

Part of **CIO** Program

Executive MBA in Business & IT

A modular MBA for IT managers and business leaders who strive for excellence in leveraging IT for business



An initiative of



in cooperation with



CIO Platform Nederland & *euro* CIO





INDEX

- 3 Aim of the program
- 4 The partners of the program
- 5 About the unique program
- 6 Modules
- 9 Module description
- 12 Investment
- 13 Admission and application
- 14 The organizational staff

“Europe is suffering from a growing professional ICT skills shortage and a digital literacy deficit. These failings are excluding many citizens from the digital society and economy and are holding back the outsized contribution ICT use can make to productivity and growth – ICTs already account for 50% of all European productivity growth.”

Euro Commissioner Neelie Kroes, April 19, 2010



AIM OF THE PROGRAM

It is recognised by a number of institutions (EuroCIO, the Dutch CIO Platform and CIO Academy, universities, business schools and large consulting firms) that Europe will lack thousands of highly educated people with the right e-skills. The lack of these skills is now already felt in many larger organisations and will no doubt further grow in the years ahead. This problem has two domains: a professional and a managerial/entrepreneurial domain.

In the professional domain, the situation becomes more and more serious seen the disinterest of many young people to study Information Management or related programs. This all in the wrong perception that IT will be more and more outsourced, that Information Management is only for technicians, that IT professionals will only be employed by the IT industry (while >50% works in practice for larger organisations) and that this area is not offering interesting career opportunities. This disinterest will not only decrease the influx of IT professionals but also limit the moving up of IT-savvy talent to the board rooms.

In the managerial/entrepreneurial domain, the lack of e-skills at c-level management makes organisations less adaptive to modern markets in which IT and IT-related services are dominant, and less qualified to achieve steep productivity increases needed to cope with tough international competition. In the US and in Asia, the gap between business and IT is narrower than in Europe, and this positions US and Asian firms in the front seat of business development, whereas the majority of European firms remain mainly in the back seat.

In line with the Lisbon Agenda, the European Commission adopted on 7 September 2007 a Communication on "e-Skills for the 21st Century: Fostering Competitiveness, Growth and Jobs", presenting a long term e-skills agenda. CIO institutions and European business schools and universities have endorsed this agenda and cooperate with the European Commission to improve education to professionals and management.

This Modular Executive MBA in Business & IT is the very first initiative of this cooperation. It is a general MBA program with special attention for integrating business and IT. It is an initiative of CIO Academy, in cooperation with EuroCIO. The aim of this MBA program is to bridge the gap between business and IT. The learning content is that of a full MBA, and many of the used examples, cases, and discussions are placed in the context of Corporate Information Management. This allows high potential participants with a technical background to acquire a much broader view on top level business issues, in order to stimulate them to function at c-level. However, it also allows high potential participants with a business background to better understand the opportunities and problems of corporate utilisation of IT, both in products and in processes.

From the beginning, this program will have a European reach and scope, but it will first start in October 2010 with two modules in The Netherlands. During 2011, while introducing more modules, it will branch out to other European business schools and universities.

THE PARTNERS IN THE PROGRAM

For the Dutch initiative the program has four founding partners: Nyenrode Business University, Delft University of Technology (TopTech), EuroCIO and CIO Academy.

Nyenrode Business University

Nyenrode is the only private university in the Netherlands. The university offers graduate level programs in the fields of general management, accountancy and controlling. Being highly selective, with a focus on candidates' motivation and social skills, Nyenrode Business Universiteit has created an environment in which students and faculty are all dedicated to bridging the gap between academic rigor and daily business practice.

Delft University of Technology (TopTech)

Delft TopTech, School of Executive Education at Delft University of Technology, offers executive Master programs of international appeal and reputation in the fields of energy, industrial ecology, information technology, petroleum engineering, space technology, transport and safety & environment. These program aim to strengthen the innovative capabilities of individuals and organisations from both the private and the public sector.

