

UNIVERSITY OF TWENTE.

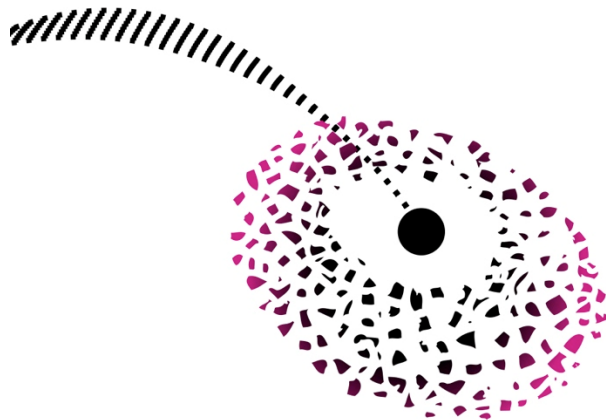
MSC BUSINESS ADMINISTRATION
INTRODUCTION LECTURE

FEBRUARI 1, 2016

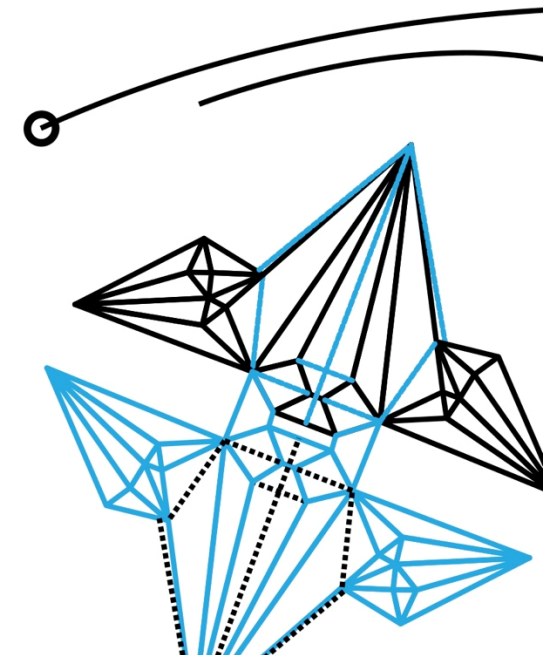
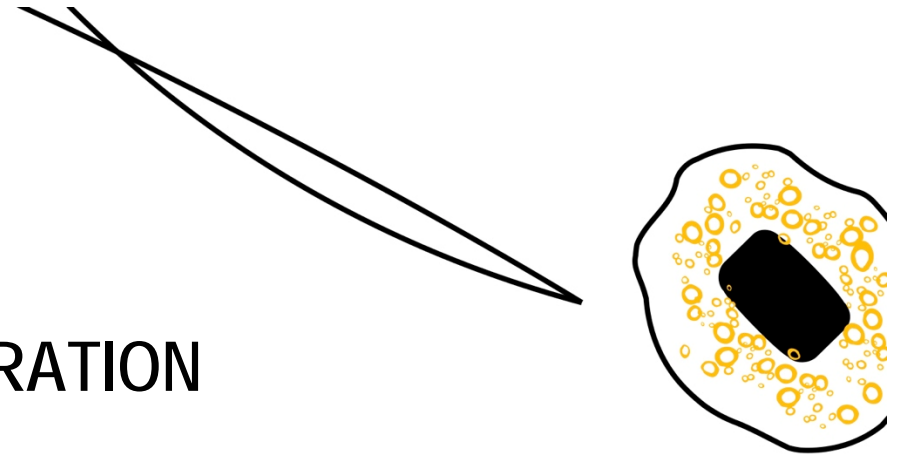
PROF. DR. IR PETRA DE WEERD-NEDERHOF

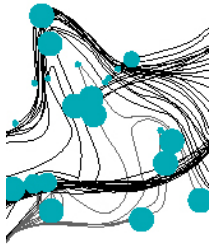
DR. IR. ANDRÉ VEENENDAAL

CHARLOTTE RÖRING



www.utwente.nl/ba





WELCOME



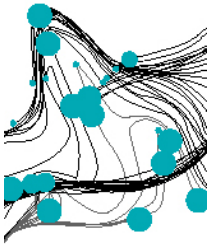
Agenda:

Introduction to master programme

Changes per september 2016

16.30: Specialise! Profiles and Tracks

UNIVERSITY OF TWENTE.



