

2007/2008

Masters

- *Information Management*
- *Logistics and Operations Management*
- *Strategic Management*

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This brochure was prepared with great care, however, Tilburg University reserves the right to change without notice any programmes, policies, requirements or regulations published in this brochure.

Introduction

Do you have what it takes to become a good manager? Although the answer will partly depend on your personal ambitions and mentality, at Tilburg University we aim to educate and train entrepreneurial future managers who will excel in any business environment: in a small or large company, in the profit or non-profit sector and in an international or local environment.

In this brochure, you will find a detailed description of three MSc programme's aimed at management offered by the Faculty of Economics and Business Administration (FEB) of Tilburg University: Information Management, Logistics and Operations Management and Strategic Management. This brochure aims to explain what you need to know to make an informed decision about your graduate studies. To give you a more personal account of what our graduate programme's are all about, we have also included interviews by some of our professors.

Of other MSc programmes and the research master's programmes in Business and in Economics, separate brochures are also available. For international students there is an additional brochure about application procedures and the services of the International Affairs Office. For Dutch students with a professional bachelor's degree (hbo) there is an additional guide 'Opleidingen na hbo'. Additional copies of this or other brochures are available; please send an e-mail to study-info@uvt.nl.

We are looking forward to receiving your application for the next academic year and welcoming you to Tilburg University.

Tilburg University

Faculty of Economics and Business Administration



Tilburg University is an internationally oriented, fully accredited, top university in the Netherlands. It is well known for its high standards in education and scientific research as well as its excellent support facilities. In yearly rankings, Tilburg University has taken a leading position for many years now.

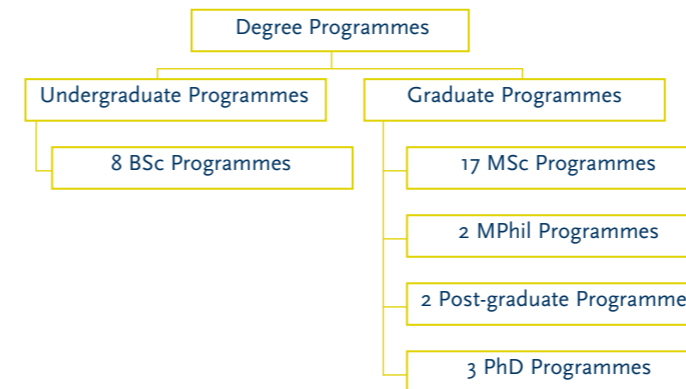
Since 1927, Tilburg University has expanded its horizons and has grown into a university with six faculties and an Executive Business School (TIAS, Executive MBA). Specialised in the Social Sciences and the Humanities, Tilburg University belongs to Europe's top in business, economics and law. Its 1,700 staff members provide liberal education for 11,000 students in the disciplines of Arts, Economics and Business Administration, Law, Philosophy, Social and Behavioural Sciences, and Theology.

All study programmes have achieved accreditation by the Dutch Flemish Validation Council (NVAO). The research programmes offered by CentER Graduate School (part of the Faculty of Economics and Business Administration) have also been accredited by the Royal Netherlands Academy of Arts and Sciences. Additionally, the business programmes have achieved accreditation by AACSB International. All represent hallmarks of excellence that make it possible for Tilburg University to compete not only with European Universities, but also with some of the best Universities in the world.

Tilburg University invites you to take part in a challenging student life in a truly international setting. The university has 180 partner universities on all five continents. You can enjoy interactive teaching in small groups, including case studies and teamwork. You will have access to all campus facilities such as wireless internet, a high-tech library, a language centre and internet cafes. The compact campus set-up offers you the opportunity to meet professors, researchers, lecturers and students of different backgrounds and nationalities.

The Faculty of Economics and Business Administration is Tilburg University's largest Faculty and the most prestigious one in the Netherlands. The Faculty enjoys high rankings for its excellent quality in education and research, for example, it is the current number one economics research institute in Europe and the number three business research institute. With about 500 staff members, the Faculty of Economics and Business Administration offers 32 undergraduate and graduate programmes in the fields of Economics and Business to approximately 5000 students. Education and research are provided by the Faculty's departments: Accountancy, Econometrics and Operations Research, Economics, Finance, Fiscal Economics, Information Systems and Management, Marketing, and Organization and Strategy.

The master's programme in Information Management is based on the scientific research of the department of Information Systems and Management. Both Master's programmes in Logistics and Operations Management and in Strategic Management are offered by the department of Organization and Strategy.



Rankings

The Faculty of Economics and Business Administration is consistently ranked in the top best universities in Europe.

