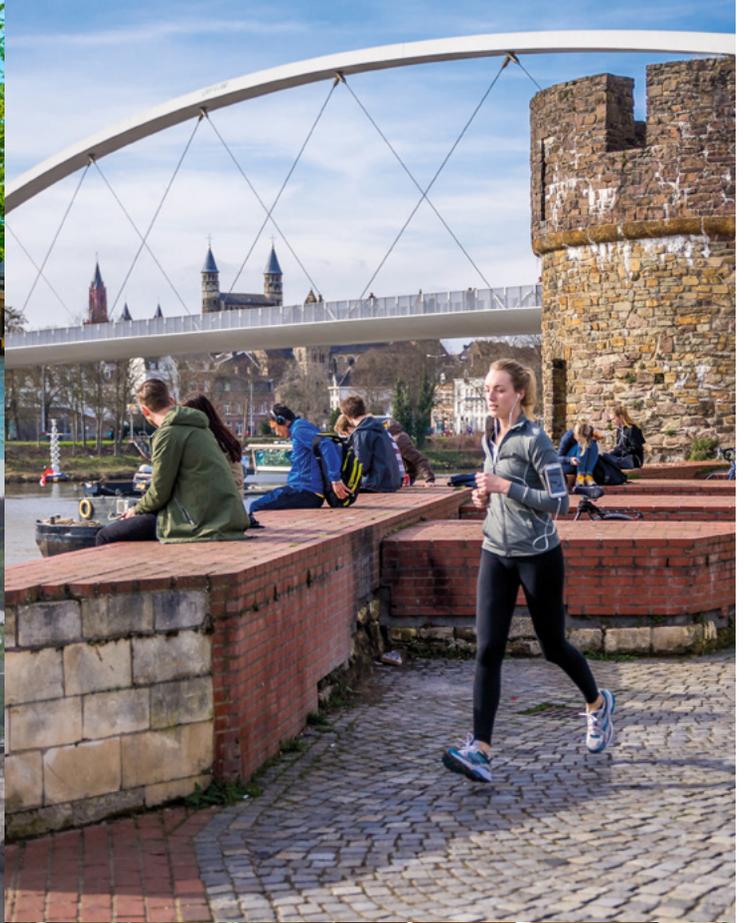




MSM

MAASTRICHT
SCHOOL OF
MANAGEMENT

MBA Expertise Tracks
Academic year 2022-2023



02

Our MBA expertise tracks

Customize your MBA to match your career ambitions

The MBA is a generalist management program, but at MSM you can choose from different expertise tracks to fully align your MBA with your career ambitions, or to challenge yourself in new and unexplored areas.

Benefit from our global community and enjoy unlimited network opportunities

The 2-week expertise track takes place each year in June/July. MSM organizes residential expertise track weeks in Maastricht bringing together all students from the MSM on-campus MBA programs, the online MBA (optional) and participants from MSM's Global Partner Network to jointly follow the expertise track courses. This provides you with a unique opportunity to interact with more students coming from all corners of the world and from a diverse range of professional backgrounds. An ideal chance to further expand your network.

Deepen your knowledge through the interactive format

The four interactive courses that dive deeper into specific topics will give you a competitive edge in your career. Company visits, guest lectures, case studies and group discussions are all part of the interactive set-up of these courses to ensure maximum application of knowledge. Expertise track courses take place every year in June/July. Currently you can choose from the following expertise tracks:

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Maastricht School of Management (MSM)

Founded in 1952, Maastricht School of Management is one of the oldest and most international business schools in the Netherlands. MSM offers research-driven and internationally accredited MBA, and MM degrees, as well as many shorter professional and executive courses. It is located in the beautiful historical city of Maastricht in the Netherlands - right in the heart of Europe. MSM maintained its European Tier One MBA ranking in the 2021 CEO Magazine Global MBA Ranking. MSM's MBA program is ranked #9 in Western Europe according to the 2021 Eduniversal Ranking, making it the best in the Netherlands. Around 1,000 students graduate every year from MSM's programs, and MSM alumni occupy top positions in business, government and academia.

