



WAGENINGEN UNIVERSITY
WAGENINGEN UR

Master Management, Economics and Consumer
Studies

MME Programme 2016-2018 Specialisation Management in Life Sciences

June, 2016

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Contents

1	Welcome to new students	4
2	Objective of the programme	5
3	Specialisation Management in Life Sciences (MLS)	5
4	Themes within MLS	5
5	Programme information	7
5.1	Duration and pattern of the programme	7
5.2	Overview of the Programme	8
5.3	Internship Upgrade, Internship and Thesis	10
5.4	Study Programme and Study Programme Approval	11
5.5	Course Information	11
5.6	Course registration, exam registration, with drawl and resits	11
5.7	Study progress	12
5.8	Plagiarism	12
6	Procedures from specialisation choice until graduation	14
6.1	Intake meeting with your study adviser	14
6.2	General Meetings	14
6.3	Individual Meetings	14
6.4	First year	14
6.5	Second year	15
7	Programme director and study advisers	17
8	Study association	18
9	MLS programme by themes	19
9.1	Students with professional bachelor background	19
9.2	Students with academic bachelor background	24
10	Appendices	29
10.1	Comparison compulsory thesis- second thesis – academic internship	29
10.2	Regeling 5e jaar studiefinanciering terug voor Social Science Studenten	30
10.3	Course Descriptions of new courses in the curriculum 2016	31
10.4	Calendar of the academic year 2016/2017	34



1 Welcome to new students

Welcome to the MSc programme: **Management, Economics and Consumer Studies (2016-2018) specialisation Management in Life Sciences**. This brochure is intended for all Dutch and international students who obtained their bachelor diploma from a university of applied science (HBO-school) in the Netherlands or from an academic university.

You have already faced the first challenge, which is to go through a selection process and obtain admission to the programme (and for some international students, win a scholarship to finance your studies here). You are now going to face a bigger challenge: to complete the requirements of this programme successfully.

The specialisation Management in Life Sciences is especially for students with a technological bachelor, who like to do a master in Management.

The programme that you are about to start now requires two years (and 4 months when there is a prerequisite programme involved). We hope that when you graduate, you will make us proud of this programme.

As study advisers, we are here not only to advise you regarding your studies, but also to explain the rules and procedures that you have to follow here. We wish you good luck in completing this programme successfully.

Sincerely,

Mr Edwin Kroese
Mr Frans-Peter Scheer
Mr Sietse Sterreburg
(MME study advisers team)

2 Objective of the programme

The MSc programme in Management, Economics and Consumer Studies aims to equip students with the necessary skills in managerial, economic, environmental or sociological studies into the production and consumption of food within households and businesses in a sustainable and dynamic environment using an integrated approach. After following this programme, you will have acquired the following competencies:

- The ability to assess the impact of political, economic, sociocultural, and technological changes in the environment and translate these into recommendations for the management response of AgriFood business.
- The ability to analyse and evaluate management and innovation processes to optimise the organization and management of “high-tech” AgriFood supply chain networks, in which managers need a good working knowledge of both products and Processes.
- Knowledge and skills in the techniques and methods for formulating and analysing issues;
- Skills to solve complex problems using an integrated interdisciplinary approach.

3 Specialisation Management in Life Sciences (MLS)

The specialisation Management in Life Sciences (MLS) is intended to bridge the gap between the world of management, innovation and entrepreneurship on the one hand and the world of science and technology on the other. The focus of this specialisation is on the interaction of technical and managerial knowledge in the agri-business. This specialisation is specially designed for students with a predominant technological background.

4 Themes within MLS

Within the programme, you will focus on only one of the two themes:

Theme 1: Management of Innovations

Theme 2: Management of Business and Supply Chains

Within the Management of Innovations theme, the innovation process is key. Which parties contribute to the innovation process, in which stage of the process and how to organise this? Answering these questions is essential to enhance the chance to a successful innovation. Customers and consumers are addressed separately; what is the target group and how to approach this group. You will write your thesis at the chair group Management Studies (MST) or Marketing and Consumer Behaviour (MCB).

Within the Management of Business and Supply Chains theme the supply process is subject to study. A successful market introduction is also based on the tailor made supply of the goods on the agreed terms. Quality, time and responsiveness are critical points in the supply process. Innovative life science products require innovation of the logistical design. Because innovation processes are risky enterprises, understanding the economic consequences is necessary to make the right choices. In order to innovate life science products, you also need information systems to properly guide the innovation to the customer. You will write your thesis at the chair group Management Studies (MST), Business Economics (BEC), Operation, Research and Logistics (ORL) or at Information Technology (INF).

Thesis topics within the specialisation Management in Life Sciences are similar to the topics within the specialisation Business Studies (see table on pages 5 and 6 in the MME Brochure). However, students within MLS are expected to incorporate more technological or life science aspects in their

thesis work. The thesis needs to show the bridge between the world of management, innovation and entrepreneurship on the one hand and the world of science and technology on the other.

You will get more information about all the chair groups within the course: Introduction to Management and Life Sciences in period 1. You can also have a look at the websites of the chair groups (=subdepartments)

<http://www.wageningenur.nl/en/Expertise-Services/Chair-groups.htm> select Social Sciences.

Your whole MLS study consists of one programme which can be chosen within the two themes. It is very important that you start with the right theme to minimise the chance that you will lose time. In order to make the right choice, you are invited to have a meeting with one of the study advisers before you start your studies.

Chair groups	Typical Thesis Topics	Website for further information
Business Economics BEC	<ul style="list-style-type: none"> ➤ Risk assessment of crop production in Brazil ➤ Impact analysis of price risk management tools on price volatilities of products along the Dutch dairy chain ➤ Financial analysis of soybean and beef production chains between the EU and Latin America 	<p>http://www.wageningenur.nl/bec</p>
Information Technology INF	<ul style="list-style-type: none"> ➤ Modelling Business Processes and Control Flows of Demand-Driven Fruit Chain Networks ➤ The Position of the Business Context Model (BCM) in Supply Chain Modelling ➤ Determinants of structural change in the German dairy sector - an agent based modelling approach ➤ Information Systems Analysis and Design for selected Agricultural Sectors in Ethiopia. 	<p>http://www.wageningenur.nl/inf</p>
Management Studies MST	<ul style="list-style-type: none"> ➤ Maintaining the CSR-identity of sustainable entrepreneurial firms: case study research on the deployment of corporate governance to maintain the CSR-identity during business growth ➤ Responsible innovation in an industrial context: an explorative research in the Dutch food industry ➤ Internationalization strategies for horticultural SME's ➤ Critical Success Factors for Entrepreneurship in the Dutch Life 	<p>http://www.wageningenur.nl/mst</p>

	Sciences Industry	
Marketing and Consumer Behaviour MCB	<ul style="list-style-type: none"> ➤ Effects of corporate brand management knowledge, practices & market orientation on SMEs brand performance in B2B markets: a conceptual framework for brand management in Dutch floriculture ➤ How does negative publicity affect consumer loyalty? And the moderating role of product involvement and prior satisfaction ➤ Influence of packaging cues on product perception and goal activation 	http://www.wageningenur.nl/mcb
Operations Research and Logistics ORL	<ul style="list-style-type: none"> ➤ Evaluating the impacts of using forward stock within cut flowers supply chains ➤ Order process optimization of Holstein Flowers: Direct sales & Reorders ➤ Allocation of vals activities in a metro model network in the European floricultural market ➤ Design of Brazilian soybean exportation distribution network: A Mixed-integer Linear Programming Approach ➤ Optimizing route rescheduling at Jumbo Supermarkten 	http://www.wageningenur.nl/orl

You will get more information about all the profiles in August or period 1. You can also have a look at the websites of the chair group.

