



IMMIT

STUDENT HANDBOOK

2010 / 2011

TABLE OF CONTENTS

GENERAL INFORMATION.....P3

Welcome to IMMIT
Erasmus Mundus in general
The IMMIT partners
Disclaimer

STUDY PROGRAMMEP5

Introduction IMMIT
Objectives of IMMIT
Programme structure
Admission
Language of instruction
Overview of courses
Language courses
Examinations, assessment and grading
Study load
Course repeat policy and re-sits
Internship and Master thesis
Multiple degree
Transcripts / joint diploma supplement

PRACTICAL MATTERS.....p10

Regulations of the institutions
Student support
Orientation day(s)
Notification of change of address
Accommodation
Visa and residence permits
Opening foreign bank accounts
A job next to your studies
Graduation ceremony
Career services
The Erasmus Mundus Alumni Association

IMMIT CONSORTIUM.....p15

IMMIT management
IMMIT programme board meetings
Evaluation mechanisms
Complaints procedure

CONTACT INFORMATIONp17

GENERAL INFORMATION

Welcome to IMMIT

Welcome to the International Master in Management of Information Technology (IMMIT). The IMMIT programme is an Erasmus Mundus Master Course (EMMC) which is jointly delivered by IAE Aix Graduate School (France), Turku School of Economics (Finland) and Tilburg University (the Netherlands).

The IMMIT programme is challenging in every way: Academically, socially and personally. We believe the programme will enrich your intellectual life and prepares you for your professional career. The purpose of this handbook is to explain how IMMIT works, what you can expect from the programme and what we expect from you. The information in the handbook will help you settle into student life as quickly as possible and facilitates a good academic start. It outlines specific procedures which solely apply to you as an IMMIT-student. What you will not find in this handbook are the general rules of each participating university. However, these rules apply to you.

Please read this handbook and the general rules carefully as it is in your interest to familiarize yourself with the regulations and procedures of each participating university.

Erasmus Mundus in general

The Erasmus Mundus programme is a cooperation and mobility programme in the field of higher education. It aims to enhance quality in European higher education and to promote intercultural understanding through cooperation with third countries (i.e. countries outside the European Union). To encourage graduate students and scholars from all over the world to obtain qualifications and experience in Europe, a scholarship scheme for highly qualified students from inside and outside the European Union is linked to the Erasmus Mundus Masters Courses (EMMCs). Selected students will receive a scholarship to follow the Masters Courses and selected scholars will receive a scholarship to teach or do research. For further information on Erasmus Mundus:

http://ec.europa.eu/education/external-relation-programmes/doc72_en.htm

The IMMIT partners

Tilburg University, the Netherlands

Tilburg University is a leading institution for higher education, specialised in economics, business, law, humanities and social sciences. It is located in the southern part of the Netherlands. Tilburg University is well-known for its high standards in education and scientific research as well as its excellent student support facilities. For many years now, Tilburg University has taken a top-position in nationwide yearly rankings. The compact campus layout offers ample opportunity to meet faculty and students all day. The student population is very diverse; over 65 different nationalities are represented on campus.

Turku School of Economics, Finland

Turku School of Economics (TSE) is one of the largest institutes in Finland for education in economic sciences. Studies include a comprehensive choice of economic sciences, other business and finance-related subjects and foreign languages. Students are offered a modern and demanding environment for development - a solid scientific community, in which they can and should think in new ways.

IAE Aix-en-Provence Graduate School of Management, France

IAE Aix Graduate School of Management - part of the Université Paul Cézanne, Aix-Marseille III - is located in the South of France, within France's second largest metropolitan area after Paris. Founded in 1955, the IAE Aix-en-Provence was the first Graduate School of Management in the French public university system. IAE Aix is the only French public university entity to receive dual international accreditation: the European standard of excellence EQUIS and the AMBA accreditation.

