

ROTTERDAM SCHOOL OF MANAGEMENT
ERASMUS UNIVERSITY

PART-TIME EXECUTIVE MASTER IN CUSTOMS AND SUPPLY CHAIN COMPLIANCE

Starts in
2019



RSM - a force for positive change

RSM
Erasmus

WELCOME

Thank you for your interest in the part-time Executive Master in Customs and Supply Chain Compliance programme at Rotterdam School of Management, Erasmus University (RSM).

Safety, security, trade facilitation and sustainability are strategic issues in international trade. Business, customs and other inspection agencies want to improve efficiency and reduce administrative burdens. These challenges require us to share information, build networks and work across organisational boundaries. We can only deal with these strategic issues successfully if we integrate knowledge about customs regulations and supply chain management, information and compliance, and improve working together.

This part-time executive master programme focuses on international trade and brings together representatives from customs administrations with businesses and consultancies. This programme creates a new platform for collaboration and innovation in customs and trade compliance.

Erasmus University Rotterdam is an international university with activities and history rooted in the international business community. RSM is widely regarded as the best business school in the Netherlands and holds top rankings among European business schools.

If you want to explore safety, security, trade facilitation and sustainability, as well as compliance and efficiency in international trade, then this programme offers you a unique opportunity to advance your career as a customs professional.

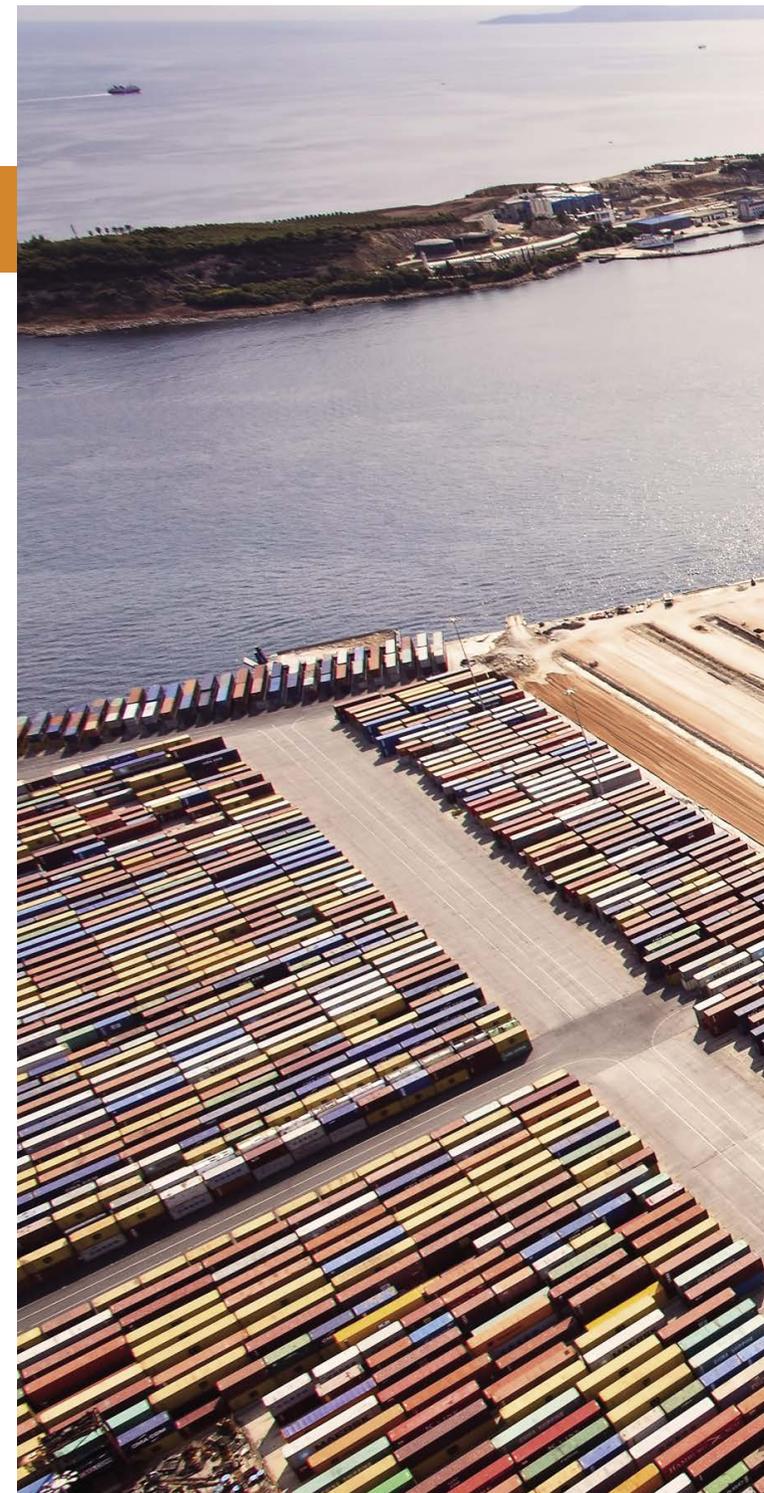
We look forward to meeting you at RSM.

