Essential skills and knowledge for high-tech managers.

<table>
<thead>
<tr>
<th>Diploma</th>
<th>MSc Management of Technology</th>
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<tbody>
<tr>
<td>Credits</td>
<td>120 ECTS, 24 months</td>
</tr>
<tr>
<td>Starts in</td>
<td>September</td>
</tr>
<tr>
<td>Language of instruction</td>
<td>English</td>
</tr>
<tr>
<td>% International students</td>
<td>50%</td>
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</tbody>
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In this highly competitive high-tech world, companies must constantly strive to improve their products and services and to reduce their costs. To do this successfully, most companies need to continuously acquire new knowledge and to apply strategic knowledge management and effective decision-making processes to their businesses.

Programme
The Master’s programme in Management of Technology (MOT) at Delft University of Technology educates students with a Bachelor’s degree in engineering to become technology managers, innovation managers, and analysts of technological markets. MOT graduates work either as scientists or consultants but also as entrepreneurs in technology-based, internationally-oriented competitive business environments.

The objective of the programme is to improve the quality of technology and innovation management in the different engineering mono-disciplines in practice by training responsible decision makers, professionals and leaders. Students contribute to scientific work in the area of MOT and have the opportunity to apply their knowledge and skills in complex real-world settings, such as advanced technology organisations, laboratories, and high-tech business ventures.

The programme is deliberately aimed at an international and diverse group of students. Students of MOT are all rooted in at least one of the engineering monodisciplines as offered at universities of technology or schools of engineering. MOT students work together in order to combine scientific insights from the different engineering disciplines and to apply the diverse aspects of technology and innovation management.

The programme addresses challenging questions most companies face such as: What technologies do we need and when do we need them? Should we develop the technology we need with our own research capabilities, in collaboration with external parties, or acquire it or license it from others? How can we use the abundant technological opportunities to affect our mission, objectives and strategies?

MOT prepares engineers to manage projects or departments, to design organisations or start-ups and to advise high-tech businesses. With the knowledge you acquire, you will be able to move into management positions in areas where technology is of vital importance, ranging from the smallest start-ups to the largest multinationals.
The programme also addresses technology management in society, which is crucial for economic growth, global trade, and the movement of goods and services across international borders. The programme prepares future engineers by stressing:

- How technology firms are structured, organised and changed
- How ideas transform into technology-based products and services
- How to deal with people, risks and corporate responsibilities
- How to study the various aspects of technology and innovation

Programme specialisations
The curriculum of the MOT programme is organised around the following themes:
1. Technology, Innovation and Organisation
2. Technology, Innovation and Commercialisation
3. Technology, Innovation and Engineering Economics
4. Research and Reflection.

In a separate course students learn how to integrate the different themes of the programme. In the first semester of the second year, students choose one of the specialisations. Instead of choosing one of the technical specialisations, students may also study abroad. The MOT programme participates in international exchange programmes with other universities.

These are the specialisations to choose from:
- Emerging Technology-Based Innovation & Entrepreneurship (+ annotation)
- ICT Management and Design
- Infrastructure and Environmental Governance (+ annotation)
- Economics and Finance
- Modelling, Simulation and Gaming
- Cyber Security
- Supply Chain Management

Specialisations at our faculty are subject to constant change, and offered only when there are sufficient participants. Please visit the website for the most recent information about the specialisations.

Two of the specialisations also offer an annotation, meaning that the graduation project is carried out externally in a related organisation.

Master’s thesis
During the Master’s thesis project, students are expected to demonstrate their capacity to successfully carry out a research project. In addition, the project provides an opportunity to assess the student’s command of the conceptual material in the MOT programme.

In many cases, the projects will be completed as an internship at an international company in which technology plays a determinative role. The thesis project is carried out over a period of six months. The results of the project are then presented during a public presentation.

Graduation projects have covered topics such as: risk factors in mega projects and their influence on the success of these projects, improving manageability of large technological expansion projects in the oil storage industry and the ‘innovation coach’, a tool to facilitate the front end of innovation.

Programme chart Management of Technology

First year

<table>
<thead>
<tr>
<th>1st Semester</th>
<th>2nd Semester</th>
<th>3rd Semester</th>
<th>4th Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st period</td>
<td>2nd period</td>
<td>3rd period</td>
<td>4th period</td>
</tr>
<tr>
<td>Leadership and Technology Management (5 EC)</td>
<td>Economic foundations (5 EC)</td>
<td>Business Process Management an Technology (5 EC)</td>
<td>Emerging and Breakthrough Technologies (5 EC)</td>
</tr>
<tr>
<td>Technology Dynamics (5 EC)</td>
<td>High-tech Marketing (5 EC)</td>
<td>Technology, Strategy and Entrepreneurship (3 EC)</td>
<td>Inter- and Intra-organisation Decision Making (3 EC)</td>
</tr>
<tr>
<td>Financial Management (5 EC)</td>
<td>Social and Scientific Values (5 EC)</td>
<td>Research Methods (5 EC)</td>
<td>Integration Moment (5 EC)</td>
</tr>
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</table>

