

An aerial photograph of Rotterdam, Netherlands, taken at dusk. The city's skyline is illuminated with warm lights, featuring several prominent skyscrapers and the distinctive white, cable-stayed Erasmus Bridge. The city is situated along a large body of water, with the lights reflecting on the surface. In the foreground, a dense area of green trees is visible, partially obscuring the lower part of the city. The sky is a mix of blue and grey, with some clouds.

# MSc Strategic Management Programme Electives 2023-2024

RSM - a force for positive change

# Elective Registration – Rules & General Information

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- Please visit [this page](#) to learn more about the elective registration process.
- The timeline of the elective registration process can be found on [this page](#).

## Please note:

- This document exclusively includes MSc Strategic Management programme electives; a list of free electives from other MSc programmes can be found in the Elective Overview document [here](#).
- The short course previews in this document provide information on tentative plans; some minor adjustments may still occur and the final course plans will be shared at the start of the courses.



# Overview of MSc Strategic Management Programme Electives

Course code	Course name
<b>Block 3</b>	
BMME076	<a href="#">Getting Things Done Without Resources: Entrepreneurial Bootstrapping</a>
BMME081	<a href="#">Strategic Management Consulting</a>
BMME087	<a href="#">Strategic Leadership and Corporate Governance</a>
BMME089	<a href="#">A Managerial Perspective on M&amp;A's</a>
BMME147-3	<a href="#">Programming Fundamentals Using Python - Block 3</a>
BMME182	<a href="#">Scaling Up &amp; Strategies for High Growth</a>
BMME190	<a href="#">The Strength of the Wolf is the Pack: Ecosystem Thinking in Strategic Management &amp; Entrepreneurship</a>
<b>Block 4</b>	
BMME110	<a href="#">Managing Innovation Strategically</a>
BMME113	<a href="#">Sustainable Finance</a>
BMME136	<a href="#">Organizing for Technological Transformation</a>
BMME147-4	<a href="#">Programming Fundamentals Using Python - Block 4</a>
BMME156	<a href="#">Strategic Decision-Making</a>
BMME183	<a href="#">Applied Machine Learning for Strategy Consulting and Entrepreneurship</a>
BMME204	<a href="#">Managing Intellectual Property in M&amp;As and Alliances</a>
<b>Block 5</b>	
BMME152	<a href="#">Irrational Lab</a>
BMME159	<a href="#">Strategic Implementation and Measurement. Evaluating Strategic Success</a>
BMME160	<a href="#">Corporate Strategy Formulation, Geopolitics and its Implications for Firms Globally</a>
BMME168	<a href="#">Creating Societal Impact through Business</a>
BMME176	<a href="#">Negotiation and Conflict Management</a>
BMME184	<a href="#">Doing Business Strategically with China</a>



Click on the course title to directly go to the course description and pitch video

# MScSM Programme Electives – Block 3

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# Getting Things Done Without Resources: Entrepreneurial Bootstrapping (BMME076)

## Course description

In daily and business life, you can find yourself in situations where you want to get something done, but you do not have much to offer as an exchange. For example, you want to initiate a project or business, but you are lacking cash, knowledge and resources. You may have an idea for a great new product, but your superiors are only supportive when it takes a limited investment and no excessive risks. Or you want to expand your network with some highly-regarded people, potential employers or difficult to approach customers for your own business, but those people may not find you very interesting.

These situations are in a basic sense similar to all 'ventures' where success depends on your ability to mobilize other people and to reduce risks. Entrepreneurial bootstrapping is the pursuit of success (or getting things done) with limited resources and with the help of others (or free outside help). In general, bootstrapping refers to a self-starting and self-sustaining process that is supposed to proceed without external help or input. The origins of the term seemingly go back to the 19th century American in the phrase 'to pull oneself over a fence by one's bootstraps', to mean carrying out an absurdly impossible task.

## [Pitch video](#)

*\* Please note there will be an oral exam for this course this academic year*

Taught by [dr. W. \(Wim\) Hulsink](#)

# Strategic Management Consulting (BMME081)

## Course description

Strategic management consulting is a specialized field of management consulting that focuses on helping organizations develop and execute their strategic plans and achieve their long-term business objectives. It involves working with businesses, government agencies, non-profits, and other entities to provide expert advice, analysis, and guidance in areas related to strategy, leadership, and organizational effectiveness.

