

TRACK: DIGITAL BUSINESS & INNOVATION

FULL-TIME MASTER (MSC) IN MANAGEMENT

TOPICS

Impact of digitization on business (disruption, strategy, customer) and society | ICT and innovation in business | Agile | Possibilities and threats of big Data | Digital business models and business intelligence | Security of digital ventures | Action research | Leadership of digital transformation | Strategic innovation | Ethics, privacy, and digital society.

WHAT DO YOU LEARN?

The Digital Business & Innovation track will prepare students to become effective intermediaries between business and digitization, and ideal facilitators for transforming and innovating companies.

DESTINATION GLOBAL IMMERSION PROGRAM

To be confirmed

EXAMPLES OF THESIS SUBJECTS CHOSEN

- The influence of technological complexity on the relationship between strategic leadership and company alignment
- What is the future of accountancy? How is the accountancy profession adapting to the changes caused by digitization?
- Blockchain application and challenges in supply chain
- Digital Transformation
- Access based economy
- The impact of digitization on the work performance of aged employees in the service-oriented companies

EXAMPLES OF FIRST JOBS

- Consultant Digital Customer Experience
- Technology Consultant
- Consultant Digital Experience Center
- Consultant Digital Innovation & Transformation

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COURSES

<p>Platforms, Brands & Customer Experience</p> <p>4 ECTS</p>	<p>Digitization in business has caused major changes with respect to the markets, businesses, products and services, and customers. In this module students analyze and discuss digitization and its consequences from the perspective of creation, communication, delivery, and appropriation of customer value. Among the topics in the course are new paradigms, new business models, digital marketing, development of customer-centric organizations, and models and tools for the creation of customer experience.</p>
<p>Big Data, Data Analysis & Business Intelligence</p> <p>4 ECTS</p>	<p>The shift from data need to data surplus has great impact on decision-making and information handling and thus on how a business can be successful. AI and automated, data-driven decision are upcoming. Data is driving the direction of businesses through a better understanding of the customer, increasing the security of an organization, or gaining a better understanding of the risk and ethics associated with any business decision. Big Data is no longer a theory, but an accomplished business strategy for many companies. Elements in this module are understanding and recognizing the added value of data in general and big data in particular, the analysis and modeling of data, and business intelligence. This course aims to provide students with an introduction to the fundamental concepts and principles of big data, data analysis and business analytics.</p>
<p>Risk Management in a Digital World</p> <p>4 ECTS</p>	<p>This course focusses on information technology specific issues businesses must deal with. Topics that will be treated are a deep dive into Business information systems. How to set up management control of digital ventures? One of the challenges business and society must deal with concerns the threat of cyber criminality at different levels. Cyberthreats, and strategies to deal with them, will be discussed, students will learn how to build cyber resilient environments.</p>
<p>Digital Business Transformation</p> <p>5 ECTS</p>	<p>In this module, the concepts of transformation and innovation will be explored. How can organizations make the transition from a non-digital towards a digital company at various levels? Different change approaches varying from planned change towards appreciative inquiry will be discussed. Students will learn what innovation means in a certain context, how dynamic capabilities are being developed, and how to deal with ethics in the digital landscape. Different design approaches will be explored in an innovation lab context following the principles of action learning.</p>

TRACK: FINANCIAL MANAGEMENT

FULL-TIME MASTER (MSC) IN MANAGEMENT

TOPICS

Strategy and managing corporate value | Asset Pricing | Capital budgeting under risk and uncertainty | Real estate finance | Banking simulations | Fintech | Hedge fund strategies | Advanced company valuation | Mergers & acquisitions and Private equity.

WHAT DO YOU LEARN?

The Financial Management track equips students with the foundation necessary to tackle the complex world of corporate financial management; learning both the language of business and the tactical financial skills needed to make an impact in business.

