Summary of organisational structure of NSM – desired situation

Management of education
All study programmes have been subsumed under the Faculty's education institute, the Nijmegen School of Management Education Institute (OFM).

The Education Institute is led by the Director of Education. The five Programme Directors – one for each department – are responsible for all Bachelor's and Master's study programmes assigned to them. The post-initial programmes of the RMa also fall under the Education Institute. Given the RMa's special nature, its funding and management structure remain unchanged.

The Education Institute has its own Management Team (MT) responsible for coordinating Faculty-wide teaching activities at tactical and strategic level. The Director of Education leads the OFM and chairs the OFM MT. The other members of the OFM MT are the Managing Director of the Education Institute, the five Programme Directors, and the Director of the RMa. The Vice Dean responsible for the education portfolio has a standing invitation to join this MT and acts as a linking pin with the Faculty Board.

Management of research
The Faculty has a single research institute, the Institute for Management Research (IMR), which is led by the Director of Research. Every department has one Research Portfolio Holder, who promotes participation in interdisciplinary partnerships and the development of the IMR.

The Research Institute has its own Management Team (MT) responsible for coordinating Faculty-wide research activities at tactical and strategic level. The Director of Research leads the IMR and chairs the IMR MT. The other members of the IMR MT are the Managing Director of the Research Institute, the five Research Portfolio Holders, the Head of the Doctoral School, and the Head of IMR Academy. The Vice Dean responsible for the research portfolio has a standing invitation to join this MT and act as a linking pin with the Faculty Board.

Management of departments
By establishing ‘harmonised’ MTs within departments and by defining tasks, responsibilities and powers, the Faculty aims for simplicity, transparency, efficiency, and decisiveness.

Each department has its own MT consisting of up to four members. The departmental MT acts primarily as a coordinating body. The departmental MT consists of the Department Chair, Programme Director, Research Portfolio Holder, and Operations Manager.

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1 These include in any case all the study programmes offered by the department. For interdisciplinary programmes, the Faculty Board decides who acts as Programme Director (leader) for the relevant study programme.
1. Objective and underlying principles

**Background**
Several developments have prompted this document:

- The strong increase in the workforce\(^2\) has been accompanied by ever-expanding academic departments and sub-departments with different organisational and decision-making structures, and in some cases a lack of clarity on how tasks, roles, and responsibilities are distributed, and which decisions belong at which table. Employees need\(^3\) clarity and transparency regarding decision-making and governance.
- In its strategy, NSM is committed to programme-driven disciplinary and interdisciplinary teaching and research. Interdisciplinarity and the intertwining of teaching and research offer important opportunities for our Faculty. Our organisational structure should therefore facilitate cooperation.
- The Executive Board has instructed all faculties to implement the governance model adopted in 2021 by 2023.

**Objective**
The implementation of the management model greatly contributes to clarity in management (clarity concerning structures, tasks, responsibilities, and decision-making and other powers), and increases decisiveness and uniformity, thereby also improving the organisation's transparency and flexibility. It also forms a good starting point for the realisation of the Faculty's strategy.

**Underlying principles**
The following principles have been formulated for the organisational structure\(^4\):

- The organisational structure of NSM is in line with the Radboud University Governance Model.
- The organisational structure facilitates the Faculty's strategic ambitions. NSM offers a unique combination of academic disciplines. Our organisational structure facilitates disciplinary and interdisciplinary teaching and research for societal challenges.
- Team spirit lies at the heart of cooperation within the Faculty – good collaboration between departments, the Education Institute, and the Research Institute.
- The structure is as simple as possible.
- Our teaching forms a strong chain of Bachelor’s, pre-Master’s and Master’s, and post-Master’s.
- Teaching and research are interwoven and mutually reinforcing.
- The structure creates the preconditions for achieving a span of control of supervisors, such that supervisors can adequately perform their assigned HR tasks.
- Each employee has one supervisor. Hierarchical and functional management tasks are as much as possible assigned to the same person.

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\(^2\) The number of FTE and employees within the Faculty has grown steadily since 2018. Our academic staff has increased substantially, from 176.9 FTE in 2018 to more than 329.8 in 2023, and this trend is expected to continue.

