td>6</td>
</tr>
</tbody>
</table>

**Total EC: 6**

### Elective Courses

<table>
<thead>
<tr>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information Risk Management</td>
<td>6</td>
</tr>
<tr>
<td>Data Analysis Skills for Accounting and Control</td>
<td>6</td>
</tr>
<tr>
<td>Serious games need good scorekeeping</td>
<td></td>
</tr>
</tbody>
</table>

Choose minimum 3 courses from 6

**Total EC: 18**

### Thesis and Portfolio

<table>
<thead>
<tr>
<th>Thesis</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thesis</td>
<td>18</td>
</tr>
</tbody>
</table>

**Total EC: 18**
**DIGITAL BUSINESS & INNOVATION**
Meet the business challenges of the digital age

- **Academic core**
- **Digital transformation**
- **Information systems**
- **Innovation management**
- **Other electives**

**Core Courses**

- **DIGITAL BUSINESS & INFORMATION SYSTEMS**
- **Management of Digital Innovation**
- **Working and Organizing in a Digital Age**
- **Research Design and Methods**
- **Ethics in a Digital World**
- **Management of Sustainable Innovation**
- **Artificial Intelligence Lab**
- **Digital Innovation Lab**
- **Digital Marketing and Technology (for DBD)**
- **Capita Selecta (*)**

**Other electives**

- **Master Thesis**
- **Digital Entrepreneurship Project**
- **Digital Consultancy Project**
- **Other electives**

*Free elective, but permission from Exam Board is required*

**Version:** 18-02-2019
### FINANCIAL MANAGEMENT

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

<table>
<thead>
<tr>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Financial Data Decision Analysis</td>
<td>Research Seminar</td>
<td>Internship</td>
<td>Thesis</td>
<td>0 EC</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>18 EC</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Portfolio</td>
<td>0 EC</td>
</tr>
<tr>
<td>Core</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Corporate Finance</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sector Management</td>
<td></td>
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</tr>
</tbody>
</table>

**Core Courses**
- Corporate Finance
- Accounting
- Sector Management

**Corporate Finance**
- Advanced Corporate Financial Management
- Treasury Management
- Advanced Financial Accounting
- Behavioral Finance
- Advanced Financial Accounting
- Information Risk Management
- Pension Economics and Governance
- Bank Management
- Real Estate Management

**Accounting**
- Corporate Valuation
- Management Control
- Management Control

**Sector Management**
- Institutional Investment Management
- Bank Management
- Institutional Investment Management

**Mandatory Courses**

**Elective Courses**

<table>
<thead>
<tr>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Corporate Finance</td>
<td>6</td>
</tr>
<tr>
<td>Treasury Management</td>
<td>6</td>
</tr>
<tr>
<td>Advanced Financial Accounting</td>
<td>6</td>
</tr>
<tr>
<td>Behavioral Finance</td>
<td>6</td>
</tr>
<tr>
<td>Advanced Financial Accounting</td>
<td>6</td>
</tr>
<tr>
<td>Information Risk Management</td>
<td>6</td>
</tr>
<tr>
<td>Pension Economics and Governance</td>
<td>6</td>
</tr>
<tr>
<td>Bank Management</td>
<td>6</td>
</tr>
<tr>
<td>Real Estate Management</td>
<td>6</td>
</tr>
<tr>
<td>Institutional Investment Management</td>
<td>6</td>
</tr>
<tr>
<td>Financial Data Decision Analysis</td>
<td>6</td>
</tr>
<tr>
<td>Research Seminar</td>
<td>6</td>
</tr>
<tr>
<td>Internship</td>
<td>0</td>
</tr>
<tr>
<td>Thesis</td>
<td>18</td>
</tr>
<tr>
<td>Portfolio</td>
<td>0</td>
</tr>
</tbody>
</table>

