

**MSC IN BUSINESS AND MANAGEMENT (MBM)**

**MASTER OF BUSINESS ADMINISTRATION (MBA)**

**MSC IN INTERNATIONAL LOGISTICS / PROCUREMENT /  
OPERATIONS AND SUPPLY CHAIN MANAGEMENT (MSC)**

**THINK  
BIGGER**



VENLO  
UNIVERSITY OF  
APPLIED SCIENCES

# MASTER PROGRAMMES AT A GLANCE

	MBM	MBA
<b>Type of Master</b>	Pre-experience (consecutive) Master	Post-experience Master (minimum 1 year relevant work experience)
<b>Educational Partner</b>	University of Plymouth (UK)	FOM (Germany)
<b>Modus operandi</b>	Full-time	Part-time
<b>Duration</b>	1 year (3 terms)	2 years (4 semesters)
<b>European credits</b>	90 ECTS	90 ECTS
<b>Language</b>	English	English
<b>Degree</b>	MSc Business and Management	Master of Business Administration (MBA)
<b>Modules</b>	<ul style="list-style-type: none"> <li>• International Business Context and Finance</li> <li>• Marketing and Strategy</li> <li>• Leading, Managing and Developing People</li> <li>• Knowledge Management and Decision Making</li> <li>• Operations and Project Management</li> <li>• Elective modules</li> </ul>	<ul style="list-style-type: none"> <li>• General Economics</li> <li>• Marketing &amp; Communication</li> <li>• Human Resources &amp; Leadership</li> <li>• Financial Management</li> <li>• Strategic Corporate Management</li> <li>• International Business Law</li> <li>• Value Based Controlling &amp; Intern</li> <li>• Accounting Management Decision Making</li> <li>• Research Methods</li> <li>• International Investment</li> <li>• International Strategy and Sales Management</li> <li>• International Entrepreneurship</li> </ul>
<b>Specialisation</b>	2nd term + thesis (3rd term)	3rd semester + thesis (4th semester)
<b>Location(s)</b>	Venlo (1st term) and Plymouth (2nd term)	Venlo
<b>Scheduled times</b>	Monday to Friday	Friday evening and Saturdays
<b>Accredited by</b>	British Government's Quality Assurance Agency (QAA)	Foundation for International Business Administration Accreditation (FIBAA)

	MSC
<b>Type of Master</b>	Pre-experience (consecutive) Master
<b>Educational Partner</b>	University of Plymouth (UK)
<b>Modus operandi</b>	Full-time
<b>Duration</b>	1 year (3 terms)
<b>European Credits</b>	90 ECTS
<b>Language</b>	English
<b>Degree</b>	<ul style="list-style-type: none"> <li>• MSc International Logistics and Supply Chain Management, or</li> <li>• MSc International Procurement and Supply Chain Management, or</li> <li>• MSc Operations and Supply Chain Management</li> </ul>
<b>Modules</b>	<ul style="list-style-type: none"> <li>• Supply Chains and Production Control Systems</li> <li>• Research Skills and Economics for International Supply Chains</li> <li>• Maritime Finance and Business Modelling</li> <li>• International Supply Chain Systems*</li> <li>• Logistics, Supply Chains, Systems and Methods*</li> <li>• International Logistics Management*</li> <li>• International Procurement Management*</li> <li>• Operations and Project Management*</li> <li>• Operations Management for Competitive Advantage*</li> </ul> <p><i>* Optional module depending on the chosen pathway/specialisation.</i></p>
<b>Specialisation</b>	2nd term + thesis (3rd term)
<b>Location(s)</b>	Venlo (1st term) and Plymouth (2nd term)
<b>Scheduled times</b>	Monday to Friday
<b>Accredited by</b>	British Government's Quality Assurance Agency (QAA)



# MASTER OF SCIENCE IN BUSINESS AND MANAGEMENT

THE MASTER OF SCIENCE IN BUSINESS AND MANAGEMENT (MBM) IS DESIGNED FOR NEW AND RECENT GRADUATES FROM ANY DISCIPLINE WITH LITTLE OR NO WORK EXPERIENCE WHO WISH TO GAIN A BUSINESS AND MANAGEMENT QUALIFICATION TO PURSUE A CAREER IN MANAGEMENT ON STRATEGIC LEVEL.

The study programme can be completed within 12 months and provides students with the opportunity to study at two universities in two countries: Fontys University of Applied Sciences (The Netherlands) and University of Plymouth (United Kingdom). Additional international experience can be gained by writing your dissertation (master thesis) at a company anywhere on the globe.

The MBM brings you up to speed in the terminology, techniques and skills required to become a successful business leader. It enables you to develop key management,

strategy and analytical skills, with the opportunity to specialise in a specific subject area relevant to your current or future career.

MBM degree holders are working all over the world, from family-owned businesses to the biggest multinationals as well as semi-governmental organisations. Some examples are: The Kraft Heinz Company, IBM, Ernst and Young, Deloitte, OBI, Government of Bermuda, Philips, DHL International, HP Enterprise Services, National Health Service (UK), Jet Airways (India), WS Atkins (Engineers), PriceWaterhouse Coopers, Nike (South America).

## PROGRAMME HIGHLIGHTS

- British master degree within 1 year
- International experience in both UK and NL
- No prior work experience required (designed for new or recent graduates)
- Gives a broad perspective on the nature of business management
- Specialisations available (you can shape nearly half of the programme to meet your career aspirations)
- Small class size of typically 20 to 30 students





### **PLYMOUTH AND FONTYS: A POWERFUL COLLABORATION**

#### **UNIVERSITY OF PLYMOUTH**

University of Plymouth is one of the UK's most prominent and dynamic universities with an educational history dating back to 1862. With over 21.000 on-campus and over 13,000 off-campus students it is the largest university in the southwest of England and the 5th largest UK university based on student population. It is consistently ranked as one of the top five modern universities in the UK and is a national leader for teaching excellence. Plymouth has performed very well in all teaching reviews carried out by external bodies since 1996. In its Top 200 Under 50 Rankings, Times Higher Education rank Plymouth 65th in the world. The MBM was specifically praised by the European Foundation for Management Education (EFMD).

#### **FONTYS UNIVERSITY OF APPLIED SCIENCES**

Fontys is the largest university of applied sciences in the Netherlands, with over 44,000 students in various cities. It offers bachelor and master programmes in English, covering a wide range of fields such as software, business, arts, engineering and logistics. Business programmes including the MBM are offered in the city of Venlo and thus close to the German and Belgian border. There, Fontys offers students a career in one of the world's strongest economic regions. Here, the university is known for project-based education with a tight connection to the work field. The independent Dutch ranking Keuzegids ranks Fontys as one of the five best large universities of applied sciences in the Netherlands.