Some of the most recent rankings:

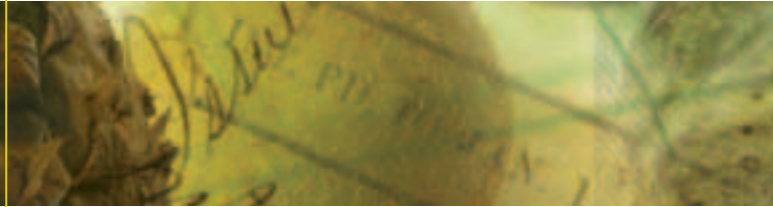
- Number one in Economics research in Europe (Journal of the European Economic Association, 2003)
- Number three in Economics research in Europe (www.econphd.net 2006)
- Number three in Business research in Europe (University of Texas at Dallas, 2005)

Department of Information Systems and Management

Department of Organization and Strategy



The research and education conducted by the Department of Information Systems and Management can be summarized as follows: explain, predict, design and develop, and thus improve the impact of ICT on the performance of teams, businesses, and organisations. It aims at advancing the current state of the art regarding the application, content, and delivery of ICT systems, improving decision making processes, and integrating new technologies into business practices. The problems addressed, apply equally well to regional medium-sized companies with network-based systems and to large organisations seeking to engage in the practices of international electronic business and become global businesses. The department members' work is interdisciplinary and requires excellent knowledge of ICT, business processes, and management.



Research in the department of Organization and Strategy occurs within the areas of strategic management, logistics management, internal organisation, organisation theory and behaviour, operations management, and international management. The department is involved in several programmes for undergraduate students and four master's programmes for graduate students: International Business, Logistics and Operations Management, Strategic Management and the Research master's programme (MPhil) in Business. Furthermore, members of the department teach courses in the programmes of TIAS, the business school related to Tilburg University. As part of the growing internationalisation of Tilburg University, our department has witnessed an increase in the diversity of nationalities of the members of the department. Now, the department is a multinational group of people, including staff from Belgium, France, Poland, Italy, the United States, and the Netherlands.



Sample Tenders	3 Tenders Found	Fresh	Live	Archive	By Value	By Closing
Subscribe Now	> Product Name = Pineapple					
Why Subscribe?	Ownership	Non classified				
Free Tenders	Location	Delhi				
Sub Industry	Last Date	Wednesday, September 14, 2005				
	Est. Cost	N.A.				
	Supply of Pineapple Tinned 10.495.700MT.					
	Ownership	State Government				
	Location	Himachal Pradesh				
	Last Date	Wednesday, May 25, 2005				
	Est. Cost	N.A.				

Information Management



At a Glance

Name	Information Management
Croho*	60055
Duration	1-year Master's programme
Title	Master of Science
Education	a mixture of traditional lectures, group work and problem-based learning
Language of instruction	English
Exams:	written exams, papers
Best preparatory Bachelor's	BSc Information Management, BSc Business studies
Core Courses	Business Transformation and IT, e-Business, Business Process Integration, Advanced Resource Planning, Management of Knowledge and Innovation, Seminar Information Management
Career Opportunities	Business Process Analyst, IS project manager, IS Analyst / Architect, Systems Consultant, EDP Auditor, IT-Manager, Chief Information Officer (CIO)
Start	September
Type	full-time
Information Day	23 November 2006 and 22 February 2007
More information	www.tilburguniversity.nl/masters

* Registration Code for Dutch students to register with the IB-Group.

Characteristics

The master's programme in Information Management is based on three pillars: transforming business with IT, managing knowledge for business performance, and selecting and deploying the enabling technologies. The first pillar revolves around the strategic application of IT, which goes far beyond merely improving existing business processes. Instead, it focuses at gaining competitive advantage by fundamentally changing an enterprise, e.g., by improving customer service, redesigning decision-making and governance structures, introducing novel products or services, and penetrating new markets. The second pillar of the programme places knowledge management at its heart for the purpose of innovation in different technological and market environments. The focus is on issues such as national-regional systems of innovation and the adoption of technologies. The third pillar is the technological pillar on which the programme is rooted. It embodies state-of-the art methods and techniques to enable integrated business processes, realising virtual supply chains and networked organizations.

Although technical aspects of information systems are incorporated in the programme, the main emphasis is on managerial aspects. In short, you will learn how to manage IT to: transform an organization, improve business processes, support a company's strategy, manage organizational knowledge, and enable key operations.

Is this the right programme for me?