**Version 17-01-2019**
# Duisenberg Honours Programme in Financial Markets and Regulation

A multi-disciplinary perspective on Financial Markets

<table>
<thead>
<tr>
<th>Semester</th>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Advanced Corporate Financial Management</td>
<td>6 EC</td>
</tr>
<tr>
<td></td>
<td>Advanced Finance, Banking and Insurance</td>
<td>6 EC</td>
</tr>
<tr>
<td></td>
<td>Advanced Financial Reporting</td>
<td>6 EC</td>
</tr>
<tr>
<td>2</td>
<td>Institutional Investment Management</td>
<td>6 EC</td>
</tr>
<tr>
<td></td>
<td>Empirical Finance</td>
<td>6 EC</td>
</tr>
<tr>
<td>3</td>
<td>Research Project</td>
<td>6 EC</td>
</tr>
<tr>
<td>4</td>
<td>Financial Sector Regulation</td>
<td>6 EC</td>
</tr>
<tr>
<td>5</td>
<td>Company Law</td>
<td>6 EC</td>
</tr>
<tr>
<td>6</td>
<td>Thesis</td>
<td>18 EC</td>
</tr>
</tbody>
</table>

**Core**

- Advanced Corporate Financial Management (6 EC)
- Institutional Investment Management (6 EC)
- Empirical Finance (6 EC)
- Research Project (6 EC)
- Financial Sector Regulation (6 EC)
- Company Law (6 EC)
- Thesis (18 EC)

**Electives**

- Advanced Management Accounting (6 EC)
- Advanced Auditing (6 EC)
- Corporate Valuation (6 EC)
- Treasury Management (6 EC)
- Behavioral Finance (6 EC)
- Derivatives (6 EC)
- Economics of Payment Systems (6 EC)
- Financial Accounting Theory (6 EC)
- Macro and International Finance (6 EC)
- Pension Economics and Governance (6 EC)
- Real Estate Management (6 EC)
- Quantitative Financial Risk Management (6 EC)

Choose 2 electives: Real Estate Management (6 EC) and Quantitative Financial Risk Management (6 EC)

**Portfolio**

Choose 1 elective: Treasury Management (6 EC)
HUMAN RESOURCE MANAGEMENT
Mobilizing People

Core: Contemporary HRM

- The Changing HRM Environment (6 EC)
- Contemporary Careers & Organizations (6 EC)

Performance

- Recruitment and Selection (6 EC)
- Performance Management (6 EC)

Development

- Choose 3 in total
- Talent Development and Analytics (6 EC)
- Performance Management (6 EC)

Diversity

- Choose max. 1
- Choose at least 2 (of which at least one course in period 2)
- Course from other BA programme IM, LCM, MC, or S&O (6 EC)

Other BA programmes

- Course from other BA programme IM, LCM, MC, or S&O (6 EC)

Academic citizen

- Portfolio 0 EC
- Business Ethics in HRM 3 EC

Academic professional

- Research in Business Administration 6 EC
- Master Thesis 15 EC
- Internship 6 EC
- Choose 1 out of 7 (or internship)
- Behavioral Strategy 6 EC
- Cross Cultural Management 6 EC
- Diversity in Organizations 6 EC
- Enterprising Skills 6 EC
- Financial Management 6 EC
- Managing Service Innovation 6 EC

Mandatory Courses

- Choose max. 1
- Course from other BA programme IM, LCM, MC, or S&O (6 EC)

Elective Courses

- Choose at least 2 (of which at least one course in period 2)
- Course from other BA programme IM, LCM, MC, or S&O (6 EC)
MASTER Business Administration - Course Schedule 2019-2020

INTERNATIONAL MANAGEMENT
Developing tomorrow's global business leaders

Mandatory Courses

Elective Courses

Academic

Knowledge

Practice

Other BA programmes

Academic professional

Academic citizen

Portfolio

Choose max. 1

Course from other BA programme
HRM, LCM, MC, or S&O

6 EC

Choose 3 in total

International Management
6 EC

International Entrepreneurship
6 EC

Doing Business in Emerging Markets
6 EC

Global Organizational Change
6 EC

International Consulting Project
6 EC

Choose at least 2
(of which at least one course in period 2)

International Consulting Project
6 EC

Doing Business in Emerging Markets
6 EC

Global Organizational Change
6 EC

International Consulting Project
6 EC

Choose 1 out of 7 (or internship)

