



university of
 groningen

faculty of economics
 and business

Faculty of Economics and Business Academic Year 2019-2020



--Teaching and Examination Regulations
Bachelor's degree programmes and Pre-
master's programmes

--Teaching and Examination Regulations
Master's degree programmes

--Teaching and Examination Regulations
PhD programme for PhD scholarship
students

--Student Charter

Colophon

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I TER BSc and Pre-MSc 2019-2020

Teaching and Examination Regulations Bachelor's degree programmes and Pre-Master's programmes 2019-2020

Section 1 General provisions

Article 1.1 Applicability

1. These Teaching and Examination Regulations (TER) apply to the teaching, the examinations and assessment of the following Bachelor's degree programmes:
 - a) BSc Business Administration (BDK)
 - b) BSc Econometrics and Operations Research (EOR)
 - c) BSc Economics and Business Economics (E&BE)
 - d) BSc International Business (IB)hereinafter referred to as: the degree programmes,
and the following programmes:
 - e) Pre-MSc Accountancy and Controlling (A&C)
 - f) Pre-MSc Accountancy and Controlling for HBO-AC
 - g) Pre-MSc Accountancy and Controlling for HBO-BE and HBO Finance and Control
 - h) Pre-MSc Algemene Economie voor de Lerarenopleiding
 - i) Pre-MSc BA Change Management (CM)
 - j) Pre-MSc BA Health
 - k) Pre-MSc BA Management Accounting and Control (MAC)
 - l) Pre-MSc BA Small Business and Entrepreneurship (SB&E)
 - m) Pre-MSc BA Strategic Innovation Management (SIM)
 - n) Pre-MSc Economic Development and Globalization (ED&G)
 - o) Pre-MSc Finance
 - p) Pre-MSc Human Resource Management (HRM)
 - q) Pre-MSc International Business and Management (IB&M)
 - r) Pre-MSc International Financial Management (IFM)
 - s) Pre-MSc Marketing
 - t) Pre-MSc Supply Chain Management (SCM)
 - u) Pre-MSc Technology and Operations Management (TOM)hereinafter referred to as: the Pre-Master's programmes or Pre-MSc's,
and to all students enrolled in one of the degree programmes or Pre-Master's programmes.
2. The degree programmes and Pre-Master's programmes are organized by the Faculty of Economics and Business of the University of Groningen (henceforth referred to as 'the Faculty' or 'FEB').
3. These Teaching and Examination Regulations also apply to students of other degree programmes, faculties or institutes of higher education, insofar as they take courses of one of the degree programmes or Pre-Master's programmes.
4. Notwithstanding the provisions in Article 9.9.2, courses of other degree programmes, faculties or institutes of higher education, taken by FEB-students, are subject to the Teaching and Examination Regulations of those programmes, faculties or institutes and to the decisions of the relevant Board of Examiners.
5. These Teaching and Examination Regulations also apply to the Entrepreneurship Minor and the Energy Minor offered by the Faculty, and to students who take (courses of) these minors.
6. These Teaching and Examination Regulations also apply to the Double Degree Bachelor programmes offered by the Faculty in collaboration with foreign partner

universities, i.e.:

- a) Double Degree programme of the **BSc Econometrics and Operations Research** (FEB) and the Undergraduate Programme in Economics of the Fudan University, School of Economics, Shanghai, China.
- b) Double Degree programme of the **BSc Economics and Business Economics**, profiles Economics and International Economics and Business (FEB) and the Undergraduate Programme in Economics of the Fudan University, School of Economics, Shanghai, China.
- c) Double Degree programme of the **BSc International Business** (FEB) and the International Undergraduate Programme in Business and Economics of the Universitas Gadjah Mada, Faculty of Economics and Business, Yogyakarta, Indonesia.
- d) Double Degree programme of the **BSc International Business** (FEB) and the International Undergraduate Programme in Business and Economics of the Universitas Indonesia, Faculty of Economics and Business, Jakarta, Indonesia.
- e) Double Degree programme of the **BSc International Business** (FEB) and the Institute of Technology Bandung, Indonesia.
- f) Double Degree programme of the **BSc International Business** (FEB) and the International BSc programme of the KEDGE Business School, Bordeaux, France.

Hereinafter referred to as: the Double Degree Bachelor programmes insofar as it concerns courses taken by students at the Faculty of Economics and Business. The courses of the Double Degree bachelor programmes taken by students at a partner university are subject to the Teaching and Examination Regulations of that university. The Faculty of Economics and Business and the partner university are jointly responsible for the programme and for the award of diplomas.

Article 1.2 Definitions

The following definitions apply to these Regulations¹

- a. Act, WHW: the Wet op het hoger onderwijs en wetenschappelijk onderzoek (Higher Education and Research Act).
- b. Student: a person who is enrolled as a Bachelor student at the University of Groningen after having paid a tuition fee (the enrolment rights of the student are covered by Article 7.34 of the Act), or a person who is enrolled as a Pre-MSc student at the University of Groningen after having paid a compensation fee according to Article 7.51i. of the Act.
- c. Degree programme: one of the Bachelor's degree programmes listed in Article.1.1 of these regulations.
- d. Profile: a specialization or variant of a study programme.
- e. Module or Course: a part of the degree programme as defined in Article 7.3 of the Act.
- f. Ocasys: the digital course catalogue of the University of Groningen specifying the degree programmes and the content of the courses in the degree programmes (<http://www.rug.nl/ocasys>).
- g. ECTS credit (EC): international unit expressing student work load of courses; according to the European Credit Transfer and Accumulation System, one ECTS credit point (EC) equals 28 hours of study.
- h. Propaedeutic phase: the initial phase (the first 60 ECTS credits) of the Bachelor's degree programme as defined in Article 7.8 of the Act.

1 For the other terms, not further specified in Article 1.2, the definitions as mentioned in the WHW apply.

- | | | |
|----|---------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| i. | Post-propaedeutic phase: | the part of the Bachelor's degree programme following the propaedeutic phase. |
| j. | Study progress overview: | a written overview of study results and corresponding ECTS credits. |
| k. | Preliminary study advice: | a study progress overview including a preliminary study advice issued halfway the first year of study. |
| l. | Definitive study advice: | a study advice that is issued only once and which may result in rejection of the student in question, in accordance with Article 7.8b.1 and Article 7.8b.2 of the Act. |
| m. | BSA (Binding study advice): | negative study advice prohibiting the student to enrol in the degree programme or related courses within the same cluster concerned for two consecutive years. |
| n. | Minor slot: | the programmed space in the first semester of the third academic year for differentiation within the programme. |
| o. | Faculty minor: | coherent course package, broadening or deepening the degree programme offered by the Faculty. |
| p. | University minor: | coherent course package, not necessarily related to the degree programme offered by another faculty or -depending on the conditions- by the Faculty Economics and Business of the UG. |
| q. | Foreign minor: | course package offered by a foreign university, to be followed by the student abroad. |
| r. | Pre-Master's/Pre-MSc programme: | a programme intended to remedy deficiencies for admission to a Master's degree programme. |
| s. | Examination: | an investigation into the knowledge, insights and skills of the student with regard to a unit of study as well as the assessment of the results of the study. An exam can consist of several parts. The results of these parts jointly determine the examination result (described in more detail in the Regulations Grading Assignments and Partial Examinations). |
| t. | Final assessment: | the entirety of all examinations of study belonging to the programme. |
| u. | Examiner: | a person appointed by the Board of Examiners according to Article 7.12 of the Act to set examinations and determine their results. |
| v. | Study year/
Academic year: | the period of time that starts on 1 September and ends on 31 August of the following year. |
| w. | Semester: | part of the academic year, either starting on 1 September and ending on a date to be determined by the Board of the University on or around 31 January, or starting on the aforementioned date determined by the Board of the University and ending on 31 August. A semester may be divided into two blocks. |
| x. | Practical: | a practical assignment as referred to in Article 7.13 of the Act, in one of the following forms: <ul style="list-style-type: none"> • a draft, • a research assignment, • participation in a field trip or excursion, • completion of an internship, • participation in another educational activity designed to teach certain skills. |

- y. Extraordinary circumstances: circumstances such as those referred to in Article 7.51 of the Act, and which will be taken into account when formulating a decision within the meaning of Article 5.5, Article 9.8 and Article 9.9 of these TER. For the UG, the Graduation Fund Regulations 2019-2020 contain an elaboration of Article 7.51 of the Act. In these Regulations, extraordinary circumstances include, in any case, a disability or chronic illness, illness, pregnancy and delivery, extraordinary family circumstances, a degree programme which is not feasible, students with an elite sports status (issued by the elite sports coordinator), students with a 'student entrepreneur status' (issued by the UGCE) , membership of a consultative participation body.
- z. Board of Examiners: the independent board charged with the duties and powers as laid down in Article 7.11, Article 7.12, Article 7.12b. and Article 7.12c. of the Act, including assessing whether the requirements of the final assessment have been met.
- aa. Admissions Board: the board that has decision-making powers in matters concerning admission to the degree programme on behalf of the Faculty Board.
- ab. VWO-diploma: pre-university certificate in accordance with Article 13.1 of the Secondary Education Act BES or Article 7 of the Secondary Education Act BES.
- ac. Programme committee: the consultative and advisory body that fulfils the duties referred to in Article 9.18 of the Act.
- ad. Regular student: a student who is enrolled at the University of Groningen and who is not a part-time student, Minor student or non-degree exchange student.
- ae. Matching: matching activities and degree programme advice in accordance with Article 7.31a. up to and including 7.31d. of the Act, further elaborated in Chapter 3 of the University of Groningen Regulations for Registration and Tuition Fees (RIC).
- af. Curriculum: coherent set of components that together form an educational programme.
- ag. Online Application System (OAS): system of the University of Groningen within which prospective students can complete their registration by uploading relevant documents.
- ah. University Board: the Executive Board of the University of Groningen.
- ai. Faculty Board: the Executive Board of the Faculty of Economics and Business of the University of Groningen.
- aj. Faculty Council: the participation council that fulfils the duties referred to in Articles 9.37 a.f. of the Act.
- ak. University of Groningen (UG): university which the Faculty of Economics and Business is part of.

Article 1.3 Objectives and learning outcomes of the degree programmes

1. The objectives and learning outcomes of the Bachelor's degree programme in Business Administration can be found in Appendix 1.1.
2. The objectives and learning outcomes of the Bachelor's degree programme in Econometrics and Operations Research can be found in Appendix 1.2.
3. The objectives and learning outcomes of the Bachelor's degree programme in

- Economics and Business Economics can be found in Appendix 1.3.
4. The objectives and learning outcomes of the Bachelor's degree programme in International Business can be found in Appendix 1.4.
 5. The University's digital course catalogue Ocasys sets out the course specific learning goals of the modules.

Article 1.4 Subsequent Master's degree programmes¹

1. The Bachelor's degree in **Business Administration** grants direct admission to the following Master's degree programmes offered by the Faculty:
 - a) MSc Accountancy and Controlling²
 - b) MSc Business Administration
 - c) MSc Economic Development and Globalization³
 - d) MSc Social Sciences and Humanities Education - Economics and Business⁴
 - e) MSc Finance⁵
 - f) MSc Human Resource Management
 - g) MSc International Business and Management
 - h) MSc International Financial Management
 - i) MSc Marketing
 - j) MSc Supply Chain Management
 - k) MSc Technology and Operations Management
2. The Bachelor's degree in **Econometrics and Operations Research** grants direct admission to the following Master's degree programmes offered by the Faculty:
 - a) MSc Business Administration
 - b) MSc Econometrics, Operations Research and Actuarial Studies
 - c) MSc Economic Development and Globalization
 - d) MSc Economics
 - e) MSc Social Sciences and Humanities Education - Economics and Business
 - f) MSc Finance⁶
 - g) MSc International Business and Management
 - h) MSc Marketing
 - i) MSc Supply Chain Management
 - j) MSc Technology and Operations Management
3. The Bachelor's degree in **Economics and Business Economics** grants direct admission to the following Master's degree programmes offered by the Faculty:
 - a) MSc Business Administration
 - b) MSc Economic Development and Globalization
 - c) MSc Economics
 - d) MSc Social Sciences and Humanities Education - Economics and Business
 - e) MSc Finance⁷
 - f) MSc Human Resource Management
 - g) MSc International Business and Management
 - h) MSc International Financial Management

1 The MSc Social Sciences and Humanities Education is offered by the Faculty of Behavioural and Social Sciences.

2 Entry only with the BSc Business Administration, Accountancy and Controlling profile.

3 Additional entry requirement as of 2019-2020: Minor IE&B (as of 2020-2021 Minor IE&B or Minor ED&G).

4 Additional entry requirement: Minor Algemene Economie voor de Lerarenopleiding.

5 Additional entry requirement: Minor Finance.

6 Additional entry requirement: Intermediate Asset Pricing (EBB084A05) and Corporate Finance for E&BE (EBB079A05) (or Intermediate Corporate Finance (EBB079B05)).

7 Additional entry requirement: Intermediate Asset Pricing (EBB084A05) and Corporate Finance for E&BE (EBB079A05) (or Intermediate Corporate Finance (EBB079B05)).

- i) MSc Marketing
 - j) MSc Supply Chain Management
 - k) MSc Technology and Operations Management
4. The Bachelor's degree in **International Business** grants direct admission to the following Master's degree programmes offered by the Faculty:
- a) MSc Business Administration
 - b) MSc Economic Development and Globalization
 - c) MSc Social Sciences and Humanities Education - Economics and Business¹
 - d) MSc Finance²
 - e) MSc Human Resource Management
 - f) MSc International Business and Management
 - g) MSc International Financial Management
 - h) MSc Marketing
 - i) MSc Supply Chain Management
 - j) MSc Technology and Operations Management

Section 2 Entry requirements

Article 2.1 Start of the degree programmes

1. The programmes start once a year; i.e. 1 September.
2. Admission to or re-enrolment in one of the programmes is only possible as of 1 September.
3. Students who have completed the propaedeutic phase of a study program can also be admitted on a different date, namely 1 November, 1 February or 1 April when they want to re-enrol for the post-propaedeutic phase of the same study program.

Article 2.2 Admission to the degree programmes

1. Notwithstanding the provisions of Article 2.2.3, students who have a VWO (pre-university education) diploma with one of the following profiles:

Profile	Additional requirements
Economics and Society	
Nature and Technology	
Nature and Health	
Culture and Society	WiA or WiB
(Wi = Mathematics)	
The following applies to holders of a VWO diploma gained before September 2009: WiB1 instead of WiB, WiA1,2 instead of WiA.	

are admissible to the Bachelor's degree programmes in

- a) Business Administration
 - b) Economics and Business Economics
 - c) International Business
2. Students who have a VWO (pre-university education) diploma with one of the following profiles:

Profile	Additional requirements
Economics and Society	WiB
Nature and Technology	

1 Additional entry requirement: Minor Algemene Economie voor de Lerarenopleiding.

2 Additional entry requirement: Minor Finance.

Nature and Health	WiB
Culture and Society	WiB
(Wi = Mathematics)	
NB: The following applies to holders of a VWO diploma gained before September 2009: WiB1 instead of WiB.	

are admissible to the Bachelor's degree programme in Econometrics and Operations Research.

3. Students with an HBO (higher professional education) diploma or an HBO propaedeutic certificate who demonstrate to the Admissions Board' satisfaction that they have sufficient command of Mathematics and English are admissible to the Bachelor's degree programmes.

Article 2.3 Deficiencies

1. The holder of a VWO diploma awarded under the 31 July 1998 provisions applying to or pursuant to the Secondary Education Act may compensate for deficiencies in the subjects listed below by passing before registration for the degree programme the relevant examinations at the level of the VWO final examination to the satisfaction of the Admissions Board:
 - a) Mathematics (Wiskunde) B for the Econometrics and Operations Research degree programme.
 - b) Mathematics (Wiskunde) A for the other Bachelor's degree programmes offered by the Faculty.

Article 2.4 Language requirement

1. Students who have been admitted to a degree programme on the basis of a foreign certificate or degree may be asked by the Admissions Board – before registration – to take a Dutch or English language test, depending on the language of the chosen degree programme. The test is to be administered by an agency stipulated by the Admissions Board.
2. The Dutch language proficiency requirement will be met by passing the State Examination in Dutch as a Second Language (NT2).
3. The English language proficiency requirement will be met by passing an examination in English at the level of the VWO final exam or competence of English at a level at least equivalent to one of the following test scores:
 - an internet-based (iBT) TOEFL score of 90 (Speaking 20 and Writing 20), or
 - an IELTS Academic score of 6 (Speaking 6 and Writing 5.5), or
 - a Cambridge English result of C1 Advanced with a minimum score of 169, or
 - a University of Groningen Language Centre Test score of B2 for all sections, or
 - a level equivalent to those mentioned above, at the discretion of the Admissions Board.

Article 2.5 University entrance examination (Colloquium Doctum)

1. The Admissions Board is charged with the execution of the investigation into admission, as per Article 7.29 of the Act.
2. The person who wishes to take the entrance examination (colloquium doctum) must have reached the age of twenty-one on the date of the investigation. This requirement can be waived if the person concerned is in possession of a diploma awarded outside the Netherlands. The age requirement can also be waived if the person concerned has refugee status and is unable to show her/his diploma for that

reason.

3. The entrance examination refers to the following subjects at the stated level:
 - a) For the Bachelor's degree programme in Business Administration:
 - Mathematics: Wiskunde A at VWO final exam level, and
 - Dutch: at VWO final exam level, and
 - English: at VWO final exam level.
 - b) For the Bachelor's degree programme in Economics and Business Economics:
 - Mathematics: Wiskunde A at VWO final exam level, and
 - English: at VWO final exam level.
 - c) For the Bachelor's degree programme in Econometrics and Operations Research:
 - Mathematics: Wiskunde B at VWO final exam level, and
 - English: at VWO final exam level.
 - d) For the Bachelor's degree programme in International Business:
 - Mathematics: Wiskunde A at VWO final exam level, and
 - English: at VWO final exam level.
4. The testimony of passing the colloquium successfully gives entitlement to admission to the relevant programme for a period of two academic years after the colloquium was taken.

Article 2.6 Admissions Board

1. The Admissions Board has the power to decide in matters concerning admission to the degree programme on behalf of the Faculty Board.
2. The Admissions Board consists of the Programme Directors of the Bachelor's degree programmes of the Faculty.
3. The Director of Education of the Faculty will be appointed as advisory member and as secretary.
4. The nomination is made by the Faculty Board, which also establishes the Admissions Regulations.

Article 2.7 Matching

1. Prospective students who have applied before 1 May of the year in which they will start with their study, have the right¹ to participate in the matching activities related to the degree programme in question. Prospective students will be issued with a degree programme advice based on their participation in the matching activities.
2. The stipulations in the University of Groningen Regulations for Registration and Tuition Fees (RIC) and the Faculty matching procedure apply.

Article 2.8 Admission to the Pre-Master's programmes

1. Direct admission to the Pre-Master's programme preparing for the following Master's degree programmes:
 - a) MSc Accountancy and Controlling
 - b) MSc Business Administration
 - c) MSc Economic Development and Globalization
 - d) MSc Finance
 - e) MSc Human Resource Management
 - f) MSc International Business and Management
 - g) MSc International Financial Management
 - h) MSc Marketing

1 As of study year 2019-2020 these matching activities are optional for prospective students.

- i) MSc Supply Chain Management
 - j) MSc Technology and Operations Management
- will be granted to holders of a Bachelor's degree of an accredited degree programme of a Dutch university of applied sciences with a study load of 240 EC or a Bachelor's degree of an accredited degree programme of a Dutch university with a study load of 180 EC. These students must also have sufficient knowledge of English as set out in Article 2.8.5.
2. In addition to the provisions of Article 2.8.1 direct admission to the special Pre-Master's programmes HBO-AC and HBO-BE and HBO-Finance and Control preparing for the Master's degree programmes Accountancy and Controlling, will be granted to holders of one of the certificates set out in Appendix 10. For admission to the Pre-MSc Algemene Economie voor de Lerarenopleiding, the Admissions Board will decide whether a candidate is admitted or not.
 3. Students can, within a period of three years, be admitted to only one of the pre-master's programmes as mentioned in Article 2.8.1. and Article 2.8.2. This admission is valid for one year and is only granted once. It will only be extended – for a maximum of one year – if a student has earned at least 50 EC of the Pre-Master's programme during the year of admission. For the Pre-Master's programme Pre-MSc A&C for HBO-AC and Pre-MSc Algemene Economie voor de Lerarenopleiding the requirement for extension is at least 20 EC.
 4. In the event that the admission to the Pre-Master's programme is not extended, the student can be admitted to the regular Bachelor's degree programme at her/his request.
 5. Students are deemed to have met the entry requirement of 'sufficient knowledge of English' if they meet one of the following requirements:
 - a) Native-speaker command of English.
 - b) Passing an examination in English at the level of the VWO final exam or competence of English at a level at least equivalent to one of the following test scores:
 - an internet-based (iBT) TOEFL score of 90 (Speaking 20 and Writing 20), or
 - an IELTS Academic score of 6 (Speaking 6 and Writing 5.5), or
 - a Cambridge English result of C1 Advanced with a minimum score of 169, or
 - a University of Groningen Language Centre Test score of B2 for all sections, or
 - a level equivalent to those mentioned above, at the discretion of the Admissions Board.
 - c) Having passed the English for E&BE course (EBP837B05) or English for IB course (EBP665C05) or an equivalent course.
 - d) Having successfully completed one of the English-taught Bachelor's degree programmes at the Faculty of Economics and Business.
 6. Students with a Bachelor's degree that does not satisfy the requirements set out in Article 2.8.1 and Article 2.8.2 and students who have completed an equivalent degree programme may apply to the Admissions Board of the Master's degree programmes for admission to a Pre-Master's degree programme.
 7. For students who cannot be directly admitted to the MSc Economics and/or the MSc EORAS the Admissions Board of the master programmes can, at the student's request, determine an individual Pre-Master's programme. Article 2.8.3. is applicable, on the understanding that at the same time as the individual programme the progress requirement after 1 year is set.
 8. A pre-condition for registration in one of the pre-MSc programmes for persons who want to enter the program on the basis of a non-Dutch diploma:
 - a) a completed request for registration, on 1 May prior to the year of registration, in Studylink, the online application for enrolment or re-enrolment at an

institution of higher education in the Netherlands.

- b) a completed registration, on 1 July prior to the year of registration, in OAS, the Online Application System of the RUG.

Article 2.9 Admission to the Energy minor

Admissible to the Energy minor are students enrolled in a bachelor's degree programme of the University of Groningen, on condition that they have successfully completed the propaedeutic phase.

Article 2.10 Admission to the Entrepreneurship minor

Admissible to the Entrepreneurship minor are students enrolled in a bachelor's degree programme of the University of Groningen, not offered by the Faculty Economics and Business, on condition that they have successfully completed the propaedeutic phase. Also students from the bachelor programme Industrial Engineering & Management offered by the Faculty of Science and Engineering are not admissible to the Entrepreneurship minor.

Article 2.11 Admission to the Innovation and Entrepreneurship minor

Students who are registered for a bachelor programme of the faculty Economics and Business of the University of Groningen and students who are registered for the bachelor programme Industrial Engineering & Management offered by the Faculty of Science and Engineering of the University of Groningen have admission to the Innovation and Entrepreneurship minor, on condition that they have successfully completed the propaedeutic phase of the programme concerned. In some FEB programmes this minor can only be taken extracurricular. Definitive admission to the Innovation and Entrepreneurship minor takes place on the basis of a motivation letter, which must be submitted by the student to the minor co-ordinator no later than 1 July preceding the academic year the student wishes to take this minor.

Section 3 Structure of the degree programmes

Article 3.1 Types of degree programme

The Bachelor's degree programmes are full-time programmes.

Article 3.2 Structure of study programmes and final assessment

1. The Bachelor's degree programmes are divided into a propaedeutic phase and a post-propaedeutic phase.
2. The Bachelor's degree programmes are concluded with the final assessment for the Bachelor's degree.

Article 3.3 Language of instruction

1. The teaching, the examinations and final assessments for the degree programme in Business Administration will in principle be taught in Dutch. Exceptions to this rule will be indicated in Ocasys.
2. The degree programmes in 'Econometrics and Operations Research', 'Economics and Business Economics' and 'International Business' will be taught in English. The examinations and the final assessment will also be held in English.

Article 3.4 Study load

1. The Bachelor's degree programmes have a study load of 180 EC.
2. The propaedeutic phase has a study load of 60 EC.
3. The programme of students enrolled in two Bachelor's degree programmes or two profiles of one Bachelor's degree programme must comprise at least 200 EC worth of post-propaedeutic courses.
4. Study load is expressed in whole EC.

Article 3.5 Contact hours

1. The propaedeutic phase of the degree programme comprises a minimum of 480 contact hours a year.
2. The post-propaedeutic phase of the degree programme comprises a minimum of 200 contact hours a year.
3. The structure of the contact hours is set out in Appendix 4 of these Teaching and Examination Regulations or is registered in the Student Handbook and/or Ocasys.

Article 3.6 Participation in courses

1. Students may participate in courses of the degree programme if they register in time via <https://progresswww.nl/rug/>.
2. Registration for more than 20 EC per block is only possible with the permission of the programme of registration.
3. The deadlines for registration in courses are mentioned in the Student Handbook.
4. Timely registration is necessary to be assured of participation in the courses.
5. If the number of registrations exceeds capacity the Faculty Board may decide to restrict participation in a course. This restriction only applies to students for whom the course in question is not a compulsory part of the curriculum.
6. The Faculty Board may decide to apply selection methods for some courses. This selection method, in the form of an application procedure, will be carried out by or on behalf of the Faculty Board.

Section 4 The propaedeutic phase of the degree programmes

Article 4.1 Structure of the propaedeutic phase

1. The propaedeutic courses of the Bachelor's degree programme in Business Administration can be found in Appendix 2.1.
2. The propaedeutic courses of the Bachelor's degree programme in Econometrics and Operations Research can be found in Appendix 2.2.
3. The propaedeutic courses of the Bachelor's degree programme in Economics and Business Economics can be found in Appendix 2.3.
4. The propaedeutic courses of the Bachelor's degree programme in International Business can be found in Appendix 2.4.
5. The University's digital course catalogue Ocasys sets out the learning outcomes, content and teaching methods of the courses of the various degree programmes in more detail, including the level of prior knowledge preferred, or in some cases compulsory, to take the course in question.

Article 4.2 Practical assignments in the propaedeutic phase

The propaedeutic courses for which practical assignments must be completed in order to qualify for the examination can be found in Appendix 3.

Section 5 Study progress, including the BSA system

Article 5.1 Study progress overview

1. In the first year of registration in the propaedeutic phase of the degree programme, students will receive a study progress overview at the end of the first block of the academic year, and no later than the end of the first semester of the degree programme, comprising an overview of the EC earned so far.
2. Additional study progress overviews will be sent to students later in the academic year.

Article 5.2 Preliminary study advice

1. In the first year of registration in the propaedeutic phase of the degree programme, after the end of the regular examinations of the first semester, however before 1 March students will receive a written preliminary study advice.
2. The preliminary study advice should be considered as a warning in case of insufficient study progress, giving students the chance to improve their performance.
3. If the study progress is insufficient to such an extent that the student cannot reasonably be expected before the end of the first year to satisfy the conditions for receiving a positive study advice as listed in Article 5.3.2a, he will be invited to a meeting. The aim of the meeting is to discuss the student's study habits, to reassess the choice of degree programme and perhaps to refer to a different degree programme.

Article 5.3 Definite study advice

1. At the end of the first year of registration in the degree programme, after the second semester resits and no later than 31 July, students receive a written definitive study advice.
2. The definitive study advice is
 - a) positive, if the student has earned at least 45 EC of the propaedeutic phase of the degree programme
 - b) negative, if the student has earned less than 45 EC of the propaedeutic phase of the degree programme. A negative study advice is binding on students (BSA) in accordance with Article 7.8b.3 of the Act
3. When determining the number of EC earned, only those EC awarded upon passing the propaedeutic courses within the meaning of Article 4.1 shall be taken into consideration. EC awarded for exemptions or after passing partial examinations will count towards the total.
4. The Faculty Board will take into consideration concerning the definite study advice:
 - a) extraordinary circumstances within the meaning of Article 5.5 will be taken into account in the decision about which study advice to issue in the first year of registration in the degree programme
 - b) if, due to extraordinary circumstances that occurred in the first year, no assessment can be issued about the suitability for the programme of the student, notwithstanding Article 5.3.2, the assessment can be postponed till a later time in the propaedeutic phase. A modified threshold may be used for the student concerned

Article 5.4 Further provisions concerning the definite study advice

1. Students who register for the propaedeutic phase of two or more degree programmes will be issued a study advice for each of the degree programmes for which they have registered. As soon as a student passes the positive BSA threshold for one of the degree programmes, the requirement to pass this threshold lapses for the other degree programmes.
2. Students who have completed the propaedeutic phase of a university degree programme at the RUG or another Dutch university will not be issued with a study advice as set out in Article 5.3.
3. No study advice will be issued to students who are de-registered as of 1 March of the first year of registration in the propaedeutic phase of the degree programme. If, in a subsequent academic year, they re-register for the same programme or a programme belonging to the same cluster (see Article 5.7) they are deemed to have started studying anew and consequently the same threshold applies to them that also applies to propaedeutic students who had not registered before for the programme.
4. Students who register as of 1 February for the propaedeutic phase of one of the degree programmes and who were not previously registered as a student for that programme or for one of the programmes for which according to the provisions in Article 5.7 a negative study advice would be applicable that same year, must have earned at least 20 EC in the second semester of their programme by the end of the first year of study in order to qualify for a positive study advice. For all students that have been registered before 1 February for shorter or longer periods of time for the same degree programme the threshold of Article 5.3 applies.
5. All students who have been issued with a postponed study advice with either a modified BSA threshold or not are expected to draw up a study plan in consultation with their assigned supervisor, comprising at least the following:
 - a) the propaedeutic courses that have not yet been passed with a time line
 - b) the post-propaedeutic courses that may be followed subsequent to the courses listed in Article 5.4.5.a

Article 5.5 Extraordinary circumstances

1. When deciding whether to issue a negative study advice (BSA), the Faculty Board will take a student's extraordinary circumstances into account at a student's request. The evaluation of extraordinary circumstances will also take into account the student's study behaviour, the agreements made and/or the study plan drawn up in consultation with the study advisor, when the extraordinary circumstances were reported and the study results achieved by the end of the first year of study.
2. To enable the faculty to support a student as well as possible the student must report extraordinary circumstances as soon as possible to the study advisor. At the request of the student the faculty board will decide, after advice of the faculty BSA committee, on an adaptation of the BSA threshold for the student concerned. Also in case the study planning drawn up with the study advisor, whether or not based on adapted BSA threshold, is not achieved the student must still report this as soon as possible to the study advisor.
3. If the study advice is postponed according to Article 5.3.4.b, then the study advice shall be issued no later than at the end of the second year of registration for the programme,
 - a) the postponed study advice is converted into an advice, if the BSA threshold is achieved whether modified or not.
 - b) the student will still get a negative study advice (BSA), if he has failed to achieve

the threshold whether or not modified, in the second year of registration.

4. Extraordinary circumstances as referred to in Article 5.5.1 do not automatically lead to a successful application for a grant from the Graduation Fund¹.

Article 5.6 Procedure for issuing a study advice

1. The study advice as set out in Article 5.2 and Article 5.3 is issued by the Faculty Board on behalf of the Board of the University. The decision will also state the applicable safeguards of legal rights.
2. Before a negative study advice is issued, the student in question will be notified of this intention and will be given the opportunity to put her/his case to the Faculty Board or a representative thereof.

Article 5.7 Consequences of a negative study advice

1. A negative study advice bans the student for a period of two years from registering or re-registering for the degree programme(s) to which the advice applies.
2. A negative study advice applies to all profiles of the degree programme(s) for which it has been issued.
3. A negative study advice for the Bachelor's degree programme in Business Administration also applies to the Bachelor's degree programme in International Business.
4. A negative study advice for the Bachelor's degree programme in International Business also applies to the Bachelor's degree programme in Business Administration.
5. It is not permitted to follow courses in a degree programme via a different degree programme or educational institution in order to avoid the consequences of a binding (negative) study advice. No exemptions will be granted for courses completed in this way, nor will such completed courses be recognized within the framework of the degree programme in any other way.

Section 6 Admission to the post-propaedeutic phase

Article 6.1 Admission to the post-propaedeutic phase of BA

1. Students who have completed the propaedeutic phase in Business Administration will be directly admitted to the post-propaedeutic phase of the Bachelor's degree programme in Business Administration.
2. Students who have completed the propaedeutic phase in Economics and Business Administration will be provisionally admitted to the post-propaedeutic phase of the Bachelor's degree programme in Business Administration. Provisional admission is valid for a maximum of one year and only applies to courses of the first year of the post-propaedeutic programme. Provisional admission will be converted into definitive admission as soon as a student has passed the following propaedeutic courses:
 - a) Gedrag in organisaties (5 EC, EBP607A05)
 - b) Informatiemanagement BDK (5 EC, EBP024A05)
 - c) Management Accounting BDK (5 EC, EBP026A05)
 - d) Organisatie en Technologie BDK (5 EC, EBP618B05)
 - e) Supply Chain Operations (5 EC, EBP029A05)Having completed these courses, the student will be exempted from the following post-propaedeutic courses: Financial Management BDK (5 EC, EBB046A05) and

¹ University of Groningen Graduation Fund Regulations UG 2019–2020.

- Kwantitatieve onderzoeksmethoden (5 EC, EBB051A05).
3. Students who have completed the propaedeutic phase in International Business will be provisionally admitted to the post-propaedeutic phase of the Bachelor's degree programme in Business Administration of the University of Groningen. Provisional admission is valid for a maximum of one year and only applies to courses of the first year of the post-propaedeutic programme. Provisional admission will be converted into definitive admission as soon as a student has passed the following propaedeutic courses:
 - a) Informatiemanagement BDK (5 EC, EBP024A05)
 - b) Management Science (5 EC, EBP025A05)
 - c) Organisatie en omgeving (5 EC, EBP028A05)
 4. Students who have completed the propaedeutic phase in Industrial Engineering and Management of the University of Groningen will be provisionally admitted to the post-propaedeutic phase of the Bachelor's degree programme in Business Administration of the University of Groningen. Provisional admission is valid for a maximum of one year and only applies to courses of the first year of the post-propaedeutic programme. Provisional admission will be converted into definitive admission as soon as a student has passed the following propaedeutic courses:
 - a) Marketing BDK (5 EC, EBP027A05)
 - b) Organisatie en technologie BDK (5EC, EBP618B05)
 - c) Gedrag in organisaties (5 EC, EBP607A05)
 - d) Informatiemanagement BDK (5 EC, EBP024A05)
 - e) Academic Skills II (5 EC, EBP022A05)

An exemption will be granted for the postpropaedeutic course Ontwerpmethodologie (5 EC, EBB052A05).

Article 6.2 Admission to the post-propaedeutic phase of EOR

Students who have completed the propaedeutic phase in Econometrics and Operations Research will be directly admitted to the post-propaedeutic phase of the Bachelor's degree programme in Econometrics and Operations Research.

Article 6.3 Admission to the post-propaedeutic phase of E&BE

1. Students who have completed the propaedeutic phase in Economics and Business Economics will be directly admitted to the post-propaedeutic phase of the Bachelor's degree programme in Economics and Business Economics.
2. Students who have completed the propaedeutic phase in Business Administration will be provisionally admitted to the post-propaedeutic phase of the Bachelor's degree programme in Economics and Business Economics. Provisional admission is valid for a maximum of one year and only applies to courses of the first year of the post-propaedeutic programme. Provisional admission will be converted into definitive admission as soon as a student has passed the following propaedeutic courses:
 - a) Asset Pricing and Capital Budgeting (5 EC, EBP032A05)
 - b) English for E&BE (5 EC, EBP837B05)
 - c) International Economics for E&BE (5 EC, EBP810B05)
 - d) Macroeconomics for E&BE (5 EC, EBP812B05)
 - e) Mathematics and Data Analysis for E&BE (5 EC, EBP034A05)
 - f) Mathematics for E&BE (5 EC, EBP817B05)
 - g) Microeconomics for E&BE: Consumers&Firms (5 EC, EBP819B05)
3. Students who have completed the propaedeutic phase in Econometrics and Operations Research will be provisionally admitted to the post-propaedeutic phase

of the Bachelor's degree programme in Economics and Business Economics. Provisional admission is valid for a maximum of one year and only applies to courses of the first year of the post-propaedeutic programme. Provisional admission will be converted into definitive admission as soon as a student has passed the following propaedeutic courses:

- a) English for E&BE (5 EC, EBP837B05)
- b) Financial Accounting for E&BE (5 EC, EBP802B05)
- c) International Economics for E&BE (5 EC, EBP810B05)
- d) Macroeconomics for E&BE (5 EC, EBP812B05)
- e) Marketing for E&BE (5 EC, EBP033A05)

Having completed these courses, the student will be exempted from the following post-propaedeutic course: Matrix Analysis and Optimization (5 EC, EBB066A05)

4. Students who have completed the propaedeutic phase in International Business will be provisionally admitted to the post-propaedeutic phase of the Bachelor's degree programme in Economics and Business Economics.

Provisional admission is valid for a maximum of one year and only applies to courses of the first year of the post-propaedeutic programme. Provisional admission will be converted into definitive admission as soon as a student has passed the following propaedeutic courses:

- a) Asset Pricing and Capital Budgeting (5 EC, EBP032A05)
- b) Macroeconomics for E&BE (5 EC, EBP812B05)
- c) Mathematics and Data Analysis for E&BE (5 EC, EBP034A05)
- d) Mathematics for E&BE (5 EC, EBP817B05)
- e) Microeconomics for E&BE: Consumers&Firms (5 EC, EBP819B05)
- f) International Economics for E&BE (5 EC, EBP810B05)

Article 6.4 Admission to the post-propaedeutic phase of IB

1. Students who have completed the propaedeutic phase in International Business will be directly admitted to the post-propaedeutic phase of the Bachelor's degree programme in International Business.

2. Students who have completed the propaedeutic phase in Business Administration will be provisionally admitted to the post-propaedeutic phase of the Bachelor's degree programme in International Business.

Provisional admission is valid for a maximum of one year and only applies to courses of the first year of the post-propaedeutic programme. Provisional admission will be converted into definitive admission as soon as a student has passed the following propaedeutic courses:

- a) English for IB (5 EC, EBP665C05)
- b) International Marketing for IB (5 EC, EBP661B05)
- c) Introduction to International Business (5 EC, EBP003A05)
- d) Research Methodology for IB (5 EC, EBP662C05)

Having completed these courses, the student will be exempted from the following post-propaedeutic course: Information Systems Management (5 EC, EBB632A05).

3. Students who have completed the propaedeutic phase in Economics and Business Economics will be provisionally admitted to the post-propaedeutic phase of the Bachelor's degree programme in International Business.

Provisional admission is valid for a maximum of one year and only applies to courses of the first year of the post-propaedeutic programme. Provisional admission will be converted into definitive admission as soon as a student has passed the following propaedeutic courses:

- a) Organizational Behaviour for IB (5 EC, EBP654D05)
- b) Organizational Structure (5 EC, EBP670C05)

- c) Global Supply Chain Management (5 EC, EBP018A05)
 - d) International Marketing for IB (5 EC, EBP661C05)
 - e) Introduction to International Business (5 EC, EBP003A05)
 - f) Research Methodology for IB (5 EC, EBP662C05)
- but they will be exempted from the following post-propaedeutic course:
Foreign Direct Investment, Trade & Geography (5 EC, EBB037A05).

Article 6.5 Provisional admission to the post-propaedeutic phase

1. Students who are enrolled in the second year of the degree programme and have not yet completed the propaedeutic phase are provisionally admitted to the post-propaedeutic phase, provided they have earned at least 45 EC (including exemptions) of the propaedeutic programme.
2. When determining the number of EC earned, the results of individual parts of examinations (tests, partial examinations and projects) do not count.
3. Provisional admission as set out in Article 6.5.1 only applies to courses of the first year of the post-propaedeutic phase. To participate in courses of the second year of the post-propaedeutic phase, the student must have passed the final assessment of the propaedeutic phase.
4. Provisional admission to the post-propaedeutic phase will be converted into definitive admission as soon as the student has completed the propaedeutic phase.
5. Provisional admission to the post-propaedeutic phase will expire if the student has not completed the propaedeutic phase at the end of the second year of registration. All post-propaedeutic courses passed will remain valid.

Article 6.6 Hardship clause applicable to the post-propaedeutic phase

The Board of Examiners can rule contrary to the provisions of Article 6.1 to Article 6.5 in situations where a substantive change or force majeure with respect to the (post) propaedeutic programme demonstrably leads to blatant unfairness. In that case, there must be a unique extraordinary circumstance as a result of which admission in all reasonableness cannot be denied.

Section 7 The post-propaedeutic phase of the degree programmes

Article 7.1 Structure of the post-propaedeutic phase

1. The post-propaedeutic courses of the Bachelor's degree programme in Business Administration can be found in Appendix 5.1.
2. The post-propaedeutic courses of the Bachelor's degree programme in Econometrics and Operations Research can be found in Appendix 5.2.
3. The post-propaedeutic courses of the Bachelor's degree programme in Economics and Business Economics can be found in Appendix 5.3.
4. The post-propaedeutic courses of the Bachelor's degree programme in International Business can be found in Appendix 5.4.
5. In Ocasys the learning goals, content and teaching methods of the courses of the various degree programmes are specified, including the level of prior knowledge preferred, or in some cases compulsory, to take the course in question.

Article 7.2 Practical assignments in the post-propaedeutic phase

The post-propaedeutic courses for which practical assignments must be completed in order to qualify for the examination can be found in Appendix 6.

Article 7.3 Electives and replacement of courses

1. In the post-propaedeutic phase of the degree programmes only post-propaedeutic courses of one of the degree programmes may be chosen as elective courses.
2. Contrary to the provisions of Article 7.3.1, the Board of Examiners, following a substantiated request by a student, may grant prior permission to
 - a) replace a course in the examination programme with another course offered by the University of Groningen or another university in the Netherlands or abroad that dovetails well with the degree programme, or
 - b) use one or more courses followed at the University of Groningen or another university in the Netherlands or abroad as electives in the degree programme
3. When assessing a request as referred to in Article 7.3.2, the Board of Examiners will always evaluate the coherence of the set of courses (or parts thereof) and the level of the courses followed.

Article 7.4 Open Degree Programme

1. Within the programme a student can choose an Open Degree Programme: a programme that is unlike any other specified degree programme. To take an Open Degree Programme and to sit its examination the student will need prior approval by the Board of Examiners.
2. An application for the approval of an Open Degree Programme must be accompanied by a letter of motivation by the student, explaining, for instance, how this programme satisfies the learning outcomes of the programme.

Section 8 Other specializations

Article 8.1 Minors

1. The third year of the degree programmes contains a minor slot of 30 EC. Students have to choose one from the following options:
 - a) University Minor
 - b) Faculty Minor
 - c) Foreign MinorIt is not possible to combine parts of different Minors.
2. Students of the degree programmes in Economics and Business Economics, International Economics & Business profile and students of the degree programme International Business must choose a Foreign Minor.
3. Students who participate in the double degree bachelor programme Economics & Business Economics – Fudan University Shanghai, profile International Economics & Business and who have started with the Undergraduate Programme in Economics of the Fudan University School of Economics in Shanghai, must choose from either a foreign minor or the minor Economics & Business Economics.
4. The requirement of Article 8.1.1 does not apply to students of the degree programme Business Administration, Accountancy and Controlling profile.

Article 8.2 University Minors

1. University Minors consists of one or two coherent package(s) of courses outside the own field.
2. Bachelor students Business Administration (Business and Management profile and Technology Management profile), bachelor students Econometrics and Operations Research and bachelor students Economics and Business Economics (Business Economics profile and Economics profile) wishing to take a University Minor can

choose from the list of University Minors compiled by the Committee of Deans each year and published in Ocasys. These students can also choose to take the minor Business and Taxation offered by the Faculty of Law or the minor Energy of the Faculty Economics and Business within the minor space.

3. Students of the Faculty Economics and Business are excluded from participation in the University Minor Entrepreneurship of that Faculty. Also, other University Minors that, in the opinion of the Board of Examiners, have a significant overlap with the own study programme, may not be chosen as a minor either.

Article 8.3 Faculty Minors

1. Faculty Minors comprise a coherent course package determined by the Faculty that concentrates on broadening or deepening the knowledge of the own field or part thereof. Language courses may not be part of a Faculty Minor.
2. The Faculty of Economics and Business offers the Faculty Minor B&M/TM for the BSc Business Administration programme. Its content and structure are described in Appendix 5.1.
3. The Faculty of Economics and Business offers the Faculty Minor Management Control for the BSc Business Administration programme and the profiles Business Economics and Economics of the BSc Economics and Business Economics programme. The content and structure are described in Appendices 5.1 and 5.3.
4. The Faculty of Economics and Business offers the Faculty Minor E&BE for the BSc Econometrics and Operations Research and the BSc Economics and Business Economics programme. The content and structure are described in Appendix 5.2 and 5.3.
5. The Faculty of Economics and Business offers the Faculty Minor Finance for the BSc Business Administration programme. The content and structure are described in Appendix 5.1.
6. The Faculty of Economics and Business offers the selective Faculty Minor Innovation and Entrepreneurship for the BSc Business Administration, the BSc Econometrics and Operations Research, the profiles Business Economics and Economics of the BSc Economics and Business Economics programme and the BSc Industrial Engineering and Management programme (Faculty of Science and Engineering). The content and structure are described in Appendix 5.1, 5.2 and 5.3. Entry requirements and the selection procedure are described in Article 2.11.
7. The Faculty of Economics and Business offers the Faculty Minor Economic Development and Globalization for the BSc Business Administration programme. The content and structure are described in Appendix 5.1.
8. The Faculty of Economics and Business offers the Faculty Minor Algemene Economie voor de Lerarenopleiding for the BSc Business Administration programme. The content and structure are described in Appendix 5.1.
9. The Faculty of Law offers the Faculty Minor Business and Taxation for the BSc Business Administration programme, the BSc Econometrics and Operations Research programme and the profiles Business Economics and Economics of the BSc Economics and Business Economics programme. The content and structure are described in Appendix 5.1, 5.2 and 5.3.
10. The Faculty of Economics and Business offers the Faculty Minor EOR for the BSc Econometrics and Operations Research programme. The content and structure are described in Appendix 5.2.
11. The Faculty of Economics and Business offers the Faculty Minor Internship Business Research for the BSc Business Administration programme. The content and structure are described in Appendix 5.1.
12. The Faculty of Behavioural and Social Sciences offers the Faculty Minor Education

Mathematics for the BSc Econometrics and Operations Research programme. The content and structure are described in Appendix 5.2.

Article 8.4 Foreign Minors

1. A Foreign Minor may be compiled from courses offered in a foreign country and must total 30 EC. These courses must be post-propaedeutic courses with no overlap with the own study programme and/or internships located in the country of the foreign partner university.
2. For students of the International Business programme a minor abroad may consist of no more than 10 EC in respect of language courses. For students of the Economics and Business Economics programme a minor abroad may consist of no more than 15 EC in respect of non-economic or non-business courses, including no more than 6 EC in respect of language courses in the language of the host country. The rule for students from the programmes Business Administration and Econometrics and Operations Research is that a minor abroad must not consist of more than 6 EC for language courses, subject to the proviso that any language course chosen must be related to the language of the host country.
3. A Foreign Minor must be approved of in advance by the Board of Examiners, taking into account any programme-specific requirements as set out in Appendix 5.

Article 8.5 Energy Minor

1. The Faculty of Economics and Business offers a University Minor in Energy. The contents and study load of this are stated in Appendix 7. The entry requirements are set out in Article 2.9.
2. The Energy minor and/or modules thereof come under the authority of the Programme Committee of the Bachelor programme Economics and Business Economics.
3. The Energy minor and/or modules thereof come under the authority of the Board of Examiners of the Faculty.
4. The Energy minor and/or modules thereof come under the responsibility of the Director of the Bachelor programme Economics and Business Economics.

Article 8.6 Entrepreneurship Minor

1. The Faculty of Economics and Business offers a University Minor in Entrepreneurship. The contents and study load of this are stated in Appendix 7. The entry requirements are set out in Article 2.10.
2. The Entrepreneurship minor and/or modules thereof come under the authority of the Programme Committee of the Bachelor programme Business Administration.
3. The Entrepreneurship minor and/or modules thereof come under the authority of the Board of Examiners of the Faculty of Economics and Business.
4. The Entrepreneurship minor and/or modules thereof come under the responsibility of the Director of the Bachelor programme Business Administration.

Article 8.7 'Honours' path

1. The Faculty of Economics and Business participates in the University of Groningen Bachelor Honours College. This Bachelor's Honours programme is not a part of the regular bachelor's curriculum.
2. Students admitted to one of the Bachelor's degree programmes offered by the Faculty of Economics and Business can take the Bachelor Honours Programme if they are selected by the Dean of the University of Groningen Honours College. The

- selection procedure for the honours programme can be found in the Teaching and Examination Regulations of the University of Groningen Honours College.
3. The total study load of the Bachelor's Honours programme is 45 EC, divided over the three bachelor years.
 4. The Bachelor Honours Programme, including the deepening Faculty part, is subject to the Teaching and Examination Regulations of the University of Groningen Honours College.
 5. The results of the Bachelor's Honours programme are recorded on the Diploma Supplement of the Bachelor's degree certificate.

