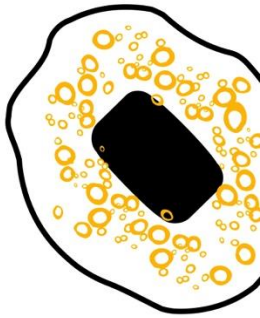
UNIVERSITY OF TWENTE.



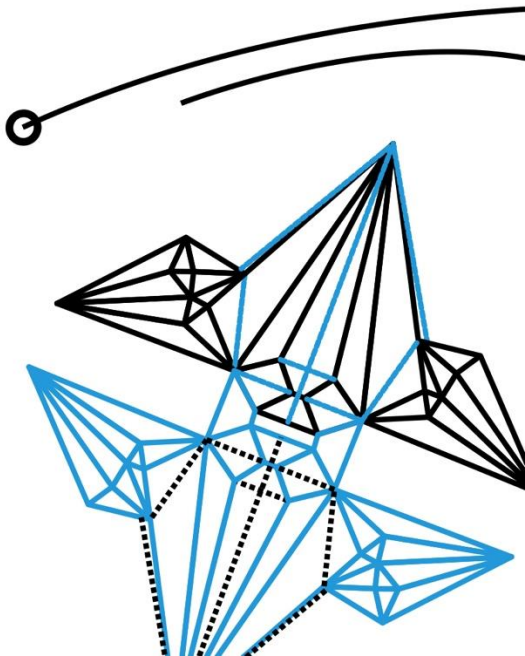
MSC BUSINESS ADMINISTRATION

INTRODUCTION LECTURE

SEPTEMBER 3, 2015

PROF. DR. IR PETRA DE WEERD-NEDERHOF AND DR. IR. ANDRÉ VEENENDAAL

www.utwente.nl/ba



WELCOME

Our apologies for our miscommunication on Monday

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
RA3268

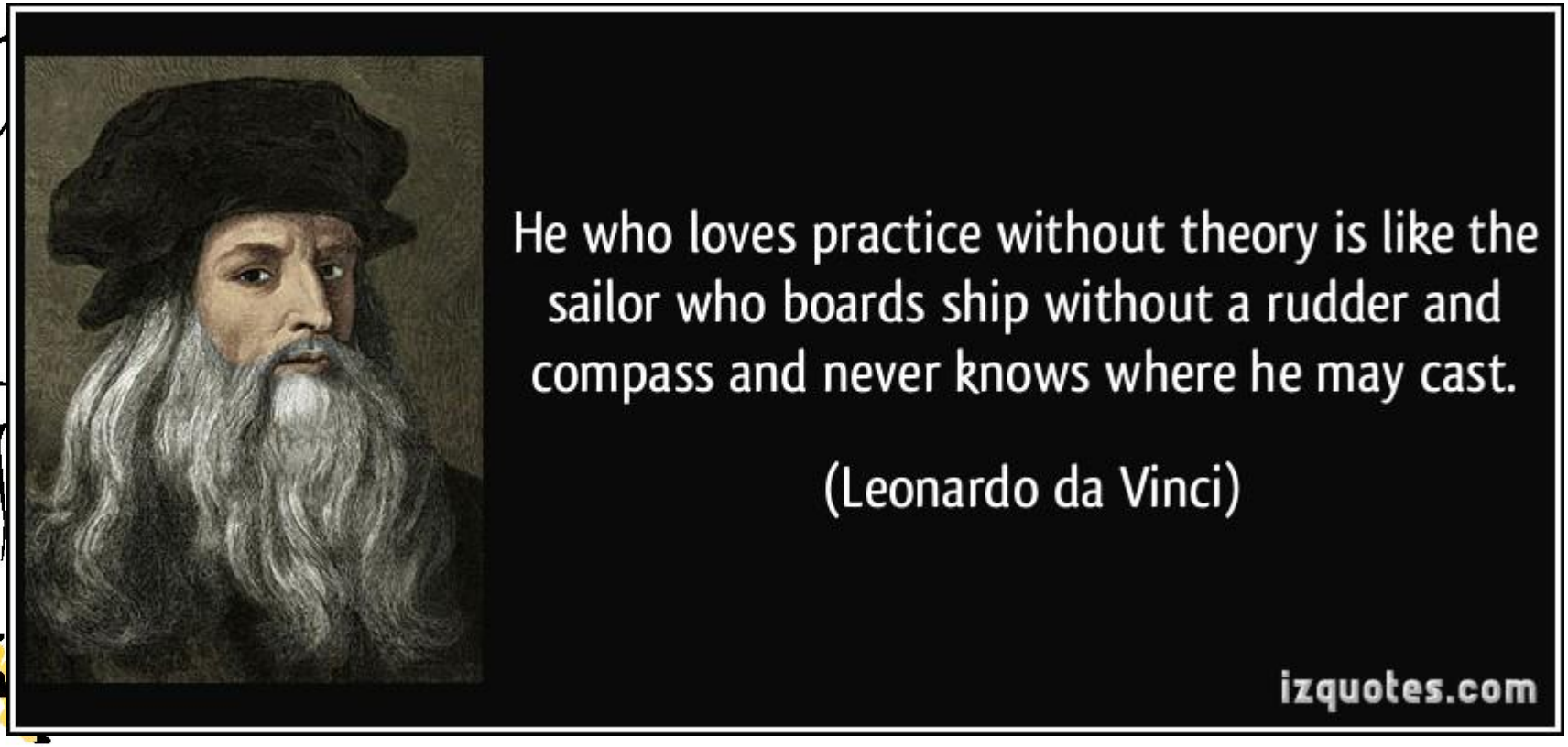
AIM OF PREMASTER

"Preparing and qualifying students for master of science programme in Business Administration (University of Twente)"

Business Administration