Entrepreneurship

The MBA expertise track in Entrepreneurship is designed for managers who thrive on high return, and dynamic markets that lead to complex, innovative management challenges. This expertise track offers courses on Entrepreneurship in Understanding Market Dynamics, Developing Distinctive Value Propositions, Developing Viable Business Models, and Designing & Scaling your Business.

After having followed the expertise track in Entrepreneurship you will understand the different types of markets, market segmentations and consumer profiles. You will be able to recognize new business opportunities and develop your creative problem solving skills. You will understand how to develop effective and profitable strategies that have both commercial and social benefits.

Understanding Market Dynamics

If you are interested in starting a new business, or developing a new business opportunity for your company, then understanding how and why markets change is essential for a successful strategy. In this course you will learn how to derive the fundamental drivers that affect your organization. The course looks at three areas of market dynamics: industry dynamics, competitive dynamics and organizational dynamics and how these different contexts influence the organization. Furthermore, you will learn how to carry out a scenario planning analysis, that will help you prepare your organization for future uncertainties.

Developing Distinctive Value Propositions

This course is focused on developing your competence at two important tasks for the launching of entrepreneurial ventures: [1] spotting opportunities, [2] developing product/service concepts that could be deployed to exploit market opportunities. Entrepreneurial opportunities are rarely discovered through systematic search, yet systematic search can play a critical role in the enhancement of embryonic ideas for new business. Creativity plays a key role in entrepreneurship as it affects opportunity recognition, ideation, and the designing of value propositions. That is why this skills course helps you to develop your creative problem solving skills. Of course, competence at creativity and value proposition design could also prove valuable outside entrepreneurship. Throughout the course, you will not be working in a classroom but in a true creativity lab: the ideas that you develop may have merit beyond this course.

Developing Viable Business Models

While a product or service may represent a compelling value proposition, it does not automatically turn into a commercial success. A sound and solid business model may allow you to increase your venture's value creation and value capturing. In this course, you will be trained in the designing of business models through lectures, assigned readings, exercises, business cases and group discussions. These insights will help you in developing business models that you could deploy to turn a value proposition into a viable business. Throughout the course, you will not be working in a classroom but in a true creativity lab: the ideas that you develop may have merit beyond this course.

Designing & Scaling your Business

This course of the MSM MBA program prepares you to scale entrepreneurial-ventures. The focus is on strategic growth options and organizational arrangements that make ventures better scalable. You will learn about developmental challenges that entrepreneurial ventures experience when growing and maturing. In addition to introducing common growth problems, this course builds on theoretical and empirical explanations to learn how entrepreneurs cope with developmental challenges. This course helps you develop a profound understanding for the diversity of growth challenges and growth options that ambitious entrepreneurs may face. By focusing on entrepreneurial growth, this course exposes you to the theory and practice of entrepreneurial management, it will help you develop a solid appreciation for the diversity of growth strategies that can be deployed, and growth patterns that can be observed in contemporary scale-ups.



Accounting & Finance

The Accounting & Finance expertise track focuses on contemporary theoretical and practical issues in the fields of accounting and finance. The expertise track offers courses in Corporate Governance, Finance in International Markets, Financial Accounting & Reporting, and Strategic Management Accounting.

You will be able to work in an international financial environment, as well as being able to adapt your skills to the needs of emerging markets.

Corporate Governance

The purpose of this course is to provide an understanding of corporate governance, i.e. how different corporate structures can lead to a better alignment of managers' interests with those of shareholders. The course looks at principle-agency problems in the firm, valuation methods, and basic evaluation techniques as well as looking at the specific types of corporate restructuring and their implications for the governance of companies operating in industrialized as well as developing countries.

Finance in International Markets

The text materials and cases of this course focus on monetary policies, the international monetary system, capital markets, financial institutions, short- and long-term financing. This in-depth knowledge of finance in the broad sense will equip you with the essential knowledge and insights needed to operate in international markets.

Financial Accounting & Reporting

This course provides an in-depth treatment of various advanced financial reporting methods that play a major role in the financial reporting of multi-national companies. It covers both measurement and disclosure issues. Topics that will be discussed in detail include provisions and contingent liabilities, financial instruments, impairment, business combinations, and consolidation of (foreign) subsidiaries. Although a substantial part of the course will focus on the practical application of International Financial Reporting Standards (IFRS), the rationale behind the standards will also be discussed using insights from academic literature.