Article 8.8 Pre-Master's programmes

1. The Faculty of Economics and Business offers a number of Pre-Master's programmes that prepare students for the following Master's degree programmes and/or profiles:
 - a) MSc Accountancy and Controlling
 - b) MSc Business Administration with the profiles:
 - Change Management
 - Health
 - Management Accounting and Control
 - Small Business and Entrepreneurship
 - Strategic Innovation Management
 - c) MSc Economic Development and Globalization
 - d) MSc Finance
 - e) MSc Human Resource Management
 - f) MSc International Business and Management
 - g) MSc International Financial Management
 - h) MSc Marketing
 - i) MSc Supply Chain Management
 - j) MSc Technology and Operations Management
2. Passing the Pre-Master's programme grants admission to the associated Master's degree programme or related Master's degree specialization.
3. The contents and study load of the various Pre-Master's programmes are listed in Appendix 9.
4. Admission requirements for the Pre-Master's programmes are laid down in Article 2.8.
5. The stipulations concerning Pre-Master's programmes in the University of Groningen Regulations for Registration and Tuition Fees apply.

Article 8.9 Double Degree programmes

1. The Faculty of Economics and Business offers the Double Degree Bachelor programmes as listed in Article 1.1.6, in collaboration with foreign partner universities.
2. A completed Double Degree Bachelor programme gives entitlement to a bachelor diploma of both participating institutes.
3. Substance and scope of the Double Degree Bachelor programmes can be found in Appendix 8.

Section 9 Examinations in the degree programme

Article 9.1 General

1. Each course is assessed by means of an examination.
2. The examination assesses students' academic development and mastery of the learning goals of the course.
3. An examination can consist of several parts. The results of these parts together determine the exam result.

Article 9.2 Participation in examinations

1. A student who registers for a course in the degree programme in accordance with Article 3.6 of the TER is automatically registered for the examination for that course.
2. Notwithstanding the provisions of Article 9.2.1, students can register and deregister for examinations during certain periods to be further defined.

Article 9.3 Examination frequency and periods

1. Students will be given the opportunity to sit examinations twice per academic year for the courses of the degree programmes.
2. Students may sit an examination for a course that is no longer part of the curriculum twice in the year after it has been removed from the curriculum.
3. The examination periods will be published in the Student Handbook. Partial examinations may be set outside the stated periods.
4. Contrary to what is stated, some parts of the examination can be taken once a year due to the nature of the test.

Article 9.4 Form of examinations

1. Examinations will be taken in the form stated in Ocasys.
2. At a student's request, the Board of Examiners may allow an examination to be taken in a form different from that stipulated above.
3. A mock version and answer model of each examination will be made available to practice.

Article 9.5 Admission to Thesis and Research Paper

1. To be eligible for supervision and assessment of the Bachelor's thesis of any of the regular degree programmes, students must have met the following requirements:
 - a) Students must have been definitively admitted to the post-propaedeutic phase.
 - b) Students must have earned at least 60 EC from the post-propaedeutic phase of the programme.
 - c) The Bachelor's programme of the student must have been approved by or on behalf of the Board of Examiners.Moreover the following requirements hold:
 - d) for the Bachelor's programme Business Administration, profile TM: parallel taking or been taking the Ontwerppraktijk course BDK/TM (EBB103A05)
2. To be eligible for supervision and assessment of the Bachelor's Thesis IB (EBB737B10) as part of a double degree programme mentioned in Appendix 8.4, 8.5, 8.6, 8.7 and 8.8, students must have met the following requirements:
 - a) Students must have completed all courses that are part of the BSc IB programme year 1, mentioned in Appendix 2.4
 - b) Students who take part in a 90-EC-programme at FEB must have earned at least 45 EC of the BSc IB programme
 - c) Students who take part in a 120-EC-programme at FEB must have earned at

- least 65 EC of the BSc IB programme
- d) The Bachelor's programme of the student must have been approved by or on behalf of the Board of Examiners.
3. To be eligible for supervision and assessment of the Pre-MSc Research Paper in the Pre-Masters programmes mentioned in Appendix 9, students must have passed (with at least the mark 6) the following courses:
- Mathematics for Pre-MSc (EBS002A05)
 - Business Research Methods for Pre-MSc (EBS001A10)
- In addition, the Pre-Master's degree programme of the student must have been approved by or on behalf of the Board of Examiners.

Article 9.6 The Bachelor's Thesis

- Two opportunities per year are offered for writing the Bachelor's Thesis.
- The period or periods for writing the bachelor's thesis are published in the Student Handbook.
- A thesis is exclusively written for one degree programme or profile. No exemption is granted for a writing a thesis on the basis of a thesis written of a different degree programme or a different profile.
- The assessment of the Bachelor's Thesis is included in the Regulations for Theses BSc, MSc and Pre-MSc Research papers. These Regulations are part of these Teaching and Examination Regulations.
- A Bachelor's Thesis is stored for at least 7 years by the Faculty Board.

Article 9.7 Oral examinations

- In the case of an oral exam, no more than one person is examined at the same time, unless the Board of Examiners has determined otherwise.
- Oral examinations are public, unless the Board of Examiners or the relevant examiner has decided otherwise in a special case, or the student does not agree. A second examiner may be present at the oral exam, at the request of the examiner and/or the student.

Article 9.8 Request extra regular examination option

- A student can request the Board of Examiners to grant him or her an extra-ordinary examination option.
- Such a request can be granted if, due to special circumstances, the student has not passed the examination in question and the non-granting of an extra-ordinary examination option results in an unacceptable study delay.
- Further rules regarding the extra-regular examination option are included in the Rules and Regulations of the Board of Examiners.

Article 9.9 Examinations and functional impairments

- Students with a functional impairment will be given the opportunity to take examinations in a form that will accommodate their impairment as far as possible. If necessary, the Board of Examiners will seek expert advice from a student counsellor of the Student Service Centre (SSC) before making a decision.
- With regard to examinations for courses taken at other degree programmes by students with a functional impairment, contrary to the provisions of Article 1.1.4, the Board of Examiners of the degree programme that sets the examination shall comply with the facilities permitted by the Board of Examiners of the degree programme for which the student has registered.

Article 9.10 Assessment

1. The results of an examination or assessment are given in whole numbers.
2. A mark of at least a 6 is considered a pass result.
3. The whole marks given as assessment of an examination have the following meaning:
 1. highly inadequate
 2. inadequate
 3. highly insufficient
 4. insufficient
 5. almost sufficient
 6. sufficient
 7. amply sufficient
 8. good
 9. very good
 10. excellent
4. For more regulations concerning assignments that are part of the exam, see the Regulations for Grading Assignments and Partial Examinations.

Article 9.11 Exemptions

1. At the student's request, notwithstanding Article 5.7.5 and Article 9.6.3, the Board of Examiners, having discussed the matter with the programme director or programme coordinator in question, may grant exemption from an examination (or part thereof) on condition that the student:
 - a) either has completed a course of a university or higher vocational degree that is equivalent in content and level
 - b) or can demonstrate by work experience or otherwise that he has sufficient knowledge and skills in respect of the course in question
2. A course for which an exemption has been granted, is deemed to have been assessed with a 6 and is indicated in the results list with: VR.
3. Once a result has been achieved for a course, both an exemption already obtained for that course will lapse and requests for an exemption for that course will not be admissible.

Article 9.12 Marking of examinations and publication of grades

1. After an oral examination, the examiner will grade the examination immediately and and if requested he will provide the student with a statement upon her/his request.
2. The examiner will mark a written examination and provide the Student Administration Office with the necessary details for publication of the result to be sent to the student. Examination results must be published no later than 10 working days after the date on which the examination was taken. In instances where this cannot be reasonably expected of the examiner, the programme director may set another time period in advance. The examinees will be informed of this before the exam begins. Only results published by the Student Administration Office are legally valid.
3. If an examination is taken in a form other than oral or written, the Board of Examiners will determine in advance how and within which period the student will receive the results.
4. Students can lodge an appeal against the results of an examination with the Central

Portal for the Legal Protection of Student Rights (CLRS) within 6 weeks of the date on which the result was announced.

Article 9.13 Validity

1. Examinations that have been passed remain valid indefinitely.
2. Contrary to the provisions of Article 9.13.1, the Board of Examiners may decide to require a student to take a supplementary or substitute examination for a course taken more than 6 years previously before allowing that student to proceed to the final assessment, if the student's knowledge is demonstrably outdated.
3. In the event of extraordinary circumstances the validity term will be extended for the period during which the student in question is receiving support from the Graduation Fund.
4. The validity period of examinations and partial examinations is regulated in the Regulations Grading Assignments and Partial Examinations.

Article 9.14 Right of inspection

1. The student will be given a period of 6 weeks after the day on which the results of a written examination have been published, but no later than 5 working days before the date of the next resit of the relevant course, to exercise her/his right of inspection of her/his corrected work. Also on request and during the same period, she/he will be provided with a copy of the work at cost price, i.e. the students answers.
2. Within the time frame stipulated in Article 9.14.1, the student who has taken the exam may request that she/he be allowed to peruse the questions or assignments and the assessment criteria of the examination concerned.
3. The examiner(s) of the examination in question will stipulate the place, date and time for this inspection or perusal. The Board of Examiners may formulate guidelines for this purpose.
4. This inspection and perusal may be organized for all students at the same time.

Article 9.15 Board of Examiners and examiners

1. The Board of Examiners is the independent body that determines whether individual students have the knowledge, understanding and skills required to be awarded the degree.
2. The Faculty Board appoints the members of the Board of Examiners on the basis of their expertise in the field of the degree programmes in question.
3. Members of the Faculty Board or other people who have financial responsibilities in the institution may not be appointed as members of the Board of Examiners.
4. The Board of Examiners will appoint examiners to set examinations and to determine the results or to assess Bachelor's theses.
5. The Board of Examiners will set out the Rules and Regulations of the Board of Examiners.

Article 9.16 Fraud and plagiarism

1. Fraud is an act or omission by a student designed to partly or wholly hinder the forming of a correct assessment of her/his own or someone else's knowledge, understanding and skills.
2. Fraud also includes plagiarism, which is copying one's own or someone else's work without correct reference to the source.
3. If a student commits fraud, the Board of Examiners may exclude the student from

participation in one or more examinations or final assessments for a maximum of one year.

4. In the event of very serious fraud, the Board of Examiners may submit a proposal to the Board of the University that the student's registration be definitively terminated.
5. The Board of Examiners will set out its course of action in the event of fraud in the Rules and Regulations of the Board of Examiners.

Article 9.17 Invalid examination

In the event of irregularities with regard to an examination that are so serious that an accurate assessment of the examinee's knowledge, understanding and skills cannot be made, the Board of Examiners may declare the examination of part thereof invalid for either an individual examinee or a group of examinees.

Article 9.18 Judicium abeundi (termination of registration)

1. In extraordinary cases of reprehensible behaviour and/or statements made by a student, the Board of the University may, on the recommendation of the Board of Examiners or the Faculty Board, terminate a student's registration.
2. The Board of the University will not make a decision as referred to in Article 9.18.1 until after the student in question has been given the opportunity to respond to the proposed decision, the interests of the student and the institution have been carefully assessed and it has become reasonable to assume that the student's behaviour and/or statements prove him to be unsuitable for one or more of the professions which he is being trained for in the degree programme, or for the practical preparation for the profession.
3. In such cases the Faculty Board, the Board of Examiners and the Board of the University will follow the Protocol Judicium Abeundi as approved by the Nederlandse Federatie van Universitaire Medische Centra [Netherlands Federation of University Medical Centres] on 1 November 2010.

Article 9.19 Assessment plan

For every programme there is an assessment plan that has been determined by the Faculty Board, comprising the following topics:

- a) the learning outcomes of the degree programme
- b) the courses of the degree programme and the specific learning outcomes of each course
- c) the interrelationship between courses and learning outcomes of the degree programme
- d) the assessment method to be used and the test periods for each course
- e) the test design and assessment procedures and assessment criteria used
- f) the person or persons responsible for the implementation of the various components of the assessment policy
- g) the method of periodical evaluation

Section 10 Final assessments of the degree programmes

Article 10.1 Final assessment

1. Each of the degree programmes is rounded off with a final assessment.
2. The final assessment of the programme may not be taken before the student has earned definitive admission to the post-propaedeutic phase.

3. The final assessment for the Bachelor's degree can only take place after approval of the student's study programme by or on behalf of the Board of Examiners. The Board will determine regulations for the assessment of the study programmes. If the student exceeds the relevant deadlines of these regulations, the Board of Examiners may postpone the graduation date. This date may then be in the academic year following the year in which the last examination was passed.
4. The Board of Examiners determines the result of the final assessment as soon as the student has passed all the required examinations, thus having acquired the required academic training, and to that end the Board of Examiners issues a certificate.
5. Before the final assessment can be determined, the Board of Examiners may decide to test a student's skills, knowledge and understanding of one or more courses or aspects of the programme, if and in as much as the marks for these courses provide a reason for doing so.
6. The student is deemed to have passed the final assessment if she/he has obtained a pass (a mark of 6 or higher) for each examination.
7. In determining the result of the final assessment, the Board of Examiners also commits itself to a speedy processing of the degree certificate ceremony.
8. If a student wishes to postpone the date of graduation due to extra examinations that still need to be taken, she/he must submit a request to this end to the Board of Examiners in good time.
9. The graduation date is the date on which the final assessment is marked as a pass, as determined by the Board of Examiners in accordance with the provisions of Article 10.1.4.
10. All assignments submitted for the final assessment as referred to in Article 10.1.1 will be kept on file by the Faculty Board for a period of at least 7 years after the graduation day.

Article 10.2 Degree

1. A student who has satisfied all the requirements of the Bachelor's degree programme shall be awarded the degree of Bachelor of Science in the study programme in question.
2. The degree awarded shall be registered on the Bachelor's degree certificate.

Article 10.3 Conditions for awarding a University of Groningen degree

1. A Bachelor's degree can only be awarded if at least half of the courses of the degree programme were taken at the University of Groningen, during the student's period of registration as a student at the University of Groningen.
2. For Double Degree Bachelor's degree programmes offered together with an institution abroad, at least half of the programme must have been followed at the University of Groningen, during the student's period of registration as a student at the University of Groningen.

Article 10.4 Degree certificate

1. Students shall receive a certificate issued by the Board of Examiners as proof that they have passed the final examination. Article 10.3 is applicable.
2. A student receives only one degree certificate per programme.
3. The Board of Examiners will issue an International Diploma Supplement with each degree certificate.
4. If relevant, the results obtained in the Bachelor's Honours Programme and relevant focus area's will also be recorded on the Diploma Supplement that accompanies the Bachelor's degree certificate.

Article 10.5 Judicia cum laude and summa cum laude

1. The Board of Examiners shall determine whether or not the Bachelor's degree certificate will be awarded a judicium predicate.
2. The following conditions apply:
 - a) The mark for the thesis must satisfy the following minimum conditions:
 - cum laude: the mark for the thesis must be at least 8.0
 - summa cum laude: the mark for the thesis must be at least 9.0
 - b) The weighted average (not rounded off) for all curricular components, excluding the thesis, of the approved examination programme is:
 - greater than or equal to 8.0 for 'cum laude'
 - greater than or equal to 9.0 for 'summa cum laude'
3. The judicium predicate is awarded on condition that the examinations for the courses were taken only once.
4. The judicium predicate may only be awarded if no single course was awarded a mark less than 7.0.
5. The results and grades of the Bachelor's Honours programme are excluded from the award of the judicium.
6. No judicium predicate will be awarded if a decision by the Board of Examiners has been taken to the effect that a student is no longer eligible for an honours predicate because fraud/plagiarism has been found.
7. In certain circumstances, the Board of Examiners may depart from the provisions set out in Article 10.5.2, Article 10.5.3, Article 10.5.4, Article 10.5.5.

Section 11 Study progress supervision

Article 11.1 Study progress administration

1. The Faculty Economics and Business registers the results of each student.
2. The Faculty Economics and Business will provide each student with an overview of these results at least twice a year at her/his request.
3. In respect of the Double Degree programmes offered by the Faculty Economics and Business it is the joint responsibility of FEB and the partner universities to exchange obtained results.

Article 11.2 Study progress supervision

4. The Faculty Economics and Business will organize the introduction and study progress supervision of students enrolled in one of the degree programmes, partly to encourage their progress and partly with a view to potential study options within and outside the degree programme.
5. With an eye to issuing a study advice for the propaedeutic phase, the student study progress meetings will be registered. This registration process will pay special attention to student privacy.

Section 12 Transitional and final provisions

Article 12.1 Amendments

1. Any amendments to these Regulations will, following a recommendation by and/or upon the approval of the Programme Committee and in consultation with, and where necessary upon the approval of, the Faculty Council, be confirmed by the Faculty Board in a separate decree.

2. Any amendments to these Regulations will not apply to the current academic year, unless it may reasonably be assumed that the amendment will not harm the interests of students.
3. In addition, amendments may not influence to the detriment of students any decision taken as a consequence of these Regulations concerning an individual student.

Article 12.2 Status of the English version (TER) of the OER

In case of divergencies of interpretation between the Dutch language version and English language version of these Teaching and Examination Regulations the Dutch version (the OER, 'Onderwijs- en Examenregeling') shall prevail.

Article 12.3 Evaluation

The Faculty Board will ensure that the TER is regularly evaluated, assessing at least – for the purpose of monitoring and if necessary adapting the student workload – the amount of time students need to complete their duties as set out therein.

Article 12.4 Publication

1. The Faculty Board shall duly publish these Teaching and Examination Regulations, any rules and guidelines formulated by the Board of Examiners, and any amendments to these documents.
2. Copies of the documents referred to in Article 12.4.1 are digitally available via the Faculty Education Office. These documents can also be found on the website of FEB.

Article 12.5 Date of commencement

These regulations shall take effect on 1 September 2019.
Approved by the Programme Committees, 16 May 2019.
As decreed by the Faculty Board on 2 July 2019.
Approved by the Faculty Council, 1 September 2019.

Appendix 1 Objectives and learning outcomes of the degree programmes

Appendix 1.1 BSc Business Administration

The aim of the Bachelor's degree programme in Business Administration is to train students to systematically analyse and improve organizations and processes. To this end, Bachelor's graduates have knowledge of business administration disciplines and the most important functional areas, such as Marketing, Finance and Accounting, Operations Management and Human Resource Management. They are able to apply this knowledge in a methodologically sound way when dealing with organizational questions. Bachelor's graduates are business professionals with an academic attitude and a problem and solution-oriented way of working. To this end, they possess academic and social communication skills, a broad knowledge of methods and techniques of research and the ability to apply this knowledge in a responsible way when solving research and design questions.

Business Administration Bachelor's graduates have specialized in Accountancy and Controlling, Business and Management or Technology Management and have thus acquired in-depth knowledge and research skills in a recognizable subfield of the field of business administration. In addition, they are able to distinguish themselves as a result of their choice of Minor or by having spent a study period abroad.

Business Administration Bachelor's graduates qualify for a wide range of national and international specialized Master's degree programmes in the field of business administration, as well as entry-level positions in the job market, both in government institutions and the business world. In addition, they have sufficient insight into their career opportunities so that they can make a well-informed choice.

A Subject-specific learning outcomes

Business Administration Bachelor's graduates possess a thorough academic knowledge of theories, models and methods from the most important basic disciplines and functional areas in the field of business administration and are able to determine the best combination of theories and methods to describe, analyse and solve organizational issues.

To this end, Business Administration Bachelor's graduates have knowledge and understanding of the following fields:

- A.1 Organization Studies and Human Resource Management
- A.2 (Global) Operations Management and Information Management
- A.3 Finance and Accounting
- A.4 Marketing and International Business
- A.5 Strategy, Innovation and Change
- A.6 Law and Corporate Responsibility

Business Administration Bachelor's graduates:

- A.7 are familiar with models and theories in the field of business administration
- A.8 are able to integrate insights from the core areas in their analyses of organizational issues
- A.9 are able to interpret academic research results and to derive distilled knowledge from such research to help solve business problems

B Academic learning outcomes

Business Administration Bachelor's graduates have knowledge of the most important methods of business research and are able to apply this knowledge. They are able to set up and conduct research tailored to the situation, applying the various steps of the design cycle, and provide organizational advice on the basis of this. In addition, they demonstrate a critical, investigative and reflective attitude, are able to critically assess their own work and that of others and are able to account for the theories, models and methods used. They are also able to think logically and analytically and to differentiate between main and side issues. Bachelor's graduates are open to new insights.

Business Administration Bachelor's graduates:

- B.1 are able to describe, diagnose and redesign organizations or parts thereof
- B.2 are able to critically assess research within the business domain
- B.3 are able to conduct supervised research in a methodologically sound manner
- B.4 have an investigative attitude and are able to reflect on academic insights, using these to flesh out their own actions and learning process

C Social and communication learning outcomes

Business Administration Bachelor's graduates are able to cooperate and communicate effectively. To this end, they possess a combination of academic, professional and social-communicative skills and the ability to reflect on their own behaviour, enabling them to participate professionally in organizational processes and in change processes.

Business Administration Bachelor's graduates have the following skills:

- C.1 consultancy skills, including asking questions, listening and reasoning
- C.2 project management skills, including leadership, planning, effective cooperation and monitoring progress
- C.3 presentation skills, including academic writing and presenting

D Study skills and professional orientation

Business Administration Bachelor's graduates have learning and studying skills ('learning to learn'). Building on this, they are able to shape their own learning process and to make well-considered choices with regard to deepening and broadening their knowledge and continuing with a follow-up degree programme. In addition, Business Administration Bachelor's graduates possess the learning skills that are needed to complete the Business Administration Bachelor's degree programme within a reasonable amount of time and to pursue further studies demanding a higher level of autonomy.

Business Administration Bachelor's graduates are able to:

- D.1 steer their own learning process (thinking and working)
- D.2 make well-considered choices with regard to courses and specializations within and after the Business Administration Bachelor's degree programme

Appendix 1.2 BSc Econometrics and Operations Research

The aim of the bachelor's degree programme Econometrics and Operations Research (EOR) is to graduate students able to apply mathematical models on an academic level to the field of economics and business. More specifically, BSc EOR graduates are able to analyse economic and business problems through a combination of mathematics, economics and statistics using appropriate software. They have a research oriented attitude, have knowledge of the most important models in EOR as well as actuarial science and mathematical economics, and are able to transform the outcomes of the

models in relevant results for the application field. Furthermore, graduates have acquired the necessary background in mathematics and statistics and are able to communicate mathematical or quantitative results to peers and non-specialists. Upon completion of the programme, BSc EOR graduates can continue their studies in various Master's programmes (e.g. EORAS, Research Master E&B, Educational Master). Alternatively, they could probably fulfil a wide variety of positions in government and industry (at a junior level), but this is not supported by evidence since virtually all BSc EOR graduates continue their studies at the master level.

A Subject-specific learning outcomes

EOR Bachelor's graduates have academic knowledge and understanding of the most important models, methods, techniques and theories -at the level of an intermediate textbook- presently in use in the main areas:

- A.1 Actuarial Science
- A.2 Econometrics
- A.3 Mathematical Economics
- A.4 Operations Research

EOR Bachelor's graduates are able to apply knowledge and understanding in these areas to model, analyse and solve practical problems e.g. in economics or business.

EOR Bachelor's graduates have basic academic knowledge and understanding of:

- A.5 Microeconomics and Macroeconomics
- A.6 Marketing and Finance

In particular those parts suited for a modelling approach EOR Bachelor's graduates are able to apply knowledge and understanding in these areas to solve practical problems.

EOR Bachelor's graduates have a thorough knowledge and understanding of those parts -needed for the main areas- of:

- A.7 Mathematics
- A.8 Statistics and Stochastics
- A.9 Programming

EOR Bachelor's graduates are able to apply this knowledge and understanding in the areas A1-A6 in order to solve practical problems.

EOR Bachelor's graduates:

- A.10 have insight into the relationships between the subjects mentioned under A.1-A.9
- A.11 are able to critically assess the application of theories and models within the knowledge area

B Academic learning outcomes

Within the main areas of the programme EOR Bachelor's graduates are able to:

- B.1 critically assess scientific information like theories or argumentations
- B.2 translate a practical problem into questions in terms of a mathematical model
- B.3 collect relevant quantitative data
- B.4 translate the outcomes of a mathematical model into answers concerning the original practical problem
- B.5 apply the appropriate scientific methods and techniques, mathematics, economics, statistics and software
- B.6 conduct supervised routine research
- B.7 write and present reports and articles in English
- B.8 reflect on scientific theories, economic or societal phenomena and on the

- functioning of organisations from an ethical viewpoint
- B.9 show an investigative attitude towards the content and development of the knowledge areas and related domains

C Social and communication learning outcomes

EOR Bachelor's graduates are able to:

- C.1 work in a team: in particular they have the social skills to communicate about their work with colleagues from their own and other disciplines
- C.2 logically, clearly and convincingly express the argumentations and concepts of the main discipline both orally and in written form
- C.3 reflect critically on their own and other people's work paying attention to both logical coherence and practical relevance and is able to adjust and give feedback

D Study skills and professional orientation

EOR Bachelor's graduates have:

- D.1 the necessary learning and study skills to reflect on their own learning process and to continue further study with a higher degree of autonomy
- D.2 self-insight, awareness of the characteristics of the profession and employment opportunities and therefore are able to make an underpinned choice for intensification or broadening modules in the Bachelor Econometrics and Operations Research programme and for continuing steps after Bachelor graduation

Appendix 1.3 BSc Economics and Business Economics

The Bachelor's degree programme Economics and Business Economics (E&BE) aims to provide a solid academic training focused on an international orientation, combining insights from business economics, (international) economics and international business, embedded in an international setting, and using English as language of communication. The scientific domain of the programme consists of business economics (with an emphasis on finance) and (international) economic theory and policy, as well as the related field of the theory of (international) institutions and the theory of the multinational enterprise.

During the programme students choose either a Business Economics profile, an Economics profile, or an International Economics and Business (IE&B) profile. The Business Economics profile approaches the behavior and characteristics of profit and not for profit organizations from an analytical economic point of view. The Economics profile focuses on problems of macroeconomic and microeconomic theory and policy. The IE&B profile focuses on economic relationships between nations, between nations and firms and between multinational firms.

E&BE Bachelor's graduates have acquired an adequate knowledge and understanding of the relevant methods of research and they are able to communicate the results, the analyses and diagnoses in reports and presentations. Furthermore, they have completed a Minor consisting of elective courses. For the IE&B profile a Minor abroad is mandatory.

After having completed the programme, E&BE Bachelor's graduates can enrol in a related MSc programme.

A Subject-specific learning outcomes

E&BE Bachelor's graduates (all three profiles) have academic knowledge and understanding at a basic or solid level¹ of the most important models, methods,

1 basic level roughly corresponds to 5 EC, solid to 10 EC, upper intermediate to 15 EC.

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techniques and theories presently in use in the main areas:

- A.1 Corporate Finance and Financial Markets (solid)
- A.2 International Economics (solid)
- A.3 Macroeconomics (solid)
- A.4 Microeconomics (including Industrial Organization) (solid)
- A.5 International Business, Financial Accounting, Banking and Financial Institutions, Marketing (basic)

E&BE Bachelor's graduates have necessary knowledge and understanding, in order to be able to do research at an intermediate level in the field of Economics and Business Economics, of:

- A.6 Quantitative Methods (Mathematics, Statistics, Econometrics)

E&BE Bachelor's graduates with a profile in Business Economics have academic knowledge and understanding at a basic or upper intermediate level of the most important models, methods, techniques and theories presently in use in the following areas:

- A.7 Accounting, Corporate Finance and Financial Markets (upper intermediate)
- A.8 Operations and Logistic Management, Human Resource Management, Marketing Research (basic)
- A.9 Ethics of Business (basic)

E&BE Bachelor's graduates are able to apply the acquired knowledge and understanding in these areas to analyze and solve practical problems in business economics.

E&BE Bachelor's graduates with a profile in Economics have academic knowledge and understanding at a basic or upper intermediate level of the most important models, methods, techniques and theories presently in use in the following areas:

- A.10 Macroeconomics and Microeconomics (upper intermediate)
- A.11 broadening subjects within the subdomain of economics (basic)

E&BE Bachelor's graduates are able to apply the acquired knowledge and understanding in these areas to analyze and solve practical problems in economics.

E&BE Bachelor's graduates with a profile in IE&B have academic knowledge and understanding at a basic or upper intermediate level of the most important models, methods, techniques and theories presently in use in the following areas:

- A.12 International Business, International Economics, International Economic Development (upper intermediate)
- A.13 Ethics of Business (basic)

E&BE Bachelor's graduates are able to apply the acquired knowledge and understanding in these areas to analyze and solve practical problems in International Economics and Business. E&BE Bachelor's graduates (all three profiles) have:

- A.14 developed insight into the relationships between the different areas within Economics and Business Economics
- A.15 by completing a Minor, either broadened their knowledge and understanding of an area that differs from the domain of Economics and Business Economics, or deepened their knowledge and understanding within the domain of Economics and Business Economics. E&BE Bachelor's graduates with a profile IE&B complete the Minor by means of a study abroad
- A.16 a good command of the English language (both written and spoken), and are able to use this skill to further pursue academic studies or to successfully

function within an (international) work environment

B Academic learning outcomes

Within the area of economics and business, E&BE Bachelor's graduates are able to:

- B.1 critically assess scientific information like theories, research methods and argumentations within the fields which comprise Economics and Business Economics
- B.2 formulate research questions and collect relevant quantitative and qualitative data
- B.3 apply scientific methods and techniques, employing mathematics, economics, statistics/econometrics and applied informatics in an appropriate way given the context, to conduct supervised routine research and derive sound conclusions
- B.4 write and present reports and articles in English
- B.5 reflect on new and evolving scientific theories, economic or societal phenomena, including the functioning of organizations from an ethical viewpoint
- B.6 show an investigative attitude towards the content and development of the fields of E&BE and related domains

C Social and communication learning outcomes

E&BE Bachelor's graduates:

- C.1 have social communication skills to logically, clearly and convincingly express the arguments and concepts of the main discipline, both spoken and in written form
- C.2 are able to work toward a solution in a focused and systematic way, both independently and as member of a (possibly international and multi-cultural) team
- C.3 are able to reflect critically on their own and other people's work, taking into account its logical coherence and economic relevance, and can both acknowledge and provide feedback and corrections when necessary

D Study skills and professional orientation

E&BE Bachelor's graduates have:

- D.1 the necessary learning skills and aptitude to be able to reflect on their own learning process, and to be able to successfully continue to advance their learning with a higher degree of autonomy
- D.2 an awareness of the characteristics of the profession and of employment opportunities, and are able to make astute choices with regard to the intensification or broadening of the courses taken during the E&BE Bachelor programme, as well as for continuing with their (academic) career following their graduation

Appendix 1.4 BSc International Business

The BSc International Business is an interdisciplinary academic programme with a focus on practical issues. It aims to provide graduates with a solid academic grounding in the functioning of and interventions in organizations that operate in various countries and cultures. IB Bachelor's graduates will be able to combine general business management with the international context of the organizations they operate in. They will have knowledge and understanding of general business and management, the main areas of international business and management and research methodology. IB Bachelor's graduates will be able to use an interdisciplinary and integral approach in defining, analyzing and solving problems in multinational organizations. IB Bachelor's graduates will also be able to conduct research that complies with scientific norms in management

and in academia. They will have the language and social communication skills that are necessary for operating in an international and intercultural context. Upon completion of the programme, IB Bachelor's graduates can opt for an academic career by continuing with a Master's programme or can fulfill junior positions in (multinational) corporations and (international) governmental organizations.

A. Subject-specific learning outcomes

IB Bachelor's graduates:

- A.1 have knowledge and understanding at an intermediate level of theories, models and methods in the area of general management and are able to apply these to solve practical problems in national and international business situations
- A.2 have knowledge and understanding at an intermediate level of theories, models and methods in the main areas of international business and are able to apply these to practical problems in international business situations
- A.3 have knowledge and understanding of the nature, variety and development of the theory and practice of managing international business organizations; this encompasses the management challenges associated with developing international strategies and managing the operations of companies whose activities extend across national boundaries
- A.4 are able to decide what knowledge is relevant to define, diagnose and solve problems in multinational organizations, paying special attention to potential interactions and relationships between problems

B. Academic learning outcomes

IB Bachelor's graduates:

- B.1 have knowledge of the general methods of international business research and are able to apply them
- B.2 have knowledge of quantitative and qualitative methods and, where relevant, are able to apply them in an international context
- B.3 are able to organize and conduct supervised routine research appropriate to international business, applying the various steps in the research cycle and making organizational recommendations on that basis
- B.4 have cognitive skills of critical thinking, analysis and synthesis and they are able to think logically and analytically and distinguish between essentials and non-essentials
- B.5 have a critical, inquisitive and reflective attitude and they are able to critically assess their own work and that of others and account for the theories, models and methods employed

C. Social and communication learning outcomes

IB Bachelor's graduates:

- C.1 are able to work together and communicate effectively in international and multicultural working environments and they are able to work in culturally diverse goal-oriented project groups
- C.2 are able to define, schedule and allocate tasks and monitor their progress and implementation
- C.3 have a good command of the English language (both written and spoken)
- C.4 are able to make a clear oral presentation, taking cultural differences into account
- C.5 are able to formulate transparent arguments and are able to discuss, provide feedback and answer questions clearly
- C.6 are able to write a well-structured, persuasive report

D. Study skills and professional orientation

IB Bachelor's graduates:

- D.1 are able to reflect on their own learning process, and advance their learning with a reasonable degree of autonomy
- D.2 have an awareness of the characteristics of the potential profession and of employment opportunities, and are able to make astute choices with regard to the intensification or broadening of the courses taken during the IB Bachelor programme, as well as with regard to continuing with their career, academic or other, following graduation

Appendix 2 Degree programmes in the propaedeutic phase

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

Appendix 2.1 BSc Business Administration propaedeutic phase

The propaedeutic phase of the Bachelor's degree programme Business Administration consists of the following courses (with study load in EC):

Programme: BSc Business Administration/BA
Year: 1
core programme BSc BA

sem	course title	code	EC	C/E	lang
1.1	Management Science	EBP025A05	5	C	NL
1.1	Marketing BDK	EBP027A05	5	C	NL
1.1	Organisatie en technologie BDK	EBP618B05	5	C	NL
1.2	Gedrag in organisaties	EBP607A05	5	C	NL
1.2	Statistiek BDK	EBP624B05	5	C	NL
1.2	Supply Chain Operations	EBP029A05	5	C	NL
2.1	Academic Skills I	EBP021A05	5	C	NL
2.1	Financial Accounting BDK	EBP023A05	5	C	NL
2.1	Informatiemanagement BDK	EBP024A05	5	C	NL
2.2	Academic Skills II	EBP022A05	5	C	NL
2.2	Management Accounting BDK	EBP026A05	5	C	NL
2.2	Organisatie en omgeving	EBP028A05	5	C	NL

Appendix 2.2 BSc Econometrics and Operations Research propaedeutic phase

The propaedeutic phase of the Bachelor's degree programme Econometrics and Operations Research consists of the following courses (with study load in EC):

Programme: BSc Econometrics and Operations Research/EOR
Year: 1
core programme BSc EOR

sem	course title	code	EC	C/E	lang
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1.1	Finance for EOR	EBP801B05	5	C	EN
1.1	Mathematics I for EOR	EBP011B05	5	C	EN
1.1	Microeconomics for EOR	EBP841B05	5	C	EN
1.2	Mathematics II for EOR	EBP012B05	5	C	EN
1.2	OR Modelling	EBP821B05	5	C	EN
1.2	Probability Theory for EOR	EBP014B05	5	C	EN
2.1	Linear Algebra for EOR	EBP037A05	5	C	EN
2.1	Probability Distributions	EBP038A05	5	C	EN
2.1	Programming for EOR	EBP039A05	5	C	EN
2.2	Estimation and Testing	EBP036A05	5	C	EN
2.2	Multivariate Calculus	EBP013B05	5	C	EN
2.2	Statistical Modelling for EOR	EBP008B05	5	C	EN

Appendix 2.3 BSc Economics and Business Economics propaedeutic phase

The propaedeutic phase of the Bachelor's degree programme Economics and Business Economics consists of the following courses (with study load in EC):

Programme: BSc Economics and Business Economics/E&BE
Year: 1
core programme BSc E&BE

sem	course title	code	EC	C/E	lang
1.1	International Business for E&BE	EBP808C05	5	C	EN
1.1	Mathematics for E&BE	EBP817B05	5	C	EN
1.1	Microeconomics for E&BE: Consumers&Firms	EBP819B05	5	C	EN
1.2	Financial Accounting for E&BE	EBP802B05	5	C	EN
1.2	Macroeconomics for E&BE	EBP812B05	5	C	EN
1.2	Mathematics and Data Analysis for E&BE	EBP034A05	5	C	EN
2.1	Marketing for E&BE	EBP033A05	5	C	EN
2.1	Statistics for E&BE	EBP822B05	5	C	EN
2.1-2	English for E&BE	EBP837B05	5	C	EN
2.1-2	Research Paper for E&BE	EBP035A05	5	C	EN
2.2	Asset Pricing and Capital Budgeting	EBP032A05	5	C	EN
2.2	International Economics for E&BE	EBP810B05	5	C	EN

Appendix 2.4 BSc International Business propaedeutic phase

The propaedeutic phase of the Bachelor's degree programme International Business Propaedeutic Phase consists of the following courses (with study load in EC):

Programme: BSc International Business/IB
Year: 1
core programma BSc IB

sem	course title	code	EC	C/E	lang
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1.1	Global Supply Chain Management	EBP018A05	5	C	EN
1.1	Organizational Structure	EBP670C05	5	C	EN
1.1-2	English for IB	EBP665C05	5	C	EN
1.1-2	Introduction to International Business	EBP003A05	5	C	EN
1.2	Financial Accounting for IB	EBP030A05	5	C	EN
1.2	Organizational Behaviour for IB	EBP654D05	5	C	EN
2.1	Economics for IB	EBP660C05	5	C	EN
2.1	International Marketing for IB	EBP661C05	5	C	EN
2.1	Statistics I for IB	EBP657C05	5	C	EN
2.2	International Business Environment	EBP031A05	5	C	EN
2.2	Management Accounting for IB	EBP017B05	5	C	EN
2.2	Research Methodology for IB	EBP662C05	5	C	EN

Appendix 3 Practical exercises in the propaedeutic phase

There are no propaedeutic courses with a practical component that is a condition for admission to the examination.

Appendix 4 Contact hours propaedeutic year

In accordance with performance agreements the academic year at the RUG comprises 40 teaching weeks from 2013-2014. Faculties must conform to these agreements.

It follows from these agreements that in the propaedeutic year 12 contact hours per week must be programmed (480 in total).

The schedules below reflect the above based on 40 weeks of educational activities per year, including examinations and examination periods.

The agreements are further detailed as follows:

1. A contact hour is an hour of teaching with physical presence of lecturer.
2. A lecturer is a person who teaches in the employment of the educational institution (including student assistants and tutors).
3. Lectures, tutorials, study coaching, internship supervision, practicals, examinations and study career supervision all come under contact time in so far as the institution has programmed these for all students.
4. Other structured hours are all other hours programmed by the institution, where there is:
 - a) contact between students, or
 - b) there is physical presence of a lecturer, or
 - c) virtual contact with a lecturer
5. Self-study or watching (virtual) visual materials therefore do not come under the other structured hours or contact hours.
6. Time for self-study, internships/learning-on-the-job and (unsupervised) time for final project research do not count as contact time, even though this is time a student spends on her/his studies.

Bachelor Business Administration year 1	
Contact time	Number of contact hours per year
Lectures	165

Tutorials	226
Study coaching	0
Internship supervision	-
Tests/examinations	68
Study career counselling (programmed for all students)	11.5
Other structured hours	84

Bachelor Economics and Business Economics year 1	
Contact time	Number of contact hours per year
Lectures	129
Tutorials	322
Study coaching	0
Internship supervision	-
Tests/examinations	52
Study career counselling (programmed for all students)	11.5
Other structured hours	24

Bachelor Econometrics and Operations Research year 1	
Contact time	Number of contact hours per year
Lectures	218
Tutorials	309.5
Study coaching	2
Internship supervision	-
Tests/examinations	45.5
Study career counselling (programmed for all students)	11.5
Other structured hours	9

Bachelor International Business year 1	
Contact time	Number of contact hours per year
Lecturers	160
Tutorials	226
Study coaching	0
Internship supervision	-
Tests/examinations	68
Study career counselling (programmed for all students)	10.5
Other structured hours	20

Appendix 5 Degree programmes in the post-propaedeutic phase

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

Appendix 5.1 BSc Business Administration post-propaedeutic phase

The post-propaedeutic phase of the Bachelor's degree programme Business Administration consists of the following courses (with study load in EC):

Programme: BSc Business Administration/BA
Year: 2
Profile: Accountancy and Controlling/A&C

sem	course title	code	EC	C/E	lang
1.1	Financial Management BDK	EBB046A05	5	C	NL
1.1	Internal Control (BSc)	EBB048A05	5	C	EN
1.1	Kwalitatieve onderzoeksmethoden	EBB050A05	5	C	NL
1.2	Accounting for Management Control	EBB078A05	5	C	NL
1.2	Boekhouden A&C	EBB017B05	5	C	NL
1.2	Kwantitatieve onderzoeksmethoden	EBB051A05	5	C	NL
2.1	Financial Reporting and Consolidation	EBB047A05	5	C	NL
2.1	Juridische aspecten van bedrijfskunde	EBB053B05	5	C	NL
2.1	Ontwerpmethodologie	EBB052A05	5	C	NL
2.2	Advanced Financial Accounting	EBB045A05	5	C	NL
2.2	Financiering A&C	EBB823C05	5	C	NL
2.2	Introduction to Auditing	EBB049A05	5	C	NL

Programme: BSc Business Administration/BA
Year: 2
Profile: Business and Management/B&M

sem	course title	code	EC	C/E	lang
1.1	Financial Management BDK	EBB046A05	5	C	NL
1.1	Kwalitatieve onderzoeksmethoden	EBB050A05	5	C	NL
1.1	Management- en Organisatietheorie	EBB054A05	5	C	NL
1.2	Accounting for Management Control	EBB078A05	5	C	NL
1.2	Kwantitatieve onderzoeksmethoden	EBB051A05	5	C	NL
1.2	Operations Management B&M/TM	EBB644B05	5	C	NL
2.1	Human Resource Management B&M	EBB617B05	5	C	EN
2.1	Juridische aspecten van bedrijfskunde	EBB053B05	5	C	NL
2.1	Ontwerpmethodologie	EBB052A05	5	C	NL
2.2	Marktcontext en marktonderzoek	EBB055A05	5	C	NL
2.2	Organisatieverandering en Leiderschap	EBB711C05	5	C	NL
2.2	Strategic Management B&M	EBB649C05	5	C	EN

Programme: BSc Business Administration/BA
Year: 2
Profile: Technology Management/TM

sem	course title	code	EC	C/E	lang
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1.1	Financial Management BDK	EBB046A05	5	C	NL
1.1	Kwalitatieve onderzoeksmethoden	EBB050A05	5	C	NL
1.1	Technologiemanagement	EBB059A05	5	C	NL
1.2	Kwantitatieve onderzoeksmethoden	EBB051A05	5	C	NL
1.2	Logistieke informatiesystemen	EBB057A05	5	C	NL
1.2	Operations Management B&M/TM	EBB644B05	5	C	NL
2.1	Juridische aspecten van bedrijfskunde	EBB053B05	5	C	NL
2.1	Ontwerpmethodologie	EBB052A05	5	C	NL
2.1	Work Organization and Job Design	EBB601B05	5	C	EN
2.2	Data Mining and its Applications	EBB056B05	5	C	EN
2.2	Design and Planning of Production	EBB058B05	5	C	EN
2.2	Management of Product Innovation	EBB652B05	5	C	EN

Programme: BSc Business Administration/BA
Year: 3
Profile: Accountancy & Controlling/A&C

sem	course title	code	EC	C/E	lang
1.1	Corporate Governance for A&C	EBB099B05	5	C	EN
1.1	Financial Statement Analysis for A&C	EBB116A05	5	C	EN
1.1	Introduction Tax Law for A&C	RGAFI40105	5	C	NL
1.2	Auditing Practices	EBB097A05	5	C	NL
1.2	Global Corporate Taxation	EBB121A05	5	C	NL
1.2	Management Control for A&C	EBB102B05	5	C	EN
2.1	Ethics in Business and Management	EBB100A05	5	C	EN
2.1	Financial and Actuarial Calculus	EBB822B05	5	C	NL
2.1-2	Bachelor's Thesis BDK-A&C	EBB924B10	10	C	NL
2.2	Accounting Information Systems A&C	EBB096A05	5	C	EN
2.2	Corporate Law for A&C	EBB901C05	5	C	NL

Programme: BSc Business Administration/BA
Year: 3
Profile: Business & Management/B&M

sem	course title	code	EC	C/E	lang
1.1-2	• minor Algemene Economie voor de LO <i>or</i>		30	EG	EN
1.1-2	• minor BDK-B&M/TM <i>or</i>		30	EG	NL
1.1-2	• minor Business and Taxation <i>or</i>		30	EG	EN
1.1-2	• minor ED&G <i>or</i>		30	EG	EN
1.1-2	• minor Finance <i>or</i>		30	EG	EN
1.1-2	• minor Innovation and Entrepreneurship <i>or</i>		30	EG	EN
1.1-2	• minor Internship Business Research <i>or</i>		30	EG	EN
1.1-2	• minor Management Control <i>or</i>		30	EG	EN
1.1-2	• study abroad (= foreign minor) <i>or</i>		30	EG	
1.1-2	• university minor		30	EG	
2.1	Ethics in Business and Management	EBB100A05	5	C	EN
2.1	Integrative Research Project	EBB101A05	5	C	NL

2.1-2	Bachelor's Thesis BDK-B&M	EBB731B10	10	C	NL
2.2	Contemporary Theories on B&M	EBB098A05	5	C	EN
2.2	Digital Business and Transformation	EBB139A05	5	C	EN

NB	<ul style="list-style-type: none"> Students who wish to register for the Master's Degree Programme in Finance have to take the minor Finance. Students who wish to register for the Master's Degree Programme in ED&G have to take the minor ED&G. The minor Algemene Economie voor de Lerarenopleiding is an entry requirement for the MSc Teacher of Preparatory Higher Education in Human and Social Sciences, profile Economics and Business Economics. A maximum of 15 students are admitted to the minor Internship Business Research. Students BSc Business Administration are not allowed to choose the university minor Entrepreneurship.
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Programme: BSc Business Administration/BA

Year: 3

Profile: Technology Management/TM

sem	course title	code	EC	C/E	lang
1.1-2	• minor Algemene Economie voor de LO <i>or</i>		30	EG	EN
1.1-2	• minor BDK-B&M/TM <i>or</i>		30	EG	NL
1.1-2	• minor Business and Taxation <i>or</i>		30	EG	EN
1.1-2	• minor ED&G <i>or</i>		30	EG	EN
1.1-2	• minor Finance <i>or</i>		30	EG	EN
1.1-2	• minor Innovation and Entrepreneurship <i>or</i>		30	EG	EN
1.1-2	• minor Internship Business Research <i>or</i>		30	EG	EN
1.1-2	• minor Management Control <i>or</i>		30	EG	EN
1.1-2	• study abroad (= foreign minor) <i>or</i>		30	EG	
1.1-2	• university minor		30	EG	
2.1	Ethics in Business and Management	EBB100A05	5	C	EN
2.1	International Bus.& Supply Chain Market.	EBB609B05	5	C	EN
2.1-2	Bachelor's Thesis BDK-TM	EBB643C10	10	C	NL
2.2	Ontwerppraktijk BDK-TM	EBB103A05	5	C	NL
2.2	Organisatie, technologie en verandering	EBB647B05	5	C	NL

NB	<ul style="list-style-type: none"> Those students who wish to register for the Master's Degree Programme in Finance have to take the minor Finance. Those students who wish to register for the Master's Degree Programme in ED&G have to take the minor ED&G. Students who have chosen for the profile Technologymanagement and with Mathematics-B may also choose courses from Industrial Engineering -if their schedule allows it- within their faculty-minor. They will need permission from the Board of Examiners upfront (examencie.feb@rug.nl). The minor Algemene Economie voor de Lerarenopleiding is an entry requirement for the MSc Teacher of Preparatory Higher Education in Human and Social Sciences, profile Economics and Business Economics. A maximum of 15 students are admitted to the minor Internship Business Research. Students BSc Business Administration are not allowed to choose the university minor Entrepreneurship.
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Programme: BSc Business Administration/BA

Year: 3

minor Algemene Economie voor de Lerarenopleiding

sem	course title	code	EC	C/E	lang
1.1	Introductie Lerarenopleiding	EBB816B05	5	C	NL
1.1	Macroeconomics for Pre-MSc	EBS020A05	5	C	EN
1.1	Microeconomics for E&BE: Consumers&Firms	EBP819B05	5	C	EN
1.2	Behavioural and Experimental Economics	EBB086A05	5	C	EN
1.2	Internat. Economics for Pre-MSc	EBS021A05	5	C	EN
1.2	Microeconomics - Industrial Organization	EBB067A05	5	C	EN

Programme: BSc Business Administration/BA
Year: 3
minor B&M/TM

sem	course title	code	EC	C/E	lang
1.1	Behavioural Decision Making	EBB104A05	5	E	EN
1.1	Entrepreneurship B&M/TM	EBB106A05	5	E	EN
1.1	Introductie Lerarenopleiding	EBB816B05	5	E	NL
1.1	Junior Business Research and Consulting	EBB123A05	5	E	EN
1.1	Managementvaardigheden	EBB697A05	5	E	NL
1.1	Purchasing & Supply Chain Management	EBB742B05	5	E	EN
1.1	Success Factors of Econ. Growth in Korea	EBB122A05	5	E	EN
1.1	Teamwork - Theories, Design and Dynamics	EBB110A05	5	E	EN
1.2	Digital Marketing Analytics	EBB105B05	5	E	EN
1.2	Healthcare Management	EBB132A05	5	E	EN
1.2	Innovation Management B&M	EBB107A05	5	E	EN
1.2	International Business Theories	EBB108A05	5	E	EN
1.2	Junior Business Research and Consulting	EBB123A05	5	E	EN
1.2	Operations Strategy and Technology	EBB109A05	5	E	EN

NB • Students choose 30 EC from 'Minor B&M/TM'.

