



FACULTY BEHAVIOURAL, MANAGEMENT AND SOCIAL SCIENCES (BMS)

MASTER PROFILE OF THE PROGRAMME
BUSINESS ADMINISTRATION

PURCHASING & SUPPLY MANAGEMENT

UNIVERSITY OF TWENTE.





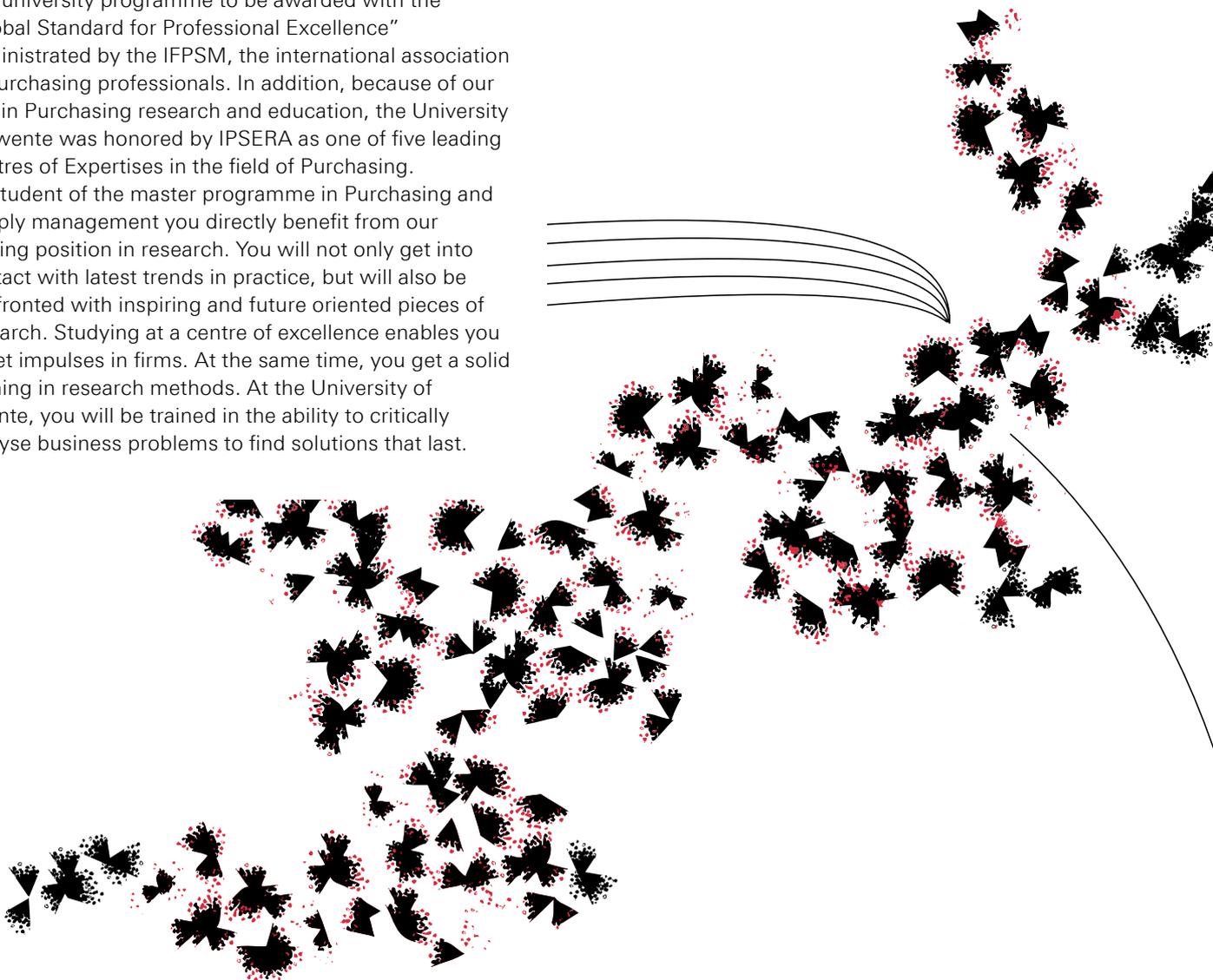
As a student in Purchasing and Supply Management you directly benefit from our leading position in research. You will not only get into contact with latest trends in practice, but will also be confronted with inspiring research. Studying at the University of Twente enables you to make a difference in firms.