\(^3\) In the ‘Bestuursraad’ (the consultation between the Faculty Board and Department Chairs) and the Faculty Joint Assembly (FGV), a wish has been expressed for more clarity and transparency regarding decisions and the functioning (e.g. role and time) of managers and supervisors. This wish is also echoed in the 2022 Radboud Staff Survey.

\(^4\) These principles were largely formulated at the ‘Bestuursraad’ meeting of 5 December 2022.
2. Management of the Faculty and departments

Departments
The academic staff is organised into academic departments headed by a Chair, usually a professor. Departments are the building blocks of the Faculty’s Education and Research Institutes and they are the home base of the academic staff. Departments are organised by academic disciplines and can be further divided into sections. Academic staff are deployed by the departments at the institutes to teach and conduct research.

There are five departments:
- Business Administration
- Economics and Business Economics
- Political Science
- Public Administration
- Geography, Spatial Planning & Environment

The Faculty also runs the Radboud Management Academy (RMa) for post-Master’s education.

The departments can be divided into sections if necessary. Each section consists of academic staff (lecturers, researchers, assistant and associate professors, PhD candidates, and full professors), and is headed by an associate professor or full professor who acts as the supervisor. For an overview of the current departments and sections, see Appendix 2.

The Faculty has a single Education Institute (Nijmegen School of Management Education Institute – OFM) and a single Research Institute (Institute for Management Research – IMR). The academic staff is organised into departments or fall under the RMa. Within the Education Institute, employees from sometimes different departments work together on the various study programmes. The post-initial programmes offered by the RMa take place at the Education Institute (OFM). Within the Research Institute, employees from sometimes different departments work together on the various research programmes.

Within the departments, employees work together — within the framework of Faculty teaching and research — on developing an academic discipline and on their career development.

Faculty Board
The Faculty is governed by the Faculty Board. The Dean forms the Faculty Board, together with the Vice Deans and the Management Director. The Faculty Board acts as a collegiate board in practice, but not formally, as the Dean holds final responsibility. The Dean is the hierarchical supervisor of the Vice Deans, the Management Director, the Department Chairs, and the Director of RMa.

The Faculty Board currently consists of:
- Dean
- Vice Dean ‘responsible for education’
- Vice Dean ‘responsible for research’

Two Vice Deans have been appointed at NSM. For practical reasons, the teaching and research portfolios were divided between these two Vice Deans. Hence, we can speak of Vice Dean of ‘education’ and a Vice Dean of ‘research’ (the governance model does not make this distinction). Both Vice Deans are involved in the overall management of the Faculty and in each other’s fields of work (intertwining of teaching and research). They can also act as substitutes for each other and for the Dean.
Each year, the Dean appoints a student assessor nominated by the Faculty Student Council who attends board meetings and plays an advisory role. The responsibilities of the Dean, Vice Deans and Management Director are described in Radboud University's Governance Model (see Appendix 1).

**Faculty Platform**
The Department Chairs, Director of Education, and Director of Research work together to manage the Faculty, which requires regular meetings with the Faculty Board. Strategic and policy issues can be submitted to the Faculty Platform (Platform for short) for advice before the Faculty Board reaches a final decision on the matter. The Platform is chaired by the Dean.

Focusing the Platform on cross-departmental issues at the tactical-strategic level also makes it possible to respond to challenges and opportunities that require interdisciplinary cooperation. This contributes to the Faculty's disciplinary and interdisciplinary ambitions, and the intertwining of teaching and research.

**Departmental MT**
By establishing ‘harmonised’ MTs within departments and by defining tasks, responsibilities and powers, the Faculty aims for transparency and decisiveness. Each department has its own MT consisting of up to four members. The departmental MT acts primarily as a coordinating body.
Nijmegen School of Management

The departmental MT consists of:

- Department Chair
- Programme Director
- Research Portfolio Holder
- Operations Manager

In line with the governance model, the departments are managed by academic staff members with a limited term of office⁶ (these are roles, not positions), supported by the Operations Manager. The Department Chair, Programme Director and Research Portfolio Holder are appointed by the Faculty Board for a maximum period of four years with the possibility of extending this term once (again for a maximum of four years).