Strategic Management Accounting

The course equips you with the knowledge of how business strategy can be incorporated into Management Accounting to enhance a firm's competitive position. Besides critical analysis of concepts of cost, cost structure and cost behavior, the course also discusses the importance of, and approach to, costing competitors in order to determine relative competitive position. It examines problems of performance evaluation from financial and non-financial viewpoints, including activity-based costing, total quality management and cost of quality as a competitive weapon. Issues relating to the provision of relevant accounting information to management will be analyzed, including the balanced scorecard and activity-based costing. Configured in a way which shows how such information can be used for strategy formulation.

Upon completion you will have the financial and accounting skills to be an effective manager. You will understand the link between strategy and a company's financials

The Digital Economy

From digital transformation, digital entrepreneurship, big data, cyber-security, online retailing to industry 4.0, the digital age is having an ever-increasing impact on how we live and work. The Digital Economy MBA expertise track offers courses in Digital Commerce and Marketing, Big Data & Business Analytics, FinTech, and Industry 4.0.

After completing this expertise track you have the knowledge and the skills to deal with these new challenges, to identify new market opportunities, to manage new processes and to change mindsets to cope with this dynamic digital revolution.

Digital Commerce and Marketing

To succeed nowadays, it is not enough to only establish an e-commerce division of your business. Organizations should use technology and data to meet the needs and expectations of the new digital customer. Customers' behavior and expectations have changed; customers expect social media and mobile applications to guide them through the complete purchasing journey from online to offline and vice versa. More than ever, organizations must put the customer at the core of their growth strategy, and provide them with a unique journey. Integrating the online and offline worlds into a unique holistic experience will be the new normal. During this course you learn about the main drivers, which are currently pointing out the direction of the way business is done. We discuss how to re-image your business, learn how to strengthen the growth strategy and how to address the competitive challenges of digitalization. We focus on the main characteristics of the new "selling" concepts, exploring the Omni channel approach and the unified commerce concept. We learn how to design a successful customer experience strategy. The second part of the course focuses on the marketing aspects of digital retail. In our current digital economy, it is important for companies to understand the unique strengths, possibilities, and limitations of the various digital marketing options. The ability to understand strategies for using a correct combination of channels, and the insights for correctly interpreting data and results is also needed.

Big Data & Business Analytics

Big data is being generated by everything around us, continuously and in every sector and function in the global economy. It comes from multiple sources, in a variety of formats and arrives in both high volume and high velocity. Being able to use this vast resource will help you make effective strategic decisions. This course looks at where we can find data, how we can transform it and how we



can use it in the decision-making process. You will gain insight and knowledge in how big data creates value through making information transparent. This allows you to make better decisions concerning efficiency, performance and risk management. It provides for better market segmentation and allow firms to better tailor products to consumer needs, as well as providing essential information for the next generation of products.

FinTech

A hype or a serious branch of finance? Should managers know about fintech? Where is the money? Should we invest in crypto-currencies or NFTs? The answers will be provided in this course, which will introduce you to a high technology and innovative strategy approach. Various functional areas of FinTech will be addressed, such as Payments, (Personal) Banking, Digital Lending, Wealth Management, Insurtech, Capital Markets, SMB, Real Estate and Mortgages. In addition, we will discuss technologies, like Cloud, API, Low-Code, AI & ML, Blockchain & DLT. Financial business models will be analyzed, including DeFi (a.o. Is it better to stake or provide liquidity, on Lido or Nexo or elsewhere?) and the Fintech investment ecosystem. At the end of the course, you will be able to answer whether FinTech will have a place in your organization, next to traditional finance.

Industry 4.0

Industry 4.0, otherwise known as the fourth industrial revolution, has become a central point of discussion for today's business leaders. With the increases in digitization and automation, we see radical developments in interconnectivity that affect both professional and personal worlds. Managing at the interface where man meets machine is becoming blurred, and requires business leaders to embrace new perspectives and react to new opportunities. This course looks at how business is being affected by automation and the use of robots in production processes, cyber-physical systems (such as medical monitoring or process control systems), the internet of things (the inter-networking of physical devices) and cloud computing (whereby the internet allows to shared computer processing resources as well data with other devices on demand).