Behavioral Strategy
6 EC

Cross Cultural Management
6 EC

Diversity in Organizations
6 EC

Enterprising Skills
6 EC

Financial Management
6 EC

Management Idea Factory
6 EC

Managing Service Innovation
6 EC

Business Ethics in IM
3 EC

Research in Business Administration
6 EC

Master Thesis
15 EC

Internship
6 EC

HRM, LCM, MC, or S&O
Course from other BA programme

Version: 29-01-2019
MASTER Business Administration - Course Schedule 2019-2020

MANAGEMENT CONSULTING
Combine consultant skills with an academic mindset

1 2 3 4 5 6

Research in Business Administration - MC 6 EC
Master Thesis 15 EC
Internship 6 EC

Choose max. 1
Course from other BA programme
H.R., IM, LCM, or S&O 6 EC

Choose 3 in total
Management and Practice of Consulting 6 EC
Organization Development and Change 6 EC
Strategy Evaluation and Advice 6 EC
Business Model Innovation 6 EC
Consulting Project 6 EC

Choose at least 2
(of which at least one course in period 2)
Choose 1 out of 7 (or internship)
Behavioral Strategy 6 EC
Cross Cultural Management 6 EC
Diversity in Organizations 6 EC
Enterprising Skills 6 EC
Financial Management 6 EC
Management Idea Factory 6 EC
Managing Service Innovation 6 EC

Choose 1 out of 7 (or internship)
Course from other BA programme
H.R., IM, LCM, or S&O 6 EC

Choose 3 in total
Portfolio 15 EC

Choose 3 in total
Portfolio 15 EC

Business Ethics in M.C. 3 EC

Version 29-01-2019
TRANSPORT AND SUPPLY CHAIN MANAGEMENT

A unique combination

Core

- Supply Chain Data Analytics 6 EC
- Operations and Supply Chain Management
- Decision Making in Supply Chains 6 EC
- Applied Research Methods 3 EC
- Thesis 15 EC

Transport and Supply Chain Management domain

- Geographical Information Systems 6 EC
- Network Analysis 6 EC
- Airline Business 6 EC
- Operations Performance Benchmarking 6 EC
- Transport Economics & Management 6 EC
- Supply Chain Lab 6 EC
- Internship 0 EC
- Colloquia / Portfolio 0 EC

Capita selecta

Choose 3 electives

Mandatory Courses

Elective Courses

Last update: 20-06-2019
MASTER Economics - Course Schedule 2019-2020

ECONOMICS
Solving the challenges of tomorrow

Core

Programme in International and Macroeconomic Policy

Programme in Development Economics

Programme in Global Challenges

Programme in Labour and Health

Other elective: Industrial Organization and Competition Policy (6EC)

Choose three electives. For a specialization combine two courses from one programme and write your thesis.

1 EC | 2 EC | 3 EC | 4 EC | 5 EC | 6 EC

Intermediate Microeconomics (3 EC)

Advanced Microeconomics (3 EC)

Introduction to Econometrics (3 EC)

Applied Econometrics (3 EC)

Advanced Macroeconomics (6 EC)

Research project (6 EC)

Thesis (18 EC)

Macroeconomic Policy in the EU (6 EC)

Macro and International Finance (6 EC)

Globalization, Growth and Development (6 EC)

Economics of Climate Change (6 EC)

Economics of Welfare State (6 EC)

Labour Economics (6 EC)

Version: 08-04-2019
PUBLIC POLICY
Designing policy to deal with great societal challenges

Core

1
- Introduction to Microeconomics 3 EC
- Public Economics and Policy 6 EC
- Introduction to Econometrics 3 EC

2
- Economics of Environmental Policy Instrument Design 6 EC
- Economics of the Welfare State 6 EC

3
- Policy Seminars and Policy Brief 6 EC

4
- Macroeconomic Policy in the EU 6 EC
- Urban Economic Challenges and Policies 6 EC

5
- Thesis 18 EC

Mandatory Courses
Elective Courses
MASTER Econometrics and Operations Research - Course Schedule 2019-2020