Disclaimer

Although the IMMIT Consortium has made all reasonable efforts to ensure that the information contained within this handbook is accurate and up-to-date, it can not accept responsibility for any errors or omissions. The IMMIT Consortium reserves the right to revise, alter or discontinue modules and to amend regulations and procedures at any time, but every effort will be made to notify interested parties.

STUDY PROGRAMME

Introduction IMMIT

Information and information technology (IT) have increasingly become an integral part of products and services and form the foundation of business processes. Organisations must know how to make the right choices with respect to new IT systems and, at the same time, ensure that existing business processes continue to receive a high quality service from IT. This tight link between IT and organisational processes means that the IT department is not alone in its responsibility for the effective use of information and IT. Getting more value from IT is an increasingly important organisational competency. This organizational competency is required to address many of today's information management challenges. The IMMIT programme is designed to address these new Information & Management challenges.

IMMIT provides the latest knowledge on these challenges and contributes to develop the organisational competencies required to respond to them, in an international context. The programme is designed to prepare students with a background (bachelor) in business and/or information technology/computer science to become 'hybrid' managers at the interface between Information Systems (IS) and business functions within an increasingly international business context, for example:

- Manager of international IS projects: e.g., deploying global ERP systems
- IS management positions, e.g. Chief Information Officers (CIO), IT managers, Information Manager
- Business analyst /Designer of systems to support transnational operations
- IS strategy consultant in internationally operating companies
- Manager of IT Offshore Outsourcing
- IT Entrepreneur

In order to meet the main objective stated above, that is to develop hybrid managers with previous backgrounds in either business or IT, a broad set of knowledge and expertise is required. The collaboration with IAE-Aix, Turku and Tilburg universities brings together a unique aggregation of competencies that effectively achieves such goal. To that end, each institution capitalizes on its strengths (IAE-AIX on International Business, Turku on IT Management and Tilburg on Business-IT Strategy and International Business/Economics) within an integrative programme and thus contributes to excellence at each university.

In today's globalised business environment, the effective management of transnational operations is a key issue. The IMMIT programme will train managers to help EU firm to go global and manage IT to support their transnational operations. It will prepare students to understand the issues and to find the solutions that are needed to effectively design, deploy and manage the necessary transnational operations. In particular, third-country students participating in this programme add their cultural background to the content of the course by sharing their cultural knowledge. In addition, these students learn to understand the way European business operate and thus, create a linkage between European companies and their country of origin.

IMMIT is an integrated programme based on the most relevant courses of each institution in order to create a unique programme in International IT management. The programme is structured in four successive phases over two years, providing core knowledge and developing the skills set of the IMMIT students.

The phases are as follows:

1. Foundations: International Business
2. Skills: IT Management
3. Integration: Managing IT for International Business
4. Thesis: International IT Management Topics

Objectives of IMMIT

The objective of IMMIT is to educate professionals who can act as intermediaries between business users and IT specialists in an international environment. For this, you will need a solid understanding of both (international) business and information technology as well as the management skills necessary to operate in a cross-cultural environment. The students will acquire a fully integrated set of skills, which is needed for the effective use of IT to support international business operations and management. After completing the programme, you will have acquired a wide range of traditional information management competencies, such as:

- aligning IS strategy with the organisation's transnational business strategy
- developing business cases for IT investments
- analysing and improving business processes and communication structures within and between companies
- analysing and improving organisational mechanisms for knowledge sharing
- defining information systems, IS infrastructures and IS services (to support business processes and knowledge sharing)
- evaluating IS projects from economic, organisational and multicultural perspectives
- managing global IS projects and departments
- applying theory to solve practical problems

In addition, you will also be competent in many of the more specialised areas of international IT management, such as:

- some traditional topics as presented above, but in an international context
- off shoring
- deploying ERP globally
- emerging countries lacking telecommunication infrastructure
- cross-cultural aspects in IT implementation
- obtaining practical experience in an European enterprise

Students will also acquire new competencies in intercultural and interpersonal communication. More specifically, IMMIT students will acquire competencies in business English, multicultural communication, presentation skills, business negotiations and acquire a basic knowledge of foreign languages in Dutch, Finnish and French. While the mix of competencies acquired in IMMIT is typically associated with managerial and specialist positions within user organisations, 'hybrid' managers are increasingly needed in the IS companies as well. Thus, the programme also prepares candidates for IT positions in internationally operating organisations, consulting, IT-service providers, etc.