In this course by delving into the intricacies of this profession, we aim to provide you with a crystal-clear view of the routines, challenges, and rewarding aspects that define consultancy. Given the highly competitive consultancy job market, our course places a strong emphasis on hands-on skills needed during job hunting procedures, encompassing CV and SOP preparation, LinkedIn profile optimization, case study practice, and interview preparation.

## [Pitch video](#)

Taught by [M. \(Amin\) Yousefi, MSc](#)

# Strategic Leadership and Corporate Governance (BMME087)

## Course description

The shaping of today's corporate governance landscape and the functioning of top management teams within it have become major topics of discussion especially in the last two decades. Interest in these topics has only intensified further by recent corporate failures in the United States, Europe and beyond. We have all heard of the failures of Enron, Wirecard and Ahold.

This course reviews the issues that lay behind such management failures. It focuses on the behaviors of top management teams and boards of directors of large publicly-traded firms and on their roles in the strategic decision-making and corporate governance processes.

In the course we will take a closer look at the actual governance practices of large corporations, the effects these practices have on corporate strategy and performance, and the strengths/weaknesses of prevalent corporate governance mechanisms that are increasingly used world-wide. The course will not only cover the most essential classic topics pertaining to strategic leadership and corporate governance, but will also cover more recent developments in the two areas.

## [Pitch video](#)

Taught by [S.L. \(Shara\) Darr, MSc](#)

# A Managerial Perspective on M&A's (BMME089)

## Course description

The acquisition process is a complex, uncertain and ambiguous process that requires thorough analysis, due diligence, preparation, and rational choice; but it is often fraught with shortcuts, biases, stereotypes and emotion. Left unchecked, these managerial challenges will undermine strategic decision-making, and cause puzzling deficiencies in the formulation and implementation of acquisitions. Being a successful manager, strategist, analyst or advisor therefore requires having realistic assumptions about human cognition, emotion, and social interaction. In this course, you learn to understand, and develop skills in identifying, analyzing, and dealing with the socio-psychological reality of consequential strategic processes. Ultimately, the goal of the course is to provide you with insight into how to become a smarter decision maker and implementer of consequential strategic events, such as mergers and acquisitions. The formulation and implementation of these events requires not just an understanding of how others are influenced by psychological qualities and constraints but also how you are yourself affected by these qualities and constraints.

This course will focus on a managerial perspective of mergers & acquisitions. Yet, the knowledge and skills you gain from the course are also valuable in many other contexts and processes that you will encounter as a manager, entrepreneur or consultant. The M&A process as a complex, consequential strategic process provides a rich illustration of the manager's challenges and success factors, and the psychological foundations of strategic management.

## [Pitch video](#)

Taught by [prof. dr T.H. \(Taco\) Reus](#)



# Programming Fundamentals Using Python (BMME147-3)

## Course description

Ever done hundreds of repetitive actions on rows in tables? Ever copied daily update information from websites every day? Ever wondered how computer programs work, or how online shops keep track of all items for sale and their stock?

Then, this is the elective module for you! You will be learning the basic components of computer programs, write your own programs in Python, trace bugs and inspect variables in Jupyter Notebooks.

“Why would I want to be able to write computer programs, or tiny helpers?”, you may ask. Customized computer programs tailored to specific business are used in many companies. Being able, as a manager, to communicate with in-house or hired computer programmers is an asset.

The course comprises of more than 100 small assignments online, so you can practice your skills in a web browser. The results of these assignments form part of your total grade. For the other part you will be asked to write a Python program, or multiple Python functions, during an examination.

[Pitch video](#)

Taught by dr. J.J. (Jeroen) Engelberts

# Scaling Up & Strategies for High Growth (BMME182)

## Course description

Amazon, Netflix, LinkedIn, Dropbox, Airbnb...and the list goes on. All tremendously successful companies that managed to effectively scale up and have been recording impressive growth rates until present day. While many such famous companies with skyrocketing growth rates may come to mind, the reality is that such rapidly growing companies represent a handful of all firms. The challenges of scaling up and achieving high growth are numerous and often referred to as "the entrepreneur's impossible dream" (Nicholls-Nixon, 2005). Prior studies refer to rapidly increasing managerial complexity, frequent and quick changes in organizational structures, practices and processes (Nicholls-Nixon, 2005), as the firm doubles or even triples in size over short periods of time, internal friction and increasing workload and time pressure on employees, and extreme resource needs to continuously fuel the high growth of the firm (Hambrick & Crozier, 1985). Despite such challenging circumstances, there are firms that are able to successfully scale up and achieve such impressive high growth rates. This includes both SMEs and well-established large firms.