Academic and Research skills

THEORY AND PRACTICE



SCIENCE AND THEORY

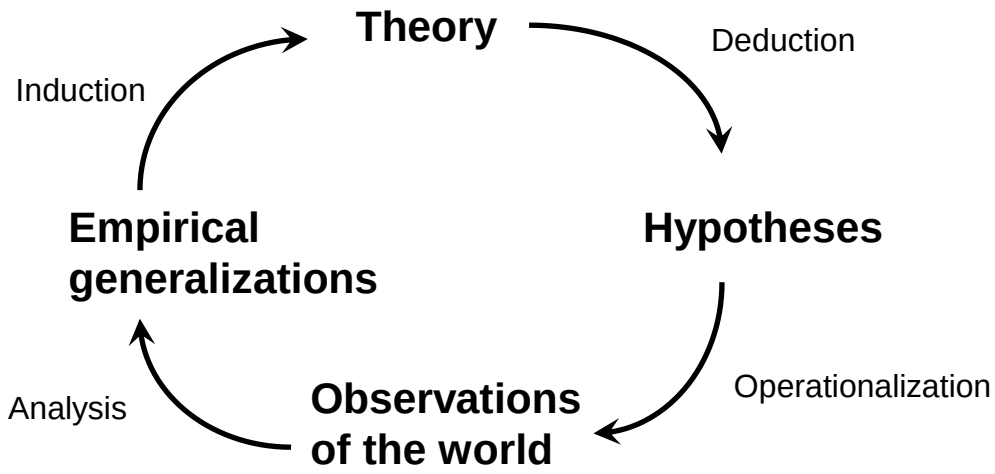
"The object of science is to move beyond observation, beyond the development of measures to record observations, and beyond the study of the associations between recorded variables to the task of putting together explanations for associations – in short, to build theories.

A *theory* is a proposed explanation for a set of coordinated occurrences, or relationships" (Baker, 1999: p. 50)

Baker, T.L. (1999). *Doing Social Research*. McGraw-Hill, Singapore.