Depending on the differences between the profiles (mostly within one specialisation) it might be possible to change during your studies without losing time. However, it is very important that you start with the right profile to minimise the chance that you will lose time. In order to make the right choice, you are invited to have a meeting with one of the study advisers before you start your studies.

5 Programme information

5.1 Duration and pattern of the programme

The Master in Management, Economics, and Consumer Studies is a two-year programme. The minimum requirement is 120 credits, where one and a half credits is equivalent to forty hours or one week of study load including computer work, assignments, lectures, computer practicals, etc. The courses that you follow depend on the specialisation and profile within the specialisation that you choose.

In the first year, you follow methodological and disciplinary courses. In the first two or three periods, you follow methodological courses, and after that you follow more advanced theoretical and disciplinary courses in your chosen specialisation and profile. You must do a specialised related course and a specialised advanced course for the preparation of your thesis, and then carry out a research project and write a thesis. The thesis and internship are carried out in year two of the programme.

The courses are spread over six periods. You are required to register for the courses you plan to follow and for the examinations that you take. Registration for the course automatically includes registration for the exam during that period. It is possible to take re-exams for courses of period one and two on two occasions (February and August) during the academic year. Courses from periods three, four, five and six can be re-taken in August of the current academic year or February of the following academic year. On the last page you find a scheme of the academic year 2016-2017.

We strongly advise you to take your examinations at the end of each period in which the education is offered. Attending all your classes is not compulsory but strongly recommended. Usually all computer practicals are compulsory. If due to illness you miss a number of classes and/or practical's or an examination, it is important to inform the coordinator of the course and to discuss possible alternative arrangements with him or her. It is advised that you also inform your study adviser in this case, so that, if needed, he/she can help you to re-plan your studies.

More information about registration, deadlines and the academic year:

<http://www.wageningenur.nl/en/Education-Programmes/Current-Students/Schedule-Study-Handbook.htm>

5.2 Overview of the Programme

The MME programme consists of various parts:

- a) Prerequisites (for HBO students only)
- b) Common Part
- c) Specialisation and Profiling Part
- d) Optional Part

a) Prerequisites (standard for HBO students only) 30 credits

The programme for MME students with "HBO (= professional Bachelor)" as prior education level consists of 30 credits integrated in the MME programme of 150 credits. MME students with an HBO diploma including a MME-HBO-minor only have to do a 2 year MME (120 credits) programme. The total number of credits of the prerequisites programme and the MME programme ($150 = 30 + 120$) can be reduced by 12 credits if you choose to write a BSc thesis (Internship Upgrade) of 12 credits instead of doing an internship of 24 credits.

The prerequisites programme must be completed in 12 months. You are required to follow five **prerequisite courses** depending upon your chosen specialisation:

- a) Introduction to Management and Life Sciences
- b) One Mathematics course
- c) One Methodology course
- d) Two Disciplinary courses

Within the introduction course (Introduction to Management and Life Sciences) you are taught to make the connection between earlier acquired technological knowledge with managerial knowledge presented in the other 5 disciplinary courses.

You have to accomplish these prerequisite courses before you can be enrolled as a MSc student. Whilst registered as a linkage student, you cannot follow any other BSc or MSc courses. After completion of the linkage programme you can continue studying in the master programme on the first day of the next month. Immediately inform your study adviser when you did not pass (one of) your prerequisite courses and discuss how to go about the re-exams in February or August.

b) Common Part 15 credits

The courses in the common part are compulsory for all students regardless their specialisation. The courses included are Academic Consultancy Training and Modular Skills Training, and the Seminar Social Sciences. More information can be found in appendix 10.3.

Academic Consultancy Training (ACT) and Modular Skills Training (12 credits):

This combination of courses helps you to improve your project management, communication and cooperation skills while working in a multidisciplinary team. Students work in a group consisting of 5-8 students and carry out a research project together. You have to register for this course, **earlier** (at least one 2 months in advance) than for other courses via a specific website (www.act.wur.nl). Only if you gained enough credits you are allowed to follow this course. For more information, ask your study adviser. Skills are chosen in consultation with and after agreement of your study adviser. For the modular skills (MOS) you can register via MyPortal. On <https://ssc.wur.nl/Handbook/Course/YMC-60300> you can see the various skills training modules (of 1,5 credits each) as well as the scheduling. The code given for a module is also the registration code, hence YMC-60300 is not the registration code. You can only choose modules from category 2/3 (you are not allowed to include the Professional Ethics Module in your MME programme).

Seminar Social Sciences (3 credits)

Students will learn to analyse, judge and manage scientific knowledge efficiently and effectively. The seminar will start in the second year along with a students' thesis project. Analysing thesis research proposals, presenting your own thesis research proposal, following and supporting peers throughout the thesis process is part of the seminar as well.

c) Specialisation and Profiling Part 105 credits

Students within MLS have 105 credits in specialisation and profiling courses. The MLS specialisation part consists of 5 disciplinary courses which help you to acquire managerial knowledge. These courses are "Supply Chain Management" and four other courses that vary with the theme you choose within the specialisation MLS.

These courses will give you a sound theoretical foundation in your chosen theme. Included is an (advanced) specialisation course and the thesis preparing course which fits your profile. These two courses are needed to have access to writing a master thesis. The internship and master thesis conclude the specialisation and profiling part.

When you have already done one of the courses in this part, you may, with permission from the study adviser, do a substitute course. But you must be able to proof that you have done a course of similar level. You cannot receive an exemption for any course in this part of the programme.

Specialisation and Profiling Part

- a) 7 specialisation and profiling courses (including (Advanced) Specialisation Course and Thesis Preparing Course)
- b) Internship or Internship Upgrade (Upgrade for HBO students only)
- c) Master Thesis

More information on Internship and Thesis below.

