

Description of the educational programme (Study Units)

International Business

2026-2027

*Chapter 9 of the Education and Examination Regulations
for Bachelor degree programme*

Version July 2026

International Business – Study Units 2026-2027

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9.0 Curriculum overview

Structure of propaedeutic phase

The most recent overviews include Osiris codes. The other overviews show the old codes. For the new codes, please refer to the was-wordt list on Insite.

Programme for student cohorts that start the propaedeutic phase as of September 2026 and thereafter.

Year 1			
FOUSUS01 – Foundations of Sustainability 5 credits	DIGDAS01 – Digital and Data Skills for Business Professional 5 credits	BUSRES01 – Business Research 1 5 credits	INTINB01 - Introduction to International Business 5 credits
INTSCM01 - Introduction to Supply Chain Management 5 credits	BUSACC01 - Business Accounting 5 credits	PRIMAR01 – Principles of Marketing 5 credits	INTMAP01 – Introduction to Management Principles 5 credits
INTBUE01 - Introduction to Business English and Communication 5 credits	Foreign language DUTCHA01 (Dutch) or FRENCA01 (French) or GERMAA01 (German) or SPANIA01 (Spanish) 5 credits		
INTSKA01 – Interpersonal Skills for Professionals 1 5 credits	INTSKA02 – Interpersonal Skills for Professionals 2 5 credits		

Programme for student cohorts that start the propaedeutic phase as of September 2025 and thereafter.

A-cluster		B-cluster	
PROTHO01 - Project The Organisation- 2.5 credits	PROEXE01 - Project External environment 2.5 credits	PROTRI01 - Project Trends & Innovations 2.5 credits	PROJOP05 - Project Operations 2.5 credits
MANAGC12 – Management 1 2.5 credits	MARKEC04 – Marketing 1 2.5 credits	ECONOM01 - Economics 2.5 credits	MANAGC13 - Management 2 2.5 credits
ACCOFB02 - Accounting & Finance 2.5 credits	SUPCHM19- Supply Chain Management 2.5 credits	DIGIIN01 - Digital innovation 2.5 credits	ACCOFA29 - Accounting & Finance 2.5 credits
RESEAR30 – Research 1 2.5 credits	STATIS13 – Statistics 1 2.5 credits	RESEAR29 – Research 2 2.5 credits	STATIS14 – Statistics 2 2.5 credits
INTBUC02 - Introduction to Business Communication 2.5 credits	BUSICB52 - Business Communication 2.5 credits		
INTTAI01 - Introduction to AI 2.5 credits	Foreign language (DUTBSA01/DUTBSA02 (Dutch) or GERBSA01/GERBSA02 (German) or SPABSA01/SPABSA02 (Spanish) or FREBSA01/FREBSA02 (French)) 5 credits		
INTEAW06 – Intercultural Awareness 2.5 credits			

<u>LIFSKA01 – Life Skills Coaching</u> 2.5 credits	<u>LIFSKB01 – Life Skills Coaching</u> 2.5 credits
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Programme for student cohorts that start the propaedeutic phase as of September 2024 and thereafter.

A-cluster		B-cluster	
<u>PROTHO01 - Project The Organisation-</u> 2.5 credits	<u>PROEXE01 - Project External environment</u> 2.5 credits	<u>PROTRI01 - Project Trends & Innovations</u> 2.5 credits	<u>PROJOP05 - Project Operations</u> 2.5 credits
<u>MANAGC12 – Management 1</u> 2.5 credits	<u>MARKEC04 – Marketing 1</u> 2.5 credits	<u>ECONOM01 - Economics</u> 2.5 credits	<u>MANAGC13 - Management 2</u> 2.5 credits
<u>ACCOFB02 - Accounting & Finance</u> 2.5 credits	<u>SUPCHM19- Supply Chain Management</u> 2.5 credits	<u>DIGIIN01 - Digital innovation</u> 2.5 credits	<u>ACCOFA29 - Accounting & Finance</u> 2.5 credits
<u>RESEAR28 – Research 1</u> 2.5 credits	<u>STATIS13 – Statistics 1</u> 2.5 credits	<u>RESEAR29 – Research 2</u> 2.5 credits	<u>STATIS14 – Statistics 2</u> 2.5 credits
<u>INTBUC02 - Introduction to Business Communication</u> 2.5 credits		<u>BUSICB52 - Business Communication</u> 2.5 credits	
<u>INTTAI01 - Introduction to AI</u> 2.5 credits		<u>Foreign language (DUTBSA01/DUTBSA02 (Dutch) or GERBSA01/GERBSA02 (German) or SPABSA01/SPABSA02 (Spanish) or FREBSA01/FREBSA02 (French))</u> 5 credits	
<u>INTEAW06 – Intercultural Awareness</u> 2.5 credits			
<u>LIFSKA01 – Life Skills Coaching</u> 2.5 credits		<u>LIFSKB01 – Life Skills Coaching</u> 2.5 credits	

Programme for student cohorts that have started the propaedeutic phase as of February 2024.

A-cluster		B-cluster	
PROTHO01 - Project The Organisation 2.5 credits	PROEXE01 - Project External environment 2.5 credits	PROTRI01 - Project Trends & Innovations 2.5 credits	PROJOP05 - Project Operations 2.5 credits
MANAGC12 – Management 2.5 credits	MARKEC04 - Marketing 2.5 credits	ECONOM01 - Economics 2.5 credits	MANAGC13 - Management 2 2.5 credits
ACCOFB02 – accounting & Finance 2.5 credits	SUPCHM19 - Supply Chain Management 2.5 credits	DIGIIN01 - Digital innovation 2.5 credits	ACCOFA29 - Accounting & Finance 2.5 credits
STATIS13 - Statistics 2.5 credits	RESEAR28 - Research 2.5 credits	STATIS14 - Statistics 2 2.5 credits	RESEAR29 - Research 2.5 credits
INTBUC02 - Introduction to Business Communication 2.5 credits –		BUSICB51 - Business Communication 2.5 credits	
PROSOD01 – Problem solving and decision making 2.5 credits		Foreign language (DUTBSA01/DUTBSA02 (Dutch) or GERBSA01/GERBSA02 (German) or SPABSA01/SPABSA02 (Spanish) or FREBSA01/FREBSA02 (French)) 5 credits	
INTEAW06 – Intercultural Awareness 2.5 credits			
LIFSKA01 – Life Skills Coaching 2.5 credits		LIFSKB01 – Life Skills Coaching 2.5 credits	

Programme for student cohorts that have started the propaedeutic phase in February 2023 or September 2023.

A-cluster		B-cluster	
PROTHO01 - Project The Organisation 2.5 credits	PROEXE01 - Project External environment 2.5 credits	PROTRI01 - Project Trends & Innovations 2.5 credits	PROJOP05 - Project Operations 2.5 credits
MANAGC12 – Management 1 2.5 credits	MARKEC04 – Marketing 1 2.5 credits	ECONOM01 - Economics 2.5 credits	MANAGC13 - Management 2 2.5 credits
ACCOFB02 - Accounting & Finance 2.5 credits	SUPCHM19 - Supply Chain Management 2.5 credits	DIGIIN01 - Digital innovation 2.5 credits	ACCOFA29 - Accounting & Finance 2.5 credits
SATIS13 - Statistics 2.5 credits	RESEAR28 - Research 2.5 credits	STATIS14 - Statistics 2 2.5 credits	RESEAR29 - Research 2.5 credits
ENGLIS25 - English 2.5 credits		BUSICB51 - Business Communication 2.5 credits	
PROSOD01 – Problem solving and decision making 2.5 credits		FOREIGN language (DUTBSA01/DUTBSA02 (Dutch) or GERBSA01/GERBSA02 (German) or SPABSA01/SPABSA02 (Spanish) or FREBSA01/FREBSA02 (French)) 5 credits	
INTEAW06 – Intercultural Awareness 2.5 credits			
LIFSKA01 – Life Skills Coaching 2.5 credits		LIFSKB01 – Life Skills Coaching 2.5 credits	

Programme for student cohorts that have started the propaedeutic phase as of September 2019 up to and including September 2022.

A-cluster		B-cluster	
Project The Organisation 2.5 credits	Project External environment 2.5 credits	Project Trends & Innovations 2.5 credits	Project Operations 2.5 credits
Management 2.5 credits	Marketing (AMR) 2.5 credits	Economics (BEC) 2.5 credits	Management 2 2.5 credits
Accounting & Finance 2.5 credits	Supply Chain Management 2.5 credits	Digital innovation 2.5 credits	Accounting & Finance 2.5 credits
Statistics 2.5 credits	Research 2.5 credits	Statistics 2 2.5 credits	Research 2.5 credits
English 2.5 credits		Business Communication 2.5 credits	
Problem solving and decision making 2.5 credits		Foreign language (Dutch or French or German or Spanish) 5 credits	
Intercultural Awareness 2.5 credits			
Personal & Professional Development 2.5 credits		Personal and Professional Development 2.5 credits	

Programme for student cohorts that have started the propaedeutic phase as of February 2018 up to and including February 2019.

Semester 1		Semester 2	
AIO - <u>Project The Organisation</u> 2.5 credits	AEE - Project External environment 2.5 credits	BTI - Project Trends & Innovations 2.5 credits	BOS - Project Operations 2.5 credits
AMM - Management 2.5 credits	AMR - Marketing (AMR) 2.5 credits	BEC - Economics (BEC) 2.5 credits	BMM - Management 2 2.5 credits
AAF - Accounting & Finance 2.5 credits	ASC - Supply Chain Management 2.5 credits	BDI - Digital innovation 2.5 credits	BAF - Accounting & Finance 2.5 credits
AST - Statistics 2.5 credits	ARA - Research 2.5 credits	BST - Statistics 2 2.5 credits	BRS - Research 2.5 credits
AEN - English 2.5 credits		BEN - Business Communication 2.5 credits	
Foreign language (ACC FRA, ACC ESP, ACC DEU, ACC NED) 2.5 credits		Foreign language (BCC NED, BCC FRA, BCC DEU, BCC ESP) 2.5 credits	
APPD - Personal & professional development 2.5 credits		BPPD - Personal and professional development 2.5 credits	
AIA - Intercultural Awareness 2.5 credits		BCR - Creativity & critical thinking (BCR) 2.5 credits	

Structure of post-propaedeutic phase

There are thresholds in the main phase; see part 1, chapter 3.2.

Programme year 2 for student cohorts that start the post-propaedeutic phase in September 2025 and thereafter

Fulltime	Year 2 - 60 credits	
C-cluster	MARKSA12 Marketing & Sales 5 credits	
	ORGACH16 – Organisation & Change 5 credits	
	SUPCHM51 – Supply Chain Management 5 credits	
	FINANC25 - Finance 5 credits	
	INTEEC06 – International Economics 2,5 credits	
	DUTBSA03 / GERBSb03 / SPABSA03 / FREBSA03 2,5 credits	DUTBSA04 / GERBSb04 / SPABSA04 / FREBSA04 2,5 credits
	Elective – 2,5 EC – choose one out of the categories: 1. Broaden your horizon 2. Trends in business 3. Professional skills	
D-cluster	SUSINC01 – Sustainable Innovation 5 credits	
	DATINM09 – Data & Information Management 5 credits	
	DUTBSA05 / GERBSb05 / SPABSA05 / FREBSA05 2,5 credits	DUTBSA06 / GERBSb06 / SPABSA06 / FREBSA06 2,5 credits
	Elective – 2,5 EC – choose one out of the categories: 1. Broaden your horizon 2. Trends in business 3. Professional skills	

Programme year 2 for student cohorts that start the post-propaedeutic phase in September 2024 and their studies in September 2023.

Fulltime	Year 2 - 60 credits	
C-cluster	MARKSA12 Marketing & Sales 5 credits	
	ORGACH16 – Organisation & Change 5 credits	
	SUPCHM48 – Supply Chain Management 5 credits	
	FINANC25 - Finance 5 credits	
	INTEEC06 – International Economics 2,5 credits	
	DUTBSA03 / GERBSb03 / SPABSA03 / FREBSA03 2,5 credits	DUTBSA04 / GERBSb04 / SPABSA04 / FREBSA04 2,5 credits
	Elective – 2,5 EC – choose one out of the categories: 4. Broaden your horizon 5. Trends in business 6. Professional skills	

Fulltime	Year 2 - 60 credits				
C-cluster	MARKSA12 Marketing & Sales 5 credits				
	ORGACH16 – Organisation & Change 5 credits				
	SUPCHM51 – Supply Chain Management 5 credits				
	FINANC25 - Finance 5 credits				
	INTEEC06 – International Economics 2,5 credits				
	DUTBSA03 / GERBSB03 / SPABSA03 / FREBSA03 2,5 credits		DUTBSA04 / GERBSB04 / SPABSA04 / FREBSA04 2,5 credits		
	Elective – 2,5 EC – choose one out of the categories: 7. Broaden your horizon 8. Trends in business 9. Professional skills				
D-cluster	SUSINC01 – Sustainable Innovation 5 credits				
	DATINM09 – Data & Information Management 5 credits				
	DUTBSA05 / GERBSB05 / SPABSA05 / FREBSA05 2,5 credits		DUTBSA06 / GERBSB06 / SPABSA06 / FREBSA06 2,5 credits		
	Elective – 2,5 EC – choose one out of the categories: 4. Broaden your horizon 5. Trends in business 6. Professional skills				
	Depending on the graduation specialisation chosen***:				
	<i>Marketing & Sales</i>	<i>Organisation and Change</i>	<i>Finance</i>	<i>Supply Chain Management</i>	<i>Generic route / no specialisation</i>
	INTMAM01 – International Marketing Management Strategies 5 credits	INTECH01 – Internal Change 5 credits	ACCOFA32 – Accounting and Finance 5 credits	SUSTHS01 – Sustainability in the supply chain 5 credits	D-cluster SCM or FIN or O&C or M&S****
SELSAC03 – Selling and Sales Consulting 5 credits	ORGACH08 – Organisational Change 5 credits	ADVFA01 – Advanced Financial Accounting and Reporting 5 credits	LEASIS04 – Lean Six Sigma 5 credits		

Programme year 2 for student cohorts that started the post-propaedeutic phase in February 2024 and started their studies in September 2022 or thereafter.

Fulltime	Year 2 - 60 credits
C-cluster	MARKSA10 Marketing & Sales 5 credits
	ORGACH15 – Organisation & Change 5 credits
	SUPCHM46 – Supply Chain Management 5 credits
	FINANC23 - Finance 5 credits
	INTEEC06 – International Economics 2,5 credits

	DUTBSA03 / GERBSB03 / SPABSA03 / FREBSA03 2,5 credits	DUTBSA04 / GERBSB04 / SPABSA04 / FREBSA04 2,5 credits
	Elective – 2,5 EC – choose one out of the categories: 10. Broaden your horizon 11. Trends in business 12. Professional skills	

Programme year 2 for student cohorts that started the post-propaedeutic phase in September 2023 and their studies in September 2022.

Fulltime	Year 2 - 60 credits					
C-cluster	MARKSA10 Marketing & Sales 5 credits					
	ORGACH15 – Organisation & Change 5 credits					
	SUPCHM24 – Supply Chain Management 5 credits					
	FINANC23 - Finance 5 credits					
	INTEEC06 – International Economics 2,5 credits					
	DUTBSA03 / GERBSA03 / SPABSA03 / FREBSA03 2,5 credits		DUTBSA04 / GERBSA04 / SPABSA04 / FREBSA04 2,5 credits			
	Elective – 2,5 EC – choose one out of the categories: 13. Broaden your horizon 14. Trends in business 15. Professional skills					
D-cluster	SUSINC01 – Sustainable Innovation 5 credits					
	DATINM09 – Data & Information Management 5 credits					
	DUTBSA05 / GERBSA05 / SPABSA05 / FREBSA05 2,5 credits		DUTBSA06 / GERBSA06 / SPABSA06 / FREBSA06 2,5 credits			
	Elective – 2,5 EC – choose one out of the categories: 7. Broaden your horizon 8. Trends in business 9. Professional skills					
	Depending on the graduation specialisation chosen***:					
	<i>Marketing & Sales</i>	<i>Organisation and Change</i>	<i>Finance</i>	<i>Supply Chain Management</i>	<i>Generic route / no specialisation</i>	
	INTMAM01 – International Marketing Management Strategies 5 credits	INTECH01 – Internal Change 5 credits	ACCOFA32 – Accounting and Finance 5 credits	SUSTHS01 – Sustainability in the supply chain 5 credits	D-cluster SCM or FIN or O&C or M&S****	
	SELSAC03 – Selling and Sales Consulting 5 credits	ORGACH08 – Organisational Change 5 credits	ADVIFA01 – Advanced Financial Accounting and Reporting 5 credits	LEASIS04 – Lean Six Sigma 5 credits		
	During C- and D-cluster*	Students started C-cluster in September 2023 or before: DPPD – Personal and Professional Development – 2,5 credits. You start this study unit in C-cluster and you finish it in D-cluster. Credits will be obtained in D-cluster.				
		Students starting C-cluster in February 2024 or thereafter:				

	Life skills coaching – 2,5 credits. You start this study unit in C-cluster and you finish it in D-cluster. Credits will be obtained in D-cluster.
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Programme year 2 for student cohorts that started the post-propaedeutic phase in September 2022 until September 2023.

Fulltime		Year 2 - 60 credits				
C-cluster		CMRS Marketing & Sales 5 credits				
		COR – Organisation & Change 5 credits				
		CSCM – Supply Chain Management 5 credits				
		CAF - Finance 5 credits				
		CEC – International Economics 2,5 credits				
D-cluster		DSI – Sustainable Innovation 5 credits				
		DPPD – Personal and professional Development 2,5 credits				
		DDI – Data & Information Management 5 credits				
		Depending on the graduation specialisation chosen***:				
		Marketing & Sales	Organisation and Change	Finance	Supply Chain Management	No Specialisation
		DMRS1 – International Marketing Management Strategies 5 credits	DOR1 – Internal Change 5 credits	DAF1 – Accounting and Finance 5 credits	DSCM1 – Sustainability in the supply chain 5 credits	D-cluster SCM or FIN or O&C or M&S****
DMRS2 – Selling and Sales Consulting 5 credits	DOR2 – Organisationa l Change 5 credits	DAF2 – Advanced Financial Accounting and Reporting 5 credits	DSCM 2 – Lean Six Sigma 5 credits			
During C- and D-cluster*	NED/DEU/ES P/ FRA 2,5 credits	Choice 1 out of the Elective group “Trends in Business”** 2,5 credits				
	NED/DEU/ES P/ FRA 2,5 credits	Choice 2 out of the Elective group “Trends in Business”** 2,5 credits				
		NED/DEU/ES P/ FRA 2,5 credits	Choice 1 out of the Elective group Professional skills** 2,5 credits			
		NED/DEU/ES P/ FRA 2,5 credits	Choice 2 out of the Elective group Professional skills** 2,5 credits			
		Choice 1 out of the Free Electives ** “broaden your horizon” or out of “Trends in Business” or out of Professional skills 2,5 credits				
		Choice 2 out of the Free Electives ** “broaden your horizon” or out of “Trends in Business” or out of Professional skills 2,5 credits				

See page below current curriculum overview for an overview of which electives can be chosen.

* Students who start their studies in A-cluster in September 2022 will have a different second year when it comes to electives and languages. All students will follow their foreign language until D-cluster (included). Students will choose 2 electives in their second year. The requirements regarding the different categories of electives will disappear.

** The choices of the electives group “Trends in Business” and “Personal Skills” are related to the IB Programme Learning Outcomes, which are compulsory for the nationwide IB exit qualifications. The free electives are not related to the IB PLO’s.

*** It is also possible not to specialise. In that case you get a diploma without specialisation.

**** For students who choose M&S for D-cluster in the generic route in February 2022, 5 EC languages is obligatory.

Programme year 2 for student cohorts that started the post-propaedeutic phase in February 2019 or September 2021.

September 2021.

Fulltime	Year 2 - 60 credits					
C-cluster	CMRS Marketing & Sales 5 credits					
	COR – Organisation & Change 5 credits					
	CSCM – Supply Chain Management 5 credits					
	CAF - Finance 5 credits					
	CEC – International Economics 2,5 credits					
D-cluster	DSI – Sustainable Innovation 5 credits					
	DPPD – Personal and professional Development 2,5 credits					
	DDI A or DDI B – Data & Information Management 5 credits					
	Depending on the graduation specialisation chosen**:					
	Marketing & Sales	Organisation and Change	Finance	Supply Chain Management	No Specialisation	
	DMRS1 – Internati onal Marketin g Manage ment Strategi es 5 credits	DOR1 – Internal Change 5 credits	DAF1 – Accounting and Finance5 credits	DSCM1 – Sustainability in the supply chain. 5 credits	D-cluster SCM or FIN or O&C or M&S***	
	DMRS2 – Selling and Sales Consulti ng 5 credits	DOR2 – Organisational Change 5 credits	DAF2 – Advanced Financial Accounting and Reporting 5 credits	DSCM 2 – Lean Six Sigma 5 credits		
	During C- and D- cluster	NED/DEU/ES P/ FRA 2,5 credits	Choice 1 out of the Elective group “Trends in Business” * 2,5 credits			
		NED/DEU/ES P/ FRA 2,5 credits	Choice 2 out of the Elective group “Trends in Business” * 2,5 credits			
		NED/DEU/ESP/ FRA 2,5 credits	Choice 1 out of the Elective group Professional skills* 2,5 credits			
NED/DEU/ESP/ FRA 2,5 credits		Choice 2 out of the Elective group Professional skills* 2,5 credits				
Choice 1 out of the Free Electives * ”broaden your horizon” or out of “Trends in Business” or out of Professional skills 2,5 credits						
Choice 2 out of the Free Electives “broaden your horizon” or out of “Trends in Business” or out of Professional skills 2,5 credits						

* The choices of the electives group "Trends in Business" and "Personal Skills" are related to the IB Programme Learning Outcomes, which are compulsory for the nationwide IB exit qualifications. The free electives are not related to the IB PLO's.

Programme year 3

Year 3	E-cluster	F-cluster
60 credits	Minor 30 credits or E cluster Pre-master Tilburg – 30 credits or E-Cluster HAN Minor, validated by IB exam board 30 credits	THIIBA01 /THIIBN01– Third year Internship 30 credits

Programme year 4 for student cohorts that started the post-propaedeutic phase in February 2025 or thereafter.

Phase in February 2020 or March 2020

Year 4					
G-cluster 30 EC	Professional Development and Research (PRODER04) 10 EC				
	<i>Marketing & Sales*</i>	<i>Organisation & Change*</i>	<i>Finance*</i>	<i>Supply Chain Management*</i>	<i>No specialisation</i>
	MARINT01 – Marketing Innovative and Technology 5 EC	PROJMA11 – Project Management 5 EC	ENTRIM01 – Enterprise Risk Management 5 EC	OPERMB04 – Operations Management 5 EC	G-cluster SCM or FIN or O&C or M&S
	STRMAE01 – Strategic Marketing Entrepreneurship and Sustainability 5 EC	ORGADE03 – Organisational Development 5 EC	INTFIM01 – International Financial Management 5 EC	PROVEM01 – Procurement and Vendor Management 5 EC	
	ENTRSE03 – Entrepreneurial Selling 5 EC	INTHUR11 – International Human Resource Management 5 EC	DATAAN02 – Data Analytics 5 EC	SALOPP01 – Sales and Operations Planning 5 EC	
	Choice 1 out of the Free Electives * broaden your horizon* or out of “Trends in Business” or out of Professional skills 2,5 EC				
	Choice 2 out of the Free Electives * broaden your horizon* or out of “Trends in Business” or out of Professional skills 2,5 EC				
H-cluster 30 EC	GIFINA01 / GIFINN01 / GIMASA01 / GIMASN01 / GISCMA01 / GISCNM01/ GIORCA01 / GIORCN01 – Graduation Internship				

*These Study Units need to be taken to obtain a specialization in the mentioned field.

Programme year 4 for student cohorts that started the post-propaedeutic phase in February 2021 or thereafter.

Year 4					
G-cluster 30 EC	Professional Development and Research (PRODER03) 10 EC				
	<i>Marketing & Sales*</i>	<i>Organisation & Change*</i>	<i>Finance*</i>	<i>Supply Chain Management*</i>	<i>No specialisation</i>
	MARINT01 – Marketing Innovative and Technology 5 EC	PROJMA11 – Project Management 5 EC	ENTRIM01 – Enterprise Risk Management 5 EC	OPERMB04 – Operations Management 5 EC	G-cluster SCM or FIN or O&C or M&S
	STRMAE01 – Strategic Marketing Entrepreneurship and Sustainability 5 EC	ORGADE03 – Organisational Development 5 EC	INTFIM01 – International Financial Management 5EC	PROVEM01 – Procurement and Vendor Management 5 EC	
	ENTRSE01 – Entrepreneurial Selling 5 EC	INTHUR11 – International Human Resource Management 5 EC	DATAAN02 – Data Analytics 5 EC	SALOPP01 – Sales and Operations Planning 5 EC	
	Choice 1 out of the Free Electives * broaden your horizon* or out of “Trends in Business” or out of Professional skills 2,5 EC				
	Choice 2 out of the Free Electives * broaden your horizon* or out of “Trends in Business” or out of Professional skills 2,5 EC				
H-cluster 30 EC	GRADIN07 / GRADIN17 – Graduation Internship				

*These Study Units need to be taken to obtain a specialization in the mentioned field.

Overview of Electives

Elective group Professional Skills	Elective Group Trends in Business	Broaden your horizon
Dutch for Business 3: Internship in the Netherlands	Gamification (EGM)	Portfolio Management (EPM)
Dutch for Business 4: Job interview: cover letter & CV	International Consumer Behaviour (ECB)	Creating your own Start-up (ESU)
French for Business 3: Business Meetings	Circular Economy (ECE)	E-fulfillment (EEF)
French for Business 4: Online Communication	Blockchain in International Business (EBC)	Trendwatching (ETR)
Spanish for Business 3: To find a job	Supply Chain Finance (ESC)	International Sales Contracts (EIS)
Spanish for Business 4: To enter the market	Brand, Strategy and Design (EBSD)	
German for Business 3: Companies, Products, Markets.		
German for Business 4: Professional contacts		
Dutch for Business 5: Telephoning and Business Presentations		
Dutch for Business 6: Business Meetings and Negotiations		
Dutch for Business 7: Communicating effectively in Dutch business and society		
Dutch for Business 8: Communicating effectively in Dutch business and society		
French for Business 5: Job application and Business Culture		
French for Business 6: Telephone French		
French for Business 7: French Business Negotiations		
French for Business 8: French Company analysis & consulting		
Spanish for Business 5: Online Communication		
Spanish for Business 6: The External Environment		
Spanish for Business 7: How to use Spanish in business negotiations		
Spanish for Business 8: How to use Spanish in business research		
German for Business 5B: The Working World & Job Application		
German for Business 6B: Marketing		
Special: Trade Fairs		
German for Business 7: Business Research		
German for Business 8: Current Business Topics in D-A-CH		
Get Hired! (ECD)		
Excel (EEXC)		
Business Decision Making (EBDM)		
Crossing Borders without crossing borders (ECBW)		
Value creation from data (from EVC)		
Advanced Quantitative Methods (EAQT)		
Consulting and Coaching (ECAC)		

Next to the electives listed above, students are allowed to take one or more courses from the specialisation they didn't choose.

Programme year 4 for student cohorts that started G-cluster before February 2021.

