Open Universiteit

Detailed Course Descriptions

Erasmus+ course catalogue | Management Sciences

Erasmus+ course catalogue of the Open University of the Netherlands. Each course has an English title; the Dutch name, as used in our course offer, is shown as well. Descriptions have been translated into English.

Questions? Please contact subsidieadvies@ou.nl

Each course shows: type, language of the course, ECTS (study credits) and price in euros. A dash instead of a price means that no price is charged.

Management Sciences

133 courses and programmes in this document.

3PTBB - Triple P Topic 'CSR: basic terms and core concepts'
3PTBSM - Triple P Topic 'Business ethics and stakeholder management'
3PTSI - Triple P Topic 'Social intrapreneurship'
3PTSPI - Triple P Topic 'Business spirituality'
3PTSV - Triple P Topic 'Shared Value'
3PTXSP - Triple P Topic 'Cross-sector partnerships'
BEGASM - Guidance package Advanced Studies in Management
BEGCON - Guidance package Controlling
BEGFDM - Guidance package Financial Decision Making
BEGICM - Guidance package Implementation and Change Management
BEGSCM - Guidance package Marketing and Supply Chain Management
BMOB-2026-2027 - Bachelor's programme in Business Administration (BSc)
CPPOV1 - Organisational change and development
EVENT1 - MBA thesis
MAMAN-2026-2027 - Master's programme in Management (MSc)
MB0122 - Human resource management
MB0126 - Premaster: research methods and techniques
MB0212 - Organisation studies
MB0226 - Research methods and techniques
MB0312 - General economics for management
MB0412 - Financial accounting and administrative processes
MB0622 - Basic academic skills
MB0712 - Marketing
MB0912 - Management accounting
MB1112 - Political science for management
MB1212 - Strategy of organisations
MB1312 - Behaviour in organisations
MB1412 - Supply chain management
MB1512 - Financial management
MB1602 - Business marketing
MB1712 - Organisational advice and coaching
MB1722 - Organisational advice and coaching
MB2202 - Research methods and techniques 2
MB2212 - Research methods and techniques 2
MB2422 - Management and organisation
MB2502 - Entrepreneurship
MB2512 - Entrepreneurship
MB2612 - Innovation management
MB2702 - Resilience of supply chains
MB2812 - Sustainable finance
MB2902 - Resilience at work

MB3102 - Leadership
MB3112 - Leadership
MB3202 - Open innovation
MB3212 - Open innovation
MB3312 - Corporate governance in the 21st century
MB3602 - Business ethics
MB940J - Capita selecta
MB940K - Capita selecta
MB940L - Capita selecta
MB940M - Capita selecta
MB940N - Capita selecta
MB940O - Capita selecta
MB940P - Capita selecta
MB940Q - Capita selecta
MB940R - Capita selecta
MB940S - Capita selecta
MB940T - Capita selecta
MB940U - Capita selecta
MB940V - Capita selecta
MB940W - Capita selecta
MB940X - Capita selecta
MB940Y - Capita selecta
MB940Z - Capita selecta
MB950A - Capita selecta
MB950B - Capita selecta
MB950C - Capita selecta
MB950D - Capita selecta
MB950E - Capita selecta
MB950F - Capita selecta
MB950G - Capita selecta
MB950H - Capita selecta
MB950I - Capita selecta
MB950J - Capita selecta
MB950K - Capita selecta
MB950L - Capita selecta
MB950M - Capita selecta
MB950N - Capita selecta
MB950O - Capita selecta
MB950P - Capita selecta
MB950Q - Capita selecta
MB950R - Capita selecta
MB950S - Capita selecta
MB950T - Capita selecta
MB950U - Capita selecta
MB950V - Capita selecta
MB950W - Capita selecta

MB950X - Capita selecta
MB950Y - Capita selecta
MB950Z - Capita selecta
MB9916 - Bachelor's thesis Business Administration
MM0002 - Graduation research preparation CON
MM0033 - Creating value: a strategy and marketing perspective - ASM 1
MM0113 - Organising and changing - Advanced studies in management 2
MM0123 - Organizing in a context of change
MM0202 - Graduation research preparation GOV
MM0223 - Enabling performance: a human capital and financial perspective - ASM 3
MM0233 - Enabling performance: a human capital and financial perspective
MM0312 - Graduation research preparation DSHRM
MM0313 - Financial perspective in governing - Advanced studies in management 4
MM0323 - Corporate finance
MM0402 - Graduation research preparation OVO
MM0403 - Controlling
MM0413 - Controlling (CON)
MM0512 - Graduation research preparation CSC
MM0602 - Graduation research preparation S&I
MM0603 - Public governance
MM0702 - Graduation research preparation CS
MM0703 - Sustainable human resource management
MM0803 - Organisational change and development
MM080U - Capita selecta
MM080W - Capita Selecta
MM080X - Capita Selecta
MM080Y - Capita selecta
MM0903 - Competitive supply chains
MM1103 - Strategy and innovation
MM1203 - Capita selecta
MM1303 - Graduation research preparation CON
MM1503 - Graduation research preparation GOV
MM1603 - Graduation research preparation DHRM
MM1703 - Graduation research preparation OVO
MM1803 - Graduation research preparation CSC
MM2003 - Graduation research preparation S&I
MM2103 - Graduation research preparation CS
MM2203 - Leading sustainable business transformation
MM2303 - Rethinking consumption and production patterns
MM2403 - Navigating strategic challenges
MM9906 - Graduation research Management Sciences
MWBVHM - Basics of management
OBABDK-2026-2027 - Open Bachelor's programme in Business Administration
RB0122 - Introduction to administrative law
SMAMAN-2026-2027 - Premaster Management
VMZORG - Change management in elderly care

3PTBB - Triple P Topic 'CSR: basic terms and core concepts'

Dutch name: Triple P Topic 'MVO: basisbegrippen en kernconcepten' **Type:** Standard product **Language:** Dutch **Price:** € 395.00

Corporate social responsibility (CSR) is in essence about the role of companies in sustainable development, in which a contribution to social justice (People), ecological quality (Planet) and (business) economic prosperity (Profit) is central. CSR can be seen as a management concept that has quickly taken root in recent years and has been adopted by many companies, both within and outside the Netherlands, for a variety of reasons. At the same time, there has been an inflation of the concept of CSR and it has become a veritable catch-all term, so that many a company or person has difficulty interpreting the theme and giving it concrete form. In addition, there are many different views on what CSR is and should be, its sense and nonsense, and the process of implementing CSR. This Triple P Topic offers an introduction to CSR and, through an elaboration of basic concepts and core concepts, makes the pillars underlying CSR clear. Attention is paid to the substantive interpretation of CSR and the various perspectives on CSR. Within this Triple P Topic there is also attention to business ethics, stakeholder thinking, the relationship between CSR and business performance, issues of CSR implementation and CSR communication.

3PTBSM - Triple P Topic 'Business ethics and stakeholder management'

Dutch name: Triple P Topic 'Bedrijfsethiek en stakeholdermanagement' **Type:** Standard product **Language:** Dutch **Price:** € 395.00

This Topic is in essence about two interrelated foundations underlying CSR: business ethics and stakeholder management. Within business ethics, the nature, scope and consequences of the (social) responsibilities that companies have are central. In this way, business ethics challenges us to ask provocative questions that touch the core of the enterprise, such as: can companies be responsible for anything at all? If so, what do those responsibilities consist of? And where are the limits of these responsibilities? What are companies actually for? The answers to these questions are not unambiguous, and business ethics proves to be a domain in which many different views and interpretations live that depend, among other things, on philosophical and cultural starting points. For example, the Netwerk Bedrijfsethiek states on its website: "Business ethics is a pluriform concept. Depending on the context, sometimes reflecting on values and norms is emphasised, sometimes appealing to personal responsibility and sometimes being able to account for choices that have been made." That makes business ethics both a challenging and a complex field. Within the modern, dynamic business context, this challenge and complexity take on even more meaning. Companies must continuously balance and negotiate the interests and expectations of many stakeholders. Modern business can, as it were, be seen as a junction of interests and expectations, both those of the company itself and those of the company's internal and external stakeholders. Naturally, there is tension in this and it sometimes leads to confrontations. At the same time, synergy can be sought in these interests and expectations by aligning them with each other as well as possible. That is precisely what stakeholder thinking is about: stakeholder thinking starts from the realisation that a company is an open system in which it depends for its functioning on the functioning of others, persons, organisations and society. A successful company knows how to deal effectively with these mutual dependencies. Involving these stakeholders in the company and managing stakeholder relationships has thereby become a strategic management issue.

3PTSI - Triple P Topic 'Social intrapreneurship'

Type: Standard product **Language:** Dutch **Price:** € 395.00

The term 'social intrapreneurship' is a young shoot on the terminological trunk of the sustainability domain, and a concept that is quickly gaining popularity. As a phenomenon, it is rapidly on the rise. The term has a

clear relationship with the likewise relatively recent, but much more frequently used term ‘social entrepreneurship’. Social entrepreneurship refers to entrepreneurs whose main aim is to tackle a social issue with their business and who are focused not primarily on profit maximisation but on impact maximisation. The terms social intrapreneurship and social entrepreneurship partly overlap. In order to be able to distinguish the terms properly and recognise differences and similarities, the first sub-theme of this Triple P Topic therefore focuses on this. The term intrapreneurship was coined in 1978 by the entrepreneurs and consultants Gifford and Libba Pinchot, founders of, among other things, the Bainbridge Institute, which focuses on management education in the field of sustainability. According to them, intrapreneurship stands for: “A set of business practices that liberates people with entrepreneurial personalities to innovate rapidly inside larger organizations for the benefit of that organization and its customers.” “The actions of an individual and/or a team that is acting in an entrepreneurial manner to serve the best interests of the larger organization and its supply chain, with or without official support.” Recently, a number of trend-setting practice reports by pioneering thinkers in this field have appeared, including the report ‘The social intrapreneur: A field guide for corporate changemakers’ by the think tank SustainAbility. According to the authors Grayson, McLaren and Spitzeck (2011), who are also explicitly active in the field of social intrapreneurship, social intrapreneurs are “People within a large corporation who take direct initiative for innovations which address social or environmental challenges profitable.”

3PTSPI - Triple P Topic ‘Business spirituality’

Dutch name: Triple P Topic ‘Business spiritualiteit’ **Type:** Standard product **Language:** Dutch **Price:** € 395.00

The functioning of organisations and of professionals in organisations is nowadays often at the mercy of the hectic pace of everyday life. The speed at which developments take place, the feeling of being part of a system that keeps asking and demanding, reorganisations that are the order of the day, being subject to the discipline and one-dimensionality of market values, the lack of (opportunities and time for) reflection on one’s own functioning, these are all characteristics of the modern and turbulent business environment of which professionals are part. In this business environment, a growing need for meaning-making has developed, for example to interpret the role of the professional and the organisation in the bigger picture, to give their existence additional meaning, to explore the similarities and differences in value orientation between the professional and the organisation, and to formulate profit in more than just financial terms. Times of crisis in particular give rise to reflection and (re)consideration of more fundamental aspects of life, and the same applies to business. From this perspective, business spirituality offers a route and signposts for this reflection and (re)consideration. Business spirituality offers a kind of resting point for, or a perspective from which to reflect on, the actions of organisations and professionals and to think about the higher purpose of their existence.

3PTSV - Triple P Topic ‘Shared Value’

Type: Standard product **Language:** Dutch **Price:** € 395.00

Few terms or concepts relating to the relationship between companies and society currently enjoy greater interest than ‘shared value’. Interestingly, this is the case not only from an academic perspective, but also from business practice. The group of (mainly large, multinational) companies that have made both shared value thinking and shared value language part of their policy is growing and includes well-known and important companies such as Nestlé, BASF, DSM and Novo Nordisk. The influence of management guru Michael Porter, who in 2011, together with Mark Kramer, wrote the article ‘Creating shared value: how to fix capitalism and unleash a new wave of growth’, published in the leading Harvard Business Review, thus now also extends to the domain of corporate social responsibility (CSR). That is, in a way, remarkable, since it was

Porter who around the turn of the century still called CSR a “religion with too many priests”. Yet, thanks to Porter, the shared value concept also stands in a rich business-administration history of thinking about competitiveness, of both countries and companies. The echo of that publication can still be heard, the article by Porter and Kramer clearly struck a chord and produced both fierce supporters and critics. It can even be said that the shared value concept is both celebrated and vilified. The attractiveness of the term probably plays a role in this: on the one hand it is a very welcome and well-fitting addition to the vocabulary of business; on the other hand, because it easily evokes seductive associations, shared value is at the same time a concept subject to inflation, as a result of which the conceptual elaboration that Porter and Kramer gave it sometimes remains underexposed.

3PTXSP - Triple P Topic ‘Cross-sector partnerships’

Type: Standard product **Language:** Dutch **Price:** € 395.00

For many organisations, collaboration is a key strategy for achieving a range of goals. Important motivations for entering into partnerships are, as a rule, mobilising financial resources, finding complementarity in knowledge and skills and increasing the organisation’s reach in order to be able to serve more markets or target groups. Achieving synergy (‘1+1=3’) and developing win-win relationships (or, in other words, ‘shared value’) are central to collaboration. In the context of complex, cross-boundary (in geographical, sectoral and thematic terms) sustainability issues, companies work together not only with each other, but increasingly and more intensively also with organisations from other societal spheres, such as governments and civil society or non-governmental organisations (NGOs). Sometimes they do so bipartitely and one-to-one (collaborations of two organisations of a different type), sometimes tripartitely (company, government and NGO), with many organisations involved in a coalition. Well-known examples are the collaboration that companies such as TNT and DSM have with the World Food Programme of the United Nations, but NGOs such as the WWF also have international partnerships with, among others, Volvo and Coca-Cola. Another form of collaboration is a so-called multi-stakeholder initiative, which is often aimed specifically at a certain sustainability theme or a specific objective and which parties can join. An example of this is the Business Social Compliance Initiative (BSCI), a collaboration initiated by companies that focuses on improving working conditions at production locations worldwide. Although there is cooperation with public organisations, no NGOs take part in this partnership. Thousands of companies take part in the Global Compact of the United Nations, and NGOs continually hold companies that have committed to these principles to account. In an initiative such as the Diamond Development Initiative, companies work together with NGOs, the World Bank and the British government to make diamond mining a driver of sustainable development. Such initiatives can then develop as a form of self-regulation or as an institutionalised form of stakeholder dialogue. Such cross-sector partnerships appear to be particularly fruitful for the parties involved in solving sustainability issues and have therefore received a great deal of attention in recent years. Partnerships between companies and NGOs in particular enjoy growing interest, in both practice and academia. Many large, internationally operating companies, but also smaller companies, have a ‘strategic partnership’ with one or more NGOs a [...]