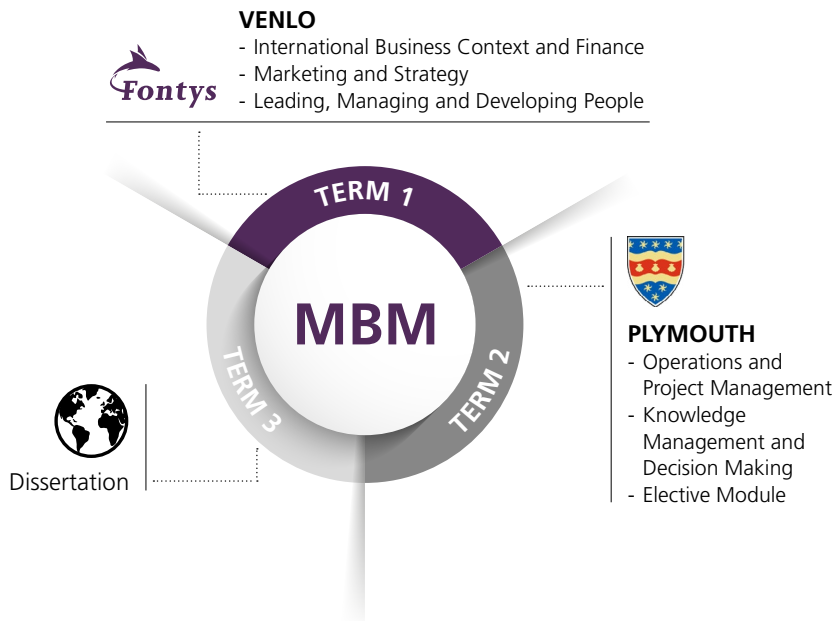
### PROGRAMME STRUCTURE

The MBM is split up in three terms: Term 1 is offered in Venlo (The Netherlands), term 2 in Plymouth (UK) and term 3 is devoted to your master thesis and can be completed anywhere.

During the first term you attend lectures and tutorials for core modules that have been selected to provide you with

a fundamental underpinning in the area of business and management. The second term commences with an intensive introduction to your master thesis and associated research methods training. Additionally, you pursue two core modules after which you choose one elective module. During the third term, you work independently to carry out your dissertation (master thesis).

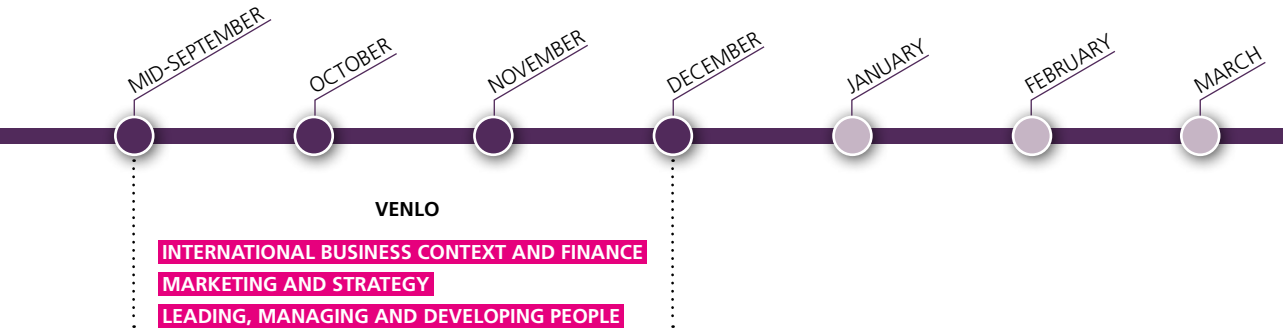
You will receive guidance from a member of academic staff, appointed as your supervisor. Regarding the dissertation students of the MBM can either focus on a research oriented topic or follow a practical approach where the graduate works in an enterprise of his or her choice to develop a solution for a real-life business challenge/problem.



### SPECIALISATION

Despite the broad coverage of the MBM, you can specialise in a specific business field by choosing both the elective and the topic for your master thesis from a particular module grouping (subject to availability). The degree awarded will be a specialist MBM. The number of specialisations available depend on demand and may include:

- MBM (Finance)
- MBM (International Business)
- MBM (Operations and Global Supply Chains)
- MBM (Marketing)



## TERMS AND MODULES

THE FOLLOWING MODULES ARE OFFERED THROUGHOUT THE STUDY PROGRAMME:

### TERM 1: MID-SEPTEMBER – DECEMBER IN VENLO

#### INTERNATIONAL BUSINESS CONTEXT AND FINANCE

Get a broad overview of the environment in which modern business managers operate. Learn how to use available data sources and methods of analysis to investigate any specified industry and part of the world. In addition, the module provides a foundation knowledge and understanding of the principles of accounting; examining published accounting information from different stakeholder's perspectives.

#### MARKETING AND STRATEGY

Designing an exciting marketing campaign for the new iPhone or conducting market research on which emotions are associated with drinking Coca-Cola. Marketing professionals know exactly what triggers consumers. This module prepares you to react to the needs of customers in an international environment by addressing topics such as market research, strategic marketing or e-marketing. Additionally, learning key concepts and frameworks of strategy enables you to apply appropriate analytical techniques used in strategic decision-making.



APRIL

MAY

JUNE

JULY

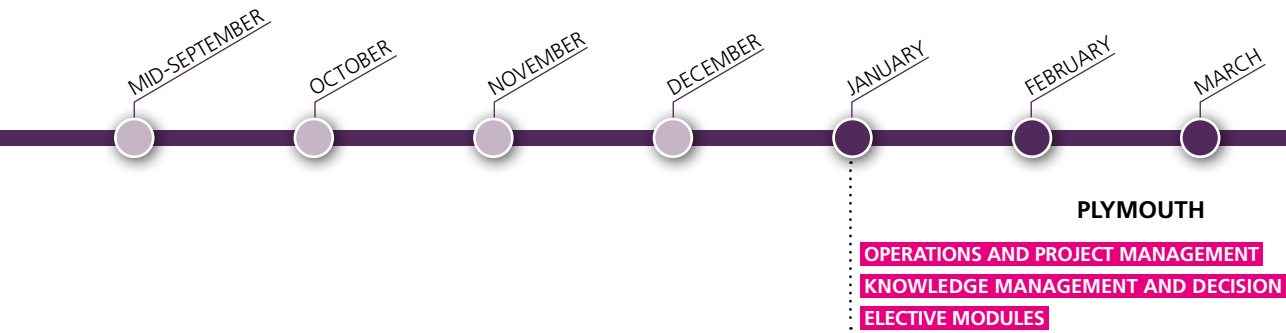
AUGUST

MID-SEPTEMBER

**LEADING, MANAGING AND DEVELOPING PEOPLE**

Tesla, Apple and Amazon revolutionise the way we live. But what makes them so successful? They do not only pursue disruptive business models, but also their management approach leads to a paradigm change. By comparing the models and styles of the "new" and the "old" economy, you gain fundamental and modern knowledge concerning leadership and management on an individual, group and organisational level. A key learning objective is to develop critical capacities enabling you to deal with the difficulties and paradoxes of managing and leading others irrespective of your specialization.





## TERM 2: JANUARY – APRIL IN PLYMOUTH

### OPERATIONS AND PROJECT MANAGEMENT

Constructing the skyscraper Burj Khalifa in Dubai, hosting the Summer Olympics in Tokyo 2020, or developing the new Mercedes AMG – all of these projects require Operations and Project Managers with leadership, organisation, communication, negotiation and risk management skills. This module focuses on acquiring these skills by examining key topics such as the management of processes, quality improvement, capacity and demand management, project planning, resource scheduling and risk management, along with communication, organisation and leadership practices.

### KNOWLEDGE MANAGEMENT AND DECISION MAKING

Excellent business performance can only be achieved based on the right decisions underpinned by the effective management of knowledge. The ability to make good decisions is the mark of successful and promotable managers. This module introduces the major themes of integrated knowledge management and decision making. It further develops management responses to decision requirements which need to meet the key challenges, and the important methods and technologies which can be used to support knowledge-based decision making. It provides you with opportunities to develop key research, analytical and evaluation skills that would enhance decision makers confidence in rational, evidence-based decision making to solve complex business decision problems.