MEET THE PROGRAMME TEAM

WWW.UTWENTE.NL/BA/ORGANIZATION/STAFF-MASTER/



Programme director
Prof. dr. ir. Petra de Weerd-Nederhof
RA2244

Programme coordinator
dr. ir. André Veenendaal
RA3117



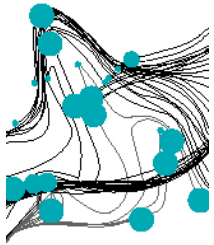
Administration/ BOZ
Uzi Wandt
RA3262

Study advisor
Charlotte Röring
RA3270



HTHT MSc BA@UT Fields: Meet the Pro(f)s (16.30)

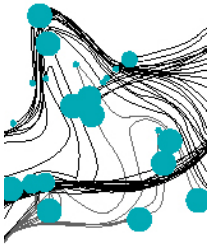




INTENDED LEARNING OUTCOMES HIERARCHY

| | | | | | | | | | | | | |
|-----------------------------------|---|--|--|--|--|---|---|--|---|---|--|--|
| University /school aim (A) | <p>The University of Twente aims to produce outstanding graduates who excel by combining expertise from a range of fields as they design solutions that meet the demands of the future. A future defined by ambition, innovation and entrepreneurship. The UT alumni are well-rounded individuals with a thorough knowledge of their discipline. They are uniquely capable of taking a smart and relevant approach to applying their expertise. This approach is informed by their keen awareness of the interdependence between technology, the individual and society, this is reflected by the UT slogan 'High Tech Human Touch'. The core values of the University of Twente (UT) is what makes the UT unique: focused on society, driven by synergy, entrepreneurial, and international. The UT seeks to develop a wide range of personal skills in the three areas of researching, designing and organizing.</p> <p>The school of Behavioural, Management & Social Sciences (BMS) is embedded in UT's high tech environment, which provides ample opportunities for smart innovations. BMS graduates are educated on the interface between the technological and the social domain. The research focus is on how technology interacts with people and society. The school of BMS thus brings the human touch in the 'High Tech Human Touch'. The school has a strong basis of disciplinary knowledge from the behavioural management and social sciences domains and collaborates in multidisciplinary teams in research and education, within and across the school. Where social science researchers at other universities often stop after having described the social challenges and analysed them to provide an explanation of the phenomena at hand, at the University of Twente we take two additional steps:</p> <ol style="list-style-type: none"> 1. We seek to design a solution (intervention) that may help to solve the problem identified, and 2. We seek out how best to implement these interventions, and we evaluate the success or failure of the intervention. <p>Source: University of Twente Vision 2020/Tech4people</p> | | | | | | | | | | | |
| Overall programme aim (B) | <p>The graduate of the MSc Business Administration programme at the University of Twente is an entrepreneurial, academically trained and globally oriented middle(-level) management specialist, competent in independently conducting multidisciplinary research, designing complex innovative business solutions and organizing management and change processes in high tech human touch contexts. He/she is specialised content wise in one or a combination of the HTHT Twente fields: Human Resource Management, Financial Management, Change Management, Innovation and Technology Management, Innovative Entrepreneurship, Marketing and Strategy, Business Information Management, Purchasing and Supply Management.</p> | | | | | | | | | | | |
| Programme specific (C) | <p>1. The UT MSc BA graduate is competent in <i>business research</i>, as he/she is able to deal with research issues based on an analytical and conceptual approach to contribute to the existing body of knowledge and to create new knowledge in HTHT business contexts. The graduate is / has:</p> | | | | <p>2. The UT MSc BA graduate is competent in <i>business design</i>, as he/she is able to independently apply an iterative design cycle to create/generate innovative/research based solutions to business problems and challenges in HTHT business contexts. The graduate is / has:</p> | | | | <p>3. The UT MSc BA graduate is competent in organizing, managing and taking a leading role in change processes in global HTHT business contexts, using (inter-) cultural entrepreneurial business skills. The graduate is/has:</p> | | | |
| Programme specific ILO | <p>1.1 able to develop relevant interdisciplinary research questions and formulate problem statements</p> | <p>1.2 able to critically reflect on business models and theories to build a clear theoretical framework and fitting research design</p> | <p>1.3 able to analyse qualitative and quantitative data and interpret findings related to the research question/problem statement</p> | <p>1.4 able to draw and discuss conclusions and to formulate recommendations for future research</p> | <p>2.1 able to relate academic insights/theories to people, business and societal and identify criteria and constraints</p> | <p>2.2 able to combine theoretical and practical insights to design and develop solutions/interventions</p> | <p>2.3 able to implement business solutions/intervene</p> | <p>2.4 able to critically evaluate alternative solutions/interventions</p> | <p>3.1 able to organize and manage through the use of communication skills, project management skills, and an entrepreneurial attitude.</p> | <p>3.2 able to potentially lead and manage change processes, by using consultancy skills; to create added-value for practice out of scientific knowledge.</p> | <p>3.3 able to reflect on both the process and the content, also on the ethical aspects, and use this as input for decision making and professional development. Furthermore has organizational and cross-cultural sensitivity: is able to recognize the impact and consequence of decisions and actions within an organization and across cultures.</p> | |
| <p>Research</p> | | | | <p>Design</p> | | | | <p>Organize</p> | | | | |