ECONOMETRIC THEORY
Your Econometric Challenge for a Life-Time Career Enhancer

Core

- Advanced Econometrics 6 EC
- Multivariate Econometrics 6 EC
- Time Series Models 6 EC
- Thesis 18 EC

Choose 2 (or 3) specialization courses

- Asymptotic Statistics 8 EC
- Measure Theoretic Probability 8 EC
- Stochastic Processes: the Fundamentals 6 EC
- Stochastic Processes for Finance and Derivatives Markets 6 EC
- Econometrics Research 6 EC

Choose 1 of 8 courses, or an additional specialization course

- Evolutionary Computing * 6 EC
- Web Data Processing Systems 6 EC
- Functional Analysis 8 EC
- Dynamical Systems 8 EC
- Stochastic Integration 8 EC
- Big Data Analytics 6 EC
- Computational Finance 6 EC

Optional courses

- Bootcamp Econometrics 0 EC
- Large Scale Data Engineering * 6 EC

Please check the entry requirements of the courses from the Faculty of Science (indicated with *)
ECONOMETRICS AND DATA SCIENCE

Core

- Bootcamp Econometrics
- Advanced Econometrics (6 EC)
- Multivariate Econometrics (6 EC)
- Time Series Models (6 EC)
- Thesis (18 EC)

Specialization course

- Case Study in Data Science (6 EC)

- Choose 1 of 3
  - Large Scale Data Engineering *
  - Combinatorial Optimization *
  - Evolutionary Computing

- Choose 1 of 2
  - Web Data Processing Systems
  - Stochastic Gradient Techniques in Optimization and Learning

Optional courses

- Choose 1 of 3
  - Computational Finance
  - Big Data Analytics
  - Data Mining Techniques

* Please check the entry requirements of the courses from the Faculty of Science (indicated with *)

Version 09-04-2019
# Courses Schedule 2019-2020

## MASTER Econometrics and Operations Research

### FINANCIAL ECONOMETRICS

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

---

### Core

<table>
<thead>
<tr>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bootcamp Econometrics</td>
<td>Advanced Econometrics</td>
<td>Multivariate Econometrics</td>
<td>Time Series Models</td>
<td>Thesis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0 EC</td>
<td>6 EC</td>
<td>6 EC</td>
<td>6 EC</td>
<td>18 EC</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Specialization courses

Choose 2 (or 3) specialization courses

- Asset Pricing 6 EC
- Stochastic Processes: the Fundamentals 6 EC
- Stochastic Processes for Finance and Derivatives Markets 6 EC
- Derivatives 6 EC

- Financial Econometrics Case study 6 EC

Choose 1 of 7 courses, or an additional specialization course.

Please check the entry requirements of the courses from the Faculty of Science (indicated with *)

- Large Scale Data Engineering * 6 EC
- Web Data Processing Systems 6 EC
- Financial Markets and Institutions 6 EC
- Big Data Analytics 6 EC
- Institutional Investments and Asset Liability Management 6 EC
- Computational Finance 6 EC
- Quantitative Financial Risk Management 6 EC

---

### Optional courses

Mandatory Courses

Elective Courses

---
# MASTER Econometrics and Operations Research - Course Schedule 2019-2020

## FINANCIAL ENGINEERING

Become the expert on analyzing and designing financial products

<table>
<thead>
<tr>
<th>Core</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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<tr>
<td></td>
<td>6 EC</td>
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</tbody>
</table>

#### Financial Engineering

- **Core**
  - Combinatorial Optimization (6 EC)
  - Stochastic Gradient Techniques in Optimization and Learning (6 EC)
  - Operations Research Case Study (6 EC)
  - Behavioural Operations Research (6 EC)
- **Thesis** (18 EC)

**Choose (at least) 2 courses from 6**

- Asset Pricing (6 EC)
- Econometrics for Quantitative Risk Management (6 EC)
- Stochastic Processes: The Fundamentals (6 EC)
- Stochastic Processes for Finance and Derivatives Markets (6 EC)
- Derivatives (6 EC)
- Institutional Investments and Asset Liability Management (6 EC)