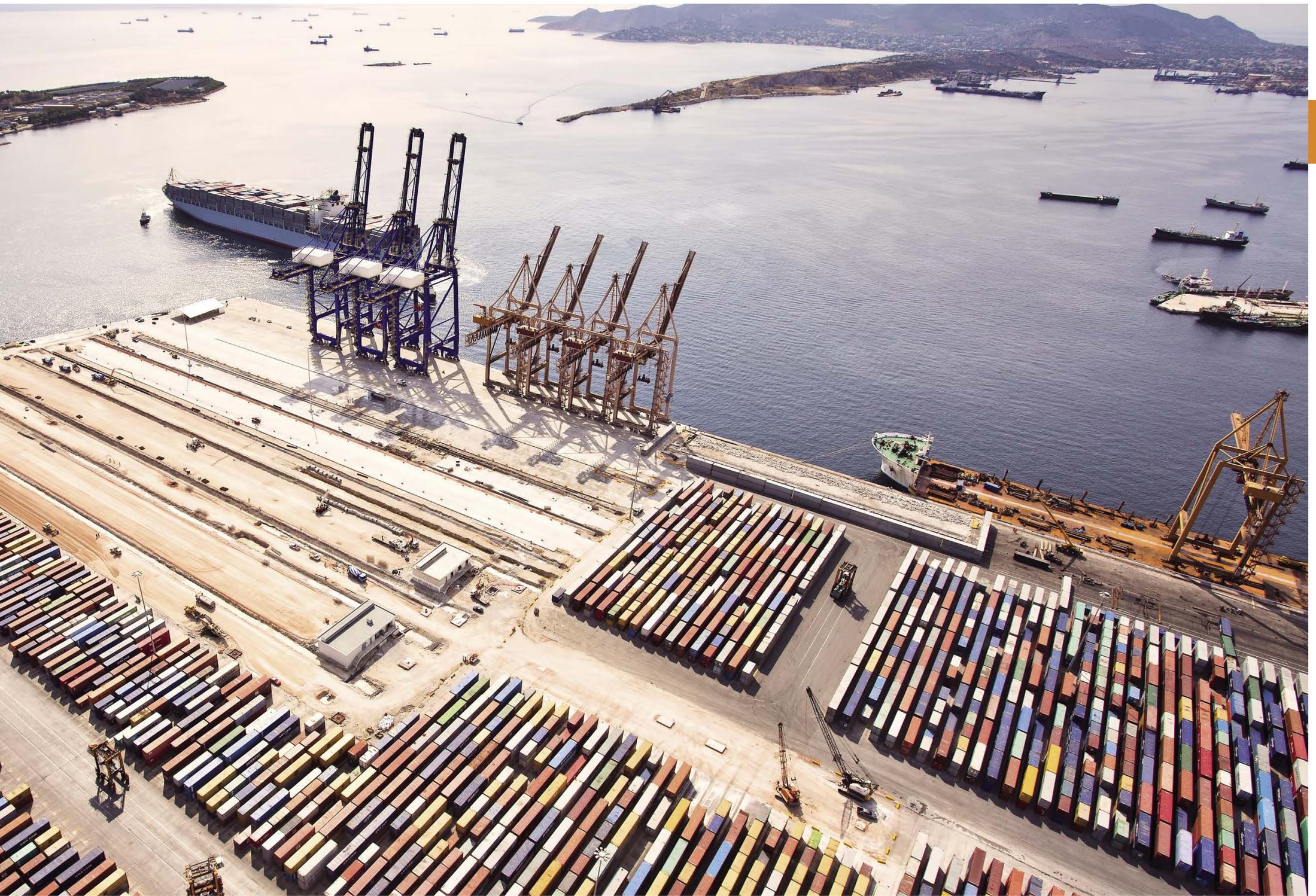


Prof. Rob Zuidwijk
Academic director
Rotterdam School of Management,
Erasmus University



Prof. Yao-Hua Tan
Programme director
Rotterdam School of Management,
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WHY THIS PROGRAMME?

The customs profession is changing. The World Customs Organization's Framework of Standards to secure and facilitate global Trade (WCO SAFE Framework) opens a new world for customs professionals in governments and trading industries.

The competencies belonging to this new world are laid down in the EU Customs Competency Framework for the trade, private, customs and public sectors. To deal with new challenges, you need to be able to integrate various disciplines, and act and operate at an academic level. Innovative developments such as reusing data for different administrative services, integrating customs inspections with other border controls and relying on the internal control system demonstrate that it makes sense for customs authorities to collaborate more closely with businesses and with other inspection services. These developments, also known as single window, one-stop-shop or system-based control, can develop new ways to control security, safety, health, economic and environmental concerns in the cross-border movement of goods. All these measures serve the development of global trade facilitation, as recently agreed by the World Trade Organization in the Trade Facilitation Agreement (TFA).

Increasingly, we should focus on compliance and making companies comply with laws and regulations, rather than on command and control. Rules are built into the design of business processes and information systems, and regulatory enforcement can rely on that. To focus on compliance, you need an academic education, a broader mindset, and the skills to look beyond the borders of your discipline.