Programme: BSc Business Administration/BA
Year: 3
minor Business and Taxation

sem	course title	code	EC	C/E	lang
1.1	Introduction to Tax Law non-law stud	RGAFI30510	10	C	NL
1.1	Wage Taxes	RGBFI00105	5	C	NL
1.2	Global Corporate Taxation	EBB121A05	5	C	NL
1.2	Private Law for non-law students	RGAPR70205	5	C	NL
1.2	Turnover Tax for non-law students	RGAFI30405	5	C	NL

NB • The Faculty of Law uses the Dutch version of the course names (under the same course codes).

Programme: BSc Business Administration/BA
Year: 3

minor Economic Development and Globalization

sem	course title	code	EC	C/E	lang
1.1	Macroeconomics for Pre-MSc	EBS020A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Microeconomics for E&BE: Consumers&Firms	EBP819B05	5	C	EN
1.2	Econometrics for minor Finance	EBB111A05	5	C	EN
1.2	Internat. Economics for Pre-MSc	EBS021A05	5	C	EN
1.2	• Global Development Studies <i>or</i> • Innovation and Productivity	EBB921B05	5	EG	EN
1.2		EBB094A05	5	EG	EN

NB	• Students choose 5 EC from the election group (EG).
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Programme: BSc Business Administration/BA
Year: 3
minor Finance

sem	course title	code	EC	C/E	lang
1.1	Asset Pricing for Pre-MSc & Minor Finance	EBB133A05	5	C	EN
1.1	Mathematics for minor Finance	EBB112A05	5	C	EN
1.1	Microeconomics for E&BE: Consumers&Firms	EBP819B05	5	C	EN
1.2	Corporate Finance for Minor Finance	EBB134A05	5	C	EN
1.2	Econometrics for minor Finance	EBB111A05	5	C	EN
1.2	Macroeconomics for E&BE	EBP812B05	5	C	EN

Programme: BSc Business Administration/BA
Year: 3
minor Innovation and Entrepreneurship

sem	course title	code	EC	C/E	lang
1.1	Entrepreneurial Marketing	EBB117A05	5	C	EN
1.1	Introduction to Entrepreneurship	EBB124A05	5	C	EN
1.1	Technology-based Offerings	EBB119A05	5	C	EN
1.2	Entrepreneurship Project	EBB118B10	10	C	EN
1.2	Innovation Management B&M	EBB107A05	5	C	EN

Programme: BSc Business Administration/BA
Year: 3
minor Internship Business Research

sem	course title	code	EC	C/E	lang
1.1-2	Business Research Project	EBB127A20	20	V	EN
1.1	• Behavioural Decision Making <i>and/or</i>	EBB104A05	5	EG	EN
1.1	• Entrepreneurship B&M/TM <i>and/or</i>	EBB106A05	5	EG	EN
1.1	• Introductie Lerarenopleiding <i>and/or</i>	EBB816B05	5	EG	NL

1.1	• Purchasing & Supply Chain Management <i>and/or</i>	EBB742B05	5	EG	EN
1.1	• Success Factors of Econ. Growth in Korea <i>and/or</i>	EBB122A05	5	EG	EN
1.1	• Teamwork - Theories, Design and Dynamic <i>and/or</i> s	EBB110A05	5	EG	EN
1.2	• Digital Marketing Analytics <i>and/or</i>	EBB105B05	5	EG	EN
1.2	• Healthcare Management <i>and/or</i>	EBB132A05	5	EG	EN
1.2	• Innovation Management B&M <i>and/or</i>	EBB107A05	5	EG	EN
1.2	• International Business Theories <i>and/or</i>	EBB108A05	5	EG	EN
1.2	• Operations Strategy and Technology	EBB109A05	5	EG	EN

NB • Students choose 10 EC from the elective group (EG).

Programme: BSc Business Administration/BA
Year: 3
minor Management Control

sem	course title	code	EC	C/E	lang
1.1	Corporate Governance for A&C	EBB099B05	5	C	EN
1.1	Financial Statement Analysis for A&C	EBB116A05	5	C	EN
1.1	Internal Control (BSc)	EBB048A05	5	C	EN
1.2	International Financial Management	EBB627A05	5	C	EN
1.2	Management Control for A&C	EBB102B05	5	C	EN
1.2	• Healthcare Management <i>or</i>	EBB132A05	5	EG	EN
1.2	• Innovation Management B&M <i>or</i>	EBB107A05	5	EG	EN
1.2	• International Business Theories <i>or</i>	EBB108A05	5	EG	EN
1.2	• Operations Strategy and Technology	EBB109A05	5	EG	EN

NB • Students choose 5 EC from the elective group (EG).

Appendix 5.2 BSc Econometrics and Operations Research post-propaedeutic phase

The post-propaedeutic phase of the Bachelor's degree programme Econometrics and Operations Research consists of the following courses (with study load in EC):

Programme: BSc Econometrics and Operations Research/EOR
Year: 2
core programme BSc EOR

sem	course title	code	EC	C/E	lang
1.1	Macroeconomics for EOR	EBB027B05	5	C	EN
1.1	Matrices, Graphs and Convexity	EBB073A05	5	C	EN
1.1	Statistical Inference	EBB075A05	5	C	EN
1.2	Difference- & Differential Equations	EBB812A05	5	C	EN
1.2	Introduction to Operations Research	EBB829A05	5	C	EN

1.2	Linear Models in Statistics	EBB072A05	5	C	EN
2.1	Introduction to Actuarial Science	EBB827A05	5	C	EN
2.1	Introduction to Econometrics	EBB828A05	5	C	EN
2.1	Queueing Theory and Simulation	EBB074A05	5	C	EN
2.2	Dynamic Econometrics	EBB813A05	5	C	EN
2.2	Introduction to Mathematical Economics	EBB830A05	5	C	EN
2.2	Risk Insurance	EBB863A05	5	C	EN

Programme: BSc Econometrics and Operations Research/EOR

Year: 3

core programme BSc EOR

sem	course title	code	EC	C/E	lang
1.1-2	• minor Business and Taxation <i>or</i>		30	EG	NL
1.1-2	• minor E&BE <i>or</i>		30	EG	EN
1.1-2	• minor Education Mathematics <i>or</i>		30	EG	NL
1.1-2	• minor EOR		30	EG	EN
1.1-2	• minor Innovation and Entrepreneurship <i>or</i>		30	EG	EN
1.1-2	• study abroad (= foreign minor) <i>or</i>		30	EG	
1.1-2	• university minor		30	EG	
2.1	Numerical Methods for EOR	EBB115A05	5	C	EN
2.1	Stochastic Models	EBB878A05	5	C	EN
2.1-2	Bachelor's Thesis EOR	EBB925A10	10	C	EN
2.2	elective BSc EOR		5	C	EN
2.2	Game Theory	EBB872A05	5	C	EN
2.2	Game Theory	EBB872A05	5	C	EN

NB	<ul style="list-style-type: none"> • The minor EOR is recommended for students who wish to register for the MSc Econometrics, Operations Research & Actuarial Studies or a similar programme. • The minors Business and Taxation and Education Mathematics are taught in Dutch. • The courses of the study abroad programme (foreign minor) can contain a maximum of 15 EC that do not contribute to the learning outcomes of the BSc EOR, including no more than one language course in the language of the foreign university (maximum 6 EC). The courses of the study abroad programme must be postpropaedeutic and not overlap with the other courses of the BSc EOR programme followed by the student. The courses of the study abroad programme should be approved by the coordinator of the BSc EOR. • Students who do not choose the minor EOR can choose a course of this minor as elective BSc EOR. • Students who want to choose an elective that is not on the list have to contact the coordinator of the BSc EOR for approval. • It is not allowed to choose the university minor Entrepreneurship. • It is not possible to combine parts of different minors. • Bachelor's Thesis EOR can also be taken in semester 1.1-2.
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Programme: BSc Econometrics and Operations Research/EOR

Year: 3

electives BSc EOR

sem	course title	code	EC	C/E	lang
1.1	Behavioural Corporate Finance	EBB087A05	5	E	EN
1.1	Behavioural Decision Making	EBB104A05	5	E	EN

1.1	Culture and Economics	EBB090A05	5	E	EN
1.1	Globalization - Topics and Methods	EBB093A05	5	E	EN
1.1	Health Economics	EBB120A05	5	E	EN
1.1	Junior Business Research and Consulting	EBB123A05	5	E	EN
1.1	Partial Differential Equations	WIPDV-07	5	E	EN
1.1	Programming in C/C++ (part I)	RC-C++1	5	E	EN
1.1	Purchasing & Supply Chain Management	EBB742B05	5	E	EN
1.2	Advanced Algorithms and Data Structures	INBGAD-10	5	E	EN
1.2	Behavioural and Experimental Economics	EBB086A05	5	E	EN
1.2	Corporate Financial Restructuring	EBB088A05	5	E	EN
1.2	Environmental and Resource Economics	EBB898B05	5	E	EN
1.2	Healthcare Management	EBB132A05	5	E	EN
1.2	Innovation and Productivity	EBB094A05	5	E	EN
1.2	Innovation Management B&M	EBB107A05	5	E	EN
1.2	International Financial Management	EBB627A05	5	E	EN
1.2	Junior Business Research and Consulting	EBB123A05	5	E	EN
1.2	Operations Strategy and Technology	EBB109A05	5	E	EN
1.2	Philosophy of Science	FI180WET	5	E	EN
1.2	Probability and Measure	WBMA19009	5	E	EN
1.2	Sports Economics	EBB920A05	5	E	EN
2.1	Intermediate Macroeconomics	EBB842B05	5	E	EN
2.1	International Bus.& Supply Chain Market.	EBB609B05	5	E	EN
2.1	Junior Business Research and Consulting	EBB123A05	5	E	EN
2.1	Labour Economics	EBB840A05	5	E	EN
2.1	Metric and Topological Spaces	WBMA19008	5	E	EN
2.2	Growth and Development Economics	EBB811B05	5	E	EN
2.2	Intermediate Corporate Finance	EBB079B05	5	E	EN
2.2	International Financial Management	EBB627A05	5	E	EN
2.2	Junior Business Research and Consulting	EBB123A05	5	E	EN
2.2	Political Economics	EBB886B05	5	E	EN

Programme: BSc Econometrics and Operations Research/EOR

Year: 3

minor Business and Taxation

sem	course title	code	EC	C/E	lang
1.1	Introduction to Tax Law non-law stud	RGAFI30510	10	C	NL
1.1	Wage Taxes	RGBFI00105	5	C	NL
1.2	Global Corporate Taxation	EBB121A05	5	C	NL
1.2	Private Law for non-law students	RGAPR70205	5	C	NL
1.2	Turnover Tax for non-law students	RGAFI30405	5	C	NL

NB • The Faculty of Law uses the Dutch version of the course names (under the same course codes).

Programme: BSc Econometrics and Operations Research/EOR

Year: 3
minor E&BE

sem	course title	code	EC	C/E	lang
1.1	Behavioural Corporate Finance	EBB087A05	5	E	EN
1.1	Culture and Economics	EBB090A05	5	E	EN
1.1	Development Finance	EBB091A05	5	E	EN
1.1	Globalization - Topics and Methods	EBB093A05	5	E	EN
1.1	Health Economics	EBB120A05	5	E	EN
1.2	Behavioural and Experimental Economics	EBB086A05	5	E	EN
1.2	Corporate Financial Restructuring	EBB088A05	5	E	EN
1.2	Corporate Governance for E&BE	EBB089A05	5	E	EN
1.2	Environmental and Resource Economics	EBB898B05	5	E	EN
1.2	Innovation and Productivity	EBB094A05	5	E	EN
1.2	Sports Economics	EBB920A05	5	E	EN

NB • Students choose 30 EC from 'minor E&BE'.

Programme: BSc Econometrics and Operations Research/EOR
Year: 3
minor Education Mathematics

sem	course title	code	EC	C/E	lang
1.1	Basics of Teaching in Lower Sec. Edu.	ULOB0105	5	C	NL
1.1	Minor's traineeship	ULOB0210	10	C	NL
1.2	Didactics	ULOB0405	5	C	NL
1.2	Minor's traineeship 2	ULOB0310	10	C	NL

NB • The minor Education Mathematics is offered in Dutch and, after successful completion, results in a limited second-degree teaching qualification.

Programme: BSc Econometrics and Operations Research/EOR
Year: 3
minor EOR

sem	course title	code	EC	C/E	lang
1.1	Finance Theory and Modelling	EBB825A05	5	C	EN
1.1	Marketing Analytics	EBB114A05	5	C	EN
1.1	Microeconometrics	EBB880C05	5	C	EN
1.2	Applied Operations Research	EBB888B05	5	C	EN
1.2	Empirical Econometrics	EBB113A05	5	C	EN
1.2	Generalized Linear Models	EBB883B05	5	C	EN

NB • Students who choose the minor EOR are allowed to replace up to 2 courses with not previously chosen courses from 'electives BSc EOR' (sem. 1.1 and/or 1.2).

Programme: BSc Econometrics and Operations Research/EOR

Year: 3
minor Innovation and Entrepreneurship

sem	course title	code	EC	C/E	lang
1.1	Entrepreneurial Marketing	EBB117A05	5	C	EN
1.1	Introduction to Entrepreneurship	EBB124A05	5	C	EN
1.1	Technology-based Offerings	EBB119A05	5	C	EN
1.2	Entrepreneurship Project	EBB118B10	10	C	EN
1.2	Innovation Management B&M	EBB107A05	5	C	EN

Appendix 5.3 BSc Economics and Business Economics post-propaedeutic phase

The post-propaedeutic phase of the Bachelor's degree programme in Economics and Business Economics consists of the following courses (with study load in EC):

Programme: BSc Economics and Business Economics/E&BE
Year: 2
Profile: Business Economics

sem	course title	code	EC	C/E	lang
1.1	Matrix Analysis and Optimization	EBB066A05	5	C	EN
1.1	Monetary Macroeconomics	EBB130A05	5	C	EN
1.1	Trade Policy and Economic Integration	EBB125A05	5	C	EN
1.2	Management Accounting for BE	EBB846C05	5	C	EN
1.2	Microeconomics - Industrial Organization	EBB067A05	5	C	EN
1.2	Operations and Logistics Management	EBB068A05	5	C	EN
2.1	Capital Structure and Financial Planning	EBB060A05	5	C	EN
2.1	Econometrics for BE	EBB061A05	5	C	EN
2.1	Human Resource Management for BE	EBB065A05	5	C	EN
2.2	Economics of Banking	EBB062A05	5	C	EN
2.2	Empirical Research Paper for BE	EBB063A05	5	C	EN
2.2	Philosophy and Ethics of Business	EBB069A05	5	C	EN

Programme: BSc Economics and Business Economics/E&BE
Year: 2
Profile: Economics

sem	course title	code	EC	C/E	lang
1.1	Matrix Analysis and Optimization	EBB066A05	5	C	EN
1.1	Monetary Macroeconomics	EBB130A05	5	C	EN
1.1	Trade Policy and Economic Integration	EBB125A05	5	C	EN
1.2	Intermediate Mathematics	EBB933B05	5	C	EN
1.2	Microeconomics - Industrial Organization	EBB067A05	5	C	EN
1.2	Public Finance	EBB861A05	5	C	EN
2.1	Capital Structure and Financial Planning	EBB060A05	5	C	EN
2.1	Econometrics for Economics	EBB814A05	5	C	EN

2.1	Growth, Institutions and Business	EBB022A05	5	C	EN
2.2	Economics of Banking	EBB062A05	5	C	EN
2.2	Empirical Research Paper for Economics	EBB020B05	5	C	EN
2.2	History of Economic Thought	EBB934A05	5	C	EN

Programme: BSc Economics and Business Economics/E&BE

Year: 2

Profile: International Economics & Business/IE&B

sem	course title	code	EC	C/E	lang
1.1	Matrix Analysis and Optimization	EBB066A05	5	C	EN
1.1	Monetary Macroeconomics	EBB130A05	5	C	EN
1.1	Trade Policy and Economic Integration	EBB125A05	5	C	EN
1.2	Global Development Studies	EBB921B05	5	C	EN
1.2	International Business Strategy for IE&B	EBB023B05	5	C	EN
1.2	Microeconomics - Industrial Organization	EBB067A05	5	C	EN
2.1	Capital Structure and Financial Planning	EBB060A05	5	C	EN
2.1	Econometrics for IE&B	EBB070A05	5	C	EN
2.1	Growth, Institutions and Business	EBB022A05	5	C	EN
2.2	Economics of Banking	EBB062A05	5	C	EN
2.2	Empirical Research Paper for IE&B	EBB071A05	5	C	EN
2.2	Philosophy and Ethics of Business	EBB069A05	5	C	EN

Programme: BSc Economics and Business Economics/E&BE

Year: 3

Profile: Business Economics

sem	course title	code	EC	C/E	lang
1.1-2	• minor Business & Taxation <i>or</i>		30	EG	NL
1.1-2	• minor E&BE <i>or</i>		30	EG	EN
1.1-2	• minor Innovation and Entrepreneurship <i>or</i>		30	EG	EN
1.1-2	• minor Management Control <i>or</i>		30	EG	EN
1.1-2	• study abroad (= foreign minor) <i>or</i>		30	EG	
1.1-2	• university minor		30	EG	
2.1-2	Bachelor's Thesis E&BE-BE	EBB926C10	10	C	EN
2.1	Intermediate Asset Pricing	EBB084A05	5	C	EN
2.1	• Marketing Research for E&BE <i>or</i>	EBB085A05	5	EG	EN
2.1	• elective BSc E&BE-BE		5	EG	EN
2.2	Intermediate Corporate Finance	EBB079B05	5	C	EN
2.2	• Financial Statement Analysis for E&BE <i>or</i>	EBB081A05	5	EG	EN
2.2	• elective BSc E&BE-BE		5	EG	EN

NB	<ul style="list-style-type: none"> • The study abroad programme (foreign minor) can contain a maximum of 15 EC non-economic and non-business courses, including no more than one language course in the language of the foreign university (maximum 6 EC). The courses of the study abroad programme must be post-propaedeutic and not overlap with the other courses of the E&BE programme followed by the student. • It is not possible to combine parts of different minors. • Students of profile BE are advised to take the two courses Marketing Research for E&BE (EBB085A05) and Financial Statement Analysis for E&BE (EBB081A05). However, these courses might be replaced by courses from the table of electives E&BE-BE. • Bachelor's Thesis E&BE-BE can also be taken in semester 1.1-2. • Due to overlap with Financial Statement Analysis for A&C (EBB116A05) the course Financial Statement Analysis for E&BE (EBB081A05) may not be included in a programme that contains the minor Management Control. • Students BSc Economic and Business Economics are not allowed to choose the university minor Entrepreneurship.
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Programme: BSc Economics and Business Economics/E&BE

Year: 3

Profile: Economics

sem	course title	code	EC	C/E	lang
1.1-2	• minor Business and Taxation <i>or</i>		30	EG	NL
1.1-2	• minor E&BE <i>or</i>		30	EG	EN
1.1-2	• minor Innovation and Entrepreneurship <i>or</i>		30	EG	EN
1.1-2	• minor Management Control <i>or</i>		30	EG	EN
1.1-2	• study abroad (= foreign minor) <i>or</i>		30	EG	
	• university minor		30	EG	
2.1-2	Bachelor's Thesis E&BE-Economics	EBB908B10	10	C	EN
2.1	Intermediate Macroeconomics	EBB842B05	5	C	EN
2.1	• Labour Economics <i>or</i>	EBB840A05	5	EG	EN
2.1	• elective BSc E&BE-Economics		5	EG	EN
2.2	Intermediate Microeconomics	EBB852B05	5	C	EN
2.2	• Political Economics <i>or</i>	EBB886B05	5	EG	EN
2.2	• elective BSc E&BE-Economics		5	EG	EN

NB	<ul style="list-style-type: none"> • The study abroad programme (foreign minor) can contain a maximum of 15 EC non-economic and non-business courses, including no more than one language course in the language of the foreign university (maximum 6 EC). The courses of the study abroad programme must be post-propaedeutic and not overlap with the other courses of the E&BE programme followed by the student. • It is not possible to combine parts of different minors. • Fudan DD-students (profile Economics) can choose either the study abroad or the minor E&BE; • Students of profile Economics are advised to take the two courses Labour Economics (EBB840A05) and Political Economics (EBB886B05). However, these courses might be replaced by courses from the table electives E&BE-Economics. • Bachelor's Thesis E&BE-Economics can also be taken in semester 1.1-2. • Due to overlap with Financial Statement Analysis for A&C (EBB116A05) the course Financial Statement Analysis for E&BE (EBB081A05) may not be included in a programme that contains the minor Management Control. • Students BSc Economic and Business Economics are not allowed to choose the university minor Entrepreneurship.
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Programme: BSc Economics and Business Economics/E&BE

Year: 3

Profile: International Economics & Business/IE&B

sem	course title	code	EC	C/E	lang
1.1-2	study abroad (= foreign minor)		30	C	EN
2.1-2	Bachelor's Thesis E&BE-IE&B	EBB879B10	10	C	EN
2.1	Globalization - The Great Unbundlings	EBB083A05	5	C	EN
2.1	• International Financial Markets <i>or</i> • elective BSc E&BE-IE&B	EBB131A05	5	EG	EN
2.1			5	EG	EN
2.2	Globalization - MNEs & Institutions	EBB082A05	5	C	EN
2.2	• Growth and Development Economics <i>or</i> • elective BSc E&BE-IE&B	EBB811B05	5	EG	EN
2.2			5	EG	EN

NB	<ul style="list-style-type: none"> The study abroad programme (foreign minor) can contain a maximum of 15 EC non-economic and non-business courses, including no more than one language course in the language of the foreign university (maximum 6 EC). The courses of the study abroad programme must be post-propaedeutic and not overlap with the other courses of the E&BE programme followed by the student. Fudan DD-students of profile IE&B can choose either the study abroad or the minor E&BE. Students of profile IE&B are advised to take the two courses International Financial Markets (EBB131A05) and Growth and Development Economics (EBB811B05). However, these courses might be replaced by courses from the table electives E&BE-IE&B. Bachelor's Thesis E&BE-IE&B can also be taken in semester 1.1-2.
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Programme: **BSc Economics and Business Economics/E&BE**

Year: **3**
 electives E&BE-BE

sem	course title	code	EC	C/E	lang
2.1	Globalization - The Great Unbundlings	EBB083A05	5	E	EN
2.1	Intermediate Macroeconomics	EBB842B05	5	E	EN
2.1	International Financial Markets	EBB131A05	5	E	EN
2.1	Labour Economics	EBB840A05	5	E	EN
2.2	Globalization - MNEs & Institutions	EBB082A05	5	E	EN
2.2	Growth and Development Economics	EBB811B05	5	E	EN
2.2	Intermediate Microeconomics	EBB852B05	5	E	EN
2.2	Political Economics	EBB886B05	5	E	EN

Programme: **BSc Economics and Business Economics/E&BE**

Year: **3**
 electives E&BE-Economics

sem	course title	code	EC	C/E	lang
2.1	Globalization - The Great Unbundlings	EBB083A05	5	E	EN
2.1	Intermediate Asset Pricing	EBB084A05	5	E	EN
2.1	International Financial Markets	EBB131A05	5	E	EN
2.1	Marketing Research for E&BE	EBB085A05	5	E	EN
2.2	Financial Statement Analysis for E&BE	EBB081A05	5	E	EN
2.2	Globalization - MNEs & Institutions	EBB082A05	5	E	EN
2.2	Growth and Development Economics	EBB811B05	5	E	EN
2.2	Intermediate Corporate Finance	EBB079B05	5	E	EN

Programme: BSc Economics and Business Economics/E&BE
Year: 3
electives E&BE-IE&B

sem	course title	code	EC	C/E	lang
2.1	Intermediate Asset Pricing	EBB084A05	5	E	EN
2.1	Intermediate Macroeconomics	EBB842B05	5	E	EN
2.1	Labour Economics	EBB840A05	5	E	EN
2.1	Marketing Research for E&BE	EBB085A05	5	E	EN
2.2	Financial Statement Analysis for E&BE	EBB081A05	5	E	EN
2.2	Intermediate Corporate Finance	EBB079B05	5	E	EN
2.2	Intermediate Microeconomics	EBB852B05	5	E	EN
2.2	Political Economics	EBB886B05	5	E	EN

Programme: BSc Economics and Business Economics/E&BE
Year: 3
minor Business and Taxation

sem	course title	code	EC	C/E	lang
1.1	Introduction to Tax Law non-law stud	RGAFI30510	10	C	NL
1.1	Wage Taxes	RGBFI00105	5	C	NL
1.2	Global Corporate Taxation	EBB121A05	5	C	NL
1.2	Private Law for non-law students	RGAPR70205	5	C	NL
1.2	Turnover Tax for non-law students	RGAFI30405	5	C	NL

NB • The Faculty of Law uses the Dutch version of the course names (under the same course codes).

Programme: BSc Economics and Business Economics/E&BE
Year: 3
minor E&BE

sem	course title	code	EC	C/E	lang
1.1	Behavioural Corporate Finance	EBB087A05	5	E	EN
1.1	Culture and Economics	EBB090A05	5	E	EN
1.1	Development Finance	EBB091A05	5	E	EN
1.1	Globalization - Topics and Methods	EBB093A05	5	E	EN
1.1	Health Economics	EBB120A05	5	E	EN
1.2	Behavioural and Experimental Economics	EBB086A05	5	E	EN
1.2	Corporate Financial Restructuring	EBB088A05	5	E	EN
1.2	Corporate Governance for E&BE	EBB089A05	5	E	EN
1.2	Environmental and Resource Economics	EBB898B05	5	E	EN
1.2	Innovation and Productivity	EBB094A05	5	E	EN
1.2	Sports Economics	EBB920A05	5	E	EN

NB • Students choose 30 EC from 'Minor E&BE'.

Programme: BSc Economics and Business Economics/E&BE
Year: 3
minor Innovation and Entrepreneurship

sem	course title	code	EC	C/E	lang
1.1	Entrepreneurial Marketing	EBB117A05	5	C	EN
1.1	Introduction to Entrepreneurship	EBB124A05	5	C	EN
1.1	Technology-based Offerings	EBB119A05	5	C	EN
1.2	Entrepreneurship Project	EBB118B10	10	C	EN
1.2	Innovation Management B&M	EBB107A05	5	C	EN

Programme: BSc Economics and Business Economics/E&BE
Year: 3
minor Management Control

sem	course title	code	EC	C/E	lang
1.1	Corporate Governance for A&C	EBB099B05	5	C	EN
1.1	Financial Statement Analysis for A&C	EBB116A05	5	C	EN
1.1	Internal Control (BSc)	EBB048A05	5	C	EN
1.2	International Financial Management	EBB627A05	5	C	EN
1.2	Management Control for A&C	EBB102B05	5	C	EN
1.2	• Healthcare Management <i>or</i>	EBB132A05	5	EG	EN
1.2	• Innovation Management B&M <i>or</i>	EBB107A05	5	EG	EN
1.2	• International Business Theories <i>or</i>	EBB108A05	5	EG	EN
1.2	• Operations Strategy and Technology	EBB109A05	5	EG	EN

NB • Students choose 5 EC from the elective group (EG).

Appendix 5.4 BSc International Business post-propaedeutic phase

The post-propaedeutic phase of the Bachelor's degree programme International Business consists of the following courses (with study load in EC):

Programme: BSc International Business/IB
Year: 2
core programma BSc IB

sem	course title	code	EC	C/E	lang
1.1	Finance and Risk Management for IB	EBB631B05	5	C	EN
1.1	Foreign Dir. Investment, Trade & Geogr.	EBB037A05	5	C	EN
1.1	Information Systems Management	EBB632A05	5	C	EN
1.2	CrossCultural Management	EBB036A05	5	C	EN
1.2	Global Business History	EBB038B05	5	C	EN
1.2	Statistics II for IB	EBB682B05	5	C	EN
2.1	Comparative Country Studies	EBB686A05	5	C	EN
2.1	Innovation Management in Multinationals	EBB034A05	5	C	EN

2.1	Qualitative Research Methods for IB	EBB633B05	5	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN
2.2	Global Political Economy	EBB039B05	5	C	EN
2.2	International Business Law for IB	EBB635C05	5	C	EN

Programme: **BSc International Business/IB**

Year: **3**

core programma BSc IB

sem	course title	code	EC	C/E	lang
1.1-2	study abroad (= foreign minor)		30	C	EN
2.1-2	Bachelor's Thesis IB	EBB737B10	10	C	EN
2.1	Empirical Research Project for IB	EBB044A05	5	C	EN
2.1	International Strategic Management	EBB628A05	5	C	EN
2.2	International Financial Management	EBB627A05	5	C	EN
2.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN

NB	<ul style="list-style-type: none"> • The courses of semester 2 can also be taken in semester 1. • The foreign minor can also be taken in semester 2. • The study abroad programme (foreign minor) can contain a maximum of 15 EC in non-economic and non-business courses, including 10 EC of language courses.
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Appendix 6 **Practical exercises in the post-propaedeutic phase**

There are no post-propaedeutic courses with a practical component that is a condition for admission to the examination.

Appendix 7 **University Minors offered by FEB**

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

Appendix 7.1 **Minor Energy**

The Minor Energy is taught in English and consists of the following courses (with study load in EC):

Minor name: **minor Energy**

Year: **3**

sem	course title	code	EC	C/E	lang
1.1	Energy Case Study	EBB136A05	5	C	EN
1.1	Multidisciplinary Energy Essentials	EBB135A10	10	C	EN
1.2	Energy Research Project	EBB138A10	10	C	EN
1.2	Solving Energy Challenges	EBB137A05	5	C	EN

NB	<ul style="list-style-type: none"> • FEB students are allowed to choose the university minor Energy.
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Appendix 7.2 Minor Entrepreneurship¹

The Minor Entrepreneurship is taught in English and consists of the following courses (with study load in EC):

Minor name: minor Entrepreneurship

Year: 3

sem	course title	code	EC	C/E	lang
1.1	Fin. & Legal Aspects of Entrepreneurship	EBB128A05	5	C	EN
1.1	Introduction to Entrepreneurship	EBB124A05	5	C	EN
1.1	Market- and Knowledge-based Entr.ship	EBB129A05	5	C	EN
1.2	Entrepreneurship in Context	EBB126A05	5	C	EN
1.2	Entrepreneurship Project	EBB118B10	10	C	EN

Appendix 8 Double Degree programmes

Explanation of abbreviations used in the degree programme overviews below:
C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

Appendix 8.1 DD BSc EOR – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the BSc Econometrics and Operations Research (FEB) and the Undergraduate Programme Economics of Fudan University, School of Economics, Shanghai comprises the following courses and study load in EC:

Programme: DD BSc EOR – Fudan University, Shanghai

Year: 1

core programme for DD students from Shanghai

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to BSc EOR-2		60	C	EN

Programme: DD BSc EOR – Fudan University, Shanghai

Year: 2

core programme for DD students from Shanghai

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to BSc EOR-3		60	C	EN

NB • Students from Fudan choose either study abroad (=foreign minor) or the minor EOR.

¹ FEB-students are not allowed to choose the University Minor Entrepreneurship.

Appendix 8.2 DD BSc E&BE-Economics – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the BSc Economics and Business Economics, profile Economics and the Undergraduate Programme Economics of Fudan University, School of Economics, Shanghai comprises the following courses and study load in EC:

Programme: DD BSc E&BE-Economics – Fudan University, Shanghai
Year: 1
 core programme for DD-students from Shanghai

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to BSc E&BE-2-Economics		60	C	EN

Programme: DD BSc E&BE-Economics – Fudan University, Shanghai
Year: 2
 core programme for DD-students from Shanghai

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to BSc E&BE-3-Economics		60	C	EN

NB • Students from Fudan choose either study abroad (=foreign minor) or the minor E&BE.

Appendix 8.3 DD BSc E&BE-IE&B – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the BSc Economics and Business Economics, profile International Economics and Business (IE&B) and the Undergraduate Programme Economics of Fudan University, School of Economics, Shanghai comprises the following courses and study load in EC:

Programme: DD BSc E&BE-IE&B – Fudan University, Shanghai
Year: 1
 core programme for DD-students from Shanghai

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to BSc E&BE-2-IE&B		60	C	EN

Programme: DD BSc E&BE-IE&B – Fudan University, Shanghai
Year: 2
 core programme for DD-students from Shanghai

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to BSc E&BE-3-IE&B		60	C	EN

NB	• Students from Fudan choose either study abroad (=foreign minor) or the minor E&BE.
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Appendix 8.4 DD BSc IB – Universitas Gadjah Mada, Yogyakarta (1.5-year)

The English-language Double Degree programme of the BSc International Business (FEB) and the International Undergraduate Programme Business and Economics of Universitas Gadjah Mada, Faculty of Economics and Business, Yogyakarta, Indonesia, comprises the following courses and study load in EC:

Programme: DD BSc IB - Universitas Gadjah Mada, Yogyakarta
Year: 1
core programme for DD-students from Yogyakarta

sem	course title	code	EC	C/E	lang
1.1	Foreign Dir. Investment, Trade & Geogr.	EBB037A05	5	C	EN
1.1	Organizational Structure	EBP670C05	5	C	EN
1.1-2	Introduction to International Business	EBP003A05	5	C	EN
1.2	CrossCultural Management	EBB036A05	5	C	EN
1.2	Global Business History	EBB038B05	5	C	EN
1.2	International Financial Management	EBB627A05	5	C	EN
2.1	Comparative Country Studies	EBB686A05	5	C	EN
2.1	Innovation Management in Multinationals	EBB034A05	5	C	EN
2.1	International Marketing for IB	EBP661C05	5	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN
2.2	Management Accounting for IB	EBP017B05	5	C	EN
2.2	Research Methodology for IB	EBP662C05	5	C	EN
2.2	• Global Political Economy <i>or</i>	EBB039B05	5	EG	EN
2.2	• International Business Law for IB	EBB635C05	5	EG	EN

NB	• Students choose 5 EC from the elective group (EG). • Students take courses with a total of 65 EC in the first year and 25 EC in the second year.
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Programme: DD BSc IB – Universitas Gadjah Mada, Yogyakarta
Year: 2
core programme for DD-students from Yogyakarta

sem	course title	code	EC	C/E	lang
1.1	Empirical Research Project for IB	EBB044A05	5	C	EN
1.1	International Strategic Management	EBB628A05	5	C	EN
1.1-2	Bachelor's Thesis IB	EBB737B10	10	C	EN
1.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN

Appendix 8.5 DD BSc IB – Universitas Indonesia, Jakarta (1.5-year)

The English-language Double Degree programme of the BSc International Business (FEB) and the International Undergraduate Programme Business and Economics of the Universitas Indonesia, Faculty of Economics and Business, Jakarta, Indonesia, comprises the following courses and study load in EC:

Programme: DD BSc IB – Universitas Indonesia, Jakarta
Year: 1
core programme for DD students from Jakarta

sem	course title	code	EC	C/E	lang
1.1	Foreign Dir. Investment, Trade & Geogr.	EBB037A05	5	C	EN
1.1	Organizational Structure	EBP670C05	5	C	EN
1.1-2	Introduction to International Business	EBP003A05	5	C	EN
1.2	CrossCultural Management	EBB036A05	5	C	EN
1.2	Global Business History	EBB038B05	5	C	EN
1.2	International Financial Management	EBB627A05	5	C	EN
2.1	Comparative Country Studies	EBB686A05	5	C	EN
2.1	Innovation Management in Multinationals	EBB034A05	5	C	EN
2.1	International Marketing for IB	EBP661C05	5	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN
2.2	Management Accounting for IB	EBP017B05	5	C	EN
2.2	Research Methodology for IB	EBP662C05	5	C	EN
2.2	• Global Political Economy <i>or</i>	EBB039B05	5	EG	EN
2.2	• International Business Law for IB	EBB635C05	5	EG	EN

NB	<ul style="list-style-type: none"> Students choose 5 EC from the elective group (EG). Students take courses with a total of 65 EC in the first year and 25 EC in the second year.
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Programme: DD BSc IB – Universitas Indonesia, Jakarta
Year: 2
core programme for DD students from Jakarta

sem	course title	code	EC	C/E	lang
1.1	Empirical Research Project for IB	EBB044A05	5	C	EN
1.1	International Strategic Management	EBB628A05	5	C	EN
1.1-2	Bachelor's Thesis IB	EBB737B10	10	C	EN
1.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN

Appendix 8.6 DD BSc IB – Universitas Indonesia, Jakarta (2-year)

The English-language Double Degree programme of the BSc International Business (FEB) and the International Undergraduate Programme Business and Economics of the Universitas Indonesia, Faculty of Economics and Business, Jakarta, Indonesia, comprises the following courses and study load in EC:

Programme: DD BSc IB – Universitas Indonesia, Jakarta (2-year)
Year: 1
core programme for DD students from Jakarta

sem	course title	code	EC	C/E	lang
1.1	Global Supply Chain Management	EBP018A05	5	C	EN

1.1	Organizational Structure	EBP670C05	5	C	EN
1.1-2	English for IB	EBP665C05	5	C	EN
1.1-2	Introduction to International Business	EBP003A05	5	C	EN
1.2	CrossCultural Management	EBB036A05	5	C	EN
1.2	Global Business History	EBB038B05	5	C	EN
2.1	Comparative Country Studies	EBB686A05	5	C	EN
2.1	Economics for IB	EBP660C05	5	C	EN
2.1	International Marketing for IB	EBP661C05	5	C	EN
2.2	International Business Environment	EBP031A05	5	C	EN
2.2	International Business Law for IB	EBB635C05	5	C	EN
2.2	Management Accounting for IB	EBP017B05	5	C	EN
2.2	Research Methodology for IB	EBP662C05	5	C	EN

NB • Students take courses with a total of 65 EC in the first year and 55 EC in the second year.

Programme: DD BSc IB – Universitas Indonesia, Jakarta (2-year)

Year: 2

core programme for DD students from Jakarta

sem	course title	code	EC	C/E	lang
1.1	Empirical Research Project for IB	EBB044A05	5	C	EN
1.1	Foreign Dir. Investment, Trade & Geogr.	EBB037A05	5	C	EN
1.1	Information Systems Management	EBB632A05	5	C	EN
1.2	International Financial Management	EBB627A05	5	C	EN
1.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN
2.1	Innovation Management in Multinationals	EBB034A05	5	C	EN
2.1	International Strategic Management	EBB628A05	5	C	EN
2.1-2	Bachelor's Thesis IB	EBB737B10	10	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN
2.2	Global Political Economy	EBB039B05	5	C	EN

Appendix 8.7 DD BSc IB – ITB, Bandung (1.5-year)

The English-language Double Degree programme of the BSc International Business (FEB) and the Institut Teknologi Bandung (ITB) in Bandung, Indonesia, comprises the following courses and study load in EC:

Programme: DD BSc IB – ITB, Bandung

Year: 1

core programme for DD students from Bandung

sem	course title	code	EC	C/E	lang
1.1	Foreign Dir. Investment, Trade & Geogr.	EBB037A05	5	C	EN
1.1	Organizational Structure	EBP670C05	5	C	EN
1.1-2	Introduction to International Business	EBP003A05	5	C	EN
1.2	CrossCultural Management	EBB036A05	5	C	EN

1.2	Statistics II for IB	EBB682B05	5	C	EN
2.1	Comparative Country Studies	EBB686A05	5	C	EN
2.1	Innovation Management in Multinationals	EBB034A05	5	C	EN
2.1	Qualitative Research Methods for IB	EBB633B05	5	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN
2.2	International Business Law for IB	EBB635C05	5	C	EN
2.2	Management Accounting for IB	EBP017B05	5	C	EN
2.2	Research Methodology for IB	EBP662C05	5	C	EN

Programme: DD BSc IB – ITB, Bandung
Year: 2
core programme for DD students from Bandung

sem	vaknaam	vakcode	EC	V/K	taal
1.1	Empirical Research Project for IB	EBB044A05	5	C	EN
1.1	International Strategic Management	EBB628A05	5	C	EN
1.1-2	Bachelor's Thesis IB	EBB737B10	10	C	EN
1.2	International Financial Management	EBB627A05	5	C	EN
2.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN

Appendix 8.8 DD BSc IB – KEDGE Business School, Bordeaux (4-year)

The English-language Double Degree programme of the BSc International Business (FEB) and the International Business programme of the KEDGE Business School in Bordeaux, France, comprises the following courses and study load in EC:

Programme: DD BSc IB – KEDGE Business School, Bordeaux
Year: 1
core programme for DD students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to BSc IB-1		60	C	EN

Programme: DD BSc IB – KEDGE Business School, Bordeaux
Year: 1
core programme for DD students from Bordeaux

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	academic courses at KEDGE BS		60	C	EN

Programme: DD BSc IB – KEDGE Business School, Bordeaux
Year: 2
core programme for DD students from FEB

sem	course title	code	EC	C/E	lang
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1.1-2 + 2.1-2	identical to BSc IB-2		60	C	EN
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Programme: DD BSc IB – KEDGE Business School, Bordeaux
Year: 2
core programme for DD students from Bordeaux

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	academic courses at KEDGE BS		60	C	EN

Programme: DD BSc IB – KEDGE Business School, Bordeaux
Year: 3
core programme for DD students from FEB

sem	course title	code	EC	C/E	lang
1.1-2	Study abroad, compulsory at KEDGE BS		30	C	EN
2.1-2	academic courses at KEDGE BS		30	C	EN

Programme: DD BSc IB – KEDGE Business School, Bordeaux
Year: 3
core programme for DD students from Bordeaux

sem	course title	code	EC	C/E	lang
1.1	Finance and Risk Management for IB	EBB631B05	5	C	EN
1.1	Foreign Dir. Investment, Trade & Geogr.	EBB037A05	5	C	EN
1.1-2	Introduction to International Business	EBP003A05	5	C	EN
1.2	CrossCultural Management	EBB036A05	5	C	EN
1.2	Global Business History	EBB038B05	5	C	EN
1.2	Statistics II for IB	EBB682B05	5	C	EN
2.1	Comparative Country Studies	EBB686A05	5	C	EN
2.1	Innovation Management in Multinationals	EBB034A05	5	C	EN
2.1	International Marketing for IB	EBP661C05	5	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN
2.2	Global Political Economy	EBB039B05	5	C	EN
2.2	Research Methodology for IB	EBP662C05	5	C	EN

Programme: DD BSc IB – KEDGE Business School, Bordeaux
Year: 4
core programme for DD students from FEB

sem	course title	code	EC	C/E	lang
1.1-2	academic courses at KEDGE BS		30	C	EN
2.1	Empirical Research Project for IB	EBB044A05	5	C	EN
2.1	International Strategic Management	EBB628A05	5	C	EN
2.1-2	Bachelor's Thesis IB	EBB737B10	10	C	EN

2.2	International Financial Management	EBB627A05	5	C	EN
2.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN

Programme: DD BSc IB – KEDGE Business School, Bordeaux
Year: 4
core programme for DD students from Bordeaux

sem	course title	code	EC	C/E	lang
1.1	Empirical Research Project for IB	EBB044A05	5	C	EN
1.1	International Strategic Management	EBB628A05	5	C	EN
1.1-2	Bachelor's Thesis IB	EBB737B10	10	C	EN
1.2	International Financial Management	EBB627A05	5	C	EN
1.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN
2.1-2	academic courses at KEDGE BS		30	C	EN

Appendix 9 Pre-Master's programmes

Explanation of abbreviations used in the degree programme overviews below:
 C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

Appendix 9.1 Pre-MSc's Accountancy and Controlling

The Pre-Master's programme Accountancy and Controlling for HBO, in preparation for the MSc Accountancy and Controlling has two specific variants (A and B) and one general variant (C):

- A. the English taught Pre-Master Accountancy and Controlling for HBO-AC
- B. the partly English and partly Dutch taught Pre-Master Accountancy and Controlling for HBO-BE and HBO-Finance and Control
- C. the English taught Pre-Master Accountancy and Controlling

A Pre-MSc Accountancy and Controlling for HBO-AC

The Pre-Master's programme Accountancy and Controlling for HBO-AC, in preparation for the MSc Accountancy and Controlling is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB

Year: 1

Programme: Pre-MSc A&C for HBO-AC

sem	course title	code	EC	C/E	lang
1.1	Corporate Governance for A&C	EBB099B05	5	C	EN
1.1	Finance for EOR	EBP801B05	5	C	EN
1.1	Financial Statement Analysis for A&C	EBB116A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Management Control for A&C	EBB102B05	5	C	EN

B Pre-MSc Accountancy and Controlling for HBO-BE and

HBO-Finance and Control

The Pre-Master's programme Accountancy & Controlling for HBO-BE and HBO-Finance and Control, in preparation for the MSc Accountancy and Controlling is partly taught in Dutch and partly taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc A&C for HBO-BE and HBO-Finance and Control

sem	course title	code	EC	C/E	lang
1.1	Corporate Governance for A&C	EBB099B05	5	C	EN
1.1	Financial Statement Analysis for A&C	EBB116A05	5	C	EN
1.1	Management Control for A&C	EBB102B05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Global Corporate Taxation	EBB121A05	5	C	NL
2.1	Financial and Actuarial Calculus	EBB822B05	5	C	NL
2.1	Financial Reporting and Consolidation	EBB047A05	5	C	NL
2.2	Accounting Information Systems A&C	EBB096A05	5	C	EN
2.2	Corporate Law for A&C	EBB901C05	5	C	NL
2.2	Financiering A&C	EBB823C05	5	C	NL
2.2	Introduction to Auditing	EBB049A05	5	C	NL

C Pre-MSc Accountancy and Controlling

The Pre-Master's programme Accountancy & Controlling, in preparation for the MSc Accountancy and Controlling is taught in English (with 1 elective course taught in Dutch) and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme:: Pre-MSc Accountancy and Controlling

sem	course title	code	EC	C/E	lang
1.1	Finance for EOR	EBP801B05	5	C	EN
1.1	Internal Control (BSc)	EBB048A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Management Accounting for BE	EBB846C05	5	C	EN
2.1	Financial Accounting for Pre-MSc	EBS018A05	5	C	EN
2.1	Research Paper for Pre-MSc A&C	EBS019A10	10	C	EN
2.2	Accounting Information Systems A&C	EBB096A05	5	C	EN
2.2	Financial Statement Analysis for E&BE	EBB081A05	5	C	EN
2.2	• Fundamentals of auditing <i>or</i>	EBS023A05	5	EG	EN
2.2	• Introduction to Auditing	EBB049A05	5	EG	NL

NB	<ul style="list-style-type: none"> Students choose 5 EC from the elective group (EG). Students who plan to start with the Executive Master Accountancy after the MSc A&C choose Introduction to Auditing (EBB049A05).
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Appendix 9.2 Pre-MSc Algemene Economie voor de Lerarenopleiding

The Pre-Master's programme Algemene Economie voor de Lerarenopleiding, in preparation for the (one year) MSc degree programme Teacher of Preparatory Higher Education in Human and Social Sciences, profile Economics and Business Economics and the (two year) MSc Social Sciences and Humanities Education - Economics and Business (provided by the Faculty of Behavioural and Social Sciences of the University of Groningen) is taught in English and Dutch and consists of the following courses (with study load in EC):

Programmes: Pre-MSc-programmess FEB
Year: 1
Programme: Pre-MSc Algemene Economie voor de Lerarenopleiding

sem	course title	code	EC	C/E	lang
1.1	Introductie Lerarenopleiding	EBB816B05	5	C	NL
1.1	Macroeconomics for Pre-MSc	EBS020A05	5	C	EN
1.1	Microeconomics for E&BE: Consumers&Firms	EBP819B05	5	C	EN
1.2	Behavioural and Experimental Economics	EBB086A05	5	C	EN
1.2	Internat. Economics for Pre-MSc	EBS021A05	5	C	EN
1.2	Microeconomics - Industrial Organization	EBB067A05	5	C	EN

Appendix 9.3 Pre-MSc BA – Change Management

The Pre-Master's programme Business Administration Change Management, in preparation for the MSc Business Administration – profile Change Management is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc – BA Change Management/CM

sem	course title	code	EC	C/E	lang
1.1	Information Systems Management	EBB632A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Organizational Change for Pre-MSc	EBB634B05	5	C	EN
2.1	Human Resource Management B&M	EBB617B05	5	C	EN
2.1	Work Organization and Job Design	EBB601B05	5	C	EN
2.1-2	Research Paper for Pre-MSc BA CM	EBS006A10	10	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN
2.2	Strategic Management B&M	EBB649C05	5	C	EN

Appendix 9.4 Pre-MSc BA – Health

The Pre-Master's programme Business Administration Health, in preparation for the MSc Business Administration – profile Health is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB

Year: 1

Programme: Pre-MSc Health

sem	course title	code	EC	C/E	lang
1.1	Health Economics	EBB120A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Healthcare Management	EBB132A05	5	C	EN
2.1	Ethics in Business and Management	EBB100A05	5	C	EN
2.1	Human Resource Management B&M	EBB617B05	5	C	EN
2.1-2	Research Paper for Pre-MSc BA Health	EBS022A10	10	C	EN
2.2	Contemporary Theories on B&M	EBB098A05	5	C	EN
2.2	Design and Planning of Production	EBB058B05	5	C	EN

Appendix 9.5 Pre-MSc BA – Management Accounting and Control/MAC

The Pre-Master's programme Business Administration Management Accounting and Control, in preparation for the MSc Business Administration – profile Management Accounting and Control is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB

Year: 1

Programme: Pre-MSc BA – Management Accounting and Control/MAC

sem	course title	code	EC	C/E	lang
1.1	Corporate Governance for A&C	EBB099B05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Management Accounting for BE	EBB846C05	5	C	EN
2.1	Ethics in Business and Management	EBB100A05	5	C	EN
2.1	Financial Accounting for Pre-MSc	EBS018A05	5	C	EN
2.1-2	Research Paper for Pre-MSc BA MAC	EBS009B10	10	C	EN
2.2	Asset Pricing and Capital Budgeting	EBP032A05	5	C	EN
2.2	Strategic Management B&M	EBB649C05	5	C	EN

Appendix 9.6 Pre-MSc BA – Small Business and Entrepreneurship

The Pre-Master's programme Business Administration Small Business and Entrepreneurship, in preparation for the MSc Business Administration – profile Small Business and Entrepreneurship is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc BA – Small Business & Entrepreneurship/SB&E

sem	course title	code	EC	C/E	lang
1.1	Entrepreneurship B&M/TM	EBB106A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Organizational Change for Pre-MSc	EBB634B05	5	C	EN
2.1	Human Resource Management B&M	EBB617B05	5	C	EN
2.1	International Bus.& Supply Chain Market.	EBB609B05	5	C	EN
2.1-2	Research Paper for Pre-MSc BA SB&E	EBS012A10	10	C	EN
2.2	Management of Product Innovation	EBB652B05	5	C	EN
2.2	Strategic Management B&M	EBB649C05	5	C	EN

Appendix 9.7 Pre-MSc BA – Strategic Innovation Management/SIM

The Pre-Master's programme Business Administration Strategic Innovation Management, in preparation for the MSc Business Administration – profile Strategic Innovation Management is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc – BA Strategic Innovation Management/SIM

sem	course title	code	EC	C/E	lang
1.1	Entrepreneurship B&M/TM	EBB106A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Innovation Management B&M	EBB107A05	5	C	EN
2.1	Ethics in Business and Management	EBB100A05	5	C	EN
2.1	International Strategic Management	EBB628A05	5	C	EN
2.1-2	Research Paper for Pre-MSc BA SIM	EBS011B10	10	C	EN
2.2	Management of Product Innovation	EBB652B05	5	C	EN
2.2	Strategic Management B&M	EBB649C05	5	C	EN

Appendix 9.8 Pre-MSc Econometrics, Operations Research & Actuarial Studies

For students who cannot be directly admitted to the MSc EORAS, the Admissions Board can, at the student's request, determine an individual Pre-MSc programme. At the same time as the individual programme the progress requirement after 1 year is set.