CIO Academy

The Dutch foundation CIO Academy aims to improve the CIO's knowledge and competences by stimulating education - such as this MBA - providing information, and organising CIO meetings and master classes. Participants in CIO Academy cover the whole IT field: private enterprises, the public sector, the IT industry, and university education. It functions as linking pin between the universities and the market. CIO Academy works closely together with CIO Platform Nederland: the independent association for CIOs and IT Directors of private and public organisations in the Netherlands.

EuroCIO

Founded in 2004, EuroCIO provides CIOs with a platform for sharing best practices and raising awareness of key IT issues. By bringing CIOs under a European-wide umbrella, EuroCIO gives them a mouthpiece to voice their collective position to the main IT suppliers and European regulatory authorities, to academic institutions and the broader user community. The EuroCIO umbrella covers CIO platforms in Belgium, France, Germany, Hungary, The Netherlands, Sweden and UK,

In the course of 2011, other (European) partners will join the initiative.



WHO SHOULD ATTEND?

This Executive Modular MBA program is suitable for managers and entrepreneurs from any kind of organisation or professional department, who want to create values within their companies by closing the gap between business and IT. The program is set-up especially for those who have a bachelor or master degree in any field, who have substantial managerial experience as manager or entrepreneur, either within or outside IT-departments, and who have the ambition to become a c-level leader in corporate information management.

If you have a technical back ground (IT or MIM) you will be familiar with IT or CIM and you will most profit from the MBA content, which enables you to engage into c-level discussions about strategy and policy. If you have a business background, you may be more familiar with business topics and will profit most from the context of Business-IT integration, which enables you to better understand the business power of IT - and the dynamics of IT decision making.

A UNIQUE PROGRAM

There are many MBA programs and many Masters programs in Information or IT Management, so what makes this new program unique? The problem with existing education is that most MBA programs pay too little attention to IT, whereas most IM or IT Master programs tend to focus on technology rather than business.

Bridging the gap

In this program, there will be no single sided approach or separation between business and IT. We will talk about business in IT and about IT in business. You will continuously be challenged to bridge the gap. This implies that we will discuss many interesting issues, such as the business value of modern technologies, The CIO's role in business strategy, Google's global strategy, performance improvement of your firm or institution, Dell's business model, the impact of change management on large and complex IT implementations, just to name a few.

Broad academic scope

Bridging the gap between business and IT is not the easiest thing to do, not only for the participants (students) but also for the teaching staff. Professors of both Nyenrode Business University and Delft University of Technology will work closely together within each module, challenging the participants to broaden their scope (to de-specialise) and to enhance their skills. The combination of the two top universities offers you the broadest academic scope you can think of. This scope will still be broadened when other European universities get involved.

Demand-driven

CIO Academy and EuroCIO are not only the founding fathers of the program, they act as the organisers of the demand side of the educational market for CIOs. Moreover, they act as advisors to the academic staff, thus safeguarding the aim of the program: providing a new generation of CIOs. This bond between demand and supply leads to ongoing and inspiring discussions with CIOs and other c-level executives about the future CIO's profile.

European e-Competence Framework

The program will be built on the European e-Competence Framework that has been developed by a large number of European IT and HR experts in the context of the CEN/ISSS

Workshop on ICT Skills. The Europe-wide involvement of players from the IT sector and stakeholders from business, politics and education has made this framework a future standard for the IT-related labor market. The section about the modules will provide more information about the competences per module.

Project-based learning

In every module you will be challenged to apply your newly acquired knowledge to a specific problem or issue in your own organisation. You will redesign business processes, set up or improve your portfolio management system, calculate the created value of strategic IT applications, review contracts with suppliers, and much more. Your organisation will immediately profit from your new insights.

Special attention to leadership

In the module called "Leadership and Cooperation in complex international networks" you will work on skills in leadership and cooperation during games, simulations and feed back discussions with coaches and your classmates. But right from the start of the program you will be able to work on these skills using our unique virtual learning environment, including management and leadership courses, Harvard Business School Publications, inspiring CEO and CIO stories, seminars, and industry business insights.