During this programme, you will learn an integrated approach to investigate how:

- ▶ you can improve effectiveness and efficiency of customs supervision and enforcement on compliance, safety and security
- ▶ you can stimulate uniform application of customs laws across the EU
- ▶ you can reduce administrative burdens for business and government
- ▶ you can embed compliance with laws and regulations concerning the import and export of goods into business processes and information systems
- ▶ customs supervision can meet business challenges
- ▶ you can create mutual understanding among parties from diverse backgrounds.

The part-time Executive Master in Customs and Supply Chain Compliance programme has been submitted to the World Customs Organisation (WCO) for PICARD accreditation.



WORLD CUSTOMS ORGANIZATION
ORGANISATION MONDIALE DES DOUANES

WWW.RSM.NL/CUSTOMS





ACADEMIC EXCELLENCE

The part-time Executive Master in Customs and Supply Chain Compliance at Rotterdam School of Management, Erasmus University is an accredited Master of Science programme by the Accreditation Organisation of the Netherlands and Flanders (NVAO).

RSM is recognised internationally for the quality of its teaching staff, learning methodologies, academic research, and facilities. It belongs to the one per cent of business schools worldwide with Triple Crown accreditation by AACSB, EQUIS and AMBA.



ACADEMIC AND CORPORATE PARTNERS

Erasmus University, the Customs Administration of the Netherlands and international associations representing international trade and supply chain partners contributed to the development of the part-time Executive Master in Customs and Supply Chain Compliance programme. They all pursue a strategy to strengthen and improve international trade through collaboration and innovation and recognise the need to develop leaders in customs.