Appendix 9.9 Pre-MSc Economic Development and Globalization

The Pre-Master's programme Economic Development and Globalization, in preparation for the MSc Economic Development and Globalization is taught in English and consists

of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc Economic Development and Globalization/ED&G

sem	course title	code	EC	C/E	lang
1.1	Macroeconomics for Pre-MSc	EBS020A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Microeconomics for E&BE: Consumers&Firms	EBP819B05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Internat. Economics for Pre-MSc	EBS021A05	5	C	EN
2.1	Econometrics for IE&B	EBB070A05	5	C	EN
2.1	International Financial Markets	EBB131A05	5	C	EN
2.1-2	Research Paper for Pre-MSc ED&G	EBS015B10	10	C	EN
2.2	Globalization - MNEs & Institutions	EBB082A05	5	C	EN
2.2	Growth and Development Economics	EBB811B05	5	C	EN

Appendix 9.10 Pre-MSc Economics

For students who cannot be directly admitted to the MSc Economics, the Admissions Board of the master programmes can, at the student's request, determine an individual Pre-MSc programme. At the same time as the individual programme the progress requirement after 1 year is set.

Appendix 9.11 Pre-MSc Finance

The Pre-Master's programme Finance, in preparation for the MSc Finance is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc Finance

sem	course title	code	EC	C/E	lang
1.1	Asset Pricing for Pre-MSc & Minor Finance	EBB133A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Microeconomics for E&BE: Consumers&Firms	EBP819B05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Macroeconomics for E&BE	EBP812B05	5	C	EN
2.1	Econometrics for BE	EBB061A05	5	C	EN
2.1	Financial Accounting for Pre-MSc	EBS018A05	5	C	EN
2.1-2	Research Paper for Pre-MSc Finance	EBS007B10	10	C	EN
2.2	Corporate Finance for Pre-MSc	EBS024A05	5	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN

Appendix 9.12 Pre-MSc Human Resource Management

The Pre-Master's programme Human Resource Management, in preparation for the MSc Human Resource Management is taught in English and consists of the following

courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc Human Resource Management/HRM

sem	course title	code	EC	C/E	lang
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.1	Teamwork - Theories, Design and Dynamics	EBB110A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Organizational Change for Pre-MSc	EBB634B05	5	C	EN
2.1	Ethics in Business and Management	EBB100A05	5	C	EN
2.1	Human Resource Management B&M	EBB617B05	5	C	EN
2.1-2	Research Paper for Pre-MSc HRM	EBS013A10	10	C	EN
2.2	Management of Product Innovation	EBB652B05	5	C	EN
2.2	Strategic Management B&M	EBB649C05	5	C	EN

Appendix 9.13 Pre-MSc International Business and Management

The Pre-Master's programme International Business and Management, in preparation for the MSc International Business and Management is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc International Business & Management/IB&M

sem	course title	code	EC	C/E	lang
1.1	Foreign Dir. Investment, Trade & Geogr.	EBB037A05	5	C	EN
1.1	International Strategic Management	EBB628A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	International Financial Management	EBB627A05	5	C	EN
2.1	Comparative Country Studies	EBB686A05	5	C	EN
2.1	Empirical Research Project for IB	EBB044A05	5	C	EN
2.1-2	Research Paper for Pre-MSc IB&M	EBS014A10	10	C	EN
2.2	Ethics and International Business	EBB608B05	5	C	EN
2.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN

Appendix 9.14 Pre-MSc International Financial Management

The Pre-Master's programme International Financial Management, in preparation for the MSc International Financial Management is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc International Financial Management/IFM

sem	course title	code	EC	C/E	lang
1.1	Finance and Risk Management for IB	EBB631B05	5	C	EN
1.1	International Strategic Management	EBB628A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Financial Accounting for E&BE	EBP802B05	5	C	EN
2.1	Empirical Research Project for IB	EBB044A05	5	C	EN
2.1	Innovation Management in Multinationals	EBB034A05	5	C	EN
2.1-2	Research Paper for Pre-MSc IFM	EBS017A10	10	C	EN
2.2	International Financial Management	EBB627A05	5	C	EN
2.2	Managing Intern. Bus. Organizations Game	EBB638B05	5	C	EN

Appendix 9.15 Pre-MSc Marketing

The Pre-Master's programme Marketing, in preparation for the MSc Marketing is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc Marketing

sem	course title	code	EC	C/E	lang
1.1	Behavioural Decision Making	EBB104A05	5	C	EN
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Digital Marketing Analytics	EBB105B05	5	C	EN
2.1	Human Resource Management B&M	EBB617B05	5	C	EN
2.1	Marketing Research for E&BE	EBB085A05	5	C	EN
2.1-2	Research Paper for Pre-MSc Marketing	EBS008B10	10	C	EN
2.2	Contemporary Theories on B&M	EBB098A05	5	C	EN
2.2	Strategic Management B&M	EBB649C05	5	C	EN

Appendix 9.16 Pre-MSc Supply Chain Management

The Pre-Master's programme Operations and Supply Chains, in preparation for the MSc Supply Chain Management is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB
Year: 1
Programme: Pre-MSc Supply Chain Management/SCM

sem	course title	code	EC	C/E	lang
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN

1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.1	Purchasing & Supply Chain Management	EBB742B05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Operations Strategy and Technology	EBB109A05	5	C	EN
2.1	International Bus.& Supply Chain Market.	EBB609B05	5	C	EN
2.1	Work Organization and Job Design	EBB601B05	5	C	EN
2.1-2	Research Paper for Pre-MSc SCM	EBS010C10	10	C	EN
2.2	Contemporary Theories on B&M	EBB098A05	5	C	EN
2.2	Design and Planning of Production	EBB058B05	5	C	EN

Appendix 9.17 Pre-MSc Technology and Operations Management

The Pre-Master's programme Technology and Operations Management, in preparation for the MSc Technology and Operations Management is taught in English and consists of the following courses (with study load in EC):

Programmes: Pre-MSc programmes FEB

Year: 1

Programme: Pre-MSc Technology and Operations Management/TOM

sem	course title	code	EC	C/E	lang
1.1	Mathematics for Pre-MSc	EBS002A05	5	C	EN
1.1	Organization Theory & Design for Pre-MSc	EBS003A05	5	C	EN
1.1	Purchasing & Supply Chain Management	EBB742B05	5	C	EN
1.2	Business Research Methods for Pre-MSc	EBS001A10	10	C	EN
1.2	Operations Strategy and Technology	EBB109A05	5	C	EN
2.1	International Bus.& Supply Chain Market.	EBB609B05	5	C	EN
2.1	Work Organization and Job Design	EBB601B05	5	C	EN
2.1-2	Research Paper for Pre-MSc TOM	EBS016B10	10	C	EN
2.2	Design and Planning of Production	EBB058B05	5	C	EN
2.2	Management of Product Innovation	EBB652B05	5	C	EN

Appendix 10 Accepted HBO diplomas for Pre-MSc programmes

Pre-MSc Accountancy and Controlling for HBO-AC

- HBO Accountancy (provided the Overall Examination (AOT) has been passed)

Pre-MSc Accountancy and Controlling for HBO-BE and HBO Finance and Control

- HBO Business Economics
- HBO Finance and Control
- HBO Accountancy (only those students who failed the Overall Examination (AOT))

Pre-MSc Accountancy and Controlling

- All HBO degrees

Pre-MSc Algemene Economie voor de Lerarenopleiding

- Dependent on assessment of the Admissions Board¹

¹ To be eligible for admission to the (two-year) MSc Educatie in de Mens- en Maatschappijwetenschappen, profile Economie en Bedrijfseconomie (MSc Social Sciences and Humanities Education - Economics and Business), the candidate coming from a HBO must

Pre-MSc Business Administration (all specializations)

- All HBO degrees

Pre-MSc Econometrics, Operations Research and Actuarial Studies

- Dependent on assessment of the Admissions Board

Pre-MSc Economic Development and Globalization

- All HBO degrees

Pre-MSc Economics

- Dependent on assessment of the Admissions Board

Pre-MSc Finance

- All HBO degrees

Pre-MSc Human Resource Management

- All HBO degrees

Pre-MSc International Business and Management

- All HBO degrees

Pre-MSc International Financial Management

- All HBO degrees

Pre-MSc Marketing

- All HBO degrees

Pre-MSc Supply Chain Management

- All HBO degrees

Pre-MSc Technology and Operations Management

- All HBO degrees

Appendix 11 Substitution and transition regulations

Appendix 11.1 General

1. Three options can be distinguished in the substitution regulations:
 - *option 1*: with respect to content, the substitution course does not differ or differs hardly from the course in the old programme. Although, name, course code, language of instruction or semester block may have changed. In case the block has changed students can only take the substitution course in the new block; also the (resit) examination can only be taken in the new block.
 - *option 2*: the substitution course differs, in respect of content (a lot) from the course in the old programme. In that case, the student has a choice to either take the substitution course and to also take the exam in the substitution course or to take the resit examination of the course in the old programme. In 2019-2020 there will be two opportunities to take this resit. This applies only to courses offered for the last time

be eligible for admission to at least one of the following MSc programmes: MSc Econometrics, Operations Research and Actuarial Studies, MSc Economics, MSc Economic Development and Globalization, MSc Accountancy and Controlling, MSc Business Administration, MSc Finance, MSc International Business and Management, MSc International Financial Management, MSc Marketing, MSc Supply Chain Management, MSc Technology and Operations Management. This can be accomplished, among other things, by completing a Pre Master programme of one of these programmes.

in 2018-2019. The resit examinations for the old programme will be scheduled parallel with the regular examinations of the substitution course.

- *option 3*: there is no substitution course replacing a course of the old programme. In that case two resit opportunities will be offered in 2019-2020 for the course of the old programme. This applies only to courses offered for the last time in 2018-2019. The resit examination periods may deviate from those of the academic year 2018-2019.
2. The notes in Appendix 11.1.1 apply to the substitution regulations of all Bachelor's degree programmes and pre-MSc programmes.
 3. Transition regulations are designed for students who follow the new curriculum of their programme and who have rounded of (a) course(s) in (an) older programme(s).

Appendix 11.2 BSc Business Administration/BA: substitution regulation

BSc BA substitution regulation 2019-2020				
course in OLD programme (2018-19)	sem. 18-19	substitution course(s) 2019-2020	sem. 19-20	option (see App 11.1)
Applied Manufacturing Research (EBB056A05)	2.2	Data Mining and its Applications (EBB056B05)	2.2	option 1
Academic Skills III (EBB095A05)	2.1	Bachelor's Thesis BDK (EBB731B10)	2.1-2	option 1
Digital Marketing (EBB105A05)	2.1	Digital Marketing Analytics (EBB105B05)	2.1	option 1
Production Planning & Quality Control (EBB058A05)	2.2	Design and Planning of Production (EBB058B05)	2.2	option 1

NB	• As of 2019-2020, the subject matter of Academics Skills III will be included in the subject matter of Bachelor's Thesis BDK-B & M (EBB731B10).
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Appendix 11.3 BSc Econometrics and Operations Research/EOR: substitution regulation

BSc EOR substitution regulation 2019-2020				
course in OLD programme (2018-19)	sem. 18-19	substitution course(s) 2019-2020	sem. 19-20	option (see App 11.1)
Spec. Course Microeconometrics (EBB880A05)	2.1	Microeconometrics (EBB880B05)	2.1	option 1
Spec. Course Generalized Linear Models (EBB883A05)	2.1	Generalized Linear Models (EBB883B05)	2.1	option 1
Spec. Course Applied Operations Research (EBB883A05)	2.1	Applied Operations Research (EBB883B05)	2.1	option 1

Appendix 11.4 Pre-MSc BA Management and Accounting Control/MAC (O&MC): substitution regulation

Pre-MSc BA MAC (O&MC) substitution regulation 2019-2020				
course in OLD programme (2018-19)	sem. 18-19	substitution course(s) 2019-2020	sem. 19-20	option (see App 11.1)
Research Paper for Pre-MSc BA O&MC (EBS009A10)	2.2	Research Paper for Pre-MSc BA MAC (EBS009B10)	2.2	option 1

Appendix 11.5 Pre-MSc Economic Development and Globalization/ED&G (IE&B): substitution regulation

Pre-MSc ED&G (IE&B) substitution regulation 2019-2020				
course in OLD programme (2018-19)	sem. 18-19	substitution course(s) 2019-2020	sem. 19-20	option (see App 11.1)
Research Paper for Pre-MSc IE&B (EBS015A10)	2.2	Research Paper for Pre-MSc ED&G (EBS015B10)	2.2	option 1

Appendix 11.6 Pre-MSc BA Health, Pre-MSc Supply Chain Management/SCM, Pre-MSc Technology and Operations Management/TOM: substitution regulation

Pre-MSc BA Health, Pre-MSc SCM, Pre-MSc TOM substitution regulation 2019-2020				
course in OLD programme (2018-19)	sem. 18-19	substitution course(s) 2019-2020	sem. 19-20	option (see App 11.1)
Production Planning & Quality Control (EBB058A05)	2.2	Design and Planning of Production (EBB058B05)	2.2	option 1

II TER MSc 2019-2020

Teaching and Examination Regulations Master's degree programmes 2019-2020

Section 1 General provisions

Article 1.1 Scope

1. These Teaching and Examination Regulations apply to the teaching, the examinations and assessment of the following Master's degree programmes including underlying profiles:
 - a) MSc Accountancy and Controlling (A&C)
 - b) MSc Business Administration (BA)
 - c) MSc Econometrics, Operations Research and Actuarial Studies (EORAS)
 - d) MSc Economic Development and Globalization (ED&G)
 - e) MSc Economics
 - f) MSc Finance
 - g) MSc Human Resource Management (HRM)
 - h) MSc International Business and Management (IB&M)
 - i) MSc International Financial Management (IFM)
 - j) MSc Marketing¹
 - k) MSc Supply Chain Management (SCM)
 - l) MSc Technology and Operations Management (TOM)
 - m) Research Master in Economics and Business (ReMa E&B)
 - n) Executive Master of Accountancy (EMA)
 - o) Executive MBA (EMBA)
 - p) Executive Master of Finance and Control (EMFC)
 - q) Executive Master Mergers & Acquisitions and Valuation (EMMAV)
 Hereinafter referred to as: the degree programmes, and to all students enrolled in one of the degree programmes.
2. The degree programmes are organized by the Faculty of Economics and Business of the University of Groningen, henceforth referred to as 'the Faculty' or 'FEB'.
3. These Teaching and Examination Regulations also apply to students of other programmes, faculties or institutes of higher education, insofar as they take courses of one of the degree programmes.
4. Notwithstanding the provisions in Article 6.9.2, courses of other degree programmes, faculties or institutes of higher education, taken by FEB-students, are subject to the Teaching and Examination Regulations of those programmes, faculties or institutes and to the decisions of the relevant Board of Examiners.
5. These Teaching and Examination Regulations also apply to the Double Degree Master programmes offered by the Faculty in collaboration with partner universities abroad, i.e.:
 - a) Double Degree of the **MSc Accountancy and Controlling** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.
 - b) Double Degree of the **MSc Business Administration** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.

¹ The MSc Marketing degree programme still has two profiles in 2019-2020, namely Marketing Management and Marketing Intelligence. At the time of compiling this TER/OER there is a request to convert these two variants into two independent programmes: MSc Marketing and MSc Marketing Analytics and Data Science. These programmes are expected to be offered per 2020-2021 or per 2021-2022.

- c) Double Degree of the **MSc Econometrics, Operations Research and Actuarial Studies** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.
- d) Double Degree of the **MSc Economic Development and Globalization** (FEB) and the MA in International Economy and Business of the Corvinus University, Budapest, Hungary.
- e) Double Degree of the **MSc Economic Development and Globalization** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.
- f) Double Degree of the **MSc Economic Development and Globalization** (FEB) and the MA in International Economics, specialization Development Economics of the Georg-August University, Göttingen, Germany.
- g) Double Degree of the **MSc Economic Development and Globalization** (FEB) and the MSc Economic Development and Growth of the Lund University, Lund, Sweden.
- h) Double Degree of the **MSc Economics** (FEB) and the MSc Economic Analysis of the Universidad de Chile, Santiago, Chile.
- i) Double Degree of the **MSc Economics** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.
- j) Double Degree of the **MSc Finance** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.
- k) Double Degree of the **MSc Finance** (FEB) and the MSc Finance and Risk Management of the Alexandru Ioan Cuza University, Iasi, Romania.
- l) Double Degree of the **MSc Finance** (FEB) and the MSc Finance of Lund University, Lund, Sweden.
- m) Double Degree of the **MSc International Business and Management** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.
- n) Double Degree of the **MSc International Business and Management** (FEB) and the MSc Advanced International Business Management & Marketing of the Newcastle University Business School, Newcastle, UK.
- o) Double Degree of the **MSc International Business and Management** (FEB) and the MSc International Business of the Uppsala University in Uppsala¹, Sweden.
- p) Double Degree of the **MSc International Financial Management** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.
- q) Double Degree of the **MSc International Financial Management** (FEB) and the MSc Business and Economics of the Uppsala University, Uppsala², Sweden.
- r) Double Degree of the **MSc Marketing** (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University School of Economics, Shanghai, China.

1 The Double Degree of the MSc IB&M of FEB with the MSc IB of Uppsala University ends on 1-9-2019. Students who have already started with this Double Degree have the option of completing the programme (see TER 2018-2019) in study year 2019-2020. Students can contact the coordinator of the Double Degree MSc IB&M (FEB) - MSc IB (Uppsala) about this.

2 The Double Degree of the MSc IFM of FEB with the MSc B&E of Uppsala University ends on 1-9-2019. Students who have already started with this Double Degree have the option of completing the programme (see TER 2018-2019) in 2019-2020. Students can contact the coordinator of the Double Degree MSc IFM (FEB) - MSc B&E (Uppsala) about this.

- s) Double Degree of the **MSc Marketing**, profile Marketing Intelligence (FEB) and the MSc Business Administration, specializations Marketing and Finance of the Münster University School of Economics and Business, Münster, Germany.
- t) Double Degree of the **MSc Marketing**, profile Marketing Intelligence (FEB) and the MSc Business Administration, specializations Marketing and Information Systems of the Münster University School of Economics and Business, Münster, Germany.
- u) Double Degree of the **MSc Marketing**, profile Marketing Intelligence (FEB) and the MSc Strategic Marketing Management of the BI Norwegian Business School, Oslo, Norway.
- v) Double Degree of the **MSc Technology and Operations Management** (FEB) and the MSc Operations and Supply Chain Management of the Newcastle University Business School, Newcastle, UK.

Hereinafter Article 1.1.5.a. to v. is referred to as: the Double Degree Master programmes, insofar it concerns courses taken by students at the Faculty. The courses of the Double Degree Master programmes taken by students at a partner university are subject to the teaching and examination regulations of that university. The Faculty and the partner university are jointly responsible for the programme and the award of diplomas.

Article 1.2 Definitions

The following definitions apply to these Regulations¹:

- a. Act, WHW: Wet op het hoger onderwijs en wetenschappelijk onderzoek (Higher Education and Research Act).
- b. Student: he who is enrolled as a Master student at the University of Groningen after having paid a tuition fee. The student's enrolment rights are covered by Article 7.34 of the Act.
- c. Degree programme: one of the Master's degree programmes listed in Article 1.1 of these regulations.
- d. Profile: a specialization or variant of a study programme approved as such by the University Board.
- e. Module or course: a part of the degree programme as defined in Article 7.3 of the Act.
- f. Ocasys: the digital course catalogue of the University of Groningen specifying the degree programmes and the content of the courses in the degree programmes (<http://www.rug.nl/ocasys>).
- g. ECTS credit (EC): international unit expressing student work load of courses; according to the European Credit Transfer and Accumulation System, one ECTS credit point (EC) equals 28 hours of study.
- h. Pre-Master's (Pre-MSc) programme: a programme intended to remedy deficiencies for admission to a Master's degree programme.
- i. Examiner: a person appointed by the Board of Examiners, according to Article 7.12 of the Act, to set examinations and determine their results.

¹ For the other terms, not further specified in Article 1, the definitions as mentioned in the WHW apply.

- j. Examination: inquiry into knowledge, insight and skills of the student with regard to a unit of study as well as the assessment of the results of the investigation. An exam can consist of several parts. The results of these parts together determine the examination result (as described in: Regulations for Grading Assignments and Partial Examinations).
- k. Final assessment: the entirety of all examinations of study belonging to the programme.
- l. Academic year: the period of time that starts on 1 September and ends on 31 August of the following year.
- m. Semester: part of the academic year, either starting on 1 September and ending on a date to be determined by the Board of the University (CvB) on or around 31 January, or starting on the aforementioned date determined by the CvB and ending on 31 August. A semester may be divided into two blocks.
- n. Practical: a practical assignment as referred to in Article 7.13 of the Act, in one of the following forms:
- a draft,
 - a research assignment,
 - participation in a field trip or excursion,
 - completion of an internship,
 - participation in another educational activity designed to teach certain skills.
- o. Board of Examiners: the independent body with the duties and powers as stated in Articles 7.11, 7.12, 7.12b. and 7.12c. of the Act, including assessing whether the requirements of the final assessment have been met.
- p. Admissions Board: the Board that has decision-making powers in matters concerning admission to the degree programme on behalf of the Faculty Board.
- q. Dual degree programme: a degree programme within the meaning of Article 7.7a.3 of the Act.
- r. Programme committee: the consultative and advisory body that fulfils the duties referred to in Article 9.18 and 9.38c. of the Act.
- s. University Board: the Board of the University of Groningen.
- t. Faculty Board: the Board of the Faculty of Economics and Business of the University of Groningen.
- u. Faculty Council: the participation council that fulfils the duties referred to in Articles 9.37 a.f. of the Act.
- v. SOM: acronym of System, Organization, Management: the name of the research school of FEB.

Article 1.3 Aims and learning outcomes of the degree programmes

1. The aims and learning outcomes of the Master's degree programme Accountancy and Controlling are listed in Appendix 1.1.
2. The aims and learning outcomes of the Master's degree programme Business Administration are listed in Appendix 1.2.
3. The aims and learning outcomes of the Master's degree programme Econometrics, Operations Research and Actuarial Studies are listed in Appendix 1.3.
4. The aims and learning outcomes of the Master's degree programme Economic Development and Globalization are listed in Appendix 1.4.
5. The aims and learning outcomes of the Master's degree programme Economics are

- listed in Appendix 1.5.
6. The aims and learning outcomes of the Master's degree programme Finance are listed in Appendix 1.6.
 7. The aims and learning outcomes of the Master's degree programme Human Resource Management are listed in Appendix 1.7.
 8. The aims and learning outcomes of the Master's degree programme International Business and Management are listed in Appendix 1.8.
 9. The aims and learning outcomes of the Master's degree programme International Financial Management are listed in Appendix 1.9.
 10. The aims and learning outcomes of the Master's degree programme Marketing are listed in Appendix 1.10.
 11. The aims and learning outcomes of the Master's degree programme Supply Chain Management are listed in Appendix 1.11.
 12. The aims and learning outcomes of the Master's degree programme Technology and Operations Management are listed in Appendix 1.12.
 13. The aims and learning outcomes of the Research Master's degree programme Economics and Business (research) are listed in Appendix 1.13.
 14. The aims and learning outcomes of the Executive Master of Accountancy are listed in Appendix 1.14.
 15. The aims and learning outcomes of the Executive MBA are listed in Appendix 1.15.
 16. The aims and learning outcomes of the Executive Master of Finance and Control are listed in Appendix 1.16.
 17. The aims and learning outcomes of the Executive Master Mergers & Acquisitions and Valuation are listed in Appendix 1.17.
 18. Ocasys sets out the course specific learning goals of the courses.

Section 2 Admission to the degree programmes

Article 2.1 Start of the degree programmes

1. The programmes commence twice a year: at 1 September and at 1 February.
2. Contrary to the provisions of Article 2.1.1 the Research Master in Economics and Business (research) programme and the Executive Master Mergers & Acquisitions and Valuation programme only start at 1 September and the Executive Master of Finance and Control starts on 1 September and 1 March.
3. Admission to the degree programmes is only possible at the times mentioned in Article 2.1.1 and Article 2.1.2.
4. Also students, who were already admitted in a previous year to one of the programmes, can only register for the relevant programme on one of the start dates mentioned in Article 2.1.1, 2.1.2 or 2.1.3.
5. Contrary to the provisions of Article 2.1.3 and 2.1.4, registration for the Executive Master of Finance and Control and the Executive Master of Mergers & Acquisitions and Valuation is also possible from 1 October and registration for the Executive MBA is also possible from 1 October, 1 November, 1 January, 1 February and 1 May and registration for the Executive Master of Accountancy is also possible at the start of every month.
6. In exceptional cases, the Admissions Board can grant admission at other times.

Article 2.2 Entry requirements

1. Eligible for admission to the MSc Accountancy and Controlling programme are holders of one of the following diplomas:
 - a) BSc Business Administration, profile Accountancy and Controlling of the RUG

- b) HBO Accountancy, provided they have passed the Overall Examination (AOT) and have completed the Pre-master's programme A&C for HBO-AC
- c) HBO Accountancy, in case they failed the Overall Examination (AOT), provided they have completed the Pre-master's programme A&C for HBO-BE or HBO-Finance and Control
- d) HBO Business Economics and HBO Finance and Control, provided they have completed the Pre-master's programme A&C for HBO-BE or HBO-Finance and Control
- e) Other HBO programmes, provided they have completed the Pre-master's programme A&C

Also eligible for admission are holders of the following diplomas of the RUG:

- f) BSc Bedrijfskunde
- g) BSc Economics & Business Economics
- h) BSc International Business

Holders of a diploma mentioned under f, g or h are admissible if they have demonstrable knowledge at introduction level in the field of management accounting, financial accounting and finance, and they should have passed the courses Management Control for A&C (EBB102B05); Financial Statement Analysis for A&C (EBB116A05); Internal Control (BSc) (EBB048A05); Accounting Information Systems A&C (EBB096A05); Introduction to Auditing (EBB049A05) and Auditing Practices (EBB097A05), the foregoing to be assessed by the Admissions Board.

Holders of a BSc diploma in the field of Business Economics or Business Administration of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted provided they have knowledge at an introductory level in the fields of management accounting, financial accounting and finance, and they have passed the courses Management Control for A&C (EBB102B05); Financial Statement Analysis for A&C (EBB116A05); Internal Control (BSc) (EBB048A05); Accounting Information Systems A&C (EBB096A05); Introduction to Auditing (EBB049A05) and Auditing Practices (EBB097A05), or equivalent courses, the foregoing to be assessed by the Admissions Board.

- 2. Eligible for admission to the MSc Business Administration programme are holders of one of the following diplomas of the RUG:
 - a) BSc Business Administration
 - b) BSc Econometrics and Operations Research
 - c) BSc Economics and Business Economics
 - d) BSc International Business

Holders of a BSc diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission to a MSc Business Administration specialization after rounding off the Pre-MSc programme for that specialization.

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for that specialization, the foregoing to be assessed by the Admissions Board.

- 3. Eligible for admission to the MSc Econometrics, Operations Research and Actuarial Studies programme are holders of the BSc diploma Econometrics and Operations Research of the RUG.

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off a Pre-MSc programme. For students who cannot be directly admitted to the MSc EORAS, the Admissions Board can, at the student's request, determine an individual Pre-MSc programme. Article 2.7.3. is applicable, on the understanding that at the

- same time as the individual programme the progress requirement after 1 year is set.
4. Eligible for admission to the MSc Economic Development and Globalization programme are holders of one of the following diplomas of the RUG:
 - a) BSc Econometrics and Operations Research
 - b) BSc Economics and Business Economics
 - c) BSc International Business
 - d) BSc Business Administration (additional entry requirement: a successfully completed minor IE&B or minor ED&G)

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme for the MSc Economic Development and Globalization (former: Pre-MSc programme for the MSc International Economics and Business).

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for the MSc Economic Development and Globalization (former: Pre-MSc programme for the MSc International Economics and Business), the foregoing to be assessed by the Admissions Board.
 5. Eligible for admission to the MSc Economics programme are holders of one of the following diplomas of the RUG:
 - a) BSc Economics and Business Economics
 - b) BSc Econometrics and Operations Research

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off a Pre-MSc programme. For students who cannot be directly admitted to the MSc Economics, the Admissions Board can, at the student's request, determine an individual Pre-MSc programme. Article 2.7.3. is applicable, on the understanding that at the same time as the individual programme the progress requirement after 1 year is set.
 6. Eligible for admission to the MSc Finance programme are holders of one of the following diplomas of the RUG:
 - a) BSc Economics and Business Economics
 - b) BSc Econometrics and Operations Research

Holders of a diploma mentioned under a) are eligible for admission, provided they have passed the courses Intermediate Asset Pricing (EBB084A05) and Intermediate Corporate Finance (EBB079B05). Holders of a diploma mentioned under b) are eligible for admission, provided they have passed the courses Corporate Finance for E&BE (EBB079A05) and Finance Theory and Modelling (EBB825A05). For the course Intermediate Corporate Finance (EBB079B05) the course Corporate Finance for E&BE (EBB079A05) can serve as a replacement.

Holders of the following diplomas of the RUG are also eligible for admission:

 - c) BSc Business Administration
 - d) BSc International Business

Holders of a diploma mentioned under c) or d) are eligible for admission, provided they rounded off successfully the minor Finance.

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme for the MSc Finance.

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for the MSc Finance, the foregoing to be assessed by the Admissions Board.
 7. Eligible for admission to the MSc Human Resource Management programme are

holders of one of the following diplomas of the RUG:

- a) BSc Business Administration
- b) BSc Economics and Business Economics
- c) BSc International Business

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme for the MSc Human Resource Management. Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for the MSc Human Resource Management, the foregoing to be assessed by the Admissions Board.

8. Eligible for admission to the MSc International Business and Management programme are holders of one of the following diplomas of the RUG:

- a) BSc Business Administration
- b) BSc Econometrics and Operations Research
- c) BSc Economics and Business Economics
- d) BSc International Business

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme for the MSc International Business and Management.

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for the MSc International Business and Management, the foregoing to be assessed by the Admissions Board.

9. Eligible for admission to the MSc International Financial Management programme are holders of one of the following diplomas of the RUG:

- a) BSc Business Administration
- b) BSc Economics and Business Economics
- c) BSc International Business

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme for the MSc International Financial Management.

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for the MSc International Financial Management, the foregoing to be assessed by the Admissions Board.

10. Eligible for admission to the MSc Marketing programme are holders of one of the following diplomas of the RUG:

- a) BSc Business Administration
- b) BSc Econometrics and Operations Research
- c) BSc Economics and Business Economics
- d) BSc International Business

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme for the MSc Marketing.

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for the MSc Marketing, the foregoing to be assessed by the Admissions Board.

11. Eligible for admission to the MSc Supply Chain Management programme are holders of one of the following diplomas of the RUG:

- a) BSc Business Administration
- b) BSc Econometrics and Operations Research
- c) BSc Economics and Business Economics
- d) BSc International Business
- e) BSc Industrial Engineering

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme for the MSc Supply Chain Management. Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for the MSc Supply Chain Management, the foregoing to be assessed by the Admissions Board.

12. Eligible for admission to the MSc Technology and Operations Management programme are holders of one of the following diplomas of the RUG:

- a) BSc Business Administration
- b) BSc Econometrics and Operations Research
- c) BSc Economics and Business Economics
- d) BSc International Business
- e) BSc Industrial Engineering

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme for the MSc Technology and Operations Management.

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme for the MSc Technology and Operations Management, the foregoing to be assessed by the Admissions Board.

13. Eligible for admission to the Research Master in Economics and Business (research) programme are holders of one of the following diplomas of the RUG:

- a) BSc Business Administration
- b) BSc Econometrics and Operations Research
- c) BSc Economics and Business Economics
- d) BSc International Business
- e) BSc Psychology
- f) BSc Sociology

A further selection will be held by the Admissions Board based on the following requirements:

- Sufficient knowledge of the English language as evidenced by an internationally recognised exam or otherwise.
- A high level of knowledge relevant to the sciences of the programme to be assessed by the Admissions Board.
- An appropriate attitude, motivation and talent to take the programme, to be assessed by the Admissions Board.

14. Eligible for admission to the Executive Master of Accountancy programme are students who have completed the MSc Accountancy and Controlling, Accountancy profile, in accordance with the Accountancy and Controlling variant Accountancy, as offered from the 2017-2018 academic year. In addition, in order to enroll in the EMA, students must have successfully completed one of the following programmes offered by FEB prior to the MSc Accountancy and Controlling: BSc Business Administration (Accountancy and Controlling profile), or Pre-MSc Accountancy and Controlling for HBO-AC, or Pre-MSc Accountancy and Controlling for HBO-BE and HBO-Finance and Control.

15. Eligible for admission to the Executive MBA programme are:

- a) Holders of a master or equivalent diploma of a Dutch university, or
 - b) Holders of a higher professional education diploma (HBO) and/or post HBO diploma in combination with a faculty pre-master or transfer programme, or
 - c) Persons who have demonstrable excellent qualifications. The criteria here are:
 - The candidate minimally functions at the level of board member of an independent business or is director of a Strategic Business Unit of a large organisation,
 - The candidate is responsible for a significant turnover, taking into account the nature of the related industry sector,
 - The candidate can show that she or he has a strong track- record in respect of, for instance, results (turnover, returns), starting up a new business, managing a merger, and such like.
 - The candidate can submit a test result or results of a test or tests such as GMAT, a competency test, a capacities test, etc. that show that she or he has the desired level for the programme in the eyes of the the Admissions Board
16. Eligible for admission to the Executive Master of Finance and Control programme are:
- a) Holders of an MSc diploma of a Dutch university with knowledge at an intermediate level of the following subjects: Management accounting, Financial accounting/Financial Reporting, and knowledge at an introductory level of the following subjects: Internal Control, Finance/Financial Management, Law and Tax.
 - b) Holders of the title Register Accountant.
Holders of a diploma c.q. title mentioned under a or b are eligible, provided they have worked in a financial administrative position or as a consultant in the domain of the programme for at least two years.
17. Eligible for admission to the Executive Master of Mergers & Acquisition and Valuation programme are:
- a) Holders of a master diploma of a Dutch university or
 - b) Holders of a diploma of at least the level of MSc of a foreign university.
- Holders of the diplomas under a) or b) must have demonstrable basic knowledge of the following fields of study: Financial Accounting, Bookkeeping, Financial Management/Financing, Valuation, Strategy, broad business expertise acquired after a completed academic programme or on the basis of work experience and other programmes or on the basis of a deficiency track offered by the faculty. Also all candidates must have at least two years work experience in the areas of mergers, acquisitions, appreciations or related areas of study.
18. Eligible for admission to the two-years programme MSc Educatie in de Mens- en Maatschappijwetenschappen, profile Economie en Bedrijfseconomie (MSc Social Sciences and Humanities Education - Economics and Business)¹, are holders of the following RUG diplomas:
- a) BSc Econometrics and Operations Research
 - b) BSc Economics and Business Economics
- Also eligible for admission are holders of one of the following RUG diplomas:
- c) BSc Business Administration
 - d) BSc International Business
 - e) BSc Industrial Engineering & Management
- Holders of a diploma mentioned under c) to e) are eligible for admission, only after they have rounded off a(n) (additional) minor Algemene Economie voor de Lerarenopleiding (General Economics for the MSc Teaching Economics and Business).

1 offered by the Faculty of Behavioural and Social Sciences of the UG.

Holders of a bachelor diploma of an accredited programme with a study load of 240 EC of a Dutch Institution for Higher Education are eligible for admission after rounding off the Pre-MSc programme Algemene Economie voor de Lerarenopleiding and a Pre-MSc for one of the following master programmes: MSc Econometrics, Operations Research and Actuarial Studies, MSc Economics, MSc International Economics and Business, MSc Accountancy and Controlling, MSc Business Administration, MSc Finance, MSc International Business and Management, MSc International Financial Management, MSc Marketing, MSc Supply Chain Management, MSc Technology and Operations Management.

Holders of a BSc diploma of an accredited programme with a study load of 180 EC of a Dutch University are directly admitted or eligible for admission after rounding off the Pre-MSc programme Algemene Economie voor de Lerarenopleiding and/or a Pre-MSc for one of the following master programmes: MSc Econometrics, Operations Research and Actuarial Studies, MSc Economics, MSc International Economics and Business, MSc Accountancy and Controlling, MSc Business Administration, MSc Finance, MSc International Business and Management, MSc International Financial Management, MSc Marketing, MSc Supply Chain Management, MSc Technology and Operations Management, the foregoing to be assessed by the Admissions Board.

19. Eligible for admission to the one-year programme MSc Leraar Voorbereidend Hoger Onderwijs in de Mens- en Maatschappijwetenschappen¹, profile Economie- en Bedrijfseconomie (MSc Teacher Humanities and Social Sciences, profile Economics and Business Economics) are holders of the following RUG diplomas:

- a) MSc Econometrics, Operations Research and Actuarial Studies
- b) MSc Economics
- c) MSc Economics of Taxation
- d) MSc International Economics and Business

Also eligible for admission are holders of one of the following RUG diplomas:

- e) MSc Accountancy and Controlling
- f) MSc Business Administration
- g) MSc Finance
- h) MSc International Business and Management
- i) MSc International Financial Management
- j) MSc Marketing
- k) MSc Supply Chain Management
- l) MSc Technology and Operations Management

Holders of a diploma mentioned under e) to l) are eligible for admission, only after they have rounded off a(n) (additional) minor Algemene Economie voor de Lerarenopleiding (General Economics for the MSc Teaching Economics and Business).

Article 2.3 Language requirement

1. 'Sufficient command of the English language' is an additional entry requirement for the English-language Master's degree programmes, 'sufficient command of the Dutch language' is an additional entry requirement for the Dutch-language master programmes.
2. If the student has been enrolled on the basis of a foreign certificate or degree, the Admissions Board may require him –before registration for a Dutch-language Master's degree– to pass a Dutch language test to be administered by an agency stipulated by the Admissions Board.

¹ offered by the Faculty of Behavioural and Social Sciences of the UG

3. The Dutch language proficiency requirement will be met by passing the national examination Dutch as a Foreign Language (NT2).
4. A student is considered to have fulfilled the admission requirement of “sufficient command of English” for the English-language MSc degrees at the Faculty of Economics and Business on condition he fulfils one of the following requirements:
 - a) competence of English as native speaker;
 - b) competence of English at a level equivalent to one of the following test scores:
 - c) Passing an examination in English at the level of the VWO final exam or competence of English at a level at least equivalent to one of the following test scores:
 - an internet-based (iBT) TOEFL score of 90 (Speaking 20 and Writing 24), or
 - an IELTS Academic score of 6.5 (Speaking 6 and Writing 6.5), or
 - a Cambridge English result of C1 Advanced or C2 Proficiency with a minimum score of 180, or
 - a University of Groningen Language Centre Test score of B2 (Reading, Listening, Speaking) and C1 (Writing), or
 - a level equivalent to those mentioned above, at the discretion of the Admissions Board, or
 - d) a completed and passed English-language Bachelor's degree programme at the Faculty of Economics and Business, or
 - e) a completed and passed English-language Pre-MSc programme at the Faculty of Economics and Business

Article 2.4 Admissions Boards

1. The Admissions Board decides on behalf of the Faculty Board in matters concerning admission to the degree programme.
2. The Admissions Board of the Research Master in Economics and Business (research) programme is composed of the Directors of the research programmes at the SOM Research Institute supplemented by the Director of Graduate Studies.
3. The Faculty Board appoints the members of the Admissions Board for the Executive Master of Accountancy (EMA), the Executive MBA (EMBA), the Executive Master of Finance and Control (EMFC) and the Executive Master Mergers & Acquisitions and Valuation (EMMAV) programmes.
4. The Admissions Board of the other programmes is composed of the joint Programme Directors. The director of education of the faculty is both an advisory member and secretary.
5. The Faculty Board will set out the admissions procedure.

Article 2.5 Admission: criteria

1. Taking into consideration the admissions procedures for the individual degree programmes, the Admissions Board shall assess the knowledge and skills of the candidate. In addition to written proof of qualification, the Board may ask experts from in or outside the University to test particular areas of knowledge and skills.
2. With regard to admission to the Research Master in Economics and Business (research), the Admissions Board will also examine the attitude, motivation and talent of the candidate.
3. Bearing in mind the admissions procedure for a degree programme profile, the Admissions Board will examine whether a candidate has satisfied or will satisfy the relevant requirements in good time. The Board will take into account the motivation and ambition of the candidate to complete the relevant degree programme, as well as the proficiency level of the candidate in the language of instruction of the profile.

Article 2.6 Admission: times

1. The admissions procedure takes place in the six months prior to the start of the programme.
2. Students with a certificate certified by a Dutch institution who register for a degree programme or degree programme profile must submit a request for admission to the degree programme or profile to the Admissions Board, when starting in the first semester, by 1 May, or, when starting in the second semester, by 15 October.
3. Students with a foreign certificate who register via the online application system for a degree programme or degree programme profile must submit a request for admission to the degree programme or profile to the Admissions Board, when starting in the first semester, by 1 May, or, when starting in the second semester, by 15 October.
4. Notwithstanding the provisions of Article 2.6.2 and Article 2.6.3, students who wish to be admitted to the Research Master in Economics and Business (research) must submit a request for admission before 1 May.
5. In cases of extraordinary circumstances, the Admissions Board may decide to process an application received after the deadline.
6. The Admissions Board will take its decision after receipt of the complete registration package and within four weeks after the deadline for registration. Admission is granted on condition that the candidate satisfies the requirements by the starting date of the degree programme in question, as demonstrated by documentary proof submitted by the candidate. The written admission statement will include information for the student about the possibility of an appeal to the Board of Appeal for Examinations.
7. Notwithstanding the provisions of Article 2.6.6, the Admissions Board will decide on admissions to the Research Master in Economics and Business (research) before 1 July.
8. All applications for the Executive Master in Finance and Control must comprise a curriculum vitae, copies of any certificates, and the related lists of subjects, as well as confirmation from the current employer that the candidate works in a controlling position or will be doing so shortly.

Article 2.7 Admission to the degree programmes

1. A student who wishes to register for a programme will be admitted, provided she/he, in the opinion of the Admissions Board, complies with the requirements as formulated in Article 2.2.
2. The Admissions Board may grant admission to the Master's degree programmes to holders of a Dutch or foreign Bachelor's or Master's degree of equivalent level and learning outcomes as the degree programmes listed in Article 2.2. If the Admissions Board, after investigation of the qualifications of a student with a Bachelor's or Master's degree, finds gaps in the knowledge and skills of the candidate, it may set additional conditions for the candidate in order to overcome these deficiencies.
3. The Admissions Board is responsible for assessing whether students without a Bachelor's degree are admissible on the basis of sufficient knowledge, understanding and skills at the level of a Bachelor's degree.
4. Admission within the meaning of Article 2.7.1 and Article 2.7.2 grants the student the right to register for the Master's degree programme.

Article 2.8 Provisional admission to the Executive Master of Accountancy

1. Students who are currently rounding off the Master’s degree programme in Accountancy and Controlling, profile Accountancy of the RUG will be provisionally admitted to the Executive Master in Accountancy on condition that, on 1 September no more than one course needs to be completed and on the condition that this meets the admission requirements for the Executive Master of Accountancy programme.
2. Provisional admission is valid until 1 December at the latest. Students on the Executive Master of Accountancy degree programme who do not complete all the courses of the Master’s degree in Accountancy and Controlling by 1 December must leave the Executive Master of Accountancy programme and their enrolment will be terminated.

Article 2.9 Required level of knowledge

1. Participation in courses and examinations of courses of the master programmes is only open to students who were registered as a student of one of the degree programmes from the start of the courses concerned.
2. Further to the provisions of Article 2.2, admission to individual courses of the degree programmes may be subject to extra conditions. An overview of the relevant courses and the related entry requirements is included as Appendix 19.

Section 3 Structure of the degree programmes

Article 3.1 Types of degree programme

1. The following master’s degree programmes are full-time programmes:
 - a) MSc Accountancy and Controlling (A&C)
 - b) MSc Business Administration (BA)
 - c) MSc Econometrics, Operations Research and Actuarial Studies (EORAS)
 - d) MSc Economic Development and Globalization (ED&G)
 - e) MSc Economics
 - f) MSc Finance
 - g) MSc Human Resource Management (HRM)
 - h) MSc International Business and Management (IB&M)
 - i) MSc International Financial Management (IFM)
 - j) MSc Marketing
 - k) MSc Supply Chain Management (SCM)
 - l) MSc Technology and Operations Management (TOM)
 - m) Research Master in Economics and Business (research) (ReMa E&B)
2. The following degree programmes are available as dual programmes:
 - a) Executive Master of Accountancy (EMA)
 - b) Executive MBA (EMBA)
 - c) Executive Master of Finance and Control (EMFC)
 - d) Executive Master Mergers & Acquisitions and Valuation (EMMAV)

Article 3.2 Profiles

The degree programmes have the following profiles:

Master's degree programme	Profiles
Accountancy and Controlling	Accountancy
	Controlling

Business Administration	Change Management
	Health
	Management Accounting and Control
	Small Business and Entrepreneurship
	Strategic Innovation Management
Econometrics, Operations Research and Actuarial Studies	Econometrics
	Operations Research
	Actuarial Studies
Economic Development and Globalization	
Economics	
Finance	
Human Resource Management	
International Business and Management	
International Financial Management	
Marketing	Marketing Intelligence
	Marketing Management
Supply Chain Management	
Technology and Operations Management	
Research Master in Economics and Business (research)	Business Analytics & Econometrics
	Business Research
	Economics
Executive Master of Accountancy	
Executive MBA	
Executive Master of Finance and Control	
Executive Master Mergers & Acquisitions and Valuation	

Article 3.3 Language of instruction

1. The teaching, the examinations and the final assessment of the following degree programmes will in principle be in Dutch:
 - a) Executive Master of Accountancy (EMA)
 - b) Executive MBA (EMBA)
 - c) Executive Master of Finance and Control (EMFC)
 Exceptions to this rule will be indicated in Ocasys.
2. All other degree programmes will be taught in English and all examinations will also be in English.
3. In English-taught degree programmes, within the framework of a graduation internship, a student may request the permission of the Board of Examiners to write the thesis in another language than English.

Article 3.4 Study load

1. The Research Master's degree programme in Economics and Business (research) has a study load of 120 EC.
2. All other Master's degree programmes to which this OER applies have a study load of 60 EC.
3. Concerning the programme of study:

- a) The programme of study for students who wish to graduate in two separate RUG Master's degree programmes or profiles must comprise at least 90 EC.
 - b) If the double Master's degree programme comprises the Research Master's degree programme in Economics and Business (research), the maximum permitted overlap is 30 EC relating to courses and 10 EC relating to the Master's theses. In this case, students are exempted from the course Learning and Practising Research (EBM878B10).
 - c) The Board of Examiners decides on a regular Master course's eligibility as an elective in the Research Master.
4. Students who wish to graduate in two separate RUG master programmes, including the Research Master's degree programme in Economics and Business (research), must meet all the requirements of the other Master's degree first before they can round off the Research Master in Economics and Business (research).
 5. Students who wish to graduate in two separate RUG master programmes must, if one of these masters is the Research Master in Economics and Business degree programme, have to comply with the requirements of each master and submit two Master's theses.
 6. Study load is expressed in whole EC.

Article 3.5 Participation in courses

1. Students may participate in courses of the degree programme if they register in time via <https://progresswww.nl/rug/>
2. Registration for more than 20 EC per block is only possible with the permission of the programme director of the programme of registration.
3. The deadlines for registration in courses are mentioned in the Student Handbook.
4. Timely registration is necessary to be assured of participation in the courses.
5. If the number of registrations exceeds capacity the Faculty Board may decide to restrict participation in a course. This restriction only applies to students for whom the course in question is not a compulsory part of the curriculum.
6. The Faculty Board may decide to apply selection methods for some courses. This selection method, in the form of an application procedure, will be carried out by or on behalf of the Faculty Board.