International Business & Sustainable Development

The MBA expertise track International Business & Sustainable Development explores business issues facing international managers working both in developing and emerging economies. The expertise track offers courses on Sustainability in the Global Economy, Green & Inclusive Innovation, International Human Resource Management, and Fair Trade & Global Value Chains.

Upon completion you will have the skills to manage in a global business environment. You will not only develop an insight into the challenges facing the contemporary international organization, but will also understand the challenges and opportunities in emerging markets.

Sustainability in the Global Economy

No business can operate successfully today without understanding the interconnectivity of the global economy. This course will cover some of the major forces that are affecting the contemporary business environment, ranging from the repercussions of the 2009 financial crisis and the role of the BRICs, as well as addressing of the UN sustainable development goals, the Rio +20 agenda and the needs of the circular economy.

Green & Inclusive Innovation

Innovation is a key driver providing managers with new market opportunities. This course gives you a contemporary perspective on innovation. It highlights the importance of green innovations that reduce environmental risks and ecological scarcities and which create solutions for sustainable development. Moreover, it provides a platform for developing inclusive innovation, showing how high performance products and services can be created for bottom-of-the-pyramid consumers.

International Human Resource Management

No business functions without people, and being able to manage this essential resource effectively, is crucial to any business leader. International Human Resource Management focuses on activities such as recruitment, training and development, compensation as well as performance appraisal. Moreover, the course gives you an insight into the importance of labor mobility in the global economy, with particular reference to how highly skilled immigration, refugees and migrants play an essential role in meeting today's skills shortages.

Fair Trade & Global Value Chains

Understanding how value is added to goods as they move around the world, is essential for any global manager. In the course Fair Trade & Global Value Chains you will learn about sustainability in the global value chain, from raw materials to finished products. Furthermore, you will gain insight into the importance of industry clusters and governmental regulations that are engaged at each stage of the products' development.

You will understand the challenges and opportunities in emerging markets

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Supply Chain Management

Supply Chain Management is an integral part of businesses and is essential to the success of a company and its customer satisfaction. Business success requires a perfect design, organization, control and planning of the supply chain. The Supply Chain Management MBA expertise track offers courses in Driving change in the Supply Chain, Managing Supply Chain Trade-Offs and Alignment, Industry 4.0 and the digital Supply Chain and Sustainable Supply Chains for the Future.

After completing this expertise track you will have gained the knowledge, insights and tools to successfully manage supply chain projects and trade-offs. You will be able to evaluate the impact of new technologies on the supply chain and you will understand how the supply chain can play a fundamental role in making business more sustainable.

Driving change in the Supply Chain

Change is a constant, and this is particularly true for the Supply Chain. To this, we should add the key word of complexity: Supply Chain is almost by default cross-functional, cross-national, cross-cultural, cross-company. In addition, Supply Chain encompasses many challenges such as physical goods flow challenges, IT challenges, financial challenges, people challenges. The capacity to understand change, and to design and manage projects is a critical skill for anyone involved in supply chains at management level. This is especially true in the cross-functional environment crossing company boundaries at the heart of the supply chain. In this course, you will obtain a broad understanding of the basics of project management and change management, within the context of the complexities of supply chain issues. This workshop-based course provides an overview of the tools needed to successfully manage supply chain projects.

Managing Supply Chain Trade-Offs and Alignment

Many decisions in the supply chain have multiple potential consequences, not necessarily all favorable to the company. The cross-functional or even cross-company nature of supply chain makes that in many occasions the pros and cons of a single decision are not equally spread across the stakeholders involved. Taking this into consideration, it becomes clear that managing such trade-offs is a big challenge. In this course *alignment* is the critical word and we zoom in to alignment from three different angles: supply chain decisions and working capital, Sales & Operations Planning / Integrated Business Planning (S&OP and IBP) and purchasing & supplier collaboration.