Programme structure

IMMIT is delivered by the partner institutions (IAE, Turku School of Economics, Tilburg University) in the following sequence: starting in France, continuing to Finland and moving to the Netherlands.

The *first year* comprises of two phases: foundations in International Business and IT management skills. In the *second year*, the emphasis shifts towards integration issues such as the role of IT in business transformation, management of IT-based innovation and more specialised topics in international IT management. The second semester of the second year is devoted to thesis work, which may also include an internship in an internationally operating company.

Admission

The IMMIT consortium aims to admit highly qualified students from a wide range of countries. IMMIT is open to students with Bachelor or equivalent undergraduate degree (180ECTS) either in Management/Economics/Business Administration or in Computer Science/Information System. Students with an engineering degree can be admitted if their previous education includes IS and information systems. In addition, candidates must be proficient English and need to pass the GMAT or GRE test. Other criteria include grades obtained during the Bachelor's programme, the strength of the statement of purpose and extra-curricular activities as shown in the CV (especially those associated with cross-cultural and international experiences). Based on an assessment by the Academic Committee, admission to the programme may be granted.

Language of instruction

All courses are taught in English.

Overview of courses

The course descriptions can be found on the IMMIT website:
www.immit.eu/course_description.html

Examinations, assessment and grading

Courses are assessed in a number of different ways. For instance, assignments and written exams are often used. In some cases, other forms of course work may partially determine your final grade. Make sure you find out for each course how you will be assessed exactly: what are the different elements of the assessment; what is the value of each element in my final grade; what are the criteria for the assessment; who will conduct the assessment? Students are advised to familiarise themselves with the assessment system per course. The grading at the three participating universities may differ from what you are used to in your home country. In the French grading system, grades range from 0 (lowest) to 20 (highest), with a minimum passing grade of 10. The bottom grade, 0 points, is awarded to extremely disastrous performances. The top grade, 19-20 points, distinguishes an outstanding performance and is rarely awarded. A grade between 8 and 10 may be compensated within the module (combination of 2 courses).

In the Dutch grading system, grades range from 1 (extremely poor performance) to 10 (excellent performance), with a minimum passing grade of 6.0.

The table below shows the conversion between the different institutions:

IMMIT grade	IAE Aix Grade	Turku grade	Tilburg grade	Definition
A	16-20	6 or 7	8.5-10	Excellent: outstanding performance with only minor errors
B	14 - <16	4 or 5	7.5 - < 8.5	Very good: above the average standard, but with some errors
C	10- <14	2 or 3	6.5 - < 7.5	Good: generally sound work with a number of errors
D/E	8 - <10 (D)	1	6.0	Sufficient (pass): performance meets the minimum criteria
E/F	< 8 (E/F)	0	< 6.0	Fail: more work is required before the credit can be awarded

Study load

All universities in the IMMIT consortium have implemented the European Credit Transfer System (ECTS). The basic allocation of academic credits is 60 ECTS per academic year or 30 ECTS per semester. ECTS is based on the principle that credits measure the workload of a fulltime student during one academic year. The IMMIT programme consists of 120 ECTS in total. A study load of 60 credits relates to 1500-1800 hours per year, so one ECTS credits stands for around 25-30 working hours.

Course repeat policy and re-sits

Students are allowed to repeat courses. However, this may conflict with their schedule within the programme. The opportunity to take an examination is in general provided twice in the academic year (December/January, June/July) in which the course in question is offered. Re-sits are only offered at fixed dates. To do a re-sit at a location other than the original location may be allowed under exceptional circumstances, but requires proof of a (previous) serious attempt to pass the exam.