MAKING

APRIL

MAY

JUNE

JULY

AUGUST

MID-SEPTEMBER

### ELECTIVE MODULES

You can choose one out of the following electives:

- Global Supply Chain Management
- Financial Statement Analysis
- Financial Management
- International Finance
- International Strategic Management
- Innovation and New Product Development
- Futures Perspectives in Entrepreneurship
- Quality Management and Lean Thinking
- HR and Talent Management

The electives which actually run depend on the level of student demand. If there is very low demand Plymouth University will not commit to running any given elective(s), and it is possible that a specialism might not run.



MID-SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

JANUARY

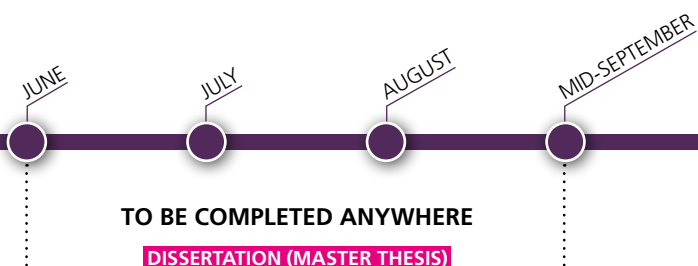
FEBRUARY

MARCH



**ANNIKA KOERDT**  
ALUMNUS MBM

“THE VARIETY OF COURSES ALLOWED  
DEEPENING THE KNOWLEDGE CONCERNING  
THE FIELD OF INTERNATIONAL BUSINESS.”



### **TERM 3: JUNE – MID-SEPTEMBER TO BE COMPLETED ANYWHERE**

#### **DISSERTATION (MASTER THESIS)**

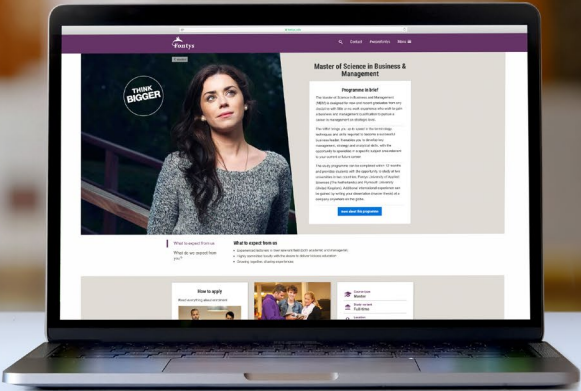
During the summer period you work on your dissertation applying business research methods leading to a practical project. This project provides you with the opportunity to undertake a significant piece of independent research in which you demonstrate the acquisition of the knowledge, understanding, skills and abilities appropriate to the award of the MSc in Business and Management degree. Having discussed the project with your supervisor you will, in most cases, be working on a specific business problem or work out a research-based question in depth. Business research methods leading to a practical project with a 15,000 word report.

#### **EXAMINATIONS / ASSIGNMENTS**

All modules within the MBM are completed with a mix of group and individual assignments that may consist of reports, presentations or written exams (depending on the module).

# HOW TO APPLY?

PLEASE VISIT  
**FONTYS.EDU/MBM**



## THREE TERMS FULL-TIME IN VENLO AND PLYMOUTH

- Language of study: English
- Lessons: 4 days a week (Monday to Friday), 9.00 to 17.30 with possible free lessons during that time
- Start of studies: mid-September

## ADMISSION REQUIREMENTS

- Bachelor Degree in Business, Economics or Logistics
- English IELTS 6.5 or TOEFL 90 level

## HOW TO APPLY

Complete the online application form via **fontys.edu/mbm** and hand it in online with all relevant documents as described in the admission requirements.

## APPLICATION DEADLINE

- EU/EEA students: July 5
- Non-EU/EEA students: June 15

## TUITION FEES

	Payment	EU/EEA students	Non-EU/EEA students
Term 1 (Venlo)	August	€ 4.000,-	€ 5.100,-
Terms 2 + 3 (Plymouth)	January	£ 5,867.-	£ 9,867.-

## COST OF LIVING (MONTHLY)

- Venlo:  
€ 600 - € 800  
(incl. accommodation)
- Plymouth:  
£ 900 - £ 1.100  
(incl. accommodation)

These amounts are a rough guide to help you plan your budget. Exact amounts will partly depend on your lifestyle and living circumstances.

## ACCOMMODATION

Fontys offers assistance in securing suitable student accommodation in Venlo. In Plymouth, students look for accommodation on their own. Most students find accommodation by searching online or by asking MBM alumni. In general, it is not difficult to find good accommodation in Plymouth within two weeks.



"The MBM allows Bachelor graduates – equipped with different study backgrounds – to deepen knowledge within certain subjects or to broaden knowledge in other subjects. This is due to the fact that there are numerous electives that students may choose from. Hence, every student will find suitable electives in order to prepare properly for the personal future path.



**DAVID BENZ**  
ALUMNUS MBM

It is noteworthy that Plymouth is a rather big student city as there are roughly 30,000 students enrolled. Naturally, this means that there is a great number of international students from all over the world and with all kinds of professional backgrounds. Furthermore Plymouth, as Britain's Ocean city, knows to impress. Especially the harbour with its lighthouse brings up the feeling of vacation. On top of that, Plymouth offers many opportunities to explore Britain's unique southwest."







“ESPECIALLY THE APPEALING LOCATION AND DURATION OF THE MASTERS PROGRAMME CONTRIBUTED TO THE DECISION OF CHOOSING THIS PROGRAMME.”

“The MBM in Plymouth has proven to be a good fit to finalise my business education. The variety of courses allowed deepening the knowledge concerning the field of International Business. Further, the ability to chose elective courses paved the way towards a specialisation within my targeted field of profession. Besides this, especially the appealing location and duration of the Masters programme contributed to the decision of choosing this programme.

The intense workload luckily decreased during the second term in Plymouth, allowing for some spare time to enjoy the

student life and explore the country. The vivid student city provides broad shopping and sports facilities, great nightlife as well as recreational areas surrounding the city. Further, as the modern campus is located right in the heart of the city, the city centre, the harbour as well as the sports facilities are within walking distance.

Besides this, with nearly 30.000 students from all over the world, I enjoyed the courses to be quite international. This did not only enhance my network but also the soft skills of how to interact and do business with other cultures.”



**ANNIKA KOERDT**  
ALUMNUS MBM

# MASTER OF BUSINESS ADMINISTRATION

THE MBA STUDY AT FONTYS VENLO UNIVERSITY OF APPLIED SCIENCES ARRANGES A HIGH-QUALITY ECONOMIC EDUCATION; FOR ROUNDING OFF OR FOR AUGMENTING YOUR PRIMARY DEGREE. LAWYERS, MEDICAL PROFESSIONALS, SOCIAL SCIENTISTS AND ENGINEERS ACQUIRE MANAGEMENT QUALIFICATIONS RELEVANT FOR THEIR FIELD OF WORK, BUSINESS AND POLITICAL ECONOMISTS BENEFIT FROM AN UPDATE OF THEIR SPECIFIC KNOWLEDGE AND ADDITIONAL COMPETENCE IN INTERNATIONAL BUSINESS.



The MBA programme, which is offered in cooperation with FOM Essen, addresses graduates of all branches of study with several years of professional experience. People, that is, who dispose of a clear picture of their personal goals, high motivation, success orientation and flexibility.

## FOM AND FONTYS - TWO STRONG PARTNERS

The FOM, being Germany's largest private university, has long-time experience in the field of part-time study courses in economics. The accreditation by the FIBAA (Foundation for International Business Administration Accreditation) with the overall rating of 'very good to excellent' guarantees a first-class education. FIBAA is providing a world-wide recognized accreditation, which is also fully accepted in the Netherlands by the Dutch NVAO (nederlands-vlaamse accreditatieorganisatie): see <http://www.fibaa.org/en/fibaa/fibaa0540.html> Fontys Venlo University of Applied Sciences in

Venlo is part of the largest group of universities of applied sciences in The Netherlands and within here the leading institute for international economics. Four bachelor programmes of study (International Finance & Control, International Marketing, International Fresh Business Management and International Business) offer a future-oriented and competence-driven education to young Europeans in three different languages (English, German, and Dutch).