ACADEMIC SKILLS (BACKGROUND) (1)

RELATIONSHIP BETWEEN THEORY AND 'REALITY'



EXAMPLE

(Perrolle, 1987)

ACADEMIC SKILLS (BACKGROUND) (2)

(Stahl & Caligiuri, 2005)

Variable	*M*	*SD*	1	2	3	4	5	6	7	8	9
1. Cultural distance[a]			—								
2. Position level[a]			.04	—							
3. Time in host country	5.61	5.86	.11	.31**	—						
4. No. of problem events	8.32	3.61	.22*	−.06	−.21*	—					
5. % of problem-focused coping strategies	47	0.13	−.19*	.19*	.28**	−.22*	—				
6. Work adjustment	3.27	0.77	−.05	.40**	.17	−.26**	.34**	—			
7. Interaction adjustment	1.98	1.44	−.46**	−.20*	.31**	−.44**	.45**	.22*	—		
8. General adjustment	2.76	0.97	−.40**	−.04	.26**	−.36**	.56**	.35**	.77***	—	
9. Intention to stay on assignment	1.66	1.42	−.46**	.02	.38**	−.48**	.36**	.32**	.78***	.70***	—

[a] Mean and standard deviation not defined for nominal data.
*$p < .05$. **$p < .01$. ***$p < .001$.

EXAMPLE

ACADEMIC SKILLS (BACKGROUND) (3)

(Stahl & Caligiuri, 2005)

Table 4
Moderated Regression Predicting Cross-Cultural Adjustment and Intention to Stay

Predictor variable	Work adjustment		Nonwork adjustment		Intention to stay	
	β	ΔR^2	β	ΔR^2	β	ΔR^2
Step 1		.19		.42		.44
Time in host country	−.09		.31***		.35***	
Position level	.35***		−.29**		−.11	
Cultural distance	.05		−.32***		−.38***	
No. of problem events	−.17*		−.21**		−.26**	
Step 2		.04		.10		.02
% of problem-focused coping strategies (PFCS)	.23*		.36**		.13	
Step 3		.09		.03		.01
Time in Host Country × PFCS	.03		−.12		−.04	
Position Level × PFCS	−.23**		−.12		−.06	
Cultural Distance × PFCS	.17*		.14*		.10	
Overall R	.57		.74		.68	
Overall R^2	.32		.55		.47	
Adjusted R^2	.27		.52		.43	
Overall F (9, 115)	6.26***		16.56***		11.76***	

* $p < .05$. ** $p < .01$. *** $p < .001$.

EXAMPLE

INTENDED LEARNING OUTCOMES

HIERARCHY

University /school aim (A)	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. 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: 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. *Source: University of Twente Vision 2020/Tech4people*										
Overall programme aim (B)	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 (C)	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:				2. The UT MSc BA graduate is competent in *business design*, 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:				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:		
Programme specific ILO	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	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/ intervene**	2.4 able to critically **evaluate alternative solutions/ interventions**	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 scientific knowledge.	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.

Research

Design

Organize

UNIVERSITY AIM

Source: University of Twente Vision 2020/Tech4people

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.

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 UT we take two additional steps:

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.

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 *business design,* 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 / intervene**	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.

PREPARATION FOR LABOUR MARKET

- Academic programme -> profession?
- You are the one that holds the power… (but we do pay attention to your preparation for the labour market)

  Make choices (profile, ILO, courses, workshops, options per profile, alumni, Business Research, Master Thesis)