Choose 1 course from a general list in study guide

**Mandatory Courses**

- Combinatorial Optimization
- Stochastic Gradient Techniques in Optimization and Learning
- Operations Research Case Study
- Behavioural Operations Research
- Thesis

**Elective Courses**

- Asset Pricing
- Econometrics for Quantitative Risk Management
- Stochastic Processes: The Fundamentals
- Stochastic Processes for Finance and Derivatives Markets
- Derivatives
- Institutional Investments and Asset Liability Management

Version 21-02-2019
MASTER Econometrics and Operations Research - Course Schedule 2019-2020

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

Core

- Bootcamp Econometrics
- Advanced Econometrics 6 EC
- Multivariate Econometrics 6 EC
- Time Series Models 6 EC
- Thesis 18 EC

Choose 2 (or 3) specialization courses
Please check the entry requirements of the course from the Faculty of Science (indicated with *)

- Marketing Strategy 6 EC
- Web Data Processing Systems 6 EC
- Branding and Advertising 6 EC

Marketing Data Case 6 EC

Choose 1 of 7 courses, or an additional specialization course

- Digital Marketing and Technology 6 EC
- Geographic Information Systems 6 EC
- Regional and Urban Economics 6 EC
- Transport Economics 6 EC
- Big Data Analytics in Geographic Information Systems 6 EC
- Big Data Analytics 6 EC
- Data Mining Techniques 6 EC

Specialization courses

- Advanced Econometrics 6 EC
- Multivariate Econometrics 6 EC
- Time Series Models 6 EC
- Thesis 18 EC

Optional courses

Mandatory Courses
Elective Courses

Version 09-04-2019
MASTER Econometrics and Operations Research - Course Schedule 2019-2020

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

Core
- Combinatorial Optimization 6 EC
- Operations Research Case Study 6 EC
- Behavioural Operations Research 6 EC
- Thesis 18 EC

Operations Research Theory
- Continuous Optimization 6 EC
- Discrete Optimization 6 EC
- Heuristic Methods in Operations Research 6 EC
- Scheduling 6 EC
- Advanced Linear Programming 6 EC
- Queueing Theory 6 EC

Elective
- Choose (at least) 2 from 6 LNMB courses
- Choose 1 course from a general list in study guide

Version 21-02-2019
**QUANTITATIVE ECONOMICS**

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

**Core**

- Bootcamp Econometrics
- Advanced Econometrics 6 EC
- Intermediate Microeconomics 3 EC
- Advanced Microeconomics 3 EC
- Advanced Macroeconomics 6 EC
- Geographical Information Systems 6 EC
- Financial Markets and Institutions 6 EC
- Transport Economics 6 EC
- Economics of Climate Change 6 EC

**Specialization courses**

- Time Series Models 6 EC
- Research Project Economics 6 EC
- Choose 1 out of 9
  - Big Data Analytics 6 EC
  - Globalization, Growth and Development 6 EC
  - Human Development 6 EC
  - Industrial Organization and Competition Policy 6 EC
  - Labour Economics 6 EC

**Optional courses**

- Thesis 18 EC

Version 17-05-2019
SUPPLY CHAIN MANAGEMENT
Shaping supply chain networks in an interconnected world

Core

1. Combinatorial Optimization (6 EC)
2. Stochastic Gradient Techniques in Optimization and Learning (6 EC)
3. Operations Research Case Study (6 EC)
4. Behavioural Operations Research (6 EC)
5. Thesis (18 EC)

Elective

Choose at least 2 courses:
- Transport Economics (6 EC)
- Geographical Information Systems (6 EC)
- Operation and Supply Chain Management (6 EC)
- Supply Chain Execution (6 EC)

Choose 1 course from a general list in study guide:

Version 26-02-2019
**Mandatory Courses**

<table>
<thead>
<tr>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Pricing</td>
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</tr>
<tr>
<td>Empirical Finance</td>
<td>6</td>
</tr>
<tr>
<td>Research project</td>
<td>6</td>
</tr>
<tr>
<td>Internship</td>
<td></td>
</tr>
<tr>
<td>Master Thesis</td>
<td>18</td>
</tr>
</tbody>
</table>