Year 4	G-cluster	H-cluster
60 credits	<u>Professional Development and Research (GPR)</u> 10 credits	<u>Graduation Internship (HGI)</u> 30 credits
	<u>Digital Transformation (GDT)</u> 5 credits	
	<u>Sustainability and Ethics (GSE)</u> 5 credits	
	<u>Organisational Change (GOC)</u> 5 credits	
	<u>Entrepreneurship and Innovation (GEI)</u> 5 credits	

Programme year 2, 3 and 4 for student cohorts that started the post-propaedeutic phase in February 2018 or September 2018.

Year 2*	C-cluster	D-cluster
60 credits	<u>International Enterprise - CEN</u> 7.5 credits	<u>Research Topics- DRU</u> 7.5 credits
	<u>Personal Development – CPD</u> 2.5 credits	<u>Research Project – DPR</u> 7.5 credits
	<u>International Business Modules – CBM</u> 7.5 credits	<u>Marketing Planning and Budgeting - DPB</u> 7.5 credits
	<u>Environment - CEV</u> 5 credits	<u>International Communication and Culture II ICC2</u> <u>DCB/DCD/DCG/DCF/DCS^[1]</u> 7.5 credits
	<u>International Communication and Culture I – ICC1 CCB/CCD/CCF/CCG/CCS^[2]</u> 7.5 credits	
Year 3	E-cluster	F-cluster
60 credits	<u>Minor / Study Abroad - ESA</u> 30 credits or E cluster Pre-master Tilburg – 30 credits Or E-Cluster HAN Minor, validated by IB exam board 30 credits	<u>Placement Abroad - FPA</u> 30 credits
Year 4	G-cluster	H-cluster
60 credits	<u>Professional Development and Research (GPR)</u> 10 credits	<u>Graduation Internship (HGI)</u> 30 credits
	<u>Digital Transformation (GDT)</u> 5 credits	
	<u>Sustainability and Ethics (GSE)</u> 5 credits	
	<u>Organisational Change (GOC)</u> 5 credits	
	<u>Entrepreneurship and Innovation (GEI)</u> 5 credits	

* The study units of the second year will no longer be offered in the 2020-2021 academic year. Exams and modular exams of the second year will still be offered, see for more information TER IB 2019-2020 Chapter 11.5 (appendix 2) and for a description of the old study programme of the second year part 3 of the 2018-2019 IB Degree Statute.

Programme for student cohorts that started the post-propaedeutic phase before February 2018

Fulltime		
Year 2	C-cluster	D-cluster
60 credits	<u>International Enterprise - CEN</u> 7.5 credits	<u>Research Topics- DRU</u> 7.5 credits
	<u>Personal Development – CPD</u> 2.5 credits	<u>Research Project – DPR</u> 7.5 credits
	<u>International Business Modules – CBM</u> 7.5 credits	<u>Marketing Planning and Budgeting - DPB</u> 7.5 credits
	<u>Environment - CEV</u> 5 credits	<u>International Communication and Culture II ICC2</u> <u>DCB/DCD/DCG/DCF/DCS^[3]</u> 7.5 credits
	<u>International Communication and Culture I – ICC1 CCB/CCD/CCF/CCG/CCS^[4]</u> 7.5 credits	
Year 3	E-cluster	F-cluster
60 credits	<u>Minor / Study Abroad - ESA</u> 30 credits	<u>Placement Abroad - FPA</u> 30 credits
	or E cluster Pre-master Tilburg – 30 credits Or E-Cluster HAN Minor, validated by IB exam board 30 credits	
Year 4	G-cluster Start September 2017	H-cluster
60 credits	▼ Or ▼	<u>Graduation Assignment - HGA</u> 30 credits
	<u>Culture - GCU</u> 7.5 credits	
	<u>Chinese economy MAS-CE</u> 7.5 credits	
	<u>Strategy 1 - GST1</u> 7.5 credits	
	<u>Integrated Assignment MAS-IA</u> 7.5 credits	
60 credits	<u>Strategy 2 – GST2</u> 7.5 credits	<u>SU (MAS) International Marketing Logistics & Finance</u> 7.5 credits
	<u>Demand Chain Management - GCH</u> 7.5 credits	
60 credits	<u>SU (MAS) Personal leadership & Cultural awareness</u> 7.5 credits	

^[1] ICC2 consists of five parts of whom two parts must be followed. DCB is obligatory and from DCD/DCF/DCG/DCS one course must be chosen.

^[2] ICC1 consists of five parts of whom two parts must be followed. CCB is obligatory and from CCD/CCF/CCG/CCS one course must be chosen.

^[3] ICC2 consists of five parts of whom two parts must be followed. DCB is obligatory and from DCD/DCF/DCG/DCS one course must be chosen.

^[4] ICC1 consists of five parts of whom two parts must be followed. CCB is obligatory and from CCD/CCF/CCG/CCS one course must be chosen.

9.1 Description of the educational programme

9.1.1 Propaedeutic phase

B-cluster

Programme for student cohorts that started the propaedeutic phase in February 2026 or before.

ACCOFA29 - A&F 2 - Managerial Accounting

1. General information	
Long English name of course	Accounting & Finance 2 - Managerial Accounting
Short English name of course	A&F 2 - Managerial Accounting
Course code	ACCOFA29
Degree programme and cluster	IB B-cluster
Teaching period	P1 and P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	Financial accounting

2. Content and organisation	
Professional task	Junior operations manager
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW07: Produce management information from various data sources in an international business environment LW09: Respond appropriately to an unfamiliar, or unexpectedly changing, business environment TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives TWM19: Recommend financing possibilities in a dynamic international environment TWM23: Assess the impact of change on the organisation
General description	The module will introduce basic theories and concepts of costs accounting.
Cohesion	With project Operations, with Data and Information Management.
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	ISBN 9781787267855, CU - HAN financial and cost accounting 2018 Online resources for working with datasets will be shared on Brightspace.

Required software / required materials	N.A.
Extra contributions	N.A.
3. Examination	
ACCOFA29_T01	Written exam (BYOD) - Accounting & Finance 2

Exam code: ACCOFA29_T01 (Written exam (BYOD) - Accounting & Finance 2)	
Name (modular) exam	Written exam (BYOD) - Accounting & Finance 2
Code (modular) exam	ACCOFA29_T01
Assessment criteria	The student: - Identifies cost terms and purposes; - Discusses cost volume profit analysis; - Demonstrates different costing methods; - Reports results in an understandable way; - Prepares budgets; - Analyses variances.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator, bilingual paper dictionary
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

DIGIIN01 - Digital Innovation

1. General information	
Long English name of course	Digital Innovation
Short English name of course	Digital Innovation
Course code	DIGIIN01
Degree programme and cluster	IB B-cluster
Teaching period	P1 and P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	Junior Business Analyst Assisting with the development and preparation of the organisation's strategy and general business planning.
Exit qualifications / Programme Learning Outcomes (PLO)	WT02: Create innovative ideas in a changing business environment in a systematic fashion LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM17: Incorporate developments of the digital landscape in a marketing strategy TWM23: Assess the impact of change on the organisation
General description	This module aims at getting students familiar with today's (digital) trends and innovations; as well as understanding the broader implications for organisations (e.g. business models). Students will be able to identify digital trends and innovations; for marketing, operations, productions and fulfilment.
Cohesion	Parts of the theories taught in this SU will be applied in the project Trends & Innovations.
Mandatory participation	Active participation and presence is highly recommended
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture
Required literature / description of learning material	Berry, M., Sikkenga, B., Berry, M., & Visser, M. (2023). Digital Marketing Fundamentals (3rd ed.). Wolters - Noordhoff. ISBN: ISBN 9789001016043
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

DIGIIN01_T01	Written exam (BYOD) - Digital Innovation
Exam code: DIGIIN01_T01 (Written exam (BYOD) - Digital Innovation)	
Name (modular) exam	Written exam (BYOD) - Digital Innovation
Code (modular) exam	DIGIIN01_T01
Assessment criteria	The student: Identifies and assesses today's digital trends and innovations. (TWM17) Identifies, recognizes and analyzes developments that shape marketing and sales strategies within organisations. (TWM17) Identifies and recognizes the influence of digital technologies on fulfilment, operations and productions within organisations. (TWM23) Identifies and recognizes digital transformational changes within existing organisations. (WT2)
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	90 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.
Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

ECONOM01 - Economics 1

1. General information	
Long English name of course	Economics 1
Short English name of course	Economics 1
Course code	ECONOM01
Degree programme and cluster	IB B-cluster
Teaching period	P1 and P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	Junior Business Analyst
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development
General description	The forces that determine economic developments in the long run are studied, as well as cyclical developments. Attention will be paid to the processes of income creation, income distribution and income spending, and to the way these processes are affected by factor markets and by the government.
Cohesion	Parts of the theory taught in this SU will be applied in the project Trends & Innovations.
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture
Required literature / description of learning material	Required materials (theory, questions, PPT) can all be found on Brightspace, and from a free accessible online source, The Economy, that can be found at: www.core-econ.org . Which parts from The Economy should be studied is described on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ECONOM01_T01	Written exam (BYOD) - Economics 1

Exam code: ECONOM01_T01 (Written exam (BYOD) - Economics 1)	
Name (modular) exam	Written exam (BYOD) - Economics 1
Code (modular) exam	ECONOM01_T01
Assessment criteria	The student: - Identifies elements of GDP and related concepts;

	- Identifies, recognizes and describes factors that affect long - run economic growth; - Identifies recognizes and describes factors that affect the business cycle; - Explains the role of labour markets and financial markets in facilitating economic growth; - Explains the working of monetary policy and identifies monetary policy tools; - Explains the working of fiscal policy and identify fiscal policy tools; - Assesses the effects of macroeconomic developments on business conditions.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator, bilingual paper dictionary
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

BUSICB52- Business Communication 1

1. General information	
Long English name of course	Business Communication 1
Short English name of course	Business Communication 1
Course code	BUSICB52
Degree programme and cluster	IB and CS B-cluster
Teaching period	S1
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	Trends & Innovations Operations
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience
General description	In this module, that spans both periods, students will be trained in business communication skills. Students learn new business vocabulary and useful phrases so they can strike the right tone in formal, informal written and oral communication in their (future) every day work.
Cohesion	Professional products from projects in the B-Cluster are used as business context
Mandatory participation	Yes, for both Speaking and Writing
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Reader: Business Communication BUSICB
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
BUSICB52_T01	Oral assignments - Business Communication 1
BUSICB52_T02	Written Exam (BYOD) - Business Communication 1

Exam code: BUSICB52_T01 (Oral assignments - Business Communication 1)	
Name (modular) exam	Oral assignments - Business Communication 1
Code (modular) exam	BUSICB52
Assessment criteria	Speaking CEFR level C1

	The student is assessed on oral skills through continuous assessment, based on oral assignments in class.
Exam format	Oral assignments in class
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	Notes
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Exam code: BUSICB52_T02 (Written Exam (BYOD) - Business Communication 1)	
Name (modular) exam	Written Exam (BYOD) - Business Communication 1
Code (modular) exam	BUSICB52_T02
Assessment criteria	Vocabulary and Writing The student reproduces the meaning of selected business - related language based on 10 business texts, vocabulary and uses correct grammar in written communication, set in a business context, at CEF level B2 - C1.
Exam format	Written Exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

LIFSKB01 - Life Skills Coaching 2

1. General Information	
Long English name of course	Life Skills Coaching 2
Short English name of course	Life Skills Coaching 2
Course code	LIFSKB01
Degree programme and cluster	IB and CS B-cluster
Teaching period	S1
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 20 hours Expected self-study time: 50 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	Develop personally and in your role as future young professional
Exit qualifications / Programme Learning Outcomes (PLO)	LW08: Express reflections on one's personal development with the aim of personal growth
General description	In this life skills coaching module we help you shape your own development; as a person and in your role as a future young professional You will be able to closely connect with your peers You will come to understand which attitude, knowledge and skills are needed to be a happy and successful future young professional. We will provide training and tools to: - connect with your classmates, lecturers and the school - set (SMART) goals for yourself - give and receive feedback in a group setting - get to know yourself better (what are my talents and interests, how do I make decisions, how do I negotiate & persuade) - organise & plan your work During individual meetings with your student coach, you are invited to discuss your development and growth.
Cohesion	N.A.
Mandatory participation	Yes. Students need to join the classes to be able to achieve and prove personal growth. They learn from the interaction in the classroom and the feedback they receive there. Active participation is conditional for their development as a future young professional.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Life skills coaching student workbook
Required software / required materials	N.A.

Extra contributions	N.A.
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3. Examination	
LIFSKB01_T01	Criterion based interview

Exam code: LIFSKB01_T01 (Criterion based interview - life skills coaching 2)	
Name (modular) exam	Criterion based interview - life skills coaching 2
Code (modular) exam	LIFSKB01_T01
Assessment criteria	The student proves they have developed in their role as a future young professional, based on the following criteria: - Entrepreneurial behaviour; - Collaboration skills; - Intercultural awareness; - Reflection skills; - Investigative attitude. Condition for assessment: Entry requirement for the Criterion Based Interview (CBI) is a completed development canvas
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	10 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Contact student coach
Other info	Interview based on student's development canvas

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

MANAGC13 - Management 2

1. General information	
Long English name of course	Management 2
Short English name of course	Management 2
Course code	MANAGC13
Degree programme and cluster	IB B-cluster
Teaching period	P1 and P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Minimum: students have attended Management 1 module. A passed Management 1 exam is desirable but not mandatory for starting Management 2.
Prior knowledge	

2. Content and organisation	
Professional task	Junior operations manager
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion LW09: Respond appropriately to an unfamiliar, or unexpectedly changing, business environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM20: Evaluate operations processes within and between organisations TWM21: Manage operations processes within and between organisations TWM23: Assess the impact of change on the organisation
General description	The module will introduce basic theories and concepts on operations management. This SU focuses on Management Practices, Motivation, and Leadership.
Cohesion	Theories of this module will be applied in the project Operations
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture
Required literature / description of learning material	Robbins, S., & Coulter, M. (2021). Management, Global Edition (15th edition). Pearson Education Limited. ISBN: 978 - 1 - 292 - 34088 - 3.
Required software / required materials	Pearson MyLab Management (see book)
Extra contributions	N.A.

3. Examination	
MANAGC13_T01	Written exam (BYOD) - Management 2

Exam code: MANAGC13_T01 (Written exam (BYOD) - Management 2)	
Name (modular) exam	Written exam (BYOD) - Management 2
Code (modular) exam	MANAGC13_T01
Assessment criteria	The student: - Identifies non - value added activities in a process - Recognizes variability in a process and its importance for the output - Remembers different classical and modern approaches to operations management - Illustrates a process using generally accepted methods - Identifies bottlenecks by applying principles from theory of constraints - Discusses different motivational theories Identifies leadership styles and influencing methods
Exam format	Written Exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	90 minutes
Permitted resources / aids	Bilingual paper dictionary
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	Multiple choice exam

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

PROJOP05 - Project Operations

1. General information	
Long English name of course	Project Operations
Short English name of course	Project Operations
Course code	PROJOP05
Degree programme and cluster	IB B-cluster
Teaching period	P1 and P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 42 hours Expected self-study time: 28 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	Junior operations manager
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals LW08: Express reflections on one's personal development with the aim of personal growth TWM20: Evaluate operations processes within and between organisations TWM23: Assess the impact of change on the organisation
General description	The module lets students experience business processes with the objective of analyzing and improving them.
Cohesion	Theory from Finance, Statistics and Management classes is applied
Mandatory participation	Attendance is mandatory because ALL activities take place during class time. One missed class is acceptable.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	N.A.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
PROJOP05	Presentation - Project Operations

Exam code: PROJOP05 (Presentation - Project Operations)	
Name (modular) exam	Presentation- Project Operations
Code (modular) exam	PROJOP05
Assessment criteria	The student: - Describes how theory from other modules is applied in the project - Reflects on his/her role in various situations during project work, including comments on effectiveness of actions - Illustrates opportunities for improvement of his/her role, individually and as a team collaborator - Illustrates learning insights and challenges Condition for assessment: You can miss only one session of the project. All assignments must have been handed in.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	15 minutes
Permitted resources / aids	N/A
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Immediately following presentation
Other info	

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

RESEAR29 - Research 2

1. General information	
Long English name of course	Research 2
Short English name of course	Research 2
Course code	RESEAR29
Degree programme and cluster	IB B-cluster
Teaching period	P1 and P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 15 hours Expected self-study time: 55 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	Understanding of the research cycle and how to do desk research.

2. Content and organisation	
Professional task	Junior Business Analyst
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW07: Produce management information from various data sources in an international business environment TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	Students will be introduced to various field research techniques and methods including the benefits and downsides of each. Some of these techniques will have to be applied in the project module.
Cohesion	Follow up on ARA-RES. Linked to BTI-PTI
Mandatory participation	Mandatory participation because during the courses interaction between lecturers and students will take place for feedback/feedforward.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Saunders, M. N. K., Thornhill, A., & Lewis, P. (2019). Research Methods for Business Students (Most Recent Edition). Pearson Education. 9781292402727
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
RESEAR29_T01	Portfolio - Research 2

Exam code: RESEAR29_T01 (Portfolio - Research 2)	
Name (modular) exam	Portfolio - Research 2
Code (modular) exam	RESEAR29_T01

Assessment criteria	Student discusses field research concepts. Student demonstrates the ability to do field research. Student illustrates the ability to critically reflect on the field research process. Student presents measured conclusions and recommendations based on methodologically sound analysis of primary data and in a format targeted to a professional business audience. Condition for assessment: - Participation in 4 of 5 class sessions; - Participation during presentations week 6; - Passing all knowledge quizzes; - Submission of a complete portfolio.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group, Individual
Assessment periods	P1, P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

STATIS14 - Statistics 2

1. General information	
Long English name of course	Statistics 2
Short English name of course	Statistics 2
Course code	STATIS14
Degree programme and cluster	IB B-cluster
Teaching period	P1 and P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	Junior operations manager
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW07: Produce management information from various data sources in an international business environment
General description	Students learn the basics of inferential statistics and learn how to analyze data in Excel. Several of these statistical techniques will be applied in the Project module in order to solve business problems.
Cohesion	Follow up on Statistics 1. Linked to Project Operations.
Mandatory participation	No
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Donnelly, R. A., Arnhem Business School, & Arnhem Business School Staff. (2018). Business Statistics. Van Haren Publishing. ISBN: 978 - 1 - 787 - 26707 - 7
Required software / required materials	Microsoft Excel
Extra contributions	N.A.

3. Examination	
STATIS14_T01	Written exam (BYOD) - Statistics 2

Exam code: STATIS14_T01 (Written exam (BYOD) - Statistics 2)	
Name (modular) exam	Written exam (BYOD) - Statistics 2
Code (modular) exam	STATIS14_T01
Assessment criteria	The student Illustrates knowledge about inferential statistics including: - Basic probability; - Probability Distributions; - Sampling Distributions; - Statistical tests.

	Makes use of Excel to do statistical computations, Manipulates data using statistical techniques.
Exam format	Written Exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator, bilingual paper dictionary, book (Business Statistics 2nd ed. Written by Robert A. Donnelly, Jr. and compiled by Arnhem Business School. ISBN: 978-1-787-26707-7)
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

PROTRI01 - Project Trends and Innovations

1. General information	
Long English name of course	Project Trends and Innovations
Short English name of course	Project Trends and Innovations
Course code	PROTRI01
Degree programme and cluster	IB B-cluster
Teaching period	P1 and P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 36 hours Expected self-study time: 34 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	Junior Business Analyst
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development TWM17: Incorporate developments of the digital landscape in a marketing strategy TWM23: Assess the impact of change on the organization TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution.
General description	Economic and technological, especially digital, developments and the effect they may have on companies in a specific line - of - industry will be studied. Desk and field research will be done in small groups. At the end of each weekly session, students will report their findings for the assignment of that week in a PPT-presentation.
Cohesion	Application of the theory taught in the (supporting) modules: Digital innovations, economics and research.
Mandatory participation	Active presence and participation are mandatory for this module. Students cannot miss more than one group session (out of 6 in total).
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Workshop
Required literature / description of learning material	All required material is available on Brightspace
Required software / required materials	N.A.

Extra contributions	N.A.
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3. Examination	
PROTRI01_T01	Presentation - Project Trends & Innovations

Exam code: PROTRI01_T01 (Presentation - Project Trends & Innovations)	
Name (modular) exam	Presentation - Project Trends & Innovations
Code (modular) exam	PROTRI01_T01
Assessment criteria	The student: - Identifies and describes the developments of (macro)economic variables that affect business conditions - Explains the effects developments in (macro)economic variables can have on business conditions and on business performance - Identifies and describes technological/digital developments that affect business conditions - Explains how technological/digital developments can lead to business innovations and can affect business performance The students hand in written reports (related to weekly assignments and the interviews) as prerequisite for the final presentation The reports are assessed on the following criteria: - clearness - substantiation - conciseness - attractiveness The final presentation is assessed on the following criteria: - presentation skills - content of the presentation - ability to reflect on project and process Attendance and active participation during all group sessions is required for being able to pass this module.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	15 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can opt for a review and discussion session if wanted, till one week after the grades have been published. The review session will be with the group's supervisor for the project.
Other info	Portfolio includes reports & presentation

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

DUTBSA01 - Dutch 1

1. General information	
Long English name of course	Dutch for Business 1: How to survive in Dutch
Short English name of course	Dutch 1
Course code	DUTBSA01
Degree programme and cluster	IB and CS B-cluster
Teaching period	P1
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Only for non - Dutch students
Prior knowledge	

2. Content and organisation	
Professional task	Communicating (verbally and in written) in Dutch at CEFR A1 level in general and business - related settings.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	During this module students will be taught the basics of spoken Dutch, but they will also learn a bit about the Dutch culture and the Dutch way of living. The module forms an introduction to Dutch language and culture. Basic knowledge of the Dutch language and culture is very important for students from abroad. This course focuses on grammar, listening, speaking, reading and writing (CEFR level A1).
Cohesion	This study unit is the first in the row of 8 study units. All these courses build on to one another and deal with different aspects of business and general language.
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Verbruggen, K. & Hoogvorst, W. (2017). Start.nl 1, Dutch for beginners (2nd ed.). Coutinho ISBN: 9789046905661
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
DUTBSA01_T01	Written Exam (BYOD) - Dutch 1
DUTBSA01_T02	Presentation - Dutch 1

Exam code: DUTBSA01_T01 (Written Exam (BYOD) - Dutch 1)	
Name (modular) exam	Written Exam (BYOD) - Dutch 1
Code (modular) exam	DUTBSA01_T01
Assessment criteria	The student: - Writes Dutch at level A1(CEFR): uses verbs correctly (in present tense), personal pronouns, possessive pronouns, inversion, separable verbs, reflexive verbs, negation, diminutives;
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	90 minutes
Permitted resources / aids	N/A
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: DUTBSA01_T02 (Presentation - Dutch 1)	
Name (modular) exam	Presentation - Dutch 1
Code (modular) exam	DUTBSA01_T02
Assessment criteria	The student: - Speaks Dutch at level A1(CEFR): speaks about daily life and education using brief and simple sentences
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	10 minutes
Permitted resources / aids	N/A
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

FREBSA01 - French 1

1. General information	
Long English name of course	French for Business 1: Kick-start and brush up
Short English name of course	French 1
Course code	FREBSA01
Degree programme and cluster	IB and CS B-cluster
Teaching period	P1
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	None

2. Content and organisation	
Professional task	To communicate (orally and in writing) in French at CEFR level A1
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student uses French as additional language in various general and business settings orally and in writing at CEFR A1 level. The student learns basic French grammar, vocabulary and communication skills related to reading, writing, listening and speaking in French.
Cohesion	This study unit is the first in the row of 8 study units. All study units French are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Participation is highly recommended
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Digital book or printed version: Penfornis, J. - L. (2020). Français.com - 3e édition - niveau débutant numérique - Livre de l'élève. ISBN: 9782090348477. Digital workbook or printed version: Penfornis, J. - L. (2020). Français.com - 3e édition - niveau débutant numérique - Cahier d'activités. ISBN: 9782090348514. Material on Brightspace and material distributed in class.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
FREBSA01_T01	Written Exam (BYOD) - French 1

Exam code: FREBSA01_T01 (Written Exam (BYOD) - French 1)	
Name (modular) exam	Written Exam (BYOD) - French 1
Code (modular) exam	FREBSA01_T01
Assessment criteria	- Masters French grammar, vocabulary and communication at CEFR - Level A1 of general and business - related French - Uses a limited set of elementary French words and expressions related to general and business situations - Uses simple French grammatical forms and structures.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

GERBSA01 – German 1

1. General information	
Long English name of course	German for Business 1 – Getting Started in German
Short English name of course	German 1
Course code	GERBSA01
Degree programme and cluster	IB and CS B-cluster
Teaching period	P1
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	Communicating in German at CEFR level A1.1 in general business - related settings.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student uses German as additional language in various general professional settings orally and in writing preparing for CEFR level A1.1. He/She prepares simple professional products in German. These contain both, oral and written language. Grammar and vocabulary needed for mastering everyday professional situations in German are developed/trained also through listening and reading material.
Cohesion	This study unit is the first in the row of 8 study units. All study units German are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	At least 80% active participation in contact time and regular identifiably own contribution, incl. peer-feedback/-feedforward to the portfolio stages as prerequisite for joining either assessment is required.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Farmache, A., e.a. (2015). DaF im Unternehmen A1, Kurs - und Übungsbuch(1st edition), Stuttgart, Klett Sprachen, ISBN 9783126764407 Webster, P. (1999) The German Handbook. Your guide to speaking and writing (2nd edition) Cambridge, Cambridge University Press ISBN 9780521648608 Materials on Brightspace

	Materials distributed in class Good mono - and/or bi - lingual paper dictionaries, for instance: Hueber Wörterbuch Learner's Dictionary Deutsch als Fremdsprache – Deutsch – Englisch, Englisch - Deutsch / German – English, English - German, (2009), (1st edition) München, Hueber Verlag, ISBN 9783191017361
Required software / required materials	Audio and video material via the link: www.klett-sprachen.de/daf-im-unternehmen-online Klett Allango App für DaF im Unternehmen A1
Extra contributions	N.A.

3. Examination	
GERBSA01_T01	Oral exam – German 1
GERBSA01_T02	Portfolio – German 1
GERBSA01_T03	Participation – German 1

Exam code: GERBSA01_T01 - (Oral exam – German 1)	
Name (modular) exam	Oral exam – German 1
Code (modular) exam	GERBSA01_T01
Assessment criteria	Only candidates who have passed GERBSA01_T02 and GERBSA01_T03 qualify for being admitted to this assessment. The candidate applies the target language for basic professional use on CEFR level A1.1 correctly with regards to the following criteria: - standard German pronunciation - vocabulary/idiom - style/register - fluency - coherence - language structures Further to the criteria above, the candidate shows behaviour (culturally and communicational) that is perceived appropriate behaviour in the target language/culture and takes into account also speed, articulation, and intonation.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	15 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	With the examiner upon request; application for review a week before the respective exam period's central review session.
Other info	N.A.

Exam code: GERBSA01_T02 (Portfolio – German 1)	
Name (modular) exam	Portfolio – German 1
Code (modular) exam	GERBSA01_T02
Assessment criteria	Providing the candidate has met the participation requirements, the portfolio has to be handed in on time, the portfolio will be assessed on contents and form.
Exam format	Portfolio
Exam type, if written	N.A.

Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	P
Weight factor of modular exam	N.A.
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Exam code: GERBSA01_T03 (Participation – German 1)	
Name (modular) exam	Participation – German 1
Code (modular) exam	GERBSA01_T03
Assessment criteria	At least 80% active participation in contact time
Exam format	Participation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N/A
Minimum result	P
Weight factor of modular exam	N.A.
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

SPABSA01 - Spanish 1

1. General information	
Long English name of course	Spanish for Business 1: How to survive in Spanish
Short English name of course	Spanish 1
Course code	SPABSA01
Degree programme and cluster	IB / CS B-cluster
Teaching period	P1
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Only for students with a non - Hispanic background.
Prior knowledge	

2. Content and organisation	
Professional task	To communicate orally and in writing in Spanish at CEFR level A1.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Language skills: reading, listening, writing, speaking at CEFR - level A1 in general settings. During this module students are taught to use Spanish for elementary general communication purposes. The language is studied and used in a personal and public domain. Students also become familiar with aspects of Hispanic culture and increase cultural awareness.
Cohesion	This study unit is the first in a consecutive row of 8 study units. All study units Spanish are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Is strongly advised to attend all classes.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Study material is published on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SPABSA01_T01	Written Exam (BYOD) - Spanish 1

Exam code: SPABSA01_T01 (Written Exam (BYOD) - Spanish 1)	
Name (modular) exam	Written Exam (BYOD) - Spanish 1
Code (modular) exam	SPABSA01_T01

Assessment criteria	The student shows the ability to use quite correct grammar in short and simple sentences at CEFR level A1. The student shows the ability to use simple and quite correct vocabulary at CEFR level A1. The student shows the ability to comprehend written texts related to general topics at CEFR level A1.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	90 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

DUTBSA02 - Dutch 2

1. General information	
Long English name of course	Dutch for Business 2: How to survive in Dutch
Short English name of course	Dutch 2
Course code	DUTBSA02
Degree programme and cluster	IB and CS B-cluster
Teaching period	P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Only for non - Dutch students
Prior knowledge	

2. Content and organisation	
Professional task	Communicating (verbally and in written) in Dutch at CEFR level A1+ in general and business - related settings.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	During this module students will be taught the basics of spoken Dutch, but they will also learn about the Dutch culture and the Dutch way of living. Together with Dutch1, this module forms an introduction to Dutch language and culture. Basic knowledge of the Dutch language and culture is very important for students from abroad. This course focuses on grammar, listening, speaking, reading and writing (CEFR level A1+).
Cohesion	In the series of 8 study units, this study unit is the second in the row. All these courses build on to one another and deal with different aspects of business and general language. This SU follows DUTBSA01 and prepares for DUTBSA03
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Verbruggen, K. & Hoogvorst, W. (2017). Start.nl 1, Dutch for beginners (2nd ed.). Coutinho ISBN: 9789046905661
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
DUTBSA02_T01	Written Exam (BYOD) - Dutch 2
DUTBSA02_T02	Oral Exam - Dutch 2

Exam code: DUTBSA02_T01 (Written Exam (BYOD) - Dutch 2)	
Name (modular) exam	Written Exam (BYOD) - Dutch 2
Code (modular) exam	DUTBSA02_T01
Assessment criteria	The student: - Writes Dutch at level A1+ (CEFR): Uses verbs correctly (in present tense, present perfect), personal pronouns, possessive pronouns, inversion, separable verbs, reflexive verbs, negation, diminutives, imperative, conjunctions, numerals, er, comparatives, demonstrative pronoun, inversion, adjectives, superlatives.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	90 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: DUTBSA02_T02 (Oral Exam - Dutch 2)	
Name (modular) exam	Oral Exam - Dutch 2
Code (modular) exam	DUTBSA02_T02
Assessment criteria	The student: - Speaks Dutch at level A1+ (CEFR): Speaks and interacts about daily life, work and education using brief and simple sentences.
Exam format	Oral Exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Feedback from your lecturer
Other info	Oral

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

FREBSA02 - French 2

1. General information	
Long English name of course	French for Business 2: Kick-start and Brush-up
Short English name of course	French 2
Course code	FREBSA02
Degree programme and cluster	IB and CS B-cluster
Teaching period	P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	N.A.
Prior knowledge	

2. Content and organisation	
Professional task	To communicate (orally and in writing) in French at CEFR level A1+
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student uses French as additional language in various general and business settings orally and in writing at CEFR A1+ level. The student learns basic French grammar, vocabulary and communication skills related to reading, writing, listening and speaking in French.
Cohesion	This study unit is the second in the row of 8 study units. All study units French are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Participation is highly recommended.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Digital book or printed version: Penfornis, J. – L. (2020). Français.com – 3 ^e édition – niveau débutant numérique – Livre de l'élève. ISBN: 9782090348477. Digital workbook or printed version: Penfornis, J. - L. (2020). Français.com - 3e édition - niveau débutant numérique - Cahier d'activités. ISBN: 9782090348514.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
FREBSA02_T01	Written Exam (BYOD) - French 2

Exam code: FREBSA02_T01 (Written Exam (BYOD) - French 2)	
Name (modular) exam	Written Exam (BYOD) - French 2
Code (modular) exam	FREBSA02_T01
Assessment criteria	The student: - Masters French grammar, vocabulary and communication at CEFR - Level A1+ of general and business - related French - Uses a limited set of elementary French words and expressions related to general and business situations ; - Uses simple French grammatical forms and structures.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

GERBSA02 – German 2

1. General information	
Long English name of course	German for Business 2 – Moving on in German
Short English name of course	German 2
Course code	GERBSA02
Degree programme and cluster	IB and CS B-cluster
Teaching period	P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	
Prior knowledge	

2. Content and organisation	
Professional task	Communicating in German at CEFR level A1.2 in the general business - related settings.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student uses German as additional language in various general professional settings orally and in writing preparing for CEFR level A1.2. He/She prepares professional products in German. These contain both, oral and written language. Grammar and vocabulary needed for mastering everyday professional situations in German are developed/trained also through listening and reading material.
Cohesion	This study unit is the second in the row of 8 study units. All study units German are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	At least 80% active participation in contact time and regular identifiably own contribution, incl. peer-feedback/-feedforward to the portfolio stages as prerequisite for joining the assessments GERBSA02_T01 and GERBSA02_T02 is required.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Farmache, A., e.a. (2015). DaF im Unternehmen A1, Kurs - und Übungsbuch (1st edition), Stuttgart, Klett Sprachen, ISBN 9783126764407 Grosser, R., e.a. (2015). DaF im Unternehmen A2, Kurs - und Übungsbuch (1st edition), Stuttgart, Ernst Klett Sprachen, ISBN 9783126764452

	Webster, P. (1999) The German Handbook. Your guide to speaking and writing (2nd edition) Cambridge, Cambridge University Press ISBN 9780521648608 Materials on Brightspace (including materials introduced in previous all previous study units) Materials distributed in class Good mono - and/or bi - lingual paper dictionaries, for instance: Hueber Wörterbuch Learner's Dictionary Deutsch als Fremdsprache – Deutsch – Englisch, Englisch - Deutsch / German – English, English - German, (2009), (1st edition) München, Hueber Verlag, ISBN 9783191017361
Required software / required materials	Audio and video material via the link: www.klett-sprachen.de/daf-im-unternehmen – online Klett Allango App für DaF im Unternehmen A1+ DaF im Unternehmen A2
Extra contributions	N.A.

3. Examination	
GERBSA02_T01	Written exam (BYOD) – German 2
GERBSA02_T02	Portfolio – German 2
GERBSA02_T03	Participation – German 2

Exam code: GERBSA02_T01 (Written exam (BYOD) – German 2)	
Name (modular) exam	Written exam (BYOD) – German 2
Code (modular) exam	GERBSA02_T01
Assessment criteria	Only candidates who – next to entry requirements - have passed GERBSA02_T02 and GERBSA02_T03 qualify for being admitted to this assessment. The candidate ... - Correctly applies vocabulary/idiom on A1.2 level in basic business - related settings; - Correctly applies structures on A1.2 level in basic business - related settings correctly; - Understands written texts on A1.2 level, for instance notes, advertisements, instructions, information leaflets and boards, etc; - Supplements missing words/data to texts correctly; - Fills in forms correctly.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	60 minutes
Permitted resources / aids	Paper edition of any mono- and/or bi-lingual language dictionary bearing ISBN, without any glossings (no digital editions!)
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual central review with invigilator; the student can request an individual session with the examiner in the same week as the standard review session, if an examiner has not been present at the standard review session
Other info	N.A.

Exam code: GERBSA02_T02 (Portfolio – German 2)	
Name (modular) exam	Portfolio – German 2
Code (modular) exam	GERBSA02_T02
Assessment criteria	Providing the candidate has met the participation requirements, the portfolio has to be handed in on time, the portfolio will be assessed on contents, and form.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	P
Weight factor of modular exam	N.A.
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Exam code: GERBSA02_T03 (Participation – German 2)	
Name (modular) exam	Participation – German 2
Code (modular) exam	GERBSA02_T03
Assessment criteria	At least 80% active participation in contact time
Exam format	Participation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	P
Weight factor of modular exam	N.A.
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

SPABSA02 - Spanish 2

1. General information	
Long English name of course	Spanish for Business 2: How to survive in Spanish
Short English name of course	Spanish 2
Course code	SPABSA02
Degree programme and cluster	IB / CS, part of the group "Professional Skills" B-cluster
Teaching period	P2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Only for students with a non - Hispanic background.
Prior knowledge	Spanish at CEFR level A1.

2. Content and organisation	
Professional task	To communicate orally and in writing in Spanish at CEFR level A1+
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Language skills: reading, listening, writing, speaking at CEFR - level A1+ in general settings. During this module students are taught to use Spanish for elementary general communication purposes. The language is studied and used in a personal and public domain. Students also become familiar with aspects of Hispanic culture and increase cultural awareness.
Cohesion	This study unit is the second in a consecutive row of 8 study units. All study units Spanish are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Is strongly advised to attend all classes.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Study material is published on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SPABSA02_T01	Written Exam (BYOD) - Spanish 2
SPABSA02_T02	Oral Exam - Spanish 2

Exam code: SPABSA02_T01 (Written Exam (BYOD) - Spanish 2)	
Name (modular) exam	Written Exam (BYOD) - Spanish 2
Code (modular) exam	SPABSA02_T01
Assessment criteria	The student shows the ability to use quite correct grammar in short and simple sentences at CEFR level A1+. The student shows the ability to use simple and quite correct vocabulary at CEFR level A1+. The student shows the ability to comprehend written texts related to general topics at CEFR level A1+.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	90 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	70%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: SPABSA02_T02 (Oral Exam - Spanish 2)	
Name (modular) exam	Oral Exam - Spanish 2
Code (modular) exam	SPABSA02_T02
Assessment criteria	Spoken production: The student shows the ability to use a series of phrases and sentences to talk about himself, describe in simple terms his family and other people, his likes and dislikes, and other topics at CEFR level A1+. Spoken interaction: The student shows the ability to communicate in simple and routine tasks requiring a simple and direct exchange of information on familiar topics and activities. He is able to handle very short social exchanges, even though he can't usually understand enough to keep the conversation going himself. Assessment at CEFR level A1. Communication (free speech, contents, coherence) + language skills (vocabulary, grammar, fluency and pronunciation).
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	15 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	30%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	1 February 2027

Year 1

Programme for student cohorts that started the propaedeutic phase in September 2026 or thereafter.

FOUSUS01- Foundations of Sustainability

1. General information	
Long English name of course	Foundations of Sustainability
Short English name of course	Foundations of Sustainability
Course code	FOUSUS01
Degree programme and cluster	Communication Studies International Business
Teaching period	P1, P2, P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Junior sustainability professional
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	CS: <u>LOCO 1 Context & Strategy</u> 1.1 The communications professional identifies internal and external developments relevant to an organization's strategy. The professional is environmentally and organizationally sensitive and knows how to map the playing field and the internal and external stakeholders with all available techniques. The communication professional can also oversee international and intercultural developments and understands their implications for organizational policy. IB: <u>PLO 1 International Business Opportunities</u> 1.1.1 Collects data regarding current trends and developments with guidance and under supervision 1.1.2 Determines the relevance of current trends and developments for the organisation, with guidance and under supervision 1.1.3 Collects data about familiar and unfamiliar—but transparent—international/foreign contexts, markets or customers on based on a specific and clear assignment/instruction (e.g. 'conduct a market analysis of region X for product Y') as part of a multidisciplinary team, under supervision 1.1.4 Determines opportunities, threats, strengths and weaknesses for the organisation (no confrontation matrix)

	1.1.5 Conducts an impact analysis of a given possible strategy to determine its viability and sustainability <u>PLO 3 Relationship management</u> 3.1.1 Conducts (research) activities and initiates to identify potential internal and external (networks) of stakeholders on an international scale, based on a specific and clear assignment/instruction, as part of a multidisciplinary team, under supervision 3.1.2 Conducts (research) activities and initiates to identify potential internal and external (networks) of stakeholders on an international scale, based on a specific and clear assignment/instruction, as part of a multidisciplinary team, under supervision 3.1.5 Contributes to the planning of approved implementation processes as part of a team, with guidance and under supervision
General description	The student will learn the foundations of sustainability in business and gain knowledge on sustainability frameworks and concepts. The students understand concepts as greenwashing and common frameworks used in sustainability. The students learns how to research an industry wide sustainability challenge, works in a group on industry wide analysis and idea creation in oral presentations. The students learns how to reflect on sustainability issues.
Cohesion	N.A.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture & Theory Workshop & Presentations
Required literature / description of learning material	Powerpoints, Documentaries, Materials provided on Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
FOUSUS01_T01	Written Exam (BYOD) - Foundations of Sustainability
FOUSUS_T02	Continuous assessment - Foundations of Sustainability

Exam code: FOUSUS01_T01 – Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) – Foundations of Sustainability
Code (modular) exam	FOUSUS01_T01
Assessment criteria	Students demonstrate knowledge of sustainability definitions, match frameworks to examples, and select appropriate

	sustainability problems in industry-based questions. (Loco 1.1, PLO 1.1.1, 1.1.2) - Students can demonstrate knowledge of sustainability issues and classify them using stakeholder analysis, Triple Bottom Line, and ESG perspective. (Loco 1.1, PLO 1.1.2, 1.1.4) - Students demonstrate knowledge of sustainability communication (like certification and labels), greenwashing, best practice, sustainability ethics. (Loco 1.1, PLO 1.1.1, 1.1.2) - Students demonstrate knowledge on supply chain stages, identify sustainability issues in the chain, and distinguish between linear and circular economy strategies (the R-ladder). (Loco 1.1, PLO 1.1.1, 1.1.2) - Students demonstrate knowledge of reporting frameworks, and standards, and recognize regulations in sustainability practice. (Loco 1.1, PLO 3.1.1, 3.1.5)
Exam format	Written Exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T1, T2, T3, T4 and T5
Resit	In regular exam periods
Duration exam	90 minutes
Permitted resources / aids	none
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Week 9
Other info	

Exam code: FOUSUS01_T02 – Continuous assessment

Name (modular) exam	Continuous Assessment – Foundations of Sustainability
Code (modular) exam	FOUSUS01_T02
Assessment criteria	- The group explains the sustainability issue of food miles clearly and correctly from the assigned role, showing understanding of key sustainability concepts and definitions. (Loco 1.1, PLO 1.1.1, 1.1.2) - The group identifies and analyses sustainability problems in the fast fashion industry, using relevant course tools such as the Triple Bottom Line, stakeholder analysis, or ESG. (Loco 1.1, PLO 1.1.2, 1.1.4, 1.1.5, 3.1.1, 3.1.2) - The group presents and defends arguments that show understanding of sustainability communication, and critically responds to claims, examples, or possible forms of greenwashing used in the debate. (Loco 1.1, PLO 3.1.1, 3.1.2) - The group explains how recycling and refurbished phones relate to supply chains and circular economy thinking, showing understanding of how waste can be reduced and resources can be used more efficiently. (Loco 1.1, PLO 1.1.2, 1.1.5)

	- The group correctly identifies and explains sustainability certifications and shows understanding of how certification frameworks support sustainability reporting, standards, and policy in practice. (Loco 1.1, PLO 1.1.1, 1.1.2) - The group reflects meaningfully on sustainability dilemmas, different perspectives, and their own role as change agents, showing awareness of complexity and personal viewpoint. (Loco 1.1, PLO 3.1.1, 3.1.2)
	80% of the lessons is mandatory, students can miss 2 lessons maximum
Exam format	Oral / presentations
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	In class P1, P2, P3, P4
Resit	In class
Duration exam	20 minutes per week per group
Permitted resources / aids	
Minimum result	Pass
Weight factor of modular exam	0%
Method of enrolment for exam	Osiris
Discussion and review	In Class
Other info	
Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	

INTSKA01 - Interpersonal Skills for Professionals 1

1. General information	
Long English name of course	Interpersonal Skills for Professionals 1
Short English name of course	Interpersonal Skills for Professionals 1
Course code	INTSKA01
Degree programme and cluster	Communication studies International Business
Teaching period	S1, S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Collaborating in an intercultural project environment to carry out a shared assignment professionally, while purposefully developing and applying professional skills, learning strategies, and personal growth in the role of a university of applied science student.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	PLO 3 - The IB professional cultivates and manages internal and external relationships with culturally diverse stakeholders in a responsible manner in order to achieve (mutual) business goals. PLO 4 - The IB professional manages themselves in complex surroundings and continuously develop their professionalism for the benefit of the organization, the field of international business and themselves. LOCO 2: Group & behaviour - The communication professional engages in collecting (listening, engaging in dialogue, monitoring) and analyzing (online) data with and about the communication target group. Through technological developments, the communication professional understands the behavior and needs, motives and choices of the target group and understands the effectiveness of communication strategies in order to respond to them. LOCO 5: Persuasion & commitment - The communication professional carries the organization's message to inform, advise and/or persuade internal and external communication target groups for the purpose of achieving organizational and communication objectives. The professional knows how to redirect resistance in order to create commitment, consensus and/or support. LOCO 6: Connection & facilitation - The communication professional visualizes the network within and around the organization and involves new networks/stakeholders in the organization and enters into cross-over connections. The professional helps employees to be able to translate (organizational) values into their communicative actions in order to increase the communication effectiveness of employees and

	(multidisciplinary) teams and make the organization more communicative and innovative.
General description	Through experiential learning activities and exercises, this module focuses on understanding the HAN educational system and it introduces foundational skills essential for personal development, communication, and collaboration in both academic and future workplace settings. The course explores the principles of interpersonal and intercultural communication, with a focus on developing practical competencies such as self-reflection, resilience, ownership, planning and organizing, active listening, and providing and receiving feedback. Students engage in a project within an international classroom environment, allowing them to navigate diverse perspectives and cultural contexts, where focus lies on fostering awareness and shared responsibility in group processes. Students explore healthy habits, study strategies, and professional conduct as preparation for their future careers. The module supports students in understanding their role as learners and emerging professionals, taking ownership over their own learning path.
Cohesion	Followed by Interpersonal Skills for Professionals 2 in the second semester of the propaedeutic year.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	The course will provide training, workshops, group and individual activities, and tools to develop: • Understanding yourself and how you relate to others, connecting with classmates. • Active listening, applying intercultural and diversity insights. • Getting to know the school, organizing, planning and studying effectively. • Connecting with classmates and understanding yourself better. Additionally, this study unit includes individual (or in small subgroups) conversations with the lecturer. During these conversations, students are invited to discuss their personal development, study progress, and other relevant matters for their studies, future career, or well-being.
Required literature / description of learning material	Course owners-developed Student Workbook (reader)
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

INTSKA01_T01	Written assignment
INTSKA01_T02	Continuous assessment

Exam code: INTSKA01_T01 – Written assignment	
Name (modular) exam	Written assignment - Interpersonal Skills for Professionals 1
Code (modular) exam	INTSKA01_T01
Assessment criteria	• The project group integrates intercultural insights from the group into relevant elements of the project. (MLO 3.1.2) • The project group demonstrates during an interview that active listening is applied. (MLO 3.1.4)

	• The project group justifies the choice of elements with reference to the theories covered in the lessons (e.g., Bennett's model). (MLO 4.1.4) • The group describes what they learned about intercultural collaboration and how they communicated within the project group. (MLOs 3.1.4) • The group describes how conflicts or disagreements were identified and which first steps were taken to address them (MLOs 3.1.6 and 4.1.6) • The group formulates improvement points for future collaboration. (MLOs 4.1.2 and 4.1.4) • The group describes how they incorporated the feedback on their game received during the game pilot (MLO 3.1.1 and 3.1.4). 80% of the lessons is mandatory, students can miss 2 lessons maximum
Exam format	Written assignment
Exam type, if written	n.a.
Individual / group	Group
Assessment periods	P2, P4
Resit	Week 9 same period
Duration exam	N.A.
Permitted resources / aids	Open sources
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can request an individual session with a lecturer.
Other info	N/A

Exam code: INTSKA01_T02 – Continuous assessment	
Name (modular) exam	Continuous assessment – Interpersonal Skills for Professionals 1
Code (modular) exam	INTSKA01_T02
Assessment criteria	• The student presents their iceberg model to the class and reflects on it. • The student is present at one individual meeting with the student coach. • The student facilitates their own group game in class. • The student experiences other groups' games in class.
Exam format	Oral exam
Exam type, if written	N/A
Individual / group	Individual
Assessment periods	Semester 1
Resit	Week 9 same period or following semester
Duration exam	N/A
Permitted resources / aids	N/A
Minimum result	Pass
Weight factor of modular exam	0%

Method of enrolment for exam	Via Osiris
Discussion and review	Students can request an individual session with a lecturer.
Other info	N/A

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	

INTBUE01 - Introduction to Business English and Communication

1. General information	
Long English name of course	Introduction to Business English and Communication
Short English name of course	Introduction to Business English and Communication
Course code	INTBUE01
Degree programme and cluster	Communication studies International Business
Teaching period	S1, S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Effective communication in social and business contexts.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	CS: 3.1, 3.2 5.2, 5.3, 6.2 IB: 3.1.2, 3.1.5, 4.1.1, 4.1.3, 4.1.5, 4.1.6
General description	In this semester, students work on improving their oral and writing skills by enhancing their business English knowledge. In P1/P3, students will focus on crafting and refining a podcast tailored to a specific audience while integrating business English. In addition, students receive formative and summative feedback on their speaking and writing skills. In P2/P4, students will focus on crafting and refining a pitch and other written business communication tailored to a specific audience while integrating business English. In addition, students receive formative and summative feedback on their speaking and writing skills.
Cohesion	N.A.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Presentation Workshop
Required literature / description of learning material	Materials will be accessible on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

INTBUE01_T01	Oral exam_ podcast
INTBUE01_T02	Oral exam_pitch
INTBUE01_T03	Written exam (BYOD)

Exam code(s): INTBUE01_T01 - Oral exam	
Name (modular) exam	Oral exam_podcast – Introduction to Business English and Communication
Code (modular) exam	INTBUE01_T01
Assessment criteria	The students can create a podcast where they explore trends in the business/communication world, making use of spoken language/ spontaneous speech. CS: 3.1, 3.2, 5.2, 5.3, 6.2 IB: 3.1.2, 3.1.5, 4.1.1, 4.1.3, 4.1.5, 4.1.6
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1/P3
Resit	Week 9 same period
Duration exam	N/A
Permitted resources / aids	Podcast scripts
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N/A

Exam code(s): INTBUE01_T02 – Oral exam	
Name (modular) exam	Oral exam_pitch - Introduction to Business English and Communication
Code (modular) exam	INTBUE01_T02
Assessment criteria	The student can deliver a pitch at CEFR level C1. CS: 3.1, 3.2, 6.2 IB: 3.1.2, 4.1.1, 4.1.3, 4.1.5
Exam format	Oral exam
Exam type, if written	N/A
Individual / group	Individual
Assessment periods	P2/P4
Resit	Week 9 same period
Duration exam	5 minutes
Permitted resources / aids	N/A
Minimum result	5.5
Weight factor of modular exam	25%

Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N/A

Exam code(s): INTBUE01_T03 – Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) – Introduction to Business English & Communication
Code (modular) exam	INTBUE01_T03
Assessment criteria	The student can humanize an AI-written email in order to fulfill a business task. CS: 3.1, 3.2 5.2, 5.3, 6.2 IB: 3.1.2, 4.1.1, 4.1.3, 4.1.5
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T2/T4/T5
Resit	In regular exam periods
Duration exam	90 minutes
Permitted resources / aids	N/A
Minimum result	5.5
Weight factor of modular exam	25%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer; during exam review week
Other info	N/A

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	

DIGDAS01 - Digital and Data Skills for Business Professionals

1. General information	
Long English name of course	Digital and Data Skills for Business Professionals
Short English name of course	Digital and Data Skills for Business Professionals
Course code	DIGDAS01
Degree programme and cluster	Communication Studies International Business
Teaching period	P1, P2, P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Apply digital tools and analyze data in a business context
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	DS4: Effectively manage content using digital technology DS1: Recognize hardware, software and users in digital technology DS5: Recognize where digital technology is (not) used effectively, efficiently and responsibly.
General description	During their study, students are expected to use digital technology continuously. This course explains the why, the how and the what of digital technology. Students will be taught about digital technology and its role in cost saving and innovation (research). Students study key use cases for digital technology. Students work on digital collaboration, field research using web-based forms, statistical data analysis using Excel, coding and generative AI (retrieval augmented generation and speech-to-text conversion) using Open WebUI or EduGenAI. Students learn to interpret different kinds of data, learn to assess the reliability and validity of data and data collection methods and gain understanding of how data-analysis supports decision making in business.
Cohesion	N.A.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	The course consists of 2 lessons of 4 lesson hours per week A lesson consists of approx. 1 lesson hour of instruction followed by assignments, individual or in groups
Required literature / description of learning material	N.A.
Required software / required materials	Excel Microsoft Teams Minecraft for Education A safe genAI environment. EduGenAI via SURF (currently in pilot). Temporary solution: Open WebUI on an on-premises server.

Extra contributions	N.A.
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3. Examination	
DIGDAS01_T01	Written exam (BYOD)
DIGDAS01_T02	Oral exam

Exam code(s): DIGDAS01_T01 - Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) – Digital and Data skills for Business Professionals
Code (modular) exam	DIGDAS01_T01
Assessment criteria	Students have a basic knowledge of: • how automation by digital technology brings value in a specific business process • where (and where not) digital technology is used effectively, efficiently and responsibly Students can recognize (globally) the arrangement of hardware, software and users in digital technology. Students can effectively create, organize, use, manage & share content using digital technology. Students can interpret different types of data and assess the reliability and validity of data and data collection methods. DS1, DS5 (lowest level)
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Resit	In the regular exam periods
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	65%
Method of enrolment for exam	Via Osiris
Discussion and review	Standard review procedure for ANS exams
Other info	N.A.

Exam code(s): DIGDAS01_T02 – Oral exam	
Name (modular) exam	Oral exam – Digital and Data skills for Business Professionals
Code (modular) exam	DIGDAS01_T02
Assessment criteria	Students have a basic knowledge of: • how automation by digital technology brings value in a specific business process • where (and where not) digital technology is used effectively, efficiently and responsibly Students can recognize (globally) the arrangement of hardware, software and users in digital technology.