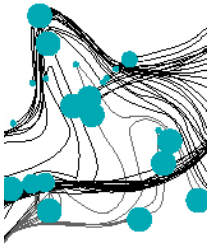


OVERALL PROGRAMME AIM



The graduate of the **MSc Business Administration programme** at the University of Twente is an entrepreneurial, academically trained and globally oriented middle(-level) management specialist, competent in independently conducting multidisciplinary research, designing complex innovative business solutions and organizing management and change processes in high tech human touch contexts.

He/she is specialised content wise in one or a combination of the HTHT Twente fields: Human Resource Management, Financial Management, Change Management, Innovation and Technology Management, Innovative Entrepreneurship, Marketing and Strategy, Business Information Management, Purchasing and Supply Management.



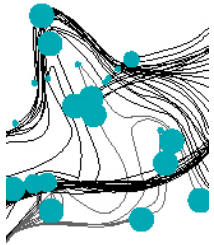
PROGRAMME SPECIFIC RESEARCH



1. The UT MSc BA graduate is competent in *business research*, as he/she is able to deal with research issues based on an analytical and conceptual approach to contribute to the existing body of knowledge and to create new knowledge in HTHT business contexts.

The graduate is / has:

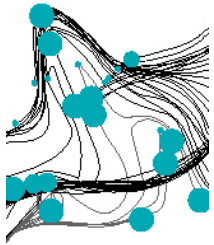
| | | | |
|--|---|---|---|
| 1.1 able to develop relevant interdisciplinary research questions and formulate problem statements | 1.2 able to critically reflect on business models and theories to build a clear theoretical framework and fitting research design | 1.3 able to analyse qualitative and quantitative data and interpret findings related to the research question/problem statement | 1.4 able to draw and discuss conclusions and to formulate recommendations for future research |
|--|---|---|---|



PROGRAMME SPECIFIC DESIGN



| | | | |
|---|---|---|--|
| 2. The UT MSc BA graduate is competent in <i>business design</i> , as he/she is able to independently apply an iterative design cycle to create/generate innovative/research based solutions to business problems and challenges in HTHT business contexts. | | | |
| 2.1 able to relate academic insights/theories to people, business and societal and identify criteria and constraints | 2.2 able to combine theoretical and practical insights to design and develop solutions/interventions | 2.3 able to implement business solutions / interventions | 2.4 able to critically evaluate alternative solutions/interventions |



PROGRAMME SPECIFIC ORGANIZE

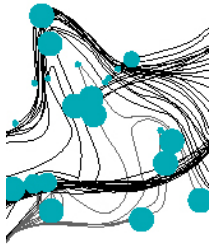


3. The UT MSc BA graduate is competent in organizing, managing and taking a leading role in change processes in global HTHT business contexts, using (inter-) cultural entrepreneurial business skills. The graduate is/has:

3.1 able to **organize** and **manage** through the use of communication skills, project management skills, and an entrepreneurial attitude.

3.2 able to potentially lead and manage change processes, by using **consultancy skills**; to create added-value for practice out of

3.3 able to **reflect** on both the process and the content, also on the **ethical aspects**, and use this as input for decision making and professional development.



PLANNING IS EVERYTHING

MSC BUSINESS ADMINISTRATION

Fill in 'Individual Learning Agreement' (ILA):

www.utwente.nl/ba/master/studyprogramme/form/



Q3 Core course(s) plus Elective(s)

Q4 Business Research & Thesis part I

Q1 Core course(s) plus Elective(s)

Q2 Master Thesis part II (external)

Feb 2016: 8 profiles

Sep 2016: 5 tracks

(By combining research profiles)

STUDY PROGRAMME (2015-2016)

This site presents the study programme for 2015-2016. This is a draft until the dean of the faculty of BMS formally checks the 'Teaching and Examination Regulations 2015-2016' prior knowledge for the courses stated below.