Combining work, study and private life

Participants of this program will have different back grounds and personal situations, but most of them will have to combine work, study and private life. Therefore, the program has been set-up to offer maximum flexibility and freedom. This will allow students to find their personal road through the program and to define their own pace. To achieve this, the program has a full modular structure, where students can choose their personal order in which they follow the modular courses and how many modules they want to follow at a time. Moreover, they are able to vary or change their initial choices during the course of the program.

NINE MODULES - MAXIMUM FLEXIBILITY

This Executive MBA is designed for the professional who already has a busy life and wants to take up a MBA study without having to neglect his private and professional life. With our Single Modules Concept you can determine your own pace. Stay flexible.

modular executive mba in business & it



The program consists of nine modules, seven of which have more or less the same set-up. The work load of each of these seven modules is spread over half a year (spring or fall). Students who have relatively little time left for study could follow one module per half year. Those who have more time available could follow two or even three concurrent modules. Hence, throughput time of the whole program can vary between two and a half years and four years.

Each of these seven regular modules has three class meeting sessions of two consecutive days each, including evening sessions (in total: 15 shifts). In order to successfully complete a module, attendance at all sessions is mandatory.

Between the class room sessions there will be a month or so for self study, readings, discussions and writings. The program's e-learning platform supports activity between the face-to-face class room meetings, such as virtual class room meetings, learning content, lecture presentations or seminars, industry business insights, online communities for leaders in business, peer directories, and discussion forums.

The table below presents a typical module set-up. Spring modules start in December (preparation) and end on September 1, the deadline for the papers. Fall modules start in July/August and end on March 1. To allow students to follow more than one module at a time, the class room meetings of the concurrent modules will all be planned on different days.

Preparation: Introduction Readings E-learning	Two days, Five shifts	Readings Discussions Start writing modular paper E-learning	Two days, Five shifts	Readings Discussions Cont. writing modular paper E-learning	Two days, Five shifts	Finish module paper E-learning
--	--------------------------	---	--------------------------	---	--------------------------	--

A typical module set-up

The eighth module (Leadership and Cooperation) is different. It consists of management games and simulations, coaching and feedback sessions, and an international study trip (India, China, US, still to be determined). Summers are the best months to go abroad. This module can easily be combined with another Spring module in the same year.

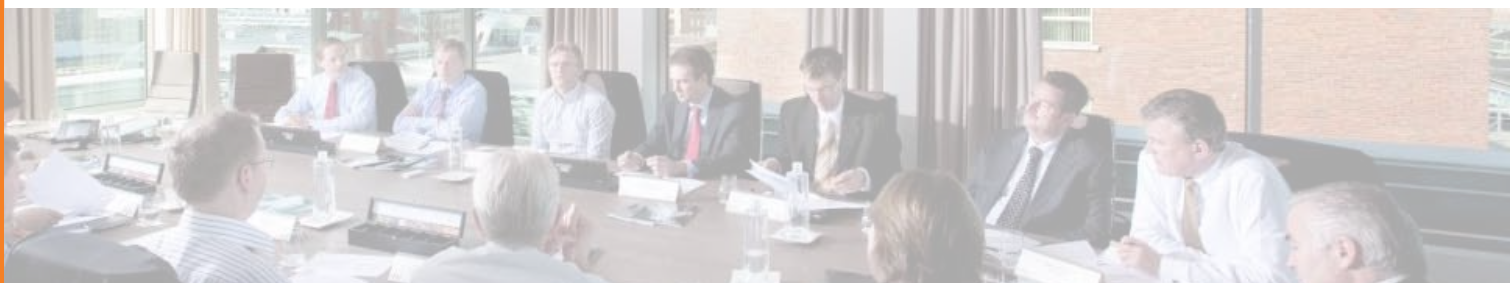
Fall (September - December)	Spring (January - June)
Business and Technology	Strategy and Organisation
Change Management and HR	Ownership of Enterprise and Governance
Risk and Finance	Production, Logistics and SCM
Marketing, Law and Business Ethics	Leadership and Cooperation
MBA Thesis	

The table above presents the total program set-up in which all modules are provided each year, equally distributed over the seasons. Module MBA Thesis will start in September and takes one year throughput time.