Internship and Master thesis

The internship and the Master thesis form an integral part of the IMMIT curriculum. Every student may choose to combine both elements or execute them separately, as long as he or she meets all criteria. However, most students relate their thesis subject to their internship.

Internship

The IMMIT programme includes an internship in an internationally operating company for a minimum period of three months. This company needs to be located within Europe. An EU-scholarship student may receive a salary for the internship. This internship can take place after the first year of the IMMIT programme (summer break or in combination with the Master thesis during the second semester of the second year). Students are responsible for finding a suitable placement and checking the appropriate national rules regarding internships for non-EU or EU-students.

The IMMIT institutions have limited possibilities to provide students with placements at companies. A strong commitment and motivation is therefore required for those students who wish to make use of the contacts and expertise of the consortium to find an internship placement. The internship will be assessed through an internship satisfaction questionnaire to be filled in by the company.

Master thesis

IMMIT thesis needs to comply with the guidelines as published in 'a Practical Guide for Thesis writers', by the Turku School of Economics and the TSE-instruction for report (see: blackboard). Students are strongly advised to read both documents before starting. In deviation from the practical guide, IMMIT students do not need to take a maturity test. The thesis seminar group could be organised with supervisor and/or fellow students.

Supervision will be arranged by the thesis coordinator. A first supervisor will lead the student through the thesis process. The first supervisor will control the scientific quality of the thesis and will make the final decision about acceptability of the thesis. Supervision may take place on-line and face-to-face when possible. The second supervisor will support the student's progress and may intervene at the request of the first supervisor. The reader will participate in the grading of the Master's thesis and the quality assessment.

The student hands in a final version before the deadline, which is set at the beginning of the second year. The final version must be submitted electronically and agree to the TSE-instruction for report. More information about this procedure can be found in the 'A practical guide for thesis writers'.

Multiple degree

Each student who successfully completes the study-program (120 ECTS) will be rewarded with three Masters' degrees:

- Tilburg University
Master of Science in Information Management
- Université Paul Cézanne Aix-Marseille III Institut d'Administration des Entreprises
Master Sciences du Management, Spécialité Management et Technologies de l'Information
- Turku University, Turku School of Economics
Master of Science in Economics and Business Administration M.Sc. (Econ. & Bus. Adm.)

Transcripts / joint diploma supplement

Students will receive a transcript plus diploma supplement from each institution. In addition, the students will receive a joint diploma supplement.

PRACTICAL MATTERS

Regulations of the institutions

Students who are studying at more than one university will need to familiarise themselves and comply with the rules, regulations and practices of each one of these institutions. These rules and regulations are NOT printed in this section. As a student you are bound by these regulations and this means you need to familiarise yourself with the regulations of each institution. For further clarification, please contact the coordinator at the institution concerned.

Student support

The three institutions are committed to offering students appropriate advice and guidance. Each institution has specialised departments to support students with special needs. The way in which this support is offered may differ slightly from one institution to another, so we strongly advise you to familiarise yourself with the way in which you can raise concerns or share worries.

Orientation day(s)

In order to quickly adapt to campus life, get to know your way around the city, and feel at home at the university and amongst your fellow students, all institutions offer an introduction programme at the beginning of your stay in each country. This is an excellent opportunity to find out more about your academic (and social) life at each university. In addition, you will receive assistance with practical matters, such as opening a bank account and housing. As stated previously, the IMMIT programme is a demanding programme, not only academically, but also socially, as students need to relocate every semester. Orientation days provide an efficient way to learn about the new location. We therefore strongly advise you to be present during these days.

Notification of change of address

The Consortium needs to be informed of any change of address – whether it is a change in term-time or home address. Students should inform the coordinator at the institution they are studying. The coordinator will then have the responsibility for informing all other institutions within the Consortium.