## COMPETENCE IN DETAILS

The curriculum and the classroom activities of our MBA programme draw in your theoretical and professional expert knowledge, as well as any other expertise that each student can bring to the classroom. This allows you to gain an understanding of different companies and fields of work along with the various problems and possible solutions. Each lecturer knows about your professional background and your objectives and supports you accordingly.



**HERRU PERDANA**  
ALUMNUS MBA

“THE MBA PROGRAMME HAS THE UNIQUE MIX OF THEORY AND APPLIED DIRECTION WHICH INTERESTS PEOPLE LIKE ME WHO WANTS TO COMBINE TEXT-BOOK THEORY AND PRACTICE.”

Thanks to the concept that was especially designed for the MBA Programme you will learn from the very start to view the theoretical foundations and their practical applications in the overall context of all business procedures. The didactical concept of Integral Total Management (ITM) guarantees an all-inclusive perspective in our course activities. Any theory always needs to stand the test of the practical day-to-day operations in management. In their final theses students will deal with specific problems of companies and present practical solutions.

#### **COURSE SCHEDULE / CONTENTS**

The modules of the first and second semester cover all relevant areas of management. Next to theoretical foundations, the course work comes with applying the knowledge you have acquired. Carefully selected, realistic and relevant

tasks from a specific discipline are covered in greater depth. Specific problems that will occur during the implementation in real life are at the centre of attention. As far as the methodology is concerned, the course work concentrates on dealing with case studies, best practice examples on discussions and role plays. The practical application follows in the assignments when you will be dealing with genuine problems that affect your company. You will present some of your work for discussion by the group. The lecturers support the critical evaluation of the results.

Two initial courses are offered to prepare students for the modules of the programme. The intensive course in business administration is offered primarily for students with little experience in business. It provides you with a compact overview of

business administration and its terminology. The main topics of this intensive course are cost accounting and performance management. The intensive course in methodology is meant to enable you to evaluate corporate strategies, marketing concepts and financial plans later on. In this course, you will be introduced to methods on how to best structure and analyse facts, to develop your own solutions and to critically assess economic approaches. Since the assignments are a crucial part of the MBA programme, the course is meant to help you write economic reports and work on case studies.



### **THE MBA IN VENLO: INTERNATIONAL, COMPETENCE-ORIENTED, PRACTICAL**

In modern corporate structures, business problems are analysed and solved at earlier stages of management. The delegation of responsibilities to these earlier instances requires employees who are able to make practical decisions based on a holistic comprehension of business processes.

The core objective of the MBA programme is this very integrated understanding, augmented by practical management competences. This is achieved in particular by the so-called Integral Total Management (ITM) concept of our MBA programme. The concept serves to focus the student's attention, during all modules, on the complex interaction at all times between the individual disciplines and decisions that have to be taken by the management.

The part-time design of the MBA facilitates mutual exchange. Theoretical aspects can be applied to your job, and vice versa, real-life projects can be subject to your studies. The transfer of theory and practice is not limited by national borders.

The international character of the MBA programme in Venlo can be found both in ambiance and content. The multi-national formation of students and lecturers alone will arrange for that. Consequently, the whole course of study is in English. At Fontys in Venlo, you are part of an internationally oriented community on a modern, country estate-like campus next to the river Meuse (Maas). Lecturing and tutoring is done by a multi-disciplinary team of first-class lecturers. Thus forming the right location and the right ambiance for heading towards your future.





### **IN-DEPTH STUDY OF INTERNATIONAL MANAGEMENT**

The process of globalization is one of the most important future challenges for companies. Both within and outside of the European Union there are countries with great economic potential. Often these chances offered in growth markets are not exploited, however, because the management lacks the key competencies necessary to successfully penetrate a market. That is why the two modules of the in-depth study International Management cover the most crucial decision-making areas of a manager operating in foreign markets.

The in-depth study 'International Management' is initial specialization of the MBA study course. Therefore the curriculum information is based on this choice.

### **IN-DEPTH STUDY OF MARKETING AND SALES**

Marketing and sales are a key factor of success for any company. The growing consumer demands, developments in the information economy and cost pressures have resulted in an enormous momentum, particularly in marketing and sales. In the in-depth study discipline of

Marketing and Sales these developments are covered in two modules. Module 11: Marketing Strategies provides you with the opportunity to practice the conceptual skills demanded of product managers and marketing directors. Module 12: Sales and Customer Relationship Management will introduce you to the peculiarities of sales strategies and control as well as of customer relations management.

### **IN-DEPTH STUDY OF FINANCE**

Capital markets have an ever-increasing impact both on a national and international level. While big corporations have always made use of professionals for their financial management, medium-sized companies are now starting to recognize the importance of this issue. Alternative methods of financing and international capital markets are covered in Module 11: International Finance. It is particularly the exporting companies and those undertakings with project operations in foreign countries that need to take special financing risks into account, and the safeguarding of these risks is demonstrated using real case studies. Module 12: International Asset Management provides students with an insight into how best to employ controlling as a strategic tool.



### GENERAL ECONOMICS

Economic policies and economic developments have a tremendous impact on companies. This module helps you understand the macroeconomic contexts you need to take into account, if you want to be pro-active in your decisions instead of simply reacting to the given circumstances. Some of the topics include underemployment, inflation or globalization.

### MARKETING & COMMUNICATION

For a corporation to be successful in the market, it needs to understand what products and services are in demand. That requires the correct identification of the target groups, being able to estimate the right sales potential and marketing your product better than the competition. This module is intended to introduce you to the most important marketing strategies and tools. Using case studies you will learn how individual marketing tools can be combined to create a harmonious appearance in the market.

### HUMAN RESOURCES & LEADERSHIP

This module explains the most crucial tasks and challenges in human resource management, both from the perspective of a human resources specialist and that of a superior. You will learn what impacts employee selection and motivation, corporate culture and forms of organization can have on the success of a company. In business practice, the tasks of human resource management are no longer performed exclusively by one central human resources department, but also increasingly lies in the responsibility of corporate management. Managers must appropriately lead their employees and use adequate HRM methods and tools. At the same time, one must critically examine one's own actions regarding both profit and ethical justifiability.

### FINANCIAL MANAGEMENT

A company may ultimately fail in spite of its excellent products, if it does not have the necessary liquid funds. The principles of corporate finances

are at the centre of attention in this module. Which financial figures serve as early indicators of potential problems, which possibilities for traditional and alternative ways of procuring capital are available? You will learn about the responsibilities of financial management, get practical experience in budgeting methods and take decisions in the area of finance and investment.

### STRATEGIC CORPORATE MANAGEMENT

Using the scarce corporate resources in the best possible manner requires farsightedness and strategic competence. The investigation of success factors in business administration will help you develop an awareness of which strategic concept is most promising in a given situation. In this module, you will systematically practice the methods applied by the consulting industry.

### INTERNATIONAL BUSINESS LAW

Legal issues are part of a manager's day-to-day business. Whether you are dealing with employees, negotiating contracts with business partners

or setting up a new branch abroad, you will always have to consider the legal implications. This module intends to provide the legal know-how that is indispensable for any management position. And that also includes labour law and the law of contracts as well as international economic law.