BEGASM - Guidance package Advanced Studies in Management

Dutch name: Begeleidingspakket Advanced Studies in Management **Type:** Standard product **Language:** Dutch **Price:** € 1,195.00

You can also follow the course Advanced Studies in Management (ASM) with extra guidance. Key words are: support, explanation and enlivening. The guidance package is not a replacement for the course Advanced Studies in Management. You order the package as a supplement to the course. You do the assignments from the course and are assessed for them in the regular way. The extra support mainly consists of:

- help with approaching the assignments in the four blocks;

- collaboration with a fellow student (as in the Premaster) is allowed, on the understanding that some assignments and tasks must be done and submitted individually;
- motivating lectures on the subjects covered in each of the blocks;
- a fixed study pace as support for an ambitious study schedule;
- room for maintaining your personal network, in which students can support each other during the study.

BEGCON - Guidance package Controlling

Dutch name: Begeleidingspakket Controlling **Type:** Standard product **Language:** Dutch **Price:** € 1,195.00

You can now follow the course Controlling with extra guidance, which takes the form of a series of exam training sessions: concrete tips and exercises that prepare you for the various exam components of which the course is made up. What do you get if you order extra guidance? The guidance package is not a replacement for the course Controlling. You order the package in addition to the course. You do the assignments from the course and you are guided and assessed for them in the normal way. However, you get extra:

- explanation of the didactics and background information for the course Controlling;
- exam training for each of the three blocks of which the course is made up;
- an incentive to keep to a fixed study pace [...]

BEGFDM - Guidance package Financial Decision Making

Dutch name: Begeleidingspakket Financial Decision Making **Type:** Standard product **Language:** Dutch **Price:** € 1,195.00

You can now follow the course Financial decision making (FDM) with extra guidance. Key words are: support, explanation and enlivening. What do you get if you order an extra guidance package? The guidance package is not a replacement for the course FDM. You order the package in addition to the course. You do the assignments from the course and you are guided and assessed for them in the normal way. However, you get extra:

- explanation of the didactics and background information for the course Financial decision making;
- exam training for each of the three blocks;
- a fixed study pace as support for an ambitious study schedule.

BEGICM - Guidance package Implementation and Change Management

Dutch name: Begeleidingspakket Implementation and Change Management **Type:** Standard product **Language:** Dutch **Price:** € 1,495.00

You can follow the course Implementation and Change Management (ICM) with extra guidance. Key words are: support, explanation and enlivening. The guidance package is not a replacement for the course Implementation and Change Management. You order the package in addition to the course. You do the assignments from the course and you are guided and assessed for them in the regular way. However, you get extra:

- help with approaching the assignments in the four phases;
- motivating lectures on the subjects;
- a fixed study pace as support for an ambitious study schedule;
- feedback on your analysis (diagnosis) of the change approach to the problematic change situation in your organisation [...]

BEGSCM - Guidance package Marketing and Supply Chain Management

Dutch name: Begeleidingspakket Marketing and Supply Chain Management **Type:** Standard product
Language: Dutch **Price:** € 1,495.00

You can now also follow the course Marketing and Supply Chain Management (SCM) with extra guidance. Key words are: support, explanation and enlivening. The guidance package is not a replacement for the course. You order the package in addition to the course. You do the assignments from the course and are assessed for them in the regular way. However, you get extra guidance in the form of:

- state-of-the-art knowledge in the field of Marketing and Supply Chain Management;
- substantive support in doing the assignments and processing the literature;
- five periodic meetings led by enthusiastic subject experts, which contribute to keeping up with the assignments and thus to a relatively short throughput time of the module;
- substantive discussions on partial elaborations in a group setting.

Especially for students who follow the distance course Marketing and Supply Chain Management.

BMOB-2026-2027 - Bachelor's programme in Business Administration (BSc)

Dutch name: Bachelor Bedrijfskunde (BSc) **Type:** Training **Language:** Dutch **ECTS:** 180 **Price:** -

Companies and institutions need people who can understand complex issues and contribute to effective governance, while continuously having to respond to change. This programme therefore focuses on current management issues in marketing, HR, supply chain, organisational change, strategy and innovation, and accounting and finance. In addition, courses in business ethics, economics and resilience give insight into the dynamic environment in which organisations operate. In doing so, you develop not only subject knowledge, but also essential academic skills such as doing research, critical reasoning, reporting, presenting and academic writing.

Structure of the programme

The Bachelor’s programme in Business Administration has a broad profile and distinguishes itself by the combination of academic depth and practical relevance. Through a number of content-related learning lines, you gain an integrated picture of organisations and their context. A learning line is a coherent series of courses in which you deepen and apply a theme step by step. You acquire knowledge, insight and skills in the domains:

- Strategic management
- Organisation and HRM
- Accounting and finance
- Marketing and supply chain management
- Resilient business
- Leadership of transitions

The first two courses - Management and organisation and Entrepreneurship - offer a broad introduction to these learning lines. In the learning line Methods and techniques of research, which runs through the programme like a thread, you learn to carry out academic research within organisations. In many courses you work with practice-oriented cases or carry out assignments in your own work environment. In this way you apply the knowledge you have gained directly. In the course Organisational advice and coaching, you step into the role of consultant or coach and develop professional material for acquisition. You complete the programme with a Bachelor’s thesis within one of the five content-related fields.

CPPOV1 - Organisational change and development

Dutch name: Organisatieverandering en -ontwikkeling **Type:** Standard product **Language:** Dutch **Price:** € 7,995.00

Learn to look differently at organisational change

Do you recognise this? Every innovative idea nowadays has to be called a 'business case'. And organisational changes are suddenly 'transitions' or 'challenges'. In addition, no plan is complete without KPIs, schedules and extensive risk analyses. But deep down you also know that all those nicely dressed-up change programmes often achieve little. Sometimes they seem to be intended more for the outside world than to really change anything. Yet you keep clinging to the idea that changes are controllable and steerable. Leading to your own feelings of failure and guilt when that does not work out. The programme Organising and Changing in Complexity offers something different. Not a standard programme with 'makeable' change management, including lists, step-by-step plans and models. Here you do not learn how you 'should' manage changes, but rather look at how change processes really go in practice. Your own practical experience is central. Often, nicely worked-out change plans collide with the unruly reality of political games, moral dilemmas, emotions and surprises. The dilemma between the formally desired 'makeability thinking' and the unruly practical experience is not a sign of failure, but precisely the key to understanding what is really going on in an organisational change. The starting point? Coming to understand the change processes you are working on yourself as complex interaction dynamics. In which you are responsible for realising certain results, while you are only very limitedly 'in control'. "You are invited to reflect continuously on what you do and on how you yourself think about the things you experience and hear. You rarely see that in other courses and programmes.", former OVIC participant

Who is this programme for?

Are you an expert in your field, but do you notice that, besides your subject-specific work, you are increasingly also involved in guiding organisational change? And does it sometimes feel as if you have to change the tyres of a car while driving, while that car is also changing course? This programme is for professionals with at least 10 years of experience who work on complex issues in a rapidly changing environment. People who not only master their own field, but who also have to deal with social dynamics, internal politics and unpredictable changes. Think of: managers and board members, project leaders, HR professionals, coaches and facilitators, interim managers and policy advisers.

"My general observation about how I have [...]

EVENT1 - MBA thesis

Type: Standard product **Language:** Dutch **Price:** € 0.00

The community event is centred on the theme "data science and artificial intelligence (AI) for business". Conditions within organisations are changing fast. Not only do we expect more and more new competences, knowledge and skills from employees, but the world is also changing at lightning speed in the field of information technology and data. The expectation is that every professional in both the public and the private sector will increasingly have to deal with data science and AI applications. The question is therefore how to deploy data science and AI so that they create value. That is the central question we want to pause on during the community event. Two experienced guest speakers share their knowledge and views on this question, and together we also get to work on it during an interactive session.

Programme

- 13:30 - 13:45 Reception
- 13:45 - 14:00 Opening by Roger van de Wetering (Academic director MBA)

- 14:00 - 14:30 Naser Bakhshi (Director AI, Deloitte)
- 14:30 - 14:45 Break
- 14:45 - 15:15 Hugo Koopmans (Chief data science & partner DIKW)
- 15:15 - 16:00 Interactive session
- 16:00 - 16:15 Diploma ceremony
- 16:15 - 17:30 Networking/drinks

Location

Study centre Utrecht

Participation is free. You can register via this link.

MAMAN-2026-2027 - Master's programme in Management (MSc)

Dutch name: Master Management (MSc) **Type:** Training **Language:** Dutch **ECTS:** 60 **Price:** -

The Master's programme in Management shows how you can analyse and tackle complex organisational issues from different angles. You develop an academic foundation as well as practical skills to understand organisations better and to implement targeted changes. Within the programme you can also choose from different specialisations, with which you deepen your knowledge in a specific domain of management, such as human resource management, supply chain management or governance. In this way you can make the programme fit your interests and career ambitions. In the programme you combine insights from different management disciplines, such as strategy, organisational science, finance and human resource management. As a result, you learn to look at issues in an integrated way and to make considered choices in situations in which interests, values and goals sometimes clash. In addition, you gain insight into important social developments that influence organisations, such as digitalisation, sustainability and technological innovation. You learn how organisations deal with these and how you can guide strategic and operational changes.

Structure

The Master's programme consists of three parts that follow each other logically.

1. Common foundation. All students start with a common foundation in which you gain insight into how organisations create value, steer performance and adapt to a changing environment.

2. Deepening or broadening. After the common foundation, you shape your programme further. You choose a broad management profile with elective courses or deepen your knowledge in a specific specialisation. If you follow a specialisation, it will be stated on your diploma. You can choose from:

- Management - broadly oriented
- One of the following six specialisations:
- Human Resource Management
- Organizatio [...]

MB0122 - Human resource management

Type: Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

In today's labour market, creating sustainable employment relationships is becoming increasingly important. Employees expect a safe, healthy and pleasant working environment, pleasant cooperation with managers and sufficient career prospects. As a (prospective) manager or HR professional, are you involved in stimulating and managing employees? Then this introductory course on human resource management is for you! Using the HRM cycle, you become acquainted with the broad field of personnel management. We discuss how you can recruit, select and onboard new talent within your organisation, how you can motivate and steer talent in

your organisation, and how, from an evidence-based perspective, you can work on a healthy, vital and sustainable organisation. At the end of the course, you demonstrate the HR knowledge and skills you have acquired in an HR portfolio, in which you apply this knowledge and these skills to a concrete practical situation. On the basis of academic insights and practical tools from the course, you can critically analyse practical situations and introduce improvement proposals and suggestions for HRM policy.

MB0126 - Premaster: research methods and techniques

Dutch name: Premaster: methoden en technieken van onderzoek **Type:** Standard product **Language:** Dutch **ECTS:** 15 **Price:** € 1,230.00

In organisations, managers, consultants and professionals are confronted daily with complex issues, such as strategy, organisational change, innovation and performance. Acting effectively requires more than intuition: it requires structured analysis and decisions based on sound research. In this course, you develop precisely that academic way of thinking and working. What will you learn? You learn how to find reliable information, assess research critically, interpret data and arrive at well-substantiated conclusions. In doing so, you strengthen not only your study skills, but also your professional profile. The skills you acquire make you a substantively strong discussion partner in management and advisory contexts and are directly applicable in both profit and non-profit organisations.

Structure

The course is compact in design and guides you step by step in developing research skills at an academic level. You work with realistic issues and learn how research is set up, carried out and reported. The content is built around five coherent themes: academic research, academic literature review, quantitative research, qualitative research, and reporting and reflection. During the course you work with literature and assignments and receive feedback in the online learning environment and at scheduled meetings. In addition, you work with fellow students on a research proposal as part of the course. The structure matches the structure of an academic thesis: problem exploration, literature review, methodology, results, conclusions, discussion and recommendations. The course thus forms a direct preparation for a continuation in academic education and the graduation research.

Who is the Premaster intended for?

The Premaster Management offers a sound academic foundation for anyone with an HBO (higher professional education) or professional Bachelor's degree who wants to progress to a Master's programme in management or health sciences. You develop the knowledge and skills to carry out independent academic research, including formulating research questions, designing research, assessing reliability and validity, and analysing and reporting research results. After completion, you have an academic attitude and research skills that will be of lasting value in your further career as a manager, consultant or professional.

More information

Registering for the course MB0126 Premaster: methods and techniques of research is only possible once you have been formally admitted to the Premaster Management or Premaster Health Sciences. For more information about this course, you can contact the study advisers of the Faculty of Management Sciences (studieadvies.management@ou.nl).

MB0212 - Organisation studies

Dutch name: Organisatiekunde **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

In a time of climate crisis, talent shortages and rapid technological progress, especially in the field of artificial intelligence, organisations are confronted with complex challenges. For managers, it is important to respond

strategically to these changes and to be able to adapt organisations to technological disruption. Although some themes are subject to fashion, the core issues are relevant for all organisations. In this course, you develop knowledge and insight into how management influences this. Academic insights help you better understand the core of organisational processes, as well as the dynamics within organisations and the role of management in them. The course is built around general themes that are practically recognisable and linked to academic sub-fields in management:

- environment and strategy;
- culture and power;
- organisational design;
- steering in organisations.

The course also covers important themes of contemporary organisational renewal, such as network organisations, Lean organising, self-management, sustainable and cooperative organising, and organising from values and spirituality. In doing so, it connects with the dynamics of organising without lapsing into temporary hypes. The course offers a synthesis of the tensions with which modern organisations are confronted. After the course, you have solid thinking tools to understand the complex challenges of modern organisations on the basis of several management themes and to assess solutions to contemporary organisational problems. You therefore acquire not only knowledge of the basic principles of organising, organisations and management, but also develop the skill to apply this knowledge to concrete practical problems.

MB0226 - Research methods and techniques

Dutch name: Methoden en technieken van onderzoek **Type:** Standard product **Language:** Dutch **ECTS:** 15 **Price:** € 1,230.00

In organisations, managers, consultants and professionals are confronted daily with complex issues, such as strategy, organisational change, innovation and performance. Acting effectively requires more than intuition: it requires structured analysis and decisions based on sound research. In this course, you develop precisely that academic way of thinking and working. What will you learn? You learn how to find reliable information, assess research critically, interpret data and arrive at well-substantiated conclusions. In doing so, you strengthen not only your study skills, but also your professional profile. The skills you acquire make you a substantively strong discussion partner in management and advisory contexts and are directly applicable in both profit and non-profit organisations.