Accommodation

Tilburg University, IAE Aix and Turku School of Economics guarantee accommodation for students who have applied in time.

Visa and residence permits

Students are responsible for securing their own visa, if a visa is needed. However, all consortia partners will assist you in applying for visa. Visa regulations can be very strict. Students are advised to abide by the regulations very carefully to prevent delay of your application.

It is important that:

- you check if all forms are filled out completely,
- you send all required documents within the specified time,
- you keep copies of all original documents. When original documents are required, keep a copy for your own administration. If possible, save a digital copy of all important documents.

Visa for France

You need to start the application from your country of origin, well before the actual start of the programme. IMMIT will issue an admission letter.

Visa for Finland

You need to start the application from your country of origin, well before the actual start of the programme. IMMIT will issue an admission letter.

Visa for the Netherlands

Applications during Turku semester will be made by Tilburg University in February. Students collect their visa at the Dutch embassy in Helsinki (March/April, second semester).

Opening foreign bank accounts

When you arrive in France, you will need to open a French bank account as soon as possible. This is to make sure that the IMMIT consortium can transfer the grant money to you in the first days of your arrival. To be able to do this, you will receive contact information about several banks in Aix-en-Provence once you arrive there in August.

A job next to your studies

Although working next to your studies is possible in France, Finland and the Netherlands, the IMMIT workload is very high and requires more time than an average Master degree. We therefore would like to advise you think twice about taking up a part-time job next to your studies, as it may affect your study performance negatively.

France

All international students with a valid resident permit have the right to work during their studies in France. French legislation authorises international students to work a maximum of 964 hours per year, in order to work part time during their studies, with the exception of Algerian students whose legal status is still defined by the Franco-Algerian Agreement of December 27, 1968. In France, there is a guaranteed minimum salary, the SMIC, which is € 8.71 gross per hour (excl. the average 20% deduction for social security contributions).

<http://www.campusfrance.org/en/a-etudier/sejour01-6.htm>

Finland

International students who have a residence permit granted on the basis of studying in Finland may engage in paid employment without restrictions when the work consists of practical training or diploma work as part of a degree. During study terms when actual instruction is being given, you are allowed to do an average of 25 hours of part-time work weekly. The number of working hours is not restricted weekly but the restriction concerns each term during which work can be periodised, according to the situation. During holidays, i.e. during summer and Christmas holidays, you can work full-time without hourly restrictions. Income from part-time work done during study terms may be taken into account in a discretionary manner in assessing the amount of available means required for livelihood. However, this is not possible in the case of first residence permits.

<http://213.138.145.18/netcomm/content.asp?article=3407&language=EN#2>

The Netherlands

International students who would like to take paid work alongside their studies are allowed to do so. Depending on your nationality, you can only do this for a limited amount of hours per week and only if the employer has applied for a work permit for you. Residents with an EU, EEA or Swiss nationality, excluding Bulgarians and Romanians, can work without their employer obtaining a work permit for them. Even more so, if they work at least 8 hours a week on a contract basis, they can get a grant and free public transport card from the Dutch government. More information can be found on this website: www.ib-groep.nl, click 'International visitors', EU/EEA students. Non-EU/EEA/Swiss students with a valid residence permit with the aim to study can also work alongside their studies. This can be either full-time seasonal work in June, July and August, or part-time work of *no more than ten hours a week* outside the summer period. Please note that Tilburg University does not assist in finding a job and that the number of jobs open to non-Dutch speaking students is limited.

Graduation ceremony

A graduation ceremony will be organized at the end of the programme, most likely in July. Students, family, friends and alumni are warmly invited to this two-day event.

Career services

All the universities in the IMMIT programme offer extensive career services that can support you in finding a suitable job and starting a successful career.