When you join the Tilburg Information Management programme, you will be assured of a unique educational experience, which combines the fields of ICT, Business and Management. Amongst other things, you will learn to explore the relationships between an organization's goals, its decision-making processes, and the access to relevant information. All courses are based on the latest developments in the field of Information Management in both science and industry.

Case



New entrants to the Dutch Flower Market

The Dutch auction flower market is the largest in the world, attracting 11,000 sellers from dozens of countries such as Thailand, Israel, and East Africa; 3500 varieties of flowers are sold in 120 auction groups to about 5000 buyers. Buyers and sellers must come to one location - the auction house - where the flowers are shown to the buyers. The auctioneer uses a clock, which starts at a high price and drops until a buyer stops the clock by pushing an ordering button. In September 1994, the Dutch growers who own the auction organization decided to ban foreign flowers. As a result EAF (East African Flowers), a large importer, found itself cut off from its major sales channel. As a reaction EAF created an electronic auction, the Tele Flower Auction (TFA). In the TFA, buyers can bid on flowers via their PCs at designated times, from any location connected to the private network. The process is similar to the traditional one. The auction clock is shown on the PC screen; high quality pictures of flowers and relevant information are available online. The buyers can stop the clock by pushing the space bar. From the beginning TFA was a success: prices are about the same, the process is much faster, and as a result the quality of the flowers (perishable products) is better. After a year the Dutch Flower Auctions cancelled the import restrictions. However, TFA continues its own auctions.

In the MSc Information Management you ask yourself how TFA changed the supply chain of flowers? Can the TFA concept be extended to the Internet? If so, how can real-time flower auctions be implemented?

Ribbers, P.M.A., & Heck, E. van. Introducing electronic auction systems in the Dutch flower industry - a comparison of two initiatives. *Wirtschaftsinformatik*, 40 (3), 223-231, 1998; see also E.Turban et al, *Electronic Commerce - A managerial perspective*, prentice hall, 2000, p. 461.

Programme

The programme consists of 60 Credits (ECTS), equivalent to 1680 hours of study, offered over semesters. The first semester contains 5 courses of 6 ECTS and starts in September, with exams in December and January. The second semester runs from February to June and you will take two 6 ECTS courses and write an 18 ECTS Master's thesis.

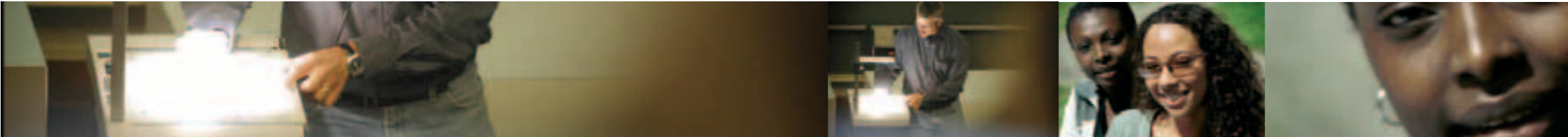
The Master's programme in Information Management offers a number of courses from which you can choose to meet your personal interests.

Choose at least 4 courses out of:	semester
Advanced Resource Planning	1
Business Intelligence	1
Business Process Integration	1
Business Transformation and IT	1
E-business	2
Management of Knowledge and Innovation	1
Method Engineering	1

Besides these courses, you will participate in the Seminar Information Management (6 ECTS) offered in the second semester (mandatory). Additionally, you can select up to two courses out of any MSc programme offered by the FEB. You can also do part of the programme at a selection of universities abroad, including universities in Finland and France. If you have problems in formulating your personalised programme, you can ask the academic advisor to help you.

This programme is provisional. Please refer to the electronic study guide for the latest updates: www.tilburguniversity.nl/studyguide.

Improve business strategies by using ICT



Advanced Resource Planning

This course is designed to provide an in-depth insight into the management aspects of enterprise-wide systems, such as ERP, CRM and SCM. Attention is paid to topics such as the feasibility of ERP, critical success factors when introducing these systems, and performance measuring of enterprise-wide systems.

Business Process Integration

After a general introduction on business process modelling and management, coordination theory and an overview of available technology, the course considers four levels of process integration: data integration, transactions, workflow, and contracts. The lectures are supplemented by a computer lab project in which students can practice process modelling and integration using state-of-the-art integration tools.

E-business

During this course you will obtain knowledge of recent developments in e-business theory and practice and the effects of ICT infrastructure and applications on e-business developments. E-business is not only about e-commerce (doing business on the Internet) but also about the consequences of e-commerce for the internal organisation of the firm, the supply chains and the business processes.