### **VALUE BASED CONTROLLING & INTERN. ACCOUNTING**

Capital market regulations, the demands of banks on the equity base of businesses and the ever-increasing global networking of national and international companies are presenting executives and managers with new challenges in external reporting according to IFRS (International Financial Reporting Standards). Knowledge of the content and significance of IFRS accounting standards is therefore immanently important to be able to professionally assess IFRS annual financial statements.

### **MANAGEMENT DECISION MAKING**

As a matter of course, senior level managers and specialists are expected to be able to solve problems and to take decisions. In the business world, however, the decision making process is being made more difficult by the fact that many different people have to be drawn in and that the information to be taken into account is becoming increasingly complex. In addition to the purely economic objectives, managers also have to take legal and motivational aspects into account.

### **RESEARCH METHODS**

This module introduces you to the strategies of qualitative and quantitative research. After an initial critical analysis of management research, you will then be asked to develop and implement your own research concepts. The focus is on mastering the methods of finding, assessing and analysing secondary statistical data. In addition, you will learn to plan and execute primary research for business administration issues. A particular emphasis lies on drafting and implementing surveys.

In your third semester, you will be choosing one of a range of different disciplines that you will study in depth. Each discipline consists of two modules, and they cover all important areas of management. Regardless of which discipline you choose to study in depth, you will be dealing in more detail with

the theoretical aspects of the management approaches you have already studied during the first two semesters, and you will especially learn to master complex problems during the implementation stage. By developing practical and integrative solutions you will be gaining profound decision-making skills. The didactical concept of the individual modules is very similar to those of the first two semesters.

In addition to the discipline you choose to study in depth you will also be taking the module 'Management Decision Making' and 'International Investment' in the third semester to complete the area of general management. The fourth semester is all about your master thesis, which will be similar to that of any regular university with respect to expectations and volume.

### **INTERNATIONAL INVESTMENT**

Starting with the theory of controlling-methodology in a national and international context, you will become familiar with the latest amendments in the HGB and the IFRS. You apply your knowledge to case studies in areas such as Balance, Profit and Loss, Investment, Financing as well as Cash Flow and Reporting on both company and department level. Concurrently, you get to know the importance of Portfolio Theory and Asset Management for international investments. Further, you learn how a variety of financing methods such as structured products function in the context of international capital markets.



**SIMON ROYLE**  
ALUMNUS MBA

"I AM ABLE TO DIRECTLY APPLY THE NEWLY  
ACQUIRED KNOWLEDGE AND TECHNIQUES  
TO MY DAILY MANAGEMENT ACTIVITIES."



### **IN-DEPTH STUDY OF PROJECT AND CONTRACT MANAGEMENT**

More and more interdisciplinary activities and forms of interface management require professional project management: this starts with the product development and information management and extends all the way to event management. The tools of project management are used to help leading interdisciplinary teams that work on complex tasks. Special emphasis is placed

on sound project planning, comprehensive risk analysis, special project controlling and legally reliable claim management. All the objectives are realized in Module 11: Project Management Tools and Organization and Module 12: Risk and Contract Management.

### **IN-DEPTH STUDY OF PROCESS AND CHANGE MANAGEMENT**

On the one hand, there is a strong need to offer the best available in the provision

of products, processes and services. On the other hand there is the need for strict cost management in order to stay competitive. Process and change management has thus become one of the crucial competences for safeguarding the continued existence of a company. The necessary skills are taught in Module 11: Organizational Development and Module 12: Quality and Change Management.

### **INTERNATIONAL STRATEGY & SALES MANAGEMENT**

As a sales manager you control all organizational areas on an international market level. Individually tailored distribution concepts are, in particular, necessary, whenever companies face increasing global competition and to cater to niche markets and niche product groups. According distribution systems need to be created and implemented under consideration of societal, judicial and political circumstances. Moreover, the realization of realistic targets within the overall sales strategy

requires social competencies as well as knowledge of motivation systems when recruiting and matching an adequate sales team.

### **INTERNATIONAL ENTREPRENEURSHIP**

In order to train your brain in general management questions, this module teaches you how to consider the founding of a company as well as questions of leadership and change in it from the point of view of an entrepreneur: Firstly, you draw up a business plan according to what has been treated in class in terms

of project management principles. Herein, aspects of SWOT auditing, market and competition analyses, sales policy as well as finance and liquidity planning are considered. Secondly, you make 'your company' grow, set up international networks and implement management and controlling systems. These strategic decisions are taken on the basis of ethically acceptable values of entrepreneurship. When creating a corporate identity, it is also of importance to consider national actualities.

**ALTERNATIVE IN-DEPTH STUDIES ON REQUEST/DEMAND**

Finance (Boulogne-sur-Mer)	International Finance; International Asset Management
Marketing & Sales (San Diego)	Int. Marketing and New Business Development; International Sales and Key Account Management
Project & Contract (Hamburg)	Project Management Tools & Organisation; Risk and Contract Management
Process & Change (Cologne)	Organisation Development; Process, Quality and Change Management
Management Consulting (Düsseldorf)	Tools & Techniques for Management Consulting; Applied Consulting
Start-Up Entrepreneurship (Munich / Berlin)	Developing a new business; Starting a new business

**REMARK**

The mentioned alternative in-depth studies are offered at selected FOM study centers in Germany. These courses are designed as one-week block-courses. Minimum number of participants is required by FOM. In addition two-week block-courses abroad can be followed. Minimum number of participants is required by FOM.

<b>4</b>	<b>Thesis</b>  20 ECTS	<b>Colloquium</b>  5 ECTS			
<b>3</b>	<b>Research Methods</b>  5 ECTS 1 Assignment	<b>International Investment</b>  5 ECTS 2 Assignments	<b>International Strategy &amp; Sales Management</b>  6 ECTS 1 Assignment	<b>International Entrepreneurship</b>  6 ECTS 1 Assignment	Compulsory in-depth study "International Management" within the 3rd semester!
<b>2</b>	<b>Strategic Corporate Management</b>  6 ECTS 2 Assignments	<b>International Business Law</b>  5 ECTS 1 Assignment	<b>Value Based Controlling &amp; Intern. Accounting</b>  5 ECTS 2 Assignments	<b>Management Decision Making</b>  5 ECTS 1 Assignment	
<b>1</b>	<b>Crash Course Business Administration</b>  0 ECTS No Assignment	<b>General Economics</b>  5 ECTS 2 Assignments	<b>Marketing &amp; Communication</b>  6 ECTS 2 Assignments	<b>Human Resources &amp; Leadership</b>  5 ECTS 2 Assignment	<b>Financial Management</b>  6 ECTS 1 Assignment



**EXAMINATIONS / ASSIGNMENTS**

As an MBA student with Fontys in Venlo you will not be taking written exams as you did for your first degree. Instead, you will be demonstrating the progress you have made by means of so-called assignments which are at the same time a key tool for acquiring knowledge and skills. The papers you will be expected to write are about 10-12 pages (2500-3000 words) long, and you will work on them either alone or in small groups. These papers will deal with practical issues relating to the area of a given module. Ideally, these issues revolve around problems in your company or that of another group member. On the one hand, these assignments are supposed to help you gain a deeper understanding, as you systematically familiarize yourself with scientific literature on a given subject and - based on theory - develop solutions which are relevant for the real world.

On the other hand, they help you focus on the applicability of theoretical approaches with the objective of finding practical solutions to a problem.

**YOUR MASTERPIECE - THE THESIS**

Writing your master thesis offers you the opportunity to demonstrate that you have successfully acquired all the necessary skills and know-how to continue to independently develop scientifically-based and integrative solutions for relevant problems in the business world. The thesis will be at the centre of your attention during the fourth semester, and the expectations and the volume are similar to those at a regular university. The main difference lies in the practical focus of the master thesis. Having discussed the project with your supervisor you will, in most cases, be working on a specific problem of your company.