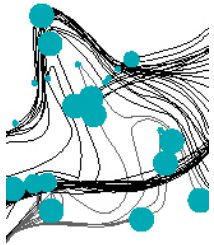
| September 2015 | | | |
|---|---|-----------|--|
| Alternative(s) allowed (to strengthen profile or for flexible planning) | | | |
| 201000087 | Entrepreneurial Finance (Q3) | | |
| 201500083 | Change Management and Consultancy (Q1) | | |
| Q2 | | | |
| 201500082 | Business Research | 5 | |
| 201500101 | Master's thesis BA (part 1) | 10 | |
| Q3 | | | |
| 201300075 | MOOT1 (Management, Organization, Operations, Technology & Innovation) | 5 | |
| 201200010 | Global Strategy & Marketing | 5 | 201500092 Strategic HR Analytics (Q1), or 201500091 Purchasing Strategy & Systems (Q1) |
| | Elective | 5 | |
| Q4 | | | |
| 201500102 | Master's thesis BA (part 2) | 15 | |
| Total EC | | 60 | |

| B: Curriculum MSc in Business Administration, start February 2016 | | | |
|---|---|----|--|
| Course code | Course name | EC | Alternative(s) allowed (to strengthen profile or for flexible planning) |
| Q3 | | | |
| 201300075 | MOOT1 (Management, Organization, Operations, Technology & Innovation) | 5 | |
| | | | 201500092 Strategic HR Analytics (Q1), or 201500091 Purchasing Strategy & Systems (Q1) |
| Q1 '16-'17 | | | |
| 201200008 | Accounting & Financial Management | 5 | 201000087 Entrepreneurial Finance (Q3) |

www.utwente.nl/ba/master/studyprogramme/study-programmeMScBA20152016/

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| Questions about | Ask today (or later) |
|---------------------|--|
| Electives | Profile representatives |
| Programme structure | Programme coordinator or Study advisor |

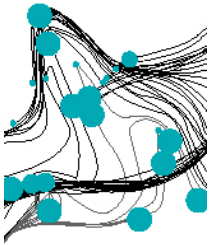


PROGRAMME FOR STUDENTS STARTING FEBRUARY 2016

| B: Curriculum MSc in Business Administration, start February 2016 | | | |
|--|---|-----------|--|
| Course code | Course name | EC | Alternative(s) allowed (to strengthen profile or for flexible planning) |
| Q3 | | | |
| 201300075 | MOOTI (Management, Organization, Operations, Technology & Innovation) | 5 | |
| 201200010 | Global Strategy & Marketing | 5 | 201500092 Strategic HR Analytics (Q1), or 201500091 Purchasing Strategy & Systems (Q1) |
| | <i>Elective</i> | 5 | |
| Q4 | | | |
| 201500082 | Business Research | 5 | |
| 201500101 | Master's thesis BA (part 1) | 10 | |
| Q1 '16-/17 | | | |
| 201200008 | Accounting & Financial Management | 5 | 201000087 Entrepreneurial Finance (Q3) |
| 201500086 | Global Talent Management | 5 | 201500083 Change Management and Consultancy (Q1) |
| | <i>Elective</i> | 5 | |
| Q2 '16-/17 | | | |
| 201500102 | Master's thesis BA (part 2) | 15 | |
| Total EC | | 60 | |

FOR FEBRUARY 2016 INTAKE: Please check for electives 2016-2017 in draft study programme 2016-2017 www.utwente.nl/ba/master/studyprogramme/mscba20162017draft/.





Q4: BUSINESS RESEARCH & MASTER THESIS PART !

PLANNING IS EVERYTHING! START EARLY – TODAY!