Management of Knowledge and Innovation

This course aims at the successful management of innovation from a knowledge management perspective. It specifically focuses on the links between knowledge management and the structures and processes that support innovation in different technological and market environments. You will be asked to do some course assignments and analyse the various steps in the innovation process.

Seminar Information Management

This seminar prepares you for the individual research work for your Master's thesis. It features guest lectures from both academia and industry to inform you about latest developments in the field of Information Management. The seminar starts with an introduction to research methodology for Information Management. A selection of articles from journals is presented and discussed. Next, you have to choose from a number of research themes presented at the start of the course. Within that theme, you will perform a collaborative research project with your group, culminating in a research report or article.

For more information about the programme and the courses, please refer to the electronic study guide on our web pages at www.tilburguniversity.nl/studyguide.

Career Opportunities

After successful completion of the MSc in Information Management, you will be awarded an internationally recognized Master of Science degree with many career opportunities. To give some examples of jobs that you will be eligible for after graduating:

- Integrating IT and business strategy for large companies
- Implementation/Customization of Enterprise Resource Planning (ERP) and other information systems
- Outsourcing operations as client manager (of ICT services suppliers) or contact manager (of ICT service recipient)
- Systems and business analysis

Different types of careers are for example Business Process Analyst, IS project manager, IS Analyst / Architect, Systems Consultant, EDP Auditor, IT-Manager, Chief Information Officer (CIO).

Type of companies where you may end up working are consultancy firms in business and ICT related projects, EDP-auditing firms, the government and the non-profit sector, ICT and business research institutes.

In addition, the master's programme provides a good preparation for a PhD in Information Management.

Admission Requirements

If you have a bachelor's degree of Tilburg University in Information Management, you have direct access to the master's programme in Information Management. Furthermore, a bachelor's degree in Business Administration (Bedrijfseconomie), Business Studies or International Business, including the courses Databases, Business Process Analysis I and Information Systems Strategy also give direct access.

If you have any other bachelor's degree, the admissions committee will access your application.

Interview



Prof. dr. ing. Han van der Zee

Professor of Information Systems and Management

Very soon, everything and everyone will become a computer

"My recent publications deal with the evolving role of IT in contemporary organizations. Today, IT supports not only internal business processes, but rather the whole spectrum of communication and collaboration with suppliers, customers, intermediaries and other parties, as well as all kinds of individuals included in the network as a whole. IT is increasingly interwoven with the products and services that organizations develop, sell and service. The bundling of IT with products and services is a relatively new phenomenon.

Very soon, everything and everyone will become a computer - without the negative robot connotations one might have, of course. All of these computers will be able to communicate with one another via a range of wireless and physical infrastructures. Rather than those hopelessly outdated, text-oriented keyboards, user interfaces will be used that are capable of transmitting to all senses - speech, hearing, seeing, taste, smell and touch. Embedded software will bring not only machines but also people up-to-date. Hospital visits won't be necessary to obtain the latest software releases for hearing devices or pacemakers, a quick download via the nearest peer-to-peer network will suffice.

We will be part of fluid networks of connected people, devices, information sources and communication mechanisms. This 'system' will work like eco-systems, so we are heading towards the IT-enabled 'Eco Era'. Yet there are still many questions to be answered on how to govern and manage this further evolving role of IT. Research into these fundamental questions has an excellent breeding ground in Tilburg. Thanks to the synergy and cross-pollination amongst its faculties and departments, Tilburg University is the leader in this field."

Interview



Prof. Dr. Piet Ribbers

Professor of Information Systems and Management (CentER for Economic Research, Computerized Information Systems)
Member of the editorial board of Information & Management - The International Journal of Information Systems Applications

Intermediation and Demand Management

"We look at the business issues relevant for the Information System in organisations. It's about managing the demand for the information system on behalf of the business side. There are two key issues: intermediation and demand management. Information and information technology (IT) are increasingly becoming an integral part of products and services and the foundation of business processes. Organisations must know how to make the right choices with respect to new IT systems and at the same time, ensure that existing business processes continue to receive a high quality service from IT. The students of the MSc in Information Management are not trained to be computer scientists. They will be able to recognise what kind of IT the organisation needs and the possible impact of IT on business. They can facilitate both the Business and IT side with good knowledge of the management domain, and the know-how to translate it technically to the information system. Unlike computer engineers, they will work with people, coordinate the work, and facilitate the change, so communication skills are very important. The programme is designed for people who will be working in a position at the interface between information systems (automation) and business functions, such as: business analyst, consultant, project leader, account manager, systems developer or information manager. Some may eventually become Chief Information Officers (CIO). According to a recent study, the MSc in Information Management is in the top 5 programmes with the best career perspectives."