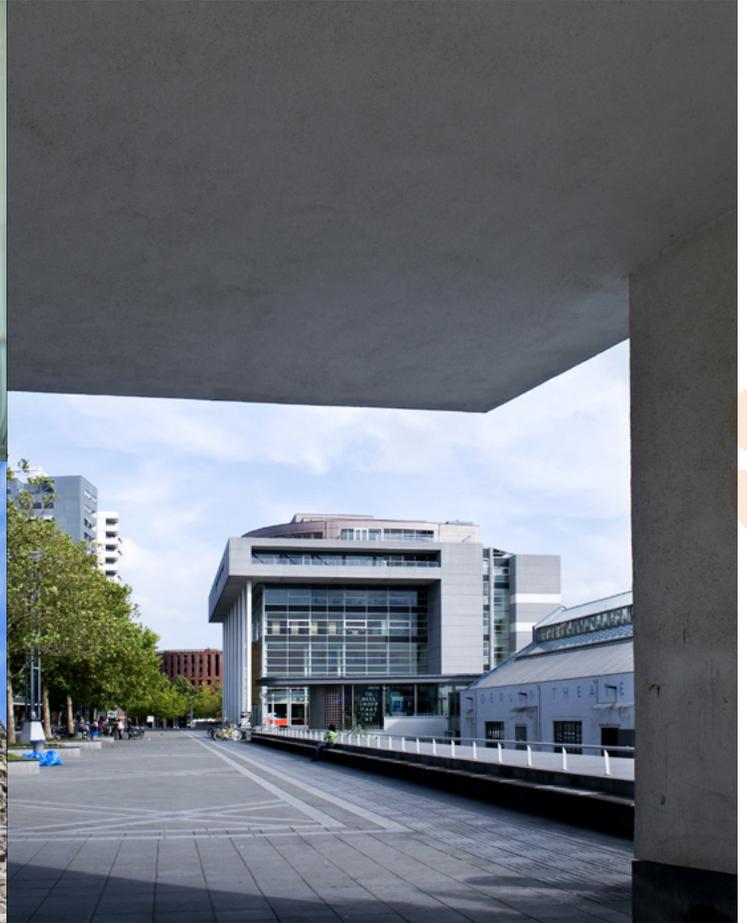
Industry 4.0 and the Digital Supply Chain

It seems clear that we are right in the middle of a technological paradigm shift and some even speak about the 6th Kondratieff or Schumpeter wave we are entering into, or the 4th Industrial Revolution (Industry 4.0). It also seems clear that this amount of technological change will have a profound impact on the supply chain. The term 'no-touch supply chain' has already been coined in a number of platforms. In this course, we will explore these technological developments. Technologies like Artificial Intelligence, Block chain, Big Data, Virtual and Augmented reality, and the concept of digital twins will be placed in the context of the supply chain area, so that you will understand what these technologies are about, but moreover how to evaluate the opportunities and threats from the perspective of business and supply chain.

Sustainable Supply Chains for the Future

There is a growing understanding of the limitations of resources on the planet. Companies are increasingly expected to behave like 'responsible citizens' and climate change is solidly on the map of politicians and business people alike. In this course, you will learn how to put some well-known frameworks, like CSR, the UN's Sustainable Development Goals, the Triple Bottom Line and the Circular Economy into the context of supply chain management. We will look at how the supply chain can play a fundamental role in making business more sustainable in the long run. As part of this course, we will use a business simulation game, called The Blue Connection. In this simulation game, you will work with fellow students in teams to turn a loss-making company around and make it more circular in order to become more profitable.

You will understand how the supply chain can play a fundamental role in making business more sustainable



Healthcare Management

In the Healthcare Management expertise track you will be thoroughly immersed in understanding the key elements of managing healthcare organizations. The expertise track offers in-depth courses on Healthcare Policy, Systems & Development Tools, Quality Improvement & Patient-centered Healthcare, E-Health & Big Data Analysis, and Healthcare Finance & Control.

Healthcare Policy, Systems & Development Trends

This course provides a general overview of the fast-evolving healthcare industry, the major players involved in the production and delivery of healthcare, and the key challenges and opportunities presented by new technologies, financing mechanisms, business models, and the political and regulatory developments engendered by the recent reform legislation. The highly interactive course features debates and panel discussions, including with healthcare policy makers. You will gain deep insights into the future trends of international healthcare and the impact of these trends on the management and delivery of healthcare. Topics include a framework on evaluating healthcare systems, understanding the demand for healthcare products and services, technology assessment, managed care systems, cost/quality issues and payment mechanisms.