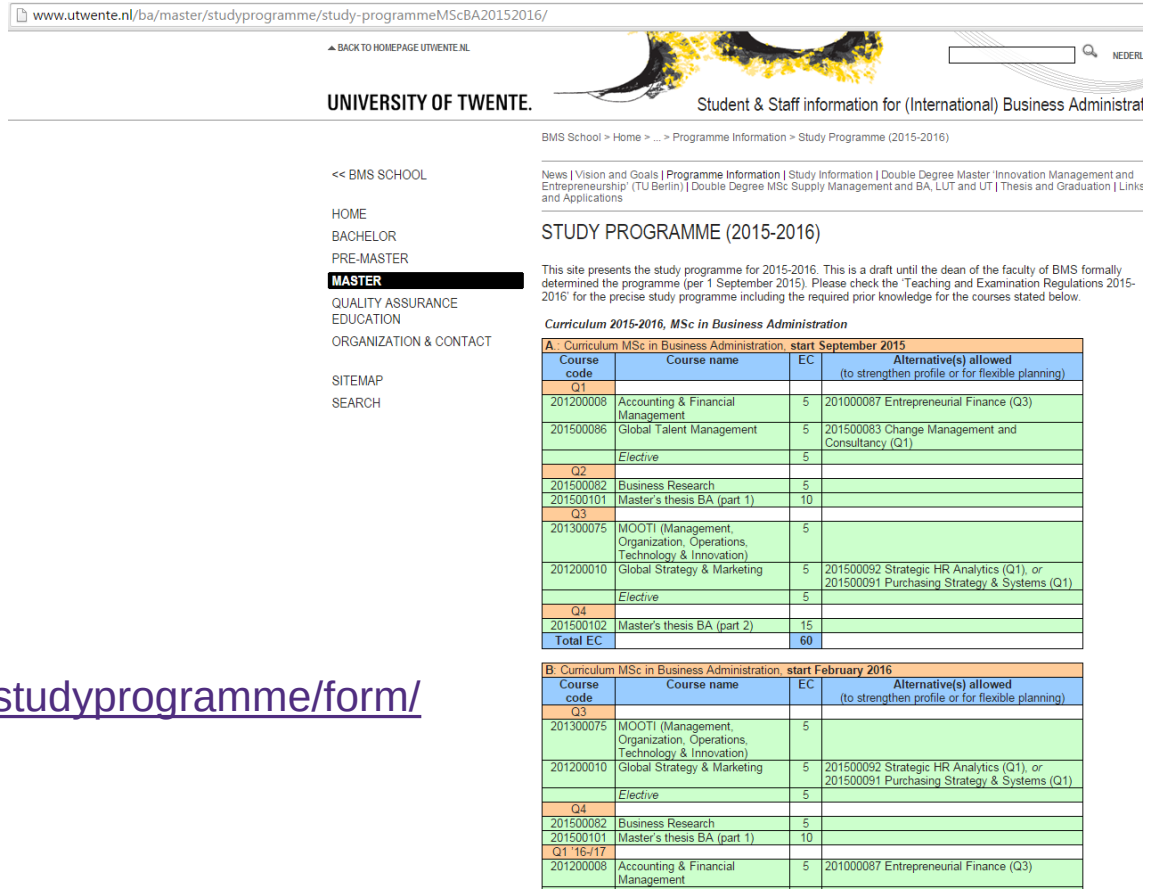
- Use all possible options: study association Stress, teachers and staff, alumni, your own network…

MSC BA STUDY PROGRAMME

WWW.UTWENTE.NL/BA/MASTER/STUDYPROGRAMME/STUDY-PROGRAMMEMSCBA20152016/

- Which courses?
  - Master
  - Fill in Individual Learning Agreement (ILA) before October

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



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

BACK TO HOMEPAGE UTWENTE.NL

UNIVERSITY OF TWENTE.

Student & Staff information for (International) Business Administrat

BMS School > Home > ... > Programme Information > Study Programme (2015-2016)

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ORGANIZATION & CONTACT

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SEARCH

News | Vision and Goals | Programme Information | Study Information | Double Degree Master 'Innovation Management and Entrepreneurship' (TU Berlin) | Double Degree MSc Supply Management and BA, LUT and UT | Thesis and Graduation | Links and Applications

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 determined the programme (per 1 September 2015). Please check the 'Teaching and Examination Regulations 2015-2016' for the precise study programme including the required prior knowledge for the courses stated below.

Curriculum 2015-2016, MSc in Business Administration

A: Curriculum MSc in Business Administration, **start September 2015**

Course code	Course name	EC	Alternative(s) allowed (to strengthen profile or for flexible planning)
Q1			
201200008	Accounting & Financial Management	5	201000087 Entrepreneurial Finance (Q3)
201500086	Global Talent Management	5	201500083 Change Management and Consultancy (Q1)
	Elective	5	
Q2			
201500082	Business Research	5	
201500101	Master's thesis BA (part 1)	10	
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)
	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	MOOTI (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			
201500082	Business Research	5	
201500101	Master's thesis BA (part 1)	10	
Q1 '16-/17			
201200008	Accounting & Financial Management	5	201000087 Entrepreneurial Finance (Q3)

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

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

Share Tweet Share Pin it

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

CIRCUMSTANCES? CONTACT STUDY ADVISOR ASAP

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 courses[1], 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)

Check your study plan: if you want to start with MSc BA in February 2016 -> pass all courses before 1 Feb 2016.