Second year

<table>
<thead>
<tr>
<th>3rd Semester</th>
<th>4th Semester</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st period</td>
<td>2nd period</td>
</tr>
<tr>
<td>Specialisation (15 EC)</td>
<td>Elective Courses (10 EC)</td>
</tr>
</tbody>
</table>

1 EC = 28 hours of study, according to the European Credit Transfer System (ECTS).
Total number of credits in the MSc Management of Technology = 120 EC

For more information on the programme and content of courses: studyguide.tudelft.nl
At the conclusion of the programme, you will be equipped with both technical and business skills to take up a position where you can help to drive business success as a manager of technology. MOT graduates work in countless international and national firms or organisations with a technical orientation (IBM, Microsoft, TNO, Fraunhofer, SKF, Hilti, KPN, etc.).

Many also find employment in major consultancy companies. Still others choose to work for start-ups or smaller technology-oriented companies.

MOT graduates work as project leaders, programme managers, technology managers, R&D managers and consultants.

Pratap Thapa (Nepal)

After completing my Bachelor’s studies in Industrial Engineering and Management, I wanted to study a Master’s programme that would help me pursue a career where I could effectively combine technology and management. I immediately liked the MOT programme and was particularly excited by the programme’s focus on innovation, strategy and entrepreneurship. The programme exceeded my expectations.

In addition to the courses and theoretical knowledge I gained during the programme, I learned a lot from the practical experience I gained during project and team work, research assignments and my experience from entrepreneurial activities. For me, the two major highlights of the programme were the opportunity to study and work in a truly international environment with talented individuals from all around the world and the possibility to customise the programme based on your own interests.

For my graduation project I was able to do an internship at the Base of the Pyramid Innovation Center, in the field of inclusive innovation. During the very first quarter of the Master’s programme, I decided to take an elective course on entrepreneurship. This started my entrepreneurial journey. I co-founded aQysta with fellow students and now work here as business development manager. aQysta is developing an innovative, award-winning hydro-powered pump for irrigation that does not require any fuel or electricity, thus has no operating costs and does not emit any greenhouse gases.

When working in an entrepreneurial setting, you need to take care of multiple aspects of an organisation at the same time. The MOT programme gave me a sound basis to do so. During my Master’s programme I pursued an honours degree in addition to the regular programme, as well as completing an annotation in Entrepreneurship and starting up aQysta. Although it was a hectic time, I enjoyed it a lot. The two years of the Master’s programme have been the most motivated and productive period of my life so far.
Admission requirements and application procedures

Only students holding a Bachelor’s degree in one of the technical or natural sciences may be considered for admission. MOT candidates preferably have a monodisciplinary background in the engineering or natural sciences and/or proven knowledge of a technical domain. Candidates will be invited based on the quality and level of their education; individual performance and quality of the educational institute, and their motivation. All candidates are expected to hand in a motivation letter in which they express the legitimation of their choice, personal ambition and give two examples of envisioned thesis projects.

Dutch BSc degree
If you hold a Dutch BSc degree closely related to the Master’s programme, you will be admitted directly. However, if your undergraduate programme is not closely related to the Master’s programme you will be required to take additional courses in what is called a bridging programme. This may be a standard programme or it may be tailored to your specific situation.

To see which Master’s programmes are open to you on completion of your Bachelor’s degree from a non-technical Dutch university go to studychoice.nl
If you completed your Bachelor’s at a technical university, go to doorstroommatrix.nl

Dutch HBO degree
An HBO Bachelor’s degree does not qualify you for direct admission to a TU Delft Master’s programme. You will first need to complete a supplementary programme in order to bring your knowledge to the required level. You can do this during your HBO programme by completing a bridging minor, or by means of a bridging programme after completing your HBO diploma. Entrance requirements formathematics and English (some exceptions) apply for both the bridging minor and the bridging programme. See hbodoorstroom.tudelft.nl for detailed information. Applications through Studielink: tudelft.studielink.nl

International applicants
For international students, the application period starts October 1 and closes at April 1. To start an MSc application, please complete the online application and pay the refundable application fee of € 100. After that, you will receive an email with the link to upload the required documents.

To be considered for admission to an MSc programme you will need to meet TU Delft’s general admission requirements.
1. A University Bachelor’s degree (or proof that you have nearly completed a Bachelor’s programme) in a main subject closely related to the Master’s programme to which you are applying, with good grades on the key courses.
2. A BSc Cumulative Grade Point Average (CGPA) of at least 75% of the scale maximum
3. Proof of English language proficiency: A score of at least 90 on the TOEFL or an overall Band score of at least 6.5 on the IELTS (academic version)

For more information about the application procedure and studying at TU Delft in general, go to admissions.tudelft.nl

More information

Please visit the webpage for all details, complete requirements, deadlines and contact information:
tudelft.nl/msc/mot

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