**Department Chair**

The Department Chair

- decides on the desired quality and number of academic staff
- attracts the academic staff, in consultation with the relevant associate professors, full professors, Programme Director, and Director of Research (these people are appointed by the Faculty Board, or, in the case of a full professor, by the Executive Board)
- is formally responsible for managing the academic staff within the department (although this mandate is largely delegated, see below) and promotes the staff’s professional development
- decides on the deployment of the academic staff for teaching and research, in consultation with the Directors of Research and Education
- creates the framework conditions for the development of the academic discipline

The Department Chair – generally a full professor – is responsible for implementing and carrying out HR policies within the department. The Department Chair is formally responsible for the academic staff within their department but delegates this mandate to a number of associate and full professors. This means that the Department Chair is⁷ in principle not the immediate supervisor of most employees within a department or section (because this task is usually delegated). The Department Chair does manage the supervisors of a section⁸.

Within a section, managerial tasks may be divided among more employees. Supervisors conduct annual appraisal interviews with employees, assess them, and ensure their professional development.

**Programme Director**

The Programme Director is accountable (ultimately responsible) for all study programmes assigned to them⁹ (see section on education).

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⁶ This rotation system also applies to sections within departments. Section Chairs are appointed by the Faculty Board for a maximum period of four years with the possibility of extending this term once.

⁷ If necessary, separate agreements should be made concerning the escalation line for employees who fall directly under the responsibility of the Department Chair.

⁸ Insofar as they are in the hierarchical layer directly below the Department Chair.

⁹ These include in any case all the study programmes offered by the department. For interdisciplinary programmes, the Faculty Board decides who acts as Programme Director (leader) for the relevant study programme.
Research Portfolio Holder

The Research Portfolio Holder is accountable (ultimately responsible) for the research contribution from the department to the Research Institute (see section on research).

Operations Manager

The Management Director delegates responsibility for the operations and management of the department to the Operations Manager.

Mandate structure

The table below describes the mandates of the various executive bodies.

<table>
<thead>
<tr>
<th>Executive Body</th>
<th>Mandates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Board (Dean)</td>
<td>• Establish Faculty strategy and policy</td>
</tr>
<tr>
<td></td>
<td>• Establish Faculty budget and annual accounts</td>
</tr>
<tr>
<td></td>
<td>• Establish Faculty annual report</td>
</tr>
<tr>
<td></td>
<td>• Establish new specialisation within study programme</td>
</tr>
<tr>
<td></td>
<td>• Establish cross-departmental proposals</td>
</tr>
<tr>
<td>Faculty Platform</td>
<td>• Involved in decision-making at strategic level</td>
</tr>
<tr>
<td></td>
<td>• Topics: cross-departmental</td>
</tr>
<tr>
<td>Departmental MT (Department Chair)</td>
<td>• Create framework conditions for developing academic discipline(s)</td>
</tr>
<tr>
<td></td>
<td>• Promote professional development of department's supervisors/staff</td>
</tr>
<tr>
<td></td>
<td>• In consultation with Programme Director and Director of Research: appoint staff (except full professors)</td>
</tr>
<tr>
<td></td>
<td>• Establish periodic deployment of staff in teaching and research</td>
</tr>
</tbody>
</table>
3. Management of education

All study programmes have been subsumed under the Faculty’s education institute, the *Nijmegen School of Management Education Institute* (OFM). The departments are the home base of the academic staff.

Study programmes and departments do not necessarily match one-to-one. After all, study programmes do not fall under a department, but under the Education Institute. The Faculty aims to promote more interdisciplinary teaching and research, which is by definition cross-departmental.

According to the governance principle of ‘academic leadership’, the Faculty and Education Institutes are governed by academic staff members with a limited term of office (Vice Dean, Director of Education, and Programme Director are all temporary roles).

With the implementation of the governance model, the Education Institute is given a prominent position. A strong institute requires a strong top structure – formed by the Director of Education and the Managing Director – and a strong consultative structure: the MT of the Education Institute.

**Vice Dean of Education**
The Vice Dean of Education focuses on managing teaching (strategic level) and monitors how closely teaching is aligned with the strategy of Radboud University, the Faculty and the NSM Education Institute (OFM).