During the module MBA Thesis students will write their MBA master thesis, and this work will be supervised by an academic supervisor and a senior manager in the student's firm. The thesis must have both academic quality and business relevance to be approved.

This module can be combined with a Fall module, but not with any Spring module.

To facilitate attendance of students from outside The Netherlands and Belgium, the current language will be English and the face-to-face class room meetings will be planned closely together in blocks of two weeks each (thus minimising travel).



MISCELLANEOUS

The program will first start by October 2010 with two modules:

- Change management and HR (Monday 4 and Tuesday 5 October 2010) Core teacher: dr Nick van Dam (Nyenrode Business University)
- Business (processes) and Technology (Monday 11 and Tuesday 12 October 2010) Core teacher: prof. Bert Kersten (Nyenrode Business University)

thus allowing only 50 students to enrol this fall. In later semesters more modules will be added according to the following scheme.

Period	Modules
Fall 2010	Business (Processes) and Technology Change Management and HR
Spring 2011	Strategy and Organisation Ownership of Enterprise Production, Logistics and Business Ethics
Fall 2011	Business (Processes) and Technology Change Management and HR Risk and Finance Marketing, Law and Business Ethics
Spring 2012	Strategy and Organisation Ownership of Enterprise Production, Logistics and Business Ethics Leadership and Cooperation
Fall 2012	Business (Processes) and Technology Change Management and HR Risk and Finance Marketing, Law and Business Ethics MBA Thesis

To make this program a European top MBA course, Nyenrode Business University will seek European accreditations such as EQUIS (Brussels) and AMBA (international). Moreover, other European business schools and universities will participate in the program. This will be achieved in cooperation between national and European CIO bodies.

The students who complete the program, will receive a worldwide top MBA certificate.

To ensure the maximum business relevance during the course of the program, parts of the group meeting sessions will take place in facilities of participating firms and organisations. This will safeguard the CIM context of the program.

The program will be supported by a high quality e-learning platform. In concordance with this platform, electronic course material (internet) and e-book readers will be used where possible.



NINE MODULES

1. Business (processes) and Technology

This module is the core concept in this program, where business and ICT meet.

Goal: ICT is more and more directly related to business (processes). Participants must understand business processes, and BPM projects, must be able to initiate these projects, and understand how ICT can improve business processes.

Content: Innovating business. Designing, implementing, managing, improving, and redesigning business processes (BPM). Business Process Architecture. Utilization of technology (not only ICT).

CIM context: Business analysis, management of data, information, knowledge. Management of technology, architecture, and demand. Transaction systems and information systems, management information provision. Internet-based business, internet innovation, use of internet technology. Technology watching.

Competences: Business understanding. Innovation competence. Technology vision. Combining old and new. Competence to apply new technology. Understanding complexity. More global thinking. Translating business needs into IT-solutions. Contract and trading skills. International project leader skills. Complex projects.

Core Teacher:
Prof. Bert Kersten
(Nyenrode Business University)

Take single modules
You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment
Three two-day class meetings
€ 5.095 + accommodation package.

Data 2010: See website
www.nyenrode.nl/mbabit

2. Change management and HR management

This module is about initiating and guiding organisational change and the role of people therein.

Goal: Implementation of large and/or innovative systems often require change management projects and understanding of human behavior.

Content: Organizational structures, archetypes of organizations, organizational dynamics. Initiating and managing organizational change processes. Stimulating innovation and change. Rewarding systems and their use.