But how are these firms able to do so? What strategic decisions do managers of these firms take to successfully scale up and fuel their growth despite the high expenses of rapid growth?

The purpose of this course is to encourage and facilitate seeking answers to these questions and provide a toolkit for today's strategic management and entrepreneurship students to enhance their efforts to become tomorrow's impactful and successful leaders and consultants.

## [Pitch video](#)

Taught by [S. \(Suzana\) Varga, MSc](#) & [M. \(Mahdi\) Shahriari, MSc](#)

# The Strength of the Wolf is the Pack: Ecosystem Thinking in Strategic Management & Entrepreneurship (BMME190)

## Course description

Ecosystem thinking is quickly gaining prevalence in entrepreneurial practice and scholarship. One example of the increasing attention that the ecosystem has been receiving, is the fact that the term was used 160 times in the prospectus of the largest IPO to date. Similarly, a scan of the descriptions of top strategy studies shows that the use of the word had increased sevenfold over a period of five years. Moreover, practitioners and scholars alike have found ecosystem thinking to have real-world value and important implications for organizational outcomes. However, as with many relatively new concepts, what ecosystems are and how they can be ideally orchestrated has remained somewhat hard to grasp and, as a result, is often misunderstood.

In this course, we will examine why students (being the strategists and entrepreneurs of the future) need to apply ecosystem thinking. More so, this course aims to give students the tools to do so successfully, providing them with a relevant edge in their prospective careers (whether managerial, entrepreneurial, or academic).

This course is designed to provide students a well-rounded/immersive learning experience. To facilitate this, students will have the opportunity to listen to and interact with a wide range of guest speakers, including leaders from a well-known multinational, the Dutch government, as well as a high-tech accelerator. These engagements will enable students to understand how ecosystem thinking is applied and utilised beyond the realm of academia.

## [Pitch video](#)

Taught by [A. \(Anuj\) Kantilal Tater, MSc](#)

# MScSM Programme Electives – Block 4

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# Managing Innovation Strategically (BMME110)

## Course description

Increasingly, in today's fast paced, converging world, sustained innovation is a necessity not only to thrive but also to survive. However, for most firms, the strategies and processes associated with innovation remain vague and are not strategically managed. As a result, most firms are unable to innovate successfully, and thus fail to create meaningful value for their customers.

In this course, we will learn how firms can create and capture meaningful value for their customers. The aim of the course is to provide a set of concepts and theories as well as practical tools and processes that can be used by managers in their organizations to manage innovation more strategically.

The course is taught in a very interactive fashion. Therefore, attendance is essential and your participation matters. The format is intense but allows you to focus on the subject matter and to have engaging debates in the classroom. Consequently, the course will provide you with an insightful and fun learning environment. Applying the theoretical and practical knowledge is a central aspect of this course. Therefore, it will include several practical examples and cases.

## [Pitch video](#)

Taught by [dr. H. \(Hesam\) Fasaai](#)



## Course description

This course provides insight in the sustainability challenges and the link to finance. The main task of the financial system is to allocate funding to its most productive use. Traditional finance focuses on financial return and regards the financial sector as separate from the society of which it is part and the environment in which it is embedded. By contrast, sustainable finance considers financial, social, and environmental returns in combination and shows how finance can accelerate the transition to a low-carbon, inclusive economy.

The course reviews evidence that environmental, social, and governance (ESG) factors matter and explains in detail how to incorporate these in company strategies and business models, equity investing, bond investing, and bank lending. The course examines the financial instruments and techniques that can be applied in the context of evolving climate policies (and other sustainability policies). The tools will be applied in a group assignment on the valuation of a company based on sustainability factors.

## [Pitch video](#)

Taught by [dr. A. \(Andreas\) Brogger](#)

# Organizing for Technological Transformation (BMME136)

## Course description

Technological change (e.g., new advancements in Artificial Intelligence or the development of mRNA technology for the treatment of diseases) leads to major challenges and opportunities for firms in different industries. In recent years, the investments in industrial research and development (R&D) have increased in many sectors. To provide a beneficial organizational context for the exploration, assimilation, retention, and exploitation of new technological knowledge, firms need to consider specific organizational and management concepts, which are addressed in detail in this course.

The students gain detailed knowledge about fundamental issues concerning strategies, organizational capabilities, and organizational designs with respect to technological change. Among other aspects, the course addresses organizational issues related to technology forecasting, timing of entry, overcoming resistance to change, firm adaptability and agility, R&D processes and structures, absorption of new external knowledge, as well as external commercialization of internally created technologies.