Logistics and Operations Management

Case

At a Glance

Name	Logistics and Operations Management
Croho*	60065
Duration	1-year master's programme
Type	full-time
Title	Master of Science
Education	lectures, tutorials, project assignments, teamwork and Individual study
Language of Instruction	English
Exams	written exams and papers
Best preparatory Bachelor's	BSc Business Administration, International Business or Business Studies
Core Courses	International Production Management, Physical Distribution Management, Purchasing Management, Research & Design Methodology
Career Opportunities	Various career types in business and consultancy
Start	September
Type	full-time
Information Day	23 November 2006 and 22 February 2007
More information	www.tilburguniversity.nl/masters

Registration Code for Dutch students to register with the IB-Group.

Characteristics

Successful implementation of a business strategy requires thorough understanding of the ways in which goods and services are produced. The arrangement of resources required for the production of a company's output is the core task of operations managers.

Firms develop global operational networks to meet the challenges of, and take advantage of, the opportunities presented by economic globalisation. Since purchasing, production and distribution activities can take place in various parts of the world, these activities introduce a wide variety of logistical challenges. For example in many industries an increasing number of services and materials is obtained from outside specialist suppliers. This means the way in which businesses manage the supply of products and services to their operations becomes important. Similarly, at the demand side of the business, the way in which the distribution chain is managed contributes to an operation's ability to serve its customers. Thus, the execution of a company's primary processes, including operational linkages with suppliers and distributors, is the central topic in this master's programme.

Is this the right programme for me?

Our MSc Logistics and Operations Management fully prepares you to take advantage of the opportunities presented by the process of economic globalisation. As firms develop global operational networks, their purchasing, production and distribution activities tend to take place in various parts of the world. You will have interesting career perspectives in these companies with operations activities dispersed worldwide.

International supply chain management

The company Childwear specialises in high-quality children's clothing. Their range of dresses, shirts, jumper's etc. is excellent in terms of quality and design. The clothes are sold worldwide and marketed as a global product. The company is headquartered in the Netherlands, but much of the production is located overseas (India, Far East). The Dutch factory prepares sets of partially finished clothing that can be assembled easily. These partially finished sets are sent abroad, where the final product is put together. Design and marketing, however, are handled from The Netherlands, as is the control of the international flow of goods.

International supply chain management has become an important strategic issue for many multinationals in recent years. For instance, from the point of view of production the question arises whether one central location is sufficient to service a world market or whether a network of factories is required. A related question is where the multinational should source its raw materials and semi-manufactured articles: close to home (for reasons of quality control, for instance) or from a number of far-flung manufacturers. On the output side, many companies strive to link distribution to local production in order to limit endless international transport.

Programme

The programme consists of 60 Credits (ECTS), equivalent to 1680 hours of study, offered over two semesters. The first semester starts in September, with exams in December and January. The second semester runs from January to June, but is divided in two. From January to March, you will take two courses. From April on, you will be able to focus on your Master's thesis.

Semester 1	ECTS
International Production Management	6
Logistics and Information	6
Physical Distribution Management	6
Research & Design Methodology	6
Elective	6
Semester 2	ECTS
Purchasing Management	6
1 choice out of:	6
- Management Game For Supply Chain Collaboration	
- Elective	
Master's Thesis	18
Total	60

This programme is provisional. Please refer to the electronic study guide for the latest updates: www.tilburguniversity.nl/studyguide

Creating value in a supply chain context



International Production Management

This course aims to provide knowledge of and insights into the dynamics of managing an organisation's production system in an international context. Secondly, it aims to develop a reflective attitude with respect to the related concepts and to develop skills to use the concepts in real-life contexts.

Logistics and Information

In this course you gain insight into an integrated and coordinated approach for internal and external planning of a company's logistics. This includes: material planning, activity planning and scheduling, the coordination of internal supply, WIP, coordination of demand, and supply chain management. The approach discussed here is the basis for every ERP software package, such as SAP. The focus of this course is on integrating theory and practice.

Physical Distribution Management

Detailed knowledge of physical distribution is provided from an operations management perspective, including a conceptual basis in spatial economics and industrial location theory, in the practical context of internationally operating companies.

Purchasing Management

The course Purchasing Management provides detailed knowledge of the strategic and enabling processes in the purchasing management domain of operations. In addition, it intends to develop skills to apply the course concepts in practical settings.