Section 4 Contents of the degree programmes

Article 4.1 Composition of the degree programmes

1. The courses in the Master's degree programme Accountancy and Controlling are listed in Appendix 2.
2. The courses in the Master's degree programme Business Administration are listed in Appendix 3.
3. The courses in the Master's degree programme Econometrics, Operations Research and Actuarial Studies are listed in Appendix 4.
4. The courses in the Master's degree programme Economic Development and Globalization are listed in Appendix 5
5. The courses in the Master's degree programme Economics are listed in Appendix 6.
6. The courses in the Master's degree programme Finance are listed in Appendix 7.
7. The courses in the Master's degree programme Human Resource Management are listed in Appendix 8.
8. The courses in the Master's degree programme International Business and Management are listed in Appendix 9.
9. The courses in the Master's degree programme International Financial Management

- are listed in Appendix 10.
10. The courses in the Master's degree programme Marketing are listed in Appendix 11.
 11. The courses in the Master's degree programme Supply Chain Management are listed in Appendix 12.
 12. The courses in the Master's degree programme Technology and Operations Management are listed in Appendix 13.
 13. The courses in the Master's degree programme Research Master in Economics and Business (research) are listed in Appendix 14
 14. The courses in the Executive Master of Accountancy are listed in Appendix 15.
 15. The courses in the Executive MBA are listed in Appendix 16.
 16. The courses in the Executive Master of Finance and Control are listed in Appendix 17.
 17. The courses in the Executive Master Mergers & Acquisitions and Valuation are listed in Appendix 18.
 18. Ocasys sets out the learning outcomes, content and teaching methods of the courses of the various degree programmes in more detail, including the level of prior knowledge preferred, or in some cases compulsory, to take the course in question.

Article 4.2 Practical assignments

The courses for which practical assignments must be completed in order to qualify for the examination can be found in Appendix 19.

Article 4.3 Electives and replacement of courses

1. The Board of Examiners, following a substantiated request by a student, may grant permission to
 - a) replace a course in the examination programme with another course offered by the University of Groningen or another university in the Netherlands or abroad that dovetails well with the degree programme, or
 - b) to use one or more courses followed at the University of Groningen or another university in the Netherlands or abroad as electives in the degree programme.
2. When assessing a request as referred to in Article 4.3.1, the Board of Examiners will always evaluate the coherence of the set of courses (or parts thereof) and the level of the courses followed.

Article 4.4 Open Degree Programme

1. Within the programme a student can choose an Open Degree Programme: a programme that is unlike any other specified degree programme. To take an Open Degree Programme and to sit its examination the student will need prior approval by the Board of Examiners.
2. An application for the approval of an Open Degree Programme must be accompanied by a letter of motivation by the student, explaining, for instance, how this programme satisfies the learning outcomes of the programme.

Article 4.5 Focus areas in the master programmes

1. The FEB Master's degree programmes provide a possibility for students to target certain focus areas. Once a student has satisfied the conditions it is possible, when rounding off the master programme, to opt for an annotation of the focus area concerned on the diploma supplement. FEB has focus areas linked to certain master programmes and there are focus areas that students can choose from in each of the FEB Master's degree programmes.

2. In the Master's degree programme MSc Economics there is a focus area “Microeconomics: Markets and Incentives”. The following conditions for obtaining an annotation on the diploma supplement apply:
 - a) the Master's Thesis Economics must relate to a “Microeconomics” subject, and
 - b) the student's Master's degree programme has been approved by or on behalf of the Board of Examiners (in accordance with Article 14 of the Rules and Regulations of Board of Examiners) and the thesis has been found to be suitable in respect of a notification regarding the focus area on the diploma supplement, and
 - c) the student has completed the MSc Economics programme with at least three of the following courses: Competition Policy - Theory and Practice (EBM100A05), Economics of Regulating Markets (EBM148A05), Microeconomics of Household Behaviour (EBM106A05) or Public Economics and Social Policy (EBM108A05).
3. In the Master's degree programme MSc Economics there is a focus area “Macroeconomic Theory and Policy”. The following conditions for obtaining an annotation on the diploma supplement apply:
 - a) the Master's Thesis Economics must relate to a “Macroeconomics” subject, and
 - b) the student's Master's degree programme has been approved by or on behalf of the Board of Examiners (in accordance with Article 14 of the Rules and Regulations of the Board of Examiners) and the thesis has been found to be suitable in respect of a notification regarding the focus area on the diploma supplement, and
 - c) the student has completed the MSc Economics programme with at least three of the following courses: Economic Growth in History (EBM101A05), Empirical Macroeconomics (EBM102A05), Monetary Policy and Financial Regulation (EBM107A05), Public Economics and Social Policy (EBM108A05) or Money, Finance and the Economy (EBM164A05).
4. In the Master's degree programme MSc Economic Development and Globalization (ED&G) there is a focus area “Globalization, Growth and Development”. The following conditions for obtaining an annotation on the diploma supplement apply:
 - a) the Masters Thesis ED&G and the Country Studies report must be related to a “Globalization, Growth and Development” topic, and
 - b) the student's Master's degree programme has been approved by or on behalf of the Board of Examiners (in accordance with Article 14 of the Rules and Regulations of the Board of Examiners), and
 - c) the student has completed the MSc ED&G programme with at least the following courses from the electives A-list of the MSc ED&G: Economic Development (EBM095B05), Trade, Environment and Growth (EBM097A05), Economic Geography (EBM094A05) and Country Studies (EBM093A05), and
 - d) the student completed the MSc ED&G programme with besides the courses under 4.c, one of the following courses of the electives B-list of the MSc ED&G: Economic Growth in History (EBM150A05), International Finance and Development (EBM207A05), Global Finance and Growth (EBM150A05).
5. In the Master's degree programme MSc Economic Development and Globalization (ED&G) there is a focus area “International Capital and Globalization”. The following conditions for obtaining an annotation on the diploma supplement apply:
 - a) the Masters Thesis ED&G must be related to an “International Capital and Globalization” topic, and
 - b) the student's Master's degree programme has been approved by or on behalf of the Board of Examiners (in accordance with Article 14 of the Rules and Regulations of the Board of Examiners), and
 - c) the student has completed the MSc ED&G programme with at least the following courses from the electives A list of the MSc ED&G: International

- Banking and Finance (EBM096A05), Global Finance and Growth (EBM150A05) and Country Studies (EBM093A05), and
- d) the student has completed the MSc ED&G programme with, besides the courses under 5.c, two of the following courses of the electives B-list of the MSc ED&G: Money, Finance and the Economy (EBM164A05), Monetary Policy and Financial Regulation (EBM107A05), International Finance and Development (EBM207A05).
6. In the Master's degree programme MSc Finance there is the focus area "Finance and Development". The following conditions for obtaining an annotation on the diploma supplement apply:
- a) the Master's Thesis Finance must be related to a "Finance and Development" subject, and
 - b) the student's Master's degree programme has been approved by or on behalf of the Board of Examiners (in accordance with Article 14 of the Rules and Regulations of the Board of Examiners) and the thesis has been found to be suitable for a notification of the focus area on the diploma supplement, and
 - c) the student has completed the MSc Finance programme with at least the following courses: Inclusive Finance (EBM069B05), International Finance and Development (EBM207A05).
7. In the Master's degree programmes MSc Finance, MSc International Business and Management (IB&M) and MSc International Financial Management (IFM) there is the focus area: "Sustainable Society". The following conditions for obtaining an annotation on the diploma supplement apply:
- a) the Master's Thesis Finance, Master's Thesis IB&M or Master's Thesis IFM must be related to a "Sustainable Society" subject, and
 - b) the student's Master's degree programme has been approved by or on behalf of the Board of Examiners (in accordance with Article 14 of the Rules and Regulations of the Board of Examiners) and the thesis has been found to be suitable in respect of a notification regarding the focus area on the diploma supplement, and
 - c) the student has completed the MSc IB&M with at least two of the three courses Corporate Soc. Resp. & Global Value Chain (EBM149A05), Multinationals and CSR (EBM197A05), Sustainability in Business and Economics (EBM209A05) or
 - d) the student has completed the MSc IB&M with at least one of the three courses Corporate Soc. Resp. & Global Value Chain (EBM149A05), Multinationals and CSR (EBM197A05), Sustainability in Business and Economics (EBM209A05) and at least a second course from the list with the following two courses Business Ethics (EBM043A05), Responsible Finance and Investing (EBM071A05), or
 - e) the student has completed the MSc Finance or the MSc IFM programme with at least two of the three courses Responsible Finance and Investing (EBM071A05), Inclusive Finance (EBM069B05), Sustainability in Business and Economics (EBM209A05).
8. In all FEB Master's degree programmes there is the focus area "Energy". The following conditions for obtaining an annotation on the diploma supplement apply:
- a) the Master's Thesis of a FEB master programme must relate to an "Energy" subject, and
 - b) the student's Master's degree programme has been approved by or on behalf of the Board of Examiners (in accordance with Article 14 of the Rules and Regulations of the Board of Examiners), and the thesis has been found to be suitable in respect of a notification regarding the focus area on the diploma supplement, and
 - c) two out of the five courses Energy & Finance (EBM166A05), Energy Transition

& Innovation (EBM167A05), Economics of Regulating Markets (EBM148A05), Marketing and Consumer Wellbeing (EBM192A05) or Sustainable Energy Supply (EBM202A05) must have been completed successfully either in the programme or extra curricularly.

9. In all FEB Master's degree programmes there is the focus area “Digital Business”. The following conditions for obtaining an annotation on the diploma supplement apply:
 - a) the Master's Thesis of a FEB master programme must relate to a “Digital Business” subject¹, and
 - b) the student’s Master's degree programme has been approved by or on behalf of the Board of Examiners (in accordance with Article 14 of the Rules and Regulations of the Board of Examiners), and the thesis has been found to be suitable in respect of a notification regarding the focus area on the diploma supplement, and
 - c) two out of the seven courses IT Governance (EBM048A05), Strategic Management of Information Technology (EBM051B05), Developing from Technologies (EBM063A05), Business Process Innovation and Change (EBM044A05), E-Health (EBM204A05), Retail and Omnichannel Marketing (EBM880A05), Supply Chain Dynamics (EBM147A05) must have been successfully completed either in the programme or extra curricularly, and
 - d) MSc Marketing Management students can also choose, in addition to the seven courses listed under 9.c, from the courses Data Science and Marketing Analytics (EBM165A05) and Digital Marketing Intelligence (EBM079B05), or
 - e) MSc TOM students can also choose, in addition to the seven courses listed under 9.c, from the courses Data Analysis and Programming for OM (EBM208A05) and Operations Modeling and Simulation (EBM029A05).

Section 5 Other specializations

Article 5.1 Master Honours programme

1. The Faculty Economics and Business participates in the University of Groningen Master Honours programme. This Master’s Honours programme is not a part of the regular Master’s curriculum.
2. Students admitted to one of the Master’s degree programmes of the Faculty can take the Master Honours programme, if they are selected by the Dean of the University of Groningen Honours College. The selection procedure for the Honours programme can be found in the Teaching and Examination Regulations of the University of Groningen Honours College.
3. The total study load of the Master’s Honours programme is 15 EC.
4. The Master Honours Programme is subject to the Teaching and Examination Regulations of the University of Groningen Honours College.
5. The results of the Master’s Honours programme are recorded on the Diploma Supplement of the Master’s degree certificate.

Article 5.2 Double Degree Programmes

1. The Faculty offers the Double Degree Master programmes as listed in Article 1.1.5, in collaboration with foreign partner universities.
2. A completed Double Degree Master programme gives entitlement to a master

¹ For students it is advisable to contact the thesis coordinator of their programme about this before they start writing their thesis.

- diploma of both participating institutes.
3. Substance and scope of the Double Degree Master programmes can be found in Appendix 22.

Section 6 Examinations of the degree programmes

Article 6.1 General

1. Each course is assessed by means of an examination.
2. The examination assesses students' academic development and mastery of the learning outcomes of the course.
3. An examination can consist of several parts. The results of these parts together determine the examination result.

Article 6.2 Participation in examinations

1. A student who registers for a course unit in the degree programme in accordance with Article 3.5 of the TER is automatically registered for the examination for that course unit.
2. Notwithstanding the provisions of Article 6.2.1, students can register and deregister for examinations during certain periods to be further defined.

Article 6.3 Examination frequency and periods

1. Students will be given the opportunity to sit examinations twice per academic year for the courses of the programmes.
2. Students may sit an examination for a course that is no longer part of the curriculum twice in the year after it has been removed from the curriculum.
3. The examination periods will be published in the Student Handbook. Partial examinations may be set outside the stated periods.
4. Contrary to the provisions of Article 6.3.1, Article 6.3.2 and Article 6.3.3 examinations for courses of the Master's degree programme Research Master in Economics and Business may be sat during or directly after the end of the course. If a resit is required, this will be announced in good time.
5. Contrary to the provisions of Article 6.3.1 and Article 6.3.2, certain parts of the examination may be taken once a year due to the nature of the assessment.

Article 6.4 Form of examinations

1. Examinations will be taken in the manner stated in Ocasys.
2. At a student's request, the Board of Examiners may allow an examination to be taken in a form different from stated in Article 6.4.1.
3. Mock versions of each examination will be made available to practice.

Article 6.5 Compulsory order of examinations

1. Participation in examinations for the Executive Master of Accountancy is subject to the regulations set out in Appendix 15 of this TER.
2. Participation in examinations for the Executive MBA is subject to the regulations set out in Appendix 16 of this TER.
3. Participation in examinations for the Executive Master of Finance and Control is subject to the regulations set out in Appendix 17 of this TER.
4. Participation in examinations for the Executive Master Mergers & Acquisitions and Valuation is subject to the regulations set out in Appendix 18 of this TER.

5. Second-year courses in the Research Master in Economics and Business programme may only be taken once the requirements set by the degree programme have been satisfied.
6. To be eligible for supervision and assessment of the Master's thesis of any of the degree programmes, students must have met the following requirements:
 - a) they must have been admitted to the degree programme, and
 - b) they must have successfully completed at least 20 EC worth of Master's courses, and
 - c) their Master's study programme must have been approved by the Board of Examiners

Contrary to the provisions of Article 6.5.4b, students of the Research Master in Economics and Business must have successfully completed at least 40 EC in courses, including the courses Learning and Practising Research (EBM878B10), and Philosophy of Science and Research Meth. (EBM185A05). Exceptions may be granted by the Board of Examiners in the interest of study progress.
7. Students of the Executive Master of Finance and Control must have successfully completed all other courses before they may participate in the oral defence of their final-year thesis.

Article 6.6 The Master's Thesis

1. Two opportunities per year are offered for writing the Master's thesis.
2. The period or periods for writing the Master's thesis are published in the Student Handbook.
3. No exemptions are granted for theses based on a thesis written for a different degree programme or a different profile.
4. Further regulations about the form, content, time frame and assessment of the master's thesis are included in the Regulations Theses BSc, MSc and Pre-MSc Research Papers.
5. The thesis will be kept on file by the Faculty Board for a period of at least 7 years.

Article 6.7 Oral examinations

1. Unless the Board of Examiners decides otherwise, an oral examination may only be taken by one student at a time.
2. Oral examinations are public, unless the Board of Examiners or the relevant examiner has decided otherwise in a special case, or the student does not agree.
3. A second examiner may be present at the oral exam, at the request of the examiner and/or the student.
4. Oral examinations in the Executive Master of Accountancy may be attended by an external expert.

Article 6.8 Request other than regular examination possibility

1. A student can request the Board of Examiners to grant her/him an other than regular examination possibility.
2. Such a request can be granted if, due to special circumstances, the student has not concluded the examination in question with a satisfactory result and the non-granting of an other than regular examination option results in an unacceptable study delay.
3. Further rules regarding the other than regular examination possibility are included in the Rules and Regulations of the Board of Examiners.

Article 6.9 Examinations and functional impairment

1. Students with a functional impairment will be given the opportunity to take examinations in a form that will accommodate their individual impairment as far as is possible. If necessary, the Board of Examiners will seek expert advice from the student counsellor of the Student Service Centre (SSC) before making a decision.
2. With regard to examinations for courses taken at other degree programmes by students with a functional impairment, contrary to the provisions of Article 1.1.4, the Board of Examiners of the degree programme that sets the examination shall comply with the facilities permitted by the Board of Examiners of the degree programme for which the student has registered.

Article 6.10 Assessment

1. The results of an examination or assessment are given in whole numbers. Only the results of partial examinations may be rounded off to a tenth.
2. A mark of at least a 6 is considered a pass result.
3. The whole marks given as assessment of an examination have the following meaning:
 1. highly inadequate
 2. inadequate
 3. highly insufficient
 4. insufficient
 5. almost sufficient
 6. sufficient
 7. amply sufficient
 8. good
 9. very good
 10. excellent
4. For more regulations concerning assignments that are part of the exam, see the Regulations for Grading Assignments and Partial Examinations.

Article 6.11 Exemptions

1. Notwithstanding Article 6.6.3, at the student's request, the Board of Examiners, having discussed the matter with the programme director/coordinator in question, may grant exemption from an examination on condition that the student either:
 - a) has completed part of a university or higher vocational degree that is equivalent in content and level, or
 - b) can demonstrate by work experience or otherwise that she/he has sufficient knowledge and skills in respect of the course in question
2. An examination for which an exemption has been granted is deemed to have been assessed with the mark 6 and will be registered with VR.
3. Once a result has been achieved for a course, both an exemption already obtained for that course will lapse and requests for an exemption for that course will not be admissible.

Article 6.12 Marking of examinations and publication of grades

1. After an oral examination, the examiner will grade the examination immediately and if requested will provide the student with a pass sheet.
2. The examiner will mark a written examination and provide the Student

Administration Office of the Faculty with the necessary details for written confirmation of the result to be sent to the student. Examination results must be published no later than 10 working days after the date on which the examination was taken. In those cases where an examiner cannot be reasonably expected to comply with the foregoing, the programme director may determine a different period in advance. Participants shall be informed of this prior to the beginning of the examination. Only results published by the Student Administration Office are legally valid.

3. Notwithstanding the period stated in Article 6.12.2, a marking period of 15 working days shall apply to the Executive Master of Finance and Control and 8 weeks to the Executive Master of Accountancy, the Executive MBA and the Executive Master Mergers & Acquisitions and Valuation.
4. If an examination is taken in a form other than oral or written, the Board of Examiners will determine in advance how and within which period the student will receive the results.
5. When the results of an exam are published the students is reminded of her/his right of inspection, as stipulated in Article 6.14.1, as well as of the possibility of an appeal to the Board of Appeal for Examinations.

Article 6.13 Validity

1. Examinations that have been passed remain valid indefinitely.
2. Contrary to the provisions of Article 6.13.1, examinations that have been passed in the Executive Master of Accountancy, the Executive MBA, the Executive Master of Finance and Control and the Executive Master Mergers & Acquisitions and Valuation shall remain valid for 6 years, on condition that the programme has not been fully completed, calculated from the the examination date recorded on the exam notification.
3. Contrary to the provisions of Article 6.13.1, the Board of Examiners may decide to require a student to take a supplementary or substitute examination for a course passed more than 3 years previously before allowing that student to proceed to the final assessment, only if the student's knowledge is demonstrably outdated.
4. In the event of extraordinary personal circumstances the validity term will be extended for the period during which the student in question is receiving support from the Graduation Fund.
5. The validity of partial assignments and partial examinations is regulated in the Regulations Grading Assignments and Partial Examinations.

Article 6.14 Right of inspection

1. Within a period of 6 weeks after the day on which the results of a written examination have been published, but no later than 5 working days before the date of the next resit of the relevant course, the student has the right to inspect the corrected work. Also on request and within the same period, the student will be provided with a copy of the work, i.e. the student's answers, at cost price.
2. Within the time frame stipulated in Article 6.14.1, the student who has taken the exam may request that she/he be allowed to peruse the questions or assignments of the examination concerned and the assessment criteria.
3. The examiner(s) of the examination in question will stipulate the place, date and time for this inspection or perusal. The Board of Examiners may formulate guidelines for this purpose.
4. This inspection and perusal may be organized for all students at the same time.

Article 6.15 Board of Examiners

1. The Board of Examiners is the independent body that determines whether individual students have the knowledge, understanding and skills required to be awarded the degree.
2. The Faculty Board appoints the members of the Board of Examiners on the basis of their expertise in the field of the degree programmes.
3. Members of the Board or others who have financial responsibilities in the institution may not be appointed as members to the Board of Examiners.
4. The Board of Examiners will appoint examiners to set examinations and to determine the results or to assess Master's theses.
5. The Board of Examiners approves the Rules and Regulations of the Board of Examiners.

Article 6.16 Fraud and plagiarism

1. Fraud is an act or omission by a student designed to partly or wholly hinder the forming of a correct assessment of her or her/his own or someone else's knowledge, understanding and skills.
2. Fraud also includes plagiarism, which means copying one's own or someone else's work without correct reference to the source.
3. If a student commits fraud, the Board of Examiners may exclude that student from participation in one or more examinations or final assessments for a maximum of one year.
4. In the event of very serious fraud, the Board of Examiners may propose to the Board of the University that the student's registration be definitively terminated.
5. The Board of Examiners will set out its course of action in the event of fraud in the Rules and Regulations of the Board of Examiners.

Article 6.17 Invalid examination

In the event of irregularities with regard to an examination that are so serious that an accurate assessment of the examinee's knowledge, understanding and skills cannot be made, the Board of Examiners may declare the examination of part thereof invalid for either an individual examinee or a group of examinees.

Article 6.18 Termination of registration (Judicium abeundi)

1. In extraordinary cases of reprehensible behaviour and/or statements made by a student, the Board of the University may, on the recommendation of the Board of Examiners or the Faculty Board, terminate a student's registration.
2. The Board of the University shall not make a decision within the meaning of Article 6.18.1 until after the student in question has been given an opportunity to put her/his side of the case forward, and after the interests of the student and the institution have been carefully assessed and it has become reasonable to assume that the student's behaviour and/or statements prove her/him to be unsuitable for one or more of the professions for which she/he is being trained in the degree programme, or for the practical preparation for the profession. The relevant provisions in the University of Groningen Regulations for Registration and Tuition Fees 2019-2020 apply.
3. In such cases the Faculty Board, the Board of Examiners and the Board of the University will follow the Protocol Judicium Abeundi [protocol for termination of registration] as approved by the Nederlandse Federatie van Universitaire Medische Centra [Netherlands Federation of University Medical Centres] on 1 November

2010.

Article 6.19 Assessment plan

For every programme there is an assessment plan that has been determined by the Faculty Board, comprising the following topics:

- a) the learning outcomes of the degree programme
- b) the courses of the degree programme and the specific learning outcomes of each course
- c) the interrelationship between courses and learning outcomes of the degree programmes
- d) the assessment method to be used and the test periods for each course
- e) the test method and structure and assessment procedures and assessment criteria used
- f) the person or persons responsible for the implementation of the various components of the assessment policy
- g) the method of regular evaluation

Section 7 The final assessment of the degree programmes

Article 7.1 Final assessment

1. Each of the degree programmes is rounded off with a final assessment.
2. The final assessment for the Master's degree can only take place after approval of the student's study programme by the relevant Board of Examiners. The Board of Examiners will determine regulations for the assessment of the study programmes. If the student exceeds the relevant deadlines of these regulations, the Board of Examiners may postpone her or his graduation date. This date may then be in the academic year following the year in which the last examination was passed.
3. The Board of Examiners determines the result of the final assessment as soon as the student has passed all the required examinations, thus having acquired the required academic training, and to that end the Board issues a certificate.
4. Before the outcome of the final assessment can be determined, the Board of Examiners may itself decide to test a student's skills, knowledge and understanding of one or more courses or aspects of the programme, if and in as much as the marks for these courses provide a reason for doing so.
5. The student is deemed to have passed the final assessment of the Master's degree programme if he has obtained a pass (at least the grade 6) for each examination.
6. In determining the result of the final assessment, the Board of Examiners also commits itself to a speedy processing of the degree certificate ceremony.
7. If a student wishes to postpone the date of graduation due to extra examinations that still need to be taken, he must submit a request to this end to the Board of Examiners in good time.
8. The graduation date is the date on which the final assessment is marked as a pass, as determined by the Board of Examiners in accordance with the provisions of Article 7.1.3.
9. All assignments submitted for the final assessment as referred to in Article 7.1.1, will be kept on file by the Faculty Board for a period of at least 7 years after the graduation day.

Article 7.2 Degree

1. A student who has satisfied all the requirements of the final assessment shall be awarded the degree 'Master of Science'.
2. The degree awarded shall be registered on the degree certificate.

Article 7.3 Conditions for awarding a University of Groningen degree

1. A Master's degree can only be awarded if at least half of the courses of the degree programme were taken at the University of Groningen, during the student's period of registration as a student at the University of Groningen.
2. For Double Degree Master's degree programmes offered together with an institution abroad, at least half of the programme must have been followed at the University of Groningen, during the student's period of registration as a student at the University of Groningen.

Article 7.4 Degree certificate

1. Students shall receive a certificate issued by the Board of Examiners as proof that they have passed the final examination. Article 7.3 is applicable.
2. If a student successfully completes more than one profile within a degree programme, he will nevertheless will receive one degree certificate only.
3. The Board of Examiners will issue an International Diploma Supplement with each degree certificate.
4. If relevant, the results obtained in the Master's Honours Programme will also be recorded on the Diploma Supplement that accompanies the Master's degree certificate.
5. If a student earns at least 20 EC more than is required for the degree programme, whether as a thesis with an increased study load, or in the form of relevant Master's level courses, at the request of the student the Board of Examiners may permit an entry on the diploma supplement that indicates that the student completed a programme with an increased study load.

Article 7.5 Judicia cum laude and summa cum laude

1. The Board of Examiners shall determine whether or not the Master's degree certificate will be awarded a judicium predicate.
2. For the Executive MBA the following conditions apply:
 - a) The mark for the courses EMBA Integration Project Part I (EBE039A05), EMBA Integration Project Part II (EBE043A05) and EMBA Integration Project Part III (EBE047A05) must meet the following minimum conditions:
 - cum laude: the mark for all three courses is at least 8.0 on average and at least 7.0 for each course
 - summa cum laude: the mark for all three courses is at least 9.0 on average and at least 7.0 for each course
 - b) The weighted average (not rounded off) for all approved curricular courses of the programme, excluding the three above mentioned courses, is
 - greater than or equal to 8.0 for 'cum laude'
 - greater than or equal to 9.0 for 'summa cum laude'
3. For the Executive Master of Accountancy the following conditions apply:
 - a) The mark for the courses Afronding Accountancy Portfolio deel III (EBE032A06) and Afronding Accountancy Mondeling (EBE033A04) must satisfy the following minimum conditions:
 - cum laude: the mark for both courses is at least 8.0 on average and

- at least 7.0 for each course
 - summa cum laude: the mark for both courses is at least 9.0 on average and at least 7.0 for each course
 - b) The weighted average (not rounded off) for all approved curricular courses of the programme, excluding the two above mentioned courses, is
 - greater than or equal to 8.0 for 'cum laude'
 - greater than or equal to 9.0 for 'summa cum laude'
4. For the Executive Master Mergers & Acquisitions and Valuation the following conditions apply:
 - a) The mark for the courses M&A and Valuation Portfolio Part III (EBE051A05) and M&A and Valuation Portfolio Part IV (EBE057A10) must satisfy the following minimum conditions:
 - cum laude: the mark for both courses is at least 8.0 on average and at least 7.0 for each course
 - summa cum laude: the mark for both courses is at least 9.0 on average and at least 7.0 for each course
 - b) The weighted average (not rounded off) for all approved curricular courses of the programme, excluding the two above mentioned courses, is
 - greater than or equal to 8.0 for 'cum laude'
 - greater than or equal to 9.0 for 'summa cum laude'
 5. For the other programmes the following conditions apply:
 - a) The mark for the thesis must satisfy the following minimum conditions:
 - cum laude: the mark for the thesis must be at least 8.0
 - summa cum laude: the mark for the thesis must be at least 9.0
 - b) The weighted average (not rounded off) for all approved curricular courses of the programme, excluding the thesis is
 - greater than or equal to 8.0 for 'cum laude'
 - greater than or equal to 9.0 for 'summa cum laude'
 6. The judicium predicate is awarded on condition that the examinations for the courses were taken only once.
 7. The judicium predicate may only be awarded if no single course was awarded a mark less than 7.0.
 8. Contrary to the provisions of Article 7.5.5 an exemption (and honoured as such with a 6.0) for the course Learning and Practising Research (EBM878B10) for students in the Research Master in Economics and Business will not be taken into account in determining a judicium.
 9. The results and grades of the Master's Honours programme are excluded from the award of the judicium.
 10. No judicium is awarded if a decision by the Board of Examiners has been taken to the effect that a student is no longer eligible for an honours predicate because fraud among which plagiarism has been found.
 11. In certain circumstances, the Board of Examiners may depart from the provisions set out in Article 7.5.2, Article 7.5.3, Article 7.5.4, Article 7.5.5, Article 7.5.6, Article 7.5.7, Article 7.5.9.

Section 8 Study supervision

Article 8.1 Study progress administration

1. The Faculty registers the individual results of students.
2. The Faculty will provide each student with an overview of these results at least twice a year at her/his request.
3. In respect of the Double Degree Programmes it is the joint responsibility of the

Faculty and the concerning partner university to exchange obtained results.

Article 8.2 Supervision

1. The Faculty will ensure that the student has sufficient supervision for the duration of the degree programme, and will pay particular attention to possible changes deemed necessary to ensure the chosen curriculum is compatible either with conducting academic research or exercising a profession outside the university.

Article 8.3 Research Master in Economics and Business study advice

1. Results of students on the degree programme Research Master in Economics and Business are evaluated by the Board of Examiners every six months.
2. In the event of insufficient results, a student may be advised to switch to one of the other Master's degree programmes offered by the Faculty of Economics and Business.

Section 9 Transitional and final provisions

Article 9.1 Amendments

1. Any amendments to these Regulations will, following a recommendation by and/or upon the approval of after due consultation with the Programme Committee and in consultation with – and where necessary upon the approval of – the Faculty Council, be confirmed by the Faculty Board in a separate decree.
2. Any amendments to these Regulations will not apply to the current academic year, unless it may reasonably be assumed that the amendment will not harm the interests of students.
3. In addition, amendments may not influence to the detriment of students any decision taken as a consequence of these Regulations concerning an individual student.

Article 9.2 Status of the English version of the OER

In case of divergencies of interpretation between the Dutch language version and English language version of these Teaching and Examination Regulations the Dutch version shall prevail.

Article 9.3 Evaluation

The Faculty Board will ensure that the OER is regularly evaluated, assessing at least – for the purpose of monitoring and if necessary adapting the student workload – the amount of time students need to complete their duties as set out therein.

Article 9.4 Publication

1. The Faculty Board shall duly publish this OER, any rules and guidelines formulated by the Board of Examiners, and any amendments to these documents.
2. Copies of the documents referred to in Article 9.3.1 are available from the FEB Education Office. These documents can also be found on the FEB website.

Article 9.5 Date of commencement

These regulations shall take effect on 1 September 2019.

Approved by the Programme Committees, 16 May 2019.

As decreed by the Faculty Board on 2 July 2019.

Approved by the Faculty Council, 1 September 2019.

Appendix 1 Aims and learning outcomes of the degree programmes

Appendix 1.1 MSc Accountancy and Controlling

The aim of the MSc degree programme Accountancy and Controlling is to equip students with advanced academic knowledge and understanding of Accountancy and Controlling. The MSc programme in Accountancy and Controlling focuses on the reliability of the information used to manage organizations and to report on their policies and policy implementation to (internal and external) stakeholders. The reliability of information depends on its accuracy, its completeness and whether it is communicated on time. The MSc programme has two specializations, Accountancy and Controlling. The Accountancy specialization is concerned with organizations' external stakeholders and is subject to national and international financial accounting regulations. It prepares students for the follow-up postgraduate programme in Accountancy, which enables students to qualify as Chartered Accountant or Certified Public Accountant. The Controlling specialization is concerned with organizations' internal stakeholders, in particular its management. This specialization prepares students for the postgraduate programme in Controlling, which enables students to qualify as Chartered Controller.

Specifically, the aim of the Accountancy profile is to provide students with advanced knowledge in the areas of Auditing, Internal Control, Financial Accounting and Corporate Governance. The aim of the Controlling profile is to provide students with advanced knowledge in the areas of Management Accounting, Internal Control, Financial Management and Change Management. Both specializations look at organizations' strategic problems in depth. In addition, students learn how to analyse and diagnose complex practical problems and to put forward and implement solutions, both individually and as part of a team. They also learn how to take an integrated approach to complex practical problems. Lastly, attention is devoted to acting from an independent and impartial attitude.

A Subject-specific learning outcomes

The MSc A&C graduates have advanced academic knowledge and understanding of the following area:

- A.1 Internal Control
- A.2 Strategy and Organization in relation to Accountancy and Controlling

The MSc A&C graduates of the Accountancy profile have advanced academic knowledge and understanding of the following areas:

- A.3 Auditing
- A.4 Financial Accounting
- A.5 Corporate Governance in relation to Auditing, Internal Control and Financial Accounting

The MSc A&C graduates, Controlling profile, have advanced academic knowledge and understanding of the following areas:

- A.6 Management Accounting
- A.7 Financial Management
- A.8 Change Management in relation to Management Accounting and Internal Control

B Academic learning outcomes

The MSc A&C graduates of both profiles are able to:

- B.1 critically evaluate academic and professional information within the framework

- of Accountancy and Controlling
- B.2 analyse and diagnose organizational problems, and formulate a problem definition for theory and practice
- B.3 apply specific research methods and collect quantitative and qualitative data
- B.4 analyse, interpret and synthesise data
- B.5 develop an argument, draw conclusions, put forward solutions, make recommendations, give an advice, for theory or practice. They are also able to identify limitations of their research, and to generalize their findings
- B.6 identify the value of academic and professional developments in the field of Accountancy and Controlling and in related areas
- B.7 set specific Accountancy and Controlling issues in the context of the organization and the profession
- B.8 set specific Accountancy and Controlling issues in the context of the organization and the profession

C Social and communication learning outcomes

The MSc A&C graduates of both profiles:

- C.1 have social and communication skills enabling them to formulate relevant information in a logical, convincing and clear manner, both orally and in writing and for an audience of both fellow professionals and non-experts
- C.2 are able to reflect critically on other people's work and provide feedback
- C.3 are able to selectively use feedback and make adjustments to improve their work
- C.4 have developed skills and an appropriate attitude to work in multi-disciplinary teams

D Study skills and professional orientation

The MSc A&C graduates of both profiles have:

- D.1 the necessary skills to reflect on their own learning process, and have professional skills and a professional attitude
- D.2 developed skills to systematically plan, design and execute projects
- D.3 self-insight, awareness of the characteristics of the profession and employment opportunities, and the ability to make appropriate career choices after graduation

Appendix 1.2 MSc Business Administration

The MSc degree programme Business Administration is focused on the definition, analysis and evaluation of real and complex managerial problems and on the design of possible solutions in one of the following areas of Business Administration: Change Management (CM), Health, Management Accounting and Control (MAC), Small Business and Entrepreneurship (SB&E) and Strategic Innovation Management (SIM). Graduates will have conceptual academic knowledge in one of these profiles. They will also have research skills that are crucial to management's ability to analyse business environments. They have academic, social and communicative skills to operate in the context of a professional business.

Graduates of the profile Change Management will have academic knowledge in change processes, including the impact that change may have on individual, group or (inter) organizational levels. This includes knowledge on change strategies and intervention tools. Graduates CM are also able to apply tools to manage change effectively. Graduates of the Change Management profile can develop in many directions, for example through consultancy projects. They can also start work as a management trainee, internal consultant, policy consultant or member of a project team in profit as well as non-profit

organizations.

Graduates of the profile Health will have academic knowledge of how to analyze and intervene in the organization of care with an eye on the consequences for health, experienced quality of care and costs involved. Graduates have an understanding of the health system in its economic and socio-political environment and can reflect on the strategic consequences of changes therein for the stakeholders involved. They are knowledgeable of the conceptual and methodological issues involved in the economic evaluation of healthcare improvements and innovations. Future employment opportunities may include (inter-)national healthcare organizations, consultancy agencies, insurance companies, or (semi-)governmental organizations.

Graduates of the profile Management Accounting and Control (MAC) will have academic knowledge on how managers can use systems to control their organization to ensure that the behaviors and decisions of the people in an organization are consistent with the organizations' objectives and strategies. Graduates MAC understand how the process of effective management control system can be designed (for instance budgeting systems and performance management systems), taking into account a number of contingencies such as characteristics of activities, the external business environment and the culture of the organization. Important topics are (financial) information gathering and decision-making in a dynamic organizational context. Graduates MAC will fulfill positions such as assistant manager, management trainee, policy officer, assistant controller, financial manager, organization consultant and researcher.

Graduates of the profile Small Business and Entrepreneurship will have academic knowledge on the specific characteristics of smaller companies and new ventures and the major role that small and entrepreneurial companies play in modern economies. Graduates SB&E will have a profound understanding of theories on small business strategy, management, economics, and entrepreneurship. Future job opportunities are e.g. all-round business administrator for SMEs (small to medium-sized enterprises), independent entrepreneur, organization advisor for SMEs or employee of an organization that concentrates on SMEs, e.g. banks, accountancy offices or government bodies.

Graduates of the profile Strategic Innovation Management have academic knowledge on the strategic management of innovation within companies and between companies. They have a profound understanding of how to stimulate innovation, how to organise the firm internally for innovation; how and with whom the firm should cooperate to maximise innovation; and how to capture value from innovation. Graduates of the profile SIM find jobs as business developers and innovation managers, working with innovation within the firm; as strategic consultants, advising the firm on their innovation processes; as bankers, evaluating firms and their innovations; and as policy advisors, working on stimulating innovation at the regional, national, and international levels.

In order to achieve this aim, the programme is designed to provide general and specific learning outcomes.

A Subject-specific learning outcomes

The MSc BA graduates:

- A.1 have advanced academic knowledge and understanding of the most important theories, models and frameworks in the specialist field
- A.2 are able to apply these theories, models and frameworks to analyse complex

- A.3 managerial situations
- A.3 are able to reflect critically on the use of theories to understand management practice
- A.4 are able to assess and explain the scientific contribution of publications in the specialist field
- A.5 are able to interpret interrelationships and can draw links between the results of academic and nonacademic publications, and relevant (international) developments

B Academic learning outcomes

The MSc BA graduates are able to:

- B.1 recognise and analyse a problem in the specialist field
- B.2 find relevant literature on a theme, and are able to critically review academic publications in terms of theories used, research methodologies used, technical analyses and implications
- B.3 draw strong theoretical linkages between academic publications in order to synthesize research and identify how their research can make a contribution to the literature
- B.4 make a research design of a complex problem in the specialist field and employ specific research methods
- B.5 collect quantitative or qualitative data using appropriate data collection methods
- B.6 analyse and interpret data to provide relevant managerial and theoretical implications, and identify research limitations in the specialist field
- B.7 reflect upon the practical relevance of scientific methods and techniques in the specialist field

C Social and communication learning outcomes

The MSc BA graduates:

- C.1 have professional communication and English language skills to logically, clearly and carefully express their own activities, assumptions, opinions, solutions and decisions both to non-professionals as to fellow professionals in the same or different fields
- C.2 have a professional attitude and are able to work solution focused, systematic and methodically accurate in a professional environment
- C.3 are able to reflect critically on their own and other peoples' work, paying attention to both logical coherence and economical relevance, and are able to adjust and give feedback or corrections if necessary
- C.4 are able to answer questions and to defend work

D Study skills and professional orientation

The MSc BA graduates:

- D.1 have the necessary skills to reflect critically on their own learning process, professional skills and attitude
- D.2 are aware of the characteristics and requirements of the profession and the employment opportunities, and are able to make the appropriate career choices after graduation
- D.3 are intrinsically motivated to learn and study the interesting, complex and continuously developing specialist field in a self-directed or autonomous manner
- D.4 are able to prioritise, plan and manage time and work effectively
- D.5 are able to identify and reflect on ethical dilemmas within the specialist field

Appendix 1.3 MSc Econometrics, Operations Research and Actuarial Studies

The aim of the MSc programme Econometrics, Operations Research and Actuarial Studies (EORAS) is to graduate students able to apply mathematical models on an advanced academic level to the field of economics and business. More specifically, MSc EORAS graduates are able to analyse economic problems through a combination of mathematics, economics and statistics using appropriate software. They have a research-oriented attitude, and knowledge of the most important models used. They are able to transform the outcomes of the models in relevant results for the application field. MSc EORAS graduates are able to develop mathematical models for real life, in complicated situations. Hence, instead of over-simplifying or adjusting the real-life problem in order to allow for the use of known tools, models or theories (BSc level), the MSc EORAS graduates are able to apply modern methods and techniques and develop mathematical or statistical tools when appropriate.

Profile Econometrics is especially concerned with the interpretation of observed (economic) data based on econometric analysis. Economic problems are analysed using data sets in order to find or verify relations or assess the effect of interventions, either for simulation or forecasting, or for policy decisions. Modern econometrics is applied to both macro and microeconomics, and also in other fields like financial economics or marketing.

Profile Operations Research is especially concerned with decision problems on e.g. logistics and finance, like vehicle routing, time schedules for railway systems, supply management, production planning, service planning, queuing, investment, portfolio management or asset liability management. Both deterministic and stochastic models are used.

Profile Actuarial Studies is especially concerned with topics related to pricing and management of insurance, for instance life insurance, risk insurance and reinsurance. Insurance is closely related to investment strategies, supervision, social security, negotiations between employers and employees on pensions, et cetera.

Electives are offered in the field of industrial organisation, in applied statistics, quantitative finance and financial econometrics. In addition students can partake in suitable modules from other FEB master programmes, from the LNMB (Dutch Network on the Mathematics of Operations Research), the Actuarial Institute or from master programmes elsewhere, e.g. Actuarial Sciences of the University of Amsterdam. In this Master's degree programme, students will be prepared for a wide variety of careers in business, industry, and government. A large percentage obtains a job in the financial services, but MSc EORAS graduates also find employment in e.g. (service) logistics, consultancy or government agencies such as Statistics Netherlands. Alternatively, MSc EORAS graduates may continue their studies as a PhD candidate (mostly after following a one-year Research Master programme, obtaining a second MSc title).

A Subject-specific learning outcomes

The MSc EORAS graduates:

- A.1 have solid academic knowledge and understanding of recent theories, methods, models and techniques in at least three subfields of their specialization
- A.2 are able to read the up to date international literature in their field, to apply knowledge and understanding when analyzing non-routine practical problems

and are able to contribute to the advancement of knowledge in a professional environment

- A.3 are able to read the up to date international literature in at least three additional subfields from either the chosen or another specialization
- A.4 meet the same standards on at least two additional subfields from mathematics, economics or business, including the specializations from the programme
- A.5 are able to use at least one programming environment and have knowledge of relevant computer applications in their field and they are able to use these as required for functioning in a professional environment
- A.6 have the ability to interpret the interrelationship of the knowledge areas and can draw links between the results concerning the knowledge area found in international scientific and subject-specific publications and relevant social developments
- A.7 have insight in the theory and notions of economics and/or business, in particular those parts suited for a modelling approach in their field and they are capable to form an opinion on the practical relevance of the used mathematical models and are able to critically assess the application of theories and models.
- A.8 have a thorough knowledge of parts of mathematics and statistics, especially those parts that are important for modelling in their field and the level is appropriate for a creative use of mathematical and statistical methods for research.

B Academic learning outcomes

Within their field the MSc EORAS graduates are able to:

- B.1 independently formulate a problem definition, employ specific research and analysis methods and plan and conduct research
- B.2 translate a practical problem into questions in terms of a mathematical model, to collect relevant quantitative data and to translate the outcomes of a mathematical model into answers for the original practical problem
- B.3 apply scientific methods and techniques in mathematics, economics, statistics and software within the correct context
- B.4 communicate in both written and oral forms in English meeting academic standards
- B.5 continue their studies at an advanced level
- B.6 reflect on scientific theories, economic or societal phenomena and on the functioning of organisations from an ethical viewpoint
- B.7 independently conduct research on real-life non-routine problems
- B.8 have an investigative and critical attitude towards the possibilities and limitations of scientific content and development of the knowledge area and are able to take a stand in a debate

Furthermore, the MSc EORAS graduates are:

- B.9 acquainted with the important sources of literature in their field

C Social and communication learning outcomes

The MSc EORAS graduates:

- C.1 have social communication skills to logically, clearly and convincingly express her/his own activities, assumptions, opinions, solutions and decisions in the main specialization both orally and in written form in English, both to non-professionals as well as to fellow professionals in the same or different field (like economists, mathematicians, managers, scientists, technicians)
- C.2 are able to reflect critically on their own and other peoples work, paying attention to both logical coherence and practical relevance and are able to adjust

and give feedback or corrections if necessary

D Study skills and professional orientation

The MSc EORAS graduates:

- D.1 have the necessary learning and study skills to be able to reflect on their own learning process and professional skills and attitude and are able to act on that
- D.2 have self-insight, awareness of the characteristics of the profession and employment opportunities and are able to make the right choice for continuation after graduation

Appendix 1.4 MSc Economic Development and Globalization

The MSc-programme Economic Development and Globalization (ED&G) strives to ensure that graduates will have state-of-the-art knowledge of the drivers of economic growth and economic development. They will have a similarly deep understanding about globalization, in the form of international trade but also other forms of cross-border economic activity, such as international investments. The emphasis in the programme is on using analytical tools from the field of economics to diagnose and analyze modern-day challenges.

The programme also provides training in the skills and competencies to apply the acquired knowledge in specific settings, with an emphasis on clear communication and argumentation, to prepare students for a professional career in firms with an international orientation (financial institutions, multinationals, consultancy firms), in international organizations, or in government agencies with an international focus.

In order to achieve these objectives the MSc ED&G programme has been modelled by specific intended learning outcomes or qualifications.

A Subject-specific learning outcomes

The MSc ED&G graduates have advanced academic knowledge and understanding of the following area:

- A.1 Globalization, notably international trade and international financial economics
- A.2 Economic Development
- A.3 Quantitative research methods, such as econometrics

B Academic learning outcomes

Within the area of Economic Development and Globalization the MSc ED&G graduates are able to:

- B.1 formulate a critical assessment of the relationships between theoretical concepts, research methodologies and empirical findings in international scientific publications
- B.2 independently formulate a problem definition, employ specific research methods and plan and conduct research
- B.3 collect relevant quantitative and qualitative data, to analyse, interpret and synthesize this data with the purpose to form an opinion, to create an argumentation, to design a solution, to solve problems and/or to give an advice
- B.4 apply appropriate scientific methods and econometric or other quantitative techniques in international (financial) economics and economic development
- B.5 make the first steps to contribute independently to the body of knowledge of the economic development and globalization domain

Furthermore, the MSc ED&G graduates:

- B.6 have an investigative and critical attitude towards the possibilities and

- limitations of the discipline to address social questions and developments and are able to take a standpoint from an ethical viewpoint
- B.7 know the most important sources of international literature and keep track of relevant (scientific) international publications in their field of study and keep their knowledge at a sufficient level

C Social and communication learning outcomes

The MSc ED&G graduates:

- C.1 have professional communication and English language skills (in listening, reading, writing, presenting and discussing) to logically, clearly and carefully express their own activities, assumptions, opinions, solutions and decisions to professionals and non-professionals
- C.2 have a professional attitude and are able to work solution-focused, systematic and methodically accurate in a professional environment
- C.3 are able to reflect critically on their own and other peoples work, paying attention to both logical coherence and economical relevance and are able to adjust and give feedback or corrections if necessary
- C.4 are able to apply this knowledge and skills in the context of an international multidisciplinary work environment and are able to work in an intercultural context and to act professionally, taking into account differences in traditions, norms and habits with regard to the functioning within the international organization

D Study skills and professional orientation

The MSc ED&G graduates:

- D.1 have the necessary skills to reflect on their own learning process, professional skills and attitude
- D.2 have self-insight, awareness of the characteristics of the profession and employment opportunities and are able to make the appropriate career choices after graduation
- D.3 have the ability to tackle the unknown and are able to learn from their own experiences and learning activities
- D.4 are motivated to continue learning in a manner that is self-directed or autonomous

Appendix 1.5 MSc Economics

The aim of the Master's degree programme Economics is to equip students with knowledge and understanding of economic theory at a high analytical level and to familiarize them with the application of theory and research methods to economic policy and practice. MSc Economics graduates will have in-depth knowledge of contemporary economic theories in core fields of the economics discipline and will be able to apply these theories to practical economic problems and policies. Graduates of the programme will also be able to independently conduct economic research. Such a combination of rigorous academic thinking with practical experience and analytical skills is essential for any profession in economic policy and/or research. Students of the Master's degree programme Economics will receive an academic training for positions in which they contribute as an economist to decision-making in (inter)national government bodies, public organizations, and private corporations, such as financial institutions, multinationals and consultancy firms.

In order to achieve these objectives, the Master's programme Economics gives students specific intended learning outcomes or qualifications.

A Subject-specific learning outcomes

To classify the economic literature the Journal of Economic Literature uses the JEL Classification System (website American Economic Association: www.AEAweb.org, JEL classification code guide). Since this system is widely accepted within the economics discipline, it will be used to define the knowledge areas and related learning outcomes of the degree programme below.