RESEARCH GROUP

The Department of Technology Management and Supply is part of the Business Administration group at the University of Twente. We are responsible for a diverse set of courses on technology management, innovation and supply management for both the bachelor and the master curriculum.

A core specialization of our team is Purchasing and Supply management. Many of our staff members are affiliated to UTIPS – The University of Twente Initiative for Purchasing Studies. UTIPS is one of the business oriented centres of expertise of Twente's IGS research institute. Twente can be considered as one of the better European universities in Purchasing and Supply management. Our teaching programme has been the first university programme to be awarded with the "Global Standard for Professional Excellence" administrated by the IFPSM, the international association of Purchasing professionals. In addition, because of our role in Purchasing research and education, the University of Twente was honored by IPSERA as one of five leading Centres of Expertises in the field of Purchasing.

As student of the master programme in Purchasing and Supply management you directly benefit from our leading position in research. You will not only get into contact with latest trends in practice, but will also be confronted with inspiring and future oriented pieces of research. Studying at a centre of excellence enables you to set impulses in firms. At the same time, you get a solid training in research methods. At the University of Twente, you will be trained in the ability to critically analyse business problems to find solutions that last.



ABOUT SPECIALIZATION

PURCHASING & SUPPLY MANAGEMENT BUSINESS ADMINISTRATION SPECIALIZATION

WHAT IS PURCHASING & SUPPLY MANAGEMENT?

A typical industrial firm in Europe spends about 60% of its turnover on supplies. This figure indicates that Purchasing is important and, to stay competitive, firms need to manage their supply effectively. Effective management of a firm's supplies is the responsibility of Purchasing and Supply managers: they search, select, contract and eventually manage suppliers to ensure the supply of materials and services that a firm needs. The importance of Supply Management is greater than ever. In recent years Purchasing has gained considerable importance with firms. As a consequence, adequately trained personnel is required and excellent job prospects for purchasers emerge. The master specialisation in Purchasing and Supply management educates such Purchasing managers, preparing students for a future in this promising field. Similarly, it is also an important responsibility of project leaders, production managers, facilities managers et cetera who are partially involved with Purchasing and Supply management.

Typically, the Purchasing department of a firm is divided into the strategic sourcing and the operative procurement groups. The first group being responsible for supplier selection and contracting, the latter for the execution of purchasing orders. Recently, technology oriented companies started to implement a third group, often called "advanced sourcing" or "procurement engineering". These groups manage the interface between strategic sourcing and the research & development department. Hence, Purchasing and Supply management is different from "supply chain management" (SCM). SCM is commonly understood as the optimization of logistics processes, ensuring an optimal scheduling, transport and storage of supplies. PSM and SCM require different skills. The master specialisation in Purchasing and Supply management at the University of Twente is one of the few programmes dedicated at the training of purchasers.

WHY STUDY PSM?

1. Best job prospects for PSM graduates

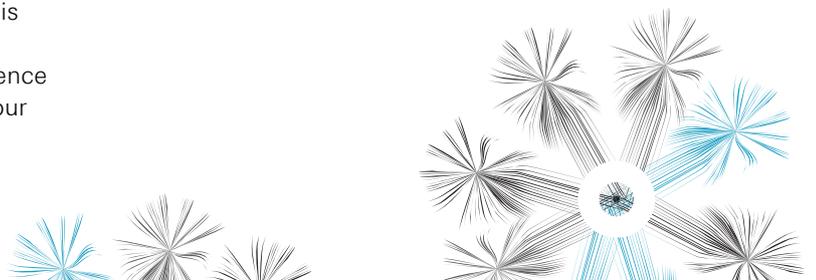
Reflecting the growing importance of supply management due to a change in business practices, the relevance of Purchasing is steadily increasing. As a consequence, there is a high demand for academic trained Purchasing professionals. Out of this discrepancies excellent job prospects for well-educated purchasers arise.