	Students can effectively create, organize, use, manage & share content using digital technology. Students can interpret different types of data and assess the reliability and validity of data and data collection methods. DS4 (intermediate level)
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P2, P3, P4
Resit	Week 9 of the same period
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	35%
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	

BUSRES01- Business research 1

1. General information	
Long English name of course	Business Research 1
Short English name of course	Business Research 1
Course code	BUSRES01
Degree programme and cluster	Communication Studies International Business
Teaching period	P2, P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	Students should have attended Digital & Data skills.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Students can apply quantitative and qualitative research methods on a foundational level.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	LOCO (CS) 1.1, 2.2, 2.3, 2.4 IB Framework (IB): 1.1.1, 1.1.3, 3.1.1
General description	Students learn to apply research skills in a business context. Starting from a research question, they work with a conceptual framework from secondary sources (peer-reviewed articles, industry reports, reliable media) and then write a structured literature review that compares perspectives. Using a small, provided dataset (or vetted open data), students produce basic quantitative summaries—central tendency, variation, crosstabs, correlation—mapped to indicators in their framework. The focus is on research quality: transparent search and assessment of reliability and validity. By the end, students can develop and communicate a clear, well-referenced argument for decision-making in business.
Cohesion	Builds on Digital and Data Skills, will be followed up by Business Research 2 in year 2.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	The course consists of 2 lessons of 4 lesson hours per week A lesson consists of approx. 1 lesson hour of instruction followed by assignments, individual or in groups.
Required literature / description of learning material	Research This is It – 4 th Edition – Ben Baarda & Rene van Viaren - ISBN: 978-90-01-07806-5 And supplementary material – Cases / Questions / instruction videos
Required software / required materials	Excel
Extra contributions	N.A.

3. Examination	
BUSRES01_T01	Written exam (BYOD) – Business Research 1
BUSRES01_T02	Oral exam – Business Research 1

Exam code(s): BUSRES01_T01 – Written exam	
Name (modular) exam	Written exam (BYOD) – Business Research 1
Code (modular) exam	BUSRES01_T01
Assessment criteria	Focus on knowledge of concepts and analytical skills. Students can: 1. Collect desk research sources from relevant databases and assess their quality using clear criteria; 2. Analyze academic literature and business articles for research purposes; 3. Conduct statistical analyses on a foundational level; 4. Have knowledge of the concepts of reliability, validity and transparency; 5. Draw conclusions from quantitative and qualitative data. LOCO (CS) 1.1, 2.2, 2.3, 2.4 IB Framework (IB): 1.1.1, 1.1.3, 3.1.1
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T2,T3,T4, T5
Resit	In regular exam periods
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	65%
Method of enrolment for exam	Via Osiris
Discussion and review	Standard review procedure for ANS exams
Other info	

Exam code(s): BUSRES01_T02 – Oral exam	
Name (modular) exam	Oral exam – Business Research 1
Code (modular) exam	BUSRES01_T02
Assessment criteria	Focus on critical thinking skills and reflection Students can: 1. Collect desk research sources from relevant databases and assess their quality using clear criteria; 2. Analyze academic literature and business articles for research purposes; 3. Conduct statistical analyses on a foundational level; 4. Have knowledge of the concepts of reliability, validity and transparency; 5. Draw conclusions from quantitative and qualitative data. LOCO (CS) 1.1, 2.2, 2.3, 2.4

	IB Framework (IB): 1.1.1, 1.1.3, 3.1.1
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P2, P3, P4
Resit	In week 9 of the same period
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	35%
Method of enrolment for exam	Via Osiris
Discussion and review	Assessment form will be shared and can be discussed with lecturer
Other info	

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	

INTSKA02 - Interpersonal Skills for Professionals 2

1. General information	
Long English name of course	Interpersonal skills for professionals 2
Short English name of course	Interpersonal skills for professionals 2
Course code	INTSKA02
Degree programme and cluster	Communication Studies International Business
Teaching period	S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Working in an intercultural team to analyse a practical (sustainability)-related issue within an organisation and to develop and justify a feasible solution. In becoming a young professional, students take on different organisational roles to make informed decisions from multiple perspectives, preparing them for professional collaboration and decision-making in practice.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	For International Business PLO 3 - The IB professional cultivates and manages internal and external relationships with culturally diverse stakeholders in a responsible manner in order to achieve (mutual) business goals. PLO 4 - The IB professional manages themselves in complex surroundings and continuously develop their professionalism for the benefit of the organization, the field of international business and themselves. For Communication Studies Group & behaviour - The communication professional engages in collecting (listening, engaging in dialogue, monitoring) and analyzing (online) data with and about the communication target group. Through technological developments, the communication professional understands the behavior and needs, motives and choices of the target group and understands the effectiveness of communication strategies in order to respond to them. Persuasion & commitment - The communication professional carries the organization's message to inform, advise and/or persuade internal and external communication target groups for the purpose of achieving organizational and communication objectives. The professional knows how to redirect resistance in order to create commitment, consensus and/or support. Connection & facilitation - The communication professional visualizes the network within and around the organization and involves new

	networks/stakeholders in the organization and enters into cross-over connections. The professional helps employees to be able to translate (organizational) values into their communicative actions in order to increase the communication effectiveness of employees and (multidisciplinary) teams and make the organization more communicative and innovative.
General description	Building on the first-semester module Interpersonal Skills for Professionals 1, in this course, students further develop their professional, intercultural, and self-management skills by participating in a practice-oriented project that simulates collaboration in an intercultural setting. The module emphasizes experiential learning, in which students make joint decisions, take on organizational roles, plan activities, conduct meetings, and address dilemmas. Students engage in structured reflection and feedback processes to examine how their actions influence team dynamics and project outcomes. The learning environment is designed to enable students to explore professional conduct within an international context. Students continue to explore healthy habits and study strategies as preparation for their future careers. The module supports students in understanding their role as learners and emerging professionals, taking ownership over their own learning path.
Cohesion	Follows up on the SU Interpersonal Skills for Professionals 1 from the first semester of the 1st year. This SU establishes a foundation for a professional attitude.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	The course will provide training, workshops, group and individual activities, project meetings and other tools. Additionally, this study unit includes an individual (or in small subgroups) conversation with the lecturer. During this conversation, students are invited to discuss their personal development, study progress, and other relevant matters for their studies, future career or well-being.
Required literature / description of learning material	Tbd probably a reader
Required software / required materials	N/A
Extra contributions	N.A.

3. Examination	
INTSKA02_T01	Written exam (BYOD)
INTSKA02_T02	Continuous assessment

Exam code(s): INTSKA02_T01 – Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) – Interpersonal Skills for Professionals 2
Code (modular) exam	INTSKA02_T01
Assessment criteria	Self-management & learning to learn The student reflects on their personal development, using in-class experiences, feedback etc, which leads to substantiated areas for improvement for future professional practice.

	• Work attitude The student demonstrates and maintains a professional work ethic within the educational and project context, systematically taking into account attendance, punctuality, active contribution, quality of work and the constructive giving and receiving of feedback. This results in reliable, committed and professional behaviour throughout the course. (some overlap with above, might be for continuous assessment) • Intercultural awareness The student analyses and accounts for their own intercultural behaviour within a multicultural team, using GLOBE's Nine Cultural Dimensions, and coherently explains how cultural differences influenced collaboration and professional interaction. • Collaboration & role fulfilment The student analyses and justifies their contribution to collaboration and role fulfilment within the project, referring to the team code of conduct and structured feedback moments, and demonstrates insight into their impact on team effectiveness. • Giving and processing feedback The student evaluates the process of giving and receiving feedback within the team by correctly applying agreed feedback rules, and clearly explains how feedback contributed to demonstrable improvements in collaboration or project outcomes. • Theoretical concepts The student recalls and applies relevant theoretical concepts from the course (including GLOBE's model, feedback principles, and SMART goals) accurately and appropriately in response to structured theory questions.
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	P4
Resit	In regular exam period
Duration exam	120
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Standard review procedure for ANS exams
Other info	N.A.

Exam code(s): INTSKA02_T02 – Continuous assessment	
Name (modular) exam	Continuous assessment – Interpersonal Skills for Professionals 2
Code (modular) exam	INTSKA02_T02
Assessment criteria	• The student is present at one meeting with the student coach. • The student is present / presents etc... • Self-management & learning to learn

	The student reflects on their personal development, using in-class experiences, feedback etc, which leads to substantiated areas for improvement for future professional practice. • Work attitude The student demonstrates and maintains a professional work ethic within the educational and project context, systematically taking into account attendance, punctuality, active contribution, quality of work and the constructive giving and receiving of feedback. This results in reliable, committed and professional behaviour throughout the course. (some overlap with above) • Intercultural awareness The student analyses and accounts for their own intercultural behaviour within a multicultural team, using GLOBE's Nine Cultural Dimensions, which leads to demonstrably respectful and effective professional behaviour. • Collaboration & role fulfilment The student collaborates and fulfils various organisational roles within a project-based organisational context, utilising team code of conduct and feedback moments, which leads to a constructive contribution to team goals. • Giving and processing feedback The student gives, receives and processes constructive feedback to project team members within a professional and safe learning environment, using agreed feedback rules, which leads to demonstrable improvement in collaboration and project results.
Exam format	tbd
Exam type, if written	Tbd
Individual / group	Individual
Assessment periods	Semester 2
Resit	Following semester
Duration exam	
Permitted resources / aids	Tbd
Minimum result	P/F
Weight factor of modular exam	0%
Method of enrolment for exam	Via Osiris
Discussion and review	Describe
Other info	If applicable describe

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	

DUTCHA01 - Dutch 1

1. General information	
Long English name of course	Dutch 1: Introduction to Dutch for general and business purposes
Short English name of course	Dutch 1
Course code	DUTCHA01
Degree programme and cluster	Communication Studies International Business
Teaching period	S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	None
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Communicating (verbally and in writing) in Dutch at CEFR level A1+ in general and business settings.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	<u>IB:</u> PLO 3.1 Relationship management: the IB professional cultivates and manages internal and external relationships with culturally diverse stakeholders in a responsible manner in order to achieve (mutual) business goals. <u>CS:</u> Connection & Guidance: The communications professional facilitates dialogue with the aim of bringing groups (internal or external) together. <u>Both IB and CS:</u> Students learn how to communicate with culturally diverse stakeholders in the target language in a responsible manner in order to achieve communicative goals. This involves reading, writing, listening and speaking, in general and business settings, at CEFR level A1+. Students use appropriate verbal and non-verbal communication in an intercultural setting.
General description	The student uses Dutch as additional language in various general and business settings at CEFR level A1+. The student learns basic Dutch grammar, vocabulary and communication skills related to reading, writing, listening and speaking in Dutch.
Cohesion	This study unit is the first in the row of three study units. The language level increases gradually towards an intermediate language command within professional and general settings. The goal is to achieve an independent use of the target language.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.

Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Taks, H., Verbruggen, K. (2020). Taaltalent deel 1. Coutinho. ISBN: 9789046907559
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

DUTCHA01_T01	Oral exam – Dutch 1
DUTCHA01_T02	Written exam (BYOD) – Dutch 1

Exam code(s): DUTCHA01_T01 – Oral exam	
Name (modular) exam	Oral exam – Dutch 1
Code (modular) exam	DUTCHA01_T01
Assessment criteria	At A1 level, the student answers questions about their personal situation (e.g. name, age, character, nationality) using proper sentences in the target language. (LS1)
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P3: week 6+7
Resit	P3: week 9
Duration exam	5-10 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	25%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual appointment with lecturer on request
Other info	None

Exam code(s): DUTCHA01_T02 – written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) – Dutch 1
Code (modular) exam	DUTCHA01_T02
Assessment criteria	Mastery at A1+ level of the target language on the following topics: - Grammar - Vocabulary - General communication - Reading comprehension - Writing (LS1)
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T3, T4, T5
Resit	In the regular exam weeks

Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	75%
Method of enrolment for exam	Via Osiris
Discussion and review	During official review with invigilator
Other info	None

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	$DUTCHA01 = DUTBSA01 + DUTBSA02$

FRENCA01 - French 1

1. General information	
Long English name of course	French 1: Introduction to French for general and business purposes
Short English name of course	French 1
Course code	FRENCA01
Degree programme and cluster	Communication Studies International Business
Teaching period	S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	None
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Communicating (verbally and in writing) in French at CEFR level A1+ in general and business settings.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	<u>IB:</u> PLO 3.1 Relationship management: the IB professional cultivates and manages internal and external relationships with culturally diverse stakeholders in a responsible manner in order to achieve (mutual) business goals. <u>CS:</u> Connection & Guidance: The communications professional facilitates dialogue with the aim of bringing groups (internal or external) together. <u>Both IB and CS:</u> Students learn how to communicate with culturally diverse stakeholders in the target language in a responsible manner in order to achieve communicative goals. This involves reading, writing, listening and speaking, in general and business settings, at CEFR level A1+. Students use appropriate verbal and non-verbal communication in an intercultural setting.
General description	The student uses French as additional language in various general and business settings at CEFR level A1+. The student learns basic French grammar, vocabulary and communication skills related to reading, writing, listening and speaking in French.
Cohesion	This study unit is the first in the row of three study units. The language level increases gradually towards an intermediate language command within professional and general settings. The goal is to achieve an independent use of the target language.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.

Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Jégou, Delphine and Rosillo, Mari Paz (2025). <i>Quartier d'affaires A1</i> (2e edition, Livre de l'élève). Clé international. ISBN: 978-209-039817-5. Jégou, Delphine and Rosillo, Mari Paz (2025). <i>Quartier d'affaires A1. Cahier d'activités</i> . (2e edition). Clé international. ISBN: 978-209-039818-2
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

FRENCA01_T01	Oral exam – French 1
FRENCA01_T02	Written exam (BYOD) – French 1

Exam code(s): FRENCA01_T01 – Oral exam

Name (modular) exam	Oral exam – French 1
Code (modular) exam	FRENCA01_T01
Assessment criteria	At A1 level, the student answers questions about their personal situation (e.g. name, age, character, nationality) using proper sentences in the target language. (LS1)
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P3: week 6+7
Resit	P3: week 9
Duration exam	5-10 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	25%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual appointment with lecturer on request
Other info	None

Exam code(s): FRENCA01_T02 – Written exam (BYOD)

Name (modular) exam	Written exam (BYOD) – French 1
Code (modular) exam	FRENCA01_T02
Assessment criteria	Mastery at A1+ level of the target language on the following topics: - Grammar - Vocabulary - General communication - Reading comprehension - Writing (LS1)
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual

Assessment periods	T3, T4, T5
Resit	In the regular exam weeks
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	75%
Method of enrolment for exam	Via Osiris
Discussion and review	During official review with invigilator
Other info	None

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	FRENC01 = FREBSA01 + FREBSA02

GERMAA01 - German 1

1. General information	
Long English name of course	German 1: Introduction to German for general and business purposes
Short English name of course	German 1
Course code	GERMAA01
Degree programme and cluster	Communication Studies International Business
Teaching period	S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	None
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Communicating (verbally and in writing) in German at CEFR level A1+ in general and business settings.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	<u>IB:</u> PLO 3.1 Relationship management: the IB professional cultivates and manages internal and external relationships with culturally diverse stakeholders in a responsible manner in order to achieve (mutual) business goals. <u>CS:</u> Connection & Guidance: The communications professional facilitates dialogue with the aim of bringing groups (internal or external) together. <u>Both IB and CS:</u> Students learn how to communicate with culturally diverse stakeholders in the target language in a responsible manner in order to achieve communicative goals. This involves reading, writing, listening and speaking, in general and business settings, at CEFR level A1+. Students use appropriate verbal and non-verbal communication in an intercultural setting.
General description	The student uses German as additional language in various general and business settings at CEFR level A1+. The student learns basic German grammar, vocabulary and communication skills related to reading, writing, listening and speaking in German.
Cohesion	This study unit is the first in the row of three study units. The language level increases gradually towards an intermediate language command within professional and general settings. The goal is to achieve an independent use of the target language.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.

Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Dengler, S., Rusch, P., Sieber, T., Schmitz, H. (2024). <i>Netzwerk neu A1. Kursbuch. Hybride Ausgabe allango</i> . Klett. ISBN: 978-3-12-607147-5 Dengler, S., Rusch, P., Sieber, T., Schmitz, H. (2025). <i>Netzwerk neu A1. Übungsbuch. Hybride Ausgabe allango</i> . Klett. ISBN: 978-3-12-607148-2
Required software / required materials	
Extra contributions	N.A.

3. Examination

GERMAA01_T01	Oral exam – German 1
GERMAA01_T02	Written exam (BYOD) – German 1

Exam code(s): GERMAA01_T01 – Oral exam	
Name (modular) exam	Oral exam – German 1
Code (modular) exam	GERMAA01_T01
Assessment criteria	At A1 level, the student answers questions about their personal situation (e.g. name, age, character, nationality) using proper sentences in the target language. (LS1)
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P3: week 6+7
Resit	P3: week 9
Duration exam	5-10 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	25%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual appointment with lecturer on request
Other info	None

Exam code(s): GERMAA01_T02 – Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) – German 1
Code (modular) exam	GERMAA01_T02
Assessment criteria	Mastery at A1+ level of the target language on the following topics: - Grammar - Vocabulary - General communication - Reading comprehension - Writing (LS1)
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T3, T4, T5
Resit	In the regular exam periods

Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	75%
Method of enrolment for exam	Via Osiris
Discussion and review	During official review with invigilator
Other info	None

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	GERMAA01 = GERBSA01 + GERBSA02

SPANIA01 - Spanish 1

1. General information	
Long English name of course	Spanish 1: Introduction to Spanish for general and business purposes
Short English name of course	Spanish 1
Course code	SPANIA01
Degree programme and cluster	Communication Studies International Business
Teaching period	S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	None
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Communicating (verbally and in writing) in Spanish at CEFR level A1+ in general and business settings.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	<u>IB:</u> PLO 3.1 Relationship management: the IB professional cultivates and manages internal and external relationships with culturally diverse stakeholders in a responsible manner in order to achieve (mutual) business goals. <u>CS:</u> Connection & Guidance: The communications professional facilitates dialogue with the aim of bringing groups (internal or external) together. <u>Both IB and CS:</u> Students learn how to communicate with culturally diverse stakeholders in the target language in a responsible manner in order to achieve communicative goals. This involves reading, writing, listening and speaking, in general and business settings, at CEFR level A1+. Students use appropriate verbal and non-verbal communication in an intercultural setting.
General description	The student uses Spanish as additional language in various general and business settings at CEFR level A1+. The student learns basic Spanish grammar, vocabulary and communication skills related to reading, writing, listening and speaking in Spanish.
Cohesion	This study unit is the first in the row of three study units. The language level increases gradually towards an intermediate language command within professional and general settings. The goal is to achieve an independent use of the target language.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.

Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	<i>Díaz Gutiérrez, E. (2025). Mundo Profesional 1. Edición híbrida: libro + plataforma digital.</i> Difusión. ISBN: 978-84-1157-324-5.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

SPANIA01_T01	Oral exam – Spanish 1
SPANIA01_T02	Written exam (BYOD) – Spanish 1

Exam code(s): SPANIA01_T01 – Oral exam	
Name (modular) exam	Oral exam – Spanish 1
Code (modular) exam	SPANIA01_T01
Assessment criteria	At A1 level, the student answers questions about their personal situation (e.g. name, age, character, nationality) using proper sentences in the target language. (LS1)
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P3: week 6+7
Resit	P3: week 9
Duration exam	5-10 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	25%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual appointment with lecturer on request
Other info	None

Exam code(s): SPANIA01_T02 – Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD – Spanish 1
Code (modular) exam	SPANIA01_T02
Assessment criteria	Mastery at A1+ level of the target language on the following topics: - Grammar - Vocabulary - General communication - Reading comprehension - Writing (LS1)
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T3, T4, T5
Resit	In the regular exam periods

Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	75%
Method of enrolment for exam	Via Osiris
Discussion and review	During official review with invigilator
Other info	None

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	SPANIA01 = SPABSA01 + SPABSA02

INTINB01 - Introduction to International Business

1. General information	
Long English name of course	Introduction to International Business
Short English name of course	Introduction to International Business
Course code	INTINB01
Degree programme and cluster	International Business
Teaching period	P1, P2, P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Based on a clear understanding of the main (geo)economic and political trends shaping today's international business environment, students are able to analyze various business issues (regarding international market selection and entry, supply chain and risk management, and legal requirements for international business contracts) and recommend on these. All of this is based on solid research and argumentation and keeping an eye on intercultural differences and sensitivities.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	PLO 1 – International Business Opportunities PLO 3 – Relationship Management
General description	This module provides an in-depth exploration of the principles, practices, and contemporary challenges of international business within a globalized economy. Students will examine the historical evolution of globalization and analyze geo-economic and geopolitical trends shaping current international business dynamics. Emphasis is placed on cultural diversity, ethics, and intercultural communication and management, equipping students with the skills to navigate complex international business environments. Key components include country selection for export, sourcing, and international production, as well as strategic approaches to market entry, with special attention to digital innovations and cross-border e-commerce. The module also covers international law, including sales contracts, Incoterms, and payment mechanisms, alongside risk management strategies essential for mitigating global trade uncertainties.
Cohesion	Links with Interpersonal skills, Marketing, Supply Chain Management, Finance, Organization & Change and International Economics.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Students will be able to critically analyze and apply international business and trade concepts by developing strategies that integrate global market entry approaches, cross-border e-commerce, supply chain and logistics

	management, and emerging technologies such as blockchain, while leveraging data-driven insights to address contemporary challenges in global trade as well as the international context in which trade takes place.
Required literature / description of learning material	International business , Hendrickx & Jethu-Ramsodh, 3e edition, Wolters Noordhoff ISBN 9789001299767
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

INTINB01_T01	Written assignment
INTINB01_T02	Written exam (BYOD)

Exam code(s): INTINB01_T01 - Written assignment

Name (modular) exam	Written assignment – Introduction to International Business
Code (modular) exam	INTINB01_T01
Assessment criteria	The student is able to gather reliable data and information which is relevant for real-life issues in international business - like selecting and entering new markets, managing supply chains, handling risks, and meeting contract requirements. (1.1.1, 1.1.3) The student can justify the reliability and relevance of the data/information. (1.1.1, 1.1.3) The student can analyze gathered data/ information by applying the theories/approaches discussed in textbooks and/or in class. (1.1.1, 1.1.3) The student can come up with a solid and well-reasoned conclusion/recommendation to the problem/issue at hand, based on gathered data/information and performed analysis. (1.1.1, 1.1.3, 3.1.1) The student comes to class prepared and can cooperate in an appropriate and effective way with a small and varying group of peers in solving an international business issue. Always taking into account intercultural differences and sensitivities. (3.1.1, 3.1.4) 80% of the lessons is mandatory, students can miss 2 lessons maximum
Exam format	Written assignment
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P2, P3, P4
Resit	In week 9 of the same period
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris

Discussion and review	Students can opt for a review and discussion session if wanted, till one week after the grades have been published.
Other info	

Exam code(s): INTINB01_T02 - Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) – Introduction to international business
Code (modular) exam	INTINB01_T02
Assessment criteria	The student knows and understands the main phases in the history of globalization and the main geo-economic and -political shifts currently taking place in the global economy (1.1.1, 1.1.2) The student knows and understands the main concepts/theories in culture, ethics and intercultural communication & management (3.1.1) The student knows and understands the main concepts/theories in international market selection (1.1.3, 1.1.4) The student knows and understands the main concepts/theories in international entry strategies and cross-border e-commerce (1.1.3, 1.1.4) The student knows and understands the main concepts/theories in international law, sales contracts and INCO-terms/international payment options (1.1.3, 1.1.4) The student knows and understands the main concepts/theories in international transport, logistics and supply chain management (1.1.3, 1.1.4) The students know and understand the main concepts/theories in (international) risk management (1.1.3, 1.1.4)
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Resit	In the regular exam weeks
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Regular review sessions written exams
Other info	
Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	N.A.

INTSCM01 - Introduction to Supply Chain Management

1. General information	
Long English name of course	Introduction to Supply Chain Management
Short English name of course	Introduction to Supply Chain Management
Course code	INTSCM01
Degree programme and cluster	International Business
Teaching period	P1, P2, P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Manage supply chain operations, such as maintaining inventory levels, tracking shipments, and supporting procurement processes by coordinating with suppliers and logistics partners.
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	PLO 1 - The IB professional defines international business opportunities and recommends possible strategies for the organisation to create sustainable multi-sided value for stakeholders. PLO 2 - The IB professional contributes to business (systems) transitions and transformations in order to optimize sustainable international business practices. PLO 3 - The IB professional cultivates and manages internal and external relationships with culturally diverse stakeholders in a responsible manner in order to achieve (mutual) business goals.
General description	In this introductory course, the role and application of Supply Chain Management principles (in the context of international business) will be explored. The course covers SCM's core pillars: forecasting, inventory management, procurement, and logistics. Some basic quantitative models/concepts are introduced. Introduction to strategic and tactical aspects of SCM are addressed, including SCM's relationship to other functional areas of a firm. The theory is applied to simple examples and to a basic business case. The concept of supply chain sustainability dilemmas is introduced. This module makes use of Excel to allow students to become familiar with this tool while learning about forecast techniques, KPIs, and inventory management. Students are encouraged to help each other in class to create bonding, teach them to rely on each other, and equalize the Excel skills across students.
Cohesion	Precursor to SCM 2 End-to-End Supply Chain Processes (and all other SCM courses).

Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	At home/own time: Video clips explaining PPT material ('substitute' for lectures). Review questions about the video/PPTs. In class: Brief lecture / overview of weekly content. Discussion of review questions. Exercises and (simple) business cases. Excel assignments – in preparation for S5 group assessment. Q&A, as necessary. Formative quizzes (in class and at own time).
Required literature / description of learning material	All study material is provided in PPT slides and video clips. Weekly optional quizzes will be provided on Brightspace. Comprehensive sample exam with answers and explanations is provided.
Required software / required materials	PPT, Excel
Extra contributions	N.A.

3. Examination

INTSCM02_T01	Written exam (BYOD)
INTSCM02_T02	Written assignment

Exam code: INTSCM01_T01 – Written exam (BYOD)

Name (modular) exam	Written exam (BYOD) – Introduction to SCM
Code (modular) exam	INTSCM01_T01
Assessment criteria	1. The student can recognize basic concepts and terminology from the theory of supply chain management in an international business context. [MLO 2.1.1] 2. The student can identify the main departments within the supply chain (e.g. logistics, supply/demand planning, procurement) based on theory of supply chain management. [MLO 1.1.4] 3. Given some simple case scenarios, the student can identify basic relationships between supply chain concepts and a given supply chain. [MLO 1.1.4] 4. Given some data, the student can use basic supply chain tools (e.g., EOQ, Forecasting, MPS, OTD, COG) to calculate the results of simple business decision-making situations. [MLO 3.1.3] 5. Based on theory, the student can recognize the relationship between supply chain management and other departments (e.g., marketing, R&D, finance). [MLO 2.1.1] 6. Based on theory, the student can recognize the basic role of a supply chain within a company's high-level strategy. [MLO 3.1.1] 7. Based on theory, the student can identify the schematics and basic factors of sustainability dilemmas of a simple supply chain structure that includes suppliers, focal company, customers, and the end consumer in an international business context. [MLO 1.1.5] 8. Based on industry standards, students can recognize trends and matters about sustainability and ethics in the field of supply chain management. [MLO 2.1.2]
Exam format	Written exam (BYOD)

Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Resit	In regular exam periods
Duration exam	120 minutes
Permitted resources / aids	• Non-graphing calculator (calculator to be enabled in ANS) • Pen/pencil (scrap paper to be provided at the examination)
Minimum result	5.5
Weight factor of modular exam	70%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; student can request an individual session with lecturer.
Other info	N.A.