Research & Design Methodology

The aim of this course is to familiarise students with the organisation redesign process in combination with research methodologies. You will learn to develop alternative solutions for the identified problem, based on an analysis of the present design and the goals to be achieved using relevant data analysis methods.

For more information about the programme and the courses, please refer to the electronic study guide on our web pages at www.tilburguniversity.nl/studyguide.

Career Opportunities

With globalisation increasing rapidly, the demand for specialists in the field of logistics and operations management is growing fast. Most of our alumni find careers in production companies or in the service industry. Consultancy agencies are also required to offer international operations management expertise, which reveals another career path for graduates. Finally, service operations is an emerging area with career opportunities, particularly in the health care sector.

Admission Requirements

If you have a bachelor's degree of Tilburg University in Business Administration (Bedrijfseconomie), Business Studies or International Business, you have direct access to the Master's programme in Logistics and Operations Management.

If you have any other bachelor's degree, the admissions committee will assess your application.

Interview



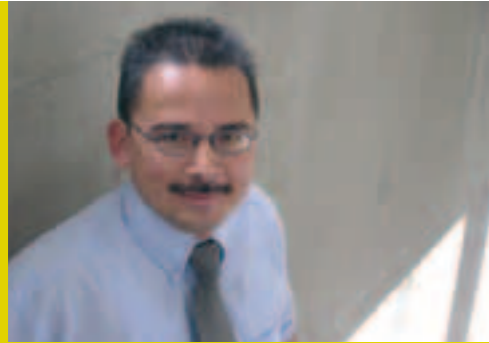
Prof. Dr. Ir. Bart Vos

Professor of Purchasing Management

Create theory-driven solutions

"I expect students entering our Master's programme to have a genuine interest in understanding and improving the performance of operations. Performance is not restricted to cost reduction (efficiency), but should definitely also cover quality and service improvements for customers (effectiveness). Operations are not restricted to more traditional industrial settings, but also consist of services environments like healthcare. In addition, I expect students to have a design attitude, enabling them to actually create theory-driven solutions in the Logistics and Operations Management domain and subsequently support the implementation of these solutions. Personally, I consider my 1999 publication in the International Journal of Operations & Production Management (selected as one of the top 3 papers in that year) as highly relevant for this Master's programme. It is entitled 'Virtuous and vicious cycles on the road towards international supply chain management', with Henk Akkermans and Paul Bogerd as co-authors. Curiosity was the main driver for that paper: why are there very successful applications of the SCM concept? We explored this question in a workshop with experienced practitioners, resulting in a list of roadblocks frustrating the implementation of SCM. Fortunately, there are also enablers for turning negative, vicious cycles into virtuous successful ones. These enablers include demanding customers, stimulating cross-functional careers and leveraging the potential of ICT systems."

Interview



Dr. Ir. Bert Meijboom

Associate Professor Organisation & Strategy, six years industrial experience at Heineken Breweries, main research topic Supply Chain Logistics Management, participant of health care research programme TRANZO, strongly involved in the set-up of the Master's programme in Logistics and Operations Management

A multidisciplinary undertaking

"My personal belief is that studying Logistics and Operations Management is a multidisciplinary undertaking. Students first need a thorough understanding of what it is organisations are trying to achieve. Operations Management is then answering the question of how organisations actually achieve this. And this can be studied from different perspectives, such as from the perspective of business processes (purchasing, distribution, production), from the relationships with suppliers and buyers (supply chain management), or from a strategic perspective (operations strategy). In several courses, guest lecturers (e.g. from companies such as Philips, Sara Lee, Amgen Pharmaceuticals) are invited to address managerial issues. The choice of a graduate study should ideally reflect your own strengths, your own interests, and your own future wishes. This master's programme is perhaps best suited for students who wish to understand the actual sources of competitive advantage, how these sources can be explained, how organizations can develop these sources, and how organizations can improve their operations. In my opinion this master's programme therefore provides an excellent preparation for students who opt for consultancy in a later career, but equally well for students pursuing a career in management of manufacturing organisations, as well as of service organizations."



Strategic Management



At a Glance

Name	Strategic Management
Croho*	60066
Duration	1-year master's programme
Type	full-time
Title	Master of Science
Education	lectures, interactive lectures, class discussions and presentations
Language of Instruction	English
Exams	written exams, papers, and presentations
Best preparatory Bachelor's	BSc Business Administration, International Business or Business Studies
Core Courses	Strategic Management, Business Strategy, Corporate Level Strategy and International Management
Career Opportunities	Management Consulting or General Management
Start	September
Type	full-time
Information Day	23 November 2006 and 22 February 2007
More information	www.tilburguniversity.nl/masters

* Registration Code for Dutch students to register with the IB-Group.