Structure

The course is compact in design and guides you step by step in developing research skills at an academic level. You work with realistic issues and learn how research is set up, carried out and reported. The content is built around five coherent themes: academic research, academic literature review, quantitative research, qualitative research, and reporting and reflection. During the course you work with literature and assignments and receive feedback in the online learning environment and at scheduled meetings. In addition, you work with fellow students on a research proposal as part of the course. The structure matches the structure of an academic thesis: problem exploration, literature review, methodology, results, conclusions, discussion and recommendations. The course thus forms a direct preparation for the Bachelor's thesis. After completion, you have an academic attitude and research skills that will be of lasting value in your further career as a manager, consultant or professional.

More information

For more information about this course, you can contact the study advisers of the Faculty of Management Sciences (studieadvies.management@ou.nl).

MB0312 - General economics for management

Dutch name: Algemene economie voor management **Type:** Standard product **Language:** Dutch **ECTS:** 5
Price: € 410.00

Step into the fascinating world of economics and management! This course on general economics for management takes you on a journey of discovery through both micro- and macroeconomics. Along the way, you learn about the essential principles and factors that underlie strategic decisions in organisations. In the first part of the course, we immerse you in microeconomics. Here you discover how supply and demand work, producer and consumer behaviour, and the subtle strategic decisions that managers can take to make a difference. You learn how to optimise the volume of production and discover the secrets of market operation, including the intriguing game theory for strategic decision-making. Next, we dive into the world of macroeconomics, where important variables such as economic growth, inflation, unemployment and the balance of payments are central. You develop an understanding of the interrelationships between these variables and how they manifest themselves in the business cycle. You also discover the crucial role of government in stabilising economic fluctuations, optimising the alignment of production and ensuring a fair distribution of prosperity. The last block of the course sheds light on money and the monetary policy of the European Central Bank. You come to understand the functions of money as a medium of exchange, unit of account and store of value, and you discover why price stability is of vital importance. But the icing on the cake is the special assignment at the end of the course. You take part in the challenging game of De Nederlandsche Bank, in which you apply the knowledge you have gained to understand the consequences of economic events and to consider policy responses. Your result counts for 15% of your final grade! In short, this course offers an in-depth understanding of both micro- and macroeconomic concepts, so that as a manager you are better prepared for the complex challenges of the modern business world. You develop the skills needed to make well-considered strategic decisions in a dynamic economic environment!

MB0412 - Financial accounting and administrative processes

Dutch name: Financial accounting en administratieve processen **Type:** Standard product **Language:** Dutch
ECTS: 5 **Price:** € 410.00

Accounting plays an important role in our lives. You have most likely already applied accounting principles in your daily life, perhaps without even knowing it. Do you manage a monthly household budget, for example? Then you already know how to forecast your income and expenditure for the month and how to budget carefully to make sure you can meet all your financial obligations. Accounting also provides investors with valuable financial information needed to analyse the current and future performance of a company and to make investment decisions. But how do we use financial data to determine the health and future prospects of a company? And how do we assess the quality and usefulness of a company's financial reporting? We get actively to work on these important questions. Companies generally produce three important financial statements: the balance sheet, the income statement and the cash flow statement. In this course, you delve into each of these statements and learn to understand the difference between acceptable and creative accounting choices, also known as earnings management. Finally, we bring together the knowledge you have gained about accounting and financial reporting in order to practise analysing financial statements. This set-up will help you to understand accounting and its nuances. In this way, you develop the necessary background to read and critically interpret annual accounts. After successfully completing the course, you are able to critically evaluate given financial information and to compare different companies on the basis of their financial reporting. You can also explain the underlying properties and characteristics of Corporate Social Responsibility reporting. You are able to master academic literature and can apply your insights directly in practice.

MB0622 - Basic academic skills

Dutch name: Basis academische vaardigheden **Type:** Standard product **Language:** Dutch **ECTS:** 5
Price: € 410.00

Carrying out academic research is an exciting business! Think, for example, of fundamental discoveries and revolutionary developments, such as the discovery of DNA or the rise of artificial intelligence. These milestones make the headlines and contribute to a better understanding of our world. And whether it is in physics, information science or business administration, better understanding the world is ultimately the goal of all academic research. All academic disciplines start academic research with a specific problem statement, build on the existing literature, have studies critically reviewed by fellow researchers and report their findings in a structured way. In addition, ethical aspects play an important role; for example, what rules are there around plagiarism? Through exercises and assignments, in this course you develop knowledge and skills in carrying out (business) academic research. Ultimately, you get to work on a literature review yourself. We focus specifically on developing skills around finding and formulating a research question and problem statement, searching for, understanding and critically assessing academic literature, and writing academic papers. After you have studied this course, you can recognise the characteristics of academic research (as opposed to applied research) and describe which steps are taken during academic research. You can recognise and formulate research problems and research questions, and assess the quality of academic research on the basis of predefined criteria. You can also look up academic sources in digital databases and refer to these academic sources correctly (according to the APA rules). Furthermore, you can explain the importance of academic integrity and indicate what ethically responsible research entails. In addition, you view literature critically and can identify reliable academic sources. Finally, you understand the structure and content of an academic article and can write an academic report yourself.

MB0712 - Marketing

Type: Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Enter the world of business success with this purposeful course on marketing, the business administration discipline that puts the customer at the centre. Essential to marketing is identifying the needs and wishes of consumers and developing products or services that meet these needs. It is not only about selling a product, but also about building relationships and creating valuable experiences for the customer. This course is designed to equip you with the knowledge and skills needed to achieve results as a (marketing) manager. The course is an introduction to the field of marketing. But not in a traditional way, such as: ‘learn the book’, ‘do the exercises’, ‘learn 3,000 concepts’ or ‘fill in the correct boxes in a multiple-choice exam’. In this course, you are put to work directly and continuously with realistic practical cases that are offered via the course site. You become acquainted with the marketing concept, customer orientation, strategy formulation, market segmentation and target group selection. You also develop insight into positioning, consumer behaviour, the marketing mix and marketing planning. This course makes you think about problems and challenges within marketing, in which you can draw on both theoretical knowledge (concepts, methods and techniques) and practical examples. This matches well with the way in which (marketing) managers use books and reference works and apply the theory found in them: first forming an overall picture of the problem area and then translating the theory to, and applying it to, a practical problem. Working with cases invites you to put yourself in the role of the responsible manager and thus actively go through the learning process. In this way, the knowledge and skills you acquire stay with you more than is the case with temporary, one-sidedly ‘crammed’ factual knowledge. After the course, you have the skills to understand the meaning and scope of marketing management. You understand the interrelationship between different aspects and sub-fields, and can therefore reflect critically on marketing management in practical situations. In addition, you can carry out well-founded analyses and work in a problem-oriented way, so that you can respond effectively to challenges

in marketing practice. The knowledge you have gained enables you to apply concepts, methods and techniques of marketing responsibly in concrete practical situations.

MB0912 - Management accounting

Type: Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

In the course Management accounting, you discover how you, as a manager, can make decisions with the help of financial information. The subject focuses not only on collecting figures, but also on how you can use them to improve the performance of an organisation and achieve strategic goals. The course covers various methods that generate the information a manager needs to make operational choices. Think of drawing up cost price models, making budgets and forecasts, and using cost analyses. You also learn how to use performance indicators to measure and adjust the progress of an organisation. In addition, decision models are covered that help managers make strategic choices, for example in pricing and in deciding whether or not to outsource activities. You gain insight into the role of management accounting in motivating managers. It is also made clear in what ways digitalisation and the theme of sustainability are changing management accounting. The course teaches you not only basic concepts and methods, but also insight into relationships between competitive forces, managers' behaviour, technological change and stakeholder concerns. Through case examples, much attention is given to applications in realistic business situations. Management accounting is an essential subject for anyone who wants to fulfil a management position, whether you work in a large company, in an SME or in a start-up. You will not only master the basic principles of management accounting, but also learn how to deploy them effectively to contribute to the success of an organisation.

MB1112 - Political science for management

Dutch name: Politicologie voor management **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 396.00

In this course, you step into the world of political science for management, where politics is more than just the debates in The Hague. You discover the many facets of politics that are often overlooked but are crucial for understanding everyday practice. The course offers a lively perspective on political science, the science of politics, and focuses on its relevance for management in contemporary society. Politics is present everywhere in our society today and this course offers the key to a deeper understanding of it. The first two themes of the course take you on a fascinating journey from the historical use of the concept of 'politics' to the present and highlight various angles along the way. You learn how politics has been shaped in different ways through the centuries and how it has been thought about within and outside the science of politics. The third theme is about power, one of the central concepts of political science and of essential importance for management. You dive deep into the concept of 'power' and discover how various approaches to power apply to companies and institutions. You also gain insight into the dynamics of the exercise of power in different contexts. In addition, you explore a number of thematic areas, such as democracy, power in organisations, media, state and policy. You develop, among other things, an understanding of the phenomenon of democracy and its various facets and come to understand what role the media play in politics and management. After the course, you have theoretical insights as well as concrete skills that are indispensable for management practice. Your analytical thinking is sharpened, you grasp complex political issues and apply your acquired insights to management decisions. You recognise the subtle nuances of the exercise of power and see how these dynamics influence organisations. You also have insight into political strategies and how these can be applied effectively in organisations. You understand the power of political knowledge, its importance for effective management, and realise how politics touches the core of everyday management practice.

MB1212 - Strategy of organisations

Dutch name: Strategie van organisaties **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

In this course, we look more deeply at the importance of cleverly aligning the strategies of organisations with their environment and internal capabilities. We want to provide you with the latest knowledge about strategic theories and concepts and enable you to apply this knowledge to practical issues and cases. The legitimacy and continuity of organisations are strongly connected with the value they offer to their customers. Especially in times of crisis, it is essential that organisations reconsider their strategic position and their approach to customers. Think of changes in technology, consumer behaviour, the influence of the internet and social media, globalisation, financial challenges, economic recessions, and issues relating to the environment and sustainability. Within this dynamic environment, organisations have to defend their success and relevance. Strategic decisions play a crucial role here, because they can make the difference between success and losing the right to exist. Whereas organisational science is about designing the organisation, strategy is about setting the course: charting a route to achieve specific goals. To determine goals and map out a strategy, a thorough analysis is needed of the opportunities and threats in the environment and the strengths and weaknesses within the organisation. This course goes into both external and internal analyses at length and shows you what is involved. We cover subjects about determining the strategic position of the organisation; we look at the strategic options and finally at the strategic choice and implementation of the strategy. After the course, you have an in-depth understanding of strategic thinking and acting in the context of contemporary organisations.

MB1312 - Behaviour in organisations

Dutch name: Gedrag in organisaties **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Organisations are fascinating biotopes in which complex behavioural interactions between people ultimately determine success. Why do you work together flawlessly with one colleague but so laboriously with another? How come some teams get stuck in conflict, while other teams manage to get into a collective flow? What binds people in organisations and makes colleagues want to go the extra mile for each other? And why do we actually dig in our heels so much when an organisational change takes place? Answering these questions offers tools for developing pleasant and better-performing organisations. In this course, we study human behaviour in organisations at the individual, group and organisational level. At the individual level, we look mainly at how differences between employees in personality, values and attitudes influence their work behaviour, what motivates employees, how they make decisions and what influence emotions and stress have on employees' work behaviour and effectiveness. At the group level, we go deeper into teams and discuss how teams arise, what roles and dynamics exist within teams and what makes a team effective. The role of power and leadership is also highlighted. Finally, at the organisational level, we go deeper into organisational structure, organisational development and change and the prevailing culture within an organisation. Through online meetings, studying academic literature and cases, and practical assignments, you get actively to work with the above questions and insights into these fascinating phenomena. After you have studied the course, you are able to recognise interpersonal behavioural patterns in organisations in an academically substantiated way. You can identify both the bottlenecks and the strengths and give targeted advice to make organisations function better.

MB1412 - Supply chain management

Type: Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Supply chain management (SCM) is aimed at the design, planning and integral control of business chains in relation to various stakeholders. In this course, you develop insight into the strategic importance of SCM and into the interplay of the various participants in a chain. In addition to traditional subjects, there are many exciting developments under way in the field of supply chain management, for example the role of machine learning for better information management, the extension of companies' responsibility for environmental, social and governance (ESG) related effects, and the increased attention to the resilience of the supply chain, reinforced since the COVID-19 epidemic. In this course, eight themes are covered:

- Introduction to Supply Chain Management (SCM)
- Purchasing Management
- Strategic Decisions in Supply Chain Management: Demand Forecasting
- Information Management to Enable Better Strategic Supply Chain Decisions
- Process Management, Lean and Six Sigma
- Environmental, Social, and Governance (ESG) Themes in Supply Chain Management
- Strategic Buyer-Supplier Relationships
- Strategic Approaches to Supply Chain Management

Each theme has a corresponding part of the textbook and an additional article. This SCM course includes a cumulative (final) assignment. You are asked to apply the most important considerations from each theme of the course to your assignment in a cumulative way. The aim is that after this course you are able to think critically and strategically about important decisions in SCM and begin to understand the implications of such decisions for the organisation and for society in general.

MB1512 - Financial management

Dutch name: Financieel management **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

The management of an organisation deals with interrelated fields, including financial management. After a strategy has been determined from the company's objective, from which a concrete investment proposal follows, management has to determine its financial feasibility. In doing so, expenditure is estimated for the initial investment, hiring staff and marketing campaigns, but also for the total receipts from that investment. Financial management thus has a great impact on all functions, such as production, personnel or marketing. A financial manager therefore functions as a spider in the web and their decisions are decisive for the result. The course covers financial-economic theories that have been leading for decades. As a guideline, financial managers of companies focus on maximising shareholder value and exhibit efficiency and rational behaviour. In this course, you focus in particular on applying the theories and instruments to financial issues. These issues relate to the investment and financing decisions of financial managers, the capital structure and cost of capital of the company, working capital management, the interaction of investment and financing decisions and the influence of these decisions on risk and return trade-offs and ultimately shareholder value. In this course, you develop an analytical attitude that enables you to reflect critically. After completing the course, you have knowledge and understanding of:

- the basic terminology, basic concepts, techniques, models and theories in the field of corporate finance;
- the investment decision and the methods and techniques available to the financial manager in this;
- the influence of uncertainty on the investment decision;
- the fundamentals of (the relationship between) risk and return;

- the relationship between risk and the cost of capital of a company;
- the relationship between the financing decision and the investment decision;
- the relationship between the capital structure and the value of the company;
- decisions about short-term financing, including working capital management and financial planning and analysis.