**Director of Education**
The Faculty has one Director of Education. The Director of Education:

- is usually a full professor
- is responsible for leading the Education Institute
- formulates the demand for educational support
- helps shape the Faculty’s teaching vision, organises bottom-up contribution to policy development, and advises the Dean on educational policy
- ensures the implementation of University and Faculty-wide educational policy at the Institute
- safeguards the quality of the study programmes offered within the Institute
- oversees national and international study programme accreditation, without prejudice to the role of the Programme Committee
- prepares EERs
- reports to the Vice Dean or Dean

**Managing Director**
The Director of Education delegates tasks in areas such as quality assurance, development, policy implementation, and programme accreditation to the Managing Director of the Education Institute. The Managing Director is a position (not a role) filled by non-academic staff. They fall under the responsibility of the Director of Education.

**Programme Director**
The Programme Director is accountable for all Bachelor’s and Master’s programmes\(^\text{10}\) assigned to them. The Programme Director is responsible for the strategic development and innovation of the

\(^{10}\) In line with the underlying principle: Our teaching forms a strong chain of Bachelor’s, pre-Master’s and Master’s, and post-Master’s.
Nijmegen School of Management

study programmes (every study programme must be and remain state-of-the-art), for example: What should the study programme look like in five years’ time? How does the study programme fit in with the market? How does the study programme distinguish itself from similar programmes at other institutions? etc. The Programme Director does this in consultation with the relevant assistant, associate, and full professors.

The Programme Director:

• represents the study programmes in the outside world
• is responsible for the substantive coherence of the study programmes
• is responsible for the state-of-the-art quality of the study programmes
• formulates, in consultation with other Programme Directors, the Director of Research, and Department Chairs, the quantitative and qualitative demand for teaching staff
• coordinates teaching content with the relevant assistant, associate, and full professors, the Director of Research, the Research Portfolio Holder, and the Department Chair
• is responsible for organising and implementing the study programme
• sets quality assurance standards for the study programmes
• ensures the evaluation of the teaching and its follow-up
• maintains contact with the professional field (and the professional field committee/advisory council of the study programme)

For interdisciplinary study programmes, the Faculty Board decides who will act as Programme Director (leader) for the relevant study programme (and therefore who is accountable for the study programme in question). Staff members are appointed to this position for a maximum period of four years, after which the position rotates. The Programme Director of an interdisciplinary study programme\(^\text{11}\) is a member of the departmental MT of their ‘home base’ (i.e. not of multiple MTs).

Each department has its own Programme Director. The Programme Director is accountable for all study programmes within a department. If these are many of these and/or there is a lot of backlog, an appropriate auxiliary structure is put in place to support the Programme Director in this regard. The Programme Director is also a member of the departmental MT.

Programme Director – Department Chair – Director of Education

Study programmes fall under the Education Institute. The Director of Education functionally and hierarchically supervises the Programme Director for any tasks associated with the role of Programme Director. For other tasks – unrelated to the role of Programme Director – the Department Chair is that person's functional and hierarchical superior.

Radboud Management Academy (RMa)

The RMa provides post-Master's education. NSM strives for a strong chain of Bachelor’s, pre-Master’s, Master’s, and post-Master’s education, which is why the RMa's post-initial training also falls under the Education Institute (OFM).

Given the RMa's special nature, its funding and management structure remain unchanged. The RMa Director reports to the Dean and is in principle funded through contract funding.

\(^\text{11}\) For interdisciplinary study programmes, the form of the Programme Committee and Examining Board also have to be worked out. A working group has been established for this purpose.
The Faculty has a single research institute, the Institute for Management Research (IMR).

According to the governance principle of ‘academic leadership’, the Faculty and Research Institutes are governed by researchers with a limited term of office (Vice Dean, Director of Research, and Research Portfolio Holder are all temporary roles).

With the implementation of the management model, the Research Institute is given a prominent position. A strong institute requires a strong top structure – formed by the Director of Research and the Managing Director – and a strong consultative structure: the MT of the Research Institute.

The Vice Dean of Research focuses on managing research (strategic level) and monitors how closely research is aligned with the strategy of Radboud University, the Faculty and the IMR.