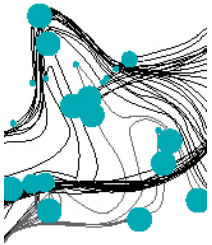


- Business Research Bootcamp: 18/4 -19/5
- Group assignment and resit end of June
- 6 weeks Master Thesis Part I – may already be spent in company

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| <i>New type of master design</i> | | | |
|---|---|----------------------------------|-------------------------------|
| Quarter 1 | Quarter 2 | Quarter 3 | Quarter 4 |
| University Courses 1/2 | | University Courses 2/2 | |
| | Boot camp & Practice Thesis 1/2 | | Practice Thesis 2/2 |

- MSc students follow courses in the first quarter, then run a 4 week intensive 'boot camp' on Business Research after which they start working on their thesis (e.g. in a firm), return to university for another quarter of classes and then finalise their thesis



DOUBLE DIPLOMA'S – WHAT TO DO, WHEN TO GO

FOR STUDENTS STARTING IN FEBRUARY INDIVIDUAL ARRANGEMENTS NEED TO BE MADE



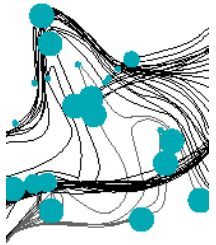
1. Innovation Management & Entrepreneurship – TUBerlin, Germany

- Winter Semester: mid October 2016
- Summer Semester: mid April 2017
 - For individual questions, ask programme director
- Recommended courses in Q3: **Entrepreneurial Finance and Entrepreneurial Leadership** (*profiles Innovative Entrepreneurship and Innovation & Technology Management, also Marketing & Strategy*)

2. Supply Management: - Lappeenranta University of Technology (Finland).

- To Lappeenranta: January 2016
- For individual questions, ask coordinator Niels Pulles

*For other possibilities, e.g. Stavanger, Norway (Financial Management),
Turku, Finland (B-B Marketing) – keep an eye on announcements! Also 1*



PREPARATION FOR LABOUR MARKET

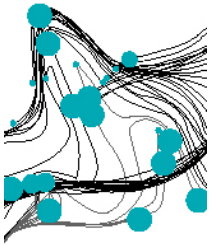


Introducing 5 new
alumni-videos EIS:
<https://vimeo.com/153244608>



- Specialisation: Make choices (profile, ILO, courses, workshops, options per profile, Business Research, Master Thesis)
- Use all possible options: study association Stress, teachers and staff, alumni, your own network...
- And: the new Business Skills workshop by Isabella Hatak and Michel Ehrenhard