More information

The didactics of the course fit the practice-oriented design and the starting point of activating education. To that end, parts of the course are concluded with extensive 'questions and problems' exercises. To give substance to activating education and collaborative learning, students are allowed to form pairs and work out these exercises in pairs. In this way, you learn not only from the teachers and the course material, but also from each other by stimulating, motivating and helping each other with the study.

MB1602 - Business marketing

Type: Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Many management students work in a business-to-business context, and perhaps you do too. As a marketer in the B2B setting, you need unique knowledge and skills, because marketing that works well in the consumer market does not necessarily do so in the B2B market. In this course, you therefore develop the specific knowledge and skills you need for business marketing. The course familiarises you with recent developments and challenges in the rapidly changing B2B playing field. Classic marketing campaigns based on one-way communication are definitely a thing of the past. Business marketers make increasing use of social media and content marketing to meet the specific needs of B2B customers, for example for relevant and detailed information on products and services. B2B companies also face higher demands from customers; everything must be faster, better and cheaper, and old business models give way to new ones. Both customers and suppliers are professionals, which has important consequences for the way transactions proceed and relationships are maintained. Add to that the ever higher demands in the area of sustainability, and you understand that the field of business marketing is subject to rapid, far-reaching change. The course not only responds to these changes, but also offers appropriate knowledge and skills, combined with the necessary nuance, reflection and insights from academic research. You can immediately apply the knowledge and skills you acquire during this course in practice when managing customer relationships in a B2B context. After the course, you have a critical, reflective attitude towards current business marketing practice.

MB1712 - Organisational advice and coaching

Dutch name: Organisatieadvisering en -coaching **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 396.00

Do you fulfil or aspire to an internal or external organisational advisory role? Then this course is for you! To be able to advise and coach effectively, you need substantive expertise, insight into the balance of power within organisations and general skills in the area of advising and coaching. We cover all these elements in this course from different adviser roles. You learn to work from an analytical-academic 'evidence-based' approach, but also from the facilitating-reflective 'organisational coaching' approach. First we look at the advisory process and the role of the adviser in general. Questions that come up here include: How do you set up an advisory process effectively? What are points of attention in the relationship with the client? Which different roles can an adviser fulfil, and when do you choose which role? We then go into the content of the advice. An adviser can draw on earlier experiences or on insights from education and training. Nowadays there is a lot of attention for 'evidence-based consulting'. What that is and how to work in an 'evidence-based' way, you learn in this course. A very different aspect of the adviser's work is the organisational

coaching approach. Here an adviser coaches, for example, a manager or a team, so that they can arrive at solutions and decisions themselves. We work here with case material that the student brings in and in which theory is applied and the student's own competences are reflected on. In this course, you acquire essential knowledge about the role of (organisational) adviser, the advisory process and the adviser's toolkit. You also gain insight into the process of organisational coaching. You are thereby able to apply the evidence-based way of working when developing advice and you recognise the context and balance of power within which the organisational adviser/coach operates. By doing the assignments, you learn to substantiate advice convincingly, report correctly and present clearly. That makes you an indispensable link in the organisation.

MB1722 - Organisational advice and coaching

Dutch name: Organisatieadvisering en -coaching **Type:** Standard product **Language:** Dutch **ECTS:** 5
Price: € 410.00

Do you fulfil or aspire to an internal or external organisational advisory role? Then this course is for you! To be able to advise and coach effectively, you need substantive expertise, insight into the balance of power within organisations and general skills in the area of advising and coaching. We cover all these elements in this course from different adviser roles. You learn to work from an analytical-academic 'evidence-based' approach, but also from the facilitating-reflective 'organisational coaching' approach. First we look at the advisory process and the role of the adviser in general. Questions that come up here include: How do you set up an advisory process effectively? What are points of attention in the relationship with the client? Which different roles can an adviser fulfil, and when do you choose which role? We then go into the content of the advice. An adviser can draw on earlier experiences or on insights from education and training. Nowadays there is a lot of attention for 'evidence-based consulting'. What that is and how to work in an 'evidence-based' way, you learn in this course. A very different aspect of the adviser's work is the organisational coaching approach. Here an adviser coaches, for example, a manager or a team, so that they can arrive at solutions and decisions themselves. We work here with case material that the student brings in, in which theory is applied and the student's own competences are reflected on. In this course, you acquire essential knowledge about the role of (organisational) adviser, the advisory process and the adviser's toolkit. You also gain insight into the process of organisational coaching. You are thereby able to apply the evidence-based way of working when developing advice and you recognise the context and balance of power within which the organisational adviser/coach operates. By doing the assignments, you learn to substantiate advice convincingly, report correctly and present clearly. That makes you an indispensable link in the organisation.

MB2202 - Research methods and techniques 2

Dutch name: Methoden en Technieken van Onderzoek 2 **Type:** Standard product **Language:** Dutch
ECTS: 5 **Price:** € 396.00

How often do you hear 'Research has shown that…'? And then some figures follow. At such a moment a critical attitude is appropriate. Is there a source and has it been properly cited? But also: has the research been carried out correctly? That is what this course is about: carrying out a statistical study and interpreting the results, so that you can rightly claim: 'Research has shown that…'. During the course Methods and techniques of research (part 1), you became acquainted with academic research. Subjects covered were: literature review, qualitative research, quantitative research, reflection and reporting. In the part on quantitative research, a number of analyses were carried out with SPSS: reliability analysis, factor analysis, correlation analysis and regression analysis. This course continues with regression analysis by including interaction terms in the regression. Analysis of variance and qualitative choice models follow. You conclude the course with a final assignment: a study using one of these three analysis techniques, about which you write an academic article. In this way, the various research phases from the course Methods and techniques

of research come up again: you formulate a problem statement, look for some relevant references in the literature and thereby place your research in an academic context. You use a suitable quantitative method and carry out the calculations with SPSS. You interpret the results and give the conclusions. In doing so, you follow exactly the structure of a Bachelor's thesis:

1. Introduction

2. Literature review

3. Methodology

4. Results

5. Conclusions, discussion and recommendations

Besides preparing you for the Bachelor's thesis, the course also offers training in interpreting statistical results. This skill is important when studying professional literature and advisory reports, but also when interpreting everyday statistical information in the media.

MB2212 - Research methods and techniques 2

Dutch name: Methoden en technieken van onderzoek 2 **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

How often do you hear 'Research has shown that…'? And then some figures follow. At such a moment a critical attitude is appropriate. Is there a source and has it been properly cited? But also: has the research been carried out correctly? And: what do the figures really say? That is what this course is about: carrying out a statistical study and interpreting the results, so that you can rightly claim: 'Research has shown that…'. During the course Methods and techniques of research (part 1), you became acquainted with academic research. Subjects covered were: literature review, qualitative research, quantitative research, reflection and reporting. In the part on quantitative research, a number of analyses were carried out with SPSS, such as reliability analysis, factor analysis, correlation analysis and a very small part of regression analysis. This course continues where Methods and techniques of research (part 1) stopped as far as quantitative research is concerned. Subjects covered are: the t-test, ANOVA, correlation analysis and regression analysis, also with interaction terms, as well as logistic regression analysis. You conclude the course with a digital individual exam (DIT) with closed and open questions. What do you take away after completing this course? The course prepares you for the statistical analyses you will use in your quantitative Bachelor's thesis and offers you insight into interpreting statistical results. This skill is also important when studying professional literature and advisory reports, but also when interpreting everyday statistical information in the media.

MB2422 - Management and organisation

Dutch name: Management en organisatie **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Have you always wanted to know why certain decisions are taken in organisations? Events and activities within organisations often seem random, but usually there is certainly an idea, plan or thought underlying them. But applying the right instruments and having good, correct and timely information are also of great importance. Communicating, leading and deciding play a major role here. All subjects that are covered in this course. The course covers four sub-fields of the discipline of business administration:

Management and strategy

An organisation must take its environment into account and evaluate the organisation in good time: am I still sufficiently competitive? It is therefore important to analyse the strengths, weaknesses, opportunities and threats of the organisation. Properly understanding the business strategy improves decisiveness.

Human resource management (HRM)

A manager ensures, together with the employees, that the organisation's objectives are achieved. Leadership and decision-making are deployed in such a way that employees can function optimally.

Organisation and structure

This block focuses on how organisations function (organisational structure and organisational divisions). Structural elements such as division of tasks and collaboration are covered. Different forms of communication and information provision are also discussed.

Process management

In this block, you delve into process management. This specific field focuses on ways to control and improve operational processes. The activities within a business process must lead to a particular outcome. Setting up, steering, managing and improving processes are covered.

In addition to the theoretical blocks that you follow on the basis of the four themes, you also apply the theory in practice-related assignments. As a trainee at the fictional care home Kastanjehoeve, you carry out assignments in an educational game-like setting. You make critical use of theories, instruments and models in practice and will see that business administration is very recognisable and useful, also in your daily professional practice. After the course, you understand how people in organisations function and you see what can be improved in terms of working together with colleagues, organising, planning, analysing and reporting; in short, all kinds of matters that play a role in an organisation. You are familiar with winning new customers, collaborating better, handling available information more smartly and making better decisions. You also know how to improve service delivery and reduce errors in daily processes. With these valuable insights you can get started directly in your own work environment.

MB2502 - Entrepreneurship

Dutch name: Ondernemerschap **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 396.00

Step into the world of entrepreneurship! Within business administration, entrepreneurship is a crucial theme that revolves around creating and capturing value. Imagine that you are the one at the helm, as an entrepreneur or as an entrepreneurial employee, and become acquainted with the essential aspects of entrepreneurship. Not as a manual for starting a business, but as a journey through the various phases of the entrepreneurial process. The course is built around a number of subjects. You gain more insight into what entrepreneurship is and which types of entrepreneurs we can distinguish. You also study various aspects of the entrepreneurial process: from generating ideas and recognising whether an idea has the potential to be the basis of a business, to exploiting the business. The entrepreneur themselves is also covered. What behaviour and characteristics does the entrepreneur have and what is the role of networks within entrepreneurship? Finally, we go deeper into financial management. We introduce you to a few basic concepts within financial management. After you have completed this course, you can describe what entrepreneurship is and what the entrepreneurial process involves. You know the basic concepts that go with entrepreneurship. Think, for example, of the different types of business models, innovation and creativity, the role of networks, the entrepreneurial mindset, marketing and financial concepts such as the balance sheet, the income statement and the assessment of investments.

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MB2612 - Innovation management

Dutch name: Innovatiemanagement **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

We live in a time in which markets, technology and circumstances are developing at lightning speed, while complex societal challenges have to be tackled worldwide. In this dynamic playing field, the resilience of companies is increasingly important. Resilient enterprises understand that circumstances are constantly evolving and know how to adapt to them. Innovation plays a key role here and is an important building block for developing organisations with a high degree of resilience. Innovation of course does not come about by itself but requires direction: innovation management. And that is precisely what this course is about. The starting point of the course is that every organisation needs its own specific innovation model. We therefore cover a number of themes that are essential when thinking about innovation management. You can regard these themes as building blocks for developing your own innovation model. We start the course with a number of fundamental questions about innovation and you then become acquainted with:

- the strategic context in which innovation takes place within organisations;
- the role of leadership and innovation roles;
- the influence of organisational structure;
- the role of creativity;
- the importance of learning and the learning organisation;
- how to keep a grip on the innovation process;
- how to deal with resistance to innovation;
- the role of the external environment in the innovation process.

On the one hand, this is a classic course in which you study the course material per theme in the textbook and a digital reader. On the other hand, video clips in the digital learning environment illustrate the theory and cases help you to experience and apply the theory in practice. Finally, interim self-tests and two practice exams give you an idea of how well you master the material. After the course, you can formulate your innovation issues more sharply. In this way you can ask the right innovation question, with which you can then develop your own innovation model, tailored to your innovation needs. With this knowledge and these

skills, you know what you are talking about and are a strong sparring partner on innovation issues. Also have a look at the video with an introduction to this course by the lecturer, Marc Wijngaarde.

MB2702 - Resilience of supply chains

Dutch name: Veerkracht van supply chains **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Who does not know the news reports about chip shortages, container prices that skyrocket, garden furniture that is delivered late, higher raw material prices, and so on. Many of these problems are attributed to disruptions of the chain. Disruptions that would have had less impact if the resilience of the chain and the company had been adequate. But why and in what respects are chains vulnerable and how can you deal with those vulnerabilities? How can chains adapt? Should chains return to the original starting position after disruptions, or is it possible to find a new balance, and if so, what are the points of attention? In this course, we study different perspectives on resilience and specifically on resilience in relation to the supply chain of your company or organisation. Over a period of ten weeks, you learn and experience how resilience is viewed, what underlies resilience and which disruptions can influence resilience. To conclude the course, you reflect critically on the question of under what conditions a supply chain can be resilient. After the course, you have knowledge of different perspectives on resilience in relation to the supply chain, specifically ‘engineering resilience’ and ‘social-ecological resilience’. You can analyse the influence of disruption factors on the resilience of the supply chain and relate them to each other. You can also apply the insights from the academic literature provided to cases and substantiate these in an academic way. Finally, you can in principle explain the relationship between sustainability and resilience in the context of supply chain management. Also have a look at the video with an introduction to this course.

MB2812 - Sustainable finance

Type: Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

“If you really think that the environment is less important than the economy, try holding your breath while you count your money”. This quote by the American economist Guy McPherson illustrates how economy and ecology are still often seen as irreconcilable. Finance, for example, is generally regarded as an obstacle to a better world. In this course, we explain how the financial sector can be mobilised to counter this. By using financing as a means to achieve social goals, we can steer the planet and its economy away from the current path towards a world that is sustainable for everyone. The course is built around three subjects. In ‘What is sustainability and what is needed for it?’ we discuss the concept of sustainability, why sustainability is important and which challenges come with it. We also go into the role of the financial system in the sustainability transition. In ‘Sustainability challenges for enterprises’ we then discuss how companies can deal with these challenges, and also go into governance and behaviour, strategy, non-material value and integrated reporting. In ‘Financing sustainability’, finally, you learn how to mobilise the financial sector to provide the foundation for a sustainable world. Financing issues linked to investments, shares and loans are covered, with an emphasis on the utility and necessity of a long-term perspective. After the course, you understand the key concepts and theoretical concepts, challenges and objectives in the field of sustainable finance. You also understand the principles of the phenomenon of sustainable finance and the role of sustainable finance in the transition to a sustainable economy. You are able to analyse and assess practice-oriented issues in the field of sustainable finance and can carefully describe defining characteristics of sustainable finance and distinguish them from similar concepts. In addition, you have the knowledge to describe, analyse and evaluate the interaction between sustainability, the global sustainability goals and finance in an academically substantiated way. Moreover, you can reflect critically on the importance of

(obtaining) a long-term perspective in sustainable finance. Also have a look at the video with an introduction to this course.