Characteristics

During the master's programme in Strategic Management, you will be offered an integrated overview of strategic management, including corporate, competitive and functional strategy making. Apart from gaining insight into the strategies and managerial systems for organisations that operate in an international context, you will also find out what drives business performance over time. In addition, the programme gives you the opportunity to select and apply solution-focused concepts, tools and models in the context of emerging strategic issues.

Is this the right programme for me?

Our MSc Strategic Management adopts a firm-level perspective and prepares you for general management positions and jobs in either internal consulting or external consulting. So, if it is your aspiration to join the ranks of general management in business organisations or to become a (management) consultant, then this is definitely the right choice for you.

Case

Ahold

Dutch retailer Ahold had experienced a period of expansion into new countries and businesses before it encountered severe problems at the beginning of 2003. Share prices of Ahold had risen as a result of the successful growth of the company, giving Ahold a solid reputation among shareholders and increasing the status of its CEO to that of top manager of the year in 2000. A few years later Ahold seemed to have become a victim of its own success. Company analyses revealed corporate executives' inability to adequately control all the foreign subsidiaries of the company, which had become increasingly diverse in terms of business and international scope. The analyses also revealed that weak corporate governance paved the way for ongoing expansion led by an ambitious management team. Clearly, strategic management is as much about decisions on the strategic direction of a company, as it is about the ability to implement and control this chosen direction. It also appeared that the Ahold subsidiary Albert Heijn, the leading Dutch supermarket chain, had served the purpose of generating cash flows to finance the expansion into new business and geographical areas, amongst others by boosting the price levels of products sold. As a result of that, customers were increasingly turning away. To regain the lost market share, Albert Heijn has now changed its strategy drastically, leading to severe price wars in the Dutch supermarket business. Strategic management is also as much about deciding on what businesses to operate in, as it is about deciding on how to compete in each respective business.

Programme

The programme consists of 60 Credits (ECTS), equivalent to 1680 hours of study, offered over two semesters. The first semester starts in September, with exams in December and January. The second semester runs from January to June, but is divided in two. From January to March, you will take two courses. From April on, you will be able to focus on your Master's thesis.

Semester 1	ECTS
Business Strategy	6
International Management	6
Strategic Management	6
1 Elective out of:	6
- Corporate Governance and Restructuring	
- Corporate Valuation	
- Management Control	
Elective	6
Semester 2	ECTS
Corporate-Level Strategy	6
Entrepreneurship and Innovation	6
Master's Thesis	18
Total	60

This programme is provisional. Please refer to the electronic study guide for the latest updates: www.tilburguniversity.nl/studyguide

Make the most of this essential general management skill



Business Strategy

This course enables you to build an integrated and fact-based picture of how the resources of a business are developing through time, as a result of their mutual interdependence, management policies and external opportunities and constraints. This course draws on the Strategy Dynamics approach, developed at London Business School, which was developed to improve the teaching and practice of strategic management.

Corporate-Level Strategy

During this course you will gain knowledge about the most important findings of academic research on corporate-level strategy. This enables you to understand how performance differences between large corporations can be attributed to differences in strategies and structures. You will also learn to critically review academic papers and learn to apply the knowledge in practice.

International Management

This course reviews the various theories of why firms become multinational enterprises. Most of these theories are rooted in economic theory. In addition, we discuss more dynamic, evolutionary theories of the internationalisation of firms. We also study how multinational enterprises manage and control their international subsidiaries.

Strategic Management

During this course you will learn about the meaning and purpose of strategic management and will elaborate on the different theories, perspectives, approaches, models, and techniques that can be used in strategic management. The course will also focus on topics like the strategic planning process, organization structure and design and theories of competitive and corporate advantage.

For more information about the programme and the courses, please refer to the electronic study guide on our web pages at www.tilburguniversity.nl/studyguide.

Interview



Prof. Dr. Jean-François Hennart

Professor of International Management, member of editorial boards for several journals, such as the Journal of International Management

Look for job opportunities in relatively small firms

"International strategy is very important when firms develop their business in foreign markets. For example, managers must decide which markets to enter and which products to sell there, how much to adapt them to local conditions, whether to enter into a joint venture with local firms or through a wholly-owned affiliate, and whether to create a firm from scratch or to buy an existing local firm. I have done research on those issues, and am especially interested in the history of Japanese entry into the United States, on which I have developed an extensive longitudinal database.