2. International topic

The Purchasing function is very international. Studying in English language at an international university in a border region prepares you for this opportunity. Next to this, we offer the unique possibility to broaden your international experience by joining our double degree programme with our partner university in Lappeenranta, Finland.

3. A job with many interfaces boosting your career

Purchasers are members of many cross-functional teams, typically interfacing with research & development, production, logistics, controlling, but also marketing and others. Within a firm, this unique interconnectedness allows purchasers to build up a good network, which often is a gateway to further managerial responsibilities. Our educational program is oriented towards educating the cross-functionally effective executive in order to support this potential.





WHY TO STUDY PSM AT THE UNIVERSITY OF TWENTE?

1. UNIQUE OFFERING IN TWENTE

Twente is the only Dutch university to offer a specific Purchasing and Supply management specialisation in the master and one of the few public universities in Europe to offer such courses. Following the unique offering of Twente, you build up a personal competitive advantage.

2. STUDY AT A CENTRE OF EXCELLENCE

The University of Twente has excellent Purchasing professors and research groups (in industrial Purchasing, Public Procurement and Supply Management in construction and project business, working together in the UTIPS centre). There is hardly any place with such a concentration of Purchasing know-how. Join this centre of excellence!

3. COMBINE THEORY AND PRACTICE

The master programme in Twente allows to combine theory and practice already in an early stage of your study. The one year programme starts with one quarter of classes and then, in the second quarter, you can already start with your thesis, just to follow another quarter of courses and finally finish your thesis in the fourth quarter.

4. INSPIRING TEACHERS FROM ACADEMIA AND PRACTICE

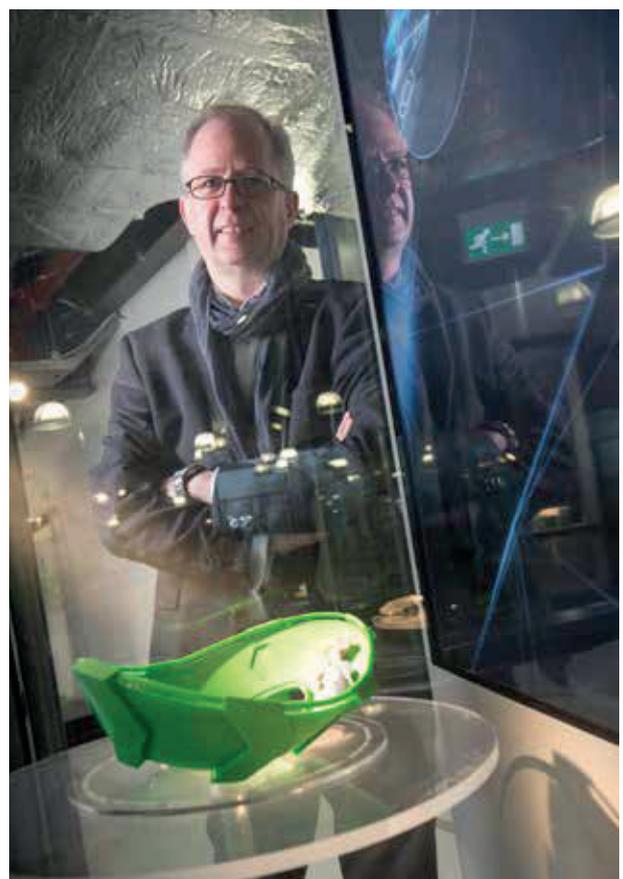
Our teachers combine academic excellence with practical applicability. For instance, the professors Schiele and Telgen have ten respectively 25 years experience in industry and consulting. Dr. Loohuis, who offers the course B2B marketing, has worked as key accounter with an automotive supplier before writing his PhD. Dr. Pulles, Dr. Hoffmann and Dr. von Raesfeld-Meier are award winning researchers. You will also follow courses provided by practitioners, like expert in health Purchasing Dr. Schotanus or Dr. Horn and Dr. Mohr, who is head "Purchasing Strategy and Systems" in a large firm.