5.3 Internship Upgrade, Internship and Thesis

The internship or master thesis is the individual test of academic ability for the student.

a) Internship upgrade for HBO students only 12 credits

Students with a Dutch HBO-educational background have the opportunity to upgrade their HBO internship experience. When the student writes a BSc thesis of 12 credits, he/she can 'upgrade' his/her HBO-internship. Then the student does not have to do an internship at Wageningen University. This BSc thesis consists of a literature research on the topic of the HBO internship or one can choose a new topic.

b) Internship 24 credits

The aim of the academic internship is that students experience the institutional, entrepreneurial, and labour reality of a possible first academic working environment of a recently graduate from their study programme. Proper internships require that students after completion of the internship are expected to be able to:

- Apply certain scientific knowledge they learned during their study programme;
- Execute certain professional skills better than before their internship;
- Work independently with a sense of responsibility for the organisation; and
- Expand their personal network.

The work during the internship must be carried out on an academic level, which means attention for reflection on the practices of the internship provider and on the performance of the student (reflection-on-action). Students need to get the opportunity to reflect on their strong and weak points and on their further personal development.

The university supervisor checks the quality and academic level of an internship.

Students with at least 3,5 years of relevant work experience on academic level can opt for an exemption. Ask your study adviser about the procedure. This procedure is only started after the student has gained over 30 ec in courses at Wageningen University.

Students who are more research oriented may (after consultation with your study adviser) choose to write a second thesis of 24 credits. The research for a second thesis must be done for an organisation outside Wageningen University.

c) Master Thesis 33 credits

The thesis is intended to develop and test your research skills and enables you to analyse and evaluate problems and possible solutions in a systematic and clear way. The minimum requirement for a thesis is 33 credits (five and a half months full-time work), but it may be expanded up to 39 credits. The selection of the research topic, the writing of the research proposal, and the various elements of the research and thesis take place under the supervision of a university staff member.

Extra curriculum support

d) *Wageningen Writing lab (no credits)*

During your master you have to develop your academic writing competence (further), by working on writing assignments within different courses of the curriculum. If, at any moment, you think you would like to discuss your writing with a writing tutor, you can make an appointment for a session at the Wageningen Writing Lab. Students come to the writing lab with many different questions, ranging from how to structure text, how to formulate research questions, how to systematically work with literature etc., but also with how to start – and keep on! - writing.

The tutor is a peer-student, that has been especially trained for this. The aim of the sessions is to help you develop your writing skills and become a writer who can evaluate his or her own process and product, and work out how to tackle problems. The tutor will support you in this process. Together, you will examine how you currently approach writing assignments and whether this approach is effective. If there is room for improvement, you can look for alternatives together. The tutor is not your editor or proofreader; the aim is for you to be able to improve your own writing.

e) *In'to Languages (no credits)*

Wageningen in'to Languages is the language institute of Wageningen UR. Wageningen in'to Languages provides language courses, language services and communication courses for students and staff of Wageningen UR. Moreover, in'to Languages provides the Oxford Online Placement Test (OOPT) which determines your level of English.

5.4 Study Programme and Study Programme Approval

A plan of the courses you will follow and their sequence is determined in consultation with the study adviser and is written up in a study programme. The study adviser must approve your study programme 6 months before your expected graduation. Your study adviser will invite you for a compulsory information meeting via e-mail in period 2 of the first year. During your 2nd year this programme is submitted digitally to the exam committee. When approved a student can finish the courses and graduate in time. More information on these procedures can be found on the MME portal.

5.5 Course Information

The website <https://ssc.wur.nl/Handbook> offers detailed information about programmes, schedules and courses. The first three letters of the course-code refer to the chair group (sometime referred to as department). For example MST 21306 “Advanced Management and Marketing” has “MST” as chair group. MST stands for Management Studies. You can find courses via the chair groups or via the programmes. Once you're there you can easily find the schedule and the location where the courses will be held.

5.6 Course registration, exam registration, with draw and resits

Registration of courses and exams is compulsory for all students. Registration should be done via the internet at www.MyPortal.Wur.nl, by logging in on the Student Service Centre page (the link can be found under the heading 'Students').

Please check the deadlines of course registration and exam registration in the Study Handbook or Planning Booklet. The registration period for courses in the first period is extended for new MSc students until the end of August.

When you have registered for a course, you are automatically registered for the exam in the same period. When you, due to whatever reason, cannot make the exam that period you need to withdraw. You can withdraw online until 24 hours before the exam takes place. When you fail to withdraw the system will automatically block your participation for the next up-coming exam of this course.

When you register for a resit you need to check whether the course material is up to date and if papers and assignments are still valid. Course materials and papers/ assignments are the same within one academic year but might change during the next. Always make inquiries with the contact person of the course when you take a resit during the next academic year.

5.7 Study progress

The Dutch parliament has approved a new immigration law. The new law is called *Modern Migratiebeleid* (Dutch for 'modern migration policy'). Under the law new procedures will come into force. The aim of the law is to make the Netherlands more welcoming for specific groups such as highly-skilled migrants and students. For those groups immigration procedures will be speeded up.

One of the main changes for non-EU students will be the reporting of their study progress to an external non-Wageningen University organization the IND (Dutch Immigration Office). Students who don't make enough progress risk losing their residence permit making it impossible to continue with their studies.

Every year a student needs to gain at least 50 per cent of the study load for an academic year. For example, if the study load is 60 ECTS per year, a student has to gain a minimum of 30 ECTS per year. A university is obliged to inform the IND about the yearly study progress of its international students.

If the student is not able to finish 50 per cent of the study load in a year, a university has to investigate why. If there was a justifiable reason, such as pregnancy or illness there will be no direct consequences for the student, but note that each reason for a delay in studies can be used only once.

If on the other hand no justifiable reason can be found, the university has to deregister the student with the IND. The residence permit issued for the purpose of studies will be withdrawn. The student then has to return to his or her home country.

For more information on changes take a look at <http://www.studyinholland.nl/>

5.8 Plagiarism

The task of writing a paper or other assignment for a course sometimes lures students into using other's work, ideas, facts, texts, etc. and represent it as their own. It is important for students to understand that plagiarism is considered as a very serious offense against academic norms and, hence subject to equally serious punishment.

"Plagiarism" is derived from the Latin *plagiarius*, 'plunderer', 'kidnapper'. It refers to intellectual theft, defined as "the false assumption of authorship: the wrongful act of taking the product of another person's mind, and presenting it as one's own. "To plagiarize is to give the impression that you wrote or thought something that you in fact borrowed from someone. While some plagiarize deliberately by copying or buying papers or soliciting unauthorized help, most plagiarism is accidental, but it is usually dealt with just as harshly as intentional plagiarism."