DESTINATION GLOBAL IMMERSION PROGRAM

To be confirmed

EXAMPLES OF THESIS SUBJECTS CHOSEN

- Corporate transactions in different cultures
- Commodity prices and exchange rates
- Value investing and sentiment
- To what extent does blockchain improve supply chain finance?
- Art Investment in Economic Malaise Period: A Study on Risk and Return Characteristics of Painting's Auction Prices in European 2005-2016
- The influence of the energy transition on the value of the building environment

EXAMPLES OF FIRST JOBS

- Business Analyst
- Business Developer (at a financial institution)
- Financial Management Traineeship
- Financial Consultant

TRACK: FINANCIAL MANAGEMENT

COURSES

Advanced Corporate Finance 4 ECTS	<p>The objective is that at the end of this course a student should be able to understand and develop a financial strategy that supports the corporate goals of value-creation and growth. The focus of the course will be on developing critical financial skills, understanding best practices, and recognizing common pitfalls in financial management. Students will work on a series of cases, simulations and build financial models that can be used for earnings forecasts, the assessment of financing needs, and company valuation. This course is relevant for financial analysts, future business managers and entrepreneurs who want to sharpen their financial skill set.</p>
Mergers Acquisitions & Private Equity 4 ECTS	<p>Globalization and technological change will push many corporations in the coming decade to divest core-activities and at the same time to accelerate growth of the core business by acquiring business with complementary resources. In all these cases the business gets a new owner who is likely to want to implement major changes. It is therefore critically important to know which owner is optimal for a business. We analyze cases with different solutions: leveraged buyouts and recapitalizations, mergers and acquisitions, corporate spinoffs, divestitures, and joint ventures and alliances. This course will expose students to a wide range of best and worst mergers & acquisitions practices from around the world to prepare students for analyst positions, including the interaction with lawyers, strategy consultants and integration advisors.</p>
International Money and Finance 4 ECTS	<p>In today's world economy, capital can freely roam most of the world in search of profit opportunities. In principle, this is a good thing, as capital will be allocated there where the return on investment is highest and where capital that flows from rich countries can supply the funds that developing countries need to grow. Unfortunately, in many cases the volatility of international capital flows has also created havoc, leading to financial instability and economic disruptions in countries when capital came in quickly and fled even more quickly. Managers cannot influence government or central bank policies but should learn to live with their consequences. This course aims to increase student's awareness of the potential effects of international economic developments on their business.</p>
Asset Management & Financial Markets 5 ECTS	<p>Students will learn how to analyze the empirical evidence on security returns and their drivers and to compute the returns and relevant risk measures for various individual securities, portfolios of securities, and investment strategies. Students taking this course should also expect to learn how governments, financial institutions, companies, and investors use the capital market to attract funding. The course will look at the way investment banks make money by bringing issuers and investors together, either via their commercial or investment banking activities. With the help of case studies, students will also be prepared for using financial innovation and structured finance to optimize the level of funding that they want to acquire in the market.</p>

TRACK: GLOBAL BUSINESS

FULL-TIME MASTER (MSC) IN MANAGEMENT

TOPICS

Competition in a global world | The Globalization of companies and industries | Generic strategies for business model globalization | Global strategy as business model change | Target markets and modes of entry | Globalizing the value proposition | Global branding | Implementing business model globalization | Business and economic diplomacy

WHAT DO YOU LEARN?

The Global Business track will give students exposure to internationally operating companies and to world organizations throughout the courses and will let students interact with experienced international guest speakers.

DESTINATION GLOBAL IMMERSION PROGRAM

To be confirmed

EXAMPLES OF THESIS SUBJECTS CHOSEN

- Vertical Farming, Urban Farming, City Farming
- UN Global Sustainability goals & Implementation by companies
- The role of Dutch impact investing venture capital funds
- Applying business models from other countries in the Netherlands
- Company culture in China
- Sustainable market transformation

EXAMPLES OF FIRST JOBS

- Management Consultant
- Global Management Traineeship
- International Project Manager
- Various positions in multinational companies

BUILDING SKILLS AND CAPABILITIES FOR FUTURE JOBS (OPERATING IN AN INTERNATIONAL CONTEXT)

- Creativity, ordinality and initiative
- Critical thinking, persuasion, and negotiation
- Resilience, flexibility and complex problem-solving
- Emotional intelligence, leadership, and social influence