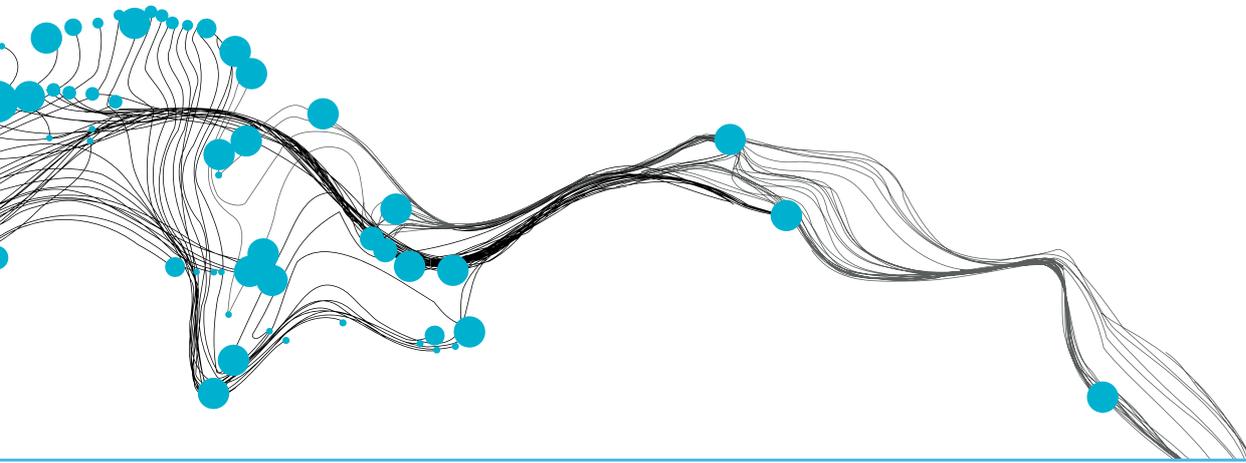
5. CHOOSE A PROFILE: INDUSTRIAL PURCHASING OR PUBLIC PROCUREMENT

Our specialisations in the supply management department offer you the choice to either prepare for working in an industrial firm or in a public institution like ministries, hospitals, educational institutions or municipalities. Students of the industrial variant profit from studying at a technical university. Next to Purchasing, the University of Twente is excellent in technology and innovation management studies.

6. FIND A JOB AT OUR RECRUITMENT FAIR.

The Purchasing students of Twente regularly organise the only job fair in Europe exclusively dedicated to employer – student bonding in Purchasing and Supply management – the UTPC (University of Twente Purchasing Conference, www.utpc.eu).





WHO SHOULD STUDY PSM?

GRADUATES...

...with a Purchasing background: If you already have a background in purchasing, either through your previous studies at the university or first job experience, the PSM master is ideal for you. Assuming an understanding of commodity management, the master programme provides you with the additional knowledge needed for taking up managerial or staff roles or preparing for special roles such as procurement engineering or public procurement.

...with a general business administration background: If you do not yet have a background in Purchasing, yet, you follow an introductory course in Purchasing management.

...with a technical background: For students with a technical background, PSM offers an excellent opportunity to acquire management skills. Instead of following a general MBA course, PSM offers you an insight into business by following the general master courses which are part of the MSc in business administration programme. On top, you are prepared for a job in Purchasing or Purchasing related / interfacing fields.