The **sanction** in case of plagiarism is –based on WU policy (articles 35 and 36 of MSc Education/Examination Regulation):

- The examiner informs the student and reports to the secretary of the WU Examination Committee the case of plagiarism. The examiner may utilize a plagiarism scanner to prove the case.
- The commission will ask the student to express his/her view about the case.

- Depending on the magnitude of the fraud the appropriate sanction will be assessed: a warning; a fail for the exam; exclusion of the exam for a maximum period of one a year or a combination of these sanctions.

6 Procedures from specialisation choice until graduation

6.1 Intake meeting with your study adviser

After the Education Day you will be invited for a meeting with your study adviser, with the exception of HBO students. They have a meeting in June. During this meeting you will discuss which specialisation and which theme within that specialisation you can/will follow based on your interest and your educational background.

The admission letter that you received from Wageningen University indicated that there might be restrictions to the MME specialisations that you can follow. It is important to choose your favourite specialisation as soon as possible, preferably before the intake meeting takes place. On top of that, we strongly advise you to select your favourite theme within your specialisation. You are free to choose each theme within the specialisation that you are allowed to, based on the content of your previous education (bachelor and master programme). We advise you to study the themes mentioned in the programme brochure (see page 18 and further).

6.2 General Meetings

When	Topics
August/AID (Education Day)	General and practical information on the programme, specialisation and theme
Period 2, year 1	Study Schedule and Study Programme Approval (SPA), Prerequisite programme
Period 5, year 1	ACT, Thesis, Internship
Period 1, year 2	Study Programme Approval (SPA), Graduation

6.3 Individual Meetings

When	Topics
August, year 1	Specialisation and theme choice, study schedule
Period 4, year 1	Study Progress when not on schedule
Always possible on request	Study progress in courses, internship or thesis, exemption requests, private matters

There are several steps to be made and forms to be filled in from now until graduation. All forms and this procedure can be found on the MME portal <https://portal2.wur.nl/sites/MME/default.aspx>

6.4 First year

a) *Choice of Specialisation and theme*

Before the academic year starts (first Monday in September) you have to decide which specialisation and theme you will do. Between the Education day in August and the first Monday in September you will have a meeting with one of the study advisers.

Sometimes it is possible to extend that choice until the second period. Talk about that with your study adviser.

b) *Study progress monitoring*

After 3 periods the study adviser will check the number of credits you have obtained. If you have less than 18 credits you will be advised to rethink your study plan. In a meeting with your study adviser you can discuss your future options. Permit bound students with less than 50 per cent will be invited for a meeting to discuss the study plan and prevent loss of the residence permit by the end of the academic year.

c) *ACT registration*

After obtaining at least 36 credits in master courses a student is allowed to start with the ACT. To register for this course, visit the ACT website and register at least one period in advance. The site can be found at <https://actregistration.wur.nl/>

d) *Master registration for students with HBO bachelor*

Prerequisites courses must be completed within 12 months. Students can only be registered as a linkage student for 12 months. When the prerequisites are not completed in the first year, students must be registered as BSc-students, paying the high tuition fee. After the completion of your prerequisite courses you will be automatically registered as an MSc student on the first day of the next month.

6.5 Second year

a) *Admission to thesis*

MME has a thesis protocol. Read this protocol carefully before you start with the thesis. It gives you information on all the phases of the thesis project. You can only start the thesis if you have provisional or definite admission to start the thesis. You can find the protocol on the MME portal. Requirements for definite admission to the thesis follow below.

You should have:

- Successfully completed all prerequisites.
- Successfully completed the thesis preparing course.
- Successfully completed three profiling courses from your study programme.
- You should have successfully completed your methodological courses Research Design & Research Methods (and when in your programme: Quantitative Research Methodology & Statistics).
- You obtained at least 54 credits from the MME programme to indicate satisfactory overall study progress.

You can discuss with your study adviser if you can be provisionally admitted to the thesis in case you meet all the requirements except for one course.

Also you have to fill in the thesis contract, request your study adviser to sign it before you start with your thesis and give this form to your thesis supervisor. You can find the form (MSc Thesis Contract) on the portal

b) *Admission to internship and research fee*

MME has an internship course guide which you can find on the portal. When you wish to start with your internship you should have:

- Successfully completed all prerequisites.
- Successfully completed three profiling courses from your study programme.
- You obtained at least 48 credits from the MME programme to indicate satisfactory overall study progress.

You can discuss with your study adviser if you can be provisionally admitted to the internship/Upgrade in case you don't meet all the requirements.

c) *Research fee*

International Non-EU students with a sponsor are entitled to their research fee. You or your sponsor paid this research fee in advance. You can use this research fee for your thesis and internship (for example for a ticket or other costs). You can get the research fee by handing in a form to the SSC. You can find this form (Request Payment of Research Fees) on the website <http://www.wageningenur.nl/en/Education-Programmes/Student-Service-Centre/Show-ssc/Forms-Student-Service-Centre.htm>

d) *Study Programme Approval (SPA)*

At least half a year before your expected graduation you have to submit your final study programme via SPA. This digital programme will be used to make up your transcript of records. You can enter SPA via SSC online; most of your courses will be listed in SPA. Complete your programme. Check

SPA against your programme in this brochure and when they match submit the digital programme to your study advisor. When your programme can be approved it will be send to the exam committee.

Only students who are registered in the MSc can submit their study programme via SPA. Students with an HBO-educational background should first be registered in the MSc (point d first year).

e) Graduation

When the last mark of your approved programme is noted in SPA you will automatically graduate that day. This will be the date on your diploma. You will be informed by e-mail about your graduation and the graduation ceremony. Your registration with Wageningen University automatically ends on that day. Students who are also registered via Study Link need to unregister themselves. You can do this in advance per month. Restitution on tuition fees takes place on a monthly basis. More information on graduation can be found on via <http://www.wageningenur.nl/en/Education-Programmes/Current-Students/Graduation.htm>

7 Programme director and study advisers

The programme director is responsible for the daily course of affairs in the study programme and the curriculum. The study advisers advise the students primarily concerning the study content and planning of the study elements, e.g. choice of a specialisation (if any), planning the free choice portion and the examination subjects (tentative and definitive), study progress etc. They also mediate on behalf of individual students with instructors, examiners and examining boards regarding educational matters.