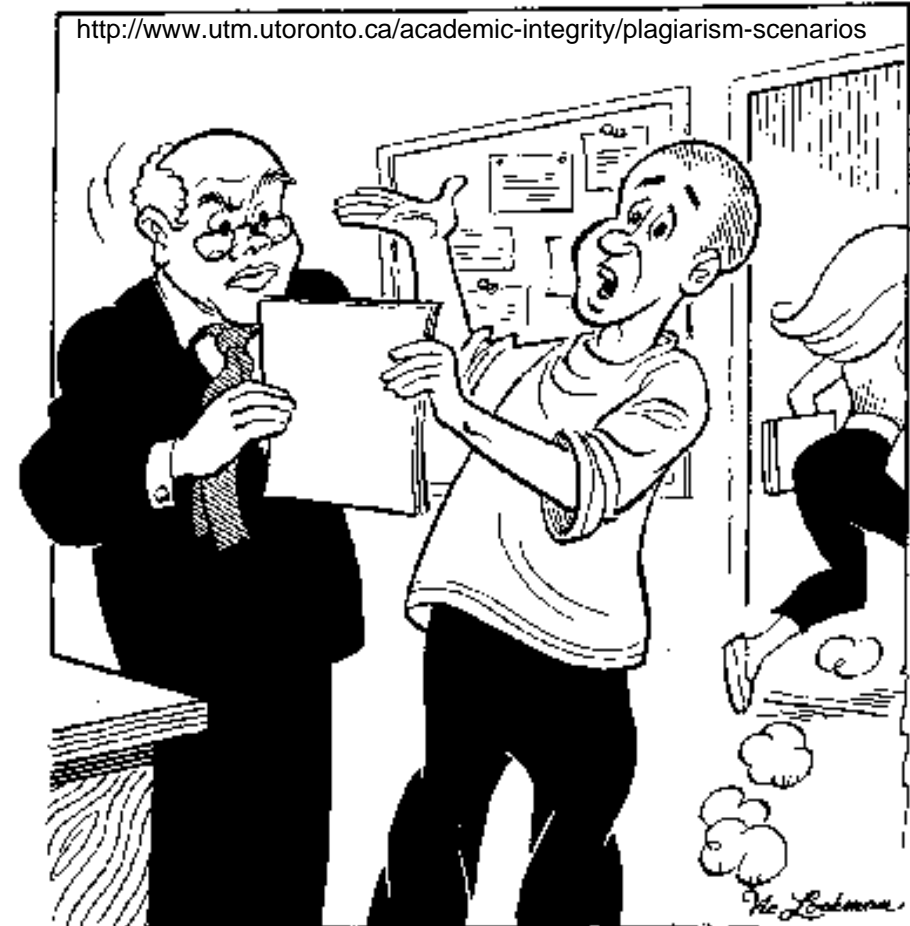




ACADEMIC INTEGRITY AND ETHICS

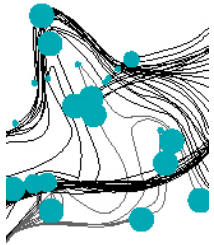
- Cooperation and dividing tasks
- For later concern: self-plagiarism is also plagiarism
- Questions: contact teacher, supervisor, study advisor, peers, etc.
- UT Code of Conduct:
<https://www.utwente.nl/hr/en/terms-of-employment/cao-regulations-codes-conduct/codes-conduct/>

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"Plagiarism?" But my roommate gave me permission to use his paper and said I didn't have to cite him."





CHECK YOUR STUDENT MAIL @STUDENT.UTWENTE.NL

HOME > BUSINESS > BUSINESS TIPS > 5 EMAIL DO'S AND DONT'S THAT CAN MAKE OR BREAK RELATIONSHIPS

5 EMAIL DO'S AND DONT'S THAT CAN MAKE OR BREAK RELATIONSHIPS

April 21, 2014 / Written by: IBT Girls

Source: <http://www.inspiredbythis.com/business/email-etiquette-tips/>



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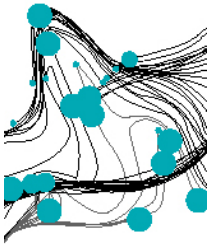


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CIRCUMSTANCES? CONTACT STUDY ADVISOR ASAP

[HTTP://WWW.UTWENTE.NL/CES/STUDENTENBEGELEIDING/EN/REGULATIONS/CHARTER/CHARTER_PFD/CHARTER.PDF](http://www.utwente.nl/ces/studentenbegeleiding/en/regulations/charter/charter_pfd/charter.pdf)



Charlotte Röring

c.g.m.roring@utwente.nl

- As soon as circumstances arise: contact study advisor
- You are responsible: make sure it is not too little, too late...

Master's programmes

Programmes culminating in a MSc. degree run for one, two, or, occasionally, three years. These programmes provide more in-depth and specialised knowledge and education within a specific discipline.

Master's programmes are concluded with a final examination. Students passing the examination are awarded a master's diploma, the accompanying diploma supplement, and, if and when applicable, a note conferring a honour or distinction and/or full teaching qualifications, by the examination board. These students are granted the title of Master of Science (MSc.). All programmes start on 1 September of any given year. It is possible to enter as per 1 February of the following year, but prospective students will have to consult with their study adviser to determine whether following the programme is still feasible.

The Geo-Information Science and Earth Observation master's programme is a higher professional education programme and runs for one year (twelve months).

As of 1 September 2012, students are to have completed their required previous education in full before being allowed to follow the master's programme. For students not yet having obtained their bachelor's diploma, this has the following effect:

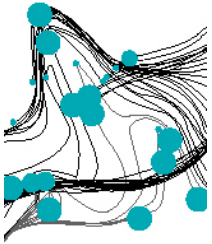
- The credits obtained for master's programme courses completed prior to 1 September 2012 may, at the student's request, be transferred to the master's programme upon their completion of their bachelor's education.
- Should the programme's Education and Examination Regulations so permit, submarks valid for more than one year will be processed in the same way as the credits obtained for master's programme courses completed prior to 1 September 2012.
- Should a student be required to complete a master's programme course as part of their bachelor's programme's set of examination courses¹, or should they wish to do so, such requires the permission of the examination committee.

Exceptions will be made only in exceptional and distressing circumstances, as determined by the hardship clause of the master's programme's Education and Examination Regulations. These

Regulations are published on the programme's website.