WWW.RSM.NL/CUSTOMS

ROTTERDAM SCHOOL OF MANAGEMENT, ERASMUS UNIVERSITY

Rotterdam School of Management, Erasmus University (RSM) is ranked among Europe's top 10 business schools for education and research. RSM provides ground-breaking research and education furthering excellence in all aspects of management, and is based in the international port city of Rotterdam – a vital nexus of business, logistics and trade. RSM develops business leaders with international careers who can become a force for positive change by carrying their innovative mindset into a sustainable future thanks to a first-class range of bachelor, master, MBA, PhD and executive programmes.

WWW.RSM.NL



ERASMUS SCHOOL OF LAW, ERASMUS UNIVERSITY ROTTERDAM

Erasmus School of Law (ESL) offers international high-quality law education that provides theoretical knowledge as well as practical skills. Its programmes attract students and faculty members from all over the world. ESL's interdisciplinary education and research combine legal, economic, political and social thinking, and have a strong social and business-driven orientation. Due to its excellent education and research, ESL achieves high positions in international rankings.

WWW.ESL.EUR.NL

Erasmus
School of
Law





Customs Administration of the
Netherlands
Tax and Customs Administration



CUSTOMS ADMINISTRATION OF THE NETHERLANDS

The Customs Administration of the Netherlands manages the cross-border movements of goods that enter or exit the EU via the Netherlands. The Customs Administration of the Netherlands facilitates trade, and applies checks when and where needed. This leads to an effective and efficient contribution to fiscal protection, safety and security for Dutch and other EU citizens against terrorism, and for health, economy and environment. It also stimulates the economy and competitiveness of Dutch companies. The Dutch customs administration constantly innovates its supervision processes, respecting EU-legislation and in close co-operation with industry and academic institutes to reduce administrative burdens and interferences in logistics to an absolute minimum.

WWW.BELASTINGDIENST.NL/CUSTOMS

SHANGHAI CUSTOMS COLLEGE

Shanghai Customs College (SCC) is China's premier educational institution for the development of talent in the area of customs and trade compliance. The school attracts leaders from provincial and municipal government, and provides research and education to 2,000 bachelor and master students. SCC is the regional training centre in the Asia-Pacific region for the World Customs Organization (WCO) for participants from more than 110 countries and regions. SCC is well connected to the Customs Administration of the Netherlands; a relationship established over 20 years ago.

SHANGHAI_EDU.CUSTOMS.GOV.CN

TOP SECTOR LOGISTICS SCHOLARSHIP

Initiated by the Dutch government, the Top Sector Logistics wants to unite and reinforce logistics in the Netherlands. Connekt, the programme secretariat of the Top Sector Logistics, is an independent network of companies and government authorities that links up parties to improve mobility in the Netherlands in a sustainable manner. Top Sector Logistics supports initiatives such as the RSM Master in Customs and Supply Chain Compliance programme and provides 25 scholarships of € 5,000 to qualified international professionals.

WWW.TOPSECTORLOGISTIEK.NL WWW.CONNEKT.NL

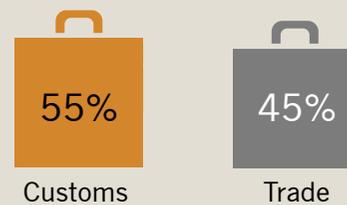




PARTICIPANTS

The characteristics below give an overview of the past participants of the programme:

WORK EXPERIENCE



AGE



GENDER



NATIONALITY



THE PROGRAMME

1. CUSTOMS REGULATIONS

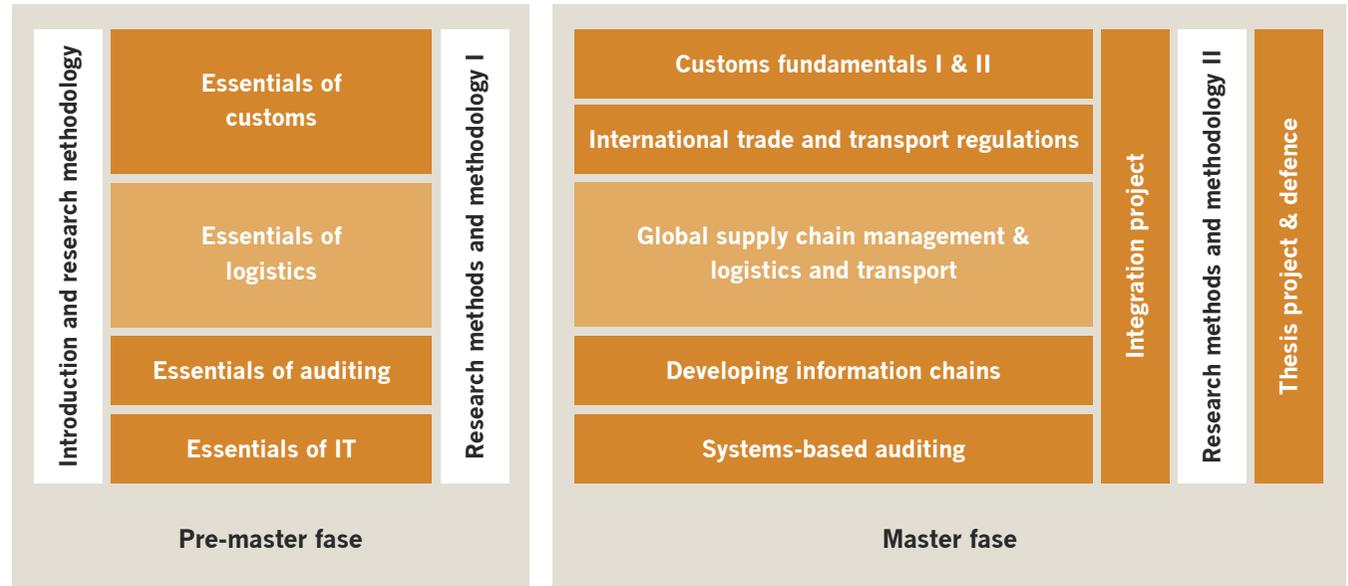
You will thoroughly explore and understand the legal and regulatory aspects of the customs domain, including the international background of customs procedures, the perspective of the World Customs Organization, and the Union Customs Code. You will deal with the harmonised system, rules of origin, customs valuation, formalities, suspension regime, excise and VAT, and regulations concerning safety and security. You will also discuss the impact of new developments in international legislation.

2. SUPPLY CHAIN MANAGEMENT

You will develop new perspectives of the hierarchy between supply chain management, logistics and transport. Next you will be introduced to the authorised economic operator (AEO) schemes, including how businesses deal with regulatory compliance and risk in an international and networked environment.

3. INFORMATION AND COMPLIANCE

You will learn how to analyse the adequacy of information systems to support business processes, and make recommendations to improve them. You will be able to assess the appropriateness and operating effectiveness of a system of internal controls to ensure compliance, using system-based auditing techniques.



You start the programme with introductory modules about research methodology, customs regulations, the basics of auditing, the basics of logistics, and information technology. After that, you will explore customs and supply chain compliance in the main modules and projects.

WWW.RSM.NL/CUSTOMS

CUSTOMS REGULATIONS

- ▶ Customs and trade
- ▶ International customs law and European law
- ▶ Harmonised system
- ▶ Rules of origin and customs valuation
- ▶ Customs processes and procedures
- ▶ Suspension regime
- ▶ Excise duties and value-added tax
- ▶ Non-fiscal customs legislation
- ▶ Future European legislative framework and initiatives
- ▶ Regulatory framework for international trade
- ▶ Supranational institutions in international trade
- ▶ Incoterms
- ▶ International contract of sale of good
- ▶ International conventions for transportation of international trade