MME Programme director

Mr Edwin Kroese

Phone: 0317 - (4)86069

Leeuwenborch, room 0106

Email: edwin.kroese@wur.nl

Study adviser for generations 2015 and 2016

Mr Frans-Peter Scheer

Phone: 0317 – (4)81304

Leeuwenborch, room 0105

Email: frans-peter.scheer@wur.nl

For appointments, register online at <http://appointments.owi.wur.nl>

Study adviser for generations 2014 and older

Mr Sietse Sterrenburg

Phone: 0317 – (4)82958

Leeuwenborch room, room 0102

Email: sietse.sterrenburg@wur.nl

For appointments, register online at <http://appointments.owi.wur.nl>

For **Double Degree** Students, special brochures are available for these programmes with:

Mr Edwin Kroese

Phone: 0317 – (4)86069

Leeuwenborch, room 0106

Email: edwin.kroese@wur.nl

For appointments register yourself at office 0103

8 Study association

Mercurius Wageningen is the study association for the BSc studies Management and Consumer Studies, Economics and Governance, Health and Society, the MSc Studies: Management, Economics and Consumer Studies and the master specialisation Health and Society. Mercurius Wageningen was founded in September 2000, after merging the studies and its study associations Huishoud- en Consumentenwetenschappen (= Household and Consumer Studies) and Economie van Landbouw en Milieu (= Agricultural and Environmental Economics). The association aims at representing the interest of their members, knowledge expansion and distribution and improving the social networks of the students, both Bachelors and Masters with other study association within the Netherlands. Throughout the years Mercurius Wageningen with around 600 members has become one of the largest study associations within Wageningen University. The past few years several activities have been organised like excursions (both national as international), symposia, company days, lectures, almanacs, drinks and other study-related and fruitful activities. Mercurius maintains close contact with the academic personnel, other associations within Wageningen and with sister organizations throughout the country.

Mercurius Wageningen, Hollandseweg 1, 6706 KN Wageningen

Internet: <http://www.mercuriuswageningen.nl>

9 MLS programme by themes

9.1 Students with professional bachelor background

D 1.1 Management in Life Sciences: profile MST Management of Innovations HBO Bachelor

	Code	Course name	Period	Credits
0. Prerequisite Part				
A	MAT-12806	Mathematics in Social Science	1MO,2AF	6
B	YRM-20806	Research Design & Research Methods	1AF,2MO	6
C	YSS-22306	Introduction to Management and Life Sciences	1MO	6
D	MST-24806	Supply Chain Management	2MO,4	6
E	MST-24806	Advanced Management & Marketing	3	6
Total:				30

1. Common part MME				
1	YMC-60909	Academic Consultancy Training	all	9
2	YMC-60303	Modular Skills Training	all	3
3	YSS-33303	Seminar Social Sciences		3
Total:				15

2. Specialisation part MST				
4	MST-23406	New Venture Creation	5MO	6
5	MCB-20806	Principles of Consumer Studies	1MO	6
6	YSS-32306	Technology, Innovation and Strategy	4	6
Total:				18

3. Profile Part				
7	MST-55306	Economics of Science and Technology	3	6
8	MST-55306	Principles of Entrepreneurship	1AF	6
9	AEP-90306	Business Cases Agri-Food Entrepreneurship	6MO	6
10	MAT-20306	Advanced Statistics	all	6
11	MST-31306	Advanced Business Strategy	5AF,6AF	6
12	MST-70424	Internship Management Studies		24 or 12
13	MST-80433	Thesis Management Studies		33
Total:				75 or 87

Total:		
MME	Total 1 + 2 + 3	120
MME + prerequisites	Total 0 + 1 + 2 + 3 (including internship)	150
MME + prerequisites + Upgrade HBO internship	Total 0 + 1 + 2 + 3 (exemption internship + upgrade HBO internship = 150 - 24 + 12)	138

D 2.1 Management in Life Sciences: profile ORL Management of Business and Supply Chains HBO Bachelor

	Code	Course name	Period	Credits
0. Prerequisite Part				
A	MAT-12806	Mathematics in Social Science	1MO,2AF	6
B	ORL-20306	Decision Science I	1AF,2AF	6
C	YSS-22306	Introduction to Management and Life Sciences	1MO	6
D	YRM-20806	Research Design and Research Methods	1AF,2MO	6
E	MST-21306	Advanced Management & Marketing	3	6
			Total:	30

1. Common part MME					
	1	YMC-60909	Academic Consultancy Training	all	9
	2	YMC-60303	Modular Skills Training	all	3
	3	YSS-33303	Seminar Social Sciences		3
			Total:	15	

2. Specialisation part ORL					
	4	MST-24806	Supply Chain Management	2MO,4	6
	5	BEC-22806	Accounting	1AF,4	6
	6	ORL-30306	Decision Science II	5MO	6
	7	YSS-32806	Advanced Supply Chain Management	5AF	6
			Total:	24	

3. Profile Part					
	8	BEC-52306	Financial and Business Management	1MO	6
	9	MST-55306	Economics of Science and Technology	3	6
	10	MAT-20306	Advanced Statistics	all	6
	11	ORL-30806	Operations Research & Logistics	6AF	6
	12	ORL-70424	Internship Operations Research & Logistics		24 or 12
	13	ORL-80433	Thesis Operations Research & Logistics		33
Students can also complete an internship with Information Systems			Total:	69 or 81	

Total:		
MME	Total 1 + 2 + 3	120
MME + prerequisites	Total 0 + 1 + 2 + 3 (including internship)	150
MME + prerequisites + Upgrade HBO internship	Total 0 + 1 + 2 + 3 (exemption internship + upgrade HBO internship = 150 - 24 + 12)	138

D 1.2 Management in Life Sciences: profile MCB Management of Innovations HBO Bachelor

	Code	Course name	Period	Credits
0. Prerequisite Part				
A	MAT-12806	Mathematics in Social Science	1MO,2AF	6
B	YRM-20806	Research Design & Research Methods	1AF,2MO	6
C	YSS-22306	Introduction to Management and Life Sciences	1MO	6
D	MST-24806	Supply Chain Management	2MO,4	6
E	MST-21306	Advanced Management & Marketing	3	6
Total:				30

1. Common part MME				
1	YMC-60909	Academic Consultancy Training	all	9
2	YMC-60303	Modular Skills Training	all	3
3	YSS-33303	Seminar Social Sciences		3
Total:				15

2. Specialisation part MCB				
4	MST-23406	New Venture Creation	5MO	6
5	MCB-20806	Principles of Consumer Studies	1MO	6
6	YSS-32306	Technology, Innovation and Strategy	4	6
Total:				18

3. Profile Part				
7	FQD-50806	Usage Oriented Product Design	1AF	6
8	MST-55306	Economics of Science and Technology	3	6
9	MAT-20306	Advanced Statistics	all	6
10	ECH-22306	Economics of Consumption, Welfare and Society	5AF	6
11	MCB-31306	Creating Frameworks for Marketing and Consumer Behaviour	6AF	6
12	MCB-70424	Internship Marketing & Consumer Behaviour		24 or 12
13	MCB-80433	Thesis Marketing & Consumer Behaviour		33
Total:				75 or 87