Julia Diekmann
student of the double degree
program in Lappeenranta

Following a double degree program in cooperation between the University of Twente and Lappeenranta University of Technology gives me the possibility to gain knowledge from different perspectives and fields of expertise as both universities are offering unique courses. By following the double degree program, I also get the possibility to live in another country, explore a new culture and get used to work with completely different people. This is of high importance nowadays, as conducting business is no longer happening within a country's boundary but moved to a global level with diminishing borders.



PROGRAMME STRUCTURE & COURSES

PROGRAMME STRUCTURE

The MSc in Business Administration programme at the University of Twente is a one year programme (60EC). It consists of one interdisciplinary course per semester (10EC) and the specialization in Purchasing and Supply Management of four courses (20EC) and the master thesis (30EC).

You can optionally and separately candidate for a double diploma. In that case the programme will consist of 120EC (two years).

COURSE DESCRIPTIONS

The general design of the specialization follows the layout of the Purchasing department of a modern firm: students get acquainted with the groups and tasks covered, including the role of the Chief Purchasing Officer (CPO). Didactically, we blend lectures with group work and the preparation of academic papers with practice assignments and novel teaching forms such as serious gaming. Content wise, the following three guidelines have been applied when designing the courses:

1) Combining academic excellence with practical relevance. Studying at a leading research university like the University of Twente implies that courses reflect state-of-the-art research. A strong emphasis on academic thinking equips you with skills for problem solving in the future. At the same time we have dedicated considerable attention to ensure practical application and exposure to current state-of-the-art research and practice. We selected a mix of academically excellent teachers and those coming from practice.

2) Training for a cross-functional business world.

More than most other employees, purchasers interact with members from many other business functions in firms and often join cross-functional teams. Our courses reflect the cross-functional business reality and, for instance, mix Purchasing students with those from the marketing profile as well as those from innovation management.

3) Purchasers as board members. Companies exist by selling, but - nowadays - earn profits by functions as Purchasing. However, not all firms have realized this strategic opportunity yet. The implication is that firms greatly benefit from considering supply issues in their overall strategic positioning. Our master courses follow the approach of the Purchasing function being fully represented at a firm's board table.



THE FOLLOWING COURSES ARE OFFERED:

PURCHASING MANAGEMENT

This course covers the yearly activities of a Purchasing department, in particular commodity group management. The class is dedicated to those students who did not yet have a previous exposure to Purchasing.

PURCHASING STRATEGY AND SYSTEMS

Effective management of the Purchasing department is essential for a firm's success. This course will discuss Purchasing's contribution to the competitive advantage of firms based on strategic management theories. Firms may want to become preferred customers of their strategic suppliers. To implement such strategies, Purchasing managers need to be able to contribute to the strategic decision making process. Purchasers need to be fully equipped to take up a board level discussion. The strategy part of this course contributes to this purpose.

Typically, in larger Purchasing departments a group called "Purchasing systems" is formed. In smaller organisations one person may take this responsibility and introduce and update Purchasing systems. The systems part of this course prepares for this task and discusses how Purchasing systems can help to successfully employ a strategy. It covers IT systems and their introduction, such as e-procurement, but also supply risk management and Purchasing controlling.

GLOBAL SOURCING AND ORGANISATION

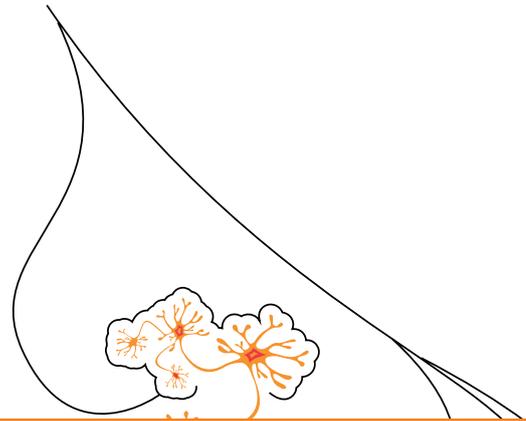
Purchasing and Supply management is one of the most international activities of a firm. As a consequence, global sourcing is an important Purchasing process which is gaining in importance. However, global sourcing often does not pay up to its promise because firms lack organisational know-how and personal skills to successfully search and integrate international suppliers. This module is particularly targeted at the discussion on how to implement global sourcing, basing in the discussion on the cross-cultural background of successful international management.