MB2902 - Resilience at work

Type: Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Resilience does not so much mean avoiding stressful situations, but rather the ability to face challenges effectively and efficiently. This ability is invaluable for continuing to function optimally in a constantly changing and complex world. Resilience acts as the backbone that makes individuals and organisations robust against potential disruptions or setbacks. In this way they can thrive amid challenges and prepare for what the future has in store for them. This course highlights essential individual, organisational and societal issues and does so on the basis of current knowledge about resilience and various theoretical perspectives. The focus is on the various influences and outcomes of resilience, with special attention to identifying both facilitating and risk factors for various stakeholders, including employees, teams and organisations. Through interesting practical examples, you learn how to apply this valuable knowledge in developing and formulating responsible and relevant management advice. After this course, you are able to discuss resilience in depth as a personality trait, process and phenomenon. You can also carefully describe resilience on the basis of the academic literature and distinguish it from similar concepts. You are able to explain the importance of resilience for various stakeholders (employees, team, organisation, society, and so on) in an academically substantiated way and can reflect on the protective and risk factors of resilience on the basis of the professional literature. Moreover, you can explain resilience at micro, meso and macro level from current theoretical perspectives and identify behavioural, cognitive and environmental influences. With all these valuable skills as baggage, you are ready to formulate well-substantiated advice on facilitating resilience in practice. Also have a look at the video with an introduction to this course by the lecturer, Thomas Van Waeyenberg.

MB3102 - Leadership

Dutch name: Leiderschap **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 396.00

Leadership is undeniably one of the most intriguing subjects within the management sciences. The theme cannot be left out of management journals and podcasts, and almost everyone acknowledges the decisive role of leadership in steering organisations, teams and individuals towards success. Despite the prominent role that leadership plays within organisations, it is a challenging concept to understand and study thoroughly. A multitude of perspectives and interpretations makes it difficult to grasp the essence of the concept and to understand how leadership actually works in practice. The course recognises and embraces the complexity of the subject of leadership and offers you, as a student, a thorough exploration of different leadership models and theories. Various underlying psychological concepts are also highlighted and you develop insight into various contemporary topics, such as diversity, leading virtual teams and ethical leadership. We use identity as the guiding principle for leadership in the course. This identity-based approach recognises that leadership is not necessarily connected with holding a management position, but emphasises the importance of personal identity and self-concept in leadership. This makes the theme particularly relevant for a broad audience. At the end of the course, you have developed a refined and well-founded view of diverse leadership topics and how these translate into practice. Throughout the whole process, you are challenged to think critically about these diverse approaches and you learn to see leadership as something that is not necessarily connected with holding a formal position or possessing certain personality traits, but is connected with identity. This gives you the chance to apply the insights from the course directly to your own life and work world, whether or not you hold a management position yourself.

MB3112 - Leadership

Dutch name: Leiderschap **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Leadership is undeniably one of the most intriguing subjects within the management sciences. The theme cannot be left out of management journals and podcasts, and almost everyone acknowledges the decisive role of leadership in steering organisations, teams and individuals towards success. Despite the prominent role that leadership plays within organisations, it is a challenging concept to understand and study thoroughly. A multitude of perspectives and interpretations makes it difficult to grasp the essence of the concept and to understand how leadership actually works in practice. This course recognises and embraces the complexity of the subject of leadership. The course offers you, as a student, a thorough exploration of various traditional models and theories. Along the way, you discover that leadership is not only connected with positions, but can also be seen and experienced in another, more informal way. The course takes an identity-based approach, in which personal identity and self-concept are central. This makes leadership accessible and relevant for a broad audience, also for those who do not hold a management position. Although the course is built on theoretical insights from the academic literature, you also regularly make the translation to current organisational contexts. Students develop insight into contemporary transition-related themes. These topics help to understand and apply both classic and modern views of leadership in the reality of a world in transition. At the end of the course, you have developed a refined and well-founded view of diverse leadership topics and how these translate into practice. Throughout the whole process, you are challenged to think critically about these diverse approaches and you learn to see leadership as something that is not necessarily connected with holding a formal position or possessing certain personality traits, but is connected with identity. This gives you the chance to apply the insights from the course directly to your own life and work world, whether or not you hold a management position yourself.

MB3202 - Open innovation

Dutch name: Open innovatie **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 396.00

The future of innovation is open! The environment in which companies operate has changed radically, as a result of which the closed innovation model, in which the development and commercialisation of new products and services takes place within the walls of a single company, has come under pressure. Societal challenges are great and developments follow each other at lightning speed. Many contemporary challenges can therefore only be overcome by collaboration partners who join forces through open innovation. Since open innovation as a research field is still at a relatively early stage, it offers a broad and interesting terrain in which academics as well as policy makers and practitioners can be active. In the course, we define the open innovation model and discuss the differences with the closed innovation model. Open innovation comprises two aspects: (1) bringing in external knowledge to strengthen and accelerate internal innovation and (2) creating value externally by bringing out unused internal knowledge that would otherwise ‘stay on the shelf’. We show you that the open innovation model fits better with today’s business world, while not losing sight of the fact that there are also challenges and limitations to the use of open innovation. In this course, the concept of open innovation is examined from the perspective of large established companies and from the perspective of small and medium-sized enterprises. A point of attention is also the fact that collaboration between different companies is subject to evolution and is increasingly changing from bilateral collaborations to networks and ecosystems. After you have studied this course, you can describe what open innovation is and what the advantages and disadvantages of different degrees of openness are. You know the basic concepts that go with the open innovation model. Think here of the role of the (open) business model, intellectual property, suitable modes belonging to the outside-in and inside-out perspectives of open innovation, and the role of ecosystems and networks. In short, you are ready for the future of innovation!

MB3212 - Open innovation

Dutch name: Open innovatie **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

The future of innovation is open! The environment in which companies operate has changed radically, as a result of which the closed innovation model has come under pressure. In this closed innovation model, the development and commercialisation of new products and services takes place within the walls of a single company. This is increasingly constraining, now that societal challenges are great and developments follow each other at lightning speed. These challenges call for radical changes, which makes transitions of existing systems essential. Many contemporary challenges can therefore only be overcome by collaboration partners who join forces through open innovation. Since open innovation as a research field is still at a relatively early stage, it offers a broad and interesting terrain in which academics as well as policy makers and practitioners can be active. In the course, we define the open innovation model and discuss the differences with the closed innovation model. Open innovation comprises two aspects: (1) bringing in external knowledge to strengthen and accelerate internal innovation and (2) creating value externally by bringing out unused internal knowledge that would otherwise 'stay on the shelf'. We show you that the open innovation model fits better with today's business world, while not losing sight of the fact that there are also challenges and limitations to the use of open innovation. In this course, the concept of open innovation is examined from the perspective of large established companies and from the perspective of small and medium-sized enterprises. A point of attention is also the fact that collaboration between different companies is subject to evolution and is increasingly changing from bilateral collaborations to networks and ecosystems. These networks and ecosystems play a crucial role in transitions, because no single organisation or sector can bring about a complex system change alone. As a result, leadership shifts from hierarchical steering to orchestrating ecosystems, which is essential for realising transitions. After you have studied this course, you can describe what open innovation is and what the advantages and disadvantages of different degrees of openness are. You know the basic concepts that go with the open innovation model. Think here of the role of the (open) business model, intellectual property, suitable modes belonging to the outside-in and inside-out perspectives of open innovation, and the role of ecosystems and networks. Finally, you gain more insight into how open innovation can strengthen the leadership of transitions. In short, you are ready for the future of innovation!

MB3312 - Corporate governance in the 21st century

Dutch name: Corporate governance in de 21e eeuw **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

Corporate governance is at its core about leading an organisation well, efficiently and responsibly. A good understanding of corporate governance is essential for understanding how an organisation, our economic system and our society function. In this fascinating course, four themes are covered: Accountability and transparency, Protection of stakeholders, Ethics and corporate social responsibility, and Economic performance and growth. On this basis, you gain insight into the finer points of contemporary sound governance. Good corporate governance promotes, for example, accountability, transparency and fair business practices. This contributes to overall economic efficiency, growth and investor confidence. Good corporate governance also helps to protect the rights and interests of all stakeholders, such as shareholders, employees, customers and the wider community, which promotes stability and fairness in society. The principles of ethics and corporate social responsibility within corporate governance help to ensure that companies act responsibly with regard to environmental and social issues, an important aspect of a sustainable society. Moreover, there is evidence that companies with good corporate governance perform better in the long term. This contributes to economic growth and prosperity and is thus crucial for the well-being and progress of society. In this course, you learn to understand how corporate governance works, and you gain an in-depth insight into how organisations make decisions, how they interact with their stakeholders

and how they contribute to the economy and society as a whole. On the basis of several cases, we discuss current issues within the Dutch context, but the international playing field is also covered. During guest lectures, you also get a unique glimpse of the way in which supervision is carried out in the Netherlands. After you have completed this course, you understand why corporate governance is of great value to every organisation. You know (and recognise) the most important elements of governance within an organisation and the different functions and responsibilities of the board. Furthermore, you have gained a good insight into the most important developments in the Netherlands, but also internationally, and you are able to describe and assess the quality of governance in an organisation.

“The course leaves room to be honest about grey areas; it is not only about rules, but also about behaviour, empathy and responsibility.” - Aladdin, bookkeeper at a large organisation and Bachelor’s student in Business Administration

“I found the alternation between theory and practice very strong. An interesting and relevant course for anyone who wants to become acquainted with governance, in both private and public organisations.” - Inge, s [...]

MB3602 - Business ethics

Dutch name: Bedrijfsethiek **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

A company’s actions influence both the internal and the external environment. Business ethics is about the values, norms and moral behaviour that an organisation applies both internally and externally. By dealing with this consciously, a company can contribute to social responsibility and at the same time safeguard continuity in the long term. In practice, companies and their managers constantly face choices in which different options and consequences have to be carefully weighed up. This can lead to ethical dilemmas, in which current themes such as corporate social responsibility, good employment practices and diversity and inclusion play a role. For you as a business administration professional, it is therefore very important to reflect on these dilemmas and to learn how to respond to them in a considered way. In this course, you lay a solid foundation for your knowledge and insights in the field of business ethics. Through an introduction to the philosophical and historical background of ethics, you discover how moral principles arose and developed. You then go deeper into relevant ethical theories and models, so that you learn how to apply them in different organisational contexts. Current cases give insight into concrete ethical problems and show how you can tackle them in a responsible way. After completing the course, you are able to recognise, critically analyse and apply ethical principles within business administration. In this way, you can make a valuable contribution to a sustainable and socially responsible corporate policy.

MB940J - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 4.9 **Price:** € 396.48

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a ‘systematic literature review’ (SLR) consists of;
- how to carry out each step;

- to carry out these steps independently;
- to report the results correctly.

MB940K - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 4.8 **Price:** € 396.26

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940L - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 4.1 **Price:** € 341.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940M - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 4 **Price:** € 328.00

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;

- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940N - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 0.7 **Price:** € 54.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940O - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.7 **Price:** € 218.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940P - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 4.2 **Price:** € 341.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940Q - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.1 **Price:** € 259.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940R - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1.4 **Price:** € 109.48

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940S - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.1 **Price:** € 177.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940T - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 0.5 **Price:** € 41.00

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940U - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.8 **Price:** € 232.26

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940V - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.2 **Price:** € 177.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940W - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2 **Price:** € 164.00

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940X - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.3 **Price:** € 273.26

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940Y - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 4.7 **Price:** € 382.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB940Z - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.4 **Price:** € 191.48

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950A - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.6 **Price:** € 218.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950B - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.9 **Price:** € 314.48

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950C - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1.7 **Price:** € 136.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950D - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1.9 **Price:** € 150.48

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950E - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.4 **Price:** € 273.48

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950F - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1.2 **Price:** € 95.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950G - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1.1 **Price:** € 95.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950H - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.6 **Price:** € 300.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950I - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.8 **Price:** € 314.26

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950J - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1.8 **Price:** € 150.26

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950K - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 0.6 **Price:** € 54.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950L - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.5 **Price:** € 205.00

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950M - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1.3 **Price:** € 109.26

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950N - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.2 **Price:** € 259.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950O - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 0.4 **Price:** € 27.48

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950P - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1 **Price:** € 82.00

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950Q - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 0.2 **Price:** € 13.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950R - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 4.5 **Price:** € 369.00

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950S - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.5 **Price:** € 287.00

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950T - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 4.6 **Price:** € 382.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950U - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 1.6 **Price:** € 136.52

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950V - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 0.9 **Price:** € 68.48

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950W - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.3 **Price:** € 191.26

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950X - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3.7 **Price:** € 300.74

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950Y - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 0.3 **Price:** € 27.26

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB950Z - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 3 **Price:** € 246.00

The course Capita selecta consists of carrying out a systematic literature review. In a systematic literature review, all available literature from databases is systematically examined. The dataset is then analysed in two ways. First, a descriptive overview is made of the number of articles per year and academic journal. This is the quantitative analysis. Second, a thematic synthesis is made, discussing the main topics, trends and ideas that emerge from the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a 'systematic literature review' (SLR) consists of;
- how to carry out each step;
- to carry out these steps independently;
- to report the results correctly.