CIM context: Change management in IT-related projects. Implementing large or complex systems. HR functions and systems.

Competences: Innovation competence. Competence to apply new technology. Understanding complexity. More global thinking. Translating business needs into IT-solutions. International project leader skills. Change management. Complex projects.

Core Teacher:
Dr. Nick van Dam
(Nyenrode Business University)

Take single modules
You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment
Three two-day class meetings
€ 5.095 + accommodation package.

Data 2010: See website
www.nyenrode.nl/mbabit

3. Ownership of enterprise and Governance

This module is about the firm's position in the economy and in society, and about the forces that shape the firm.

Goal: Participants will come from various types of organizations (e.g. private, public, hybrids) and need to understand the typical dynamics and governance structure of theirs.

Content: Comparative analysis of enterprise models, and influence on goals, strategies, and constitutions. Economic, business administrative, and legal perspectives. Game theory, transaction cost economics, and agency theory. Corporate Governance. Share holder value, customer and employee value.

CIM context: IT governance. The roles of CXOs and relations between them. IT in the board room. Dynamics of outsourcing (taking IT-transactions out of the market, or putting IT transactions into the market).

Competences: Business understanding. Entrepreneurship and risk taking. Understanding business and external partners. Understanding complexity. More global thinking. Contract and trading skills.

Core Teacher:
to be defined

Take single modules
You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment
Three two-day class meetings
€ 5.095 + accommodation package.

Data 2010: See website
www.nyenrode.nl/mbabit

4. Strategy and Organisation

This module is about the headlines of the firm's business policy and the role of ICT therein.

Goal: CIOs should be more (actively) involved in corporate strategy processes. To achieve this, the participants must understand these processes and the relation between strategy and organizational structure or architecture.

Content: Corporate strategy processes: formulation, implementation, making strategy happen. Typical strategies and structures of successful enterprises. Design and implementation of enterprise architecture.

CIM context: IT as strategy enabler. Taking part in the corporate strategy process. Defining IT policy based on corporate strategy (high level Business-IT alignment).

Competences: Business understanding. Entrepreneurship and risk taking. Understanding complexity. More global thinking. Translating business needs into IT-solutions. Complex projects.

Core Teacher:

Prof. Harry Bouwman
(Delft University of Technology)

Take single modules

You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment

Three two-day class meetings
€ 5.095 + accommodation package.

Data 2010: See website
www.nyenrode.nl/mbabit

5. Risk and Finance

This module is not only about financing business, but also about the financial aspects of large ICT projects.

Goal: ICT investments can be huge and risky. Participants must understand the organization's financial dynamics and be able to take decisions accordingly.

Content: Risk assessment, risk management (systems), implications of BIS-2 for corporate finance, modern perspectives on risk. Financial instruments in relation to risks. Accounting and control.

CIM context: Valuation of IT, IT-related risks, security. Project risk management. Project financing. Business cases. New versus old.

Competences: Business understanding. Technology vision. Entrepreneurship and risk taking. Competence to apply new technology. Understanding complexity. More global thinking. Translating business needs into IT-solutions.

Core Teacher:

Prof. Yao-Hua Tan and
Dr. Marijn Jansen
(Delft University of Technology)

Take single modules

You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment

Three two-day class meetings
€ 5.095 + accommodation package.

Data 2010: See website
www.nyenrode.nl/mbabit

6. Production, logistics, and SCM

This module is about running operations, either in-house or in sourcing networks.

Goal: Participants must understand the organization's operations and its position in the supply chain, in order to be able to manage and steer the IT operations.

Content: Operations management, inbound and outbound logistics, SCM. Outsourcing and offshoring.

CIM context: Managing IT operations. Project management. Total cost of ownership. Productivity, operational and transaction costs. Management of supplier relations. Global sourcing. The IT function's position within the organization. Business Plan development. Service level management. Quality strategy development. Development portfolio.