In order to carry out Purchasing processes, a supportive organizational structure should be created. One of the tasks of a department's manager is to design the structural and process organisation of the department. In Purchasing this is a dedicated task, distinctly different from classical organization. This is particularly true if a solution for pooling volumes from different locations or business units of a firm is targeted. This course discusses organisational models, process design and also covers personnel aspects.

SUPPLY CHAIN MANAGEMENT AND INNOVATION

In the last twenty years the new product development process has substantially changed: few innovations are realised without substantial input from suppliers. As a consequence, a new target and a new task for Purchasing materialises: to contribute to a firm's innovativeness by managing early supplier integration in development processes. This module prepares students for this task, strengthened by the University of Twente's core competence of combining high tech with a human touch. This module is mainly recommended for students who plan to work in an industrial firm. The course serves as an alternative to "Public Procurement".





PUBLIC PROCUREMENT

The public sector has evolved into a substantially relevant Purchasing agent. While many aspects of Purchasing in a public context are similar to industrial purchases, some aspects are distinctively different. For instance, the European tendering process and its national derivatives differ from a private bidding and negotiation process. This course is particularly dedicated to those students targeting work at a public institution and serves as an alternative to "Supply Chain Management and Innovation".

B2B MARKETING

"If you want to sell something, you have to understand the customer. If you want to buy something, you have to understand the seller." Following this philosophy our module on industrial marketing provides an insight into the typical approaches of business to business marketing. Purchasing students learn how "the other side" (marketing) segments the market, prepares their marketing strategy and approaches firms.

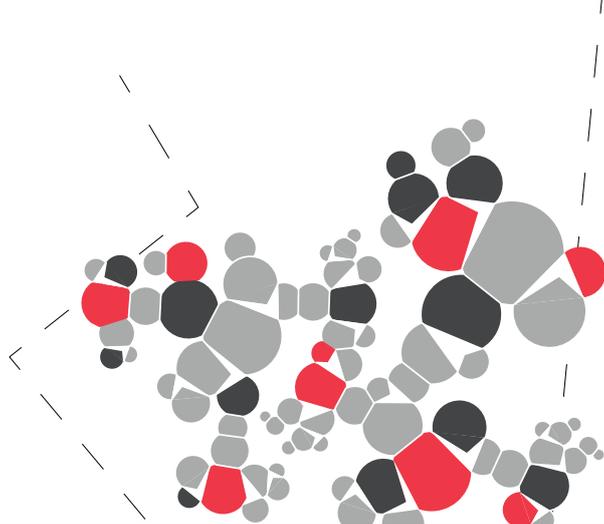
SOURCING GAME

It is great to discuss approaches and models, but even greater to try them out. Therefore, we have developed the first serious game fully dedicated to Purchasing training and offer this as an add-on to our master students, as well. The game trains the "CPO as board member"-approach, by making students responsible for the financial results of the firm and exposing supply management's influence on a firm's strategy. Next, a systematic approach to cost savings is trained. Finally, the game exercises the target to become a preferred customer of suppliers and win the competition with rivals for ensuring the best supplier's resources in the supply market.

Disclaimer: Please be aware that these are the electives as to current schedule. The electives and profiles in 2016-2017 and further are subject to change; no legal claims can be made against this presentation. Please check our website regularly.



STAFF



Dr. Matthias de Visser
- Innovation Management

Matthias de Visser holds a PhD degree in Innovation Management. His research focuses on individual, team and organizational antecedents of radical and incremental innovation. Articles written by him have appeared in the peer-

reviewed journals Journal of Product Innovation Management, Technovation and Creativity and Innovation Management. Matthias teaches in the course Supply Chain Management and Innovation in which he actively involves students in discussions about methodological challenges in innovation management research.