## [Pitch video](#)

Taught by [dr. P.A. \(Andreas\) Distel](#)

# Programming Fundamentals Using Python (BMME147-4)

## Course description

Ever done hundreds of repetitive actions on rows in tables? Ever copied daily update information from websites every day? Ever wondered how computer programs work, or how online shops keep track of all items for sale and their stock?

Then, this is the elective module for you! You will be learning the basic components of computer programs, write your own programs in Python, trace bugs and inspect variables in Jupyter Notebooks.

“Why would I want to be able to write computer programs, or tiny helpers?”, you may ask. Customized computer programs tailored to specific business are used in many companies. Being able, as a manager, to communicate with in-house or hired computer programmers is an asset.

The course comprises of more than 100 small assignments online, so you can practice your skills in a web browser. The results of these assignments form part of your total grade. For the other part you will be asked to write a Python program, or multiple Python functions, during an examination.

## [Pitch video](#)

Taught by dr. J.J. (Jeroen) Engelberts

# Strategic Decision-Making (BMME156)

## Course description

Only 5 percent of our decisions come from rational and deliberate thinking. This means that only a tiny fraction of our decisions is conscious and intentional. The remaining 95 percent of our decisions are based on mental shortcuts, emotions, cognitive biases, and intuition. Becoming aware of those biases and mental shortcuts, the way they work on us as humans, and mastering how they could be used and managed in different situations and walks of life will make the process of decision making strategic and make the outcomes favorable. After all, we humans are predictably irrational. In this course we will delve into those aspects of irrationality in decision making and discuss how we could predict them and strategically manage them to make the outcomes of humans' decisions and decision-making process favorable: for ourselves as individuals, for organizations, and for the society.

The course is taught in a very interactive fashion. Therefore, attendance is essential and your participation matters. The format is intense but allows you to focus on the subject matter and to have engaging debates in the classroom. Consequently, the course will provide you with an insightful and fun learning environment. Applying the theoretical and practical knowledge is a central aspect of this course. Therefore, it will include several practical examples and cases.

## [Pitch video](#)

Taught by [dr. H. \(Hesam\) Fasaai](#)

# Applied Machine Learning for Strategy Consulting and Entrepreneurship (BMME183)

## Course description

Machine learning (ML) is nowadays at the crux of the business model for most consulting firms and many modern entrepreneurial ventures. Its applications in the business world span a wide range of areas that go beyond simple forecasting exercises. The purpose of this course is to equip the students with the overall knowledge needed to professionally link between a consulting client and the technical data analysts. This is a skill that consulting firms are actively looking for given the rising demand of ML and AI implementation among both incumbent and new clients. Hence, the content of the course is aimed to give students an edge during the hiring process and provide them with the complementary AI knowledge necessary to excel in both their future consulting career and entrepreneurial pursuits.

The course will be non-technical, with minimum math knowledge or programming experience and is targeted for students seeking a career in strategy consulting, project management, or strategic entrepreneurship. Nonetheless, students will also be coached to broadly apply some ML techniques themselves and generate strategic analytics and forecasts efficiently.

## [Pitch video](#)

Taught by [Y. \(Yassine\) Lamrani Abou Ellassad, MSc](#)



# Managing Intellectual Property in M&As and Alliances (BMME204)

## Course description

Companies rely on mergers & acquisitions (M&A) and strategic alliances to innovate and tap into the technological knowledge of other companies. Yet, while these engagements become crucial supplements—or even alternatives—to traditional R&D, they carry inherent risks.

In particular, companies face the risk of technology leakage through unintentional exposure of proprietary knowledge or, in more malicious cases, becoming victims of intentional espionage. Such leakages can erode a company's competitive advantage, lead to significant financial losses, and even pose broader geopolitical risks. Hence, managers must learn to adeptly navigate the complexities of IP rights, international regulations, and cultural nuances to keep their businesses protected from potential exploitation and technology leakage while engaging in M&As and alliances.

This course is designed to equip students with insights how to effectively harness M&As and strategic partnerships for innovation while minimizing risks of technology leakage. Exploring real-world examples, this course not only offers theoretical insights but also prepares students for the practical challenges they'll encounter in the business world.

## [Pitch video](#)

Taught by [dr. J.C.M. \(Jens\) Friedmann](#)

# MScSM Programme Electives – Block 5

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## Course description

As future leaders in the business world, you need to understand what makes people tick. This course is intended to expose you to “behavioral” lens to understand why people make the decisions they do, and how to influence them for the better. Combining research from psychology and strategy with applications from business and the social sector, this boot camp practicum will teach you to influence people more authentically, communicate persuasively, and disagree more productively. Armed with the behavioral lens, we will look “rationally” at the ways people behave “irrationally.” In doing so, you will develop and apply insights on how to employ behavioral science to address social and business problems of our time.