Exam code: INTSCM01_T02 – Written assignment	
Name (modular) exam	Written assignment
Code (modular) exam	INTSCM01_T02
Assessment criteria	1. Given some data, the student can use basic supply chain tools (e.g., EOQ, Forecasting, MPS, OTD, COG) to calculate the results of simple business decision-making situations. [MLO 3.1.3] 2. The student can recognize basic concepts and terminology from the theory of supply chain management in an international business context. [MLO 2.1.1] Students must at least do 2 out of 3 group assessments
Exam format	Written assignment
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P2, P3, P4
Resit	Only in case a student did not attend 2 or all 3 group assessments: student will be given an individual comprehensive (meaning a mix of the topics covered in previous 3 group assessments) 60-minute assessment in class in week 9
Duration exam	2x60 minutes (in weeks 3, 5, and 7). [there will be 3 group assessments, but the final grade will be the average of the best 2]
Permitted resources / aids	• BYOD, Excel • Open book
Minimum result	5.5
Weight factor of modular exam	30%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can request an individual session with lecturer.
Other info	N.A.

Changes compared to last year	New SU

Date from which the SU will no longer be offered	N.A.
Substitution	SUPCHM19

BUSACC01 - Business Accounting

1. General information	
Long English name of course	Business Accounting
Short English name of course	Business Accounting
Course code	BUSACC01
Degree programme and cluster	International Business
Teaching period	P1, P2, P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	one
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Junior financial business accountant
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	PLO's: 1. The IB professional defines international business opportunities and recommends possible strategies for the organisation to create sustainable multi-sided value for stakeholders. 2. The IB professional contributes to business (systems) transitions and transformations in order to optimise sustainable international business practices.
General description	Students will learn the basics of accounting and finance. The module will also introduce basic theories and concepts of costs accounting.
Cohesion	n.a.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture/Seminar / Tutorial / Working lecture
Required literature / description of learning material	ISBN 9781787267855, CU - HAN financial and cost accounting 2018
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
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BUSACC01_T01	Written exam (BYOD) 1
BUSACC01_T02	Written exam (BYOD) 2

Exam code(s):	
Name (modular) exam	Written exam (BYOD) 1 – Business Accounting
Code (modular) exam	BUSACC01_T01
Assessment criteria	The student: - Prepares financial statements; Balance sheet, income statement and cash flow statement for non - complex organisations. MLO 2.1.1
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	P1, P2, P3, P4 (Week 3 or 4), T5
Resit	During regular offerings
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator, bilingual paper dictionary
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris
Discussion and review	Via regular review sessions
Other info	N.A.

Exam code(s): BUSACC01_T02 – Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) 2 – Business Accounting
Code (modular) exam	BUSACC01_T02
Assessment criteria	The student: - Identifies cost terms and purposes; - Discusses cost volume profit analysis; - Demonstrates different costing methods; - Reports results in an understandable way; - Prepares budgets; - Performs variance analysis MLOs: 1.1.15, 2.1.1, 2.1.4
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Resit	During regular exam periods
Duration exam	120 mins
Permitted resources / aids	Non-graphing calculator, bilingual paper dictionary
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris
Discussion and review	Via regular review sessions

Other info	N.A.
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Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	BUSACC01 = ACCOFB02 + ACCOFA29

PRIMAR01 - Principles of Marketing

1. General information	
Long English name of course	Principles of Marketing
Short English name of course	Principles of Marketing
Course code	PRIMAR01
Degree programme and cluster	International Business
Teaching period	P1, P2, P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Junior marketing specialist
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	PLO 1: International business opportunities The IB professional defines international business opportunities and recommends possible strategies for the organisation to create sustainable multi-sided value for stakeholders. 1.1.1: Collects data regarding current trends and developments with guidance and under supervision 1.1.2 Determines the relevance of current trends and developments for the organization, with guidance and under supervision 1.1.3: Collects data about familiar and unfamiliar —but transparent— international/foreign contexts, markets, or customers based on a specific and clear assignment/instruction (e.g. 'conduct a market analysis of region X for product Y') as part of a multidisciplinary team, under supervision 1.1.4: Determines opportunities, threats, strengths, and weaknesses for the organization (no confrontation matrix) 1.1.5: Conducts an impact analysis of a given possible strategy to determine its viability and sustainability
General description	In this course, you will learn how to discover customer needs, design valuable products, and communicate them in a way that excites your audience. This is a hands-on course. You will not only learn theory but also apply it directly in a portfolio project where you will work like real junior marketers.
Cohesion	N.A.
Mandatory participation	Yes
Maximum number of participants	N.A.

Compensation options	N.A.
Activities and/or instructional formats	Theory classes and workshops
Required literature / description of learning material	Marketing: Real People, Real Choices, Global Edition 12h Edition . ISBN: 9781292482538, 2025
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
PRIMAR01_T01	Written exam (BYOD)

Exam code(s): PRIMAR01_T01 – Written exam (BYOD)	
Name (modular) exam	Written exam (BYOD) – Principles of marketing
Code (modular) exam	PRIMAR01_T01
Assessment criteria	Bloom level: Remember / Understand (level 1) (MLO in bold = Focus) - Define key marketing concepts (PEST, SWOT, confrontation matrix, competitive analysis, needs, wants, value, STP, 4Ps, consumer behavior). - Explain the role of marketing in business and society. MLO: 1.1.1, 1.1.2, 1.1.5 Bloom level: Apply / Analyze (level 1) - Use frameworks such as Customer Personas, Value Proposition Canvas, and STP in practical cases. - Analyze markets using segmentation and positioning techniques. - Apply the 4Ps (Product, Price, Place, Promotion) to real-world examples. MLO: 1.1.2, 1.1.3, 1.1.4 Bloom level: Apply / Evaluate (level 1) - Collaborate in groups to solve marketing problems. - Evaluate different strategic options as a team (e.g., pricing models, channel choices). MLO: 1.1.2, 1.1.3 Bloom level: Evaluate / Create (level 1) - Integrate weekly deliverables into a professional portfolio - Create a coherent marketing plan (portfolio) that simulates real-world junior marketer tasks. MLO: 1.1.4, 1.1.5
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Resit	During regular exam periods

Duration exam	120
Permitted resources / aids	Dictionary
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Scheduled review sessions with invigilator
Other info	

Changes compared to last year	New SU
Date from which the SU will no longer be offered	N.A.
Substitution	MARKEC04

INTMAP01 - Introduction to Management Principles

1. General information	
Long English name of course	Introduction to Management Principles – An application-based approach
Short English name of course	Introduction to Management Principles
Course code	INTMAP01
Degree programme and cluster	International Business
Teaching period	P1, P2, P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: $64 \times (\frac{3}{4}) = 48$ hours Expected self-study time: $140 - 48 = 92$ hours Total assigned study load: 140 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Junior manager
Exit qualifications / Programme Learning Outcomes (PLO) / LOCO	The PLO's being covered are: PLO 1: International Business Opportunities PLO 2: Business transformation PLO 3: Relationship management PLO 4: Self-management The IB BOKS will serve as a guide for curriculum development.
General description	In this course, you will learn the fundamentals of how organizations are managed and structured. You will explore the roles and responsibilities of managers and how they guide and direct organizations. The course covers topics such as organizational strategy, organizational structure, and organizational culture. You will learn how organizations set their direction, how work and responsibilities are organized, and how shared values and norms influence the way people work together. You will also become familiar with different management theories and learn how managers can measure, monitor, and improve performance within an organization. The course also addresses leadership, motivation, teamwork, and group development. Themes such as ethics and corporate social responsibility will also be introduced. Each week you will work with a practical case study, where you apply the theories and concepts discussed in class to a real organization. This helps you not only understand the concepts, but also learn how to apply them in practice.
Cohesion	This course would be the basis for the main phase course which serves the O&C specialization.
Mandatory participation	Yes
Maximum number of participants	N.A.
Compensation options	N.A.

Activities and/or instructional formats	1) Lectures using PowerPoint slides 2) Group work to do case studies in class 3) Reports or presentations by students Lecture, seminar, tutorial
Required literature / description of learning material	1) Open source Text book – Principles of Management – Open Stax 2) Case study – Hissin Noodles
Required software / required materials	MS office
Extra contributions	N.A.

3. Examination

INTMAP01_T01	Written exam (BYOD)
INTMAP01_T02	Written assignment

Exam code(s): INTMAP01_T01 – Written exam (BYOD)

Name (modular) exam	Written exam (BYOD) – Introduction to management principles
Code (modular) exam	INTMAP01_T01
Assessment criteria	The student - Recognizes the steps in the strategic cycle of the organisation. (1.1.2; 1.1.4;1.1.5; 2.1.3; 2.1.4) - Explains the functions, roles and skills of managers. (2.1.3; 2.1.4) - Interprets various theories regarding management (1.1.2;1.1.4;1.1.5; 2.1.3; 2.1.4; 3.1.3; 3.1.4; 3.1.5; 3.1.6) - Describes how decisions are made. (1.1.2; 1.1.4;1.1.5; 2.1.3; 2.1.4; 3.1.3; 3.1.4; 3.1.5; 3.1.6) - Discusses characteristics of and current issues in organizational culture. (3.1.3; 3.1.4; 3.1.5; 3.1.6) - Exemplifies traditional and contemporary organizational designs and its challenges. (2.1.3; 2.1.4) - Identifies strategy of an organization and current issues (1.1.2; 1.1.4;1.1.5; 2.1.3; 2.1.4) - Selects and applies appropriate tools to measure and monitor organizational performance.. (2.1.3; 2.1.4; 3.1.3; 3.1.4; 3.1.5; 3.1.6) - Understands how companies adopt different CSR practices in an international context (1.1.2; 1.1.4;1.1.5)
Exam format	Written exam (BYOD)
Exam type, if written	ANS
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Resit	During regular exam periods
Duration exam	90 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can appeal via Ans during the exam review.

Other info	N.A.
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Exam code(s): INTMAP01_T02 – Written assignment	
Name (modular) exam	Written assignment – Introduction to management principles
Code (modular) exam	INTMAP01_T02
Assessment criteria	The student • Recognizes the steps in the strategic cycle of the organisation. (1.1.2; 1.1.4;1.1.5; 2.1.3; 2.1.4) • Explains the functions, roles and skills of managers. (2.1.3; 2.1.4) • Interprets various theories regarding management (1.1.2;1.1.4;1.1.5; 2.1.3; 2.1.4; 3.1.3; 3.1.4; 3.1.5; 3.1.6) • Describes how decisions are made. (1.1.2; 1.1.4;1.1.5; 2.1.3; 2.1.4; 3.1.3; 3.1.4; 3.1.5; 3.1.6) • Discusses characteristics of and current issues in organizational culture. (3.1.3; 3.1.4; 3.1.5; 3.1.6) • Exemplifies traditional and contemporary organizational designs and its challenges. (2.1.3; 2.1.4) • Identifies strategy of an organization and current issues (1.1.2; 1.1.4;1.1.5; 2.1.3; 2.1.4) • Selects and applies appropriate tools to measure and monitor organizational performance.. (2.1.3; 2.1.4; 3.1.3; 3.1.4; 3.1.5; 3.1.6) • Understands how companies adopt different CSR practices in an international context (1.1.2; 1.1.4;1.1.5) • Analyses an organisational case in a group, applies relevant management theories and demonstrates problem-solving skills in developing and presenting/describing substantiated/well-founded solutions. (4.1.3; 4.1.6) • Identify cultural differences and builds collaborative and intercultural skills. (4.1.3; 4.1.6) 80% of the lessons is mandatory, students can miss 2 lessons maximum
Exam format	Written assignment
Exam type, if written	N.A.
Individual / group	Individual and group
Assessment periods	P1, P2, P3, P4
Resit	In week 9 of the same period or in another regular teaching period
Duration exam	N.A.
Permitted resources / aids	Case and textbook
Minimum result	Pass
Weight factor of modular exam	0%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can request an individual session with lecturer.
Other info	Individual quizzes in Brightspace, group work in class with case study

Changes compared to last year	New SU

Date from which the SU will no longer be offered	N.A.
Substitution	INTMAP01 = MANAGC12 + MANAGC13

9.1.2 Main phase

C-cluster

BUSICO10 - Business Communication

1. General information	
Long English name of course	Business Communication 2
Short English name of course	Business Communication 2
Course code	BUSICO10
Degree programme and cluster	IB C-cluster
Teaching period	S1 and S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 0 EC Credits are awarded in the modules: FINANC25 MARKSA12 ORGACH16 SUPCHM51 Scheduled contact time: 27 hours Expected self-study time: 85 hours Total assigned study load: 112 hours
Course entry requirements	N.A.
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Effective communication in business contexts
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience
General description	During the semester, students prepare and deliver the following business messages at CEFR level C1: - A sales pitch - A (short) report or other business text - A curriculum vitae, cover letter and LinkedIn profile - A job interview
Cohesion	Assessment of this module takes place in modules: FINANC25 MARKSA12 ORGACH16 SUPCHM51
Mandatory participation	Yes, as the sales pitch and job interview are practised and assessed in class.
Maximum number of participants	N.A.
Compensation options	N.A.

Activities and/or instructional formats	For the pitch: video recordings, peer feedback and practice in class. For the short report / business text: lectures where theory is discussed plus further practice. For the curriculum vitae, cover letter and LinkedIn profile: lectures where theory is discussed, tips are exchanged and discussions are held, practice in class, peer feedback. For the job interview: lectures where theory is discussed, tips are exchanged and interviews are prepared and executed.
Required literature / description of learning material	All materials made or selected by the lecturers are on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
FINANC25_T03	Portfolio Get Hired - Business Communication 2
MARKSA12_T03	Pitch – Business Communication 2
SUPCHM51_T02	Written exam (BYOD) – Business Communication 2
ORGACH16_T03	Job Interview Get Hired – Business Communication 2

Exam code: FINANC25_T03 (Portfolio Get Hired Business communication 2 - Finance 3)	
Name (modular) exam	Portfolio Get Hired – Business Communication 2
Code (modular) exam	FINANC25_T03
Assessment criteria	Student can create a CV, cover letter and online presence at CEFR level C1.
Exam format	Portfolio – collection of assignments
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	

Exam code: ORGACH16_T03 (Job interview Get Hired – Business Communication 2 - Organisation & Change)	
Name (modular) exam	Job Interview Get Hired - Organisation & Change
Code (modular) exam	ORGACH16_T03
Assessment criteria	Student can hold a job interview for an internship at CEFR level C1.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	30 minutes

Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	

Exam code: MARKSA12_T03 (Sales Pitch Business Communication 2- Marketing & Sales)	
Name (modular) exam	Sales Pitch Business Communication 2 - Marketing & Sales
Code (modular) exam	MARKSA12_T03
Assessment criteria	Student can deliver a sales pitch at CEFR level C1.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	3 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	

Exam code: SUPCHM51_T02 (Written exam (BYOD) Communication 2 - Supply Chain Management 2)	
Name (modular) exam	Written exam (BYOD) Business Communication 2 - Supply Chain Management 2
Code (modular) exam	SUPCHM51_T02
Assessment criteria	Student can create a business text at CEFR level C1.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris.
Discussion and review	Via lecturer
Other info	

Changes compared to last year	N.A.

Date from which the SU will no longer be offered	-
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FINANC25 - Finance 3

1. General information	
Long English name of course	Finance 3 - Financial Management
Short English name of course	Finance 3
Course code	FINANC25
Degree programme and cluster	IB C-cluster
Teaching period	P1 and P2 and P3 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 56 hours Expected self-study time: 84 hours Total assigned study load: 140 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Junior Financial Analyst
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW07: Produce management information from various data sources in an international business environment TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives TWM19: Recommend financing possibilities in a dynamic international environment
General description	During this course, students learn to: - Describe the corporate governance characteristics of a firm - Analyze and interpret the financial statements of a firm - Recognize the time value of money and be able to calculate the NPV as well as IRR for any stream of cashflows - Master capital budgeting techniques and assess different projects within a firm - Form the capital structure of a firm and get familiar with methods of financing - Translate transactions to financial performance - Formulate the financial paragraph of a business plan During the group project, students practice the assessment of the corporate governance, the calculation/interpretation of ratios, the analysis of the competition, the estimation of cost of capital, and the identification of future investments for an existing firm with real data
Cohesion	BUSICO10
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture

Required literature / description of learning material	Hillier, D., Ross, S. A., Westerfield, R., & Jordan, B. D. (2021). Fundamentals of Corporate Finance. 4th Edition. McGraw - Hill Education. ISBN: 13: 9781526848628 // 10: 1526848627 Reader 7524 for BUC
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
FINANC25_T01	Written Exam (BYOD) - Finance 3
FINANC25_T02	Portfolio - Finance 3
FINANC25_T03	Portfolio Get Hired Business Communication 2 - Finance 3

Exam code: FINANC25_T01 (Written Exam (BYOD) - Finance 3)	
Name (modular) exam	Written Exam (BYOD) - Finance 3
Code (modular) exam	FINANC25_T01
Assessment criteria	The assessment will be based on a written report, a group presentation and defense. Plus the memo - report for business communication. In addition, students will take an individual written exam. The student: TWM18: Understands and interprets financial statements TWM18: Understands general principles of corporate governance giving examples of applicable accounting standards WW7, TWM19: Develops and compares alternative solutions for a financing decision WW7, TWM19: Prepares an investment and operating budget for an organisation. WW7, TWM19: Appraises different projects relating to current activities and future developments TWM18: Formulates the financial paragraph of a business plan WW7: Demonstrates numeracy (MS Excel), WT1, WW 7: Demonstrates analytical, evaluative, and persuasive skills
Exam format	Written Exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: FINANC25_T02 (Portfolio - Finance 3)	
Name (modular) exam	Portfolio - Finance 3
Code (modular) exam	FINANC25_T02
Assessment criteria	The assessment will be based on a written report, a group presentation and defense. Plus the memo - report for business communication. In addition, students will take an individual written exam.

	The student: TWM18: Understands and interprets financial statements TWM18: Understands general principles of corporate governance giving examples of applicable accounting standards WW7, TWM19: Develops and compares alternative solutions for a financing decision WW7, TWM19: Prepares an investment and operating budget for an organisation. WW7, TWM19: Appraises different projects relating to current activities and future developments TWM18: Formulates the financial paragraph of a business plan WW7: Demonstrates numeracy (MS Excel), WT1, WW 7: Demonstrates analytical, evaluative, and persuasive skills
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P2, P3, P4
Duration exam	30 minutes
Permitted resources / aids	Power-point file + Excel file
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Exam code: FINANC25_T03 (Portfolio Get Hired Business communication 2 - Finance 3)	
Name (modular) exam	Portfolio Get Hired – Business Communication 2
Code (modular) exam	FINANC25_T03
Assessment criteria	Student can create a CV, cover letter and online presence at CEFR level C1.
Exam format	Portfolio – collection of assignments
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	This exam is part of BUSICO10

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

MARKSA12 – Marketing and Sales - Online Marketing

1. General information	
Long English name of course	Marketing and Sales - Online Marketing
Short English name of course	Online Marketing
Course code	MARKSA12
Degree programme and cluster	IB C-Cluster
Teaching period	P1 and P2 and P3 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 22.5 hours Expected self-study time: 117.5 hours Total assigned study load: 140 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organization	
Professional task	Online Marketer: The online marketer takes care of the online marketing strategy and ensures that it is properly executed. Both the strategic aspect and the operational part of online marketing are the responsibility of an online marketer.
Exit qualifications / Programme Learning Outcomes (PLO)	WT02: Create innovative ideas in a changing business environment in a systematic fashion WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience LW13: Use appropriate verbal and non-verbal communication in an intercultural setting TWM15: Develop a well-founded marketing plan to support the creation of value for international customers TWM16: Use appropriate sales techniques in support of durable customer relationships TWM17: Incorporate developments of the digital landscape in a marketing strategy
General description	The modern marketer not only needs to know how Online Marketing works; but also how he or she can make use of the Internet for the purpose of product realization, sales, market research or distribution. By the end of this study unit students will be able to take the role as an online marketer. Students will learn: - The fundamentals of Digital Marketing; - To write a creative Digital Marketing Plan in order to convince a potential client company of their plans; - To deliver an effective and persuasive pitch in which the students show that they master expertise in Digital Marketing using advanced English (C1).
Cohesion	BUSICO10
Mandatory participation	- Students of MARKSA12 must be present for 80% of all classes. The theory of the lectures is being processed in the workshop classes. In the workshop classes students work on parts of the Digital Plan which is a part of examination of this module. -

Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Coaching / Individual guidance Lecture Module Workshop
Required literature / description of learning material	Berry, M., Sikkenga, B., Berry, M., & Visser, M. (2023). Digital Marketing Fundamentals (3rd ed.). Wolters - Noordhoff. ISBN: ISBN 9789001016043 Busines Communication Reader 7506 Brightspace: All required literature, such as study manuals PDF's and PowerPoints, will be posted online via Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
MARKSA12_T01	Portfolio - Marketing & Sales
MARKSA12_T02	Sales Video Pitch - Marketing & Sales
MARKSA12_T03	Sales Pitch Business Communication 2 – Marketing & Sales

Exam code: MARKSA12_T01 (Portfolio - Marketing & Sales)	
Name (modular) exam	Portfolio - Marketing & Sales
Code (modular) exam	MARKSA12_T01
Assessment criteria	1. The student designs an original, creative and visually attractive Digital Marketing plan that is harmonious with the client company and addresses the developments in their foreign target market and society. 2. The student understands the critical role that Intercultural Awareness has in digital marketing and sales and consequently applies this awareness in the Digital Marketing plan. 3. As a follow up on a critical analysis of the micro, meso and macro environment of the client company, the student demonstrates knowledge on proposing an effective strategy and action plan, so it can be used to enhance the client companies' online (sales) effectiveness. Condition for assessment: There are 7 Condition for assessment, further disclosed in the 'Other info' field.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris.
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	Detailed knock - out criteria: - The Digital Marketing Plan was handed in via HANDIN and plagiarism check is OK. - The Digital Marketing Plan was handed in before deadline.

	3. Attractive layout that invites the reader to continue reading. 4. Clear & concise writing style (as a result of good use of grammar, vocabulary, spelling and punctuation) 5. Clear structure that guides the reader through the different parts of the report. 6. Present in the appendix: AI acknowledgement and indication of prompts used and where/how/why these are used. 7. Correct APA style referencing (in-text and reference list) that allows the reader to check your assertions

Exam code: MARKSA12 T02 (Sales Video Pitch - Marketing & Sales)	
Name (modular) exam	Sales Video Pitch - Marketing & Sales
Code (modular) exam	MARKSA12 T02
Assessment criteria	1. The student can fulfill the role of an Online Marketer and pitch well - founded plan, in line with a strategic analysis, by using correct theory and jargon. 2. The student pitches a relevant, original, future proof and (widely) applicable plan for (one or more) key digital sales channels in order to create value for a client company and its target group. 3. The student delivers a creative, effective and persuasive video sales pitch to management or other specified audience using advanced English (C1).
Exam format	Oral Exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	7 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	You can request an individual session with your lecturer.
Other info	Video

Exam code: MARKSA12 T03 (Sales Pitch Business Communication 2- Marketing & Sales)	
Name (modular) exam	Sales Pitch Business Communication 2 - Marketing & Sales
Code (modular) exam	MARKSA12 T03
Assessment criteria	Student can deliver a sales pitch at CEFR level C1.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	3 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris
Discussion and review	Contact lecturer

Other info	This exam is part of BUSICO10
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Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ORGACH16 - Organisation & Change

1. General information	
Long English name of course	Organisation & Change
Short English name of course	Organisation & Change
Course code	ORGACH16
Degree programme and cluster	IB C-cluster
Teaching period	P1 and P2 and P3 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 37 hours Expected self-study time: 103 hours Total assigned study load: 140 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organization	
Professional task	Conducting a Business Organisation Analysis. Consult the client organization. Give advice to the client organisation.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices. TWM22: Draft the strategic cycle of part(s) of the organisation (process and content). TWM23: Assess the impact of change on the organization. TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution.
General description	Students work in small groups analyzing the performance/elements of a company by using the Burke - Litwin model as framework through field - and desk research. Via a Gap analysis (IST - SOLL) students come up with an advice to change, in which also ethical aspects of doing business are reflected. Students meet via formal business meetings, where role-play is used to practise Business Communication. Students train their business meeting skills in Business Communication.
Cohesion	BUSICO10
Mandatory participation	Mandatory for Business Communication because students hold business meetings in class and are continuously assessed.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	e - book for ORGACH16: Farrell, W., & Zweedijk, R. (2022). Organisation & Change: strategy, structure, culture and systems. (2nd ed). Pearson Education Limited.

	ISBN: 9781800065529
	Reader 7524 for CEC - BUC3A
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ORGACH16_T01	Written Exam (BYOD) - Organisation & Change
ORGACH16_T02	Portfolio- Organisation & Change
ORGACH16_T03	Job interview get Hired Business Communication 2 - Organisation & Change

Exam code: ORGACH16_T01 (Written Exam (BYOD) - Organisation & Change)	
Name (modular) exam	Written Exam (BYOD) - Organisation & Change
Code (modular) exam	ORGACH16_T01
Assessment criteria	The student: TWM22: Understands the company goals and the IST situation on relevant elements. Analyses the desired SOLL situation, based on proper argumentation. Produces solid and realistic advice for how to bridge the gap. TWM23: Assesses how the proposed change would impact the company. TWM24: Defines which information is needed in order to come up with relevant advice Applies proper desk and field research techniques to gather the required information LW10: Identifies issues concerning ethical and social responsibility in the business environment. LW14: Understands the impact of culture on each of the business processes under consideration.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	Advisory report
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: ORGACH16_T02 (Portfolio- Organisation & Change)	
Name (modular) exam	Portfolio- Organisation & Change
Code (modular) exam	ORGACH16_T02
Assessment criteria	The student: TWM22: Understands the company goals and the IST situation on relevant elements. Analyses the desired SOLL situation, based on proper argumentation Produces solid and realistic advice for how to bridge the gap. TWM23: Assesses how the proposed change would impact the company.