MB9916 - Bachelor's thesis Business Administration

Dutch name: Bachelorscriptie bedrijfskunde **Type:** Standard product **Language:** Dutch **ECTS:** 15 **Price:** € 1,230.00

Are you nearly finished with your Bachelor's programme and curious about the last crucial step? The Bachelor's thesis is not only the formal conclusion of your studies, but also a proverbial crossroads: either you go straight into the labour market or you continue with a Master's programme. That choice is up to you. This thesis course not only promises you the necessary academic growth, but also offers you practical skills that are invaluable for your future career. The Bachelor's thesis is an intensive track in which you show that you are able to set up and carry out independent research and present its results clearly. This course meets the high demands of both the professional workplace and the academic world. Your thesis is much more than just a report; it is a thorough investigation of a management-science problem statement, in which you use various research methods and techniques. The aim is not only to present findings, but also to integrate them in an insightful way. At the start of the Bachelor's thesis, you can choose from one of five thesis tracks. Each so-called track offers potential issues within a field of the management sciences, with the necessary literature and data to carry out academically and practically relevant research. Depending on the chosen track, you use qualitative or quantitative research methods. The problem statements and data are always current. So whichever track you choose, your research is socially and academically relevant. After completing this course, you have developed valuable skills that are directly applicable in daily practice. For example, you can reflect independently and at an academic level, analyse complex data and studies and report on them effectively. Whether you enter the labour market or continue your academic journey, after this course you are guaranteed to stand firmly on your own two feet and you are armed with knowledge and practical skills. You are ready for the next phase of your professional development!

MM0002 - Graduation research preparation CON

Dutch name: Voorbereiding afstudeeronderzoek CON **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

If you choose to prepare your thesis in this direction, you can select a number of thematic subjects that you want to explore in greater depth. These subjects are often linked to the current research of the thesis track supervisors and are regularly updated. During the course, you are offered relevant literature that fits the chosen theme. Under guidance, you go through the necessary steps to arrive at a graduation proposal, following a time-bound step-by-step plan. There are various contact moments and moments for feedback. The end result, the graduation research proposal, is assessed by both the supervisor and a second assessor. Only after approval can you proceed to the graduation phase.

MM0033 - Creating value: a strategy and marketing perspective - ASM 1

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

Would you like to make a concrete contribution to efficient, strategic decision-making in your organisation? Then this course is the right choice. You develop both essential insights and practical skills that are indispensable for effective management in a dynamic society. The course focuses on creating and retaining value, with strategic choices, customer orientation and building strong competitive advantages at the centre.

This directly applicable knowledge gives you the tools to deal successfully with the challenges of a rapidly changing business environment. With it, you can make an impact straight away in daily practice. The course covers both strategy and marketing concepts. These are integrated in order to combine research-based knowledge with critical reflection on theory and practice. Strategic thinking is central to this engaging course. There is ample attention to complex choices in developing competitive advantage, with an approach aimed at solving problems. The marketing component in turn emphasises the role of customers in the legitimacy and continuity of organisations, with strategies aimed at customer values and competitive advantages. Contemporary elements, such as digitalisation, social media and online marketing, are integrated. After completing the course, you have a broad range of skills that are directly applicable in management practice. For example, you can clearly define strategic issues and understand diverse perspectives on strategic paradoxes. You have also gained an in-depth understanding of marketing, with special emphasis on acquiring and retaining customers and developing defensible competitive advantages. Thanks to your developed analytical skills, you can evaluate your own organisation in terms of strategic choices, customer value, strategic marketing and revenue models. With your critical attitude and skills in conceptual modelling, you can contribute concretely and effectively to strategic decision-making in complex business environments.

MM0113 - Organising and changing - Advanced studies in management 2

Dutch name: Organiseren en veranderen - Advanced studies in management 2 **Type:** Standard product
Language: Dutch **ECTS:** 7.5 **Price:** € 594.00

Managers and consultants often tend towards an objective approach to analysing organisational problems and looking for solutions. For real change, however, it is crucial to dig deeper and identify the causes of discontent within the organisation. Discontent can arise in different places. The technical employee, for example, experiences problems because of complex procedures, possibly due to limited financial resources. The receptionist is hindered by superfluous administration, pointing to an inefficient structure. The customer service employee understands customer frustrations caused by system limitations, possibly caused by a corporate culture that pays insufficient attention to technological improvements and customer orientation. All these different challenges suggest interrelated problems within the same organisation. This course offers state-of-the-art knowledge in the field of organising, and focuses on critical reflection on theory and practice in order to analyse this kind of organisational issue. The aim is to offer you a conceptual framework for learning to understand the complexity of contemporary organisations. Four perspectives form the framework of the course. In the Structure perspective, the structure of organisations is central, with attention to organisational design and structural issues. The HR perspective focuses on reward and motivation, exploring human resource management and organisational behaviour. The Power perspective focuses both on effective use of power and on what is ethically acceptable according to specific values and norms within organisations. The Symbolic or culture perspective explores the informal, cultural aspects of organisations, with a focus on the crucial role of culture and sense-making, and emphasises what people within an organisation consider important. These perspectives are not mutually exclusive, but can complement each other. After the course, you have a valuable toolset for understanding, analysing and solving problems in organisations. In addition to improving your knowledge, you also develop the skill of reflecting critically on organisational issues. You do this by analysing a (your own) case organisation from different theoretical perspectives. This enables you to question established paradigms, views and solutions.

MM0123 - Organizing in a context of change

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

Contemporary organisations are confronted with complicated areas of tension. Many employees are highly educated and expect autonomy and room for self-management, while organisations are often still strongly

hierarchically organised and cling to control and efficiency. Companies that have outgrown the pioneering phase run up against the limits of informal coordination and are forced to formalise. Other organisations experience increasing pressure from regulation and transparency, which leads to new layers of procedures. In addition, there are takeovers and mergers in which different cultures have to be integrated. Managers and consultants often use a rational and one-dimensional approach when analysing organisational problems, formulating solutions and promoting value creation. For sustainable change, however, it is crucial to investigate the underlying causes of discontent within organisations. This calls for the use of different perspectives and analytical frameworks. This course offers state-of-the-art knowledge and stimulates critical reflection in order to analyse such complex issues from multiple angles. In this course, you work on a case of your own, which you analyse from four different perspectives. These perspectives are not mutually exclusive but can complement each other. The Structure perspective focuses on the design of the organisation, with attention to organisational design, formalisation and issues around coordination. The HR perspective is aimed at motivation and reward and explores the role of human resource management as a change agent in supporting employees and managers. The Power perspective highlights the power relations and political processes within an organisation. Finally, the Culture perspective explores the informal and cultural dimensions of organisations and shows how values, routines and sense-making can stimulate or, on the contrary, hinder change.

MM0202 - Graduation research preparation GOV

Dutch name: Voorbereiding afstudeeronderzoek GOV **Type:** Standard product **Language:** Dutch **ECTS:** 5
Price: € 410.00

If you choose to prepare your thesis in this direction, you can select a number of thematic subjects that you want to explore in greater depth. These subjects are often linked to the current research of the thesis track supervisors and are regularly updated. During the course, you are offered relevant literature that fits the chosen theme. Under guidance, you go through the necessary steps to arrive at a graduation proposal, following a time-bound step-by-step plan. There are various contact moments and moments for feedback. The end result, the graduation research proposal, is assessed by both the supervisor and a second assessor. Only after approval can you proceed to the graduation phase.

MM0223 - Enabling performance: a human capital and financial perspective - ASM 3

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 594.00

In this course, we zoom in on the inside of the organisation: how do you ensure that people and resources really contribute to sustainable value creation? The concept of ‘performance management’ is central here, as a powerful and widely applicable approach to making performance measurable and steering it in a targeted way. We approach this concept from two complementary perspectives: human resource management (how do you deploy human capital in a strategic and ethically responsible way to achieve sustainable performance?) and financial management (how do you make performance transparent, measurable and manageable in terms of resources, costs and revenues?). By combining these angles, you gain a multidisciplinary and practically applicable insight into steering performance within modern organisations. The course thereby offers you essential building blocks for effective leadership and (performance) management in a world in which sustainability, accountability and results-orientation are becoming increasingly important. Thanks to this broad approach, you learn not only to evaluate performance management critically and to recognise ethical dilemmas within HRM, but you also develop all the skills needed to use financial information operationally, from cost calculation to budgeting. The knowledge you acquire in this course goes beyond the level of theoretical concepts and gives you the opportunity to add

value to your organisation directly. The focus on performance management, from the dual angle of HRM and financial management, gives you a holistic perspective on the management of human and financial capital, which is indispensable in a dynamic and demanding environment. In short, this course opens doors to a broadly integrated approach to (performance) management, in which HRM and finance come together for sustainable success.

MM0233 - Enabling performance: a human capital and financial perspective

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

In this course, we zoom in on the inside of the organisation: how do you ensure that people and resources really contribute to sustainable value creation? The concept of 'performance management' is central here, as a powerful and widely applicable approach to making performance measurable and steering it in a targeted way. We approach this concept from two complementary perspectives: human resource management (how do you deploy human capital in a strategic and ethically responsible way to achieve sustainable performance?) and management accounting and control (how do you make performance measurable and manageable in terms of resources, costs and revenues?). By combining these angles, you gain a multidisciplinary and practically applicable insight into steering performance within modern organisations. The course thereby offers you essential building blocks for effective leadership and (performance) management in a world in which sustainability, accountability and results-orientation are becoming increasingly important. Thanks to this broad approach, you learn not only to evaluate performance management critically and to recognise ethical dilemmas within HRM, but you also develop all the skills needed to use financial information operationally. The knowledge you acquire in this course goes beyond the level of theoretical concepts and gives you the opportunity to add value to your organisation directly. The focus on performance management, from the dual angle of HRM and management accounting and control, gives you a holistic perspective on the management of human and financial capital, which is indispensable in a dynamic and demanding environment. In short, this course opens doors to a broadly integrated approach to (performance) management, in which HRM and finance come together for sustainable success.

MM0312 - Graduation research preparation DSHRM

Dutch name: Voorbereiding Afstudeeronderzoek DSHRM **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

If you choose to prepare your thesis in this direction, you can select a number of thematic subjects that you want to explore in greater depth. These subjects are often linked to the current research of the thesis track supervisors and are regularly updated. During the course, you are offered relevant literature that fits the chosen theme. Under guidance, you go through the necessary steps to arrive at a graduation proposal, following a time-bound step-by-step plan. There are various contact moments and moments for feedback. The end result, the graduation research proposal, is assessed by both the supervisor and a second assessor. Only after approval can you proceed to the graduation phase.

MM0313 - Financial perspective in governing - Advanced studies in management 4

Dutch name: Financieel perspectief in besturen - Advanced studies in management 4 **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 594.00

Would you like to sharpen your governance and management skills and be able to apply them directly in daily practice? Then this course is for you. By focusing on value creation in organisations, you learn to make strategic financial decisions. The practical applications with financial databases strengthen your data-

processing and decision-making skills, which is directly relevant for responding quickly and effectively to real-time information in your professional role. Insight into various forms of governance also gives you practical tools for effective organisational steering. In short, this course equips you with concrete and directly applicable skills that reflect the dynamics and complexity of the everyday business environment. The course zooms in on various factors that influence value creation in organisations. Among other things, you gain insight into making business decisions from a financial perspective and learn how internal and external information influences decision-making. Practical applications include working with financial data sources and making recommendations on the basis of the knowledge gained. The course also covers forms of governance, such as corporate and public governance. The skills you acquire in this way are directly applicable in the daily practice of governance and management, so that you will soon be able to operate more effectively in financial decision-making and governance-related issues. During this course, you strengthen your analytical ability to work with financial reports and market data. Practical applications with financial databases also increase your data-processing and decision-making skills. In addition, the course gives you insight into various forms of governance, which provides you with crucial knowledge for effective organisational steering. All these acquired skills enable you to make value-driven decisions with confidence and to contribute successfully to governance processes in a variety of professional contexts.

MM0323 - Corporate finance

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

Would you like to sharpen your governance and management skills and apply them directly in practice? Then this course on corporate finance is for you. You learn to make strategic financial decisions by focusing on financial value creation within organisations. Because financial choices play a central role in almost all management decisions, this course is relevant not only for future finance professionals, but also for managers with a broader organisational or strategic role. In this course, you develop insight into the factors that influence financial value creation and learn to make business decisions from a financial perspective. You learn to analyse both internal and external sources of information critically and to formulate well-founded recommendations, so that as a manager you can collaborate better with financial specialists and understand the financial implications of policy. You also become acquainted with the basic principles of behavioural finance. You investigate how human behaviour influences financial decisions and how these insights can help organisations improve their decision-making processes. Through the combination of financial theory, practical applications and insight into human behaviour, you strengthen your analytical skills and learn to make value-driven decisions. After the course, you are able to independently make strategic financial choices and contribute effectively to governance and management processes in a dynamic business environment.

MM0402 - Graduation research preparation OVO

Dutch name: Voorbereiding afstudeeronderzoek OVO **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

If you choose to prepare your thesis in this direction, you can select a number of thematic subjects that you want to explore in greater depth. These subjects are often linked to the current research of the thesis track supervisors and are regularly updated. During the course, you are offered relevant literature that fits the chosen theme. Under guidance, you go through the necessary steps to arrive at a graduation proposal, following a time-bound step-by-step plan. There are various contact moments and moments for feedback. The end result, the graduation research proposal, is assessed by both the supervisor and a second assessor. Only after approval can you proceed to the graduation phase.

MM0403 - Controlling

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 594.00

How can you steer employees, managers and CEOs effectively to achieve organisational goals? This question is the essence of this course. Within the world of controlling, we investigate the various approaches to shaping an organisation and which instruments you can deploy to achieve concrete goals. You delve deeper into the 'planning and control' approach to organisations, in which strategic goals are translated into tangible performance indicators. You also explore fascinating issues relating to the choice and measurability of specific indicators and learn how you can motivate employees to achieve these goals. In this course, we take a close look at the 'planning and control' approach to organisations. We translate strategic goals into performance indicators, which we then analyse to assess whether the goals set are being achieved. The choice and measurability of these indicators raise fascinating questions, which go deeper into the field of management control. We also pay attention to the steering of non-profit organisations, so that you develop a holistic understanding of the application of controlling in different contexts. Steering, however, goes beyond instruments and indicators. You therefore also develop insight into the complexity of behaviour-oriented approaches and the way in which steering processes take place in practice. Think, for example, of the unintended effects that can occur when certain indicators are used. Controlling shows you that steering in practice has a dynamic of its own. The course also puts into perspective the idea that strategy implementation through management control is completely makeable, by looking at the natural development paths of organisations. After the course, you have the academic skills to analyse concrete problems in daily practice. You have the ability to recognise and understand recent developments in management accounting and management control and can form a substantively founded judgement about these developments. The course also equips you with skills that are crucial for the next phase in the Master's programme: writing a thesis. During the course, you have become proficient in critically studying, interpreting and critiquing academic articles; essential skills for writing a Master's thesis.