SUPPLY CHAIN MANAGEMENT

- ▶ Design of logistics systems
- ▶ Logistics operations
- ▶ Design of transport systems
- ▶ Transport operations
- ▶ Multimodality and synchronomodality
- ▶ Case: opportunities of extending the gate
- ▶ International trade and supply chain management
- ▶ Location choice, geopolitics and international business economics
- ▶ Supply chain management as a design problem
- ▶ Partner choice, certification, and authorised economic operator (AEO)
- ▶ Supply chain security
- ▶ The tax efficient supply chain

INFORMATION AND COMPLIANCE

- ▶ Information systems and information architecture
- ▶ Information systems development life cycles
- ▶ Information quality
- ▶ Inter-organisational systems and interoperability
- ▶ Basics of information security and information security-risk assessment
- ▶ IT sourcing choices and risks
- ▶ Co-ordinated border management: single window
- ▶ Administrative organisation and internal control
- ▶ Risk-management methods
- ▶ Basic auditing theory
- ▶ Continuous control monitoring and compliance by design
- ▶ Regulatory compliance, self-regulation and responsive regulation
- ▶ Fraud triangle, psychology of influencing compliance behaviour and soft controls

THE INTEGRATION PROJECT

You will study all three pillars in-depth for the integration project, based on international scientific literature, laws, guidelines and the practical expertise of people who deal with customs and supply chain issues every day. After you have explored customs regulations, supply chain management and logistics, plus information and compliance, you choose a topic to investigate with your project team:

BEING 'IN CONTROL'

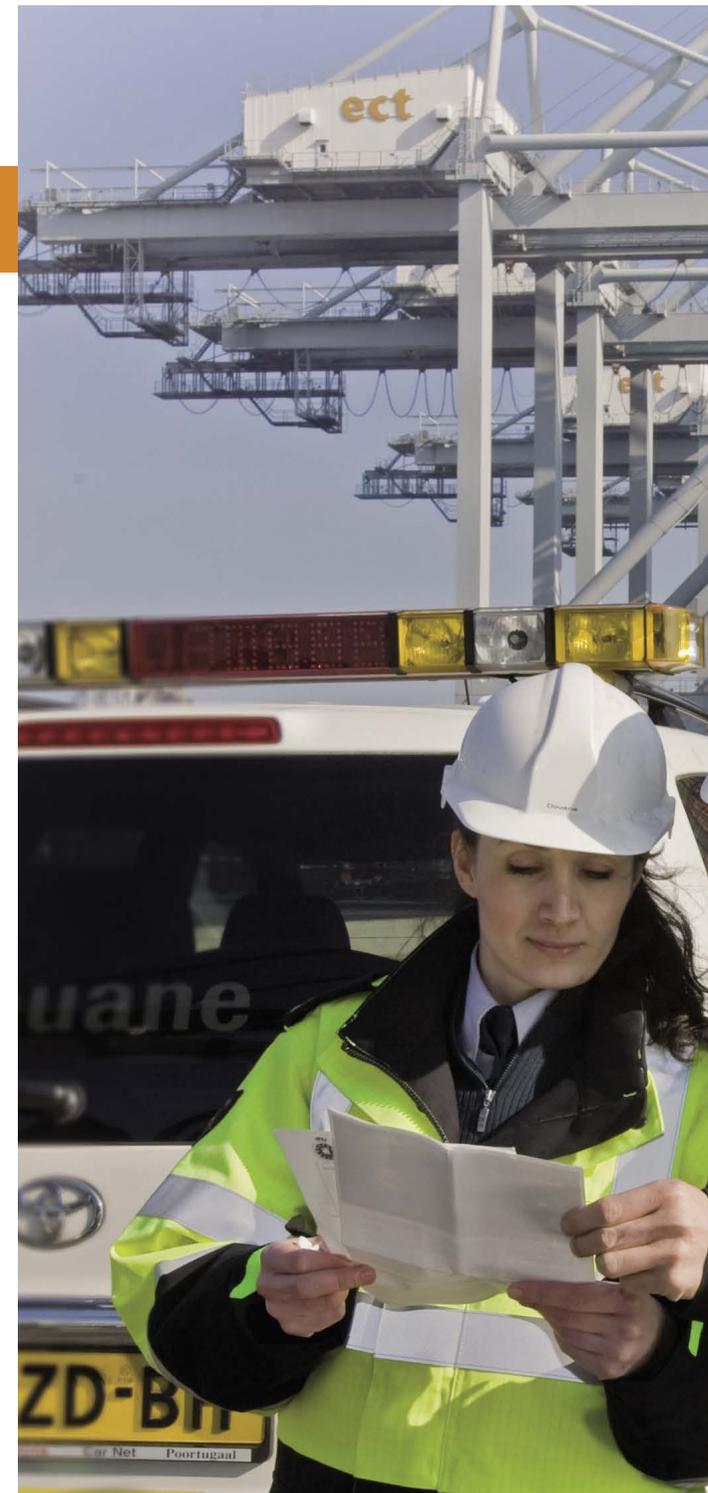
- ▶ How can we create a secure trade logistics environment through a system of controls?
- ▶ Which processes and procedures, governance structure of the customs function, and data management architectures are appropriate?
- ▶ The potential withdrawal of a certificate or permit can have a severe impact on the profitability of the business. How can you make companies more aware of the customs formalities, obligations and related risks, and get customs issues into the boardroom?