For practical information on the Bachelor-before-Master rule, refer to:

<http://www.utwente.nl/ces/studentenbegeleiding/en/regulations/bsa/>



TEACHING AND EXAM REGULATIONS

WWW.UTWENTE.NL/BMS/EXAMBOARD/GENERAL/REGULATIONS/



- Student Charter (UT)
- General part (Faculty)
- Programme specific part (Business Administration)

Programme-specific appendix to the TER 2015-2016

for the Master of Science programme

Business Administration

1. Structure and content of the programme

- Composition of the programme (including the content of the programme, the content of the specializations, and the content of practical exercises)
- Study load of the programme and of each of the units of study making up the programme
- Other programme-specific characteristics (including the nature of the programme and the organization of the programme)
- Honours programmes

2. Aims and final attainment targets

- Aims of the programme
- Final attainment targets of the programme

3. Examination and exams

- Examination
- Exam formats and the number and sequence of exams and practical exercises
- Required sequence of exams / Prerequisites

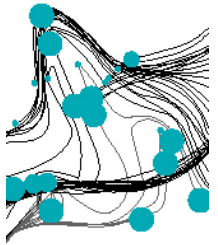
4. General information

- Admission to the programme
- Language of teaching and exams
- International cooperation and agreements
- Elective options and their related requirements
- Programme committee (OLC)
- Examination Board

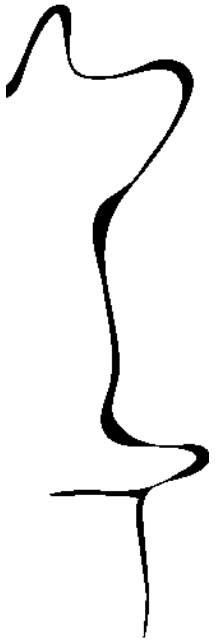
5. Transitional arrangements

6. Additional subjects

- Graduation with distinction
- Special regulation on the Master's thesis



QUALITY ASSURANCE OF EDUCATION



Evaluation of courses

Evaluation of programme

We need your feedback!



* Transition rule: AFM and GTM will be again in Q1.
< 5 EC: to new programme

HTHT MSC BA@UT FIELDS : SPECIALISE!

Feb 2016: profiles (free choice of electives)



Sep 2016: specialization tracks*

Innovative Entrepreneurship
Innovation & Technology Management



Human Resource Management

Marketing & Strategy

Business Information Management



Purchasing & Supply Management

Financial Management

Change Management

Entrepreneurship,
Innovation and Strategy

Human Resource Management

Strategic Marketing and
Business Information

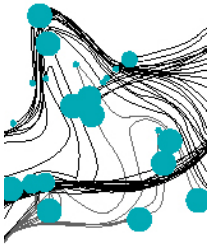
Purchasing & Supply Management

Financial Management

Strengthen your
profile with Change
Management

HTHT MSc BA@UT Fields: Meet the Pro(f)s





INNOVATIVE ENTREPRENEURSHIP

More info: www.utwente.nl/nikos



- MAKING THE WORLD MORE ENTREPRENEURIAL
- Creating and applying new scientific knowledge on **innovation** and **entrepreneurship**, used to develop methods that support firms, governments, and universities
- Disseminate knowledge and methods through publications, teaching, business development and consulting to increase entrepreneurial performance and economic development



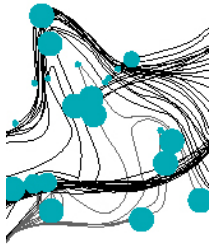
Electives

- Entrepreneurial Leadership (Q3)
- Entrepreneurial Finance (Q3)
- International High Tech Entrepreneurship & Strategy (Q1)

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Dr Michel Ehrenhard





HUMAN RESOURCE MANAGEMENT

More info: www.utwente.nl/bms/hrm/ (also on facebook)



We are dedicated to cutting-edge research and teaching in **HRM** with a particular emphasis on **the High Tech Human Talent**, in search for developing partnership between HRM faculty members, bachelor and master students, and HR executives in research and teaching.

Electives

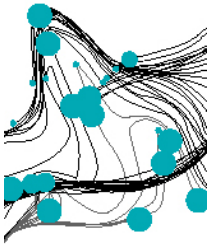
- HRM and Innovation (Q3)
- HR Design and Technology (Q3)
- Global Talent Management (Q1)
- Strategic HR Analytics (Q1)

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Prof. dr. Tanya Bondarouk





PURCHASING & SUPPLY MANAGEMENT

More info: www.utwente.nl/bms/tms/

- Learning to understand supply markets
- Creating value with suppliers
- Preparing for a global job



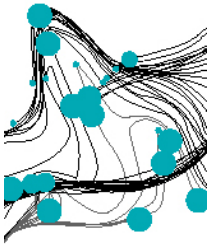
Electives

- Global Sourcing and Organization (Q3)
- Public Procurement (Q3)
- Purchasing Strategy & Systems (Q1)

Prof. dr. Jan Telgen

Dr. Niels Pulles





INNOVATION & TECHNOLOGY MANAGEMENT

More info: www.utwente.nl/bms/tms/

Innovation & Technology Management in Twente focuses on the organization of innovation in established HTHT firms, addressing team work, network dynamics, 'open innovation' and industry characteristics related to technology innovation performance.