	TWM24: Defines which information is needed in order to come up with relevant advice Applies proper desk and field research techniques to gather the required information LW10: Identifies issues concerning ethical and social responsibility in the business environment. LW 14: Understands the impact of culture on each of the business processes under consideration. WW4: Utilizes effective and appropriate communication strategies in a business meeting setting with external and internal relations.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P2, P3, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Presentation + Q&A

Exam code: ORGACH16_T03 (Job interview Get Hired – Business Communication 2 - Organisation & Change)	
Name (modular) exam	Job Interview Get Hired - Organisation & Change
Code (modular) exam	ORGACH16_T03
Assessment criteria	Student can hold a job interview for an internship at CEFR level C1.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	This exam is part of BUSICO10

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

SUPCHM51- Supply Chain Management 2

1. General information	
Long English name of course	Supply Chain Management 2
Short English name of course	Supply Chain Management 2
Course code	SUPCHM51
Degree programme and cluster	IB C-cluster
Teaching period	P1 and P2 and P3 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Junior Supply Chain Consultant: Analysing the current performance of the supply chain processes and coming up with improvements.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals TWM20: Evaluate operations processes within and between organisations TWM21: Manage operations processes within and between organisations TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	Students work in teams that describe and visualize the supply chain of a company. They analyse the problems the company is facing that impedes the company from achieving its goals and objectives. During the process, they also establish what the root causes to those problems are in order to come up with improvements to the functioning of the Supply Chain.
Cohesion	BUSICO10
Mandatory participation	Compulsory, at least 80% of lessons and workshops.. Because of group work during lectures and mutual dependence on group members. This curbs piggybacking as well.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Weenk, E. (2019). Mastering the Supply Chain: Principles, Practice and Real - Life Applications (1st ed.). Kogan Page. ISBN: 9780749484484 Other literature to be provided during the course. Reader 7506 for Business Communication

Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SUPCHM51_T01	Portfolio - Supply Chain Management 2
SUPCHM51_T02	Written exam (BYOD) Communication 2 - Supply Chain Management 2
SUPCHM51_T03	Written exam (BYOD) Supply Chain Management 2

Exam code: SUPCHM51_T01 (Portfolio - Supply Chain Management 2)	
Name (modular) exam	Portfolio - Supply Chain Management 2
Code (modular) exam	SUPCHM51_T01
Assessment criteria	TWM 20/TWM21: Analyses the supply chain flows and processes by creating supply chain maps of a given supply chain Proposes improvements to problems within the supply chain and reports actions to management. TWM24: Formulates an action plan as a result of the proposed improvements, using a reporting format. WW6: Evaluates team collaboration by considering the task and relationship orientation using relevant team typologies. Assumes shared responsibility for collaborative work, and values the individual contributions made by each team member. Justifies collaboration during the presentation and defence.
Exam format	Portfolio and presentation
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	32%
Method of enrolment for exam	Via Osiris.
Discussion and review	With lecturer
Other info	N.A.

Exam code: SUPCHM51_T02 (Written exam (BYOD) Business Communication 2 - Supply Chain Management 2)	
Name (modular) exam	Written exam (BYOD) Business Communication 2 - Supply Chain Management 2
Code (modular) exam	SUPCHM51_T02
Assessment criteria	Student can create a business text at CEFR level C1.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4 and T5
Duration exam	120 min
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	20%
Method of enrolment for exam	Via Osiris.
Discussion and review	Via lecturer
Other info	This exam is part of BUSICO10

Exam code: SUPCHM51_T03 (Written exam (BYOD) - Supply Chain Management 2)	
Name (modular) exam	Individual Pitch - Supply Chain Management 2
Code (modular) exam	SUPCHM51_T03
Assessment criteria	TWM 20/TWM21:Evaluates relevant supply chain literature and uses findings to recommend improvements to the supply chain of a business. TWM24: Validates the gathering of relevant data and information through desk research.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	Non-graphical calculator, and bilingual paper dictionary
Minimum result	5.5
Weight factor of modular exam	48%
Method of enrolment for exam	Via Osiris
Discussion and review	As organized by IB
Other info	

Changes compared to last year	SUPCHM51-T01 AND T03 have changed: T01 – from group report to group report and presentation. T03 – from computer-based simulation to written exam.
Date from which the SU will no longer be offered	N.A.

INTEEC06 - International Economics

1. General information	
Long English name of course	International Economics
Short English name of course	International Economics
Course code	INTEEC06
Degree programme and cluster	IB C-cluster
Teaching period	P1 and P2 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1
Prior knowledge	

2. Content and organisation	
Professional task	This module provides relevant background information for the professional tasks that are the focus of the study units M & S (the online marketer), Supply Chain Management (Supply Chain & Operations coordinator) and F & C (the financial assistant).
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development WW07: Produce management information from various data sources in an international business environment
General description	The course aims to provide a framework for consistent reasoning about international flows of goods, factors of production, and financial assets, trade policy and macroeconomic policy in an open economy. The issues discussed in this course will provide students with a better understanding of the factors, trends and developments that shape the international business environment During the period, students work on a practical assignment, for which they have to gather and analyse information (publications/databases) from reliable public sources.
Cohesion	The module provides relevant background information for students in International Business in general, and especially for courses in International Marketing, International Finance and International Supply Chain Management
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture
Required literature / description of learning material	All relevant information for this course (theory, articles, PPTs) can be found on Brightspace.

Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

INTEEC06_T01	Written exam (BYOD) - International Economics
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Exam code: INTEEC06_T01 (Written exam (BYOD) - International Economics)

Name (modular) exam	Written exam (BYOD) - International Economics
Code (modular) exam	INTEEC06_T01
Assessment criteria	The student: - Can classify and assess the benefits and challenges of globalization - Can explain the role of the major global economic institutions and regional trade agreements - Can identify, recognise and analyse the main factors that drive international trade and regional/global supply chains - Can identify and analyse a country's Balance of Payments - Can identify, recognize and explain how trade and financial flows affect exchange rates - Can identify and recognize different exchange rate systems and analyze their main advantages and disadvantages - Can assess the effects of national macroeconomic policies on the international business environmentCan critically comment on and participate in current debates on international economic policy
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator, paper dictionary
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DUTBSA03 - Dutch 3

1. General information	
Long English name of course	Dutch for Business 3: Internship in the Netherlands
Short English name of course	Dutch 3
Course code	DUTBSA03
Degree programme and cluster	IB and CS Electives
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Dutch 1
Prior knowledge	

2. Content and organisation	
Professional task	Communicate (verbally and in written) in Dutch at CEFR A2 - level.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Student produces language products in Dutch at CEFR A2 - level for both general and business communication purposes. The products contain both spoken and written language. Student learns grammar and vocabulary that is needed to successfully deliver the language products.
Cohesion	In the series of 8 study units, this study unit is the third in the row. All study units Dutch are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Yes. Participation in language assignments in class is part of the portfolio assessment. 80% participation is mandatory.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Verbruggen, K. & Hoogvorst, W. (2017). Start.nl 2, Dutch for beginners (2nd ed.). Coutinho ISBN: 9789046903797
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
DUTBSA03_T01	Written Exam (BYOD) - Dutch 3
DUTBSA03_T02	Portfolio - Dutch 3

Exam code: DUTBSA03_T01 (Written Exam (BYOD) - Dutch 3)	
Name (modular) exam	Written Exam (BYOD) - Dutch 3
Code (modular) exam	DUTBSA03_T01
Assessment criteria	- The student shows the ability to use correct grammar in short and simple sentences on level CEFR A2. The student shows the ability to use simple and quite correct (business) vocabulary on level CEFR A2. The student shows the ability to communicate (orally and/or in written) at CEFR A2 - level in simple and routine tasks requiring a simple and direct exchange of information on familiar, routine and business matters.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	During exam review
Other info	N.A.

Exam code: DUTBSA03_T02 (Portfolio - Dutch 3)	
Name (modular) exam	Portfolio - Dutch 3
Code (modular) exam	DUTBSA03_T02
Assessment criteria	- The student shows the ability to use correct grammar in short and simple sentences on level CEFR A2. - The student shows the ability to use simple and correct (business) vocabulary on level CEFR A2. - The student shows the ability to communicate (orally and/or in writing) at CEFR A2 - level in simple and routine tasks requiring a simple and direct exchange of information on familiar, routine and business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
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Date from which the SU will no longer be offered	N.A.
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FREBSA03 - French 3

1. General information	
Long English name of course	French for Business 3: Business Meeting
Short English name of course	French 3
Course code	FREBSA03
Degree programme and cluster	IB and CS C-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	French 1
Prior knowledge	Knowledge of French from the preceding units, or acquired in a different way, is necessary to follow the course.

2. Content and organisation	
Professional task	To communicate (orally and in writing) in French at CEFR level A2.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	After completing this course, students understand and produce general and business French, both orally and in writing, at level CEFR A2. During this course, students will learn to understand and conduct a basic French business meeting. The student uses French as additional language in various general and business settings orally and in writing at CEFR A2 level. The student learns grammar, vocabulary and communication skills related to reading, writing, listening and speaking in French.
Cohesion	This study unit is the third in the row of 8 study units. All study units French are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Participation is highly recommended
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Material on Brightspace and material distributed in class.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
FREBSA03_T01	Business Meeting (Oral Exam) - French 3

Exam code: FREBSA03_T01 (Business Meeting (Oral Exam) - French 3)	
Name (modular) exam	Business Meeting (Oral Exam) - French 3
Code (modular) exam	FREBSA03_T01
Assessment criteria	The student: Masters the conventions of a simple French business meeting. Masters French oral communication, vocabulary and grammar at CEFR - Level A2. Pronounces French clearly and naturally despite occasional errors and / or a limited influence of the mother tongue.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Pairs
Assessment periods	P1, P3, P4
Duration exam	10 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	With the examiner upon request within one week after exam
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

GERBSB03 - German 3

1. General information	
Long English name of course	German 3 – Getting Along in German
Short English name of course	German 3
Course code	GERBSB03_German 3
Degree programme and cluster	IB and CS C-cluster
Teaching period	P1, P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	German 1
Prior knowledge	See Entry Requirements

2. Content and organisation	
Professional task	Communicating in German at CEFR level A2.1 in the general business - related settings.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student uses German as additional language in various general professional settings orally and in writing preparing for CEFR level A2.1. He/She prepares professional products in German. These contain both, oral and written language. Grammar and vocabulary needed for mastering everyday professional situations in German are developed/trained also through listening and reading material
Cohesion	This study unit is the third in a series of 8 study units. All study units German are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	At least 80% active participation in contact time and regular identifiably own contribution, incl. peer-feedback/-feedforward to the portfolio stages as prerequisite for joining the assessment GERBSB03_T02 is required.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Farmache, A., e.a. (2015). DaF im Unternehmen A1, Kurs - und Übungsbuch(1st edition), Stuttgart, Klett Sprachen, ISBN 9783126764407 Grosser, R., e.a. (2015). DaF im Unternehmen A2, Kurs - und Übungsbuch (1st edition), Stuttgart, Ernst Klett Sprachen, ISBN 9783126764452

	Webster, P. (1999) The German Handbook. Your guide to speaking and writing (2nd edition) Cambridge, Cambridge University Press ISBN 9780521648608 Materials on Brightspace (including materials introduced in previous all previous study units) Materials distributed in class Good mono - and/or bi - lingual paper dictionaries, for instance: Hueber Wörterbuch Learner's Dictionary Deutsch als Fremdsprache – Deutsch – Englisch, Englisch - Deutsch / German – English, English - German, (2009), (1st edition) München, Hueber Verlag, ISBN 9783191017361
Required software / required materials	Audio and video material via the link: www.klett-sprachen.de/daf-im-unternehmen-online Klett Allango App für DaF im Unternehmen A1+ DaF im Unternehmen A2
Extra contributions	N.A.

3. Examination	
GERBSB03_T01	Written exam (BYOD) – German 3
GERBSB03_T02	Portfolio – German 3
GERBSB03_T03	Participation – German 3

Exam code: GERBSB03_T01 (Written exam (BYOD) – German 3)	
Name (modular) exam	Written exam (BYOD) – German 3
Code (modular) exam	GERBSB03_T01
Assessment criteria	The candidate: - correctly applies structures on A2.1 level in basic business - related settings correctly
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	60 minutes
Permitted resources / aids	Paper version of a mono or bi-lingual dictionary, handout “Sprachliche Fachbegriffe” (in attachment in Ans)
Minimum result	P
Weight factor of modular exam	0%
Method of enrolment for exam	Via Osiris
Discussion and review	Regular exam review
Other info	N.A.

Exam code: GERBSB03_T02 (Portfolio – German 3)	
Name (modular) exam	Portfolio – German 3
Code (modular) exam	GERBSB03_T02
Assessment criteria	Providing the candidate has met all requirements, the portfolio will be assessed on contents' coverage and depth. Condition for assessment: Incomplete contents, work not lodged in time and work not meeting formal aspects as outlined in the manual will lead to the portfolio not being further assessed.

Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	With the examiner upon request; application for review a week before the respective exam period's central review session.
Other info	N.A.

Exam code: GERBSB03_T03 (Participation – German 3)	
Name (modular) exam	Participation – German 3
Code (modular) exam	GERBSB03_T03
Assessment criteria	At least 80% active participation in contact time.
Exam format	Participation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	P
Weight factor of modular exam	0%
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	

SPABSA03 - Spanish 3

1. General information	
Long English name of course	Spanish for Business 3: How to use Spanish to find a job
Short English name of course	Spanish 3
Course code	SPABSA03
Degree programme and cluster	IB and CS C-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Spanish 1
Prior knowledge	Spanish at CEFR level A1+.

2. Content and organisation	
Professional task	To communicate (orally and in writing) in Spanish at CEFR level A2.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Student produces language products in Spanish at CEFR level A2 for both general and business communication purposes. The focus of the products lies on how to use Spanish to find a placement or job. The products contain spoken and/or written language. Student learns to use grammar and vocabulary that is needed to successfully deliver the language products. Entry level is A1+.
Cohesion	This study unit is the third in a consecutive row of 8 study units. All study units Spanish are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Mandatory participation: continuous language assignments and participation in class are part of the portfolio assessment.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All materials are published on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SPABSA03_T01	Written Exam (BYOD) Spanish 3
SPABSA03_T02	Portfolio - Spanish 3

Exam code: SPABSA03_T01 (Written Exam (BYOD) Spanish 3)	
Name (modular) exam	Written Exam (BYOD) Spanish 3
Code (modular) exam	SPABSA03_T01
Assessment criteria	The student shows the ability to use quite correct grammar in short and simple sentences on CEFR level A2. The student shows the ability to use simple and quite correct (business) vocabulary on CEFR level A2.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: SPABSA03_T02 (Portfolio - Spanish 3)	
Name (modular) exam	Portfolio - Spanish 3
Code (modular) exam	SPABSA03_T02
Assessment criteria	The student shows the ability to communicate (orally and/or in written) at CEFR level A2 in simple and routine tasks requiring a simple and direct exchange of information on familiar, routine and business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DUTBSA04 - Dutch 4

1. General information	
Long English name of course	Dutch for Business 4: Job interview: cover letter and CV
Short English name of course	Dutch 4
Course code	DUTBSA04
Degree programme and cluster	IB and CS Electives
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 21 hours Expected self-study time: 49 hours Total assigned study load: 70 hours
Course entry requirements	Dutch 1 and Dutch 2
Prior knowledge	

2. Content and organisation	
Professional task	Communicate (verbally and in written) in Dutch at CEFR A2+ - level.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Student produces language products in Dutch at CEFR A2+ - level for both general and business communication purposes. The products contain both spoken and written language. Student learns grammar and vocabulary that is needed to successfully deliver the language products.
Cohesion	This study unit is the fourth in the row of 8 study units. All study units Dutch are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Yes, participation in language assignments in class is part of the portfolio assessment. 80% participation is mandatory.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Verbruggen, K. & Hoogvorst, W. (2017). Start.nl 2, Dutch for beginners (2nd ed.). Coutinho ISBN: 9789046903797
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
DUTBSA04_T01	Written Exam (BYOD) Dutch 4
DUTBSA04_T02	Portfolio - Dutch 4

Exam code: DUTBSA04_T01 (Written Exam (BYOD) Dutch 4)	
Name (modular) exam	Written Exam (BYOD) Dutch 4
Code (modular) exam	DUTBSA04_T01
Assessment criteria	- The student shows the ability to use quite correct grammar in short and simple sentences on level CEFR A2+; - The student shows the ability to use simple and quite correct (business) vocabulary on level CEFR A2+; - The student shows the ability to communicate (orally and/or in written) at CEFR A2+ - level in simple and routine tasks requiring a simple and direct exchange of information on familiar, routine and business matters.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	During exam review
Other info	N.A.

Exam code: DUTBSA04_T02 (Portfolio - Dutch 4)	
Name (modular) exam	Portfolio - Dutch 4
Code (modular) exam	DUTBSA04_T02
Assessment criteria	The student shows the ability to use quite correct grammar in short and simple sentences on level CEFR A2+. The student shows the ability to use simple and quite correct (business) vocabulary on level CEFR A2+. The student shows the ability to communicate (orally and/or in written) at CEFR A2+ - level in simple and routine tasks requiring a simple and direct exchange of information on familiar, routine and business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	n.a.
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

FREBSA04 - French 4

1. General information	
Long English name of course	French for Business 4: Online Communication
Short English name of course	French 4
Course code	FREBSA04
Degree programme and cluster	IB and CS C-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	The student has proven to possess an active command of French on CEFR level A1+ for business purposes, either by having passed FREBSA01 and FREBSA02 or by an entry test.
Prior knowledge	French 1 and French 2

2. Content and organisation	
Professional task	To communicate (orally and in writing) in French at CEFR level A2+
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	After completing this course, students understand and produce general and business French, both orally and in writing, at level CEFR A2+. During this course, students will learn to analyse French webstores, fill in forms, write professional e - mails and write surveys. The student uses French as additional language in various general and business settings orally and in writing at CEFR A2+ level. The student learns basic to intermediate French grammar, vocabulary and communication skills related to reading, writing, listening and speaking in French.
Cohesion	This study unit is the fourth in the row of 8 study units. All study units French are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Participation is highly recommended.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Material on Brightspace and material distributed in class.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
FREBSA04_T01	Written Exam (BYOD) - French 4

Exam code: FREBSA04_T01 (Written Exam (BYOD) - French 4)	
Name (modular) exam	Written Exam (BYOD) - French 4
Code (modular) exam	FREBSA04_T01
Assessment criteria	The student: - Uses and analyzes French webstores - Uses and analyzes order forms in French - Writes a professional e - mail in French - Uses and analyzes survey questions in French about a product or service - Masters business and general French vocabulary, grammar and written communication at CEFR Level A2+.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

GERBSB04 – German 4

1. General information	
Long English name of course	German 4 – Concluding the Basics in German
Short English name of course	German 4
Course code	GERBSB04
Degree programme and cluster	IB and CS C-cluster
Teaching period	P2, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	German 1 and German 2
Prior knowledge	

2. Content and organisation	
Professional task	Communicating in German at CEFR level A2.2 in the general business - related settings.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student uses German as additional language in various general professional settings orally preparing for CEFR level A2.2 Based on his/her individual portfolio as well as roleplay assignments by the examiners the student raises his/her oral command of German to CEFR level A2.2 in a variety of standard professional situations.
Cohesion	This study unit is the fourth in the row of 8 study units. All study units German are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	At least 80% active participation in the training part of the contact time is required for qualifying for participating in the assessment GERBSB04_T01 (Oral exam – German 4)
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Farmache, A., e.a. (2015). DaF im Unternehmen A1, Kurs - und Übungsbuch(1st edition), Stuttgart, Klett Sprachen, ISBN 9783126764407 Grosser, R., e.a. (2015). DaF im Unternehmen A2, Kurs - und Übungsbuch (1st edition), Stuttgart, Ernst Klett Sprachen, ISBN 9783126764452 Webster, P. (1999) The German Handbook. Your guide to speaking and writing (2nd edition) Cambridge, Cambridge University Press ISBN 9780521648608 Materials on Brightspace (including materials introduced in previous all previous study units)

	Materials distributed in class Good mono - and/or bi - lingual paper dictionaries, for instance: Hueber Wörterbuch Learner's Dictionary Deutsch als Fremdsprache – Deutsch – Englisch, Englisch - Deutsch / German – English, English - German, (2009), (1st edition) München, Hueber Verlag, ISBN 9783191017361
Required software / required materials	Audio and video material via the link: www.klett-sprachen.de/daf-im-unternehmen – online Klett Allango App für DaF im Unternehmen A1+ DaF im Unternehmen A2
Extra contributions	N.A.

3. Examination	
GERBSB04_T01	Oral exam – German 4
GERBSB04_T02	Participation German 4

Exam code: GERBSB04_T01 (Oral exam – German 4)	
Name (modular) exam	Oral exam – German 4
Code (modular) exam	GERBSB04_T01
Assessment criteria	Only candidates who - next to entry requirements - have passed GERBSB04_T02 (Participation – German 4) qualify for being admitted to this assessment. The candidate applies the target language for basic professional use on CEFR level A2.2 correctly with regards to: - standard German pronunciation - vocabulary/idiom - style/register - fluency - coherence - language structures - interaction - The candidate also shows behaviour (culturally and communicational) that is perceived appropriate behaviour in the target language/culture and takes into account interaction with a communication partner (speed, articulation, intonation, active listening, and partner - oriented communication). Condition for assessment: A candidate whose contributions in the target language cannot be understood or/and candidates whose dialogues are monologues is/are not further assessed.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4, T5
Duration exam	20 minutes
Permitted resources / aids	Buchstabiertafel (German spelling table)
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	With the examiner upon request; application for review a week before the respective exam period's central review session.
Other info	N.A.

Exam code: GERBSB04_T02 (Participation – German 4)	
Name (modular) exam	GERBSB04 – German 4
Code (modular) exam	GERBSB04_T02
Assessment criteria	At least 80% active participation in the trainings.
Exam format	Participation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	P
Weight factor of modular exam	N.A.
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	

SPABSA04 - Spanish 4

1. General information	
Long English name of course	Spanish for Business 4: How to Use Spanish to Enter the Market
Short English name of course	Spanish 4
Course code	SPABSA04
Degree programme and cluster	IB and CS C-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 21 hours Expected self-study time: 49 hours Total assigned study load: 70 hours
Course entry requirements	Spanish 1 and Spanish 2
Prior knowledge	Spanish at CEFR level A2.

2. Content and organisation	
Professional task	To communicate (orally and in writing) in Spanish at CEFR level A2+.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Student produces language products in Spanish at CEFR level A2+ for both general and business communication purposes. The focus of the products lies on how to use Spanish to enter the market. The products contain spoken and/or written language. Student learns to use grammar and vocabulary that is needed to successfully deliver the language products. Entry level is A2.
Cohesion	This study unit is the fourth in a consecutive row of 8 study units. All study units Spanish are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Mandatory participation: continuous language assignments and participation in class are part of the portfolio assessment.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All materials are published on Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SPABSA04_T01	Written Exam (BYOD) - Spanish 4
SPABSA04_T02	Portfolio - Spanish 4

Exam code: SPABSA04_T01 (Written Exam (BYOD) - Spanish 4)	
Name (modular) exam	Written Exam (BYOD) - Spanish 4
Code (modular) exam	SPABSA04_T01
Assessment criteria	The student shows the ability to use quite correct grammar in short and simple sentences on CEFR level A2+. The student shows the ability to use simple and quite correct (business) vocabulary on CEFR level A2+.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: SPABSA04_T02 (Portfolio - Spanish 4)	
Name (modular) exam	Portfolio - Spanish 4
Code (modular) exam	SPABSA04_T02
Assessment criteria	The student shows the ability to communicate (orally and/or in written) at CEFR level A2+ in simple and routine tasks requiring a simple and direct exchange of information on familiar, routine and business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

D-cluster

ACCOFA32 - A&F - Financial Management 2

1. General information	
Long English name of course	Accounting and Finance - Financial Management 2
Short English name of course	A&F - Financial Management 2
Course code	ACCOFA32
Degree programme and cluster	IB - D Cluster / Specialisation Finance
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Financial Analyst
Exit qualifications / Programme Learning Outcomes (PLO)	WW07: Produce management information from various data sources in an international business environment LW09: Respond appropriately to an unfamiliar, or unexpectedly changing, business environment TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives TWM19: Recommend financing possibilities in a dynamic international environment TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	During this course, students learn to: - Do the bond and equity valuation - Calculate risk and return for a single asset and for a portfolio - Analyze the dividend policy of a firm - Estimate the future exchange rates based on different parities - Understand the behavioral aspect of investment decisions - Use hedging strategies to manage the investment risks - Analyze the merger and acquisitions impacts During the group project, students work on a Foreign Direct Investment (FDI) Project in which they perform an Industry analysis, learn about financial markets and investment models, define/apply decision criteria, and come to conclusions which they present and defend to a simulated Management Team meeting.
Cohesion	Part of Specialisation Finance

Mandatory participation	80% participation in group work is mandatory
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Hillier, D., Ross, S. A., Westerfield, R., & Jordan, B. D. (2021). Fundamentals of Corporate Finance. 4th Edition. McGraw - Hill Education. ISBN: 13: 9781526848628 // 10: 1526848627
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

ACCOFA32_T01	Written exam (BYOD) - Accounting and Finance 4
ACCOFA32_T02	FDI project - Accounting & Finance 4

Exam code: ACCOFA32_T01 (Written exam (BYOD) - Accounting and Finance 4)

Name (modular) exam	Written exam (BYOD) - Accounting and Finance 4
Code (modular) exam	ACCOFA32_T01
Assessment criteria	- Students show the ability to calculate the value (price) of financial assets such as shares and bonds - Students show capability of calculating risk and return for an asset and for a portfolio - Students calculate the relationship between currencies and the expected exchange rates in the market.
Exam format	Written Exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: ACCOFA32_T02 (FDI project - Accounting & Finance 4)

Name (modular) exam	FDI project - Accounting & Finance 4
Code (modular) exam	ACCOFA32_T02
Assessment criteria	Students propose financially reasonable alternatives for foreign investments; Students recommend a financing decision (by choosing debt/equity financing options) to implement the entry strategy; Students financially evaluate different entry strategies such as exporting, subsidiary, JV, acquisition and merger.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3

Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Portfolio includes a written report, presentation and defense

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ADVFIA02- Advanced Financial Accounting and Reporting

1. General information	
Long English name of course	Advanced Financial Accounting and Reporting
Short English name of course	Advanced Financial Accounting and Reporting
Course code	ADVFIA02
Degree programme and cluster	IB - D Cluster / Specialisation Finance
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Accounting and Financial reporting
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW07: Produce management information from various data sources in an international business environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives TWM19: Recommend financing possibilities in a dynamic international environment
General description	Students learn to fulfil accounting requirements for the preparation of financial reports compliant with IFRS and other reporting requirements, analyse reports to diagnose a company's financial health and how to effectively and persuasively communicate these findings to non - finance professionals.
Cohesion	Part of Specialisation Finance
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Horngren, C. T., Thomas, W. C., & Harrison, W. T. Jr. (2023). Financial Accounting, Global Edition (12th ed.). Pearson. ISBN: 9781292412900
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ADVFA02_T01	Written exam (BYOD) - Financial Accounting & Reporting

Exam code: ADVFA02_T01 (Written exam (BYOD) - Financial Accounting & Reporting)	
Name (modular) exam	Written exam (BYOD) - Financial Accounting & Reporting
Code (modular) exam	ADVFA02_T01
Assessment criteria	The student: - Understands the dynamics of recording business transactions - Validates the accuracy and completeness of financial information - Explains financials to non - financial staff - Demonstrates awareness of standard business reporting requirements - Demonstrates knowledge of IFRS accounting principles - Applies IFRS rules and principles correctly
Exam format	Written Exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	3 hours
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	Report deleted, only a written exam
Date from which the SU will no longer be offered	N.A.