Programme-specific appendix to the TER 2015-2016

for the Master of Science programme

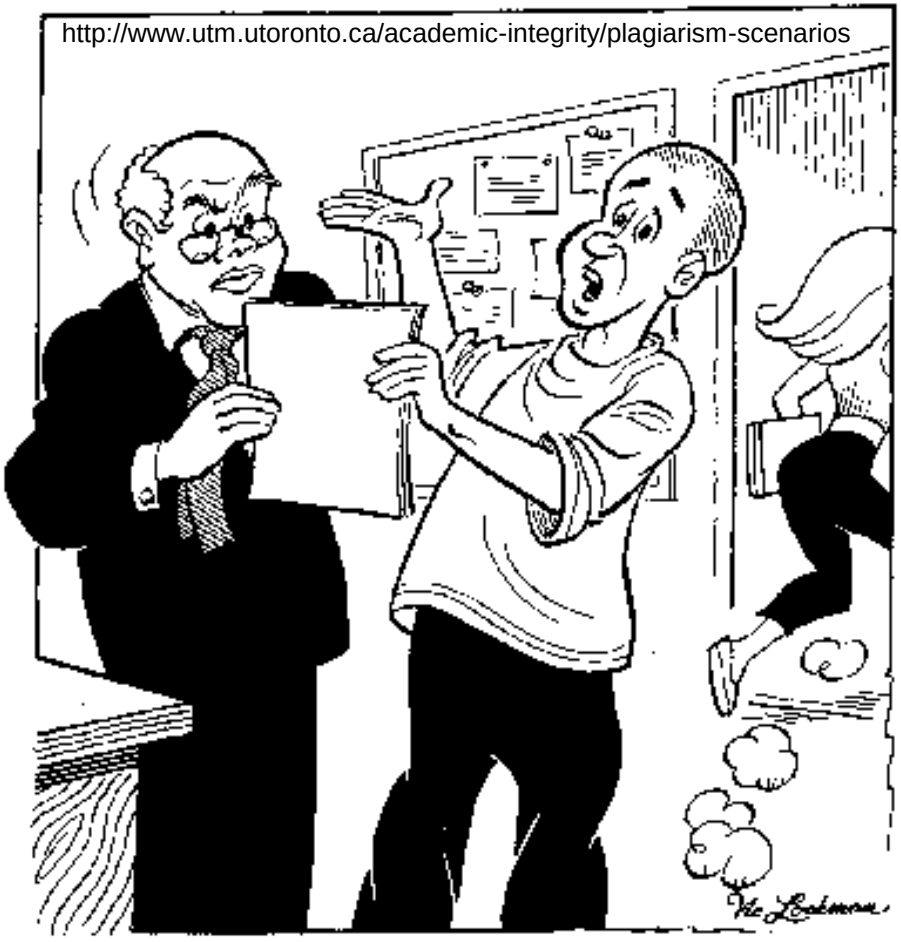
Business Administration

1. ***Structure and content of the programme***
   a. Composition of the programme (including the content of the programme, the content of the specializations, and the content of practical exercises)
   b. Study load of the programme and of each of the units of study making up the programme
   c. Other programme-specific characteristics (including the nature of the programme and the organization of the programme)
   d. Honours programmes
2. ***Aims and final attainment targets***
   a. Aims of the programme
   b. Final attainment targets of the programme
3. ***Examination and exams***
   a. Examination
   b. Exam formats and the number and sequence of exams and practical exercises
   c. Required sequence of exams / Prerequisites
4. ***General information***
   a. Admission to the programme
   b. Language of teaching and exams
   c. International cooperation and agreements
   d. Elective options and their related requirements
   e. Programme committee (OLC)
   f. Examination Board
5. ***Transitional arrangements***
6. ***Additional subjects***
   a. Graduation with distinction
   b. Special regulation on the Master's thesis

AND AGAIN… : ACADEMIC INTEGRITY

- Cooperation and dividing tasks
- For later concern: self-plagiarism is also plagiarism
- Questions: contact teacher, supervisor, study advisor, peers, etc.

http://www.utm.utoronto.ca/academic-integrity/plagiarism-scenarios



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

QUALITY ASSURANCE OF EDUCATION

Evaluation of courses

Evaluation of programme

We need your feedback!

WORK HARD, HAVE FUN AND …

QUESTIONS?