Competences: Business understanding. Technology vision. Competence to apply new technology. Understanding business and external partners. Understanding complexity. More global thinking. Translating business needs into IT-solutions. Contract and trading skills. International project leader skills.

Core Teacher:

Dr. Gerard Wijers
(Delft University of Technology)

Take single modules

You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment

Three two-day class meetings
€ 5.095 + accommodation package.

Data 2010: See website
www.nyenrode.nl/mbabit

7. Marketing, Law, and Business ethics (dilemmas)

This module is about dilemmas that often occur in firms' ecosystems. How to deal with the outside world?

Goal: Managing professionals with very different back grounds in one project sometimes provide the manager or entrepreneur with dilemmas. To deal with or solve dilemmas is an essential part of management.

Content: Basics of marketing (consumer and corporate). Services marketing. Marketing research. Market communication. Business Law, consumer law, "License to produce". Sustainability. Principles of business ethics.

CIM context: Role of IT in corporate marketing processes. Rules and regulations about Information, transactions and privacy. Compliance.

Competences: Business understanding. Innovation competence. Entrepreneurship and risk taking. Competence to apply new technology. Understanding complexity. More global thinking. Translating business needs into IT-solutions. Complex projects.

Core Teacher:

Prof. Dr. Ronald Jeurissen
(Nyenrode Business University)

Take single modules

You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment

Three two-day class meetings
€ 5.095 + accommodation package.

Data 2010: See website

www.nyenrode.nl/mbabit

8. Leadership and Co-operation in complex International Networks

This module is about management and leadership skills. It broadens the students' scopes.

Goal: Participants develop leadership skills, and learn to co-operate in complex networks, and different cultures.

Content: Leadership skills. Simulation games to provide feedback on personal performance. In-depth interviews and feedback. International business visits.

CIM context: Leadership in IT. CIO-leadership. Co-operation crossing cultural borders (other firms, USA, China, India, Eastern Europe).

Competences: Innovation competence. Entrepreneurship and risk taking. Competence to apply new technology. Understanding business and external partners. Understanding complexity. More global thinking. Contract and trading skills. International project leader skills. Change management. Complex projects.

Core Teacher:

Prof. Dr. Lidewey van der Sluis
(Nyenrode Business University)

Take single modules

You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment

Three two-day class meetings
€ 6.250 + accommodation package.

Data 2010: See website

www.nyenrode.nl/mbabit

9. Master thesis

[Only students having successfully completed eight courses (pass or higher), are allowed to finish their MBA program by writing their master thesis.]

Goal: Writing a thesis in which participants show they can apply what they have learned in their own business practice.

Content: Defining a thesis subject that has academic and business relevance. Conducting research, and writing thesis. Methods of Management Research. Interpreting statistics. Paper writing skills.

Core Teacher:

Prof. Marcel Creemers
(Nyenrode Business University)

Take single modules

You can also follow this module as a separate course. After successful completion you will receive a 'MBA Module Certificate'.

Investment

Three two-day class meetings
€ 6.648 + accommodation package.

Data 2010: See website

www.nyenrode.nl/mbabit

More Information

There will be information events in June 3 and September 3. These event will physically be held at Nyenrode Business University in Breukelen. The program management and core teachers will provide all needed information about the program. It will be possible to attend this meeting in virtual mode from all over Europe. Those who want to (virtually) participate in the discussions, should download an applet. Please contact Marc Dreuning, tel +31 3462914220 or email m.dreuning@nyenrode.nl.



INVESTMENT

Because of the modularity of the program, participants will be charged for tuition fee per module. The tuition fee for regular modules (excluding Leadership and Cooperation, the Studytrip and the Thesis module) are € 5.095 (free of VAT) per module. The tuition fee includes literature, readers and other study materials.

In addition, please select one of the following accommodation packages which include meals, drinks, class room rental and hotel facilities (if applicable).