The MSc Economics graduates have advanced academic knowledge and understanding of the following main areas in economics:

- A.1 Microeconomics, Industrial Organisation (JEL-codes D, L)
- A.2 Macroeconomics, Monetary Economics (JEL-code E)
- A.3 Mathematical Methods and Quantitative Methods (JEL-code C)

The MSc Economics graduates have advanced academic knowledge and understanding of one or more of the following sub-fields in economics:

- A.4 Public Economics, Law and Economics (JEL-codes H, K)
- A.5 Economic History and Economic Development, Technological Change, and Economic Growth (JEL-codes N, O)
- A.6 Econometrics, Operations Research, Actuarial Sciences, Finance or International Economics and Business (JEL-code C, F, G)

The MSc Economics graduates are able to understand contemporary international literature in the above-mentioned areas, to apply academic knowledge and economic modelling techniques when analysing new or undefined economic situations, and to deliver original contributions in an academic as well as a professional environment.

The MSc Economics graduates:

- A.7 have the ability to interpret the interrelationships of the knowledge areas and can draw links between the results of the knowledge areas found in international academic and subject-specific publications, and relevant (inter)national developments
- A.8 are able to apply the most important theoretical insights in the field to the analysis of concrete but complex economic questions and thus take the first steps towards non-routine research

B Academic learning outcomes

Within the fields of Economics the MSc graduates are able to:

- B.1 formulate a critical assessment of the interrelationships between theoretical concepts, research methodologies and empirical findings in international academic publications
- B.2 independently formulate a problem definition, apply specific research and analysis methods and plan and conduct research
- B.3 collect quantitative and qualitative data, analyse, interpret and synthesize this data, create an argument, develop a solution, solve problems and/or give theory and evidence-based advice
- B.4 apply scientific methods and techniques in economics, mathematics, statistics and applied informatics within the appropriate context
- B.5 contribute independently to the body of applied knowledge within the Economics domain

Furthermore, the MSc Economics graduates:

- B.6 have an investigative and critical attitude towards the potential and limitations

- of the economics discipline, and science in general, to address social questions and developments and are able to take up a position from an ethical viewpoint
- B.7 know the most important sources of international literature and keeps track of relevant (academic) international publications in their field of study and maintain their knowledge at an adequate level

C Social and communication learning outcomes

The MSc Economics graduates:

- C.1 have social communication and English language skills (in reading, writing, presenting and discussing) to logically, clearly and convincingly express their own activities, assumptions, opinions, solutions and decisions both to non-professionals and fellow professionals
- C.2 have a professional attitude and are able to work toward a solution, systematically and accurately, and are able to take the initiative, listen, discuss and plan, in a professional environment
- C.3 are able to reflect critically on their own and other people's work, paying attention to both the logical coherence and the economic relevance and are able to adjust and give constructive feedback or corrections if necessary

D Study skills and professional orientation

The MSc Economics graduates have:

- D.1 the necessary skills to reflect on their own learning process, professional skills and attitude
- D.2 self-insight, awareness of the characteristics of the profession and employment opportunities and are able to make the right choice for continuation after graduation
- D.3 an active attitude towards continuous learning

Appendix 1.6 MSc Finance

Graduates of the MSc degree programme Finance will have knowledge, understanding and skills required to define, analyze and evaluate real and complex financial problems on both a societal level and the level of companies and institutions, and to design solutions for these problems. Graduates of the MSc programme Finance will have advanced academic knowledge of finance theory and research methods in finance. More specifically, they will have advanced knowledge in a selected number of specific sub-fields in finance, such as derivative instruments, corporate finance, corporate valuation, responsible finance and investment, banking and insurance, portfolio theory, institutional investment management, corporate governance, behavioral finance, and finance and development.

Graduates of the MSc programme Finance will have both academic and professional skills. With respect to academic skills, the programme focuses on collecting and analyzing data, planning and designing a research project, and academic writing. Examples of professional skills are computer model building for business decisions, presenting in public, identifying and analyzing problems, and working in teams. Graduates of the MSc degree programme Finance are trained for positions in which they contribute as a specialist in finance to decision-making in private (multinational) companies and financial institutions, consultancy firms, (international) institutional organizations such as the IMF, World Bank, ECB, et cetera, and governmental institutions. The curriculum of the programme offers several options to develop a specific labor market orientation. By selecting specific sets of courses, students may develop one of four labor market profiles, i.e. corporate finance, investing, banking and finance and development.

A Subject-specific learning outcomes

The MSc Finance graduates:

- A.1 have advanced academic knowledge and understanding of recent finance theories and models
- A.2 have advanced academic knowledge and understanding of research methods in finance and are able to apply these methods to real and complex financial problems
- A.3 are able to interpret interrelationships of sub-fields in finance and can draw links between the results of sub-fields in finance found in academic and subject-specific publications on the one hand and relevant (inter)national financial developments on the other hand

The MSc Finance graduates are able to understand contemporary international literature in finance, to apply academic knowledge when analyzing new or unknown financial problems, and to deliver original contributions in an academic as well as a professional environment

B Academic learning outcomes

The MSc Finance graduates are able to:

- B.1 recognise and analyse a finance related problem
- B.2 do a literature search and make a critical assessment of theoretical concepts, research methodologies and empirical findings in international academic publications
- B.3 independently formulate a problem definition, select appropriate research and analysis methods and plan and conduct research
- B.4 collect quantitative and/or qualitative data, analyse, interpret and synthesize these data, create an argument, develop a solution, solve problems and give theory and evidence-based advice
- B.5 apply research methods in finance within the appropriate context
- B.6 contribute independently to the body of applied knowledge within the finance domain

Furthermore, the MSc Finance graduates have:

- B.7 an investigative and critical attitude towards the potential and limitations of research in the finance discipline

C Social and communication learning outcomes

The MSc Finance graduates:

- C.1 have social communication and English language skills (in reading, writing, presenting and discussing) to logically, clearly and convincingly express their own activities, assumptions, opinions, solutions and decisions both to non-professionals and fellow professionals
- C.2 have a professional attitude and are able to work toward a solution, systematically and accurately, and are able to take the initiative, listen, discuss and plan, in a professional environment
- C.3 are able to reflect critically on their own and other people's work, paying attention to both the logical coherence and the economic relevance and are able to adjust to constructive feedback or corrections if necessary

D Study skills and professional orientation

The MSc Finance graduates are able to:

- D.1 prioritise, plan and manage time and work effectively
- D.2 reflect on their learning process and achievements, including strengths and weaknesses

Appendix 1.7 MSc Human Resource Management

The MSc Human Resource Management (HRM) aims to graduate students who are able to define, analyze, and evaluate complex problems related to the management of work and employment of people in organizations. MSc HRM graduates will have acquired rigorous academic thinking and scientific and professional skills to consider and explore how HRM policies and practices can be developed and applied to ensure the availability, employability, commitment, and vitality of employees needed to accomplish organizational goals.

MSc HRM graduates are highly employable and find a broad variety of jobs in HRM-related domains in all kinds of organizations. Some examples of positions are: junior human resource manager, recruitment and selection officer, training and development officer, personnel consultant, organizational advisor, or policy officer for personnel affairs. Besides a professional career, MSc HRM graduates may opt for an academic career and apply for a position as a scientific researcher in a PhD programme at a university.

In order to realise these goals, the programme is designed to achieve general and specific learning outcomes.

A Subject-specific learning outcomes

The MSc HRM graduates have advanced academic knowledge and understanding of the principal theories, models, and methods of the following areas:

- A.1 Strategic Human Resource Management
- A.2 Work Design, Team Processes and Leadership
- A.3 Personnel Instruments

B Academic learning outcomes

The MSc HRM graduates are proficient in applying their scientific knowledge and understanding of HRM. Specifically, they are able to:

- B.1 apply theoretical insights when defining, analyzing, and evaluating complex questions and issues related to the management of work and employment of people at a relatively advanced level
- B.2 take a research-driven approach to underpin HRM policies and practices on the best available scientific evidence
- B.3 select and synthesize theories, models, and methods to define and conceptualize research questions relevant to the HRM field
- B.4 collect, analyze, and interpret data to draw research-based conclusions and make justifiable recommendations in addressing HRM issues
- B.5 write, present, defend, and discuss a scientific research report

C Social and communication learning outcomes

The MSc HRM graduates have the skills and attitude necessary to work and cooperate effectively in a professional, multidisciplinary environment. Specifically, the MSc HRM graduates:

- C.1 have the communication skills to logically, clearly, and convincingly express their own assumptions, analyses, conclusions, decisions, opinions, and activities, both orally and in written form

- C.2 can reflect critically on their own and other people's knowledge, skills, and abilities and are able to act on that
- C.3 have the necessary analytical and social skills to cooperate effectively in multidisciplinary teams composed to address comprehensive organizational problems and issues with HRM dimensions

D Study skills and professional orientation

The MSc HRM graduates:

- D.1 are able to reflect on their own learning process and have the necessary learning attitude and study skills to act on that
- D.2 have a good insight in the HRM profession and are able to make well-informed career choices after graduation

Appendix 1.8 MSc International Business and Management

The MSc International Business and Management (IB&M) degree programme is focused on the business and management aspects related to the multinational enterprise. MSc IB&M graduates will have advanced academic knowledge and understanding of leadership issues within multinational companies, international financial management, advanced international business and comparative institutional approaches. They will also have specific research skills that are crucial to management's ability to analyse new environments and pertinent developments and the necessary social communication skills to operate in an international context.

The aim of the MSc IB&M degree programme has been translated into the following intended learning outcomes:

A Subject-specific learning outcomes

The MSc IB&M graduates have advanced academic knowledge and understanding of:

- A.1 strategic decision-making and organizational structure in the international competitive environment
- A.2 relationships between international activities of firms and the institutional environments of home and host countries
- A.3 the complexities of operating in different cultural environments at regional, national and sub-national levels
- A.4 current challenges for firms competing in an international context, for example emerging markets, sustainability, and corporate social responsibility

Furthermore, the MSc IB&M graduates are able to apply knowledge and understanding of these areas when analysing new, complex problems in an international business and management context.

B Academic learning outcomes

Within the area of International Business and Management the MSc IB&M graduates are able to:

- B.1 formulate a critical assessment of the relationships between theoretical concepts, research methodologies and empirical findings in international scientific publications
- B.2 independently formulate a problem definition, employ specific research methods and plan and conduct research
- B.3 collect relevant quantitative and qualitative data, to analyse, interpret and synthesize this data with the purpose to form an opinion, to create an argumentation, to design a solution, to solve problems and/or to give an advice
- B.4 correctly apply scientific methods and techniques in the field of International

C Social and communication learning outcomes

The MSc IB&M graduates:

- C.1 have professional communication and English language skills (in listening, reading, writing, presenting and discussing) to logically, clearly and carefully express their own activities, assumptions, opinions, solutions and decisions both to non-professionals as to fellow professionals
- C.2 have a professional attitude and are able to work solution focused, systematic and methodically accurate in a professional environment
- C.3 have the skills to write at an academic level
- C.4 are able to reflect critically on their own and other persons work, paying attention to both logical coherence and economical relevance and are able to adjust and give feedback or corrections if necessary
- C.5 are able to apply this knowledge and skills in the context of an international multidisciplinary work environment and are able to work in an intercultural context and to act professionally, taking into account differences in traditions, norms and habits with regard to the functioning within the international organization

D Study skills and professional orientation

The MSc IB&M graduates:

- D.1 have the necessary skills to reflect on their own learning process, professional skills and attitude
- D.2 have self-insight, awareness of the characteristics of the profession and employment opportunities and are able to make the appropriate career choices after graduation
- D.3 are motivated to continue learning in a manner that is self-directed or autonomous

Appendix 1.9 MSc International Financial Management

The aim of the MSc degree programme International Financial Management (IFM) is to equip students with knowledge, understanding and skills required to define, analyze and evaluate real and complex international financial management problems on both a societal level as well as on the level of companies and institutions, and to design solutions for these problems. Graduates of the MSc programme IFM will have advanced academic knowledge of theoretical concepts in (international) financial management and will be able to apply research methods enabling them to analyze and solve financial problems multinational companies are faced with. They will have advanced knowledge in a selected number of specific sub-fields in international financial management (e.g. international corporate finance, international risk management, and international management accounting and control). They will also have advanced knowledge in different aspects of the international business and international economic environment in which multinational companies operate.

Graduates of the MSc degree programme International Financial Management will be able to fulfill positions in which they contribute as a specialist in international financial management to decision-making in multinational companies and financial institutions, consultancy firms, multinational public organizations such as the IMF, World Bank, ECB, etc. and governmental institutions.

A Subject-specific learning outcomes

The MSc IFM graduates have advanced academic knowledge and understanding of:

- A.1 recent theories, frameworks and models in international corporate finance
- A.2 research methods in finance and are able to apply these methods to develop solutions to real and complex financial problems multinational companies and organizations are confronted with
- A.3 recent theories, models and frameworks in two sub-fields of international financial management, i.e. international management accounting and international risk management

The MSc IFM graduates are able to understand contemporary international literature in international financial management and related sub-fields, to apply academic knowledge when analyzing new or unknown financial problems, and to deliver original contributions in an academic as well as a professional environment.

B Academic learning outcomes

The MSc IFM graduates are able to:

- B.1 recognise and analyse an international financial management related problem
- B.2 do a literature search and make a critical assessment of the interrelationships between theoretical concepts, research methodologies and empirical findings in international academic publications
- B.3 independently formulate a problem definition, apply specific research and analysis methods and plan and conduct research
- B.4 collect quantitative and qualitative data, analyse, interpret and synthesize this data, create an argument, develop a solution, solve problems and/or give theory and evidence-based advice
- B.5 apply research methods in finance within the appropriate context
- B.6 contribute independently to the body of applied knowledge within the international financial management domain

Furthermore, the MSc graduates have:

- B.7 an investigative and critical attitude towards the potential and limitations of research in the international financial management discipline

C Social and communication learning outcomes

The MSc IFM graduates:

- C.1 have social communication and English language skills (in reading, writing, presenting and discussing) to logically, clearly and convincingly express their own activities, assumptions, opinions, solutions and decisions both to non-professionals and fellow professionals
- C.2 have a professional attitude and are able to work toward a solution, systematically and accurately, and are able to take the initiative, listen, discuss and plan, in a professional environment
- C.3 are able to reflect critically on their own and other people's work, paying attention to both the logical coherence and the economic relevance, and are able to adjust and give constructive feedback or corrections if necessary

D Study skills and professional orientation

The MSc IFM graduates are able to:

- D.1 prioritise, plan and manage time and work effectively
- D.2 reflect on their learning process and achievements, including strengths and weaknesses

Appendix 1.10 MSc Marketing

The aim of the MSc Marketing program is to educate students to become experts in Marketing who can use advanced marketing (research) theories and methods to analyze marketing problems and to come up with sound solutions based on consumer insights. For this, we offer state-of-the-art academic knowledge on marketing management and marketing research with advanced research-based courses. All students gain advanced conceptual knowledge on strategic marketing, marketing research methods and consumer psychology, and specialize in either marketing management or marketing intelligence. By this, MSc Marketing graduates will have profound academic and research skills that are crucial to a marketing manager or researcher to analyze marketing problems, as well as social and professional communicative skills to translate the resulting insights into a sound recommendation for the organization.

After fulfilling the program, MSc Marketing graduates are qualified for positions such as brand- or product manager, category manager, marketing- and customer intelligence analyst, and marketing researchers in/for both the public and private sector.

A Subject-specific learning outcomes

The MSc Marketing graduates have:

- A.1 knowledge of the several basic topics in the field of Marketing, i.e. Strategic Marketing, Marketing Research Methods, and Consumer Psychology

The MSc Marketing graduates have advanced academic knowledge and understanding on one of the following areas:

- A.2 Marketing Management
- A.3 Marketing Intelligence

The MSc Marketing graduates are also able to read up-to-date international literature in the above mentioned areas, to apply knowledge and understanding when analysing new or complex problems in marketing and are able to make solid contributions to the knowledge in a related professional environment.

B Academic learning outcomes

The MSc Marketing graduates are able to:

- B.1 formulate a critical assessment of the relationships between theoretical concepts, research methodologies, and empirical findings in scientific marketing publications
- B.2 independently formulate, using relevant market and company information, a problem definition based on an extensive analysis of the available information and marketing theory
- B.3 independently develop theory- and analytically-based solutions for derived marketing problems
- B.4 collect relevant market and customer data, to analyse, interpret and synthesize this data with the purpose to form an opinion, to create an argumentation, to design a solution, to solve problems, and/or give an advice
- B.5 display an investigative and critical attitude towards the possibilities and limitations of marketing science for practical marketing questions
- B.6 take a standpoint on marketing issues from an ethical perspective

C Social and communication learning outcomes

The MSc Marketing graduates:

- C.1 have professional communication and English language skills (in listening,

- reading, writing, presenting and discussing) to logically, clearly, and carefully express their activities, assumptions, opinions, solutions and decisions both to non-professionals as to fellow professionals
- C.2 have a professional attitude and are able to work solution focused, systematic and methodologically accurate in a professional environment
 - C.3 are able to reflect critically on their own and other peoples work, paying attention to both logical coherence and marketing relevance and are able to adjust and give feedback or corrections if necessary
 - C.4 are able to work effectively in teams and to critically assess their contribution to the team's performance necessary

D Study skills and professional orientation

The MSc Marketing graduates have:

- D.1 the necessary skills to reflect on their own learning process, professional skills and attitude
- D.2 self-insight, awareness of the characteristics of the profession and employment opportunities and are able to make the appropriate career choices after graduation

Appendix 1.11 MSc Supply Chain Management

The aim of the Master Supply Chain Management (SCM) is to educate students how to design and coordinate supply chains and to plan and control logistics operations in order to deliver high quality products and services in a fast, efficient, and resilient way. A supply chain can be seen as a chain or network of organisations working together to fulfil customer orders. Supply chain managers contribute to this process by managing the whole supply chain and all operations included that are related to flows of materials, information and services. Logistics has become an important tool in planning and controlling these flows. Effective supply chain management and logistics can provide competitive advantage. Technology and ICT innovations, sustainability issues and market trends, such as increased internet sales, require changes in the management of supply chains.

A student in the academic Master Supply Chain Management will focus on the design, coordination of supply chains and planning, control and improvement of supply chain operations and will learn how to deal with relevant trends. Core aspects include supply chain strategies, logistics, network design, planning and control of operations in production, distribution and service environments, coordination and cooperation strategies, and (continuous) improvement. MSc SCM graduates are able to define, diagnose and analyse supply chain decision problems and propose and evaluate effective solutions and strategies. With a mixture of rigorous academic learning and practical applicability, graduates can develop supply chain theories, models, methods and best practices to increase supply chain quality, flexibility, and reliability and to increase delivery speed and efficiency in the order fulfilment process. MSc SCM graduates will be able to communicate orally and in writing results both to an audience of researchers and managers. Students will be prepared in this master for a career as a supply chain manager of an (international) organization, a logistics, production or purchasing manager in a production, distribution or service environment or as a consultant in the supply chain management practice. Alternatively, they might opt for an academic career and start as an PhD researcher.

A Subject-specific learning outcomes

The MSc Supply Chain Management graduates:

- A.1 have acquired a solid advanced academic knowledge and understanding of the principal theories, models, and methods in strategic supply chain design and management, in integration, coordination and quality control in supply chains, and in logistics and supply chain operations
- A.2 can analyse and solve complex decision problems at a company level and at a supply chain level
- A.3 can design supply chain strategies and design models for supply chain logistics;
- A.4 can recognise and review/assess recent scientific developments in the field of Supply Chain Management
- A.5 can identify pitfalls and benefits of opportunities related to innovations in technology and ICT, trends, governmental policy and regulations and market changes that impact supply chain decision making

B Academic learning outcomes

The MSc Supply Chain Management graduates can:

- B.1 formulate a problem definition, select the right literature and methodologies, and come up with a research design and planning for research projects within the field of Supply Chain Management
- B.2 select information from the literature, theories and models to generate new knowledge and/or to improve supply chain design
- B.3 critically deal with a lack of information and with uncertainty in the decision making process and they are able to translate this in assumptions and modelling choices
- B.4 analyse data and/or design a solution approach in the field of Supply Chain Management
- B.5 draw conclusions, make recommendations, generalise findings and identify limitations on their research in the field of Supply Chain Management
- B.6 report and defend conclusions and research results both orally and in writing to a broad audience of researchers

C Social and communication learning outcomes

The MSc Supply Chain Management graduates:

- C.1 can report on conclusions and research results both orally and in writing to a broad audience of supply chain managers
- C.2 have developed skills and attitude necessary to work and cooperate in a multi-disciplinary team
- C.3 take ethical aspects and societal context into account in academic and practical projects

D Study skills and professional orientation

The MSc Supply Chain Management graduates:

- D.1 have developed skills to systematically plan, design and execute projects
- D.2 have the necessary learning and study skills to be able to reflect on their own learning process and professional skills and attitude and are able to act on that

Appendix 1.12 MSc Technology and Operations Management

The MSc Technology and Operations Management (TOM) focuses on operations management aspects during the entire life cycle of products and services and on the introduction of technological innovations in organisations. The main focus is on processes that occur within the boundaries of a company, but at times also relations between companies are studied. Within the product life cycle, product design is the first step involved in putting a product in the market. A next step concerns production,

which involves many choices relating to the design of processes and facilities, planning and control concepts, inventory management, etc. Once products are produced, they need to be supplied to customers. Here, distribution networks and facilities are used to deliver products to consumers. The final step is the support given to the customer while the product is in use by the customer. This aftermarket service includes warranty, parts and repair service, and product replacement. Operations management aspects in all phases need to be organised in an efficient way to ensure high levels of 'customers' satisfaction and costs efficiency. Technology management enables organisations to create a competitive advantage.

The main programme includes courses operations management and control, operations modelling and simulation, behavioural operations management, asset management, and either data-driven business innovation or facility design and planning. A course on research methods provides knowledge and skills in specific research methods used in the field of technology and operations management, such as design methods and analytical quantitative methods. Next to these core courses, students will create their own profile with two elective courses. They will complete their MSc study TOM with a master's thesis project so as to prove their academic abilities. This last phase of the study offers the opportunity to produce an academic piece of work in the field of technology and operations management and to explore this area in depth. In the thesis, the student will demonstrate and report in a systematic, objective and verifiable way, on the knowledge he has acquired and contributions he made in line with academic research.

Upon completing the Master Technology and Operations Management graduates are able to define, diagnose and analyse operations management problems in technology intensive (service) industries and develop and evaluate solution approaches and technological innovations. Graduates MSc TOM will be able to develop new planning and control concepts to improve processes and can assess product and process innovations in terms of their possible impact on the socio-technical system of the firm. Graduates will be able to communicate results orally and in writing both to an audience of researchers and managers. Students will be prepared in this master for a career as an operations manager in a production, distribution or service environment, as a consultant in the field of innovation and/or technology, a project manager for product and/or process innovations, a product development manager, or a quality manager. Alternatively, graduates might opt for an academic career and start as a PhD student or might opt for the government sector.

A Subject-specific learning outcomes

The MSc Technology and Operations Management graduates:

- A.1 have acquired advanced academic knowledge and understanding of the principal theories, models, and methods in technology management, (behavioural) operations management, operations modelling, asset management, and facility design or data driven business innovation
- A.2 are able to analyse and solve complex operational and tactical decision problems of organisations
- A.3 are able to design planning and control concepts to improve processes
- A.4 can assess the social and organisational impact of process improvement concepts and technological innovations
- A.5 can analyse, design and apply technological innovations in processes
- A.6 can critically reflect and assess literature in the field of Technology and Operations Management

B Academic learning outcomes

The MSc Technology and Operations Management graduates can:

- B.1 formulate a problem definition, select the right literature and methodologies, and come up with a research design and planning for research projects within the field of Technology and Operations Management
- B.2 select information from the literature, theories and models to generate new knowledge and/or to improve operations in organisations
- B.3 critically deal with a lack of information and with uncertainty in the decision making process and they are able to translate this in assumptions and modelling choices
- B.4 analyse data and/or design a solution approach in the field of Technology and Operations Management
- B.5 draw conclusions, make recommendations, generalise findings and identify limitations on their research in the field of Technology and Operations Management
- B.6 report and defend conclusions and research results both orally and in writing to a broad audience of researchers

C Social and communication learning outcomes

The MSc Technology and Operations Management graduates:

- C.1 can report on conclusions and research results both orally and in writing to a broad audience of practitioners
- C.2 have developed skills and attitude necessary to work and cooperate in a multi-disciplinary team
- C.3 take ethical aspects and societal context into account in academic and practical projects

D Study skills and professional orientation

The MSc Technology and Operations Management graduates:

- D.1 have developed skills to systematically plan, design and execute projects
- D.2 have the necessary learning and study skills to be able to reflect on their own learning process and professional skills and attitude and are able to act on that

Appendix 1.13 Research Master in Economics and Business

Research Master graduates are able to set up and conduct innovative academic research in Economics and/or Business. Furthermore they are able to communicate their findings orally and in publishable research papers. They have a profound knowledge and understanding of state-of-the-art theories and methods in their field of specialisation. The programme contains three profiles (specialisations): (1) Business Analytics & Econometrics, (2) Business Research, (3) Economics.

Research Master graduates will often become members of the academic community, either as PhD researchers or as researchers at national or international, public or private research institutes. Upon completion of this two-year programme, graduates receive a Master's degree (MSc). The language of instruction is English. Only a small group of enthusiastic and highly motivated students with an exceptional talent for research is selected for admission to the programme.

A Subject-specific learning outcomes

Research Master graduates have:

- A.1 a broad overview of important contemporary issues in economics and business

- A.2 and a detailed knowledge of important issues in their area of specialisation
advanced knowledge and understanding of theoretical models in economics and business, especially in their area of specialisation
- A.3 advanced knowledge and understanding of research methodology and methods in economics and business
- A.4 advanced knowledge and understanding of suitable and feasible research designs and methods of data collection in different types of research as well as expertise and experience in the adequacy, applicability and factual application of such research designs and methods of data collection
- A.5 comprehensive ability to link research questions to theories of economics and business
- A.6 comprehensive ability to apply theories and research results in an original way to policy and scientific research issues
- A.7 comprehensive ability to choose and apply appropriate research methodologies, methods and statistical techniques, and to critically evaluate the resulting research outcomes

B Academic learning outcomes

Research Master graduates have:

- B.1 comprehensive ability to select, understand and integrate relevant scientific literature, and to evaluate it on the basis of the available information
- B.2 expertise and experience in the elaboration of a research project, i.e., a clearly formulated research problem that is innovative, while building on the state of the art in a field of economics and business and that is firmly supported by the relevant literature in the field
- B.3 expertise and experience with the integration of theory and empirical research and experience in the full process of research, including reporting on the research results
- B.4 comprehensive ability to reflect on social and ethical responsibilities linked to the application of knowledge and judgements, as well as on social and ethical consequences of implications of research results on policy-making and subsequent research
- B.5 comprehensive ability to integrate theory and quantitative empirical research ('theory-guided empirical research') into a scientific report, which is comparable to the level of a publishable research paper
- B.6 comprehensive ability to search for information and to retrieve, document and archive data according to general scientific standards

C Social and communication learning outcomes

Research Master graduates have comprehensive ability to:

- C.1 communicate (orally and in writing) conclusions, and the knowledge and rationale underpinning these, to specialist (e.g., scientists) and non-specialist audiences (e.g., executives, policymakers, journalists) clearly and unambiguously, including the underpinnings as well as limitations of the conclusions
- C.2 communicate policy implications of scientific research, taking into account the limitations of the information and scientific insight on which the practical recommendations are based
- C.3 the skill to write at an academic level

D Study skills and professional orientation

Research Master graduates have:

- D.1 the ability to reflect on the implications of one's work for the development of theories in economics and business
- D.2 general work orientation that is required for membership of an international research team, contributing to collective goods, time management, and participation in a research network in one's own research domain
- D.3 the skills required for further international study in a largely self-directed or autonomous manner
- D.4 a critical and reflective attitude and analytical and research skills needed to qualify for a PhD programme after graduation, or to function on a professional level in research and policy departments of governmental/non-governmental organisations and enterprises

Appendix 1.14 Executive Master of Accountancy

The Executive Master of Accountancy (EMA) is the postgraduate part of the theoretical RA (Register Accountant) programme. The EMA is a professional education in which students are trained to independently find scientific knowledge in the solution of practical problems, to critically reflect on this and to apply this in the practice of practicing the profession of accountant. The EMA aims to ensure that its graduates are good and effective professionals at the scientific level. The students combine the professional education with a job as an assistant accountant -or with another relevant position- in the development towards Register Accountant. The EMA is aimed at what the graduate needs to know, understand and be able to perform in the social duties of an accountant. In particular, it concerns the following aspects:

- a) theoretically oriented and thorough research orientation
- b) professional orientation focused on national and international practice
- c) a scientific, investigative and a professional critical attitude
- d) think from multiple perspectives: following the social and scientific debate

EMA graduates are also able to analyze unusual practical situations by identifying a relevant and sound scientific theory on the basis of systematic literature research and applying this theory as a structure for further analysis and solution of the identified problem. The emphasis is on interdisciplinarity and the fruitful connection of theory and practice. In this way the identity of the EMA as a scientific professional education is shaped.

A Subject-specific learning outcomes:

General:

The Executive Master of Accountancy graduates have in-depth, specialised academic knowledge of and insight in the subject areas of accountancy and is able to apply these in new or unfamiliar circumstances and is able to make an original contribution to the renewal of that knowledge in a professional environment. Knowledge and insight mean that graduated masters understand the most important theories, models and frameworks/parameters and that they can also generate new knowledge and insights and use these when analysing complex (financial) business situations and when solving complex (financial) practical problems.

The Executive Master of Accountancy graduates have -within the field of accountancy-:

- A.1 in-depth, specialised academic knowledge of and insight into Auditing
- A.2 in-depth, specialised academic knowledge of and insight into Internal Control
- A.3 in-depth, specialised academic knowledge of and insight into Corporate Governance
- A.4 in-depth, specialised knowledge of and insight into External Reporting
- A.5 knowledge of the systems and techniques in accountancy and are able to

- implement these in projects or organisations
- A.6 the ability to apply (international) scientific methods & techniques, information and analysis techniques at the right time and in the right context, and to set up and execute independent academically justified result-driven research to solve practical problems

B Academic learning outcomes

General:

The Executive Master of Accountancy graduates have in-depth knowledge of and insight into academic methods and techniques and academic skills, and an academic attitude, to the extent that graduates are able to assess the (financial) functioning of organisations in the professional practice, that they are able to approach complex practical problems in organisations in an integrative manner, to solve these and to supervise processes of change. Graduated masters are able on the basis of incomplete or limited information to make assessments while taking into account social and ethical responsibilities. The graduated masters EMA have an open attitude towards various academic disciplines, that from their specific perspective focus on aspects of issues in the domain of accountancy and controlling and are aware of the fact that an independent and impartial attitude is a prerequisite.

The EMA graduates are:

- B.1 able to diagnose a practical problem in a scientifically justifiable manner
- B.2 able, within the parameters of the accountancy domain, to critically assess and apply scientific information such as scientific theories or a scientific argument and to assess and exploit their practical use
- B.3 able to distinguish between main and minor issues and to gather relevant data, to analyse, interpret and synthesize these, with the objective of forming an assessment in relation to a practical problem, to formulate/reason, to draw up an appropriate solution, to advise and/or to supervise a process of change
- B.4 able to recognise and assess the significance of international (academic) developments in the accountancy discipline and in relevant neighbouring disciplines
- B.5 able to place specific accountancy issues in an organisational context and the professional practice and graduates are also able to understand financial information in relation to a broad organisational policy and to translate this into issues of business studies disciplines
- B.6 able to analyse, diagnose strategic issues and to come up with solutions and to implement these and graduates have insight into the problems related to the strategy of an organisation and foresees its consequences in terms of internal and accountants control
- B.7 aware of the necessity of an independent and impartial attitude and are able to reflect, from a social and ethical perspective, on academic insights, on the (financial) functioning of organisations and on possible solutions to problems in the field of accountancy

C Social communicative learning outcomes

General:

The Executive Master of Accountancy graduates have social communicative skills required to be able to contribute independently and in a team to the (financial) proper functioning of organisations. The graduated masters are able to supervise a team in the implementation of solutions or processes of changes in an organisation.

The EMA graduates have:

- C.1 social communicative skills enabling them to express relevant information in a logical, convincing and clear manner, both in writing and orally and both to fellow professionals and non-experts
- C.2 the ability to work independently and also in a team in a problem-solving manner and according to a plan and are able to manage a team in the professional practice
- C.3 the ability to reflect critically on own and other's work and where necessary make adjustments and give feedback
- C.4 social communicative skills enabling them to effectively fulfil the role of accountant in respect of clients, including fulfilling the critical role that typifies a qualitative good discharge of the profession of an accountant

D Study skills and professional orientation

General:

The Executive Master of Accountancy graduates have skills required to manage their own learning process and to reflect on their own knowledge and skills and they are able to adjust their way of thinking and working. The graduates are able to independently assess how and where their expertise during the various stages of their career requires renewal or adjustment. This enables them to continually make choices in respect of permanent education (compulsory for accountants) so as to be able to comply with the professional demands of society in the future.

The EMA graduates have:

- D.1 the required learning and study skills to be able to reflect on the own learning process (thinking and working) and to adjust this process and they are also able to continually renew their own expertise
- D.2 self-understanding, insight into the professional perspective and insight into opportunities for deepening or renewal and in addition, graduates are thus able to make a motivated choice for a further specialist education in the accountancy domain and a more specialised career

E Professional ethics

Accountants perform an important social service, and this applies particularly to the assurance aspect which is key to the descriptions of these learning outcomes. A characteristic of the profession of accountancy is the responsibility to act in the general interest; the responsibility of an accountant is not confined to acting on behalf of an individual client. In order to make this responsibility more tangible, the EMA graduates must:

- E.1 have a thorough knowledge and understanding of the fundamental principles of professional ethics as well as their application in concrete situations
- E.2 be able to function in professional practice in an honourable way, and answer for their decisions
- E.3 be able to make their own minds up, form opinions and act professionally in situations where there may be contradictory interests and insights
- E.4 be able to conduct audits with a professional-critical attitude
- E.5 have an understanding of their own limitations and the ability to reflect on their own and others' way of thinking and acting in specific situations/business ethical issues

For a more detailed description of the learning outcomes of the Executive Master Accountancy, see the Commissie Eindtermen Accountantsopleiding [Accountancy Degree Programme Learning Outcomes Committee] (CEA) report.

Appendix 1.15 Executive MBA

The Executive MBA (EMBA) is a Dutch-language post-graduate programme in the field of Business Administration and is set up as a part-time degree programme for motivated and ambitious professionals who work for a retailer or supplier. The aim of the EMBA is to offer managers an academic education that helps them to progress from specialist to generalist within their company. To be able to take this step, it is essential that EMBA participants can look beyond the walls of their own field and have knowledge of various disciplines in business administration, such as marketing, finance and HRM. In addition to developing into a generalist, participants are also trained to play a key role within their company. Participants must therefore be able to shape the company's strategy on the basis of a thorough analysis of internal and external developments. Participants must be able to convert this strategy into a business model and oversee the implications of this business model for the most important business functions such as marketing, research and development, finance, HRM, operations and production and supply chain management. Although the course covers state-of-the-art academic knowledge in the various fields, the application of this knowledge to specific business issues is central. Participants who have successfully completed the EMBA must be able to:

- a) form a vision and a business strategy
- b) translate the vision into the value creation process
- c) organize the organization in line with the strategy.

A Subject-specific learning outcomes

Graduated EMBA students have up-to-date academic knowledge of and understanding of the following substantive areas:

- A.1 strategic policy-making in a disruptive environment, entrepreneurship and business ethics
- A.2 marketing management and marketing intelligence
- A.3 operational excellence, in particular in the area of leadership and organisation, financial management, value chain management and e-logistics

B Academic learning outcomes

EMBA graduates are able to:

- B.1 critically reflect on the usability of academic information, such as theories, empirical research and recommendations based thereon in the professional field where they work
- B.2 apply academic knowledge to solve complex issues and business challenges in a business-to-consumer context
- B.3 reflect, from a social and ethical perspective, on the functioning of organisations and on possible solutions to issues in the professional field where they work
- B.4 develop a vision, on the basis of a strategic analysis and diagnosis, including a strategic policy. At the same time, graduates must be able to translate the strategy, in a manner substantiated by arguments, into the design of various commercial functions

C Social communicative learning outcomes

EMBA graduates:

- C.1 have communicative skills both oral and in writing that enable them to convincingly convey a strategic analysis, strategic advice, including the impact to stakeholders both in and outside the organisation
- C.2 are able, individually, but also in a team, to work in a problem-solving and structured manner and they are able to lead and to direct in the professional

- practice
- C3. are able to critically reflect on own work and work of others so as to, if necessary, to adjust and to give feedback

D Study skills and professional orientation

EMBA graduates:

- D.1 have the necessary learning and study skills to be able to reflect on their own learning process and to adjust this
- D.2 are able to provide an overview of which competency areas they need additional knowledge to be able to take the next step in their career

Appendix 1.16 Executive Master of Finance and Control

The Executive Master of Finance and Control (EMFC) is a part-time degree programme for financially orientated business economists and business administrators with at least two years of relevant professional experience. Characteristic of the Groningen EMFC degree programme is the close cooperation between the fields of business administration and economics, which has proved fruitful for both teaching and research. Controllers trained in Groningen are ideally equipped to set financial-economic problems in a wider business context, with the result that their contribution to administration and management provides important added value. The degree programme is also characterized by ample attention to professional norms and values, and how to deal with ethical dilemmas, through the academic nature of the programme, its small scale, personal attention and individually tailored teaching.

The EMFC meets all the content-related requirements of the Dutch Association of Registered Controllers (VRC). Once a university EMFC certificate is gained, graduates can apply to the VRC for the professional title RC (Register Controller). In order to keep this professional title, holders must satisfy the PE (permanent education) requirement, among other things. The degree programme also facilitates opportunities to satisfy the PE requirement. The professional requirements set by the VRC and the academic requirements of the EMFC have thus been united in a single degree programme. The EMFC trains controllers who know how to operate quickly and efficiently in demanding financial-economic positions. At the end of the programme, the controller is able to bear the final responsibility for internal and external economic reporting for organizations and for the economic rationality of the decisions taken in the organization. To this end, the controller has state-of-the-art content-related knowledge, an understanding and overview of the business and information processes and how they are related to their environments, and the skills to identify gaps in how the organization functions, in a responsible way. A controller has integrity, is objective and solution-orientated. During discussions within the management team, the controller can objectify the discussion by substantiating the standpoints with objective data/information. In order to achieve these goals, the degree programme has designed the teaching units around the following specific learning outcomes.

A Subject-specific learning outcomes

The EMFC graduates have in-depth, specialized academic knowledge and understanding of the following four fields:

- A.1 Management Accounting and Control
- A.2 Financial Accounting
- A.3 Accounting Information Systems
- A.4 Finance

The EMFC graduates are also able to critically assess knowledge and insight in these areas and to use them for solving complex problems in practice.

Furthermore, the EMFC graduates have knowledge of:

A.5 Strategy, Business Administration and Risk Management

The EMFC graduates are able to analyze the strategy of the organization, to identify which information is relevant to the execution of the strategy and to identify the associated risks. EMFC graduates are also able to contribute to the development of the strategy.

EMFC graduates also have knowledge of:

A.6 Taxation Law and Corporate Law

EMFC graduates are able to oversee and report on the tax and legal implications of the functioning of the organization. In addition, EMFC graduates are able to recognize when a specialized lawyer needs to be consulted and they can act as a discussion partner for such a specialist.

B Academic learning outcomes

The EMFC graduates are able to:

- B.1 reflect critically on the usefulness of academic information (such as theories and practical recommendations based on this) within the discipline of the controller
- B.2 distinguish between relevant and irrelevant information, to analyze this information and to arrive at a diagnosis, a judgment and / or advice to solve a practical and/or a scientific problem
- B.3 reflect critically on scientific and practical developments in the field

The EMFC graduates:

- B.4 have insight into the ethical dilemmas associated with the exercise of the profession of controller, are capable of independently making professional assessments and have knowledge of the code of conduct of the VRC

The EMFC graduates are able to:

- B.5 independently find scientific theories and adapt to the practical problems they face
- B.6 analyze the strategic problems of the organization and contribute to their solution
- B.7 carry out application-oriented scientific research independently in the field of controllers issues
- B.8 independently analyze organizations as a whole and as part of a complex external environment and thereby establish relationships between the discipline and other policy aspects
- B.9 judge independently and objectively about financial and economic decisions to be made and already taken within an organization
- B.10 recognize independent control processes of the organization

C Social and communicative learning outcomes

The EMFC graduates:

- C.1 have social communication skills enabling them to participate in decision making and articulate relevant information in a logical, convincing and clear way, both orally and in writing, for both management and others within an organization
- C.2 are able to work independently or in teams in a solution-orientated and well-planned way and are able to lead and guide in professional practice

D Study skills and professional orientation

The EMFC graduates:

- D.1 have the required learning and studying skills to be able to reflect on their own learning process and career and are able to make adjustments

Appendix 1.17 Executive Master Mergers & Acquisitions and Valuation

The Executive Master Mergers & Acquisitions and Valuation (EMMAV) is a part-time degree programme for highly motivated and ambitious professionals who have been working in mergers, acquisitions and valuation for at least two years. The programme aims to impart to students the knowledge, insight, and skills in the field of mergers, acquisitions and valuation, which will further their careers as financial mergers and acquisitions professionals capable to operate in an international setting and prepare them for the highest functions in this field in the organisations where they work, e.g. head of M&A at a corporate partner in the mergers and acquisitions or valuation practice of an accountancy or consultancy firm, and partner in a private equity firm.

The programme equips students with the specialist interdisciplinary knowledge required to successfully further develop themselves as mergers and acquisitions professionals. This includes amongst others, the fields of strategy, finance, valuation, accounting, modelling, tax, and law. The programme also aims to impart students with the capability to gauge the relevance and applicability of academic insights in the complex practical problems that they face. The programme is taught in the real world context of the mergers and acquisitions process. Graduates will acquire self-understanding, insight into the professional perspective, and insight into opportunities for deepening or renewal of their own learning.

A Subject-specific learning outcomes

In the field of mergers, acquisitions and valuation the EMMAV graduates have in depth specialist academic knowledge and understanding of the following areas:

- A.1 merger and acquisition strategy, the deal phase of mergers and acquisitions, merger integration and carve outs
- A.2 business valuation and its role and application in practice, particularly in each phase of the merger and acquisition process
- A.3 finance, financial reporting, financial analysis, modelling, tax, and law as far as they are relevant to this domain
- A.4 methods, techniques and information analyses techniques used with the field of mergers, acquisitions and valuation and the appropriate moment to use them

B Academic learning outcomes

The EMMAV graduates are able to:

- B.1 apply their knowledge to analyse complex problems in practice in a scientifically sound manner, making use of the various scientific disciplines relevant to mergers, acquisitions and valuation
- B.2 gauge, in the domain of mergers, acquisitions and valuation, critically the value of scientific information (academic theories, academic arguments etc.), assess its applicability in practice and effectively apply them in practice
- B.3 put valuation and mergers and acquisitions problems in the (international) context of the overall mergers and acquisitions process and in the decision-making context at hand
- B.4 distinguish between important and secondary issues and collect, analyse, interpret, and synthesize relevant data so as to form an opinion of a practical problem, develop an argument, design a suitable solution and give advice

- B.5 reflect from a social and ethical point of view on academic ideas and the impact of mergers and acquisitions and valuation on (international) organisations and should be aware of the need for an independent and impartial attitude

C Social communicative learning outcomes

The EMMAV graduates:

- C.1 have social communicative skills enabling them to express relevant information in a logical, convincing, clear and discipline-specific manner, both in writing and orally and both to fellow professionals and non-experts
- C.2 are able to work independently and also in a team in a problem-solving manner and according to a plan and are able as a senior to manage a team in the professional (international) practice
- C.3 are able to reflect critically on their own and other's work and where necessary make adjustments and give feedback
- C.4 have social communicative skills enabling them to effectively fulfil the professional role in respect of clients, including fulfilling the critical role that typifies a qualitative good discharge of the profession

D Study skills and professional orientation

The EMMAV graduates:

- D.1 have the learning and study skills required to reflect on their personal learning process (thinking and working), to make adjustments to this process and to continually renew their own expertise

Appendix 2 MSc Accountancy and Controlling

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Accountancy and Controlling consists of the following courses (with study load in EC):

Programme: MSc Accountancy and Controlling/A&C
Year: 1
Accountancy

sem	course title	code	EC	C/E	lang
1.1	Auditing Theory	EBM156A05	5	C	EN
1.1	Financial Accounting Theory	EBM863A05	5	C	EN
1.1	Strategic & Organizational Design	EBM636A05	5	C	EN
1.2	Advanced Accounting Information Systems	EBM154A05	5	C	EN
1.2	IT in Control	EBM191A05	5	C	EN
1.2	Research in Accounting and Control	EBM159A05	5	C	EN
2.1	Auditing Research	EBM155A05	5	C	EN
2.1-2	Master's Thesis Accountancy	EBM869B20	20	C	EN
2.2	International Financial Accounting	EBM158A05	5	C	EN

NB	<ul style="list-style-type: none"> Students who start the MSc A&C (Accountancy) in February should note the following changes: <ul style="list-style-type: none"> Financial Accounting Theory in semester 2.1 Strategic & Organizational Design in semester 2.1 Research in Accounting and Control in semester 2.2 IT in Control in semester 2.2 Master's Thesis Accountancy in semester 1
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Programme: MSc Accountancy and Controlling/A&C
Year: 1
Controlling

sem	course title	code	EC	C/E	lang
1.1	Management Accounting Change	EBM711B05	5	C	EN
1.1	Management Accounting Techniques	EBM057A05	5	C	EN
1.1	Strategic & Organizational Design	EBM636A05	5	C	EN
1.2	Advanced Accounting Information Systems	EBM154A05	5	C	EN
1.2	IT in Control	EBM191A05	5	C	EN
1.2	Research in Accounting and Control	EBM159A05	5	C	EN
2.1	Research in Management Control	EBM082A05	5	C	EN
2.1-2	Master's Thesis Controlling	EBM870B20	20	C	EN
2.2	Value-based Management	EBM160A05	5	C	EN

NB	<ul style="list-style-type: none"> Students who start the MSc A&C (Controlling) in February should note the following changes: <ul style="list-style-type: none"> Management Accounting Techniques in semester 2.1 Strategic & Organizational Design in semester 2.1 Research in Accounting and Control in semester 2.2 IT in Control in semester 2.2 Master's Thesis Controlling in semester 1
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Appendix 3 MSc Business Administration

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

Appendix 3.1 MSc BA, profile Change Management

The Master's degree programme Business Administration, profile Change Management consists of the following courses (with study load in EC):

Programme: MSc BA - Change Management
Year: 1
core programme MSc BA Change Management

sem	course title	code	EC	C/E	lang
1.1	Change and Human Factors	EBM053A05	5	C	EN
1.1	Theories & Approaches of Change Man.	EBM055A05	5	C	EN
1.1-2	electives MSc BA Change Man		15	C	EN
1.2	Research & Skills for MSc BA	EBM050A05	5	C	EN
2.1	Agents and Instruments of Change	EBM052A05	5	C	EN
2.1	Managing Technological Change	EBM054A05	5	C	EN
2.1-2	Master's Thesis BA Change Management	EBM724A20	20	C	EN

NB	<ul style="list-style-type: none"> Students who start the MSc BA Change Management in February should note the following changes: <ul style="list-style-type: none"> Research & Skills for MSc BA in semester 2.2 Master's Thesis BA Change Management in semester 1 Other set of electives
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Programme: MSc BA - Change Management
Year: 1
electives MSc BA Change Management

sem	course title	code	EC	C/E	lang
1.1	Behavioural Operations Management	EBM032A05	5	E	EN
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Developing for Markets	EBM062A05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	Financial Reporting and Risk Management	EBM168A05	5	E	EN
1.1	IT Governance	EBM048A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN

1.1	Work Design and Team Processes	EBM012A05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Energy & Finance	EBM166A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Health Economics and Policy	EBM195A05	5	E	EN
1.2	International Financial Reporting	EBM045B05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Strategic Decision-making in Marketing	EBM169B05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Fin. & Econ. Org. of Healthcare Markets	EBM194A05	5	E	EN
2.1	Policies for a Dynamic Economy	EBM065A05	5	E	EN
2.1	Purchasing	EBM037A05	5	E	EN
2.1	Stress, Health and Sust. Working Life	EBM203A05	5	E	EN
2.1	Working Capital Management	EBM645A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN
2.2	Behavioural Perspectives on Corp. Gov.	EBM023A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Consumer Psychology	EBM074A05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	E-Health	EBM204A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	HRM & International Labour Law	EBM733A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	International Financial Reporting	EBM045B05	5	E	EN
2.2	Inventory Management	EBM026A05	5	E	EN
2.2	Strategic Supply Chain Management	EBM039A05	5	E	EN

Appendix 3.2 MSc BA, profile Health

The Master's degree programme Business Administration, profile Health consists of the following courses (with study load in EC):

Programme: MSc BA - Health
Year: 1
core programme MSc BA Health

sem	course title	code	EC	C/E	lang
1.1	Innovation in Healthcare Organizations	EBM047A05	5	C	EN
1.1-2	electives A MSc BA Health		10	C	EN
1.1-2	electives B MSc BA Health		10	C	EN
1.2	Research & Skills for MSc BA	EBM050A05	5	C	EN

2.1	Economic Evaluation in Healthcare	EBM196A05	5	C	EN
2.1	Healthcare Operations	EBM034A05	5	C	EN
2.1-2	Master's Thesis BA Health	EBM205A20	20	C	EN