"The MBA programme offered by Fontys Venlo University of Applied Sciences offers great values. Firstly, it has the unique mix of theory and applied direction which interests people like me who wants to combine text-book theory and practice. You are given the right amount of theoretical foundation in the beginning which then is followed by challenging real-life business case by experienced lecturers from both academia and professional worlds. Secondly, the choice of study specializations offered in the programme shows that it keeps track to the latest and hottest business administration requirements. And finally, with the formal accreditation from FIBAA, you are assured to have a qualified investment. There are a lot of MBA programmes in The

Netherlands. But it is a special challenge to find the right balance between the attractive tuition fee and the good quality. FIBS' MBA programme is just able to do that. With a special financial arrangement scheme, FIBS offers young professional like me the flexibility in the financial planning while learning structured subjects from qualified lecturers.

Situated in Venlo at the south east border of The Netherlands with Germany, this MBA programme attracts international students because the reachable distance from surrounding international cities like Eindhoven and Dusseldorf. This gives extra values to the programme by having international interactions and exchanging personal experiences and cultures during the studies."



**HERRU PERDANA**  
ALUMNUS MBA

**WHAT ELSE DO YOU HAVE TO KNOW?**

At Fontys in Venlo, you do not only study in an international setting, but also with international

fellow students. Therefore, the whole programme is in English. Please check next page for the language skills and tests required.



**SIMON ROYLE**  
**ALUMNUS MBA**

"The most challenging aspect for any ambitious professional and aspiring Master's student is not the level of work required, but simply finding the time!

The MBA programme at Fontys Venlo University of Applied Sciences offers the perfect solution. This comprehensive study programme, enables

student to learn from experienced professionals, with extensive theoretical knowledge and years of practical experience.

Having a busy career myself, this combination of lecture and self-study fits perfectly into my busy schedule. Following this programme is helping me develop both personally and professionally and I am able to directly apply the newly acquired knowledge and techniques to my daily management activities.

Furthermore, the FIBAA accreditation provides assurance of the quality of education offered. I am greatly enjoying the learning experience and strongly recommend this MBA programme for anyone looking for the right combination of personal and professional development."



#### FOUR SEMESTERS PART-TIME IN VENLO

- Language of study: English
- Lessons: 2-3 times monthly, Friday 16.30 to 21.30 and Saturday 8.30 to 17.00
- Start of studies: 1 September or 1 March
- Application deadline: 5 August or 5 February

#### ADMISSION REQUIREMENTS

- Bachelor Degree
- At least ONE year professional experience and current working employment in an MBA-relevant setting
- Proof of good English proficiency through appropriate certificate (e.g. TOEIC 700, TOEFL 550/213, IELTS academic 6.0)
- For further details please see our website **fontys.edu/mba**. Non-EU residents need to hand in a residence permit.

#### HOW TO APPLY

Complete the online application form via **fontys.edu/mba** and hand it in with all relevant documents as described in the admission requirements.

#### TUITION FEES

- € 12.750 in total at start of studies
- € 6.375 per study year (plus € 13.50 administration costs)
- € 3.187,50 per semester (plus € 13.50 administration costs)

**Examination fees:** € 310.00

**Promotion:** Costs can be claimed in full from taxes or paid by employer when appropriate.









UNIVERSITY OF  
PLYMOUTH

## MSC IN INTERNATIONAL LOGISTICS / PROCUREMENT / OPERATIONS AND SUPPLY CHAIN MANAGEMENT

THIS MASTER'S PROGRAMME IS DESIGNED FOR LOGISTICS GRADUATES WITH LITTLE OR NO WORK EXPERIENCE, WHO WISH TO GAIN KNOWLEDGE, TECHNICAL EXPERTISE AND THE CONFIDENCE NEEDED TO BECOME A HIGHLY COMPETENT AND SELF-SUFFICIENT PROFESSIONAL. BY STUDYING AT TWO UNIVERSITIES, IN TWO COUNTRIES, FONTYS (THE NETHERLANDS) AND THE UNIVERSITY OF PLYMOUTH (UK), THE STUDENTS OBTAIN A BRITISH MASTER'S DEGREE THAT CAN BE COMPLETED WITHIN 12 MONTHS. ADDITIONAL INTERNATIONAL EXPERIENCE CAN BE GAINED BY WRITING YOUR DISSERTATION (MASTER THESIS) AT A COMPANY ANYWHERE ON THE GLOBE.

The goal of this Master's programme is to prepare you for a management career whether or not you have academic and/or industry experience. It offers an opportunity to enhance your professional competence with the knowledge, technical capacity and skills demanded in senior management positions dealing with logistics, procurement, operations and supply chain management issues.

There is a high demand for postgraduates in the fields of logistics, procurement,

operations and supply chain management. Our graduates work all over the world and have established successful careers as consultants, controllers, logistics analysts, writers, logistics integrators, operation managers, (senior) supply chain managers, general managers, supply chain planners, strategic purchasers, (global) supply chain analysts, or material planners. They work at companies such as ASML, Audi, Samsung, General Motors, CEVA Logistics, Bosch Rexroth, REWE Group, Lidl, Amazon, DAF Trucks, Henkel, Ernst and Young, or Microsoft.

### PROGRAMME HIGHLIGHTS

- British master's degree within 1 year
- International experience in both UK and NL
- No prior work experience required (designed for new or recent graduates)
- Venlo and Plymouth are safe cities
- Specialisations available (you can shape nearly half of the programme to meet your career aspirations)
- Small class size of typically 20 to 30 students

**PLYMOUTH AND FONTYS:  
A WINNING TEAM**

This Master of Science provides students with the opportunity of both studying at one of the Netherlands' leading Logistics education centres (Fontys University of Applied Sciences in Venlo), and at University of Plymouth (UK), known for excellence, entrepreneurship and innovation.

Fontys is the largest university of applied sciences in the Netherlands, with over 44,000

students in various cities. Fontys in Venlo is renowned for its expertise in the area of internal and external logistics and has established itself as a non-disputed centre of expertise offering academic courses in Logistics Management. They originate from a structural and explicit demand for well-trained and practical logistics experts with hands-on experience.

University of Plymouth is one of the UK's most prominent and dynamic universities with

an educational history dating back to 1862. The university enjoys an international reputation for its focus on international logistics, supply chain management and marine studies. The postgraduate programmes are managed by a specialist-team of academics from across the university. Many have undertaken doctorates and are members of relevant professional bodies.