Total:		
MME	Total 1 + 2 + 3	120
MME + prerequisites	Total 0 + 1 + 2 + 3 (including internship)	150
MME + prerequisites + Upgrade HBO internship	Total 0 + 1 + 2 + 3 (exemption internship + upgrade HBO internship = 150 - 24 + 12)	138

D 2.2 Management in Life Sciences: profile BEC Management of Business and Supply Chains HBO Bachelor

	Code	Course name	Period	Credits
0. Prerequisite Part				
A	MAT-12806	Mathematics in Social Science	1MO,2AF	6
B	YRM-20806	Research Design & Research Methods	1AF,2MO	6
C	YSS-22306	Introduction to Management and Life Sciences	1MO	6
D	ORL-2036	Decision Science I	1AF,2AF	6
E	MST-21306	Advanced Management & Marketing	3	6
Total:				30

1. Common part MME				
1	YMC-60909	Academic Consultancy Training	all	9
2	YMC-60303	Modular Skills Training	all	3
3	YSS-33303	Seminar Social Sciences		3
Total:				15

2. Specialisation part BEC				
4	MST-24806	Supply Chain Management	2MO,4	6
5	BEC-22806	Accounting	1AF,4	6
6	ORL-30306	Decision Science II	5MO	6
7	YSS-32806	Advanced Supply Chain Management	5AF	6
Total:				24

3. Profile Part				
8	BEC-52306	Financial and Business Management	1MO	6
9	MST-55306	Economics of Science and Technology	3	6
10	MAT-20306	Advanced Statistics	all	6
11	BEC-30306	Advanced Agricultural Business Economics	6MO	6
OR	BEC-50306	Advanced Financial and Business Management	6AF	6
12	BEC-70424	Internship Business Economics		24 or 12
13	BEC-80433	Thesis Business Economics		33
Total:				69 or 81

Students can also complete an internship with Information Systems

Total:		
MME	Total 1 + 2 + 3	120
MME + prerequisites	Total 0 + 1 + 2 + 3 (including internship)	150
MME + prerequisites + Upgrade HBO internship	Total 0 + 1 + 2 + 3 (exemption internship + upgrade HBO internship = 150 - 24 + 12)	138

D 3.1 Management in Life Sciences: profile INF Information Technology HBO Bachelor

	Code	Course name	Period	Credits
0. Prerequisite Part				
A	MAT-12806	Mathematics in Social Science	1MO,2AF	6
B	YRM-20806	Research Design & Research Methods	1AF,2MO	6
C	YSS-22306	Introduction to Management and Life Sciences	1MO	6
D	ORL-2036	Decision Science I	1AF,2AF	6
E	MST-21306	Advanced Management & Marketing	3	6
Total:				30

1. Common part MME				
	1 YMC-60909	Academic Consultancy Training	all	9
	2 YMC-60303	Modular Skills Training	all	3
	3 YSS-33303	Seminar Social Sciences		3
Total:				15

2. Specialisation part INF				
	4 MST-24806	Supply Chain Management	2MO,4	6
	5 BEC-22806	Accounting	1AF,4	6
	6 ORL-30306	Decision Science II	5MO	6
	7 YSS-32806	Advanced Supply Chain Management	5AF	6
Total:				24

3. Profile Part				
	8 BEC-52306	Financial and Business Management	1MO	6
	9 or INF-21306	Data Management	1MO,5MO	6
	INF-51306	Big Data	2AF	6
	10 MAT-20306	Advanced Statistics	all	6
	11 INF-31306	Information Systems for Managers and Engineers	6MO	6
	12 INF-70424	Internship Information Technology		24 or 12
	13 INF-80433	Thesis Information Technology		33
Total:				69 or 81

Total:		
MME	Total 1 + 2 + 3	120
MME + prerequisites	Total 0 + 1 + 2 + 3 (including internship)	150
MME + prerequisites + Upgrade HBO internship	Total 0 + 1 + 2 + 3 (exemption internship + upgrade HBO internship = 150 - 24 + 12)	138

9.2 Students with academic bachelor background

D 1.1 Management in Life Sciences: profile MST Management of Innovations Academic Bachelor

	Code	Course name	Period	Credits
1. Common part MME				
1	YMC-60909	Academic Consultancy Training	all	9
2	YMC-60303	Modular Skills Training	all	3
3	YSS-33303	Seminar Social Sciences		3
			Total:	15

3. Profile Part				
4	YSS-22306	Introduction to Management and Life Sciences	1MO	6
5	YRM-20806	Research Design & Research Methods	1AF,2MO	6
6	MST-24806	Supply Chain Management	2MO,4	6
7	MST-21306	Advanced Management & Marketing	3	6
8	MST-23406	New Venture Creation	5MO	6
9	YSS-32306	Technology, Innovation and Strategy	4	6
10	MCB-20806	Principles of Consumer Studies	1MO	6
11	MST-31306	Advanced Business Strategy	5AF,6AF	6
12	MST-70424	Internship Management Studies		24
13	MST-80433	Thesis Management Studies		33
			Total:	105

Total:		
MME	Total 1 + 3	120

D 1.2 Management in Life Sciences: profile MCB Management of Innovations Academic Bachelor

	Code	Course name	Period	Credits
1. Common part MME				
1	YMC-60909	Academic Consultancy Training	all	9
2	YMC-60303	Modular Skills Training	all	3
3	YSS-33303	Seminar Social Sciences		3
			Total:	15

3. Profile Part				
4	YSS-22306	Introduction to Management and Life Sciences	1MO	6
5	YRM-20806	Research Design & Research Methods	1AF,2MO	6
6	MST-24806	Supply Chain Management	2MO,4	6
7	MST-21306	Advanced Management & Marketing	3	6
8	MST-23406	New Venture Creation	5MO	6
9	YSS-32306	Technology, Innovation and Strategy	4	6
10	MCB-20806	Principles of Consumer Studies	1MO	6
11	MCB-31306	Creating Frameworks for Marketing and Consumer Behaviour	6AF	6
12	MCB-70424	Internship Marketing & Consumer Behaviour		24
13	MCB-80433	Thesis Marketing & Consumer Behaviour		33
			Total:	105

Total:		
MME	Total 1 + 3	120

**D 2.1 Management in Life Sciences: profile ORL Management of Business and Supply Chains
Academic Bachelor**

	Code	Course name	Period	Credits
1. Common part MME				
	1 YMC-60909	Academic Consultancy Training	all	9
	2 YMC-60303	Modular Skills Training	all	3
	3 YSS-33303	Seminar Social Sciences		3
Total:				15