SOURCING AND PROCUREMENT; CORPORATE SOCIAL RESPONSIBILITY IN THE SUPPLY CHAIN

- ▶ How does corporate social responsibility affect the supply chain?
- ▶ How can we meet export restrictions and avoid trade with conflict areas?
- ▶ How can we improve working conditions and sustainability of cacao production?
- ▶ Why are customs-related decisions important for sourcing, including origin and valuation?

UNION CUSTOMS CODE

- ▶ What major changes are needed at European level to facilitate a proper implementation of the Union Customs Code?
- ▶ What kinds of systems are needed, and how do we make the transition?
- ▶ How can we integrate factors such as risk management and the underlying control philosophy in the various member states?
- ▶ How do we handle the costs of compliance monitoring, and how can governments be made aware of the reductions of administrative burdens?





THE THESIS PROJECT

You will explore and solve a real customs issue that is hindering your organisation from combining safety, security, trade facilitation and sustainability with compliance and efficiency.

Your project proposal must meet academic and practical objectives, as approved by a faculty member before you start your project. You will document your findings, solutions and next steps in a report, which you will present at a masterclass to your organisation's representatives and defend in front of a jury of academics and business leaders.

Are you interested in e-commerce, customs supervision or corruption in the customs domain? Then read the thesis report of some of our students. You can find them at the thesis repository of our programme: <https://thesis.eur.nl/col/7011>.

GENERAL INFORMATION

WHO SHOULD ATTEND?

You will benefit from the programme if you are a:

- ▶ customs professional working for a national customs authority, such as a customs officer, EDP auditor, client co-ordinator, legal advisor or policy maker, and involved in the supply chain of external border crossings or related logistics or IT compliance, who oversees all relevant aspects within the public or private domain
- ▶ consultant in accounting, law or international trade who needs to analyse relevant factors to set up an advisory board
- ▶ professional government agencies such as the food and health inspectorate or police department
- ▶ authorised economic operator (AEO) advisor
- ▶ specialist such as an IT auditor, trade lawyer, logistics optimisation expert, compliance officer, or tax specialist
- ▶ public official related to an inspection agency and working in the cross-border traffic of goods
- ▶ IT developer in the logistics and trade compliance industry
- ▶ professional in a stevedoring or shipping company, terminal operator or another organisation involved in international cross-border supply chains.

FORMAT

During the part-time Executive Master in Customs and Supply Chain Compliance programme you will analyse, discuss and find solutions to real challenges with other professionals and academics. The English-language programme demands around 15 – 20 hours of study time per week over a period of 3 years.

DATES

Please see our website for the programme dates.