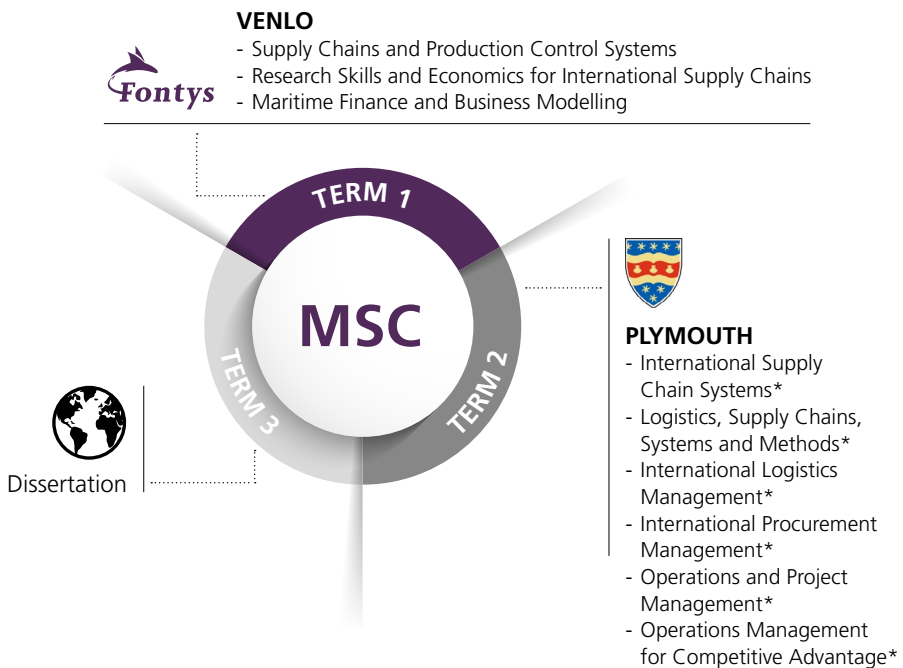


### PROGRAMME STRUCTURE

The MSC is split up in three terms: Term 1 is offered in Venlo (The Netherlands), term 2 in Plymouth (UK) and term 3 is devoted to your master thesis and can be completed anywhere.

The first term in Venlo provides a fundamental knowledge of supply chains, production control systems, economics and maritime finance, business modelling and academic research skills. During the second term in Plymouth, the students choose one of 3 pathways to deepen their knowledge in international logistics, international

procurement or operations management. All pathways also include a main module in Supply Chain Management. The third term is dedicated to the dissertation and can be completed at any chosen location. You will receive guidance from a member of academic staff, appointed as your supervisor. Regarding the dissertation students of the MSC can either focus on a research oriented topic or follow a practical approach where the graduate works in an enterprise of his or her choice to develop a solution for a real-life business challenge/problem.



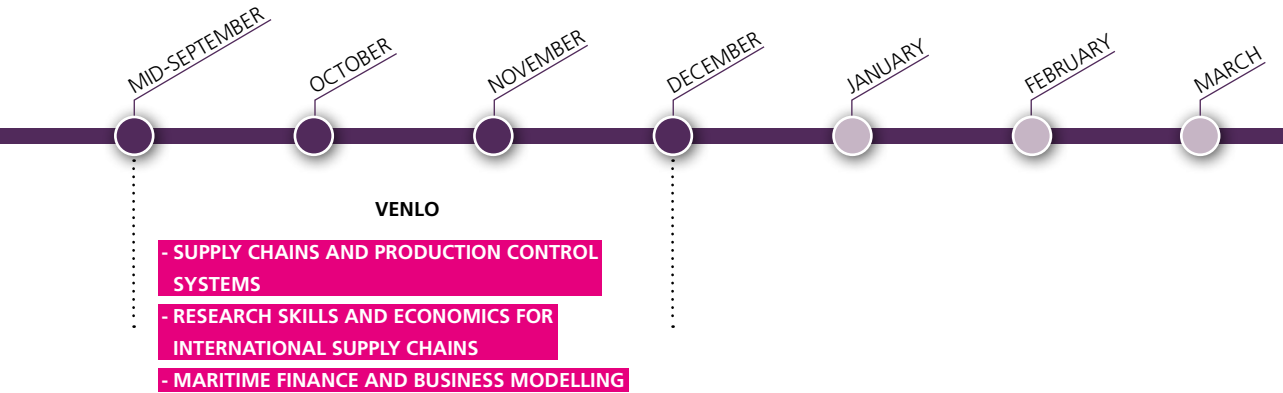
\* Optional module depending on the chosen pathway/specialisation.

### THERE ARE 3 OPTIONAL PROGRAMME PATHWAYS

- MSc in International Logistics and Supply Chain Management (ILSCM)
- MSc in International Procurement and Supply Chain Management (IPSCM)
- MSc in Operations and Supply Chain Management (OSCM)

MODULE	VENLO (TERM 1)	PLYMOUTH (TERM 2)
Supply Chains and Production Control Systems	ILSCM, IPSCM and OSCM	
Research Skills and Economics for International Supply Chains	ILSCM, IPSCM and OSCM	
Maritime Finance and Business Modelling	ILSCM, IPSCM and OSCM	
International Supply Chain Systems		ILSCM, IPSCM and OSCM
Logistics, Supply Chains, Systems and Methods		ILSCM and IPSCM
International Logistics Management		ILSCM
International Procurement Management		IPSCM
Operations and Project Management		OSCM
Operations Management for Competitive Advantage		OSCM
ANYWHERE (TERM 3)		
Dissertation (Master thesis)		ILSCM, IPSCM and OSCM





## TERMS AND MODULES

THE FOLLOWING MODULES ARE OFFERED THROUGHOUT THE STUDY PROGRAMME:

### TERM 1: MID-SEPTEMBER – DECEMBER IN VENLO

#### SUPPLY CHAINS AND PRODUCTION CONTROL SYSTEMS

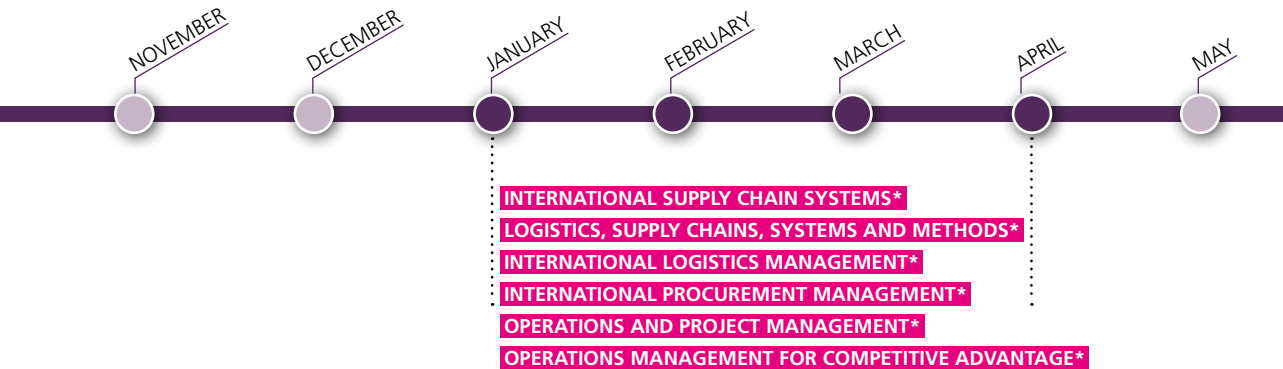
This module introduces students to the management of operations and logistics control systems. It analyses the influences on the external business environment of organisations involved in international logistics, and synthesises the operation of logistics and production and control systems. It also includes supply chain games.

#### RESEARCH SKILLS AND ECONOMICS FOR INTERNATIONAL SUPPLY CHAINS

This module develops the skills you require to carry out international supply chain research including communication, writing and oral presentation, and promotes critical awareness of economic and other business contexts. It leads to understanding statistical research methods.

#### MARITIME FINANCE AND BUSINESS MODELLING

You explore the role of business finance in maritime industries including interpretation of traditional accounts and analysis of corporate performance and approaches to investment appraisal. You have the opportunity to develop your hands-on skills for decision making, based on an integrated approach to quantitative decision methods using spread sheets. Also, modern statistical tools are used to analyse problems in maritime business environments. Descriptive statistics and graphical displays, optimisation and risk analysis are covered.



\* Optional module depending on the chosen pathway/specialisation.