Quality Improvement & Patient-centered Healthcare

Enhancing patient experience and delivering patient-centered care are major cornerstones for improving quality in healthcare. This course focuses on quality management in relation to patient-centered healthcare. Considerable attention is paid to healthcare quality management concepts, tools and techniques with an emphasis on the services marketing management to address the need for more client-focused care. Additionally the course discusses how to develop and implement effective risk management programs based on organizational size, scope of services and activities, available resources, and locations. You will be able to identify the required skills for successful healthcare risk management and the necessary steps in risk management decision making.

E-Health & Big Data Analysis

Information technology and information systems are crucial for the management of healthcare organizations. In this course you will learn how E-Health can provide new possibilities for the use of health resources and how new technologies can help to improve the efficient use of these resources.

“Working in a hospital environment as an experienced medical specialist, you are confronted with many problems beyond the delivery of high quality patient care: leadership, change management, strategic choices, finances etc. Therefore, I decided to follow the MSM Executive MBA program, to supplement my clinical expertise with an understanding of core business topics, and to enrich me with additional leadership skills and with a different mindset. The biggest challenge is to combine a fulltime clinical practice, a part-time MBA and a social and family life. But the return on investment is already there: I utilize the skills obtained from my MBA on a daily basis.”



Katrien De Jaeger, MD, PhD | Radiation oncologist
Catharina Hospital Eindhoven

You will also get insights into how E-Health can contribute to a more integrated healthcare, i.e. new interaction and collaboration modes among healthcare institutions, healthcare professionals, healthcare providers and patients. The course also looks into how to process the huge amount of data generated from E-Health applications. You will learn how to collect big data from the various E-Health applications and get insight into the most widely used analytical techniques for translating and interpreting these data to allow for a more personalized and more targeted healthcare delivery.

Healthcare Finance & Control

In this course you will be equipped with the financial tools needed to make better financial, strategic and operational decisions. You will learn how to apply finance and financial management theory, principles, and concepts to healthcare organizations, including planning, capital investment decisions, debt and equity financing, capital budgeting and financial control. You will also develop conceptual and practical knowledge of healthcare finance, including sources of funding, revenue, cost determinants and cost allocation, third party payers, managed care contracts, and valuations that have an impact on the healthcare organization. You will be prepared to control an efficient operation of your healthcare organization.

“How can we make healthcare fit for the future? The MSM Executive MBA in Healthcare Management provides me with the additional insights needed to develop as a leader in this field - getting a broader understanding of business in general, healthcare policies and trends that affect healthcare delivery. At the same time partnering with co-students from different backgrounds gives you a different perspective and ideas that you can use in your own situation.”



Enrico Schuur | Sr Director Regulatory Affairs,
Medtronic Europe, Middle East & Africa

How to apply for an expertise track?

Choose the expertise track that fits your career ambitions and benefit from our global community and enjoy unlimited network opportunities

When you apply to the MSM MBA program of your choice (Full-time MBA, Executive MBA or Online MBA) you will be requested to indicate the expertise track of your interest. This will be reviewed during the application procedure. You can still adjust your choice until Mid February of the year that you will follow the expertise track in June/July.

As MSM wants to ensure optimal exchange of experiences between participants, admission to the industry focused expertise track is subject to specific criteria (e.g. professional background, career ambitions, motivation). You can apply for the MSM MBA through the online application portal www.msm.nl/apply

MSM reserves the right to cancel an expertise track in case the required minimum number of participants is not met.

Fees

The fee for the expertise track courses is included in the tuition fee of the MBA program of your choice. If you wish to take a second MBA expertise track, the fee will be € 3,500 (note: more than one expertise track cannot be taken simultaneously).

Eligible externals can also apply to join the MSM expertise track courses. The fee will be € 3,995.

More information

For the admission process and requirements or for the most up-to-date information we refer to to our website: www.msm.nl/mba or contact us at admissions@msm.nl

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