NB	<ul style="list-style-type: none"> Students choose 10 EC from 'electives A MSc BA Health'. Students choose 10 EC from 'electives B MSc BA Health' and/or 'electives A MSc BA Health' which they have not already taken. Students who start the MSc BA Health in February should note the following changes: <ul style="list-style-type: none"> Research & Skills for MSc BA in 2.2 Master's Thesis BA Health in semester 1
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Programme: MSc BA - Health
Year: 1
electives A MSc BA Health

sem	course title	code	EC	C/E	lang
1.1	Population, Health and Place	GEMPOPHP	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Health Economics and Policy	EBM195A05	5	E	EN
2.1	Fin. & Econ. Org. of Healthcare Markets	EBM194A05	5	E	EN
2.2	E-Health	EBM204A05	5	E	EN

Programme: MSc BA - Health
Year: 1
electives B MSc BA Health

sem	course title	code	EC	C/E	lang
1.1	Behavioural Operations Management	EBM032A05	5	E	EN
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Empirical Methods of Economics	EBM103A05	5	E	EN
1.1	IT Governance	EBM048A05	5	E	EN
1.1	Management Accounting Techniques	EBM057A05	5	E	EN
1.1	Service Operations	EBM634A05	5	E	EN
1.1	Work Design and Team Processes	EBM012A05	5	E	EN
1.1-2 + 2.1-2	Advanced Pharmacoeconomics	WLFM1006		E	
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Marketing and Consumer Well-being	EBM192A05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Empirical Methods of Economics	EBM103A05	5	E	EN
2.1	Microeconomics of Household Behaviour	EBM106A05	5	E	EN
2.1	Stress, Health and Sust. Working Life	EBM203A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	Public Economics and Social Policy	EBM108A05	5	E	EN

NB	<ul style="list-style-type: none"> Students are allowed to choose the not chosen courses of elective group A (instead of courses elective group B). The course Management Accounting Techniques requires some preliminary knowledge of accounting. If students want to do the course Advanced Pharmaeconomics, they need to have advanced knowledge of the subject. For more details students can contact the course coordinator of Advanced Pharmaeconomics.
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Appendix 3.3 MSc BA, profile Management Accounting and Control

The Master's degree programme Business Administration, profile Management Accounting and Control consists of the following courses (with study load in EC):

Programme: MSc BA - Management Accounting and Control/MAC

Year: 1
core programme MSc BA MAC

sem	course title	code	EC	C/E	lang
1.1	Management Accounting Change	EBM711B05	5	C	EN
1.1	Management Accounting Techniques	EBM057A05	5	C	EN
1.1-2	elective(s) MSc BA MAC		15	C	EN
1.2	Research & Skills for MSc BA	EBM050A05	5	C	EN
2.1	Financial Management for MAC	EBM056B05	5	C	EN
2.1	Research in Management Control	EBM082A05	5	C	EN
2.1-2	Master's Thesis BA MAC	EBM859B20	20	C	EN

NB	<ul style="list-style-type: none"> Students who can demonstrate that they already have sufficient knowledge of corporate finance / financial management (obtained from at least 15 EC of bachelor courses in this area) are allowed to replace Financial Management for MAC (EBM056B05) with Value-based Management (EBM160A05). Students who want to use this option should first ask permission from the programme coordinator. Students who start the MSc BA MAC in February should note the following changes: <ul style="list-style-type: none"> Management Accounting Techniques in semester 2.1 Research & Skills for MSc BA in semester 2.2 Master's Thesis BA MAC in semester 1 Students who would like to become a controller are advised to choose Financial Reporting & Risk Management (and maybe International Financial Reporting, Working Capital Management and/or Value-Based Management) as an elective.
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Programme: MSc BA - Management Accounting and Control/MAC

Year: 1
electives MSc BA MAC

sem	course title	code	EC	C/E	lang
1.1	Behavioural Operations Management	EBM032A05	5	E	EN
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Developing for Markets	EBM062A05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	Financial Reporting and Risk Management	EBM168A05	5	E	EN
1.1	IT Governance	EBM048A05	5	E	EN

1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Energy & Finance	EBM166A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Health Economics and Policy	EBM195A05	5	E	EN
1.2	International Financial Reporting	EBM045B05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Strategic Decision-making in Marketing	EBM169B05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Fin. & Econ. Org. of Healthcare Markets	EBM194A05	5	E	EN
2.1	Policies for a Dynamic Economy	EBM065A05	5	E	EN
2.1	Purchasing	EBM037A05	5	E	EN
2.1	Stress, Health and Sust. Working Life	EBM203A05	5	E	EN
2.1	Working Capital Management	EBM645A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN
2.2	Behavioural Perspectives on Corp. Gov.	EBM023A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Consumer Psychology	EBM074A05	5	E	EN
2.2	Corporate Governance for MSc Finance	EBM811C05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	E-Health	EBM204A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	HRM & International Labour Law	EBM733A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	International Financial Reporting	EBM045B05	5	E	EN
2.2	Inventory Management	EBM026A05	5	E	EN
2.2	Strategic Supply Chain Management	EBM039A05	5	E	EN
2.2	Value-based Management	EBM160A05	5	E	EN

Appendix 3.4 MSc BA, profile Small Business and Entrepreneurship

The Master's degree programme Business Administration, profile Small Business and Entrepreneurship consists of the following courses (with study load in EC):

Programme: MSc BA - Small Business and Entrepreneurship/SB&E
Year: 1
core programme SB&E

sem	course title	code	EC	C/E	lang
1.1	Small Business Management	EBM059A05	5	C	EN

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1.1	Strategic Analysis for Small Business	EBM060A05	5	C	EN
1.1-2	electives MSc BA SB&E (see list)		10	C	EN
1.2	Business Diagnosis and Design	EBM042A05	5	C	EN
1.2	Research & Skills for MSc BA	EBM050A05	5	C	EN
2.1	New Ventures & Entrepreneurship	EBM838A05	5	C	EN
2.1	Small Business Economics & Policy	EBM058A05	5	C	EN
2.1-2	Master's Thesis BA SB&E	EBM712A20	20	C	EN

NB	<ul style="list-style-type: none"> Students who start the MSc BA SB&E in February should note the following changes: <ul style="list-style-type: none"> Research & Skills for MSc BA in semester 2.2 Business Diagnosis and Design in semester 2.2 Master's Thesis BA SB&E in semester 1
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Programme: MSc BA - Small Business and Entrepreneurship/SB&E
Year: 1
electives MSc BA SB&E

sem	course title	code	EC	C/E	lang
1.1	Behavioural Operations Management	EBM032A05	5	E	EN
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Developing for Markets	EBM062A05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	Financial Reporting and Risk Management	EBM168A05	5	E	EN
1.1	IT Governance	EBM048A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Energy & Finance	EBM166A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Health Economics and Policy	EBM195A05	5	E	EN
1.2	International Financial Reporting	EBM045B05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Strategic Decision-making in Marketing	EBM169B05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Fin. & Econ. Org. of Healthcare Markets	EBM194A05	5	E	EN
2.1	Policies for a Dynamic Economy	EBM065A05	5	E	EN
2.1	Purchasing	EBM037A05	5	E	EN
2.1	Stress, Health and Sust. Working Life	EBM203A05	5	E	EN
2.1	Working Capital Management	EBM645A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN

2.2	Behavioural Perspectives on Corp. Gov.	EBM023A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Consumer Psychology	EBM074A05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	E-Health	EBM204A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	HRM & International Labour Law	EBM733A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	International Financial Reporting	EBM045B05	5	E	EN
2.2	Inventory Management	EBM026A05	5	E	EN
2.2	Strategic Supply Chain Management	EBM039A05	5	E	EN

Appendix 3.5 MSc BA, profile Strategic Innovation Management

The Master's degree programme Business Administration, profile Strategic Innovation Management consists of the following courses (with study load in EC):

Programme: MSc BA - Strategic Innovation Management/SIM

Year: 1

core programma MSc BA SIM

sem	course title	code	EC	C/E	lang
1.1	Organizing for Innovation	EBM064A05	5	C	EN
1.1	Strategy & Innovation Management	EBM066A05	5	C	EN
1.1-2	electives MSc BA SIM		15	C	EN
1.2	Research & Skills for MSc BA	EBM050A05	5	C	EN
2.1	Capturing Value from Innovation	EBM738A05	5	C	EN
2.1	Cooperating for Innovation	EBM061A05	5	C	EN
2.1-2	Master's Thesis BA SIM	EBM723B20	20	C	EN

NB	<ul style="list-style-type: none"> Students who start the MSc BA SIM in February should note the following changes: <ul style="list-style-type: none"> Research & Skills for MSc BA in semester 2.2 Master's Thesis BA SIM in semester 1
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Programme: MSc BA - Strategic Innovation Management/SIM

Year: 1

electives MSc BA SIM

sem	course title	code	EC	C/E	lang
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Developing for Markets	EBM062A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Developing from Technologies	EBM063A05	5	E	EN

1.2	Energy & Finance	EBM166A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Health Economics and Policy	EBM195A05	5	E	EN
1.2	Innovation in Services	EBM736C05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN
1.2	Strategic Decision-making in Marketing	EBM169B05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Fin. & Econ. Org. of Healthcare Markets	EBM194A05	5	E	EN
2.1	Policies for a Dynamic Economy	EBM065A05	5	E	EN
2.1	Stress, Health and Sust. Working Life	EBM203A05	5	E	EN
2.2	Behavioural Perspectives on Corp. Gov.	EBM023A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	E-Health	EBM204A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN

Appendix 4 MSc EORAS

Explanation of abbreviations used in the degree programme overviews below:
 C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Econometrics, Operations Research and Actuarial Studies consists of the following courses (with study load in EC):

Programme: MSc Econometrics, Operations Research and Actuarial Studies/EORAS

Year: 1
Actuarial Studies

sem	course title	code	EC	C/E	lang
1.1	Dependence & Extremes in Risk Management	EBM113A05	5	C	EN
1.1-2 + 2.1-2	electives MSc EORAS		15	C	EN
1.1-2 + 2.1-2	other quantitative course(s)		10	C	EN
1.2	Models for Short Term Risk Management	EBM114A05	5	C	EN
2.1-2	Master's Thesis Actuarial Studies	EBM871A20	20	C	EN
2.1	• Asset and Liability Management <i>or</i>	EBM111A05	5	EG	EN
2.1	• Banking, Insurance and Risk Management	EBM067A05	5	EG	EN

NB	<ul style="list-style-type: none"> • Students choose 5 EC from the elective group (EG). • Students choose 15 EC from electives MSc EORAS' (see the list below) or national networks such as LNMB (www.lnmb.nl) or Mastermath (elo.mastermath.nl/), all subject to approval. • Students choose 10 EC from other, sufficiently quantitative courses from FEB (incl. EORAS), MSc Mathematics, MSc Applied Mathematics or national networks, all subject to approval. • Students who start the MSc EORAS in February should note the following change: Master's Thesis Actuarial Studies in semester 1.
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Programme: MSc Econometrics, Operations Research and Actuarial Studies/EORAS

Year: 1
Econometrics

sem	course title	code	EC	C/E	lang
1.1	Econometric Theory and Methods	EBM835B05	5	C	EN
1.1-2 + 2.1-2	electives MSc EORAS		15	C	EN
1.1-2 + 2.1-2	other quantitative course(s)		10	C	EN
1.2	Econometric Inference	EBM021A05	5	C	EN
2.1-2	Master's Thesis Econometrics	EBM872A20	20	C	EN
2.1	• Applied Macroeconometrics <i>or</i>	EBM109A05	5	EG	EN
2.1	• Applied Microeconometrics	EBM110A05	5	EG	EN

NB	<ul style="list-style-type: none"> • Students choose 5 EC from the elective group (EG). • Students choose 15 EC from electives MSc EORAS' or national networks such as LNMB (www.lnmb.nl) or Mastermath (elo.mastermath.nl/), all subject to approval. • Students choose 10 EC from other, sufficiently quantitative courses from FEB (incl. EORAS), MSc Mathematics, MSc Applied Mathematics or national networks, all subject to approval. • Students who start the MSc EORAS in February should note the following change: Master's Thesis Econometrics in semester 1.
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Programme: MSc Econometrics, Operations Research and Actuarial Studies/EORAS

Year: 1
Operations Research

sem	course title	code	EC	C/E	lang
1.1	Stochastic Programming	EBM853A05	5	C	EN
1.1-2 + 2.1-2	electives MSc EORAS		15	C	EN
1.1-2 + 2.1-2	other quantitative course(s)		10	C	EN
1.2	Maintenance Planning and Optimization	EBM170A05	5	C	EN
2.1-2	Master's Thesis Operations Research	EBM873A20	20	C	EN
2.1	• OR Analysis of Complex Systems <i>or</i>	EBM115A05	5	EG	EN
2.1	• Supply Chain Optimization	EBM117A05	5	EG	EN

NB	<ul style="list-style-type: none"> • Students choose 5 EC from the elective group (EG). • Students choose 15 EC from electives MSc EORAS' or national networks such as LNMB (www.lnmb.nl) or Mastermath (elo.mastermath.nl/), all subject to approval. • Students choose 10 EC from other, sufficiently quantitative courses from FEB (incl. EORAS), MSc Mathematics, MSc Applied Mathematics or national networks, all subject to approval. • Students who start the MSc EORAS in February should note the following change: Master's Thesis Operations Research in semester 1.
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Programme: MSc Econometrics, Operations Research and Actuarial Studies/EORAS

Year: 1
electives MSc EORAS

sem	course title	code	EC	C/E	lang
1.1	Advanced Industrial Organization	EBM826A05	5	E	EN
1.1	Dependence & Extremes in Risk Management	EBM113A05	5	E	EN
1.1	Econometric Theory and Methods	EBM835B05	5	E	EN
1.1	Stochastic Programming	EBM853A05	5	E	EN
1.2	Econometric Inference	EBM021A05	5	E	EN
1.2	Financial Econometrics	EBM820A05	5	E	EN
1.2	Maintenance Planning and Optimization	EBM170A05	5	E	EN
1.2	Models for Short Term Risk Management	EBM114A05	5	E	EN
2.1	Applied Macroeconometrics	EBM109A05	5	E	EN
2.1	Applied Microeconometrics	EBM110A05	5	E	EN
2.1	Applied Statistics for EORAS	EBM805B05	5	E	EN
2.1	Asset and Liability Management	EBM111A05	5	E	EN
2.1	Banking, Insurance and Risk Management	EBM067A05	5	E	EN
2.1	OR Analysis of Complex Systems	EBM115A05	5	E	EN
2.1	Supply Chain Optimization	EBM117A05	5	E	EN
2.2	Quantitative Finance	EBM161A05	5	E	EN

Appendix 5 MSc Economic Development and Globalization

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Economic Development and Globalization consists of the following courses (with study load in EC):

Programme: MSc Economic Development and Globalization/ED&G

Year: 1
core programme MSc IE&B

sem	course title	code	EC	C/E	lang
1.1	Economic Development	EBM095B05	5	C	EN
1.1	Foreign Dir. Investment & Trade (MSc)	EBM086A05	5	C	EN
1.1-2 + 2.1-2	elective(s) MSc ED&G A		15	C	EN

1.1-2 + 2.1-2	elective(s) MSc ED&G B		10	C	EN
1.2	Research Seminar for ED&G	EBM846C05	5	C	EN
2.1-2	Master's Thesis ED&G	EBM868B20	20	C	EN

NB	<ul style="list-style-type: none"> Students choose 15 EC from 'electives A MSc ED&G'. Students choose 10 EC from 'electives B MSc ED&G', and/or courses from 'electives A MSc ED&G' (see list) which they have not already taken. Students who start the MSc ED&G in February should note the following changes: <ul style="list-style-type: none"> Foreign Dir. Investment & Trade (MSc) in semester 2.1 Economic Development in semester 2.2 Research Seminar for ED&G in semester 2.2 Master's Thesis ED&G in semester 1
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Programme: MSc Economic Development and Globalization/ED&G

Year: 1
electives A MSc ED&G

sem	course title	code	EC	C/E	lang
1.1	Globalization Debates	EBM206A05	5	E	EN
1.1	International Banking and Finance	EBM096A05	5	E	EN
1.2	Global Finance and Growth	EBM150A05	5	E	EN
1.2	Trade, Environment and Growth	EBM097A05	5	E	EN
2.1	Country Studies	EBM093A05	5	E	EN
2.1	Economic Geography	EBM094A05	5	E	EN

NB	<ul style="list-style-type: none"> Students focusing on 'Globalization, Growth and Development' have to take the following electives from the A-selection: Globalization Debates (EBM206A05), Trade, Environment and Growth (EBM097A05), Economic Geography (EBM094A05) and Country Studies (EBM093A05). Students focusing on 'International Capital and Globalization' have to take the following electives from the A-selection: International Banking and Finance (EBM096A05), Global Finance and Growth (EBM150A05) and Country Studies (EBM093A05). Students choosing 'Globalization, Growth and Development' or 'International Capital and Globalization' will receive a notification on the supplementation of their degree certificate, indicating that in their master studies they have focused on one of these two areas.
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Programme: MSc Economic Development and Globalization/ED&G

Year: 1
electives B MSc ED&G

sem	course title	code	EC	C/E	lang
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	International Business Strategy (MSc)	EBM088A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Comparative Environmental Analysis	EBM084B05	5	E	EN
1.2	Economic Growth in History	EBM101A05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN

1.2	Money, Finance and the Economy	EBM164A05	5	E	EN
1.2	Responsible Finance and Investing	EBM071A05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	International Business Strategy (MSc)	EBM088A05	5	E	EN
2.1	International Finance and Development	EBM207A05	5	E	EN
2.1	Korea in the East Asian Region	EBM162A05	5	E	EN
2.1	Monetary Policy and Financial Regulation	EBM107A05	5	E	EN
2.2	Behavioural Finance & Personal Investing	EBM806B05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Comparative Environmental Analysis	EBM084B05	5	E	EN
2.2	Corporate Soc.Resp. & Global Value Chain	EBM149A05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	Inclusive Finance	EBM069B05	5	E	EN

NB	<ul style="list-style-type: none"> • In addition to the electives mentioned in electives A students focusing on 'Globalization, Growth and Development' have to take one of the following electives: Economic Growth in History (EBM101A05), Inclusive Finance (EBM069B05) or Global Finance and Growth (EBM150A05), (see electives MSC IE&B A). • In addition to the electives mentioned in electives A students focusing on 'International Capital and Globalization' have to take two of the following electives: Money, Finance and the Economy (EBM164A05), Monetary Policy and Financial Regulation (EBM107A05) or Inclusive Finance (EBM069B05). • Students choosing 'Globalization, Growth and Development' or 'International Capital and Globalization' will receive a notification on the supplement of their degree certificate, indicating that in their master studies they have focused on one of these two areas.
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Appendix 6 MSc Economics

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Economics consists of the following courses (with study load in EC):

Programme: MSc Economics
Year: 1
core programme MSc Economics

sem	course title	code	EC	C/E	lang
1.1	Empirical Methods of Economics	EBM103A05	5	C	EN
1.1	Games and Industrial Organization	EBM104A05	5	C	EN
1.1	Macroeconomics for MSc Economics	EBM836C05	5	C	EN
1.1-2 + 2.1-2	electives A MSc Economics		15	C	EN
1.1-2 + 2.1-2	electives B MSc Economics		10	C	EN

2.1-2	Master's Thesis Economics	EBM877A20	20	C	EN
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NB	<ul style="list-style-type: none"> Students choose 15 EC from electives A MSc Economics. Students choose 10 EC from electives B MSc Economics or from electives A MSc Economics which they have not already taken. Students who start the MSc Economics in February should note the following changes: <ul style="list-style-type: none"> Empirical Methods of Economics in semester 2.1 Master's Thesis Economics in semester 1
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Programme: MSc Economics
Year: 1
electives A MSc Economics

sem	course title	code	EC	C/E	lang
1.2	Competition Policy - Theory and Practice	EBM100A05	5	E	EN
1.2	Economic Growth in History	EBM101A05	5	E	EN
1.2	Empirical Macroeconomics	EBM102A05	5	E	EN
1.2	Money, Finance and the Economy	EBM164A05	5	E	EN
2.1	Microeconomics of Household Behaviour	EBM106A05	5	E	EN
2.1	Monetary Policy and Financial Regulation	EBM107A05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	Public Economics and Social Policy	EBM108A05	5	E	EN

Programme: MSc Economics
Year: 1
electives B MSc Economics

sem	course title	code	EC	C/E	lang
1.1	Dependence & Extremes in Risk Management	EBM113A05	5	E	EN
1.1	Econometric Theory and Methods	EBM835B05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	International Banking and Finance	EBM096A05	5	E	EN
1.2	Econometric Inference	EBM021A05	5	E	EN
1.2	Energy & Finance	EBM166A05	5	E	EN
1.2	Health Economics and Policy	EBM195A05	5	E	EN
1.2	Models for Short Term Risk Management	EBM114A05	5	E	EN
1.2	Responsible Finance and Investing	EBM071A05	5	E	EN
1.2	Trade, Environment and Growth	EBM097A05	5	E	EN
2.1	Applied Microeconometrics	EBM110A05	5	E	EN
2.1	Asset and Liability Management	EBM111A05	5	E	EN
2.1	Country Studies	EBM093A05	5	E	EN
2.1	Economic Evaluation in Healthcare	EBM196A05	5	E	EN
2.1	Economic Geography	EBM094A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Fin. & Econ. Org. of Healthcare Markets	EBM194A05	5	E	EN
2.2	Behavioural Finance & Personal Investing	EBM806B05	5	E	EN

2.2	Economic Development	EBM095B05	5	E	EN
2.2	Inclusive Finance	EBM069B05	5	E	EN

Appendix 7 MSc Finance

Explanation of abbreviations used in the degree programme overviews below:
 C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Finance consists of the following courses (with study load in EC):

Programme: MSc Finance
Year: 1
core programme MSc Finance

sem	course title	code	EC	C/E	lang
1.1	Corporate Finance for MSc Finance	EBM008B05	5	C	EN
1.1	Portfolio Theory	EBM015B05	5	C	EN
1.1	Research Methods in Finance	EBM070A05	5	C	EN
1.1-2 + 2.1-2	elective A MSc Finance (see list)		20	C	EN
1.1-2 + 2.1-2	electives B MSc Finance (see list)		5	C	EN
2.1-2	Master's Thesis Finance	EBM866B20	20	C	EN

NB	<ul style="list-style-type: none"> • Students choose 20 EC from 'electives A MSc Finance'. • Students choose 5 EC from 'electives B MSc Finance' and/or 'electives A MSc Finance' which they have not already taken. • Students who start the MSc Finance in February should note the following changes: <ul style="list-style-type: none"> • Research Methods in Finance in semester 2.1 • Master's Thesis Finance in semester 1
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Programme: MSc Finance
Year: 1
electives A MSc Finance

sem	course title	code	EC	C/E	lang
1.1	Financial Reporting and Risk Management	EBM168A05	5	E	EN
1.2	Corporate Valuation for MSc Finance	EBM007C05	5	E	EN
1.2	Derivative Instruments	EBM068A05	5	E	EN
1.2	Energy & Finance	EBM166A05	5	E	EN
1.2	Responsible Finance and Investing	EBM071A05	5	E	EN
2.1	Banking, Insurance and Risk Management	EBM067A05	5	E	EN
2.1	Fin. & Econ. Org. of Healthcare Markets	EBM194A05	5	E	EN
2.1	Institutional Investment Management	EBM822A05	5	E	EN
2.1	International Finance and Development	EBM207A05	5	E	EN
2.2	Behavioural Finance & Personal Investing	EBM806B05	5	E	EN
2.2	Corporate Governance for MSc Finance	EBM811C05	5	E	EN

2.2	Inclusive Finance	EBM069B05	5	E	EN
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Programme: MSc Finance
Year: 1
electives B MSc Finance

sem	course title	code	EC	C/E	lang
1.1	Advanced Industrial Organization	EBM826A05	5	E	EN
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	International Banking and Finance	EBM096A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Economic Growth in History	EBM101A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Health Economics and Policy	EBM195A05	5	E	EN
1.2	International Financial Reporting	EBM045B05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN
1.2	Money, Finance and the Economy	EBM164A05	5	E	EN
1.2	Sustainability in Business and Economics	EBM209A05	5	E	EN
1.2	Trade, Environment and Growth	EBM097A05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Country Studies	EBM093A05	5	E	EN
2.1	Economic Evaluation in Healthcare	EBM196A05	5	E	EN
2.1	Economic Geography	EBM094A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Microeconomics of Household Behaviour	EBM106A05	5	E	EN
2.1	Monetary Policy and Financial Regulation	EBM107A05	5	E	EN
2.1	Working Capital Management	EBM645A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Economic Development	EBM095B05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	International Financial Reporting	EBM045B05	5	E	EN

Appendix 8 MSc Human Resource Management

Explanation of abbreviations used in the degree programme overviews below:
 C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Human Resource Management consists of the following courses (with study load in EC):

Programme: MSc Human Resource Management/HRM
Year: 1
core programme MSc HRM

sem	course title	code	EC	C/E	lang
1.1	Strategic HRM	EBM011A05	5	C	EN
1.1-2 + 2.1-2	electives A MSc HRM		15	C	EN
1.1-2 + 2.1-2	electives B MSc HRM		10	C	EN
1.2	Research & Professional Skills for HRM	EBM009B05	5	C	EN
2.1	Personnel Instruments	EBM014A05	5	C	EN
2.1-2	Master's Thesis HRM	EBM722B20	20	C	EN

NB	<ul style="list-style-type: none"> • Students choose 15 EC from 'electives A MSc HRM'. • Students choose 10 EC from 'electives B MSc HRM'. They also may choose courses from 'electives A MSc HRM' they have not already taken. • Students who start the MSc HRM in February should note the following changes: <ul style="list-style-type: none"> • Research & Professional Skills for HRM in semester 2.2 • Master's Thesis HRM in semester 1
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Programme: MSc Human Resource Management/HRM
Year: 1
electives A MSc HRM

sem	course title	code	EC	C/E	lang
1.1	Work Design and Team Processes	EBM012A05	5	E	EN
1.2	Leadership	EBM072A05	5	E	EN
1.2	Personnel Economics	EBM678A05	5	E	EN
2.1	Personnel Economics	EBM678A05	5	E	EN
2.2	HRM & International Labour Law	EBM733A05	5	E	EN
2.2	HRM & Nederlands arbeidsrecht	EBM016A05	5	E	NL

Programme: MSc Human Resource Management/HRM
Year: 1
electives B MSc HRM

sem	course title	code	EC	C/E	lang
1.1	Behavioural Operations Management	EBM032A05	5	E	EN
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	IT Governance	EBM048A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Strategic Decision-making in Marketing	EBM169B05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Marketing Communication	EBM078A05	5	E	EN
2.1	Stress, Health and Sust. Working Life	EBM203A05	5	E	EN
2.2	Behavioural Perspectives on Corp. Gov.	EBM023A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	Inventory Management	EBM026A05	5	E	EN
2.2	Strategic Supply Chain Management	EBM039A05	5	E	EN

Appendix 9 MSc International Business and Management

Explanation of abbreviations used in the degree programme overviews below:
 C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme International Business and Management consists of the following courses (with study load in EC):

Programme: MSc International Business and Management/IB&M
Year: 1
core programme MSc IB&M

sem	course title	code	EC	C/E	lang
1.1	International Business Strategy (MSc)	EBM088A05	5	C	EN
1.1	Managing Cultural Differences	EBM190A05	5	C	EN
1.1-2 + 2.1-2	electives A MSc IB&M		10	C	EN
1.1-2 + 2.1-2	electives B MSc IB&M		10	C	EN
1.2	Comparative Environmental Analysis	EBM084B05	5	C	EN
1.2	Research Seminar for IB&M	EBM718B05	5	C	EN
2.1-2	Master's Thesis IB&M	EBM719A20	20	C	EN

NB	<ul style="list-style-type: none"> • Students choose 10 EC from 'electives A MSc IB&M'. • Students choose 10 EC from 'electives B MSc IB&M', and/or courses from 'electives A MSc IB&M' (see list) which they have not already taken. • Students who start the MSc IB&M in February should note the following changes: <ul style="list-style-type: none"> • International Business Strategy (MSc) in semester 2.1 • Managing Cultural Differences in semester 2.1 • Comparative Environmental Analysis in semester 2.2 • Research Seminar for IB&M in semester 2.2 • Master's Thesis IB&M in semester 1
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Programme: MSc International Business and Management/IB&M
Year: 1
electives A MSc IB&M

sem	course title	code	EC	C/E	lang
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.2	International Corporate Finance	EBM098A05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Multinationals and CSR	EBM197A05	5	E	EN
2.2	Corporate Soc.Resp. & Global Value Chain	EBM149A05	5	E	EN
2.2	International Entrepreneurship	EBM089A05	5	E	EN

Programme: MSc International Business and Management/IB&M
Year: 1
electives B MSc IB&M

sem	course title	code	EC	C/E	lang
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Developing for Markets	EBM062A05	5	E	EN
1.1	Foreign Dir. Investment & Trade (MSc)	EBM086A05	5	E	EN
1.1	International Banking and Finance	EBM096A05	5	E	EN

1.1	IT Governance	EBM048A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Economic Growth in History	EBM101A05	5	E	EN
1.2	International Financial Reporting	EBM045B05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Responsible Finance and Investing	EBM071A05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
1.2	Sustainability in Business and Economics	EBM209A05	5	E	EN
1.2	Trade, Environment and Growth	EBM097A05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Country Studies	EBM093A05	5	E	EN
2.1	Economic Geography	EBM094A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Foreign Dir. Investment & Trade (MSc)	EBM086A05	5	E	EN
2.1	Korea in the East Asian Region	EBM162A05	5	E	EN
2.1	Marketing Communication	EBM078A05	5	E	EN
2.1	Monetary Policy and Financial Regulation	EBM107A05	5	E	EN
2.1	Policies for a Dynamic Economy	EBM065A05	5	E	EN
2.1	Purchasing	EBM037A05	5	E	EN
2.1	Working Capital Management	EBM645A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN
2.2	Behavioural Perspectives on Corp. Gov.	EBM023A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Consumer Psychology	EBM074A05	5	E	EN
2.2	Economic Development	EBM095B05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	Inclusive Finance	EBM069B05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	International Financial Reporting	EBM045B05	5	E	EN
2.2	Strategic Supply Chain Management	EBM039A05	5	E	EN

Appendix 10 MSc International Financial Management

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme International Financial Management consists of the following courses (with study load in EC).

Programme: MSc International Financial Management/IFM

Year: 1

core programme MSc IFM

sem	course title	code	EC	C/E	lang
1.1	Empirical Methods for MSc IFM	EBM199A05	5	C	EN
1.1	Financial Management for Multinationals	EBM200A05	5	C	EN
1.1	International Man. Accounting & Control	EBM662A05	5	C	EN
1.1-2 + 2.1-2	electives MSc IFM		10	C	EN
1.2	Int. Fin. Institutions and Governance	EBM198A05	5	C	EN
1.2	International Financial Reporting	EBM045B05	5	C	EN
1.2	International Risk Analysis and Research	EBM099B05	5	C	EN
2.1-2	Master's Thesis IFM	EBM022A20	20	C	EN

NB	<ul style="list-style-type: none"> • Students choose 10 EC from 'electives MSc IFM'. • Students who start the MSc IFM in February should note the following changes: <ul style="list-style-type: none"> • Financial Management for Multinationals in semester 2.1 • Empirical Methods for MSc IFM in semester 2.1 • International Financial Reporting in semester 2.2 • Int. Fin. Institutions and Governance in semester 2.2 • Master's Thesis IFM in semester 1
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Programme: MSc International Financial Management/IFM

Year: 1
electives MSc IFM

sem	course title	code	EC	C/E	lang
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Dependence & Extremes in Risk Management	EBM113A05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	Financial Reporting and Risk Management	EBM168A05	5	E	EN
1.1	International Banking and Finance	EBM096A05	5	E	EN
1.1	IT Governance	EBM048A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Economic Growth in History	EBM101A05	5	E	EN
1.2	Energy & Finance	EBM166A05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN
1.2	Responsible Finance and Investing	EBM071A05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
1.2	Sustainability in Business and Economics	EBM209A05	5	E	EN
1.2	Trade, Environment and Growth	EBM097A05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Country Studies	EBM093A05	5	E	EN
2.1	Economic Geography	EBM094A05	5	E	EN

2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Microeconomics of Household Behaviour	EBM106A05	5	E	EN
2.1	Monetary Policy and Financial Regulation	EBM107A05	5	E	EN
2.1	Working Capital Management	EBM645A05	5	E	EN
2.2	Behavioural Finance & Personal Investing	EBM806B05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Economic Development	EBM095B05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	Inclusive Finance	EBM069B05	5	E	EN
2.2	Value-based Management	EBM160A05	5	E	EN

Appendix 11 MSc Marketing

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

Appendix 11.1 MSc Marketing, profile Marketing Intelligence

The Master's degree programme Marketing, profile Marketing Intelligence consists of the following courses (with study load in EC):

Programme: MSc Marketing
Year: 1
core programme Marketing Intelligence

sem	course title	code	EC	C/E	lang
1.1	Data Science and Marketing Analytics	EBM165A05	5	C	EN
1.1	Marketing Research Methods	EBM080A05	5	C	EN
1.1	Strategic Marketing for MSc Marketing	EBM081B05	5	C	EN
1.1-2 + 2.1-2	elective MSc Marketing Intelligence		5	C	EN
1.2	Consumer Psychology	EBM074A05	5	C	EN
1.2	Digital Marketing Intelligence	EBM079B05	5	C	EN
1.2	Market Models	EBM077A05	5	C	EN
2.1-2	Master's Thesis Marketing	EBM867B20	20	C	EN
2.2	Customer Models	EBM076A05	5	C	EN

NB	<ul style="list-style-type: none"> • Students choose 5 EC from 'electives MSc Marketing Intelligence'. • Students who start the MSc Marketing Intelligence in February should note the following changes: <ul style="list-style-type: none"> • Marketing Research Methods in semester 2.1 • Strategic Marketing in semester 2.1 • Consumer Psychology in semester 2.2 • Master's Thesis Marketing in semester 1
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Programme: MSc Marketing
Year: 1
electives Marketing Intelligence

sem	course title	code	EC	C/E	lang
1.1	Behavioural Operations Management	EBM032A05	5	E	EN
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Econometric Theory and Methods	EBM835B05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN
1.2	Brand & Product Management	EBM073A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	International Financial Reporting	EBM045B05	5	E	EN
1.2	Marketing and Consumer Well-being	EBM192A05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Customer Management	EBM075A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Marketing Communication	EBM078A05	5	E	EN
2.1	Microeconomics of Household Behaviour	EBM106A05	5	E	EN
2.1	Supply Chain Dynamics	EBM147A05	5	E	EN
2.1	Supply Chain Optimization	EBM117A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN
2.2	Behavioural Finance & Personal Investing	EBM806B05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	International Financial Reporting	EBM045B05	5	E	EN
2.2	Strategic Supply Chain Management	EBM039A05	5	E	EN

NB	<ul style="list-style-type: none"> The courses Econometric Theory and Methods and Microeconomics of Household Behaviour require quite some knowledge in advance of the respective field. Students can contact the program coordinator or the course coordinator if they have questions about this.
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Appendix 11.2 MSc Marketing, profile Marketing Management

The Master's degree programme Marketing, profile Marketing Management consists of the following courses (with study load in EC):

Programme: MSc Marketing
Year: 1
core programme Marketing Management

sem	course title	code	EC	C/E	lang
1.1	Marketing Research Methods	EBM080A05	5	C	EN
1.1	Strategic Marketing for MSc Marketing	EBM081B05	5	C	EN

1.1-2 + 2.1-2	electives A MSc Marketing Management		15	C	EN
1.1-2 + 2.1-2	electives B MSc Marketing Management		10	C	EN
1.2	Consumer Psychology	EBM074A05	5	C	EN
2.1-2	Master's Thesis Marketing	EBM867B20	20	C	EN

NB	<ul style="list-style-type: none"> • Students choose 15 EC from 'electives A MSc Marketing Management'. • Students choose 10 EC from 'electives A MSc Marketing Management' or 'electives B MSc Marketing Management'. • Students who start the MSc Marketing Management in February should note the following changes: <ul style="list-style-type: none"> • Marketing Research Methods in semester 2.1 • Strategic Marketing in semester 2.1 • Consumer Psychology in semester 2.2 • Master's Thesis Marketing in semester 1
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Programme: MSc Marketing
Year: 1
electives A Marketing Management

sem	course title	code	EC	C/E	lang
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN
1.2	Brand & Product Management	EBM073A05	5	E	EN
1.2	Marketing and Consumer Well-being	EBM192A05	5	E	EN
2.1	Customer Management	EBM075A05	5	E	EN
2.1	Marketing Communication	EBM078A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN

Programme: MSc Marketing
Year: 1
electives B Marketing Management

sem	course title	code	EC	C/E	lang
1.1	Behavioural Operations Management	EBM032A05	5	E	EN
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Data Science and Marketing Analytics	EBM165A05	5	E	EN
1.1	Developing for Markets	EBM062A05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Digital Marketing Intelligence	EBM079B05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	International Financial Reporting	EBM045B05	5	E	EN
1.2	International Strategic Alliances	EBM090A05	5	E	EN
1.2	Market Models	EBM077A05	5	E	EN

1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Purchasing	EBM037A05	5	E	EN
2.1	Stress, Health and Sust. Working Life	EBM203A05	5	E	EN
2.1	Supply Chain Dynamics	EBM147A05	5	E	EN
2.2	Behavioural Finance & Personal Investing	EBM806B05	5	E	EN
2.2	Behavioural Perspectives on Corp. Gov.	EBM023A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Customer Models	EBM076A05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	International Financial Reporting	EBM045B05	5	E	EN
2.2	Strategic Supply Chain Management	EBM039A05	5	E	EN

Appendix 12 MSc Supply Chain Management

Explanation of abbreviations used in the degree programme overviews below:
 C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Supply Chain Management consists of the following courses (with study load in EC):

Programme: MSc Supply Chain Management/SCM
Year: 1
core programme MSc SCM

sem	course title	code	EC	C/E	lang
1.1	Logistics and Supply Chain Operations	EBM035A05	5	C	EN
1.1	Supply Chain Network Design	EBM040A05	5	C	EN
1.1-2 + 2.1-2	elective(s) MSc SCM		10	C	EN
1.2	Research Methods for SCM	EBM038A05	5	C	EN
1.2	Strategic Supply Chain Management	EBM039A05	5	C	EN
2.1	Process Improvement and Change	EBM036B05	5	C	EN
2.1-2	Master's Thesis SCM	EBM720B20	20	C	EN
1.1	• Service Operations <i>or</i>	EBM634A05	5	EG	EN
2.1	• Purchasing	EBM037A05	5	EG	EN

NB	<ul style="list-style-type: none"> • Students choose 5 EC from the elective group (EG). • Students choose 10 EC from 'electives MSc SCM' They also may choose the course from the elective group they have not already taken. • Students who start the MSc SCM in February should note the following changes: <ul style="list-style-type: none"> • Research Methods for SCM in semester 2.2 • Strategic Supply Chain Management in semester 2.2 • Master's Thesis SCM in semester 1
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Programme: MSc Supply Chain Management/SCM
Year: 1
electives MSc SCM

sem	course title	code	EC	C/E	lang
1.1	Behavioural Operations Management	EBM032A05	5	E	EN
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.1	Financial Reporting and Risk Management	EBM168A05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Sustainable Energy Supply	EBM202A05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Global Supply Chain Man & Sustainability	EBM201A05	5	E	EN
2.1	Healthcare Operations	EBM034A05	5	E	EN
2.1	Supply Chain Dynamics	EBM147A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	Inventory Management	EBM026A05	5	E	EN

Appendix 13 MSc Technology and Operations Management

Explanation of abbreviations used in the degree programme overviews below:
 C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Technology and Operations Management consists of the following courses (with study load in EC):

Programme: MSc Technology and Operations Management/TOM
Year: 1
core programme MSc TOM

sem	course title	code	EC	C/E	lang
1.1	Data Analysis and Programming for OM	EBM208A05	5	C	EN
1.1	Operations Management and Control	EBM041A05	5	C	EN
1.1-2 + 2.1-2	elective(s) MSc TOM		10	C	EN
1.2	Operations Modelling and Simulation	EBM029A05	5	C	EN
1.2	Research Methods for TOM	EBM031A05	5	C	EN
2.1	Asset Management	EBM024A05	5	C	EN
2.1-2	Master's Thesis TOM	EBM766B20	20	C	EN
1.1	• Behavioural Operations Management <i>or</i>	EBM032A05	5	EG	EN
1.1	• Facility Design and Planning <i>or</i>	EBM025A05	5	EG	EN
2.1	• Technology-enabled Innovation	EBM760D05	5	EG	EN

NB	<ul style="list-style-type: none"> • Students choose 5 EC from the elective group (EG). To balance the workload students should choose Facility Design and Planning or Behavioural Operations Management if they start with MSc TOM in September. • Students choose 10 EC from 'electives MSc TOM'. They also may choose the course from the elective group they have not already taken. • Students who start the MSc TOM in February should note the following changes: <ul style="list-style-type: none"> • Operations Modelling and Simulation in semester 2.2 • Research Methods for TOM in semester 2.2 • Master's Thesis TOM in semester 1 (resulting in 'Technology-enabled Innovation' to be the most logical choice for the elective group)
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Programme: **MSc Technology and Operations Management/TOM**
Year: **1**
 electives MSc TOM

sem	course title	code	EC	C/E	lang
1.1	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Business Research and Consulting	EBM151A05	5	E	EN
1.2	Developing from Technologies	EBM063A05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
1.2	Sustainable Energy Supply	EBM202A05	5	E	EN
2.1	Business Research and Consulting	EBM151A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Healthcare Operations	EBM034A05	5	E	EN
2.1	Purchasing	EBM037A05	5	E	EN
2.1	Supply Chain Dynamics	EBM147A05	5	E	EN
2.2	Business Research and Consulting	EBM151A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN
2.2	Inventory Management	EBM026A05	5	E	EN

Appendix 14 ReMa in Economics and Business (Research Master)

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The Master's degree programme Research Master in Economics and Business consists of the following courses (with study load in EC):

Programme: **Research Master in Economics and Business**
Year: **1**
 core programme Business Analytics & Econometrics

sem	course title	code	EC	C/E	lang
1.1-2	Learning and Practising Research	EBM878B10	10	C	EN
1.1-2	Philosophy of Science and Research Meth.	EBM185A05	5	C	EN
1.1-2 + 2.1-2	additional course ReMa		5	C	EN

1.1-2 + 2.1-2	electives ReMa-Bus.Analytics & Ectrics		25	C	EN
1.1-2 + 2.1-2	electives ReMa-Research Methods		10	C	EN
1.1	• Econometric Theory and Methods <i>or</i> • Stochastic Programming	EBM835B05	5	EG	EN
1.1		EBM853A05	5	EG	EN

NB	<ul style="list-style-type: none"> Students choose 5 EC from the elective group (EG). Students choose 10 EC from 'electives ReMa-Research Methods'. Students choose 25 EC from 'electives ReMa-Bus.Analytics & Ectrics'. Students choose the additional course from courses offered by FEB (incl. ReMa) or from ReMa- or PhD-courses in national networks, always in consultation with the programme coordinator and subject to approval by the programme director.
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Programme: Research Master in Economics and Business

Year: 1

core programme Business Research

sem	course title	code	EC	C/E	lang
1.1	Organization Theory for ReMa	EBM017A05	5	C	EN
1.1-2	Learning and Practising Research	EBM878B10	10	C	EN
1.1-2	Philosophy of Science and Research Meth.	EBM185A05	5	C	EN
1.1-2 + 2.1-2	additional course ReMa		5	C	EN
1.1-2 + 2.1-2	electives ReMa-Research Methods		10	C	EN
1.2	Organizational Behaviour for ReMa	EBM769C05	5	C	EN
2.1	Strategic Management for ReMa	EBM187A05	5	C	EN
2.2	Marketing Theory	EBM894A05	5	C	EN
2.2	Supply Chain Management Research	EBM137A05	5	C	EN
1.1	• International Business for ReMa <i>or</i> • Managing Innovation <i>or</i> • Behavioural Decision Making for ReMa	EBM891B05	5	EG	EN
1.2		EBM182A05	5	EG	EN
2.2		EBM173A05	5	EG	EN

NB	<ul style="list-style-type: none"> Students choose 5 EC from the elective group (EG). Students choose 10 EC from 'electives ReMa-Research Methods'. Students choose the additional course from courses offered by FEB (incl. ReMa) or from ReMa- or PhD-courses in national networks, always in consultation with the programme coordinator and subject to approval by the programme director.
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Programme: Research Master in Economics and Business

Year: 1

core programme Economics

sem	course title	code	EC	C/E	lang
1.1-2	Learning and Practising Research	EBM878B10	10	C	EN
1.1-2	Philosophy of Science and Research Meth.	EBM185A05	5	C	EN
1.1-2 + 2.1-2	additional course ReMa		5	C	EN

1.1-2 + 2.1-2	electives ReMa-Economics		20	C	EN
1.1-2 + 2.1-2	electives ReMa-Research Methods		10	C	EN
1.1	• Macroeconomic Analysis <i>or</i>	EBM181A05	5	EG	EN
1.1	• Macroeconomic Theory	EBM127A05	5	EG	EN
1.2	• Microeconomic Analysis <i>or</i>	EBM183A05	5	EG	EN
2.2	• Behavioural Economics and Exp. Design	EBM174A05	5	EG	EN

NB	<ul style="list-style-type: none"> • Students choose 5 EC from the elective group (EG) semester 1.1. • Students choose 5 EC from the elective group (EG) semester 1.2 - 2.2. • Students choose 10 EC from 'electives ReMa-Research Methods'. • Students choose 20 EC from 'electives ReMa-Economics'. • Students choose the additional course from courses offered by FEB (incl. ReMa) or from ReMa- or PhD-courses in national networks, always in consultation with the programme coordinator and subject to approval by the programme director.
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Programme: **Research Master in Economics and Business**

Year: **1**
 electives ReMa-Bus.Analytics & Ectrics

sem	course title	code	EC	C/E	lang
1.1	Econometric Theory and Methods	EBM835B05	5	E	EN
1.1	Stochastic Programming	EBM853A05	5	E	EN
1.2	Data Science Methods	EBM175A05	5	E	EN
1.2	Quantitative Logistics for ReMa	EBM186A05	5	E	EN
2.1	Econometric Analysis of Panel Data	EBM177A05	5	E	EN
2.2	Asset Pricing for ReMa	EBM172A05	5	E	EN
2.2	Modelling Market Dynamics	EBM184A05	5	E	EN
2.2	Supply Chain Modelling	EBM188A05	5	E	EN

Programme: **Research Master in Economics and Business**

Year: **1**
 electives ReMa-Economics

sem	course title	code	EC	C/E	lang
1.1	Macroeconomic Analysis	EBM181A05	5	E	EN
1.1	Macroeconomic Theory	EBM127A05	5	E	EN
1.2	Microeconomic Analysis	EBM183A05	5	E	EN
1.2	Monetary Theory	EBM129A05	5	E	EN
2.1	Development Economics	EBM176A05	5	E	EN
2.1	Game Theory and Oligopoly	EBM179A05	5	E	EN
2.1	International Trade	EBM180A05	5	E	EN
2.2	Behavioural Economics and Exp. Design	EBM174A05	5	E	EN
2.2	Empirics of Growth	EBM178A05	5	E	EN
2.2	Theoretical Corporate Finance	EBM857C05	5	E	EN

Programme: Research Master in Economics and Business
Year: 1
electives ReMa-Research Methods

sem	course title	code	EC	C/E	lang
1.1	Econometric Theory and Methods	EBM835B05	5	E	EN
1.1	Empirical Methods of Economics	EBM103A05	5	E	EN
1.1	Multivariate Data Analysis	EBM895A05	5	E	EN
1.2	Experimental Research Design	EBM125A05	5	E	EN
1.2	Trade, Environment and Growth	EBM097A05	5	E	EN
2.1	Applied Macroeconometrics	EBM109A05	5	E	EN
2.1	Applied Microeconometrics	EBM110A05	5	E	EN
2.1	Applied Statistics for EORAS	EBM805B05	5	E	EN
2.1	Empirical Methods of Economics	EBM103A05	5	E	EN
2.1	OR Analysis of Complex Systems	EBM115A05	5	E	EN
2.1	Survey Research	EBM138A05	5	E	EN
2.2	Case Study Research	EBM121A05	5	E	EN

Programme: Research Master in Economics and Business
Year: 2

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	additional courses ReMa		20	C	EN
1.2	Academic Writing for ReMa	EBM171A05	5	C	EN
2.1-2	Master's Thesis RM E&B	EBM897A30	30	C	EN
1.1-2 + 2.1-2	• additional course ReMa		5	EG	EN
2.1	• Corporate Governance for ReMa	EBD001A05	5	EG	EN

NB	<ul style="list-style-type: none"> Students choose 5 EC from the elective group (EG). Students choose the additional courses from courses offered by FEB (incl. ReMa) and/or from ReMa- or PhD-courses in national networks, always in consultation with the programme coordinator and subject to approval by the programme director.
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Appendix 15 Executive Master of Accountancy

Explanation of abbreviations used in the degree programme overviews below:
 C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The degree programme Executive Master of Accountancy consists of the following courses (with study load in EC):

Programme: Executive Master of Accountancy/EMA
Year: 1

sem	course title	code	EC	C/E	lang
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1.1	IC AIS Comprehensive Design	EBE025A10	10	C	NL
1.2	Corporate Governance for Accountants	EBE026A05	5	C	NL
1.2	IC-CG Integratie Portfolio deel I	EBE027A03	3	C	NL
2.2	Audit & Assurance I	EBE028A05	5	C	NL
2.2	CG-AA Integratie Portfolio deel II	EBE029A02	2	C	NL
2.2	Externe Verslaggeving Research	EBE024A05	5	C	NL

NB	<ul style="list-style-type: none"> The course IC AIS Comprehensive Design comprises a written examination. This written examination consists of two parts (question 1 and question 2). For the two parts together at least 11 points must be obtained, whilst for each separate part a minimum score of 5 must be obtained. The separate parts are awarded whole grades. The course Corporate Governance for Accountants is rounded off successfully if all of the parts are awarded with a sufficient grade and the final exam is awarded a sufficient grade. The course IC-CG Integratie Portfolio deel I is rounded off successfully if the relevant case has been awarded a sufficient grade. The examination of the course Audit & Assurance I is rounded off successfully, if for the written exam a sufficient grade has been achieved. The final grade is a weighted average of the intermediate examination and the written examination. The course CG-AA I Integratie Portfolio deel II is rounded off successfully, if the relevant case has been awarded a sufficient grade. The course Externe Verslaggeving Research is rounded off successfully if the research assignment of this course is awarded a sufficient grade.
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Programme: Executive Master of Accountancy/EMA

Year: 2

sem	course title	code	EC	C/E	lang
1.1	Externe verslaggeving voor Accountants	EBE030A15	15	C	NL
1.2	Audit & Assurance II	EBE031A05	5	C	NL
1.2 en 2.1	Afronding Accountancy Portfolio deel III	EBE032A06	6	C	NL
2.2	Afronding Accountancy Mondeling	EBE033A04	4	C	NL

NB	<ul style="list-style-type: none"> A student is admitted to the lectures in the course Audit & Assurance II, if the examination of the course IC AIS Comprehensive Design has been duly taken at least once. A student is admitted to the national examination of the course Audit & Assurance II, if the examination Audit & Assurance I has been passed or if a student has taken part in the regular or the resit examination. The course Audit & Assurance II comprises a national written examination. The national written examination consists of two parts (question 1 and question 2). For the two parts together at least 11 points must be obtained. The setting of the national written examination and the manner of assessment are prescribed by an external committee of the NBA. A student is admitted to the course Afronding Accountancy Portfolio deel III if she/he has participated in all previous courses in the EMA programme and has regularly taken the examinations. In addition, Portfolio deel I and Portfolio deel II must have been rounded off with a sufficient grade. A student is admitted to the final oral accountant examination (Afronding Accountancy Mondeling) after having completed Accountancy Portfolio deel III with a sufficient grade. The oral accountant examination must be completed with a score of at least the grade 6. The final project of the Executive Master of Accountancy consists of the following components: <ul style="list-style-type: none"> IC-CG Integratie Portfolio deel I CG-AA Integratie Portfolio deel II Afronding Accountancy Portfolio deel III Afronding Accountancy Mondeling For the other courses of the programme the general regulation regarding exemption is applicable as formulated in Article 6.11 of the Teaching and Examination Regulations (OER).
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Appendix 16 Executive MBA

Explanation of abbreviations used in the degree programme overviews below:
C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The degree programme Executive MBA consists of the following courses (with study load in EC):

Programme: Executive MBA/EMBA

Year: 1

sem	course title	code	EC	C/E	lang
1.1	Business in Transition	EBE036A05	5	C	NL
1.2	Strategic Management and Business Models	EBE037A05	5	C	NL
2.1	Entrepreneurship and Business Ethics	EBE038A05	5	C	NL
2.2	EMBA Integration Project Part I	EBE039A05	5	C	NL

NB • The courses for year 1 will be offered again in study-year 2021-2022.