The Director of Research:

- is usually a full professor
- leads the Research Institute
- organises research support
- helps shape the Faculty’s research vision, organises bottom-up contributions to policy development, and advises the Dean on research policy
- formulates, in consultation with Department Chairs, Research Portfolio Holders, and Programme Directors, the quantitative and qualitative demand for research staff
- coordinates the content of the research programme with the relevant assistant, associate, and full professors, Programme Director(s), the Director of Education, and the Department Chair
- ensures implementation of University and Faculty-wide research policy at the Institute
- safeguards research quality at the Institute
- is in charge of research assessments
- reports to the Vice Dean or Dean

Managing Director

The Director of Research delegates tasks in areas such as quality assurance, development, policy implementation, and research assessments to the Managing Director of the Research Institute. The Managing Director is a position (not a role) filled by non-academic staff. They fall under the responsibility of the Director of Research.

The Research Portfolio Holder

- represents the academic department in the IMR MT (see section on consultation structures)
- promotes – in light of the Faculty strategy – participation from the department in disciplinary and interdisciplinary partnerships within the Research Institute, and the development of the IMR
- ensures the evaluation of the department’s research programme and its follow-up
- maintains contact with the professional field (and the professional field committee/advisory council of the study programme)
Research Portfolio Holder – Department Chair – Director of Research
The Research Portfolio Holder falls hierarchically and functionally under the Department Chair.
5. Consultation structures

**Faculty**
Teaching and research are interconnected and mutually reinforcing. This interconnectedness is apparent at all levels in the organisation: within the departments, the Faculty Platform, and the Faculty Board.

Cooperation and consultation are prerequisites for the proper functioning of the departments-Education-Institute-Research-Institute triangle.

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**Education**

**OFM MT**
The Education Institute has its own Management Team (MT) responsible for coordinating Faculty-wide teaching activities at tactical and strategic level. The Director of Education leads the OFM and chairs the OFM MT. The other members of this MT are the Managing Director, the five Programme
Directors, and the Director of the RMa. The Vice Dean responsible for the education portfolio has a standing invitation to join this MT and act as a linking pin with the Faculty Board.

**Research**

**IMR MT**

The Research Institute has its own Management Team (MT) responsible for coordinating Faculty-wide research activities at tactical and strategic level. The Director of Research leads the IMR and chairs the IMR MT. The other members of the IMR MT are the Managing Director, the five Research Portfolio Holders, the Head of the Doctoral School, and the Head of IMR Academy. The Vice Dean responsible for the research portfolio has a standing invitation to join this MT and act as a linking pin with the Faculty Board.

Any additional consultations will be arranged at the discretion of the relevant institutes and departments.
6. Category organisational change and participation

Nature and extent of organisational change as a consequence of implementing the governance model

One of the governing principles of Radboud University – as described in the governance model – is academic leadership: faculties, institutes and departments are run by academic staff members with a limited term of office, supported by operational managers. For the management of the institutes, these are generally full professors.

The current Directors of Education and Research will remain in their position, but as of 1 September 2023, their job titles will change to Managing Director of the Education Institute and Managing Director of the Research Institute, respectively (UFO profile Policy Director, permanent position). The roles of Director of Education and Research will be filled by academic staff members with a limited term of office from 1 September 2023. These new-style Directors of Education and Research will lead and supervise the Managing Directors of the Education and Research Institute, respectively, and delegate many tasks to them. Thus, the size of this role in terms of FTE can remain relatively small (the suggestion is 0.4-0.5 FTE) while still maintaining the continuity and quality of the work carried out by the current Directors of Education and Research (both 1 FTE). This shift will create a strong top structure for the institutes.

Participation

In terms of the Guidelines for Organisational Changes and Participational Bodies, the proposed changes are considered to be Category V organisational changes in which no compulsory redundancies are foreseen.

Procedure and planning

<table>
<thead>
<tr>
<th>What</th>
<th>Who</th>
<th>When</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordination with Executive Board and Academic Affairs</td>
<td>NSM/ Kompier</td>
<td>11 May – READY</td>
</tr>
<tr>
<td>Proposed decision FB</td>
<td>FB</td>
<td>15 May – READY</td>
</tr>
<tr>
<td>Proposed decision discussed in BR</td>
<td>FB</td>
<td>31 May – READY</td>
</tr>
<tr>
<td>Submit proposed decision Faculty Joint Assembly</td>
<td>FB</td>
<td>8 June – READY</td>
</tr>
<tr>
<td>Discuss proposed decision in Faculty Joint Assembly (no right of advice or consent)</td>
<td>FB and Faculty Joint Assembly</td>
<td>6 July – READY</td>
</tr>
<tr>
<td>Final decision Faculty Board</td>
<td>FB</td>
<td>10 July – READY</td>
</tr>
<tr>
<td>Implementation of governance model</td>
<td></td>
<td>As of 1 September</td>
</tr>
</tbody>
</table>

Note: As soon as the decision is final, the procedure to adjust faculty regulations will start.