MM0413 - Controlling (CON)

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

How can you steer employees, managers and CEOs effectively to achieve organisational goals? This question is the essence of this course. Within the world of controlling, we investigate the various approaches to shaping an organisation and which instruments you can deploy to achieve concrete goals. You delve deeper into the 'planning and control' approach to organisations, in which strategic goals are translated into tangible performance indicators. You also explore fascinating issues relating to the choice and measurability of specific indicators and learn how you can motivate employees to achieve these goals. In this course, we take a close look at the 'planning and control' approach to organisations. We translate strategic goals into performance indicators, which we then analyse to assess whether the goals set are being achieved. The choice and measurability of these indicators raise fascinating questions, which go deeper into the field of management control. We also pay attention to the steering of non-profit organisations, so that you develop a holistic understanding of the application of controlling in different contexts. Steering, however, goes beyond instruments and indicators. You therefore also develop insight into the complexity of behaviour-oriented approaches and the way in which steering processes take place in practice. Think, for example, of the unintended effects that can occur when certain indicators are used. Controlling shows you that steering in practice has a dynamic of its own. The course also puts into perspective the idea that strategy implementation through management control is completely makeable, by looking at the natural development paths of organisations. After the course, you have the academic skills to analyse concrete problems in daily practice. You have the ability to recognise and understand recent developments in management accounting and management control and can form a substantively founded judgement about these developments. The course

also equips you with skills that are crucial for the next phase in the Master's programme: writing a thesis. During the course, you have become proficient in critically studying, interpreting and critiquing academic articles; essential skills for writing a Master's thesis.

MM0512 - Graduation research preparation CSC

Dutch name: Voorbereiding afstudeeronderzoek CSC **Type:** Standard product **Language:** Dutch **ECTS:** 5
Price: € 410.00

If you choose to prepare your thesis in this direction, you can select a number of thematic subjects that you want to explore in greater depth. These subjects are often linked to the current research of the thesis track supervisors and are regularly updated. During the course, you are offered relevant literature that fits the chosen theme. Under guidance, you go through the necessary steps to arrive at a graduation proposal, following a time-bound step-by-step plan. There are various contact moments and moments for feedback. The end result, the graduation research proposal, is assessed by both the supervisor and a second assessor. Only after approval can you proceed to the graduation phase.

MM0602 - Graduation research preparation S&I

Dutch name: Voorbereiding afstudeeronderzoek S&I **Type:** Standard product **Language:** Dutch **ECTS:** 5
Price: € 410.00

If you choose to prepare your thesis in this direction, you can select a number of thematic subjects that you want to explore in greater depth. These subjects are often linked to the current research of the thesis track supervisors and are regularly updated. During the course, you are offered relevant literature that fits the chosen theme. Under guidance, you go through the necessary steps to arrive at a graduation proposal, following a time-bound step-by-step plan. There are various contact moments and moments for feedback. The end result, the graduation research proposal, is assessed by both the supervisor and a second assessor. Only after approval can you proceed to the graduation phase.

MM0603 - Public governance

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

Let yourself be taken on an exploratory journey through the intriguing world of management and steering of networks, and the use of participatory ways of working. In our rapidly evolving society, steering through networks and through participatory processes is the way in which governments give direction to complex issues. Think of recent challenges such as the decentralisation of responsibilities to municipalities. This raises questions such as: Can municipalities effectively take the lead in the interplay of diverse public and private parties? Can involving citizens (citizen participation) in policy-making contribute to the legitimacy of the policy? The focus in this course is therefore on network and participatory governance, with specific attention to academic relevance and to concrete skills that you will develop. We go into societal issues that connect with recent academic research on, among other things, network effectiveness. You gain insight into the collaboration process between organisations, factors that influence effective collaboration and essential elements for the success of a collaboration, such as building trust and commitment. Participatory governance offers an in-depth understanding of how you can take part in (government) policy. Both the role of citizens and organisations in government policy and the participation of the government in initiatives of citizens and organisations are covered. In short, you not only acquire theoretical knowledge, but also develop important, immediately deployable skills. After completing the course, you have solid knowledge of public governance and you have the tools to manage and steer effectively. You also have insight into the core questions that academics ask within network and participatory governance. You can carry out a literature review and process

academic literature into a literature synthesis. Skills that come in handy when doing thesis research and writing your thesis and in your further career.

MM0702 - Graduation research preparation CS

Dutch name: Voorbereiding afstudeeronderzoek CS **Type:** Standard product **Language:** Dutch **ECTS:** 5
Price: € 410.00

In this course, you work on the first chapters of your thesis, namely: (1) Introduction, (2) Literature review and (3) Methodology.

Learning objectives

During this course, you learn to:

- independently conduct academic research;
- write a graduation research proposal with an introduction, literature review and methodology chapter.

MM0703 - Sustainable human resource management

Dutch name: Duurzaam human resource management **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

Sustainability is often linked one-sidedly to the environment and climate, and solutions in this area are mostly sought in technology and changes to consumption patterns. But our labour market, the way in which we deploy human capital in business, also touches on important, widely shared sustainability issues. How do we ensure that the organisation and its employees are future-proof and remain employable? How do we balance work and private life in the digital age? How can organisations become more inclusive? How do we create successful organisations that also pay attention to employees' work happiness and career prospects? Tackling these issues with human resource management (HRM) is a challenging activity, with which you moreover contribute directly to the 17 Sustainable Development Goals (SDGs) of the UN! In this course, you study HRM from a sustainability perspective. Various perspectives on Sustainable HRM are covered and are compared with other paradigms in HRM, such as Strategic HRM. In doing so, we are mindful of the context of organisations and go into SDGs, stakeholders and their interests, and the internal and external environment of organisations at micro, meso and macro level. We offer you frameworks to be better able to handle the areas of tension and paradoxes that arise in practice. The course also gives you concrete tools on how organisations can develop and implement sustainable HRM in an 'evidence-based' way. Through online meetings, literature and cases, and practical assignments, the above questions and insights into these fascinating phenomena are covered. After this particularly topical and relevant course, you are able to analyse HRM issues from a sustainability perspective. Moreover, on the basis of that analysis you can formulate advice for the HRM policy of organisations for both the development and the implementation of policy. Finally, you know how to substantiate your analysis and advice with academic insights. In this way, you are in an important position to help realise sustainability goals.

MM0803 - Organisational change and development

Dutch name: Organisatieverandering en -ontwikkeling **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

The course offers a renewed view of managing and facilitating change processes, in which traditional approaches are considered extensively and critically. The course content is closely connected with your daily practical experiences as a professional, and both conventional (change) management literature and recent (postmodern) views are covered. During the course, you start to look differently at organising, you see new

options for action and are given concrete intervention tools. You also learn to deal with tensions and unruliness during changes. There is plenty of room to discover through reflection who you yourself are as a change agent. The following content themes are covered in the course: Paradigmatic perspectives, What is change/development?, Phasing and time, Organisational diagnosis, Behaviour in organisations, Dealing with power, Intervening, Dealing with unruliness and Leadership. Through video lectures, state-of-the-art articles and challenging study tasks, you work on comparing and assessing theories and perspectives. You also apply theories and concepts to your own practice and reflect on yourself and your own professional development (reflective practitioner). After the course, you have insight into recent developments in the field of organisational change and development and can consider these critically from different perspectives. By applying theories on organisational change and development to a complex practical situation, you can think carefully about the approach to future organisational changes. In addition, you have change-management concepts and professional vocabulary that help you to reason as a change professional and to enter into the substantive conversation with clients, managers with final responsibility and others involved.

MM080U - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 2.5 **Price:** € 198.00

During the phase of your graduation research, you improve your research skills via the bootcamp by following sessions, for example on analysing both quantitative and qualitative data. During this course, you take part in one of the bootcamps on offer, for which you register in the learning environment. An assignment is also linked to following the bootcamp. If you follow the course MM080U, participation in the bootcamp is compulsory.

MM080W - Capita Selecta

Type: Standard product **Language:** Dutch **ECTS:** 0.3 **Price:** € 29.52

Reporting on academic research follows a certain structure. This structure can be found in published articles. It is good to recognise the components of the structure, so that you can also apply this structure in your thesis. In this course, you will learn:

- how an academic article is structured;
- how the building blocks of an article correspond to the building blocks of a thesis.

MM080X - Capita Selecta

Type: Standard product **Language:** Dutch **ECTS:** 5.6 **Price:** € 469.04

In a systematic literature review, all available literature from databases is investigated systematically. You then analyse this dataset in two ways. First, you make a descriptive overview of the number of articles per year and academic journal. This is the quantitative analysis. Second, you make a thematic synthesis, in which you discuss the most important subjects, trends and ideas that emerge in the literature.

Learning objectives

In this course, you carry out a systematic literature review. You will learn:

- which steps a systematic literature review (SLR) consists of;
- how to carry out each step.

MM080Y - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 5.3 **Price:** € 439.52

In a systematic literature review, all available literature from databases is investigated systematically. You then analyse this dataset in two ways. First, you make a descriptive overview of the number of articles per year and academic journal. This is the quantitative analysis. Second, you make a thematic synthesis, in which you discuss the most important subjects, trends and ideas that emerge in the literature.

Learning objectives

In this course, you carry out a systematic literature review. You will learn:

- which steps a systematic literature review (SLR) consists of;
- how to carry out each step.

MM0903 - Competitive supply chains

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

In our daily lives, we continually notice the impact of supply chains. Think of shopping at the supermarket, parcel services from e-tailers or waste collection. But the quality of medical care, of our holidays and of our safety (police/army) is also strongly dependent on logistics chains. Meanwhile, matters such as climate change, political unrest and material scarcity place new demands on chains. To meet these, collaboration in the chain is an option; but mutual dependence also carries risks. Organisations must therefore be aware of the fact that they are part of the logistics chains of other organisations and vice versa. This course starts from the notion that competition takes place not so much between individual companies but between supply chains. All companies within a chain must jointly focus on creating value for customers and other stakeholders. To that end, the individual links of purchasing, production, distribution and returns must first of all be managed well. These links must then be integrated and coordinated with each other for the sake of customer value, sustainability, innovation, risk management and resilience. Possible solutions lie, for example, in new digital techniques, circular business models, sustainable purchasing and bringing production locations closer. We begin this course with the classic components of supply chain management: Strategy, Purchasing, Production and Distribution. As an extension of this, the recent trends mentioned are covered. In the component Integration, we then go into managing customer and supplier relationships, human capital and performance measurement, culminating in a final assignment and an oral exam. At the end of the course, you have state-of-the-art academic knowledge of supply chain management and the skills to actually put this knowledge into practice and apply it. All this with as your professional end goal to deploy logistics chains effectively as a competitive weapon.

MM1103 - Strategy and innovation

Dutch name: Strategie en innovatie **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

The phenomenon of innovation, viewed from the strategic importance of the organisation, is central to this course. Markets, needs and circumstances change. An organisation will therefore constantly have to adapt its strategic goals, vision and mission in order to keep delivering value, in order to survive. Not only by applying its own inventions, but also in response to successful commercial applications of inventions by competitors. The importance of strategic innovation management is also evident from empirical research, which shows a relationship between the survival of organisations and their innovation behaviour, but also shows that many new ideas never reach the market. Innovation, as you learn in this course, consists of several phases, within which strategy plays a central role. In the first two phases, identifying innovations and choosing from the

potential innovations, a strategic choice has to be made. Implementing the innovation determines the ultimate success of the innovation, but in order to actually realise the value of the innovation for the organisation, strategic choices regarding learning, organising and the revenue model are necessary. To clarify this, various theoretical perspectives are reviewed and, via articles, we go into strategic tools such as co-creation, the Business Model Canvas and Red versus Blue Oceans. In this way, you develop a broader view of both subjects. The course is thus not a regular strategy course with a collection of theories, but also not a standard 'managing innovation' course. After completing this course, you are able to design an innovation strategy that is in line with the business strategy and in which you recognise the importance of different phases of the innovation process. In doing so, you take into account the importance of the national innovation system, the importance of different kinds of networks and the reason why different organisations collaborate.

Learning objectives

The course aims to provide depth in the field of strategy, with an emphasis on the important role that innovation plays in it.

MM1203 - Capita selecta

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

In a systematic literature review, all available literature from databases is investigated systematically. You then analyse this dataset in two ways. First, you make a descriptive overview of the number of articles per year and academic journal. This is the quantitative analysis. Second, you make a thematic synthesis, in which you discuss the most important subjects, trends and ideas that emerge in the literature.

Learning objectives

In this assignment, you carry out a systematic literature review. You will learn:

- which steps a systematic literature review (SLR) consists of;
- how to carry out each step.

MM1303 - Graduation research preparation CON

Dutch name: Voorbereiding afstudeeronderzoek CON **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

This course prepares you for the graduation research. As the end product of this course, you deliver a research plan. The various steps you take to arrive at such a research plan include choosing a thesis topic, formulating a suitable problem statement, making a reasoned choice for a methodological design of the research and processing all these insights into a consistent research proposal. You take these steps within the field of controlling.

Learning objectives

After completing this course, you are able to:

- formulate a problem statement on the basis of a delimited theme and literature provided by the graduation supervisor;
- introduce a problem statement and indicate the academic and social relevance;
- carry out a literature review and, on that basis, establish a theoretical framework;
- draw up a suitable research plan.

MM1503 - Graduation research preparation GOV

Dutch name: Voorbereiding afstudeeronderzoek GOV **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

This course prepares you for the graduation research and helps you, on the basis of subject-specific and methodological deepening, to arrive at a research plan. The various steps you take to arrive at this plan include choosing a thesis topic, formulating a suitable problem statement and processing all these insights into a consistent research proposal. The research method used in this course is qualitative research. You take these steps within the field of Public governance.

Learning objectives

After this course, you are able to:

- formulate a research question that is clear, delimited and feasible;
- specify the academic and social relevance of the research question;
- substantiate the research question in a relevant way with recent academic literature;
- develop a conceptual model with which the research question can be answered;
- make a reasoned choice for the research strategy (including methods and techniques of data collection and data analysis) that is aligned with the research question, taking into account the relevant aspects of validity and reliability;
- carry out the above elements in a relatively independent way and record them in writing in a research proposal that meets the criteria.