Dr. Georg Mohr
- Purchasing Systems

Georg Mohr studied business administration and obtained a PhD degree in supply chain management collaboration in the purchasing field. He is guest lecturer at the University of Twente and has extensive professional experience in the automotive industry. He has been working for major OEM and first-tier suppliers for more than 12 years.



Dr. Philipp Horn
- Global Sourcing
- Sourcing Levers

Philipp Horn started his career as a global lead buyer in the chemical industry, working for BASF SE. He then changed his focus to the automotive industry, working in Volkswagen AG in various

positions including purchasing business intelligence, process internationalization and global ordering operations. Today he is head of Purchasing Processes and Systems in MAN, the truck branch of VOLKSWAGEN GROUP. Philipp holds a PhD in business from the University of Twente.



Dr. Raymond Loohuis
- Strategic Management
- Business relationship development

Raymond Loohuis is assistant professor entrepreneurship at ESIM (Entrepreneurship, Strategy, International Management and Marketing). Raymond has a professional background in Strategic Marketing and used to work for various companies in the Steel, Aviation and Automotive industry. Privileged by these experiences, he is able to combine his practical knowledge with ongoing topics in the academia. His general research interest are strategizing and adapting in business relationships and community-based driven networks.



Dr. ir. Fredo Schotanus
- Purchasing in Healthcare
- Public Procurement

Fredo Schotanus holds a PhD degree in Purchasing Management and is working part-time for the university. In addition to his academic and educational activities, he is working as a senior

consultant. His lectures and research are mainly focused on public procurement, Purchasing in the healthcare sector, and general purchasing skills.



Dr. ir. Petra Hoffman
- Supply Risk Management

Petra Hoffmann holds a PhD in Supply Risk Management. Her research interest focuses on supply chain management with a particular focus on risk management in buyer-supplier relationships. Risk management is emerging as an essential topic in the field of supply chain management. Petra's research focuses on identifying possible risk monitoring and mitigation strategies to manage these supply risks.



Dr. ir. Erwin Hofman
- Innovation Management
- Modular Design

Erwin Hofman holds a position as assistant professor at the University of Twente. His research interests are in the areas of: managing collaborative innovation, strategic management, and the concept of modular products. At the University of Twente Erwin is responsible for teaching the subject of organization theory and design and innovation management which he also teaches to an executive MBA audience.



Prof. dr. Holger Schiele
- Preferred Customer
- Supplier Innovations

Holger Schiele studied in Maastricht and in Hannover. He obtained both, his Ph.D. and his habilitation in business administration from Leibniz Universität Hannover. Besides academia, he has worked at the strategy department of Preussag AG, as consultant for PricewaterhouseCoopers and as project manager with h&z business consulting. Consulted firms include large corporations such as Shell, Siemens or ThyssenKrupp as well as medium sized firms.



Dr. ir. Niels Pulles
- Strategic Supply Management
- Supplier Resource Competition

Niels Pulles is an assistant professor in the field of strategic supply management at the University of Twente. He received his MSc in Industrial Engineering and Management from the University of Twente and defended his PhD dissertation "the competition for supplier resources" September 2014. His research appeared in several international journals.



Prof. dr. Jan Telgen
- Public Procurement

Jan Telgen holds an M.Sc. in Econometrics and a Ph.D. in Economics from Erasmus University Rotterdam. His experience covers a wide range of topics from operations management, logistics, actuarial consulting through purchasing management. He worked with diverse organizations as municipalities, government departments, health care organizations and the UN. He also serves as advisor to government ministers and the Dutch parliament.

Website of the profile Purchasing & Supply
[https://www.utwente.nl/en/education/master/
programmes/business-administration/profiles/
marketing-strategy/](https://www.utwente.nl/en/education/master/programmes/business-administration/profiles/marketing-strategy/)

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