**Core**

- Asset Pricing: 6 EC
- Empirical Finance: 6 EC
- Research project: 6 EC

**Electives**

- Choose 2 courses

- Corporate Valuation for Finance: 6 EC
- Bank Management: 6 EC
- Behavioral Finance: 6 EC
- Corporate Valuation for Finance: 6 EC
- Credit, Complexity and System Risk: 6 EC
- Derivatives: 6 EC
- Economics of Payment Systems: 6 EC
- Institutional Investments and Asset Liability Management: 6 EC
- Macro and International Finance: 6 EC
- Real Estate Management: 6 EC
- Quantitative Financial Risk Management: 6 EC

---

**Can you compute the price of Google?**
Finance and Technology (Duisenberg Honours Programme)

<table>
<thead>
<tr>
<th>Course</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Pricing</td>
<td>6 EC</td>
</tr>
<tr>
<td>Advanced Finance, Banking and Insurance</td>
<td>6 EC</td>
</tr>
<tr>
<td>Python for Finance</td>
<td>6 EC</td>
</tr>
<tr>
<td>Empirical Finance</td>
<td>6 EC</td>
</tr>
<tr>
<td>Machine Learning for Finance</td>
<td>6 EC</td>
</tr>
<tr>
<td>Alternative Finance and Shadow Banking</td>
<td>6 EC</td>
</tr>
<tr>
<td>Research Project</td>
<td>6 EC</td>
</tr>
<tr>
<td>Economics of Payment Systems</td>
<td>6 EC</td>
</tr>
<tr>
<td>Algorithmic Trading</td>
<td>6 EC</td>
</tr>
<tr>
<td>Financial Sector Regulation</td>
<td>6 EC</td>
</tr>
<tr>
<td>Internship</td>
<td>0 EC</td>
</tr>
<tr>
<td>Quantitative Financial Risk Management</td>
<td>6 EC</td>
</tr>
<tr>
<td>Thesis</td>
<td>18 EC</td>
</tr>
<tr>
<td>Portfolio</td>
<td></td>
</tr>
</tbody>
</table>

Mandatory Courses: 

Optional Courses: 

Version: 18-02-2019
# Quantitative Risk Management (Duisenberg Honours Programme)

How do you manage risk?

## Mandatory Courses
- **1.** Asset Pricing (6 EC)
- **1.** Stochastic Processes: the Fundamentals (6 EC)
- **1.** Econometrics for Quantitative Risk Management (6 EC)
- **2.** Financial Markets and Institutions (6 EC)
- **2.** Stochastic Processes for Finance and Derivatives Markets (6 EC)
- **3.** Research project (6 EC)
- **4.** Institutional Investments and Asset Liability Management (6 EC)
- **4.** Credit, Complexity and System Risk (6 EC)
- **5.** Master Thesis (18 EC)

## Elective Courses
- **1.** Behavioral Finance (6 EC)
- **1.** Macro and International Finance (6 EC)
- **1.** Financial Sector Regulation (6 EC)
- **1.** Time Series Models (6 EC)
- **1.** Data Mining Techniques (6 EC)
- **1.** Real Estate Management (6 EC)
- **1.** Complex System Simulation (UvA) (6 EC)
- **1.** Quantum Computing (6 EC)
- **1.** Statistics for Networks (6 EC)
- **2.** Evolutionary Computing (6 EC)
- **2.** Stochastic Optimization (6 EC)
- **2.** Machine Learning for the Qualified Self (6 EC)

Choose 2 courses from the electives.
MASTER Marketing - Course Schedule 2019-2020

MARKETING
Prove yourself where it matters

Core

1. Marketing Strategy 6 EC
   Consumer Marketing 6 EC

2. Customer and Marketing Analytics 6 EC

3. Managerial Integration Project 6 EC

Choose 1 out of 2 options

4. Retail Management and E-Commerce 6 EC
   Digital Marketing and Technology 6 EC

Choose 1 out of 2 options

5. International Product Management 6 EC
   Branding and Advertising 6 EC

Choose 1 out of 3 options

6. Survey Research Methods 6 EC
   Experimental Research 6 EC
   Big Data Analytics using Geographic Information Systems 6 EC

Electives I, Electives II

Electives III

Thesis* 18 EC

* Combination with internship at organization is recommended
# 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.