DATINM09 - Data & Information Management

1. General information	
Long English name of course	Data & Information Management
Short English name of course	Data & Information Management
Course code	DATINM09
Degree programme and cluster	IB for all specialisations D-cluster
Teaching period	P1 and P2 and P3 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Junior Data Analyst
Exit qualifications / Programme Learning Outcomes (PLO)	WW07: Produce management information from various data sources in an international business environment
General description	This course lays the ground work for understanding how business data is generated, stored and used. Students learn the 5 essential pillars of data management: data filtering, analysis, visualization, interpretation and recommendation. The course is split in a theoretical part and practical part. The theoretical part is about relational databases and how these support business processes in commerce, supply chain, finance and HR. The practical part is about using relational database to generate reports from data and about applying theory taught in a business relevant case study where databases are used to automate a business process.
Cohesion	The module offers additional competencies in cohesion with modules (Online) Marketing, Sales and COR.
Mandatory participation	In order to fulfil all components of the module a minimum of 80% attendance is required. Theoretical and practical classes are integrated together to make learning as efficient and effective as possible. Students need to acquire the needed skills during the theoretical and practical classes in order to be able to sufficiently contribute to group work and pass the oral exam/defense. If a student makes insufficient progress on the practice assignments then that is a knockout fail for the practical part. If a student participates significantly less than average in the group assignment, then that also is a knockout fail.
Maximum number of participants	30
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture

Required literature / description of learning material	Optional: Romney, M. B., & Steinbart, P. J. (2020). Accounting Information Systems (15th ed.). Pearson Education Limited. Relevant articles supporting the topics will be provided online. For the EPR workshop, a free manual will be made available at Brightspace.
Required software / required materials	Power BI Desktop will be made available with HAN Account and/or via HAN Workspace.
Extra contributions	N.A.

3. Examination	
DATINM09_T01	Written exam (BYOD) - Data and Information Management
DATINM09_T02	Oral exam - Data and Information Management

Exam code: DATINM09_T01 (Written exam (BYOD) - Data and Information Management)	
Name (modular) exam	Written exam (BYOD) - Data and Information Management
Code (modular) exam	DATINM09_T01
Assessment criteria	The student: - Understands the field of Data and Information Management: from processes to data to data repositories to (management) information. - Understands the concept and workings of (relational) databases. Assess the (im)possibilities of information production from given data. - Understands the what & why of sales, purchase, production and HR processes and how these processes generate and use data. Has a basic awareness of how to source, use and protect data & IT resources in an efficient and effective manner.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	70%
Method of enrolment for exam	Via Osiris
Discussion and review	As organized for written exams
Other info	N.A.

Exam code: DATINM09_T02 (Oral exam - Data and Information Management)	
Name (modular) exam	Oral exam - Data and Information Management
Code (modular) exam	DATINM09_T02
Assessment criteria	Develop and use (relational) databases in the execution of a business process. Apply theory taught in a business relevant case study, including ERDs and data flow diagrams. Demonstrate both insight and hands - on skills in using relational databases to automate business processes. Conduct data cleaning, prepare data for visualization and analyses. Visualize data and build dashboards which support business processes.
Exam format	Oral exam
Exam type, if written	N.A.

Individual / group	Group
Assessment periods	P1, P2, P3, P4
Duration exam	30 minutes
Permitted resources / aids	Personal notes
Minimum result	5.5
Weight factor of modular exam	30%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

INTMAM01 - International Marketing Management Strategies

1. General information	
Long English name of course	International Marketing Management Strategies
Short English name of course	International Marketing Management Strategies
Course code	INTMAM01
Degree programme and cluster	IB - Specialisation Marketing & Sales D-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 18 hours Expected self-study time: 122 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	International Product Marketing Manager The International Product Marketing Manager is responsible for developing effective marketing strategies and plans to communicate the value of (new) products/services to targeted markets. The International Product Marketing Manager researches consumer needs and experiences, understands competition offering, establishes timelines for upcoming products/services, influences pricing and packaging, guides sales teams and develops messaging and market positioning.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM15: Develop a well-founded marketing plan to support the creation of value for international customers TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	In this study unit students learn to write a well - founded marketing plan in groups for an international company as a result of executing thorough internal and external analyses of company, competition and markets. The students get acquainted with various marketing management strategies that contribute to establishing a marketing plan. Eventually they will be able to select relevant marketing management strategies.

Cohesion	This study unit builds on the knowledge acquired during the previous semesters about Marketing, Research and Intercultural Communication. There is cohesion with the study unit Selling and Sales Consulting and the elective Consumer Buying Behavior.
Mandatory participation	Yes, a minimum of 80% of lessons is compulsory because weekly group work is involved.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Mandatory: Kotler, P. Brady, M., Goodman, M. & Hansen, T. (2019). Marketing Management (4th ed.). Pearson. ISBN - 10: 1292248491 • ISBN - 13: 9781292248493 (e - book and book) All online material such as supporting articles, PDFs and PowerPoint slides on Brightspace Recommended: Kotler, P., & Keller, K. (2015). A Framework for Marketing Management, Global Edition (6th ed). Pearson Education Limited. ISBN - 10: 1292093145 • ISBN - 13: 9781292093147 Wood, M. B. (2017). Essential Guide to Marketing Planning (4th ed.). Pearson. ISBN: 978 - 1 - 292 - 11752 – 2 Global Marketing, Svend Hollensen, 8 th edition, 2020, Pearson, ISBN 987-1-292-25180-6 (print) or 987-1-292-25183-7 (PDF)
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
INTMAM01_T01	Written Exam (BYOD) - International Marketing Management Strategies
INTMAM01_T02	Presentation - International Marketing Management Strategies

Exam code: INTMAM01_T01 (Written Exam (BYOD) - International Marketing Management Strategies)	
Name (modular) exam	Written Exam (BYOD) - International Marketing Management Strategies
Code (modular) exam	INTMAM01_T01
Assessment criteria	- The student correctly recognizes marketing management strategies; - The student correctly applies relevant marketing management strategies; - The student correctly applies relevant marketing management strategies in a case situation; - The student correctly analyzes case situations using relevant marketing management strategies.
Exam format	Written Exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	120 minutes

Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: INTMAM01_T02 (Presentation - International Marketing Management Strategies)	
Name (modular) exam	Presentation - International Marketing Management Strategies
Code (modular) exam	INTMAM01_T02
Assessment criteria	- The student is able to analyze relevant factors from the macro - meso - and micro environment of an internationally oriented company using the correct theory and models; - The student can formulate the most relevant marketing management strategy in coherence with the results of the analysis and based on relevant theory and models; - The student is able to execute evidence - based desk - and/or field research to analyze the internal and external environment of an international company; - When formulating the most relevant marketing management strategy, the student is able to take CSR tactics into account; - The student is able to provide a correct conclusion based on the results of the weekly deliverables; - The student understands and expresses what next steps / methods of research the company should take after formulating a strategy; - The student is able to create his own vision in addition to the results from the weekly deliverables. Condition for assessment: The content of the marketing plan is of a certain quality; All boxes of the weekly assignments have evidence based relevant content; Use of professional marketing language and marketing literature.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3
Duration exam	20 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Presentation and discussion

Changes compared to last year	N.A.

Date from which the SU will no longer be offered	N.A.
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SELSAC03 - Selling and Sales Consulting

1. General information	
Long English name of course	Selling and Sales Consulting
Short English name of course	Selling and Sales Consulting
Course code	SELSAC03
Degree programme and cluster	IB - Specialisation Marketing & Sales D-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 29 hours Expected self-study time: 111 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Sales Consultant As a sales consultant you work for a company and you are responsible for generating sales opportunities through a variety of sales techniques.
Exit qualifications / Programme Learning Outcomes (PLO)	LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment LW11: Mitigate the pitfalls of cultural differences in business and social contexts TWM16: Use appropriate sales techniques in support of durable customer relationships TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	This module will help students to obtain and embed the skillset needed to be a successful professional sales consultant in today's fast - moving business to consumer and business to business environment. Topics covered in this module include: - Cross - cultural negotiations - Cold Calling - Sales processes - Understand of the decision - making process - Lead Generation - Quotation - B2C vs B2B selling - Negotiation Skills - Relation between sales and marketing - Ethics in sales
Cohesion	This module builds on the knowledge acquired during the previous semesters about Marketing, Research and Intercultural Communication. There is cohesion with the Marketing module Marketing Management Strategies in D-cluster. In the Marketing module students will learn how to launch and market a product or service and in Selling and Sales

	Consulting student will learn how the product or service can be sold through the sales department.
Mandatory participation	Yes, 80% of classes are mandatory because cooperation with other students is necessary.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Ingram, T. N., LaForge, R. W., Avila, R. A., Schwepker, C. H., & Williams, M. R. (2019). <i>SELL</i> (6th ed.). Cengage Learning. ISBN - 10: 1337407933 • ISBN - 13: 9781337407939 (e - book and book). Beckett, D. (2019). <i>Pitch to Win</i> (1st ed.). Vakmedianet. ISBN - 13: 9789462762459 And recommended material which will be published/announced via Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SELSAC03_T01	Oral exam - Selling and Sales Consulting
SELSAC03_T02	Report - Selling and Sales Consulting

Exam code: SELSAC03_T01 (Oral exam - Selling and Sales Consulting)	
Name (modular) exam	Oral exam - Selling and Sales Consulting
Code (modular) exam	SELSAC03_T01
Assessment criteria	The student: - Applies effective verbal communication and active listening skills in an international sales meeting role play; - Demonstrates at a basic level how to counter objections and close a deal in an international sales meeting ethically; - Shows the right attitude and communications skills for success in international sales; - Recognizes customer behavior and how to establish long term relationships; - Selects and applies a questioning technique correctly and demonstrating it in the roleplay in an international business context; - Is able to show the use of correct business and persuasive language skills, and the skill to use the right content at the right time in the roleplay; - Is able to show an understanding of cultural literacy and awareness in business and in a sales conversation; - Is able to show evidence of research in an international sales conversation and able to back the solution with evidence. Condition for assessment: Two working days prior to the role play, a complete and professional role play preparation file is handed in by email to the lecturer.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual

Assessment periods	P2, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Exam code: SELSAC03_T02 (Report - Selling and Sales Consulting)	
Name (modular) exam	Report - Selling and Sales Consulting
Code (modular) exam	SELSAC03_T02
Assessment criteria	The student: - Demonstrates being capable of selecting appropriate sales techniques for long - term customer relationship; - Selects a questioning technique correctly by demonstrating how to use it the sales meeting scenario; - Understands the customer buying process and how to establish relationships; - Illustrates the use of written business language skills in the scenario of an international sales meeting; - Shows capability of drafting a sales process in an international setting while handling culture differences. - Demonstrates effective research skills and show that your content/report based on evidence and credible desk research. Show the use of CARS framework and APA style reference list. Condition for assessment: 1. Completeness: all elements/assignments are present. 2. The content is of a certain quality: all questions are answered, evidence based content, professional business language, use of literature.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Report

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

INTECH01 - Internal Change

1. General information	
Long English name of course	Internal Change
Short English name of course	Internal Change
Course code	INTECH01
Degree programme and cluster	IB - D cluster /Specialisation Organisation & Change
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 26 hours Expected self-study time: 114 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Internal Change Agent: Supporting a company successfully before delivering a Change project from within.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals WW07: Produce management information from various data sources in an international business environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices TWM22: Draft the strategic cycle of part(s) of the organisation (process and content) TWM23: Assess the impact of change on the organisation TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	During this module the students will learn about: - The change process (theories); - Tools and instruments that help support change and manage projects (IT tools, models etc.); - Tools and instruments that help deal with (resistance to) change. Students learn how to professionally manage a change process within a (simulated) organisation, as well as how to appropriately respond to

	resistance to change, using the Burke - Litwin Change Model as framework. The students (in groups of 4 to 5 students) must convince the management team members of their plan and get sponsorship from them.
Cohesion	As with C and G cluster O&C, the Burke-Litwin Change Model is the framework to be used during the years from an Organisation & Change perspective. Each SU will focus on certain blocks of that model. This SU focuses on Management Practices, Individual Needs and Values, Motivation, Organisation Culture and Leadership. Further cohesion is provided by an appropriate process model for Change Management.
Mandatory participation	Students need at least to participate in 5 out of 6 classes. Missing more than one class means resit the entire module.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All required literature, such as PDF's and PowerPoints, will be provided via Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

INTECH01_T01	Individual written reflection - Internal change
INTECH01_T02	Presentation - Internal Change

Exam code: INTECH01_T01 (Individual written reflection - Internal change)

Name (modular) exam	Individual written reflection - Internal change
Code (modular) exam	INTECH01_T01
Assessment criteria	- The student can apply different instruments that deal with resistance to change (WW6); - The student can work in multicultural teams, by dealing with the different issues that arise during the process (WW6); - Investigate the business case for change based on the project cycle for an (existing) organization based on given data (TWM 23).
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Report

Exam code: INTECH01_T02 (Presentation - Internal Change)

Name (modular) exam	Presentation - Internal Change
Code (modular) exam	INTECH01_T02
Assessment criteria	- Write a report in the form of a change plan that can be communicated to the management team (WW4)

	- Inform in written and verbal form the developments in the process of creating a change plan the management team (WW4) - Present the change management plan to the management team meeting (oral presentation) (WW4) - Develop key project management documents based on the project cycle for an (existing) organization based on given data (TWM 22) -The student can deal with different interventions from the stakeholders (MT members) (WW6)
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ORGACH08 - Organisational Change

1. General information	
Long English name of course	Organisational Change
Short English name of course	Organisational Change
Course code	ORGACH08
Degree programme and cluster	IB - D Cluster / Specialisation Organisation & Change
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 26 hours Expected self-study time: 114 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Change Management Junior Consultant Supporting a company in terms of consultancy and advice within the preparation stage of a change project.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals WW07: Produce management information from various data sources in an international business environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices TWM22: Draft the strategic cycle of part(s) of the organisation (process and content) TWM23: Assess the impact of change on the organisation TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	In this module students will learn about:

	- Organisational Change and the external consultant, Strategy for change; - The context and meaning of Change: Drivers for Change, Types of change, Changing environment, Nature of organisation change; - Leading Change; Resistance to Change; - Students are placed in the role of junior consultants working for a large consulting firm. Each week students are challenged with a different task in the change process through exposure to cases, role play and simulations. They deliver and defend their final change plan to the client.
Cohesion	As with C and G cluster O&C, the Burke-Litwin Change Model is the framework to be used during the years from an Organisation & Change perspective. Each SU will focus on certain blocks of that model. This SU focuses on task requirements and individual skills/abilities, Individual needs and values, Leadership, Systems (policies & procedures).
Mandatory participation	Yes. Students need at least to participate in 5 out of 6 classes, Missing more than one class means resit the entire module.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All required literature, such as PDF's and PowerPoints, will be provided via Brightspace. For the assignment students need to use additional sources: management literature, essays, research papers and scientific articles. Additional source could be an interview with a thought leader or seasoned professional.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ORGACH08_T01	Blog - Organisational Change
ORGACH08_T02	Presentation - Organisational Change

Exam code: ORGACH08_T01 (Blog - Organisational Change)	
Name (modular) exam	Blog - Organisational Change
Code (modular) exam	ORGACH08_T01
Assessment criteria	Student can investigate the need for change based on the development cycle for an (existing) organization based on given data. Student can identify own stand concerning the choices made in the plan. Student can formulate improvements for the next time that the situation occurs, based on the learning experiences of writing the plan.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris

Discussion and review	Via lecturer
Other info	N.A.

Exam code: ORGACH08_T02 (Presentation - Organisational Change)	
Name (modular) exam	Presentation - Organisational Change
Code (modular) exam	ORGACH08_T02
Assessment criteria	Students can assess the current and desired situation through mean of evidence based research and the root cause investigation Students can propose a plan that solves the issues at hand in a creative manner, making use of existing aspects and new ones Students can investigate by means of tools and techniques the root cause of the problem Student scan produce a business case for change based on the project cycle for an (existing) organisation based on the given data.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P2, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

SUSTHS01 - Sustainability in the Supply Chain

1. General information	
Long English name of course	Sustainability in the Supply Chain
Short English name of course	Sustainability in the Supply Chain
Course code	SUSTHS01
Degree programme and cluster	IB - D Cluster / Specialisation SCM D-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Sustainability Officer covering the following roles; - Able to identify issues with social and environmental sustainability. Policy development, planning, execution and monitoring of processes accordingly within the Supply Chain. - Able to communicate and implement social and communicative competences and display self management competencies.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM20: Evaluate operations processes within and between organisations TWM21: Manage operations processes within and between organisations TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	This course aims at understanding and developing sustainability in the Global supply chain. The module deals with: - Issues, measures and metrics of sustainability, - Identifying the dilemmas of a Supply Chain Sustainability Officer - Product design and packaging, - Sustainable purchasing and procurement, - Environmental impact on modes of transport,

	- Recycling and reverse logistics and sustainable warehousing and storage.
Cohesion	N.A.
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Compulsory: Grant, D. B., Wong, C. Y., & Trautrim, A. Sustainable Logistics and Supply Chain Management (3rd ed.). Kogan Page. ISBN: 9781398604438 Recommended: Weetman, C. A Circular Economy Handbook for business and supply chains. Kogan Page. ISBN - 10: 1789665310 Johnsen, T. E., & Howard, M. Purchasing and Supply Chain Management (2nd ed). Taylor & Francis. ISBN - 10: 1138064769 Hedstrom, G. S. Sustainability: What It Is and How to Measure It. De Gruyter. ISBN - 10: 9781547416608 Articles and documents on Brightspace.
Required software / required materials	MS Excel/Spreadsheet' Powerpoint and Word (or similar software packages).
Extra contributions	N.A.

3. Examination	
SUSTHS01_T01	Written exam (BYOD) - Sustainability in the Supply Chain
SUSTHS01_T02	Portfolio - Sustainability in the Supply Chain

Exam code: SUSTHS01_T01 (Written exam (BYOD) - Sustainability in the Supply Chain)	
Name (modular) exam	Written exam (BYOD) - Sustainability in the Supply Chain
Code (modular) exam	SUSTHS01_T01
Assessment criteria	- Students understand and evaluate the concepts sustainability in supply chain. - Students apply the theories to the case studies. - Students evaluate the root causes be able to apply the metrics in a business context - Students apply the standards and norms developed for MNEs in a global context - Students apply the rules and standards of ERS appropriately.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris

Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	Exam consists open questions

Exam code: SUSTHS01_T02 (Portfolio - Sustainability in the Supply Chain)	
Name (modular) exam	Portfolio - Sustainability in the Supply Chain
Code (modular) exam	SUSTHS01_T02
Assessment criteria	- Students present proposals for making a sustainable supply chain in a well - organized and convincing way to management. - Students critically evaluate the root causes. - Students identify and discuss sustainability dilemmas in the supply chain - Students apply the theories to the case studies. - Students apply the appropriate metrics and apply them in a business context - Students apply the standards and norms developed for MNEs in a global sustainability context. - Students apply the rules and standards of ERS appropriately.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Portfolio includes defense, report and presentation.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

LEASIS04 - Lean Six Sigma

1. General information	
Long English name of course	Lean Six Sigma
Short English name of course	Lean Six Sigma
Course code	LEASIS04
Degree programme and cluster	IB - D Cluster / Specialisation SCM D-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Leading/driving process improvement projects Initiate improvement processes
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals TWM20: Evaluate operations processes within and between organisations TWM21: Manage operations processes within and between organisations TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	In this study unit, students will learn to execute an improvement project in a Supply Chain environment by using the Lean Six Sigma method. For completing this improvement project, students will use different tools that are commonly used in Lean Six Sigma projects. During the first 3 weeks of lectures, the DMAIC is covered. During the last 3 weeks of lectures a simulation is executed, where students will apply the DMAIC tools in order to improve the process.
Cohesion	N.A.
Mandatory participation	Students have to be present at all simulation days in order to be allowed to enter the LEASIS04_T02 exam.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture

Required literature / description of learning material	Compulsory: Articles/hand - outs on Brightspace Brook, Q. (2020). Lean Six Sigma and Minitab: The Complete Toolbox Guide for Business Improvement (6th Ed.). OPEX Resources Ltd. ISBN: 9780995789920 (paper back) Recommended: Theisens, H.C. (2016), Lean six sigma green belt: mindset, skill set and tool set. Lssa B.V. ISBN: 9789492240064
Required software / required materials	MS Excel MS Powerpoint MS Word Minitab (free license)
Extra contributions	N.A.

3. Examination	
LEASIS04_T01	Written exam (BYOD) - Lean Six Sigma
LEASIS04_T02	Oral exam - Lean Six Sigma

Exam code: LEASIS04_T01 (Written exam (BYOD) - Lean Six Sigma)	
Name (modular) exam	Written exam (BYOD) - Lean Six Sigma
Code (modular) exam	LEASIS04_T01
Assessment criteria	- Students apply Lean Six Sigma tools in order to solve a problem in a business process. - Students analyze and evaluate data about a problem in a business process. - Students evaluate data quality using Lean Six Sigma tools - Students analyze process behaviour and process performance using Lean Six Sigma tools - Students analyse data about a problem using Lean Six Sigma tools. - Students find and verify root causes and understand cause and effect using Lean Six Sigma tools. - Students evaluate the quantitative effect of an improvement using Lean Six Sigma tools.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	120 minutes
Permitted resources / aids	Laptop (BYOD) with Minitab software. Open book: Lean Six Sigma & Minitab book is allowed as an aid.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Normal procedure for written exam review
Other info	

Exam code: LEASIS04_T02 (Oral exam - Lean Six Sigma)	
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Name (modular) exam	Oral exam - Lean Six Sigma
Code (modular) exam	LEASIS04_T02
Assessment criteria	- Students analyze a process within a supply chain in order to identify problems and potential process improvements by applying Lean Six Sigma tools. - Students quantify the size and impact of the problem at hand by using Lean Six Sigma tools. - Students find causes to a problem and subsequently validate and prioritize the causes by using Lean Six Sigma tools. - Students generate solutions to solve the problem by using Lean Six Sigma tools. - Students anchor their solution into the organisation by using Lean Six Sigma tools. - Deliver an effective and persuasive presentation to management using advanced English (C1).
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P2, P4
Duration exam	20 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris.
Discussion and review	With lecturer
Other info	

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

SUSINC01 - Sustainable Innovation

1. General information	
Long English name of course	Sustainable Innovation
Short English name of course	Sustainable Innovation
Course code	SUSINC01
Degree programme and cluster	IB - D cluster D-cluster
Teaching period	P1 and P2 and P3 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Junior Sustainability Innovator in Business Supporting the team and organization in advancing their innovation activities to achieve a greater sustainability impact.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	Corporate sustainability is becoming increasingly important for global businesses. It involves integrating social and environmental considerations into a company's operations and strategy. This holistic approach takes into account the long-term impact of a company's actions on all stakeholders, including employees, customers, suppliers, and the community. Companies that prioritize sustainability are often viewed as responsible and trustworthy, which can enhance their reputation and customer loyalty. For international business students, studying corporate sustainability provides a framework for understanding the responsibilities and opportunities companies face in a globalized economy. It helps students develop the skills and knowledge needed to identify and address sustainability challenges in various cultural and regulatory contexts. Learning about corporate sustainability enables students to create sustainable business strategies that positively impact the environment, generate jobs, and reduce poverty. Additionally, it helps identify opportunities that can arise from sustainable business practices.
Cohesion	Mandatory Study Unit of the IB Main Phase

Mandatory participation	Attendance for at least 80% of the lessons is mandatory, as students collaborate in groups on weekly assignments, requiring active participation from each member.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Handouts at Brightspace and/or MS Teams
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SUSINC01_T01	Pecha Kucha – Sustainable innovation
SUSINC01_T02	Report - Sustainable Innovation

Exam code: SUSINC01_T01 (Pecha Kucha)	
Name (modular) exam	Pecha Kucha
Code (modular) exam	SUSINC01
Assessment criteria	The student: Creates a Pecha Kucha presentation which will be assessed on the following criteria: ▪ In-depth discussion of corporate sustainability and SDGs ▪ In-depth presentation of the case study ▪ Design, creativity, and personal touch *An in-depth analysis by students means that they: ▪ Go beyond surface-level information ▪ Conduct thorough research based on multiple high-quality sources ▪ Examine relevant data in detail ▪ Critically evaluate and interpret the information gathered ▪ Draw logical conclusions
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Exam code: SUSINC01_T02 (Report - Sustainable Innovation Capacity and Impact)	
Name (modular) exam	Report - Sustainable Innovation Capacity and Impact
Code (modular) exam	SUSINC01_T02
Assessment criteria	The student: ▪ Clearly and systematically describes a specific industry, including its main actors and processes.

	▪ Presents an in-depth analysis of the primary sustainability issues within the industry. ▪ Analyzes, assesses, and compares how one major company in the industry addresses sustainability issues.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

LIFSKD01– Life skills coaching 3

1. General information	
Long English name of course	Life skills coaching 3
Short English name of course	Life skills coaching 3
Course code	LIFSKD01
Degree programme and cluster	IB D-cluster
Teaching period	S1 and S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 15 hours Expected self-study time: 55 hours Total assigned study load: 70 hours
Course entry requirements	Propaedeutic phase completed
Prior knowledge	N.A.

2. Content and organisation	
Professional task	Develop as a global citizen. Develop business writing skills to help solve business issues.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience LW08: Express reflections on one's personal development with the aim of personal growth
General description	You will learn more about global citizenship and your role in helping to solve business and societal problems. We will provide training and tools to: - make a personal contribution to one of the SDGs - reduce your ecological footprint - address ethical issues at school and in the workplace - learn more about people outside your bubble - strengthen empathy & authenticity skills - discover if your personal values match with the corporate values of prospective internship companies - deal with mistakes in a responsible way - deal with fake news, echo chambers, filter bubbles - increase your knowledge on a global issue of your choice

	During individual meetings with your student coach, you are invited to discuss your development and growth. Additionally, together with their business communication writing coach, students will further improve their business writing. Any IB professional should be able to get their ideas across for maximum personal and professional impact. This is also a tailor - made coaching track, based on consultation and feedback. Students write a report in week 3 (based on a case study) and keep on improving it until it is sufficient.
Cohesion	Mandatory SU for the Main Phase of IB
Mandatory participation	For life skills part: yes. Students need to join the classes to be able to achieve and prove personal growth. They learn from the interaction in the classroom and the feedback they receive there. Active participation is conditional for their development as a global citizen.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture For life skills: case studies, discussions, tests, games
Required literature / description of learning material	Life skills part: teaching materials to be found at Brightspace BUC: teaching materials to be found at Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

LIFSKD01_T01	Criterion based interview - life skills coaching 3
LIFSKD01_T02	Report BUC - life skills coaching 3

Exam code: LIFSKD01_T01 Criterion based interview - Life skills coaching 3)	
Name (modular) exam	Criterion based interview - life skills coaching 3
Code (modular) exam	LIFSKD01_T01
Assessment criteria	The student proves they have developed in their role as a global citizen based on the following criteria: • Entrepreneurial behaviour • Collaboration skills • Intercultural awareness • Reflection skills • Investigative attitude Entry requirement for the Criterion Based Interview (CBI) is a completed development canvas
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	10 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris.

Discussion and review	With student coach
Other info	N.A.