3. Profile Part				
	4 YSS-22306	Introduction to Management and Life Sciences	1MO	6
	5 YRM-20806	Research Design & Research Methods	1AF,2MO	6
	6 MST-24806	Supply Chain Management	2MO,4	6
	7 BEC-22806	Accounting	1AF,4	6
	8 ORL-20306	Decision Science I	1AF,2AF	6
	9 YSS-32806	Advanced Supply Chain Management	5AF	6
10 or	ORL-30306	Decision Science II	5MO	6
	MST-21306	Advanced Management & Marketing	3	
	11 ORL-30806	Operations Research & Logistics	6AF	6
	12 ORL-70424	Internship Operations Research & Logistics		24
	13 ORL-80433	Thesis Operations Research & Logistics		33
Total:				105

Students can also complete an internship and thesis with Information Technology

Total:		
MME	Total 1 + 3	120

**D 2.2 Management in Life Sciences: profile BEC Management of Business and Supply Chains
Academic Bachelor**

	Code	Course name	Period	Credits
1. Common part MME				
1	YMC-60909	Academic Consultancy Training	all	9
2	YMC-60303	Modular Skills Training	all	3
3	YSS-3303X	Seminar Social Sciences		3
			Total:	15

3. Profile Part				
4	YSS-22306	Introduction to Management and Life Sciences	1MO	6
5	YRM-20806	Research Design & Research Methods	1AF,2MO	6
6	MST-24806	Supply Chain Management	2MO,4	6
7	BEC-22806	Accounting	1AF,4	6
8	ORL-20306	Decision Science I	1AF,2AF	6
9	YSS-32806	Advanced Supply Chain Management	5AF	6
10 or	ORL-30306	Decision Science II	5MO	6
	MST-21306	Advanced Management & Marketing	3	
11 or	BEC-30306	Advanced Agricultural Business Economics	6MO	6
	BEC-50306	Advanced Financial and Business Management	6AF	6
12	BEC-70424	Internship Business Economics		24
13	BEC-80433	Thesis Business Economics		33
Students can also complete an internship and thesis with InformationTechnology			Total:	105

Total:		
MME	Total 1 + 3	120

D 3.1 Management in Life Sciences: profile INF Information Technology Academic Bachelor

	Code	Course name	Period	Credits
1. Common part MME				
1	YMC-60909	Academic Consultancy Training	all	9
2	YMC-60303	Modular Skills Training	all	3
3	YSS-3303X	Seminar Social Sciences		3
			Total:	15

3. Profile Part				
4	YSS-22306	Introduction to Management and Life Sciences	1MO	6
5	YRM-20806	Research Design & Research Methods	1AF,2MO	6
6	MST-24806	Supply Chain Management	2MO,4	6
7	BEC-22806	Accounting	1AF,4	6
8	ORL-20306	Decision Science I	1AF,2AF	6
9	YSS-32806	Advanced Supply Chain Management	5AF	6
10 or	ORL-30306	Decision Science II	5MO	6
	MST-21306	Advanced Management & Marketing	3	
11	INF-31306	Information Systems for Managers and Engineers	6MO	6
12	INF-70424	Internship Information Technology		24
13	INF-80433	Thesis Information Technology		33
			Total:	105

Total:		
MME	Total 1 + 3	120

10 Appendices

10.1 Comparison compulsory thesis- second thesis – academic internship

This appendix provides an overview of the most important differences between the compulsory thesis, the second thesis and an academic internship in master study programmes of Wageningen University. The second thesis is included as there are minor, yet important, differences between both the compulsory thesis and the academic internship. The comparison table describes various factors, through which the most important differences can be observed.

	compulsory thesis	second thesis	academic internship
Aim	to develop research skills and the ability to analyze and present research results in a systematic and clear way		To gain experience in a practical situation on tasks of a potential 'first' job – a position that requires an academic degree
Status	compulsory	restricted choice	compulsory or restricted choice
focus on	a completed research project (from proposal to final report)		personal development, through a position as an 'employee' on an academic level in a real situation (internship plan and reflection report)
commissioner	internal or external		external
personal reflection	possible		personal reflection report – description of personal development during the internship and goals for further development
Ordinary supervisor	university		internship provider
examiner	university		university (internship supervisor provides advice)

10.2 Regeling 5e jaar studiefinanciering terug voor Social Science Studenten

Wageningen University Funding for MCS, MDR, MID and MME

Source: <http://www.wageningenur.nl/nl/Onderwijs-Opleidingen/Huidige-Studenten/5e-jaar-studiefinanciering-WU.htm>

Article 3 Aim and content of the regulation concerning extra study financing

- a. This regulation concerns the decision taken by the Executive Board (on 28th March 2002) that students who belong to the categories set out in Article 2 of this regulation will, under certain conditions, receive WU funding for a maximum of 12 months. The application for and payment of the WU funding will take place after the diploma has been obtained.
- b. The total amount of the WU funding is calculated as the product of:
 - the number of months the student has been enrolled at WU from the end of the four year performance study grant from DUO until and including the month of the date mentioned on the diploma, with a maximum of 12 months; and-
 - the monthly sum of the basic (and supplementary) grant (excluding any loan and the costs of the travel product (OV-card)), to which the student was entitled in the last month of performance study grant.
- c. The total amount, as set out in section (b), will increase at the start of each calendar year in which there is no entitlement to a WU grant by the interest rate set by DUO for the preceding year. This means that the increase will be fixed on the 1st January as from the beginning of the fifth year of study financing.

Article 4 Conditions regulation concerning extra study financing

- a. The student has received exactly four years of performance study grant from DUO. In the case of an extra year of DUO performance study grant, being awarded because of special circumstances, the student can appeal to the hardship clause of this regulation (Article 11).
- b. In his fifth year of funding the student is younger than 30 years. After thirty years of age, the student is only entitled to WU funding if he has received funding from DUO since the age of 30 without interruption.
- c. The student must have obtained the diploma of a study programme named in article 2 within ten years from the date of his first performance study grant of DUO.
- d. The student must have obtained a minimum of 120 ECTS (including exemptions). It is permitted to obtain extra study credits.
- e. The student applies for the WU funding on the grounds of this regulation within six months after the date of the diploma.

10.3 Course Descriptions of new courses in the curriculum 2016

Common courses:

CPT-3XX06 Philosophy and Ethics of Management, Economics and Consumer Studies

In this course, students learn to critically reflect on the truth claims of scientific knowledge, the basic assumptions and key concepts of management, economics and consumer behaviour and ethical issues in these fields as a basis for responsible professional conduct. What is the rationality, objectivity or truth-value of scientific knowledge? Is the market the best way to regulate consumer behaviour in general and in case of political and ethical controversies like public health, justice, welfare in particular? What are if fact the proper roles of markets, governments and civil society organisations? What are the basic assumptions of economics and the conceptualization of human being as *homo economicus*? Are economic actors primarily selfish and rational? And what is the ethical responsibility of corporations for the solution of societal issues? These and related questions will be addressed during this course.