## Core

<table>
<thead>
<tr>
<th>Course</th>
<th>EC</th>
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</thead>
<tbody>
<tr>
<td>Introduction to Econometrics</td>
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<tr>
<td>Applied Econometrics for UTE</td>
<td>3</td>
</tr>
<tr>
<td>Intermediate Micro-economics</td>
<td>3</td>
</tr>
<tr>
<td>Micro-economics for UTE</td>
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</table>

## Recommended electives

<table>
<thead>
<tr>
<th>Course</th>
<th>EC</th>
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<tbody>
<tr>
<td>Economics of Climate Change</td>
<td>6</td>
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<tr>
<td>Research project</td>
<td>6</td>
</tr>
<tr>
<td>Environmental Economics</td>
<td>6</td>
</tr>
<tr>
<td>Transport Economics</td>
<td>6</td>
</tr>
<tr>
<td>Economics of Environmental Policy Instrument Design</td>
<td>6</td>
</tr>
<tr>
<td>Geographical Information Systems</td>
<td>6</td>
</tr>
<tr>
<td>Regional and Urban Economics</td>
<td>6</td>
</tr>
<tr>
<td>Ownership Economics</td>
<td>6</td>
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</tbody>
</table>

## Other electives

<table>
<thead>
<tr>
<th>Course</th>
<th>EC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instrument Design</td>
<td>6</td>
</tr>
<tr>
<td>Portfolio</td>
<td>0</td>
</tr>
</tbody>
</table>

* You may also choose one course from another specialization within the master Spatial, Transport and Environmental Economics.

Choose 2 courses *

* Master Thesis 18 EC
  * Internship 0 EC

Version: 30-04-2019
**TRANSPORT ECONOMICS**

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

---

**Core**

- Introduction to Econometrics (3 EC)
- Applied Econometrics for UTE (3 EC)
- Microeconomics for UTE (3 EC)
- Intermediate Microeconomics (3 EC)

**Recommended electives**

- Regional and Urban Economics (6 EC)
- Weather Economics (6 EC)
- Geographical Information Systems (6 EC)
- Economics of Climate Change (6 EC)
- Economics of Environmental Policy (6 EC)
- Instrument Design (6 EC)

**Other electives**

- Airline Business (6 EC)
- Urban Economic Challenges and Policies (6 EC)
- Environmental Economics (6 EC)

* You may also choose one course from another specialization within the master Spatial, Transport and Environmental Economics. In case you choose the recommended course Airline Business, you are not allowed to choose the courses Network Analysis and Real Estate Management.

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**Portfolio**

**Master Thesis** (18 EC)

**Internship** (0 EC)

**Version:** 30-04-2019
**URBAN AND REGIONAL ECONOMICS**

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

### Core

- **Introduction to Econometrics** 3 EC
- **Applied Econometrics for UTE** 3 EC
- **Regional and Urban Economics** 6 EC
- **Micro-economics for UTE** 3 EC
- **Research project** 6 EC

### Other electives

- **Transport Economics** 6 EC
- **Geographical Information Systems** 6 EC
- **Economics of Climate Change** 6 EC
- **Network Analysis** 6 EC
- **Economics of Environmental Policy Instrument Design** 6 EC
- **Economics of Climate Change** 6 EC
- **Airline Business** 6 EC
- **Real Estate Management** 6 EC

### Recommended electives

- **Empirical Transport Economics**
- **Geographical Information Systems**
- **Environmental Economics**
- **Airline Business**
- **Real Estate Management**

Choose 2 courses

* You may also choose one course from another specialization within the master Spatial, Transport and Environmental Economics

* Choose a maximum of one from Network Analysis, Airline Business, and Real Estate Management

### Portfolio

0 EC