## [Pitch video](#)

Taught by [dr. Z. \(Zhiyan\) Wu](#)

# Strategic Implementation and Measurement. Evaluating Strategic Success (BMME159)

## Course description

The course is structured to include a review of strategic statement development and deconstruct these by utilizing both company prepared reports and external sources to analyze and describe operational performance within the different business units. In addition, it will explore structuring and implementation of different KPIs and related tools in assisting management to implement strategy across an organization. The course will explore the differences between divisional business strategies and how these can/should be operationalized, measured and linked between them.

## [Pitch video](#)

Taught by [dr. A.C. \(Anthony\) Brown](#)

# Corporate Strategy Formulation, Geopolitics and its Implications for Firms Globally (BMME160)

## Course description

The course will help students explore and better understand how politics and their environments both internally to the enterprise and externally affect strategy formulation with a specific focus on emerging economies

This module will allow the student to be able to analyze of the inter-related nature of the environment in which business organizations exist and the implications for the way they work. An introduction to models of industry analysis. An introduction to the main theoretical planning models. The use and application of financial information relevant to different groups of stakeholders. The implications and influence of cultural and ethical issues for strategic planning. The effective strategies for organizational competition and growth.

The course will include but not be limited to explore Micro-politics, concepts on national, regional and local identifies. The impact of local networks and political capital, multinationals versus local in contextualization and influencing laws and regulations. The impact of international politics and local enterprises: trade wars, climate change, regional alliances, trade zones, international agreements, WTO. The politics and strategy development of globalization vs localization in emerging nations.

## [Pitch video](#)

Taught by [dr. A.C. \(Anthony\) Brown](#)



# Creating Societal Impact through Business (BMME168)

## Course description

The long prevailing assumptions of corporate market capitalism have recently come under serious questions. According to the Deloitte Human Capital Trends 2018 report, 77% of business and HR leaders around the world rate “citizenship and social impact” as important or critical to their strategy and identity as a corporation. The same report also noted that 86% of millennials believe the success of a business should not just be measured by financial performance. In general, people now are more concerned about climate change, social justice, inequality, corruption, terrorism, mass migration etc.

Interestingly, though very powerful actors of capitalist society, businesses have long been able to ditch these issues in conducting their business operations, leaving them entirely to the hands of politicians and public sector actors. But not anymore! For their own survival businesses need to address these challenges. But how do they do so? How do social entrepreneurs tackle grand social, political and environmental challenges? How do they create measurable social impact and business opportunity?

This course is designed to seek answers to these questions and equip students with tools and strategies to create social impact around the world and be the force of positive change in the society. Throughout the course students will be given a tour to the Impact World and in the process, they will enrich their theoretical and practical knowledge on impact leadership and strategies.

## [Pitch video](#)

Taught by [Y.T. \(Yannick\) Wiessner, MSc](#) & [S.M. Musa, MSc](#)

# Negotiation and Conflict Management (BMME176)

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## Course description

Negotiation is one of the most important skills that a manager should have in professional life. In our curriculum, however, this important skill has been underemphasized. This course aims to help you be a better negotiator. I will provide you with negotiation tools to effectively persuade others. The specific topics of this course include seeing and expanding the pie, dealing with someone who has a very different perspective on the world, disagreeing respectfully and productively, etc.

## [Pitch video](#)

Taught by [dr. Z. \(Zhiyan\) Wu](#)

# Doing Business Strategically with China (BMME184)

## Course description

China is a never-before-seen economy in terms of growth speed in the past 30 years. The take-off of the Chinese economy derives not only from the development-driven factors such as foreign investment and education that are commonly seen in the history of the growth of other powerful economies but also from some unique Chinese characteristics such as strata of the markets. As a result, China is increasingly attracting international managers' attention due to its enormous market size and manufacturing capability.

The Chinese phenomenon has attracted much attention of scholars in strategic management. However, in the mean while, it has been proven perplexing for many international managers to understand the Chinese business and strategic management practice based on their knowledge and experience built in the western environment. Because this market differs from the other economies in history, economy, and culture.

This course will improve students' understanding of the economic development history of an important Asian market, China, and help them comprehend the underlying logic of business and management in this market.

## [Pitch video](#)

Taught by S. [\(Siyu\) Liu, MSc](#)