## TERM 2: JANUARY – APRIL IN PLYMOUTH

### INTERNATIONAL SUPPLY CHAIN SYSTEMS

This module focuses on international supply chain systems that facilitate the flow of goods and services in international trading systems. It considers various supply chain management functions and processes involved in optimising the supply chain performance to achieve and sustain competitive advantage in a complex and dynamic trading environment. Additionally, you consider issues related to international trade and macroeconomic policy.

### LOGISTICS, SUPPLY CHAINS, SYSTEMS AND METHODS

Equip yourself to be able to structure complex logistical and supply chain problems using operational tools. You also explore a conceptual model for dissertations.

### INTERNATIONAL LOGISTICS MANAGEMENT

In this module you analyse the implications of decisions taken by international channel management in the context of international logistics. This includes evaluating roles of commercial institutions and assessing international logistics strategies.

### INTERNATIONAL PROCUREMENT MANAGEMENT

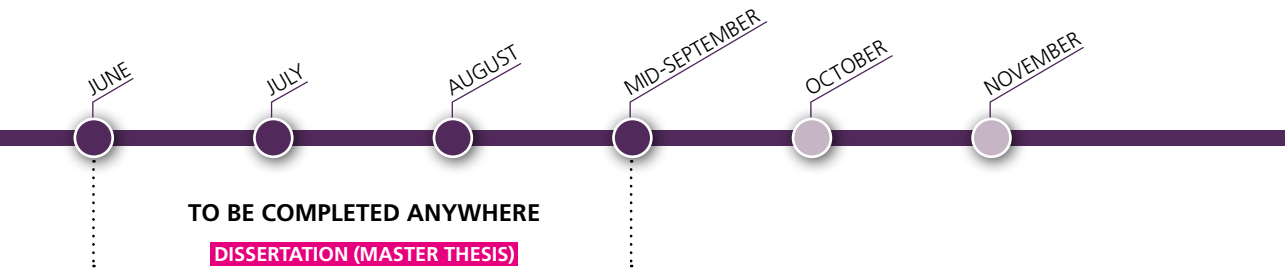
In this module you analyse principles underlying procurement processes and strategies. You explore the development and centrality of procurement as an integrated business function in supply chains, its interaction with other functions and organisations.

### OPERATIONS AND PROJECT MANAGEMENT

This module focuses on the key challenges facing Operations and Project Managers. It examines key topics such as the management of processes, quality improvement, capacity and demand management, project planning, resource scheduling and risk management, along with communication, organisation and leadership practices.

### OPERATIONS MANAGEMENT FOR COMPETITIVE ADVANTAGE

This module considers how to use business operations to achieve sustainable competitive advantage. Operations strategy is highlighted, showing how it needs to inform and underpin the design and improvement of all operational processes to ensure increased cost efficiency and maximise operational effectiveness.



### TERM 3: JUNE – MID-SEPTEMBER TO BE COMPLETED ANYWHERE

#### DISSERTATION (MASTER THESIS)

In the Project/Dissertation you will be expected to research a topic or problem related to your award title on the basis of relevant literature and appropriate empirical work. You may choose to participate in either an established research area or follow a line of work based on your own interest. This research project can be undertaken at any appropriate location worldwide.

#### EXAMINATIONS / ASSIGNMENTS

At Fontys we believe that a range of different study approaches prepare you best for the business field after graduation; workshops, lectures, group work, guest lectures, assignments, group discussions, logistics excursions and case studies.

All modules within the MSC are completed with a mix of group and individual assignments that may consist of reports, presentations or written exams (depending on the module).



# HOW TO APPLY?

PLEASE VISIT

**FONTYS.EDU/MASTER-LOGISTICS**



## THREE TERMS FULL-TIME IN VENLO AND PLYMOUTH

- Language of study: English
- Lessons: 4 days a week (Monday to Friday), 9.00 to 17.30 with possible free lessons during that time
- Start of studies: mid-September

## ADMISSION REQUIREMENTS

- Bachelor Degree in Business, Economics or Logistics
- English IELTS 6.5 level (with a minimum of 5.5 in each element)

## HOW TO APPLY

Complete the online application form via **fontys.edu/master-logistics** and hand it in online with all relevant documents as described in the admission requirements.

## APPLICATION DEADLINE

- EU/EEA students: July 5
- Non-EU/EEA students: June 1

## TUITION FEES

	Payment	EU students	Non-EU/EEA students	EEA students
<b>Term 1 (Venlo)</b>	August	€ 3.800,-	€ 5.100,-	€ 3.800,-
<b>Terms 2 + 3 (Plymouth)</b>	January	£ 5,867.-	£ 9,867.-	£ 9,867.-

## COST OF LIVING (MONTHLY)

- Venlo:  
€ 600 - € 800  
(incl. accommodation)
- Plymouth:  
£ 900 - £ 1.100  
(incl. accommodation)

These amounts are a rough guide to help you plan your budget. Exact amounts will partly depend on your lifestyle and living circumstances.

## ACCOMMODATION

Fontys offers assistance in securing suitable student accommodation in Venlo. In Plymouth, students look for accommodation on their own. Most students find accommodation by searching online or by asking MSC alumni. In general, it is not difficult to find good accommodation in Plymouth within two weeks.



The study and life in Venlo and Plymouth were very nice and gave me a lot of beautiful memories. Further this study made me more open and internationalised. This Master certainly met the expectations which I had before I started.

Ewals Cargo Care offered me the opportunity to do this Master and afterwards a job in their company. I now work at Ewals Cargo Care as a specialist international freight forwarding.



**XUAN XUAN WU**  
ALUMNUS MSC

“THIS YEAR WAS A GREAT OPPORTUNITY.”





**ILSE PARREN**  
ALUMNUS MSC

“AFTER LOOKING AROUND FOR A MASTER’S PROGRAMME, I CAME ACROSS THIS PROGRAM AT FONTYS AND I INSTANTLY GOT EXCITED ABOUT THE OPPORTUNITY TO DO HALF OF THE STUDY IN VENLO AND THE OTHER HALF IN PLYMOUTH.”







“I STARTED AS A TRAINEE IN CATEGORY MANAGEMENT FOR ONE OF GERMANY’S BIGGEST RETAILERS. ”

I decided to do my MSC in International Procurement and Supply Chain Management because I wanted to gain knowledge in the area of business which interests me the most.

In total, I am very satisfied with my decision to choose the combination of both universities, Fontys and University of Plymouth, because I was able to learn a lot, have

fun and meet new people from all over the world.’

With regard to the courses using the simulation software Simul8 has been one of the highlights. Every class was interesting and challenging. For me personally it was very interesting to have an exchange of opinions and ideas with the lecturers on Procurement related topics.



**ARMEND CERKINI**  
**ALUMNUS MSC**









#### **VISITING ADDRESS**

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#### **POSTAL ADDRESS**

Postbus 141, 5900 AC Venlo | The Netherlands

MSC IN BUSINESS AND MANAGEMENT (MBM)

Att.: Mrs. K. Rheiter

T. +31 8850 82 101 | [fibs-msc@fontys.nl](mailto:fibs-msc@fontys.nl) | [fontys.edu/mbm](https://fontys.edu/mbm)

MASTER OF BUSINESS ADMINISTRATION (MBA)

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T. +31 8850 82 101 | [fibs-mba@fontys.nl](mailto:fibs-mba@fontys.nl) | [fontys.edu/mba](https://fontys.edu/mba)

MSc in International Logistics / Procurement / Operations and Supply Chain Management

Att.: Mrs. O. Kuypers-Martens

T. +318850 76 031 | [ilec@fontys.nl](mailto:ilec@fontys.nl) | [fontys.edu/master-logistics](https://fontys.edu/master-logistics)