WWW.RSM.NL/CUSTOMS

STRUCTURE

The part-time executive programme of 3 years consists of 11 modules, workshops, an integration project, and a customs and supply chain compliance thesis. The modules and workshops consist of two to five consecutive days of classes from Monday to Tuesday or Friday between 09:00 and 19:00 in Rotterdam. Each educational module covers a specific theme, and requires analytical, associative, social and leadership skills. The modules and workshops conclude with an assignment in which you will reflect on literature, explore activities in other organisations, relate your new experiences to issues in your own organisation, and make a plan for action in your own role.

IMMEDIATE VALUE

Given the rapid developments in international trade and demands concerning border management, this programme will generate immediate value for participants.

Our programme provides you with:

- ▶ an inspiring and challenging learning environment that enables you to operate at a senior level within your organisation and to make decisions in complex cases
- ▶ assignments that require you to oversee the various dimensions of customs and trade, including the legal, compliance, logistics and information aspects
- ▶ a learning methodology that allows you to acquire new insights and ideas, and that supports you in applying your learning to the activities of your organisation
- ▶ an integration project in which you learn how to integrate the various perspectives of customs, that requires you to collaborate across the boundaries of your organisations
- ▶ discussions about compliance and efficiency of customs in different organisations
- ▶ a customs and supply chain compliance thesis focusing on the challenges of your own organisation, and coaching by academic and business experts
- ▶ access to a network of international customs experts and leaders from academia and business that will enable you to keep up with the latest insights in international trade
- ▶ a Master of Science (MSc) in Customs and Supply Chain Compliance from Rotterdam School of Management, Erasmus University.

- ▶ lifelong membership of RSM's alumni network of more than 40,000 professionals worldwide. WWW.RSM.NL/ALUMNI

APPLICATION AND ADMISSION

The part-time Executive Master in Customs and Supply Chain Compliance is intended for people with an ambition to become customs leaders in international trade. The admissions procedure emphasises motivation, maturity and creativity, as well as a strong interest in international trade.

ELIGIBILITY AND REQUIREMENTS

To be considered for the programme, you should:

- ▶ have a minimum of three years of relevant work experience
- ▶ have affinity with supply chain management and IT or audit, and experience with customs
- ▶ provide an official transcript and certified copy of your undergraduate or graduate degree from a university or higher professional education institution (equivalent to Dutch hbo-level)
- ▶ non-native English-speaking candidates may be required to provide results of a TOEFL or IELTS test.

TUITION AND FINANCING

The fee for RSM's Part-time Executive Master in Customs and Supply Chain Compliance can be found on our website. The fee covers tuition costs and learning materials such as readers, cases and books. It does not include hotel accommodation, transport or parking fees. An initial, non-refundable registration deposit is required upon acceptance into the programme.

SCHOLARSHIPS AND STUDENT LOAN

At RSM we believe in and foster lifelong learning. Bachelor and master graduates from RSM and Erasmus University Rotterdam may apply for the RSM Lifelong Learning Scholarship and will be awarded a 10 per cent tuition fee waiver.

Connekt, the programme secretariat of the Top Sector Logistics, is making 25 scholarships available for this programme. Candidates that are admitted will be eligible to apply for a scholarship of € 5000. Successful applicants will be selected after submitting a letter of motivation and an interview. You can only apply for one scholarship. Please see our website for more information in these scholarships. Dutch students may be eligible for a student loan by DUO and its *Levenlanglerenkrediet*. Read more at www.duo.nl.

PROCEDURE

The registration deposit is payable when the application to the programme is accepted. The first instalment is payable at the start of the first module. The second instalment is payable 12 months after the start of the programme.

The deadline for submitting your application is eight weeks before the start of the programme. Your application can only be processed when all required documents have been received. We select candidates for intake interviews based on completed applications.

*For more information, please contact **Eugène Kerpen**, programme advisor of the Executive Master Customs and Supply Chain Compliance, via +31 10 408 2440 or ekerpen@rsm.nl.*

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