MM1603 - Graduation research preparation DHRM

Dutch name: Voorbereiding afstudeeronderzoek DHRM **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

The elective course Sustainable human resource management approaches HRM from a sustainability perspective in which the interests of organisations and employees as well as of the social context are valued and weighed up. If you choose to prepare your graduation research in this direction, you can choose from a number of subject themes to explore in more depth. These subject-specific deepenings are related to the ongoing research of the thesis track supervisors and are therefore also regularly updated. During the course, relevant literature is offered from the tracks. Under guidance, you go through the steps needed to arrive at a proposal for your graduation research. This is done via a step-by-step plan that, in terms of time spent, takes into account the course DHRM that is to be followed in parallel. There are a number of fixed contact and feedback moments. The end product, the research proposal, is assessed by the supervisor and second assessor. Only with an approved research proposal can you proceed to the graduation phase.

MM1703 - Graduation research preparation OVO

Dutch name: Voorbereiding afstudeeronderzoek OVO **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

Over 10 weeks, you work step by step, via a concrete assignment, on your research proposal, which later serves as the basis for your graduation research. On the basis of a subject-specific deepening, you choose one of the available graduation themes within the field of organisational change and development. Given this choice, you work on a relevant and suitable research question. Through concrete sub-assignments, you then work towards a concrete design of the empirical part of your graduation research. You conclude this course by delivering a final research plan.

Learning objectives

After this course, you are able to:

- formulate a research question that is clear, delimited and feasible;
- anchor this research question in the recent academic literature in an understandable and relevant way;
- specify the academic and social relevance of the research question;
- develop a conceptual model in which the relevant concepts or variables are specified;
- indicate the connection between the theoretical and the empirical part of the research and present the various steps in it in a structured way;
- make reasoned choices for the methods and techniques of data collection and data analysis that are aligned with the research question, taking into account the relevant aspects of validity and reliability;
- carry out the above elements in a relatively independent way and record them in writing in a plan that meets the criteria.

MM1803 - Graduation research preparation CSC

Dutch name: Voorbereiding afstudeeronderzoek CSC **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

Before you can start the empirical phase of your graduation research, you must submit a sound research plan to the supervisor of the (thesis) track. This course helps you to arrive at this plan, by paying attention to:

- formulating problem statements;
- recognising (and applying in your own research) the reason for further research;
- demonstrating and presenting the relevance of research;
- substantiating relationships in the literature;
- using research methodology of a quantitative and/or qualitative nature.

The supervisor of the (thesis) track and a second assessor assess your research plan. If it is approved, you can start the next phase of graduation. The supervisor of the Graduation Research Preparation is often also the supervisor of your graduation research.

Learning objectives

After completing the course, you are able to:

- formulate a problem statement on the basis of a delimited theme and literature provided by the graduation supervisor;
- put a problem statement into words and indicate the academic and social relevance;
- carry out a literature review and, on that basis, establish the theoretical framework;
- draw up a suitable research plan (with attention to the research method, data collection, operationalisation of variables, validity, and so on).

MM2003 - Graduation research preparation S&I

Dutch name: Voorbereiding afstudeeronderzoek S&I **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

You go through this course after completing the elective course Strategy and innovation, so that a bridge can be built between the content and the formal requirements of a research plan. Central to this course are the competences needed to formulate a clear and relevant problem statement, to collect and process the right literature and to arrive at an operationalisation of the conceptual model that can serve as the basis for the empirical research. The final assessment means that the resulting research proposal is approved, so that the second phase of graduation can be started.

Learning objectives

This course helps you to arrive at:

- a good problem statement;
- a first outline of the literature review;
- a first outline of the conceptual model;
- a first outline of the methodology chapter.

MM2103 - Graduation research preparation CS

Dutch name: Voorbereiding afstudeeronderzoek CS **Type:** Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

In this course, you work on the first three chapters of your thesis, namely:

1. Introduction

2. Literature review

3. Methodology

Learning objectives

During this course, you learn to:

- independently carry out academic research;
- write a thesis plan with an introduction, literature review and methodology chapter.

MM2203 - Leading sustainable business transformation

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

How can organisations respond strategically to increasing pressure on environmental and social matters? And how can managers lead sustainable transformations under uncertain conditions and competing value logics? In this course, you investigate sustainable business transitions and you do so in four steps. The first step is developing a systems perspective on sustainability. You learn to understand organisations as part of broader social, ecological and institutional systems. In addition, you learn to analyse feedback loops, trade-offs and long-term dynamics. As a second step, you investigate how organisations manage sustainability strategically by exploring stakeholder management, institutional pressure, ESG performance and regulatory developments such as the CSRD. You learn how sustainability performance is measured, managed and communicated, and how this relates to value creation. The third step is focused on innovation pathways and consists of analysing sustainable business model innovation, circular economy strategies and the relationship between sustainability performance and financial performance. You evaluate how companies can create shared value through strategic allocation of resources and development of capabilities. Finally, you learn about leadership and organisational change. Sustainable transformations require balancing tensions between short-term and long-term goals, economic and social objectives and competing stakeholder expectations. Instead of presenting leadership as applying ‘correct’ sustainability decisions, this course emphasises strategic sense-making, dealing with paradoxes and mobilising collective action. After this course, you have the knowledge and skills to analyse sustainability challenges using systems thinking. You are also able to evaluate organisational sustainability strategies and ESG performance and to assess innovations in the field of sustainable business models. This course teaches you above all to think critically about the strategic and ethical dimensions of sustainable leadership.

MM2303 - Rethinking consumption and production patterns

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

The course is about one of the most urgent challenges of our time: how can we shape behaviour, consumption and production so that they fit within the limits of our natural resources and contribute to human well-being? Central is Sustainable Development Goal 12: 'Responsible consumption and production', which aims for broad system changes in economy and society. In this course, you learn how waste can be reduced and well-being improved through behavioural change, innovative production models and reuse. Regulation, sustainable production processes and changing consumer behaviour are all covered. Practical examples and cases show how strategies can contribute to a circular economy. The course builds on earlier parts of the curriculum and deepens issues in the field of marketing and supply chain management. Two themes are central: how do you influence sustainable consumer behaviour, and how do you align responsible production from a chain perspective. In this way, you develop both analytical insight and practical skills to make sustainable choices in production and consumption.

MM2403 - Navigating strategic challenges

Type: Standard product **Language:** Dutch **ECTS:** 7.5 **Price:** € 615.00

In contemporary organisations, strategic challenges rarely take the form of clearly defined problems with optimal solutions. Instead, managers are increasingly confronted with persistent tensions, conflicting interests and an uncertain future. In such a context, an effective strategy is less about optimisation and prediction, and more about navigation. Managers must continually balance conflicting forces, deal with paradoxes, make judgements under complex, uncertain conditions, apply governance mechanisms effectively and adapt the strategic course over time. This course introduces three interconnected basic principles for meeting strategic challenges: organisational ambidexterity, strategic entrepreneurship and open strategy. You investigate how organisations balance exploration and exploitation and how they combine searching for opportunities with creating advantages. You also analyse how organisations reconcile openness with governance and control in their strategic content and processes. The course also highlights how the three central basic principles are reinforced by the rise of artificial intelligence, and why human judgement and diverse ways of thinking remain essential for strategic thinking in uncertain situations. As a student in this course, you develop the ability to make strategic choices and steer change effectively in complex and dynamic environments. You learn how to detect opportunities and challenges early and how to weigh up conflicting interests and tensions. After this course, you can mobilise collaborations within the broader ecosystem and substantiate strategic decisions with human insight, also in the light of artificial intelligence. In this way, you build the skills you need to lead organisations in an agile, resilient and future-oriented way.

MM9906 - Graduation research Management Sciences

Dutch name: Afstudeeronderzoek managementwetenschappen **Type:** Standard product **Language:** Dutch **ECTS:** 15 **Price:** € 1,230.00

You complete the Master's programme with the graduation track. In this final phase of your programme, you independently carry out in-depth academic research and report on it in the form of a thesis. Of course, you do not face this challenging task alone! During the graduation phase, you are assisted by an expert supervisor within your chosen thesis track. This track offers you a professional guide and a stimulating environment for academic growth. Together with a group of students and lecturers, you carry out academic research into subjects and problem statements around the same theme. You are thus part of a community of researchers, a 'research community', and make your personal contribution to it. Your thesis topic must fit the focus of the thesis track and your graduation research builds on the knowledge from the sub-field of the management

sciences in which you previously delved deeper with your elective course. By being involved in the research of lecturers, you get the chance to get used to the challenging and inspiring environment of academic research. In addition, the thesis track offers a platform on which you can learn from each other's expertise and encourage and inspire each other. The graduation portal in the online learning environment also supports you during every stage of your graduation research. There you find the resources needed to design and carry out your thesis research, and can thus make optimal use of the rich experience of the graduation track. With an approved thesis proposal (Research proposal), you may enrol in the course Master thesis management. In this course, you get the opportunity to actually carry out your research proposal and to report and discuss the results in the form of a structured thesis. Your thesis has the character of a full research report, comparable to an (empirical) academic article. In the graduation programme, it is not only about deepening existing knowledge, but also about adding valuable insights to existing academic knowledge. A graduation thesis in the Master's in Management is therefore not merely a report of research, but a contribution to the continuing development of academic knowledge. Are you ready for this challenge? Then step into the world of academic research and discover the possibilities our graduation programme has to offer you. Because, let's face it, how great is it to contribute knowledge to science yourself with your thesis research!

MWBVHM - Basics of management

Dutch name: Basics van het Management **Type:** Standard product **Language:** Dutch **ECTS:** 17.2 **Price:** € 2,995.00

There is a good chance that you have grown into a management position as a manager without any training in that direction. There is also a good chance that every day you are overwhelmed by 'daily fires to put out'. You may well have a list of 'things to do today' in your head when you walk into work in the morning. And at the end of the day you have to conclude that you were only able to do a few tasks from this list because of all kinds of odd jobs in between. In short, structure is lacking. In this programme, you learn to introduce this structure through the basics of management in three areas: looking at and acting in an organisation from a general and objective framework, financial management and personnel management.

OBABDK-2026-2027 - Open Bachelor's programme in Business Administration

Dutch name: Open bachelor Bedrijfskunde **Type:** Training **Language:** Dutch **ECTS:** 180 **Price:** -

You learn how employees, leaders and teams function, how business processes are organised and how organisations work together. In doing so, you build a solid knowledge base with which you can analyse and tackle a variety of management issues, such as marketing, human resources, supply chain management, organisational change, strategy and innovation, and accounting and finance. At the same time, you work actively on your personal development as a manager, leader, board member or adviser. In this way, you are optimally prepared to play a meaningful role in governing and developing a company or institution. In the Open Bachelor's programme, you combine management sciences with courses from one or two other academic fields. Thanks to various options, you put together a programme that suits your interests. And this multidisciplinary approach is of great value on the labour market, especially in times of major social and economic change.

RB0122 - Introduction to administrative law

Dutch name: Inleiding bestuursrecht **Type:** Standard product **Language:** Dutch **ECTS:** 5 **Price:** € 410.00

The government plays an important role in regulating activities in society. Most people have to deal with decisions and actions of the government almost daily. A good example is the traffic rules on public roads. In

addition, explicit permission from the government is needed for all kinds of activities. Think of organising a street party, felling a tree or extending your house. Other examples of government intervention are collecting taxes and providing benefits and allowances. In this course, the central question is how the government (administrative authorities) obtains the powers to regulate the above matters and which rules have to be observed in doing so. The (main) rules of Dutch general administrative law are laid down in the General Administrative Law Act (Algemene wet bestuursrecht, Awb). The study of this act forms the core of this course. The course is built around a number of key questions:

- How does an administrative authority obtain its powers?
- Which procedural and substantive standards must the administration observe when exercising administrative powers and performing acts of private law and factual acts?
- Which different forms of administrative action can be distinguished?
- To what extent may the government use the private-law route to serve a public-law interest?
- How can an administrative authority take enforcement action against a violation of a public-law norm?
- What legal protection options does a citizen have in the case of (possible) lawful or unlawful administrative action?

An important aim of the course is to provide insight into the application of administrative law in practice. To that end, the interpretation and application of the key concepts of the Awb in a number of other important administrative acts, such as the Municipalities Act and the Provinces Act, are addressed.

Learning objectives

After completing the course Introduction to administrative law, the student is able to:

- explain in outline the general structure and the central doctrines of Dutch administrative (procedural) law;
- state the central doctrines of Dutch administrative (procedural) law (in particular the central administrative-law concepts, standards on administrative powers and administrative-law legal protection) and apply them to a concrete case;
- apply general administrative (procedural) law to parts of special administrative law;
- establish a relationship between Dutch administrative law and relevant parts of EU law and international law (in particular the European Convention on Human Rights) and apply them;
- collect relevant legal information in a methodical way and apply it in practice.

SMAMAN-2026-2027 - Premaster Management

Type: Training **Language:** Dutch **ECTS:** 15 **Price:** -

The Premaster Management consists of one course, MB0126 Premaster: methods and techniques of research. It is the bridge between higher professional education (HBO) and university in which you further develop your academic research skills. You prepare in a targeted way for the Master's phase and the graduation research, with a design that closely matches the structure of the Master's thesis, in which you learn to formulate research questions and to make a suitable research design, and you delve into literature review, analysing academic articles and carrying out both quantitative and qualitative research, including clear reporting and reflection. If you want to know more about the content, see the course site.

The premaster in brief

- Duration: 22 weeks
- Start: September and February
- Study load: 10-13 hours per week
- Admission: at least an HBO Bachelor's degree
- Five meetings: four on location, one online

- Group assignment and multiple-choice exam
- Included: study material and three exam opportunities
- Certificate: direct admission to the Master's programme in Management

VMZORG - Change management in elderly care

Dutch name: Verandermanagement in de ouderenzorg **Type:** Standard product **Language:** Dutch **Price:** € 3,450.00

Leading with confidence in elderly care

As a team manager or coordinator in elderly care, you face quite a challenge. Because a lot is changing. The Netherlands is ageing and more and more older people are being added. That means more work, with fewer people. Everyone knows it has to be different, but on paper it always sounds easier than in practice. So the question is: how? We would like to help you with that. This programme of about six months offers managers in care practical tools and skills to give direction with confidence to the care of tomorrow. You learn to manage complex changes and create support within your team.

Who is this programme for?

This programme is intended for managers in elderly care, namely:

- Team leaders
- Team managers
- Care coordinators

What will you learn during the programme?

The content has been carefully compiled, with input from organisations such as Envida, Archipel Zorggroep, Vivantes and CZ Zorgkantoor. Together we looked at what really contributes to the care of tomorrow and how you apply that in practice. During the programme, you learn about:

- the importance of context in changes
- HRM strategies for recruitment, retention and collaboration
- managing changes
- digitalisation in elderly care
- strong leadership in elderly care

Do you want to know more? View the full content of the programme.