I expect the students in the Master in Strategic Management to be able to think and express themselves clearly, to have good reading and writing skills in English, and to be willing to work hard. As to career perspectives, I suggest that students look for job opportunities in relatively small firms. In large firms, they are likely to be asked to specialise in small tasks. In small firms, however, new graduates are normally asked to take on more responsibilities and deal with broader issues. They can therefore learn a wider variety of skills. Furthermore, working in small firms also provides more visibility. So, because they are less hierarchical, small firms provide more opportunities to interact with the top manager."



Career Opportunities

The master's programme in Strategic Management prepares you for two career types. The first career option is in consulting. This could be either internal consulting (i.e., advising the organisation you are employed by) or external consulting (i.e., advising clients of the organisation you are employed by). Starting positions include strategic planning associate, business analyst, and junior consultant. Second, strategic management is an essential general management skill. Therefore, the master's in Strategic Management also prepares you for a career in management. Starting positions are, for example, management trainee, (assistant) project manager and strategic planner.

Admission Requirements

If you have a bachelor's degree of Tilburg University in Business Administration (Bedrijfseconomie), Business Studies or International Business, you have direct access to the master's programme in Strategic Management.

If you have any other bachelor's degree, the admissions committee will assess your application.

Interview

Dr. Eric Dooms

Lecturer Organisation and Strategy
Programme Coordinator of the MSc in Strategic Management and the
MSc in Logistics and Operations Management.

Good implementation is just as important as good strategies

"Unlike many other programmes in business, the master's programme in Strategic Management does not depart from the strict separation between functional disciplines but adopts a firm-level perspective. Strategic Management is about the overall direction and organisation of firms. So it requires solid knowledge of the many disciplines in business and economics, but above all, it requires knowledge that cuts through these disciplines. Anyone interested in strategic issues at a cross-disciplinary level should opt for the Strategic Management programme at Tilburg University. Students develop knowledge that helps them to recognise and resolve strategic issues in a variety of contexts and firms. Specific attention is paid to strategy implementation issues with the recognition that good implementation is just as important as good strategies. Students learn that many strategic issues are non-routine, ambiguous, and complex but are provided with a framework for the systematic analysis of such issues."



Tuition Fee



The tuition fees for 2007-2008 will be available in December 2006 on www.tilburguniversity.nl/prospectivestudents.

As an indication, the tuition fees for the academic year 2006-2007 are:

EEA citizens, non-EEA citizens with a right to 'studiefinanciering', students with an official status as refugee (UAF students)	€ 1519
Non-EEA citizens	€ 9480

- To students from EEA countries who do not have a right to 'studiefinanciering', the Dutch government reimburses € 800 per year of the tuition fee.
- Tuition fee payments are non-refundable if a student must unexpectedly leave the programme before graduation.
- If students do not complete the MSc programme within a year they will need to register for a second year and pay tuition accordingly.

EEA Countries

Austria, Belgium, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Italy, Ireland, Latvia, Liechtenstein, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden, the United Kingdom, also including Switzerland.

Application Procedures

There are different application procedures for students with a Dutch bachelor's degree and with a non-Dutch bachelor's degree.

Do you have a bachelor's degree from Tilburg University or any other Dutch University?

- See the web pages on www.tilburguniversity.nl/masters

Do you have a non-Dutch bachelor's degree?

- See the web pages on www.tilburguniversity.nl/prospectivestudents
- See the International Student Services brochure for information about application procedures.

Do you have a Dutch Professional bachelor's degree (hbo)?

- See the web pages on www.uvt.nl/studiekiezers/nahbo
- See the guide 'Opleidingen na hbo'

More Information



Once you have read this brochure, you may still have some questions that cannot be answered within the scope of this brochure. If that is the case, please check our website or send an e-mail to study-info@uvt.nl. A professional team of academic advisors, who are committed to helping you make the right study choices, handles all incoming e-mails. So please feel free to contact them.

Website

More information about the master's programmes and courses of Tilburg University can be found on the website:

www.tilburguniversity.nl/masters

There is a special website for students with a non-Dutch bachelor's degree:

www.tilburguniversity.nl/prospectivestudents

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www.tilburguniversity.nl/masters

Master's programmes

- Accounting
- Accountancy en Management Control
- Economics
- Economics and Finance of Aging
- Financial Management
- Fiscale Economie
- **Information Management**
- International Business
- International Economics and Finance
- Investment Analysis
- **Logistics and Operations Management**
- Marketing Management
- Marketing Research
- Mathematical Economics and Econometric Methods
- Operations Research and Management Science
- Quantitative Finance and Actuarial Sciences
- Research Master in Business
- Research Master in Economics
- **Strategic Management**