Evaluation

Two years after implementing the University governance model at NSM, the Faculty Board will take the initiative to conduct an evaluation that will cover at least the following topics: leadership, workload, quality assurance, size of roles, clarity about roles, tasks, responsibilities, and decision-making, and facilitating strategy.
Appendix 1. Responsibilities of members of the Faculty Board in accordance with the Governance Model

The Deans are charged with the management, general leadership, and organisation of the Faculty in terms of teaching, academic practice, and impact. They are also in charge of establishing the Education and Examination Regulations and the annual research programme, monitoring their implementation and reporting this to the Executive Board. Deans may also establish general guidelines for academic practice within the framework of the institutional policy.

To summarise, Deans have the following responsibilities:

- contributing to the institutional strategy and policy, in consultation with the Executive Board and other Deans
- drawing up faculty regulations and plans and coordinating the internal decision-making processes
- shaping the faculty structure
- overseeing research and education and achieving impact
- ensuring the management and control of organisational processes
- shaping and implementing policies governing the operational management of the Faculty
- establishing the teaching and research programme and monitoring the quality of its implementation
- representing the Faculty, disseminating the Faculty’s knowledge, and achieving impact

The Dean shall be assisted by at least one and at most three Vice Deans who are appointed by the Executive Board and accountable to the Dean. The Vice Dean supports the Dean in the execution of their tasks and also acts as a substitute in the Dean’s absence. The Dean appoints an Management Director with the approval of the Executive Board.

The Management Director:

- contributes to the Faculty’s strategy and policy
- develops policy frameworks in the field of operational management and ensures their implementation
- prepares the Faculty budget and annual accounts, and monitors income and expenditure
- advises the Dean on operational management
- manages the support staff in their organisational unit
- contributes to the acquisition, design and management of indirect government funding and contract funding for research and education

The Dean forms the Faculty Board, together with the Vice Deans and the Management Director. The Faculty Board acts as a collegiate board in practice, but not formally, as the Dean holds final responsibility. Each year, the Dean appoints a student assessor nominated by the Faculty Student Council who attends board meetings and plays an advisory role. To support the Faculty Board, each faculty has a secretary who is responsible for preparing the decision-making process on behalf of the Faculty. This role may also be performed by the Management Director.
# Appendix 2. Overview of departments and sections – current situation

<table>
<thead>
<tr>
<th>Department</th>
<th>Sections (Dutch)</th>
<th>Department/ Sections English</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bedrijfskunde</strong></td>
<td></td>
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<tr>
<td></td>
<td>Organisatieontwerp en - ontwikkeling (OD&amp;D)</td>
<td>Organisational Design and Development.</td>
</tr>
<tr>
<td></td>
<td>Strategie</td>
<td>Strategy</td>
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<td></td>
<td>Strategisch personeelsmanagement (SHRM)</td>
<td>Strategic HRM</td>
</tr>
<tr>
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<td>Methoden</td>
<td>Methods</td>
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<td>Marketing</td>
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<td><strong>Bestuurskunde</strong></td>
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<td>Public Administration</td>
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<td><strong>Politicologie</strong></td>
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<td>Empirische Politicologie</td>
<td>Empirical Political Science</td>
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<td>Internationale betrekkingen</td>
<td>International Relations</td>
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</tr>
<tr>
<td><strong>Geography, Spatial Planning and Environment (GPM)</strong></td>
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<td></td>
<td>Geografie</td>
<td>Human Geography</td>
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<td>Planologie</td>
<td>Spatial Planning</td>
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<td><strong>Economie en Bedrijfseconomie</strong></td>
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<td>International Economics</td>
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<td>Economische Theorie en Beleid</td>
<td>Economic Theory and Policy</td>
</tr>
<tr>
<td></td>
<td>Bedrijfseconomie</td>
<td>Business Economics</td>
</tr>
</tbody>
</table>

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12 The table includes the designations as currently used in BASS. Final designations are yet to be decided by the Faculty Board in consultation with the departments.