- Accommodation package A - € 1.299 (ex VAT). This (standard) package includes a hotel stay in between each block.
- Accommodation package B - € 1.599 (ex VAT). This extensive package includes a hotel stay in between each block, as well as a night prior to each block.
- Accommodation package C - € 999 (ex VAT). This basic package does not include hotel accommodation. Personal costs such as telephone costs and bar are not included.
- The tuition fee for the module Leadership and Cooperation is indicated at €6250 (free of VAT), with an accommodation package of €1.999 (A), €2.399 (B) or €1.599 (C), ex VAT. This includes study materials and peer counseling.
- The tuition fee for the studytrip is indicated at €4150 (free of VAT) with an accommodation package of € 599 (A), € 699 (B) or € 599 (C), ex VAT. This excludes the costs of a round trip to the destination.
- The tuition fee for the Thesis module is € 6.648 (free of VAT) with an accommodation package of €1.525 (A), €1.950 (B) or €1.300 (C), ex VAT. This includes individual supervision and presentation training.

Tax deduction

For tax deduction of educational expenses, we recommend you to check for detailed information with the local authorities in your country.

* Prices subject to change



ADMISSION AND APPLICATION

Participants in the MBA in Business and IT must meet the following admission criteria:

- A bachelor's or master's degree or equivalent
- A minimum of five years management and / or administrative experience
- Significant relationship with IT related issues within the current position
- A sign of ambition to grow into a serious management or administrative position

In case a candidate lacks any of the above mentioned criteria, an interview will be part of the admission procedure. In order to successfully complete a module, attendance at all sessions is mandatory. As soon as we have received your application we will let you know by e-mail. If any items are missing or if we need further information, we will let you know at this stage. Each application is reviewed by a committee. The required admission interviews are conducted at Nyenrode Business University. Qualified candidates will receive a confirmation to participate within two weeks.

The admission committee uses a rolling admission system and applications are therefore evaluated in order of receipt

For questions about admission an application you can contact Christel Smits, tel +31 346 291422, e-mail c.smits@nyenrode.nl



Why you should follow this MBA

It gives you credibility with your business peers. It shows that you value the business perspective and recognize that the technology you implement, support and develop is intended to enable business activities and is not an end in itself. The MBA adds credibility to your perspective when you're discussing technical solutions to business problems with your colleagues.

It teaches you to think like a business person.

Business people tend to think in terms of strategies and value, and human reactions. The business perspective, by its nature, tends to rely more on estimation and trial and error. The ability to think like a business person is critical for technology managers, especially those of us who wish to position IT strategically within the company.

The MBA is your ticket to the inner circle.

Many CIOs are concerned about not having a seat at the table. If you as an IT manager have an MBA, you're seen as having more to offer than just your knowledge of technology.

You will communicate better with your business colleagues.

IT professionals use a lot of jargon. Each of the business functions has its own jargon, which represents equally complex ideas or processes. In the MBA you learn the distinct languages of those functions.

The MBA better prepares you to solve business problems.

In projects you can assist with technical and process automation solutions, what can be automated, and what needs to be reviewed and audited.

You'll learn how to read and interpret business statements.

The better you understand the way your company is moving, the better able you'll be to position the IT department in front as opposed to being dragged along behind. Being in front, on the leading edge of change, is more fun and will make you and the IT department much more valuable to the company.

The MBA will give you an opportunity to deepen your technical expertise.

While working on your MBA, you have to write numerous papers in which you can take the opportunity to explore the application of different technologies in business.

Managing IT as a business.

The MBA gives you the tools, techniques and resources you need to run IT like a business

The Modular Executive MBA in Business & IT can provide all of the above benefits in a relatively short time frame, in a comprehensive framework and with a lasting credential.





Nyenrode Business Universiteit

Straatweg 25
Postbus 130, 3620 AC BREUKELLEN

t 0346 291 422
f 0346 250 595
e mbabit@nyenrode.nl

www.nyenrode.nl/mbabit