Programme: Executive MBA/EMBA

Year: 2

sem	course title	code	EC	C/E	lang
1.1	Positioning and Branding	EBE040A05	5	C	NL
1.2	Omnichannel Retailing & Digital Market.	EBE041A05	5	C	NL
2.1	Buying and Merchandising	EBE042A05	5	C	NL
2.2	EMBA Integration Project Part II	EBE043A05	5	C	NL

NB • The courses for year 2 will start in study-year 2019-2020.

Programme: Executive MBA/EMBA

Year: 3

sem	course title	code	EC	C/E	lang
1.1	Value Chain Management and E-Logistics	EBE044A05	5	C	NL
1.2	Leadership and Organization	EBE045A05	5	C	NL
2.1	Finance and Business Valuation	EBE046A05	5	C	NL
2.2	EMBA Integration Project Part III	EBE047A05	5	C	NL

NB • The courses for year 3 will start in study-year 2020-2021.

Appendix 17 Executive Master of Finance and Control

Explanation of abbreviations used in the degree programme overviews below:
C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The degree programme Executive Master of Finance and Control consists of the following courses (with study load in EC):

Programme: Executive Master of Finance and Control/EMFC

Year: 1

sem	course title	code	EC	C/E	lang
1.1	Management Accounting & Control EMFC	EBE020B05	5	C	NL
1.1	Org. Beh. & Change Management EMFC	EBE034A04	4	C	NL
1.2	Acc. Inf. Systems & Risk Man. EMFC	EBE035A04	4	C	NL
1.2	Corporate Law EMFC	EBE010B04	4	C	NL
2.2	Internal Control EMFC	EBE019C06	6	C	NL
2.2	Tax Risk Management EMFC	EBE004B04	4	C	NL

NB	<ul style="list-style-type: none"> • The academic year is structured in trimesters: <ul style="list-style-type: none"> • 1.1 (trimester 1) • 1.2 (trimester 2) • 2.2 (trimester 3) • The program is organized in trimesters of 13 weeks each: each trimester, students follow two courses. • Each trimester has: <ul style="list-style-type: none"> • one week with interactive tutorials with special attention to Controllership EMFC (EBE016C03) course • nine weeks of instruction • two exam weeks • The day with instruction is organized as follows: <ul style="list-style-type: none"> • one course can make use of the time slot between 9 AM and noon • the other course can use the time slot between 1 and 4 PM.
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Programme: Executive Master of Finance and Control/EMFC

Year: 2

sem	course title	code	EC	C/E	lang
1.1	Strategic Management EMFC	EBE011B04	4	C	NL
1.1	Treasury & Financial Management EMFC	EBE006B04	4	C	NL
1.1-2 + 2.1-2	Controllership EMFC	EBE016C03	3	C	NL
1.2	Financial Accounting EMFC	EBE002B04	4	C	NL
2.2	Corporate Finance EMFC	EBE007B04	4	C	NL
2.2	Master's Thesis EMFC	EBE022C14	14	C	NL

Appendix 18 Executive Master Mergers & Acquisitions and Valuation

Explanation of abbreviations used in the degree programme overviews below:

C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

The degree programme Executive Master Mergers & Acquisitions and Valuation consists of the following courses (with study load in EC):

Programme: Executive Master Mergers & Acquisitions and Valuation/
EMMAV

Year: 1

sem	course title	code	EC	C/E	lang
1.1	M&A and Valuation Portfolio Part I	EBE049A02	2	C	EN
1.1	Strategy, M&A and Value Creation	EBE048A05	5	C	EN
1.2	Accounting and Modelling	EBE050A05	5	C	EN
1.2	M&A and Valuation Portfolio Part II	EBE051A05	5	C	EN
2.1	Valuation Methods and Techniques	EBE052A08	8	C	EN
2.2	Deal Phase	EBE054A10	10	C	EN
2.2	M&A and Valuation Portfolio Part III	EBE053A05	5	C	EN

NB	• The course Deal Phase (EBE054A05) continues in year 2.
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Programme: Executive Master Mergers & Acquisitions and Valuation/
EMMAV

Year: 2

sem	course title	code	EC	C/E	lang
1.1	Post-Merger Integration and Carve Outs	EBE055A05	5	C	EN
1.2	Special Issues on M&A and Valuation	EBE056A05	5	C	EN
2.1-2	M&A and Valuation Portfolio Part IV	EBE057A10	10	C	EN

Appendix 19 Practical exercises

There are no courses with a practical component that is a condition for admission to the examination.

Appendix 20 Compulsory level of knowledge

Compulsory level of knowledge, if applicable, is mentioned in Appendix 2 to Appendix 18.

Appendix 21 Substitution and transitions regulations

Appendix 21.1 General

- Three options can be distinguished in the substitution regulations:
 - option 1:* with respect to content, the substitution course does not differ or differs hardly from the course in the old programme. Although, name, course code, language of instruction or semester block may have changed. In case the block has changed students can only take the substitution course in the new block; also the (resit) examination can only be taken in the new block.
 - option 2:* the substitution course differs, in respect of content (a lot) from the course in the old programme. In that case, the student has a choice to either take the substitution course and to also take the exam in the substitution course or to take the resit examination of the course in the old programme. In 2019-2020 there will be two opportunities to take this resit. This applies only to courses offered for the last time in 2018-2019. The resit examinations for the old programme will be scheduled parallel with the regular examinations of the substitution course.
 - option 3:* there is no substitution course replacing a course of the old programme. In that case two resit opportunities will be offered in 2019-

2020 for the course of the old programme. This applies only to courses offered for the last time in 2018-2019. The resit examination periods may deviate from those of the academic year 2018-2019.

2. The notes in Appendix 21.1.1 apply to the substitution regulations of all Master's degree programmes.
3. Transition regulations are designed for students who follow the new curriculum of their programme and who have rounded off (a) course(s) in (an) older programme(s).

Appendix 21.2 MSc BA Management Accounting and Control/MAC (O&MC): substitution regulation

MSc BA MAC (O&MC) substitution regulation 2019-2020				
course in OLD programme (2018-19)	sem. 18-19	substitution course(s) 2019-2020	sem. 19-20	option (see App 21.1)
Master's Thesis MSc BA O&MC (EBM859A20)	1.1-2 +2.1-2	Master's Thesis MSc BA MAC (EBM859B20)	1.1-2 +2.1-2	option 1
Financial Management for O&MC (EBM056A05)	2.1	Financial Management for MAC (EBM056B05)	2.1	option 1

Appendix 21.3 MSc Economic Development and Globalization/ED&G (IE&B): substitution regulation

MSc ED&G (IE&B) substitution regulation 2019-2020				
course in OLD programme (2018-19)	sem. 18-19	substitution course(s) 2019-2020	sem. 19-20	option (see App 21.1)
Master's Thesis MSc IE&B (EBM868A20)	1.1-2 +2.1-2	Master's Thesis MSc ED&G (EBM868B20)	1.1-2 +2.1-2	option 1
Research Seminar for IE&B (EBM846B05)	2.1 + 2.2	Research Seminar for ED&G (EBM846C05)	2.1 + 2.2	option 1

Appendix 21.4 MSc Technology and Operations Management/TOM: substitution regulation

MSc TOM substitution regulation 2019-2020				
course in OLD programme (2018-19)	sem. 18-19	substitution course(s) 2019-2020	sem. 19-20	option (see App 21.1)
Planning and Scheduling Methods (EBM030A05)	1.2			option 3
Operations Modelling and Simulation (EBM029A05)	1.1	Data Analysis and Programming for OM (EBM208A05)	1.1	option 2
Operations Modelling and Simulation (EBM029A05)	1.1	Operations Modelling and Simulation (EBM029A05)	1.2	option 1

NB	<ul style="list-style-type: none"> • There are two options: Complete Operations Modeling and Simulation in semester 1.2 or replace Operations Modeling and Simulation with Data Analysis and Programming for OM in semester 1.1.
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Appendix 21.5 MSc Technology and Operations Management/TOM: transition regulations

MSc TOM transition regulation 2019-2020		
course in NEW programma (2019-2020)	sem. 19-20	courses of OLD programme that (if completed) may replace the new course
Data Analysis and Programming for OM (EBM208A05)	1.1	Operations Modelling and Simulation (EBM029A05)
One of the course from the list 'electives MSc TOM'	1.1-2 + 2.1-2	Planning and Scheduling Methods (EBM030A05)

Appendix 22 Double Degree Programmes

Explanation of abbreviations used in the degree programme overviews below:
C = Compulsory; E = Elective; EG = Elective Group; lang = language; EN = English is the language of instruction; NL = Dutch is the language of instruction.

Appendix 22.1 DD MSc A&C – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc Accountancy and Controlling (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc Accountancy and Controlling – Fudan University, Shanghai

Year: 1

core programme students Accountancy

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc A&C-Accountancy		60	C	EN

NB • DD-students can only start in September.

Programme: DD MSc Accountancy and Controlling – Fudan University, Shanghai

Year: 1

core programme students Controlling

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc A&C-Controlling		60	C	EN

NB • DD-students can only start in September.

Programme: DD MSc Accountancy and Controlling – Fudan University, Shanghai

Year: 2
core programme students Accountancy

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

Programme: DD MSc Accountancy and Controlling – Fudan University, Shanghai

Year: 2
core programme students Controlling

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

Appendix 22.2 DD MSc BA – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc BA Change Management (CM), MSc BA Health, MSc BA Management Accounting and Control (MAC), MSc BA Small Business and Entrepreneurship (SB&E), MSc BA Strategic Innovation Management (SIM), (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc BA CM – Fudan University, Shanghai

Year: 1
core programme students MSc BA CM

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc BA CM		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc BA Health – Fudan University, Shanghai

Year: 1
core programme students MSc BA Health

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc BA Health		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc BA MAC – Fudan University, Shanghai

Year: 1

core programme students MSc BA MAC

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc BA MAC		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc BA SB&E – Fudan University, Shanghai

Year: 1

core programme students MSc BA SB&E

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc BA SB&E		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc BA SIM – Fudan University, Shanghai

Year: 1

core programme students MSc BA SIM

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc BA SIM		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc BA CM, Health, MAC, SB&E, SIM – Fudan University, Shanghai

Year: 2

core programme students MSc BA CM, Health, MAC, SB&E, SIM

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

NB	• DD-students can only start in September.
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Appendix 22.3 DD MSc EORAS – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc Econometrics, Operations Research and Actuarial Studies (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc EORAS – Fudan University, Shanghai
Year: 1
core programme students Actuarial Studies (AS)

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc EORAS Actuarial Studies		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc EORAS – Fudan University, Shanghai
Year: 1
core programme students Econometrics

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc EORAS Econometrics		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc EORAS – Fudan University, Shanghai
Year: 1
core programme students Operations Research (OR)

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc EORAS Operation Research		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc EORAS – Fudan University, Shanghai
Year: 2
core programme students AS, Econometrics, OR

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

Appendix 22.4 DD MSc Economics – Universidad de Chile, Santiago (1.5-year)

The English-language Double Degree programme of the MSc Economics (FEB) and the MSc Economic Analysis, of the Universidad de Chile, Santiago, Chili comprises 90 EC and consists of the following courses and study load:

Programme: DD MSc Economics – Universidad de Chile, Santiago
Year: 1

core programme for students from Chile

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Universidad de Chile, Santiago		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc Economics – Universidad de Chile, Santiago

Year: 1

core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc Economics		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc Economics – Universidad de Chile, Santiago

Year: 2

core programme for students from Chile

sem	course title	code	EC	C/E	lang
1.1-2	electives for students from Chile		10	C	EN
1.1-2	Master's Thesis Economics	EBM877A20	20	C	EN

Programme: DD MSc Economics – Universidad de Chile, Santiago

Year: 2

electives for students from Chile

sem	course title	code	EC	C/E	lang
2.1	Applied Microeconometrics	EBM110A05	5	E	EN
2.1	Asset and Liability Management	EBM111A05	5	E	EN
2.1	Country Studies	EBM093A05	5	E	EN
2.1	Economic Geography	EBM094A05	5	E	EN
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Fin. & Econ. Org. of Healthcare Markets	EBM194A05	5	E	EN
2.1	Microeconomics of Household Behaviour	EBM106A05	5	E	EN
2.1	Monetary Policy and Financial Regulation	EBM107A05	5	E	EN
2.2	Behavioural Finance & Personal Investing	EBM806B05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN
2.2	Inclusive Finance	EBM069B05	5	E	EN
2.2	Public Economics and Social Policy	EBM108A05	5	E	EN

NB	<ul style="list-style-type: none"> • Students choose 10 EC from the list of electives for students from Chile. • Electives similar to courses students have already taken in Chile are excluded.
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Programme: DD MSc Economics – Universidad de Chile, Santiago

Year: 2

core programma for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2	Study at Universidad de Chile, Santiago		30	C	EN

Appendix 22.5 DD MSc Economics – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc Economics (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc Economics – Fudan University, Shanghai

Year: 1

core programme DD MSc Economics - Fudan

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc Economics		60	C	EN

NB • DD-students can only start in September.

Programme: DD MSc Economics – Fudan University, Shanghai

Year: 2

core programme DD MSc Economics - Fudan

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

Appendix 22.6 DD MSc ED&G – Corvinus University, Boedapest (2-year)

The English-language Double Degree programme of the MSc Economic Development and Globalization (FEB) and the MA in International Economy and Business of the Corvinus University, Budapest, Hungary comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc ED&G – Corvinus University, Budapest

Year: 1

core programme for students from Budapest

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at CUB, Budapest		60	C	EN

NB • DD-students can only start in September.

Programme: DD MSc ED&G – Corvinus University, Budapest
Year: 1
core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2	identical to MSc ED&G, semester I		30	C	EN
2.1-2	study at CUB, Budapest		30	C	EN

Programme: DD MSc ED&G – Corvinus University, Budapest
Year: 2
core programme for students from Budapest

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc ED&G		60	C	EN

Programme: DD MSc ED&G – Corvinus University, Budapest
Year: 2
core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2	study at CUB, Budapest		30	C	EN
2.1-2	identical to MSc ED&G, semester II		30	C	EN

Appendix 22.7 DD MSc ED&G – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc Economic Development and Globalization (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc ED&G – Fudan University, Shanghai
Year: 1
core programme DD MSc ED&G - Fudan

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc ED&G		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc ED&G – Fudan University, Shanghai
Year: 2
core programme DD MSc ED&G - Fudan

sem	course title	code	EC	C/E	lang
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1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN
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Appendix 22.8 DD MSc ED&G – Georg-August University, Göttingen (2-year)

The English-language Double Degree programme of the MSc Economic Development and Globalization (FEB) and the MA in International Economics, specialization Development Economics of the Georg-August University, Göttingen, Germany comprises 120 EC and consists of the following courses and study load in EC:

Programme: DD MSc ED&G – Georg-August University, Göttingen

Year: 1

core programme DD MSc ED&G -Göttingen

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Georg-August University, Göttingen		60	C	EN

Programme: DD MSc ED&G – Georg-August University, Göttingen

Year: 2

core programme DD MSc ED&G -Göttingen

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc ED&G		60	C	EN

Appendix 22.9 DD MSc ED&G – Lund University, Lund (2-year)

The English-language Double Degree programme of the MSc Economic Development and Globalization (FEB) and the MSc Economic Development and Growth of the Lund University, Lund, Sweden comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc ED&G – Lund University, Lund

Year: 1

core programme DD MSc ED&G -Lund

sem	course title	code	EC	C/E	lang
1.1	Economic Development	EBM095B05	5	C	EN
1.1	Foreign Dir. Investment & Trade (MSc)	EBM086A05	5	C	EN
1.1	Globalization Debates	EBM206A05	5	C	EN
1.2	Research Seminar for ED&G	EBM846C05	5	C	EN
1.2	Trade, Environment and Growth	EBM097A05	5	C	EN
1.2	• Economic Growth in History <i>or</i>	EBM101A05	5	EG	EN
1.2	• Global Finance and Growth <i>or</i>	EBM150A05	5	EG	EN
2.2	• Inclusive Finance	EBM069B05	5	EG	EN
2.1-2	Master's Thesis ED&G	EBM868B20	20	C	EN
2.1	Country Studies	EBM093A05	5	C	EN

2.1	Economic Geography	EBM094A05	5	C	EN
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NB	<ul style="list-style-type: none"> • DD-students can only start in September. • Students choose 5 EC from the elective group (EG). • Students of The DD MSc ED&G - Lund University receive a notification on the supplement to their degree, indicating that in their master studies they have focused on the area 'Globalization, Growth and Development.
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Programme: DD MSc ED&G – Lund University, Lund

Year: 2

core programme DD MSc ED&G -Lund

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Lund University, Lund		60	C	EN

Appendix 22.10 DD MSc Finance – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc Finance (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc Finance – Fudan University, Shanghai

Year: 1

core programme DD MSc Finance - Fudan

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc Finance		60	C	EN

NB	<ul style="list-style-type: none"> • DD-students can only start in September.
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Programme: DD MSc Finance – Fudan University, Shanghai

Year: 2

core programme DD MSc Finance - Fudan

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

Appendix 22.11 DD MSc Finance – Lund University, Lund (1.5-year)

The English-language Double Degree programme of the MSc Finance (FEB) and the MSc Finance of the the Lund University, Lund, Sweden comprises 90 EC and consists of the following courses and study load:

Programme: DD MSc Finance – Lund University, Lund

Year: 1

core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1	Corporate Finance for MSc Finance	EBM008B05	5	C	EN
1.1	Portfolio Theory	EBM015B05	5	C	EN
1.1	Research Methods in Finance	EBM070A05	5	C	EN
1.2	Corporate Valuation for MSc Finance	EBM007C05	5	C	EN
1.2	Derivative Instruments	EBM068A05	5	C	EN
2.1	Banking, Insurance and Risk Management	EBM067A05	5	C	EN
2.1-2	Master's Thesis Finance	EBM866B20	20	C	EN
1.2	• Energy & Finance <i>or</i>	EBM166A05	5	EG	EN
1.2	• International Financial Reporting <i>or</i>	EBM045B05	5	EG	EN
1.2	• Responsible Finance and Investing	EBM071A05	5	EG	EN
2.1	• Institutional Investment Management <i>or</i>	EBM822A05	5	EG	EN
2.2	• Behavioural Finance & Personal Investing <i>or</i>	EBM806B05	5	EG	EN
2.2	• Corporate Governance for MSc Finance <i>or</i>	EBM811C05	5	EG	EN
2.2	• Inclusive Finance	EBM069B05	5	EG	EN

NB	<ul style="list-style-type: none"> • DD-students can only start in September. • Students choose 5 EC from the elective group (EG) semester 1 and 5 EC from the elective group (EG) semester 2.
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Programme: DD MSc Finance – Lund University, Lund

Year: 1

core programme for students from Lund

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Lund University, Lund		60	C	EN

Programme: DD MSc Finance – Lund University, Lund

Year: 2

core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2	electives at Lund University, Lund		30	C	EN

Programme: DD MSc Finance – Lund University, Lund

Year: 2

core programme for students from Lund

sem	course title	code	EC	C/E	lang
1.1	Corporate Finance for MSc Finance	EBM008B05	5	C	EN
1.1	Portfolio Theory	EBM015B05	5	C	EN
1.1	• Advanced Industrial Organization <i>or</i>	EBM826A05	5	EG	EN
1.1	• Business Ethics <i>or</i>	EBM043A05	5	EG	EN
1.1	• International Banking and Finance	EBM096A05	5	EG	EN

1.2	• Corporate Valuation for MSc Finance <i>and/or</i>	EBM007C05	5	EG	EN
1.2	• Energy & Finance <i>and/or</i>	EBM166A05	5	EG	EN
1.2	• International Financial Reporting <i>and/or</i>	EBM045B05	5	EG	EN
1.2	• Responsible Finance and Investing	EBM071A05	5	EG	EN
NB	• Students choose 5 EC from elective group (EG) semester 1.1 and 15 EC from elective group (EG) semester 1.2.				

Appendix 22.12 DD MSc Finance – UAIC of Iasi, Romania (2-year)

The English-language Double Degree programme of the MSc Finance (FEB) and the MSc Finance and Risk Management of the Alexandru Ioan Cuza University, Iasi, Romania comprises 120 EC and consists of the following courses and study load in EC:

Programme: DD MSc Finance – UAIC of Iasi, Romania

Year: 1

core programme for students from Iasi

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at UAIC, Iasi		60	C	EN

Programme: DD MSc Finance – UAIC of Iasi, Romania

Year: 2

core programme for students from Iasi

sem	course title	code	EC	C/E	lang
1.1	Corporate Finance for MSc Finance	EBM008B05	5	C	EN
1.1	Portfolio Theory	EBM015B05	5	C	EN
1.1	Research Methods in Finance	EBM070A05	5	C	EN
1.2	Corporate Valuation for MSc Finance	EBM007C05	5	C	EN
1.2	Derivative Instruments	EBM068A05	5	C	EN
1.2	Responsible Finance and Investing	EBM071A05	5	C	EN
2.1-2	Master's Thesis Finance	EBM866B20	20	C	EN
2.1	• Banking, Insurance and Risk Management <i>and/or</i>	EBM067A05	5	EG	EN
2.1	• Institutional Investment Management <i>and/or</i>	EBM822A05	5	EG	EN
2.2	• Corporate Governance for MSc Finance	EBM811C05	5	EG	EN

NB • Students choose 10 EC from the elective group (EG).

Appendix 22.13 DD MSc IB&M – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc IB&M (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc IB&M – Fudan University, Shanghai

Year: 1
core programme DD MSc IB&M - Fudan

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc IB&M		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc IB&M – Fudan University, Shanghai

Year: 2
core programme DD MSc IB&M - Fudan

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

Appendix 22.14 DD MSc IB&M – NUBS, Newcastle (1.5-year)

The English-language Double Degree programme of the MSc IB&M (FEB) and the MSc Advanced International Business Management & Marketing of the Newcastle University Business School, Newcastle, UK comprises 90 EC and consists of the following courses and study load in EC:

Programme: DD MSc IB&M – NUBS, Newcastle
Year: 1
core programme DD MSc IB&M - NUBS (start Groningen)

sem	course title	code	EC	C/E	lang
1.1	International Business Strategy (MSc)	EBM088A05	5	C	EN
1.1	Managing Cultural Differences	EBM190A05	5	C	EN
1.1-2	electives DD IB&M - NUBS (st Gron)		10	C	EN
1.2	Comparative Environmental Analysis	EBM084B05	5	C	EN
1.2	International Strategic Alliances	EBM090A05	5	C	EN
2.1-2	study at NUBS, Newcastle		30	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc IB&M – NUBS, Newcastle
Year: 1
electives DD MSc IB&M - NUBS (start Groningen)

sem	course title	code	EC	C/E	lang
1.1	Business Ethics	EBM043A05	5	E	EN
1.1	Emerging Markets (MSc)	EBM085A05	5	E	EN
1.1	Foreign Dir. Investment & Trade (MSc)	EBM086A05	5	E	EN
1.1	IT Governance	EBM048A05	5	E	EN
1.1	Organization Design (MSc)	EBM049A05	5	E	EN
1.2	Business Process Innovation and Change	EBM044A05	5	E	EN
1.2	International Corporate Finance	EBM098A05	5	E	EN
1.2	International Financial Reporting	EBM045B05	5	E	EN
1.2	Operations Management in Proc. Industry	EBM725C05	5	E	EN
1.2	Responsible Finance and Investing	EBM071A05	5	E	EN
1.2	Strategic Management of Inf. Technology	EBM051B05	5	E	EN
1.2	Trade, Environment and Growth	EBM097A05	5	E	EN

Programme: DD MSc IB&M – NUBS, Newcastle
Year: 1
core programme DD MSc IB&M - NUBS (start Newcastle)

sem	course title	code	EC	C/E	lang
1.1-2	study at NUBS, Newcastle		30	C	EN
2.1	International Business Strategy (MSc)	EBM088A05	5	C	EN
2.1	Managing Cultural Differences	EBM190A05	5	C	EN
2.1-2	elective DD MSc IB&M - NUBS (st Gron)		5	C	EN
2.2	Comparative Environmental Analysis	EBM084B05	5	C	EN
2.2	Research Seminar for IB&M	EBM718B05	5	C	EN
2.1	• Multinationals and CSR <i>or</i>	EBM197A05	5	EG	EN
2.2	• Corporate Soc.Resp. & Global Value Chain	EBM149A05	5	EG	EN

NB	• Students choose 5 EC from the elective group (EG) and 5 EC from the electives list DD MSc IB&M - NUBS.
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Programme: DD MSc IB&M – NUBS, Newcastle
Year: 1
electives DD MSc IB&M - NUBS (start Newcastle)

sem	course title	code	EC	C/E	lang
2.1	Comparative Corporate Governance	EBM083A05	5	E	EN
2.1	Country Studies	EBM093A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN
2.2	Behavioural Perspectives on Corp. Gov.	EBM023A05	5	E	EN
2.2	Franchising	EBM046A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN

2.2	International Entrepreneurship	EBM089A05	5	E	EN
2.2	Strategic Supply Chain Management	EBM039A05	5	E	EN

Programme: DD MSc IB&M – NUBS, Newcastle

Year: 2

core programme DD MSc IB&M - NUBS (start Groningen)

sem	course title	code	EC	C/E	lang
1.1-2	elective DD MSc IB&M - NUBS (st Gron)		5	C	EN
1.1-2	Master's Thesis IB&M - DD Newcastle	EBM091A25	25	C	EN

NB	If students do Master's Thesis IB&M in Newcastle they must do the 5 EC elective course in semester 1 of year 1 (instead of semester 1 of year 2).
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Programme: DD MSc IB&M – NUBS, Newcastle

Year: 2

core programme DD MSc IB&M - NUBS (start Newcastle)

sem	course title	code	EC	C/E	lang
1.1-2	elective DD MSc IB&M - NUBS (st Gron)		5	C	EN
1.1-2	Master's Thesis IB&M - DD Newcastle	EBM091A25	25	C	EN

Appendix 22.15 DD MSc IFM – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc IFM (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc IFM – Fudan University, Shanghai

Year: 1

core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc IFM		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc IFM – Fudan University, Shanghai

Year: 2

core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

Appendix 22.16 DD MSc Marketing – Fudan University, Shanghai (2-year)

The English-language Double Degree programme of the MSc Marketing, profile Marketing Intelligence or profile Marketing Management (FEB) and the MSc Economics, specialization Applied Economics of the Fudan University, School of Economics, Shanghai, China comprises 120 EC and consists of the following courses and study load:

Programme: DD MSc Marketing Intelligence– Fudan University, Shanghai
Year: 1
core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc Marketing Intelligence		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc Marketing Management– Fudan University, Shanghai
Year: 1
core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc Marketing Management		60	C	EN

NB	• DD-students can only start in September.
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Programme: DD MSc Marketing Intelligence and MSc Marketing Management – Fudan University, Shanghai
Year: 2
core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Fudan University, Shanghai		60	C	EN

Appendix 22.17 DD MSc Marketing Intelligence – Münster University MIS/ MF, Münster (2-year)

The English-language Double Degree programme of the MSc Marketing, profile Marketing Intelligence (FEB) and the MSc Business Administration (Marketing and Finance) of the Münster University School of Economics and Business, profile Marketing Information Systems (MIS) or profile Marketing Finance (MF) comprises 120 EC and consists of the following courses and study load in EC:

Programme: DD MSc Marketing, profile Marketing Intelligence – Münster University profile MIS or MF, Münster
Year: 1

core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc Marketing Intelligence		60	C	EN

NB	<ul style="list-style-type: none"> In Münster students study either variant Marketing Information Systems (MIS) or variant Marketing Finance (MF). In Groningen all students follow the same programme Marketing Intelligence. DD-students can only start in September.
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Programme: DD MSc Marketing Intelligence – Münster University profile
MIS or MF, Münster

Year: 1

core programme for students from Münster

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Münster University, Münster		60	C	EN

NB	<ul style="list-style-type: none"> In Münster students study either variant Marketing Information Systems (MIS) or variant Marketing Finance (MF). In Groningen all students follow the same programme Marketing Intelligence.
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Programme: DD MSc Marketing Intelligence – Münster University profile
MIS or MF, Münster

Year: 2

core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at Münster University, Münster		60	C	EN

Programme: DD MSc Marketing Intelligence – Münster University profile
MIS or MF, Münster

Year: 2

core programme for students from Münster

sem	course title	code	EC	C/E	lang
1.1	Data Science and Marketing Analytics	EBM165A05	5	C	EN
1.1	Strategic Marketing for MSc Marketing	EBM081B05	5	C	EN
1.1-2 + 2.1-2	electives for students from Münster		10	C	EN
1.2	Consumer Psychology	EBM074A05	5	C	EN
1.2	Digital Marketing Intelligence	EBM079B05	5	C	EN
1.2	Market Models	EBM077A05	5	C	EN
2.1-2	Master's Thesis Marketing	EBM867B20	20	C	EN
2.2	Customer Models	EBM076A05	5	C	EN

NB	<ul style="list-style-type: none"> • Students choose 10 EC from 'electives for students from Münster'. • Students can also choose 'Strategic Marketing for MSc Marketing' in semester 2.1. • Students can also choose 'Consumer Psychology' in semester 2.2.
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Programme: **DD MSc Marketing Intelligence – Münster University profile
MIS or MF, Münster**

Year: **2**
electives for students from Münster

sem	course title	code	EC	C/E	lang
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN
1.2	Brand & Product Management	EBM073A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Marketing and Consumer Well-being	EBM192A05	5	E	EN
2.1	Customer Management	EBM075A05	5	E	EN
2.1	Marketing Communication	EBM078A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN

Appendix 22.18 DD MSc Marketing Intelligence – BI, Oslo (2-year)

The English-language Double Degree programme of the MSc Marketing, profile Marketing Intelligence (FEB) and the MSc Strategic Marketing Management of the BI Norwegian Business School, Oslo, Norway comprises 120 EC and consists of the following courses and study load in EC:

Programme: **DD MSc Marketing Intelligence – BI, Oslo**

Year: **1**
core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	identical to MSc Marketing-Intelligence		60	C	EN

NB	• DD-students can only start in September.
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Programme: **DD MSc Marketing, profile Marketing Intelligence – BI, Oslo**

Year: **1**
core programme for students from Oslo

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at BI, Oslo, incl. Research Paper		64	C	EN

Programme: **DD MSc Marketing, profile Marketing Intelligence – BI, Oslo**

Year: **2**
core programme for students from FEB

sem	course title	code	EC	C/E	lang
1.1-2 + 2.1-2	study at BI, Oslo, incl. Research Paper		64	C	EN

NB	• Year 2 of the MSc Strategic Management of the BI Norwegian Business School comprises 64 EC.
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Programme: DD MSc Marketing, profile Marketing Intelligence – BI, Oslo

Year: 2

core programme for students from Oslo

sem	course title	code	EC	C/E	lang
1.1	Data Science and Marketing Analytics	EBM165A05	5	C	EN
1.1	Marketing Research Methods	EBM080A05	5	C	EN
1.1	Strategic Marketing for MSc Marketing	EBM081B05	5	C	EN
1.1-2 + 2.1-2	elective for students from Oslo		5	C	EN
1.2	Consumer Psychology	EBM074A05	5	C	EN
1.2	Digital Marketing Intelligence	EBM079B05	5	C	EN
1.2	Market Models	EBM077A05	5	C	EN
2.1-2	Master's Thesis Marketing	EBM867B20	20	C	EN
2.2	Customer Models	EBM076A05	5	C	EN

NB	<ul style="list-style-type: none"> • Students choose 5 EC from 'electives for students from Oslo', in consultation with the programme director. • Students can also choose 'Strategic Marketing for MSc Marketing' in semester 2.1. • Students can also choose 'Consumer Psychology' in semester 2.2.
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Programme: DD MSc Marketing, profile Marketing Intelligence – BI, Oslo

Year: 2

electives for students from Oslo

sem	course title	code	EC	C/E	lang
1.1	Retail & Omnichannel Marketing	EBM880B05	5	E	EN
1.2	Brand & Product Management	EBM073A05	5	E	EN
1.2	Healthcare Purchasing	EBM193A05	5	E	EN
1.2	Marketing and Consumer Well-being	EBM192A05	5	E	EN
2.1	Customer Management	EBM075A05	5	E	EN
2.1	Marketing Communication	EBM078A05	5	E	EN
2.2	B2B Marketing	EBM808B05	5	E	EN
2.2	Economics of Regulating Markets	EBM148A05	5	E	EN

Appendix 22.19 DD MSc TOM – NUBS, Newcastle (1.5-year)

The English-language Double Degree programme of the MSc TOM (FEB) and the MSc Operations and Supply Chain Management of the Newcastle University Business School, Newcastle, UK comprises 90 EC and consists of the following courses and study load in EC:

Programme: DD MSc TOM – NUBS, Newcastle

Year: 1

core programme

sem	course title	code	EC	C/E	lang
1.1-2	study at NUBS, Newcastle		30	C	EN
1.1-2 + 2.1-2	elective(s) DD MSc TOM - NUBS		10	C	EN
2.1	Asset Management	EBM024A05	5	C	EN
2.1-2	preparation Master's Thesis			C	EN
2.2	Operations Modelling and Simulation	EBM029A05	5	C	EN
2.2	Research Methods for TOM	EBM031A05	5	C	EN
2.1	• Technology-enabled Innovation <i>or</i> • Inventory Management	EBM760D05	5	EG	EN
2.2		EBM026A05	5	EG	EN

NB	<ul style="list-style-type: none"> • DD-students can only start in September. • In semester 2 all students participate in preparation Master's Thesis, offered in Groningen. • Students choose 5 EC from the elective group (EG). • Students choose 10 EC from 'elective(s) DD MSc TOM - NUBS'. They may also choose the course they have not already taken from the elective group (EG).
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Programme: DD MSc TOM – NUBS, Newcastle

Year: 1

elective(s) DD MSc TOM - NUBS, New Castle

sem	course title	code	EC	C/E	lang
2.1	Energy Transition & Innovation	EBM167A05	5	E	EN
2.1	Global Supply Chain Man & Sustainability	EBM201A05	5	E	EN
2.1	Healthcare Operations	EBM034A05	5	E	EN
2.1	Supply Chain Dynamics	EBM147A05	5	E	EN
2.2	Innovation & Entrepreneurship	EBM621A05	5	E	EN

Programme: DD MSc TOM – NUBS, Newcastle

Year: 2

core programme

sem	course title	code	EC	C/E	lang
1.1-2	Master's Thesis TOM-DD Newcastle	EBM028A30	30	C	EN

III TER PhD 2019-2020

Teaching and Examination Regulations PhD programme for PhD scholarship students 2019-2020

Section 1 General provisions

Article 1.1 Applicability of the TER

1. These Teaching and Examination Regulations apply to the PhD programme in Economics & Business hereinafter referred to as the PhD programme, and to PhD scholarship students enrolled in this programme.
2. The PhD programme is provided by the Faculty of Economics and Business of the University of Groningen, hereinafter referred to as the Faculty.
3. The University of Groningen PhD Regulations also apply to these Teaching and Examination Regulations.

Article 1.2 Definitions

The following definitions apply to these Regulations¹:

- | | | |
|----|--------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| a. | Act, WHW: | Wet op het hoger onderwijs en wetenschappelijk onderzoek (Higher Education and Research Act). |
| b. | PhD scholarship student: | a student registered at the University to follow a PhD programme with a scholarship as part of the UG PhD scholarship programme. |
| c. | University, UG: | the University of Groningen. |
| d. | Graduate School: | the school offering the PhD programme on behalf of the Faculty Economics & Business of the UG. |
| e. | Primary supervisor: | the professor appointed as primary supervisor by the PhD Board. |
| f. | PhD regulations: | the regulations applied by the University of Groningen in respect of PhD programmes. |
| g. | Special circumstances: | special family circumstances, illness, pregnancy, a physical, sensory or other performance disability of the PhD scholarship student or a circumstance related to the organization of the PhD programme that is beyond the control of the student, which has led to delay in the PhD programme. |
| h. | Admissions Board: | board that assesses whether a student may be admitted to the PhD programme on behalf of the Faculty Board. The Director of the Graduate School is a member of the Admissions Board in all cases. |
| i. | TSP: | Training and Supervision Plan for the PhD scholarship student. |
| j. | Board of Examiners: | an independent body with the duties and powers as stated in Articles 7.11, 7.12, 7.12b and 7.12c of the Act. |
| k. | Examiner: | a person appointed by the Board of Examiners to set examinations and determine their results. |
| l. | Programme Committee: | the advisory body set up to fulfil the duties referred to in Article 9.18 of the Act. |
| m. | Certificate: | the written proof that the student has passed the educational component of the PhD programme. |

¹ For the other terms, not further specified in Article 1.2, the definitions as mentioned in the WHW apply.

- n. ECTS credit (EC): international unit expressing student work load; according to the European Credit Transfer and Accumulation System, one ECTS credit point (EC) equals 28 hours of study.
- o. Faculty Board: the Board of the Faculty of Economics and Business of the University of Groningen.
- p. University Board: the Board of the University of Groningen.
- q. Hora Finita: the online registration system for PhD students at the University of Groningen. All processes relating to the PhD, from enrolment to thesis submission, are managed by this system.

Section 2 Admission and selection procedure

Article 2.1 Admission

Admission to the PhD programme as a PhD scholarship student can be granted to anyone who:

1. satisfies the conditions of Articles 2.3 and 2.4 of the PhD Regulation of the University of Groningen, with regard to the admissions procedure and requirements, and
2. successfully defends a short proposal for PhD research, in the presence of the Admissions Board, and
3. satisfies the conditions set out in Articles 2.2 and 2.3 of these regulations.

Article 2.2 Admissions procedure for the PhD programme

1. The Faculty Board will make the final decision on admission to the programme. The Faculty Board of the intended primary supervisor mandates the decision on admissions to the Admissions Board, of which the Director of the Graduate School is a member.
2. Bearing in mind the admissions procedures for the PhD programme, the intended primary supervisor also assesses the knowledge and skills of the candidate and has to agree to supervise the student.
3. The Director of the Graduate School is responsible for the application procedure.
4. Students register for the admissions procedure by submitting the following documents before the closing date:
 - a) a Curriculum Vitae
 - b) an overview of academic results achieved within the framework of a Higher Education degree
 - c) a letter outlining the prospective PhD scholarship student's motivation for selecting this particular programme, including her/his expectations and interests
 - d) a short proposal for PhD research
 - e) in the case of international students: proof of proficiency in English (e.g. IELTS test score) and upon request the results of a GMAT or GRE test
5. The Admissions Board assesses the qualifications of the candidate on the basis of the documents provided and possibly an interview and decides on behalf of the Faculty Board whether the prospective PhD scholarship student will be admitted to the PhD programme. The prospective PhD scholarship student will be informed whether he has qualified for admission no less than one month before the starting date of the programme.
6. Reasons will be provided if an application is refused. The prospective PhD scholarship student will be informed about the possibility of an appeal to the Board of Appeal for Examinations.

Article 2.3 Time of admission

1. The starting date is 1 September of each year, but exemptions can be made to be decided upon by the Admissions Board.
2. Students must register as a PhD scholarship student at the University of Groningen and pay the tuition fees due before being allowed to start the programme. In certain cases, the Board of the University can decide to reduce or waive the tuition fees.
3. The Admissions Board will decide on the application at least four weeks before the start of the programme.
4. Admission is granted on the condition that on the start date concerned the candidate has met the requirements as stated in the PhD regulations Article 2.4. Students who have not yet obtained their Master's degree or a comparable degree at the time of the selection procedure, but who would normally be expected to do so before the PhD programme begins, may be granted provisional admission. At the starting date of the PhD programme all requirements have to be met.

Section 3 Organization and content of the programme**Article 3.1 The aim of the degree programme**

1. The aim of the PhD programme is to prepare PhD scholarship students as well as possible for the writing and defence of a thesis, with due regard for the relevant provisions of the PhD Regulations. PhD scholarship students will also be prepared to fill both academic positions and positions in society for which experience with academic research is required.
2. The programme provides a framework for learning to conduct academic research and for training general and research-specific skills, so that students can fill academic positions or positions in society for which experience in conducting and publishing academic research is essential. The programme focuses on developing verbal and written skills for reporting research results, with a view to writing and defending a thesis.
3. The thesis is the end product of the programme. The PhD scholarship student must submit her/his thesis to the UG PhD Board in order to be allowed to proceed to the UG defence ceremony in accordance with the provisions of the PhD Regulations.
4. In addition to the stipulations of Article 3.1.3, the PhD scholarship student must also successfully complete the teaching component of the PhD programme of the Faculty as agreed in the TSP, including the Career Perspectives learning pathway (or part thereof).

Article 3.2 Specific learning outcomes**A Knowledge**

PhD graduates are able to:

- A.1 identify important contemporary issues in their area of specialization to develop a broad overview of the field
- A.2 explain theoretical models in economics and/or business and to link research questions to theories of economics and business
- A.3 identify and apply theories and research results in an original way to policy and scientific issues in the context of both a disciplinary and societal framework

B Skills

PhD graduates are able to:

- B.1 present scientific results for specialist and non-specialist audiences both written and orally
- B.2 communicate the underpinnings as well as the limitations of their conclusions
- B.3 write at an academic level
- B.4 conduct research in a self-directed or autonomous manner

C Independent research

PhD graduates are able to:

- C.1 indicate suitable and feasible research designs and methods of data collection in different types of research
- C.2 evaluate the adequacy, applicability and factual application of research designs and methods of data collection
- C.3 choose and apply appropriate research methodologies, methods and statistical techniques
- C.4 find and retrieve information; to document and archive data according to general scientific standards
- C.5 critically and efficiently evaluate the literature in their field of specialisation and have a realistic time management
- C.6 report research results and evaluate them critically
- C.7 develop a clearly formulated research problem that is firmly supported by the relevant literature in the field and is innovative, while building on the state of the art in a field of economics and business
- C.8 integrate theory and empirical research and to participate in the full process of research, which is reflected in a dissertation that either contains at least three publishable research papers or forms an integrated piece of research

Article 3.3 Language of instruction

The degree programme is taught in English.

Article 3.4 Student workload

1. The student workload for the degree programme is 120, 180 or 240 ECTS for a two, three or four-year PhD programme respectively. In certain cases, the Board of Examiners may agree to deviate from this rule.
2. The educational programme followed by the PhD scholarship student and described in the TSP, with a student workload of 40 ECTS, is part of the degree programme mentioned in 3.1.
3. The student workload is expressed in whole ECTS credit points.

Section 4 Final assessment of the degree programme, general provisions

Article 4.1 Board of Examiners and examiners

1. The Board of Examiners is the independent body that determines whether the individual PhD scholarship student has met the corresponding learning outcomes (as stated in article 3.1) including the 40 EC educational programme, defined in the TSP.
2. Notwithstanding the provisions of Article 4.1, the authority to award a PhD degree in line with the PhD Regulations of the University of Groningen lies with the PhD Examining Committee.
3. The Faculty Board appoints the members of the Board of Examiners on the basis of

- their expertise in the field of the programme.
4. The Board of Examiners must comprise at least one member who is a professor attached to the programme and one member who comes from outside the degree programme.
 5. Members of the Faculty Board, the Director of the Graduate School or other people who have financial responsibilities within the institution may not be appointed as members of the Board of Examiners.

Article 4.2 Thesis

To be awarded the title of 'Doctor', PhD scholarship students must write a thesis in line with the provisions of Chapter 4 of the PhD Regulations of the University of Groningen.

Article 4.3 Educational programme

Students who successfully complete the educational programme taught by the Graduate School Economics & Business, as arranged in the TSP, will be awarded a certificate signed by the Board of Examiners and the Director of the Graduate School in line with the provisions of Article 7.11 of the WHW.

Article 4.4 Degree and certificate

PhD scholarship students who successfully defend their thesis will be awarded a PhD degree in line with the provisions of Article 7.18 of the WHW. The PhD certificate will record the degree awarded.

Article 4.5 Honours ('judicium')

A PhD can be awarded with honours ('cum laude') if the student satisfies the requirements laid down in Chapter 9 of the PhD Regulations of the University of Groningen.

Article 4.6 Academic integrity

1. Students must comply with the integrity codes for academic research, as stipulated in the Netherlands Code of Conduct for Academic Practice and the University's own Regulations for the Protection of Academic Integrity.
2. If a student commits fraud, the Board of Examiners can declare the educational component concerned invalid or take other measures.
3. In the event of serious fraud, the Board of Examiners may advise the Board of the University to terminate the PhD scholarship student's registration definitively and withdraw her/his right to a PhD from the University of Groningen.

Section 5 Study progress supervision

Article 5.1 Study progress administration

The Graduate School, mandated in this by the Faculty Board, registers the individual study results of PhD scholarship students in Hora Finita.

Article 5.2 Study progress supervision

1. The Graduate School, mandated in this by the Faculty Board, is responsible for the introduction and monitoring study progress of PhD scholarship students registered

for the degree programme, also regarding potential study options within and outside the degree programme.

Section 6 Dispute settlement procedure

Article 6.1 Disputes

The current complaints and disputes regulations of the University of Groningen will apply to all complaints and disputes concerning admission and other decisions. See <http://www.rug.nl/education/laws-regulations-complaints/>.

Section 7 Transitional and Final Provisions

Article 7.1 Amendments

1. Any amendments to these Teaching and Examination Regulations will, after due consultation with and, if necessary, upon the approval of the Programme Committee and the Faculty Council be confirmed by the Faculty Board in a separate decree.
2. Any amendments to these Teaching and Examination Regulations will not apply to the he current academic year, unless it may be reasonably assumed that the amendment in question will not harm the interests of PhD scholarship students.
3. In addition, an amendment may not disadvantage PhD scholarship students with regard to: approval granted in respect of Article 2.1 and Article 2.2 and/or any other decision taken within the meaning of these Teaching and Examination Regulations concerning an individual PhD scholarship student.

Article 7.2 Publication

1. The Faculty Board will duly publish these Teaching and Examination Regulations, any rules and guidelines concerning admission to the PhD programme, and any amendments to these documents.
2. These Teaching and Examination Regulations are only available in the English language and therefore not published in the Dutch language.

Article 7.3 Date of commencement

These Teaching and Examination Regulations shall take effect on 1 September 2019.
Approved by the Programme Committee 16 May 2019.
As decreed by the Faculty Board on 2 July 2019.

IV Student Charter

The Student Charter provides an overview of the rights and obligations of both students and the university. The Student Charter is based on national legislation and regulations, (in particular the Higher Education and Research Act (WHW), supplemented by regulations that are specific to the University of Groningen. The Student Charter is divided into two sections. The main section describes the rights and obligations that apply to the university as a whole. The rest describes the rights and obligations that apply to specific degree programmes and which differ from one programme to another, as well as from one faculty to another.

The complete Student Charter can be found at: <https://www.rug.nl/about-us/organization/rules-and-regulations/onderwijs/studentenstatuut/>