YSS-3XX06 Interdisciplinary Themes in Food and Sustainability

This course is part of the Master MSc program Management, Economics and Consumer Studies and aims to provide opportunities to students to acquire and practice interdisciplinary skills. A cross-cutting theme in the area of food and sustainability will be the anchor point for this course.

YSS-3EE03 Seminar Social Sciences

This course is compulsory for all MSc students following one of the Social Sciences Master programmes. This course provides an in depth understanding of the scientific discourse in the field of social sciences. Students learn to analyse, (peer) review and present (parts of) master thesis research. Students will be able to review scientific papers and will participate in and reflect on research colloquia in their field of social sciences. Students will participate in the Seminar in small groups (± 15 students per group and each group will be supervised by a tutor) during their Master thesis research. These groups will meet each other 6 times during their thesis writing and among other activities will review each other's work. During their thesis research every student works on a portfolio that will be assessed.

Learning outcomes:

After successful completion of the Seminar course students are expected to be able to:

- Analyse, review and present (parts of) master thesis research in social sciences.
- Review scientific papers
- Participate in and reflect on research colloquia in the field of social sciences.
- Knowledge about the scientific discourse in the field of social sciences.

Activities: 6 meetings in subgroups during the whole thesis trajectory.

Literature: will be announced via blackboard

Examiner(s): Prof. dr. ir. Gert Spaargaren

Examination: Portfolio with assignments. The minimum mark of all assignments has to be a 5.5.

Business Studies and Management of Life Sciences:

YSS-3FF06 Introduction to Management and Life Sciences

Improvements in healthy food, a clean environment and in the combat against diseases, become possible through a successful integration of Life Sciences and Management Sciences. Life Sciences provide a collection of tools and techniques to produce new products and develop new processes based on organisms or parts of organisms. Thus, Life Sciences provide important contributions to innovative products and processes. Management Sciences provide the instruments that enable the design, implementation and support of innovative organisational and business processes, which are required to successfully diffuse innovative products and processes into society. Bèta-engineers are pressured by their working environment to develop their communicative skills.; They have to work in multi-disciplinary teams, cooperate in innovative business processes and production processes, and

manage different forms of knowledge in various networks. Bèta-engineers may adopt a management role in academic environments, in production facilities or in various supply chains. From this professional perspective, Bèta-engineers apply their knowledge within settings in which people with different backgrounds, different interests, different positions in the chain and knowledge institutions are represented. It is the integration and satisficing use of these varying positions and perspectives that ensures the successful completion of complex processes, such as product innovation, markets launchers or management a supply chain.

In addition, Bèta-engineers must also understand the ethical issues involved in innovation for life sciences (such as smart farming), and innovate responsibly. This involves considering the ethical acceptability of innovations, the known and unknown risks involved, and whether they innovation contributes towards societal needs and 'grand challenges'.

YSS-3ZZ06 Technology, Innovation Strategy

The concept of business model innovation is related to creativity and development of new ideas which can be translated in business propositions supporting an organisation performance. Typically, the primary goal of a business model innovation is to realize sources of new revenue, for example by improving existing products, and/or processes, changing the way products are delivered to customers. However, developing and introducing business model innovations have impacts at more than just organisation level. Understanding business model innovation may not only support company or industry performances, but it may also offer solutions to important societal challenges, like food security, climate change, poverty and socio-ecological sustainability. This course takes a multidisciplinary perspective on business model innovations. It will make clear that business model innovation is one of the most difficult to understand phenomena in society. While trying to understand this phenomenon from a wide range of theories coming from different business disciplines, students will develop their own business model innovation and theoretically underpin why it would work. This requires not only an understanding of business model innovation itself, but also on how theories can be assessed in terms of their limitations and complementarity. The course will consist of a number of lectures addressing topics from different knowledge domains such as innovation management, marketing, information and technology transfer, business economics and supply chain management. During lectures several theories as well as cases will be presented and discussed by university staff and experts from different disciplines and backgrounds. All sessions will be interactive and students are expected to be well prepared and to participate actively in the discussions and presentations. A critical and participative attitude is required. Next to the lectures, participants are expected to work in teams, and write a paper/report about selected topics on business model innovations.

YSS-3YY06 Advanced Supply Chain Management

This course provides a theoretical basis for multi-disciplinary analysis and improvement of supply chains

and networks, focusing especially on supply chain modelling methods. In this course, the focus is on decision support methods for operational performance, tactical operations management and strategic partnership in supply chains

MST-31806 Facility Management Innovation

Many senior managers consider facilities a necessary evil: you appreciate them but would rather spend money and energy on something else. However, social and organisational trends, for instance, information technology, competition, high cost of space, and employee expectations, have placed enormous new demands on organisations' physical facilities, pushing the awareness of the (potential) added value of facilities into management consciousness. Nowadays, in a limited number of sectors, this has resulted in facility management receiving a new impetus. This notion is strengthened by the argument that the spaces which organisations occupy are an integral part of how organisations function.

Nowadays challenge for facility managers is above all to coherently integrate developments regarding demographics (e.g. aging, independent and flexible employment), social values and behaviour (e.g. nutrition, health, safety, social responsibility), environment (e.g. sustainability, waste) and technology (including the Internet of Things, biotech) and physical facilities and services into an inspiring and stimulating work environment. That environment is increasingly anytime and anywhere where people want to meet and work. Facility Management evolves into workspace management, focused on designing and maintaining appropriate and effective workplace experiences that support people in everyday doing their best job. The purpose of this course is to put Evidence-Based Facility Management into a broader perspective of market dynamics, organisational change, and the opportunities and challenges of embracing facility design and facility innovation as managerial means to accomplish both strategic and operational ends of organisations.

10.4 Calendar of the academic year 2016/2017

Calendar academic year 2016-2017



WAGENINGEN UNIVERSITY
WAGENINGEN UR

Period					PERIOD 1								PERIOD 2								PERIOD 3													
Week	50	51	52	53	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24						
Date	8-8	15-8	22-8	29-8	5-9	12-9	19-9	26-9	3-10	10-10	17-10	24-10	31-10	7-11	14-11	21-11	28-11	5-12	12-12	19-12	26-12	2-1	9-1	16-1	23-1	30-1	6-2	13-2						
Academic Year 2015-2016					Education								Exams		Education								Exams		Holidays				Education and exams				Re-exams	

Period	PERIOD 4				PERIOD 5								PERIOD 6																		
Week	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	1		
Date	20-2	27-2	6-3	13-3	20-3	27-3	3-4	10-4	17-4	24-4	1-5	8-5	15-5	22-5	29-5	5-6	12-6	19-6	26-6	3-7	10-7	17-7	24-7	31-7	7-8	14-8	21-8	28-8	4-9		
Academic Year 2017-2018	Education and exams				Education								Exams		Education and exams								Holidays				Re-exams		Holidays		