France : IAE Aix Career Services Centre

<http://www.iae-aix.com/en/iae/life-at-iae-aix/csc/presentation/team-ambition/>

Innovative and in touch, the Career Services Centre offers a complete range of services adapted to our participants, in order to optimise their employability during their studies, at the outset of their career, and throughout their professional life, by developing permanent and evolving synergies with the corporate world. Examples of services are:

- Career counselling (individual and group sessions)
- Regular workshops on the job market, job search techniques, starting a business
- Targeted internship and job opportunities
- On-line student database
- Introduction to national and international recruiters, via roundtables, conferences, and recruitment forums (on-campus and virtual)
- Privileged contacts with our Alumni association
- Access to our CARNET international careers network. As a founding member of CARNET (CAReer NETwork, an international network of European Career Advisers, created by 12 EQUIS accredited business schools), the Career Services Centre offers an international network of meetings and professional exchanges (www.carnet-alliance.org).

Finland: University of Turku Career Services

<http://rekrytointi.utu.fi/en/>

University of Turku Career Services is part of Turku Academic Career Services. All those who are studying at any of the universities in Turku or have recently graduated from our departments, both exchange and degree students, are welcome to use the services provided by the Turku Academic Career Services. Whether students are thinking about choices for an internship in Finland or abroad, or post-graduate plans students can come and discuss their hopes, expectations and plans with our career advisors.

Examples of career services are:

- Individual guidance, a personal career planning discussion with our career advisors
- Small group guidance, small career planning groups of 4-6 people who meet every few weeks for a total of 4-5 times.
- Group guidance, career groups consisting of 10-15 participants who meet on 3 days during one week
- Information events, analysing your expertise and the job seeking process.
- Virtual guidance, material and exercises on the internet to support your career planning, for example the Aarresaari network, The Academic Career Services of Finland
- The Campus Employment Office, which provides guidance in job seeking, information about the services of the Employment and Economic Development Office, which helps with issues related to registering as a jobseeker, and provides information about vacancies, labour market training and occupational guidance

The Netherlands: Tilburg University Career Services
<http://www.tilburguniversity.nl/students/tutoring/cs/feb/>

Tilburg University School of Economics and Management, together with the Student Service Centre, offers career support to students who are still studying at the university and to those who have already graduated. Our wide variety of workshops provide students with the skills and knowledge that they need to enhance their chances of finding a job in the sector they would like to work in. Individual career support from our specialized career counsellors is also possible as well as assistance with writing application letters and resumes.

Examples of career services are:

- Workshops that deal with finding a job in the Netherlands as a non-EU international student (help with immigration rules, etc.), and workshops that will prepare you thoroughly for international job hunting.
- Workshops that will help you identify and clarify your strengths and weaknesses, and which provide more insight into the competences that make you successful in your career.
- Training sessions on preparing for your job search, writing application letters and conducting job interviews, which will give you more confidence about the right career path
- Individual Career Support from our career counsellors
- Career events, like Economic Business Weeks or Tilburg Career Days, at which you can meet your future employers
- Internship opportunities, in national and multinational organisations
- Alumni networks and alumni associations

The Erasmus Mundus Alumni Association

The European Commission and student representatives from all Erasmus Mundus programs launched the Erasmus Mundus Alumni Association. The association is free to join for Erasmus Mundus students. You can register at the webpage www.em-a.eu and get instant access to an online student forum, a newsletter and a database of students and former students.