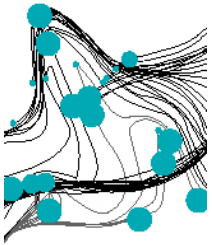
Courses & Electives

- Management, Organisation & Operations of Technology & Innovation (Q3)
- IT-based Knowledge Management for Business Innovation (Q3)
- Management and Governance of Innovation & Creativity (Q1)

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Dr. Erwin Hofman





BUSINESS INFORMATION MANAGEMENT

More info: www.utwente.nl/bms/iebis/education/programmes/bim-folder-august-2015-short-v2/

BIM benefits from Twente's focus on Information Technology and Business

- A booming **global job market**
- An extensive **network** of world class companies, start-ups and consultancy firms
- Learn how to manage **large change projects**
- Participate in our **research projects** with frontrunners in the industry
- Member of ERCIS – European Network of Research in Information Systems

Dr. Fons Wijnhoven

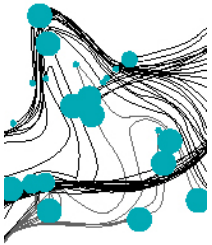


Electives

- IT-based Knowledge Management for Business Innovation (Q3)
- E-Strategizing (Q1)

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FINANCIAL MANAGEMENT

More info: www.utwente.nl/bms/fa/

Wherever in the world you go, live or work, the UT Finance group will inspire you to get the required professional exposure to achieve the highest level of excellence and success.

Courses & Electives

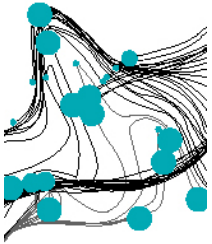
- Entrepreneurial Finance (Q3)
- Risk Management (Q3)
- Corporate Finance (Q1)
- Accounting & Financial Management (Q1)

UNIVERSITY OF TWENTE.



Prof. dr. Rez Kabir





MARKETING & STRATEGY

More info: www.utwente.nl/nikos

Marketing & Strategic Management are disciplines focused on understanding, creating and delivering value to customers, businesses, markets and communities.



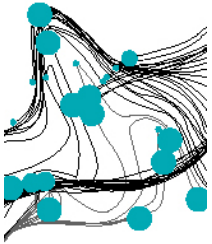
Courses & Electives

- Global Strategy & Marketing (Q3)
- Advanced topics in Digital Marketing (Q3)
- B-B Marketing (Q1)



Dr. Efthymios Constantinides





CHANGE MANAGEMENT

More info: www.utwente.nl/bms/cmob/

We **carry out applied and fundamental research** on effective behaviors and interactions of team members, leaders and consultants

- Effective Change Management Practices/Interventions
- Various Approaches to Consulting & Coaching
- What Makes a Team Effective?
- Behaviors of Effective Leaders and Followers

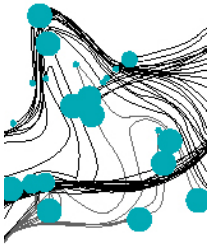
Electives

- Implementation of IT in Organizations (Q3)
- Change Management & Consulting (Q1)

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Prof. dr. Celeste Wilderom





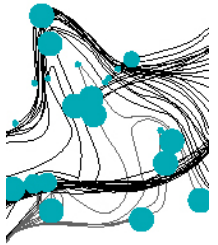
MORE INFO PER PROFILE: SUMMARY



- HRM: www.utwente.nl/bms/hrm/ (also on facebook)
- BIM: www.utwente.nl/bms/iebis/education/programmes/bim-folder-august-2015-short-v2/
- Marketing & Strategy: www.utwente.nl/nikos
- Innovation & Technology Management: www.utwente.nl/bms/tms/
- Innovative Entrepreneurship: www.utwente.nl/nikos
- Financial Management: www.utwente.nl/bms/fa/
- Purchasing and Supply Management: www.utwente.nl/bms/tms/
- Change Management: www.utwente.nl/bms/cmob/

See also OSIRIS; www.utwente.nl/ba/master/news; and site for prospective students www.utwente.nl/en/education/master/programmes/business-administration/profiles/





WORK HARD, HAVE FUN AND ...