TRACK: GLOBAL BUSINESS

COURSES

New economic Powers

6 ECTS

The shift from the West to the East is led by countries such as China and India as well as the rapid rise of emerging (Asian) markets and is transforming the structure of the global economy. By 2025, the largest seven EM will have a larger GDP than the G7, China will be bigger than the US. And fast growing economies such as Turkey, Indonesia, Malaysia, and Vietnam will move into the top 20 economies worldwide. In many respects, these emerging markets are facing the same type of economic, social, financial, and cultural patterns and problems. Some of them are ageing fast and most countries are in the process of rebalancing their economies from low value-added export driven economies towards building up a more domestically oriented market and higher value-added products. At the same time, we see many differences; the economic problems in the Middle East are quite different from those in emerging Asia or Latin America. But there is one common factor, and that is that these emerging markets are integrated in the world economy and that this integration is accelerated through trade and investments. In some cases we can use traditional theories on trade, investments and multinational enterprises in the context of emerging markets, but in many cases the theories developed in the West are not very useful to explain what we see on the ground. The old business rules and management philosophies that evolved in the developed economies like the US and Japan just do not apply anymore. New players go by different competitive game plans and require companies and managers alike to “think differently”. Clearly this relates to adaptation and cross-cultural management. The international business and diplomacy matter and competition policy are touched upon this course in the separate lectures designed for this purpose.

Innovation & Digitalization

4 ECTS

This course goes back to the history of Nyenrode Business University. Nyenrode originally means New Roads. It is about walking new roads by introducing new technologies in the curriculum and the way of teaching while implanting these new roads in the company assignments and presentations that will run and will be held throughout this practice. This way Nyenrode aims to prepare students for jobs that do not exist yet, i.e. creating a competitive advantage for our students in this information age. We believe this is important in a world where talent competes globally and in which it is key for business to have access to a pool of talent knowing how to respond to future challenges e.g. by knowing how to organize and process information efficiently, make critical decisions about information and access it at times when it is most needed. The course consists of a deep dive into topics such as digitalization, innovation and information and builds further on a knowledge base of general business practices derived from other practices during your Nyenrode journey. The course demands a fair amount of intensive teamwork and being able to translate your ideas into business practices while being able to convincingly pitch them to the senior management of international operating companies. Students will have exposure to international operating companies throughout the course and will interact with guest lecturers with international experience and located in different parts of the world.

Global Strategy

3 ECTS

Global sourcing or international sourcing refers to a strategy whereby firms determine which part of the value chain will serve a particular market and how components, finished goods and services will be produced. The reason for a firm to employ global sourcing is the ability to exploit both its own and, in case of offshore outsourcing, its suppliers' competitive advantages and the comparative locational advantages of various countries in global competition and especially China and India as important offshore locations for companies from the West. By employing global sourcing and operating in multiple countries, firms adopt new business models allowing them to coordinate activities and exploit both competitive (firm-specific) advantages as well as comparative (location-specific) advantages on a global scale. In this Global Sourcing course students will combine the theoretical frameworks provided during the lectures with implementing them during a two-day in-company training to advise companies on the two key decisions: 1) Ownership decision: relates to the make-or-buy decision referring to the choice between keeping a service within a firm's boundaries or outsourcing it to a third-party provider; 2) Location decision: relates to the decision of keeping a service at the domestic business environment or at a foreign location.

Entrepreneurship

3 ECTS

Entrepreneurship is about creating and adding value by bringing creativity, mental beliefs and dreams, an inner call, and various skills and knowledge for identifying an opportunity and implementing it by taking risks. In whatever form entrepreneurship is crucial for society and economic growth as it is responsible for the launch of new or improved products and services, it contributes to the creation of employment and wealth. Entrepreneurship is an umbrella term combining many forms of economic activity; think about starting up a new business by a team of colleagues, making investments by existing companies, or building long-lasting family businesses. In this course we emphasize the dynamics of crossing borders and internationalizing entrepreneurial activities.