IMMIT CONSORTIUM

IMMIT management

The IMMIT programme is jointly offered by a consortium of Tilburg University, IAE Aix Graduate School of management and Turku School of Economics. A programme board is responsible for the management of the course. The programme board consists of representatives from the faculty (those teaching in IMMIT), and staff members from the partner institutions involved in operational and administrative aspects. The Programme Board has final responsibility over:

- curriculum design
- admission and intake
- quality control and improvement
- information and public relations
- course planning and electronic study guide

Meeting IMMIT programme board

During the two-year duration of the IMMIT programme, four meetings will be organised with the programme board. These meetings are intended to inform students, discuss progress and collect feedback from the students. Schedule of meetings:

- At the start of the programme (orientation days in August)
- April-meeting: second semester in Turku
- Thesis-meeting: first semester second year
- Graduation ceremony: final semester, second year

Evaluation mechanisms

Besides the meetings (see above) the Programme Board (PB) gathers structured feedback through four mechanisms:

Course evaluation

At the end of each course students are asked to fill out a standard comprehensive evaluation questionnaire of the course content and of the instructor(s) teaching the course.

Sounding boards

During each term, students and a member of the programme board will convene to discuss the progress. The aim of these meetings is to spot weaknesses or problems while the educational period is still ongoing and, if possible, to find an immediate or future remedy. Students are asked to give their feedback on the education received and on the institution they attended (pace, workload, logistic, facilities, integration and social events, etc.).

Alumni panel

Alumni are asked to reflect on how the knowledge and skills gained during the IMMIT programme have helped (are helping) them in their daily work and are invited to talk about challenges they are facing.

External advisory board

The external advisory board consists of representatives from internationally operating companies where IMMIT graduates are (or could be) working as well as those hosting students working with their master thesis. They are able to inform the IMMIT consortium about developments and trends in the (job) marketplace as well as new skills and knowledge needed in the constantly changing international business environment.

Complaints procedure

The consortium is committed to ensure a high quality educational experience for its students, supported by appropriate academic, administrative and welfare support services and facilities within each of its institutions. To be able to help us improve our delivery and support, you are under an obligation to raise and resolve any issues that you may be dissatisfied about at the institution in which you are studying as soon as they arise. Most issues can be resolved quickly. If problems persist issues can be raised with the coordinator. In exceptional circumstances students might feel the need to pursue a complaint through the formal complaints procedures. Details of these procedures will be available in the respective institutions. It would be envisaged that formal complaints will have been resolved before moving on to the next institution within the Consortium.

If a complaint relates specifically to the overall management of the Erasmus Mundus scheme as opposed to an element of the scheme offered by the institution concerned, appeal may be directed to the Programme Director of IMMIT.

CONTACT INFORMATION

For information about IMMIT, please send an e-mail to: immit@uvt.nl

The Programme Board (PB)

The PB has final responsibility and feedback is gathered through several mechanisms. The PB assesses the quality of the programme and takes decisions to improve it both in content and process.

Prof. dr. Piet Ribbers (Tilburg/programme director)
Prof. Paul Laifa (IAE)
Prof. Hannu Salmela (Turku)

Programme coordinator

The programme coordinator is responsible for the daily management of the IMMIT consortium including reporting to the EU.

Marloes Broeren (Tilburg)
(From 1 August 2010 – 1 February 2011)

Zarrea Plaisier (Tilburg)
(From 1 January 2011 onwards)

Academic committee

The Academic Committee consists of the 3 Faculty Coordinator and is in charge of the curriculum, the admission criteria and requirements, the selection of the students, the coordination of the courses and the choice of the third-country scholars, as well as the subjects of the thesis, and so on.

Anne-Francoise Rutkowski, Associate professor
Eija Koskivaara, Assistant professor
Prof. Paul Laifa

Administrative Committee

The administrative committee incorporates the International Coordinators of each university partner, and is in charge of promotion, admissions, financial management, welcoming students and coordination of mobility.

Monique Ricard
Eija Koskivaara
Janneke van den Boom (incl. admission)

External advisory board

This board consists of representatives from internationally operating companies where IMMIT graduates are (or could be) working as well as those hosting students working on their Master thesis. The external advisory board includes representatives from companies such as: Philips, IBM, SAP, Oracle, SAS, Hypérion, Octo, Mega, and Microsoft; European SMEs working in Open Source; services companies e.g. Osiatis, Atos Origin, and even consulting companies like McKinsey, KPMG.