Exam code: LIFSKD01_T02 (Report BUC- Life skills coaching 3)	
Name (modular) exam	Report BUC - Life skills coaching 3
Code (modular) exam	LIFSKD01_T02
Assessment criteria	The student: Composes an effective and persuasive business report for an uninformed audience using advanced English (C1)
Exam format	Report
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	50%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual session with your lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DUTBSA05 - Dutch 5

1. General information	
Long English name of course	Dutch for Business 5: Telephoning and Business Presentations
Short English name of course	Dutch 5
Course code	DUTBSA05
Degree programme and cluster	IB and CS Electives
Teaching period	P1, P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Dutch 1, Dutch 2 and Dutch 3 Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	To communicate orally and in writing in Dutch at CEFR level B1.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Entry level is A2+. Student understands and produces language products in Dutch at CEFR level B1 for both general and business communication purposes. Student uses grammar and vocabulary that is needed to successfully deliver the language products.
Cohesion	This study unit is the fifth in the row of 8 study units. All study units Dutch are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Yes. Participation in language assignments in class is part of the portfolio assessment. 80% participation is mandatory.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Bekkers, L. & Mennen, S. (2019). Ter zake: Zakelijk Nederlands voor anderstaligen (9th ed.). Intertaal. ISBN 9789054510277 Other study materials will be provided on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
DUTBSA05_T01	Written Exam (BYOD) - Dutch 5
DUTBSA05_T02	Portfolio - Dutch 5

Exam code: DUTBSA05_T01 (Written Exam (BYOD) - Dutch 5)	
Name (modular) exam	Written Exam (BYOD) - Dutch 5
Code (modular) exam	DUTBSA05_T01
Assessment criteria	The student shows the ability to use quite correct grammar in simple connected speech and sentences on level CEFR B1. The student shows the ability to use high frequency every day and business vocabulary on level CEFR B1.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	During exam review
Other info	N.A.

Exam code: DUTBSA05_T02 (Portfolio - Dutch 5)	
Name (modular) exam	Portfolio - Dutch 5
Code (modular) exam	DUTBSA05_T02
Assessment criteria	The student shows the ability to communicate (orally and/or in written) at CEFR B1 - level and produces simple connected texts, stories or conversations about everyday life or business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

FREBSA05 - French 5

1. General information	
Long English name of course	French for Business 5: Job Application and Business Culture
Short English name of course	French 5
Course code	FREBSA05
Degree programme and cluster	IB and CS D-cluster
Teaching period	P1, P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	The student has proven to possess an active command of Dutch on CEFR level A2 for business purposes.
Prior knowledge	
Course entry requirements	French 1, French 2 and French 3 Propaedeutic phase completed
Prior knowledge	Knowledge of French from the preceding units, or acquired in a different way, is necessary to follow the course.

2. Content and organisation	
Professional task	To communicate orally and in writing in French at CEFR level B1
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	In this module the student deals with the topic of job application in a French - speaking environment in various ways; this involves reading, listening, writing and speaking at CEFR level B1. Focus of the course: - Common tasks related to finding a job: orientation on work/internship, CV, cover letter, selection of job ads, and most importantly, answering and asking questions as a candidate during a French job interview. - Intercultural understanding of French - speaking countries in both business and general contexts. Topics to be studied: society, economy, culture etc.
Cohesion	This study unit is the fifth in the row of 8 study units. All study units French are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Participation is highly recommended.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Study materials published on Brightspace.
Required software / required materials	N.A.

Extra contributions	N.A.
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3. Examination	
FREBSA05_T01	Job Application and Business Culture – French 5

Exam code: FREBSA05_T01 (Job Application and Business Culture – French 5)	
Name (modular) exam	Job Application and Business Culture – French 5
Code (modular) exam	FREBSA05_T01
Assessment criteria	The student: - Presents himself/herself in a job interview in French; - Brings his/her French CV and French job offer to the exam (knock - out criterion); - Discusses his/her experience, education, strengths and weaknesses in French; - Answers questions, even unexpected ones, during a French job interview in an appropriate, professional fashion; - Uses correct CEFR - level B1 French grammar, vocabulary, pronunciation, formal style and polite tone; - Understands crucial cultural aspects of the French - speaking world and is able to take these into account during a job interview. Condition for assessment: - The student brings his/her CV in French to the exam; - The student has sent a suitable French internship/job vacancy to the lecturer in the days prior to the exam.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	10 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	With the examiner upon request within one week after exam
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

SPABSA05 - Spanish 5

1. General information	
Long English name of course	Spanish for Business 5: How to use Spanish in online communication
Short English name of course	Spanish 5
Course code	SPABSA05
Degree programme and cluster	IB and CS D-cluster
Teaching period	P1, P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Spanish 1, Spanish 2 and Spanish 3 Propaedeutic phase completed
Prior knowledge	Spanish at CEFR level A2+.

2. Content and organisation	
Professional task	To communicate (orally and in writing) in Spanish at CEFR level B1.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Student produces language products in Spanish at CEFR level B1 for both general and business communication purposes. The focus of the products lies on how to use Spanish in online communication. The products contain spoken and/or written language. Student learns to use grammar and vocabulary that is needed to successfully deliver the language products. Entry level is A2+.
Cohesion	This study unit is the fifth in a consecutive row of 8 study units. All study units Spanish are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Mandatory participation: continuous language assignments and participation in class are part of the portfolio assessment.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All study materials are published on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SPABSA05_T01	Written Exam (BYOD) - Spanish 5
SPABSA05_T02	Portfolio - Spanish 5

Exam code: SPABSA05_T01 (Written Exam (BYOD) - Spanish 5)	
Name (modular) exam	Written Exam (BYOD) - Spanish 5
Code (modular) exam	SPABSA05_T01
Assessment criteria	- The student shows the ability to use quite correct grammar in simple connected text and sentences on CEFR level B1; - The student shows the ability to use high frequency every day and business vocabulary on CEFR level B1.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: SPABSA05_T02 (Portfolio - Spanish 5)	
Name (modular) exam	Portfolio - Spanish 5
Code (modular) exam	SPABSA05_T02
Assessment criteria	The student shows the ability to communicate (orally and/or in written) at CEFR level B1 and produces simple connected texts, stories or conversations about everyday life or business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

GERBSB05 - German 5

1. General information	
Long English name of course	German for Business 5: Job Application
Short English name of course	German 5
Course code	GERBSB05
Degree programme and cluster	IB and CS D-cluster
Teaching period	P1, P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	German 1, German 2 and German 3 Propaedeutic phase completed
Prior knowledge	
2. Content and organisation	
Professional task	Communicating in German at CEFR level B1.1 in the specific context of working world and job application.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student develops and applies German as additional language in oral and written products specifically in settings of the working world and job application preparing for CEFR level B1.1 The student develops insight into the specific structures and perceptions regarding the job market and job applications in the target culture, develops vocabulary/idiom in this field and applies both, as well as intermediate structures for formulations in selected professional products related to the settings.
Cohesion	This study unit is the fifth in the row of 8 study units. All study units German are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	At least 80% active participation in classes and continuous identifiably individual contribution to the project stages is required as input for the oral assessment.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Required: Material and links published on Brightspace / MS TEAMS (including materials introduced in previous all previous study units)

	Hand - Outs distributed during class Farmache, A., e.a. (2015). DaF im Unternehmen A1, Kurs - und Übungsbuch (1st edition), Stuttgart, Klett Sprachen, ISBN 9783126764407 Grosser, R., e.a. (2015). DaF im Unternehmen A2, Kurs - und Übungsbuch (1st edition), Stuttgart, Ernst Klett Sprachen, ISBN 9783126764452 Webster, P. (1999). The German Handbook. Your guide to speaking and writing (2nd ed.) Cambridge, Cambridge University Press. ISBN: 9780521648608 Dammann, A. & Fügert, N. (2021): Deutsch intensiv, Bewerbung A2: Das Training für den Beruf. Klett Verlag. ISBN: 978-3126750295 Advised: Hueber Wörterbuch Learner's Dictionary: Deutsch als Fremdsprache / German - English / English - German Deutsch - Englisch / Englisch - Deutsch. Hueber Verlag GmbH. ISBN: 9783191017361 or any newer edition. Pons, Großes Fachwörterbuch Wirtschaft, Deutsch - English / Englisch - Deutsch, ISBN: 978 - 3 - 12 - 517855 - 7
Required software / required materials	Audio and video material via the link: www.klett - sprachen.de/daf - im - unternehmen - online Klett Allango App für DaF im Unternehmen A1+ DaF im Unternehmen A2
Extra contributions	N.A.

3. Examination	
GERBSB05_T01	Participation & Portfolio – German 5
GERBSB05_T02	Oral exam – German 5

Exam code: GERBSB05_T01 (Participation & Portfolio – German 5)	
Name (modular) exam	Participation & Portfolio – German 5
Code (modular) exam	GERBSB05_T01
Assessment criteria	Providing the candidate has actively participated in at least 80% of the contact time, the portfolio will be assessed on contents, time, and form
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	P
Weight factor of modular exam	N.A.
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.

Other info	Portfolio includes participation.
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Exam code: GERBSB05_T02 (Oral exam – German 5)	
Name (modular) exam	Oral exam – German 5
Code (modular) exam	GERBSB05_T02
Assessment criteria	The exam is based on project products and process. The candidate shows that he/she • can apply the target language related to the topic's context on B1.1 level orally correctly (vocabulary/idiom, style/register, morpho-syntactical structures, fluency, pronunciation) • can apply the target culture's rituals of interaction on B1.1 level correctly to master telephone and face-to-face contacts in various roles in a job interview, meeting the target culture's specific requirements also with regards to formal (behavioural) aspects, • can apply the target language on B1.1 level when evaluating processes and reflecting on his/her project. Condition for assessment: A candidate whose contributions in the target language cannot be understood or/and candidates whose dialogues are monologues is/are not further assessed.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Workform: partly in pairs (roleplays), Grade: individual
Assessment periods	T1, T3, T4
Duration exam	20-30 minutes
Permitted resources / aids	Buchstabiertafel (German spelling table)
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris. Re-sit / catch-up candidates who have passed GERBSB05_T01 Participation & Portfolio in a previous lecture period are to provide their input with the examiner 3 working weeks before the oral assessment again.
Discussion and review	Individual review with examiner; the candidate is to apply for a review one week before the respective exam period's review session at the latest.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DUTBSA06 - Dutch 6

1. General information	
Long English name of course	Dutch for Business 6: Business Meetings and Negotiations
Short English name of course	Dutch 6
Course code	DUTBSA06
Degree programme and cluster	IB and CS
Teaching period	P2, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Dutch 1, Dutch 2, Dutch 3 and Dutch 4 Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	To communicate orally and in writing in Dutch at CEFR B1 level.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Entry level is A2+. Student understands and produces language products in Dutch at CEFR B1 - level for both general and business communication purposes. Student uses grammar and vocabulary that is needed to successfully deliver the language products.
Cohesion	This study unit is the sixth in the row of 8 study units. All study units Dutch are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Yes, participation in language assignments in class is part of the portfolio assessment. 80% participation is mandatory.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Bekkers, L. and Mennen, S. (2019). Ter zake: Zakelijk Nederlands voor anderstaligen (9th ed.). Intertaal. ISBN 9789054510277 Other study materials will be provided on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
DUTBSA06_T01	Written Exam (BYOD) - Dutch 6
DUTBSA06_T02	Portfolio - Dutch 6

Exam code: DUTBSA06_T01 (Written Exam (BYOD) - Dutch 6)
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Name (modular) exam	Written Exam (BYOD) - Dutch 6
Code (modular) exam	DUTBSA06_T01
Assessment criteria	The student shows the ability to use quite correct grammar in simple connected text and sentences on level CEFR B1+. The student shows the ability to use high frequency every day and business vocabulary on level CEFR B1+.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	During exam review
Other info	N.A.

Exam code: DUTBSA06_T02 (Portfolio - Dutch 6)	
Name (modular) exam	Portfolio - Dutch 6
Code (modular) exam	DUTBSA06_T02
Assessment criteria	The student shows the ability to communicate (orally and/or in written) at CEFR B1+ - level and produces simple connected texts, stories or conversations about everyday life or business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

FREBSA06 - French 6

1. General information	
Long English name of course	French for Business 6: Telephone French
Short English name of course	French 6
Course code	FREBSA06
Degree programme and cluster	IB and CS D-cluster
Teaching period	P2, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	French 1, French 2, French 3 and French 4 Propaedeutic phase completed
Prior knowledge	Knowledge of French from the preceding units, or acquired in a different way, is necessary to follow the course.

2. Content and organisation	
Professional task	To communicate orally and in writing in French at CEFR level B1+.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student understands and produces language products in French at CEFR level B1+ for both general and business communication purposes. The products contain French business Telephone situations. Roleplays and case studies prepare the student for making business calls in French. The student will listen and speak actively during the lessons. Recordings of native speakers in realistic business scenarios play an important part in this process. All of this allows for a practice - based learning process of telephoning in French. Student uses grammar and vocabulary (English/French) that is needed to successfully deliver the language products.
Cohesion	This study unit is the sixth in the row of 8 study units. All study units French are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Participation is highly recommended.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Study materials published on Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
FREBSA06_T01	Oral exam – French 6

Exam code: FREBSA06_T01 (Oral exam – French 6)	
Name (modular) exam	Oral exam – French 6
Code (modular) exam	FREBSA06_T01
Assessment criteria	The student shows the ability to understand and produce professional communication in French at CEFR level B1+ about business on the telephone.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	45 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

SPABSA06 - Spanish 6

1. General information	
Long English name of course	Spanish for Business 6: How to use Spanish to explore the external environment
Short English name of course	Spanish 6
Course code	SPABSA06
Degree programme and cluster	IB and CS D-cluster
Teaching period	P2, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Spanish 1, Spanish 2, Spanish 3 and Spanish 4 Propaedeutic phase completed
Prior knowledge	Spanish at CEFR level B1.

2. Content and organisation	
Professional task	To communicate (orally and in writing) in Spanish at CEFR level B1+.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Student produces language products in Spanish at CEFR level B1+ for both general and business communication purposes. The focus of the products lies on how to use Spanish to explore the external environment. The products contain spoken and/or written language. Student learns to use grammar and vocabulary that is needed to successfully deliver the language products. Entry level is B1
Cohesion	This study unit is the sixth in a consecutive row of 8 study units. All study units Spanish are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Mandatory participation: continuous language assignments and participation in class are part of the portfolio assessment.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All study materials are published on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SPABSA06_T01	Written Exam (BYOD) - Spanish 6
SPABSA06_T02	Portfolio - Spanish 6

Exam code: SPABSA06_T01 (Written Exam (BYOD)- Spanish 6)	
Name (modular) exam	Written Exam (BYOD)- Spanish 6
Code (modular) exam	SPABSA06_T01
Assessment criteria	The student shows the ability to use quite correct grammar in simple connected text and sentences on CEFR level B1+. The student shows the ability to use high frequency every day and business vocabulary on CEFR level B1+.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: SPABSA06_T02 (Portfolio - Spanish 6)	
Name (modular) exam	Portfolio - Spanish 6
Code (modular) exam	SPABSA06_T02
Assessment criteria	The student shows the ability to communicate (orally and/or in written) at CEFR level B1+ and produces simple connected texts, stories or conversations about everyday life or business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

GERBSB06 - German 6

1. General information	
Long English name of course	German for Business 6: Current Business Topics in German
Short English name of course	German 6
Course code	GERBSB06
Degree programme and cluster	IB and CS D-cluster
Teaching period	P2, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	German 1, German 2, German 3 and German 4 Propaedeutic phase completed
Prior knowledge	

2. Content and organisation	
Professional task	Communicating in German at CEFR level B1.2 in the specific context of marketing, especially tasks related to trade fair settings.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student develops and applies German as additional language orally and in writing on CEFR level B1.2, focusing on current affairs in business in D-A-CH-L. The student trains to comprehension skills to quickly orientate on current affairs and to gain deeper insight into "Landeskunde" as background of the business environment in the target culture(s) and the impact on these "Landeskunde" aspects on shaping ideas, expectations, routines, perceptions etc. of potential business partners from these countries they are going to meet either on their business trip abroad or when hosting a visiting delegation from a potential partner, and identifies and explains similarities and peculiarities upon comparison with his/her native business culture as well as other business cultures he/she has experienced so far. For the nearer future, this course helps the student preparing for a semester in one of the target cultures, either for studying abroad or an internship.
Cohesion	This study unit is the sixth in the row of 8 study units. All study units German are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	At least 80% active participation in classes and continuous identifiably individual contribution in plenary sessions as well as in colloquia is required as input for the final oral assessment that is based on the whole of the educational activities shaped by and tailored to the participants/candidates of the particular group joining this course in a given period of any academic year.

Maximum number of participants	25
Compensation options	No
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Required: Material and links published on Brightspace / MS TEAMS. (including materials introduced in previous all previous study units) Hand - Outs distributed during class. Farmache, A.,e.a. (2015). DaF im Unternehmen A1, Kurs - und Übungsbuch(1st edition), Stuttgart, Klett Sprachen, ISBN 9783126764407 Grosser, R., e.a. (2015). DaF im Unternehmen A2, Kurs - und Übungsbuch (1st edition), Stuttgart, Ernst Klett Sprachen, ISBN 9783126764452 Webster, P. (1999). The German Handbook. Your guide to speaking and writing (2nd ed.) Cambridge, Cambridge University Press. ISBN 9780521648608. Advised: Hueber Wörterbuch Learner's Dictionary: Deutsch als Fremdsprache / German - English / English - German Deutsch - Englisch / Englisch - Deutsch. Hueber Verlag GmbH. ISBN: 9783191017361 or any newer edition. Pons, Großes Fachwörterbuch Wirtschaft, Deutsch - English / Englisch – Deutsch. ISBN: 978 - 3 - 12 - 517855 – 7 www.tatsachen-ueber-deutschland.de (German and English version!)
Required software / required materials	Audio and video material via the link: www.klett-sprachen.de/daf-im-unternehmen - online Klett Allango App für DaF im Unternehmen A1+ DaF im Unternehmen A2
Extra contributions	N.A.

3. Examination	
GERBSB06_T01	Participation & Portfolio – German 6
GERBSB06_T02	Oral exam - German 6

Exam code: GERBSB06_T01 (Participation & Portfolio – German 6)	
Name (modular) exam	Participation & Portfolio – German 6
Code (modular) exam	GERBSB06_T01
Assessment criteria	Providing the candidate has actively participated in at least 80% of the contact time, the portfolio will be assessed on contents, time, and form. A pass for this modular exam holds until this study unit expires.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual

Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	P
Weight factor of modular exam	N.A.
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	Portfolio includes participation.

Exam code: GERBSB06_T02 (Oral exam - German 6)	
Name (modular) exam	Oral exam - German 6
Code (modular) exam	GERBSB06_T02
Assessment criteria	Only candidates who – next to fulfilling entry requirements – have passed GERBSB06_T01 Participation & Portfolio qualify for being admitted to this assessment. The candidate shows that he/she is able to communicate orally in the target language and cultural context on CEFR level B1.2, understanding a/v and written input in the target language on current business topics, presenting and discussing also the backgrounds in their target culture's settings taking into account on-time delivery, neatness, depth of contents as well as adequate linguistic skills: vocabulary/idiom, style/register, morpho-syntactical structures ("grammar"), fluency and pronunciation. Condition for assessment: A candidate whose contributions in the target language cannot be understood or/and candidates whose dialogues are monologues is/are not further assessed.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	30 minutes
Permitted resources / aids	No aids allowed, resources as included in the exam assignments
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris Re-sit / catch-up candidates who have passed GERBSB06_T01 Participation & Portfolio in a previous lecture period are to provide their input with the examiner 3 working weeks before the oral assessment again.
Discussion and review	Individual review with examiner; the candidate is to apply for a review one week before the respective exam period's review session at the latest.
Other info	N.A.

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Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

F-cluster

THIIBA01 / THIIBN01 - Third year Internship

1. General information	
Long English name of course	Third year Internship – International Business
Short English name of course	Third year Internship
Course code	THIIBA01 – Internship in The Netherlands or home country THIIBN01 – Internship abroad
Degree programme and cluster	IB F-cluster
Teaching period	S1 and S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 30 EC Scheduled contact time: 40 hours Expected self-study time: 800 hours Total assigned study load: 840 hours
Course entry requirements	- See thresholds for entering the third year of IB or CS in Part 1, Ch. 3.2 - An approval for the internship proposal.
Prior knowledge	

2. Content and organisation	
Professional task	Working in an international organisation on various business related tasks to experience the daily practices in a professional environment
Exit qualifications / Programme Learning Outcomes (PLO)	WT2: Create innovative ideas in a changing business environment in a systematic fashion. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution. WW6: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals. LW8: Express reflections on one's personal development with the aim of personal growth. LW9: Respond appropriately to an unfamiliar, or unexpectedly changing, business environment. WW4: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. LW11: Mitigate the pitfalls of cultural differences in business and social contexts. LW12: Display willingness to work with people from other cultures and to work in countries with different cultural backgrounds. LW13: Use appropriate verbal and non-verbal communication in an intercultural setting. Depending on specialisation: TWM15-23
General description	By working within an international business environment the student will: - Acquire work experience in a professional environment; - Acquire intercultural experience;

	- Acquire insight in the company's Corporate Social Responsibility policy; - Intensify his/her knowledge on specific business subjects; - Develop his/her research skills; - Develop his/her social collaboration skills; - Develop his/her personal and professional skills. Students will be coached during the FTI process by their supervisor. Additionally, kick-off sessions and Q & A sessions are offered.
Cohesion	N.A.
Mandatory participation	With a study load of 840 hours, the third year internship a full-time program/workweek. Since internship organisations expect students to focus 100% on their internship tasks/projects, students cannot combine the internship with other study units.
Maximum number of participants	1
Compensation options	N.A.
Activities and/or instructional formats	Internship / traineeship
Required literature / description of learning material	N.A.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

THIIBA01_T01 / THIIBN01_T01	Portfolio - Third year Internship
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Exam code: THIYIBA01_T01 / THIYIBN01_T01 (Portfolio - Third year Internship)

Name (modular) exam	Portfolio - Third year Internship International Business
Code (modular) exam	THIIBA01_T01 / THIIBN01_T01
Assessment criteria	The student's performance will be assessed based on: 1. The relevance, added value and complexity of the professional product(s) for the organization and to what extent they are executed autonomously by the student. 2. The following performance areas: - Entrepreneurial behavior with innovative and creative capacity; - Collaborative capacity; - Reflective practitioner; - Intercultural proficiency; - Investigative capacity; Entry requirement for the Criterium Based Interview (CBI) is a complete & sufficient portfolio. Condition for assessment: - Portfolio: an interim appraisal in week 10/11; - Professional business English; - All ISB deliverables included in the appendix.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P2, P3, P4
Duration exam	60 minutes
Permitted resources / aids	N.A.
Minimum result	5.5

Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via supervisor
Other info	Portfolio Includes assignments/professional product, performance and an oral exam. - The student, whose portfolio does not meet the conditions of assessment, can repair this within 3 working days. If the portfolio meets the requirements, assessment can start, otherwise the student will be graded as not having handed in a portfolio in time. - No portfolio has been handed in in time - - > grade 1 in Osiris - > resit within 2 weeks - An insufficient portfolio** - - > grade 4 in Osiris - - > resit within 2 weeks after feedback* - An insufficient final grade after the interview - - > grade 4 in Osiris - - > resit within 2 weeks after feedback*. The supervisor decides if the portfolio and/or the CBI need(s) to be resit. - A sufficient final grade after the interview, but student believes a higher grade can be achieved - - > actual grade in Osiris - - > resit only possible if this grade was given without any previous repairs and/or resits during this internship. The resit takes place within 2 weeks and is based on the feedback given during CBI only. The portfolio needs to be improved: it is stated clearly what should be improved and student motivates why a higher grade is justifiable. Next to that another CBI needs to take place. - An insufficient grade for the resit - - > grade 4 in Osiris (= 2nd attempt) - - > retake of complete internship within other organisation. *Standard resit period is 2 weeks. Unless in consultation with the supervisor, a deviating resit period has been agreed on, based on the tailored individual situation **insufficient portfolio = more than 1 of the criteria scores 1. Duration exam: Final CBI 60 minutes (including a pitch, 30 - 40 minute - interview and assessment, motivation)

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

G-cluster

ENTRIM01 - Enterprise Risk Management

1. General information	
Long English name of course	Enterprise Risk Management
Short English name of course	Enterprise Risk Management
Course code	ENTRIM01
Degree programme and cluster	IB - G Cluster - mandatory for specialisation Finance G-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	Risk Management
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW07: Produce management information from various data sources in an international business environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives TWM19: Recommend financing possibilities in a dynamic international environment
General description	Students learn: - To position risk management as an enabler of a business's value creation, - How to best connect risk management with corporate management, - How to apply ERM to identify, assess and mitigate key business risks, whilst counteracting information biases, and how to effectively and persuasively communicate ERM recommendations to business management, to achieve better risk - reward decisions under uncertainty.
Cohesion	Part of Specialisation Finance
Mandatory participation	Attendance is mandatory for project (ref. to examination point 3)
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture

Required literature / description of learning material	Compulsory: Hunziker, S. (2019). Enterprise Risk Management: Modern Approaches to Balancing Risk and Reward (1st ed.). Springer Gabler. ISBN: 9783658253578
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ENTRIM01_T01	Written exam (BYOD) - Enterprise Risk Management
ENTRIM01_T02	Report - Enterprise Risk Management

Exam code: ENTRIM01_T01 (Written exam (BYOD) - Enterprise Risk Management)	
Name (modular) exam	Written exam (BYOD) - Enterprise Risk Management
Code (modular) exam	ENTRIM01_T01
Assessment criteria	The student: - Explains the growing relevance of risk management in today's international business; - Can distinguish between (1) levels of risk for (2) types of business across (3) various industries; - Describes the relative importance of risk management to a business's value creation; - Explains the incremental value of ERM compared to traditional risk management; - Can distinguish between types of information bias in various business settings; - Knows how to best counter information bias in a risk assessment process; - Describes the practical value of an ERM framework in a specific business case; - Performs an all - inclusive risk assessment on a specific business case, applying ERM; - Assesses a business's "in - control" status based on the risk assessment, using a heat map; - Identifies root - causes for key business risks; - Recommends risk mitigating actions, applying cost - benefit analysis; - Describes how to set up risk governance in a specific business case; - Explains how to enhance business culture in a specific business case; - Describes the content of a risk governance report in a specific business case.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	3 hours
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer
Other info	N.A.

Exam code: ENTRIM01_T02 (Report - Enterprise Risk Management)	
Name (modular) exam	Report - Enterprise Risk Management
Code (modular) exam	ENTRIM01_T02
Assessment criteria	The student: - Performs an all - inclusive risk assessment on a specific business case, applying ERM; - Assesses a business's "in - control" status based on the risk assessment, using a heat map; - Identifies root - causes for key business risks; Recommends risk mitigating actions, applying cost - benefit analysis.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P2, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Portfolio includes a Written report, presentation and defense.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

INTFIM01 - International Financial Management

1. General information	
Long English name of course	International Financial Management
Short English name of course	International Financial Management
Course code	INTFIM01
Degree programme and cluster	IB - G-cluster - mandatory for specialisation Finance G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 48 hours Expected self-study time: 92 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	International Financial Analyst
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. WW07: Produce management information from various data sources in an international business environment. LW09: Respond appropriately to an unfamiliar, or unexpectedly changing, business environment. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives. TWM19: Recommend financing possibilities in a dynamic international environment. TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution.
General description	During this course, students learn about the financial activities in a multinational corporation, the currency risks, and the techniques to hedge currency risks. Also, ethical issues in international trade are covered.
Cohesion	Part of Specialisation Finance Advanced Presentation Skills classes taught by BUC lecturer (1 hour per week)
Mandatory participation	80% participation in group work is mandatory
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture

Required literature / description of learning material	Compulsory: Madura, J., & Fox, R. (2020). International Financial Management (5th ed.). Cengage Learning. ISBN: 9781473770508
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
INTFIM01_T01	Written exam (BYOD) - International financial management
INTFIM01_T02	Project - International financial management

Exam code: INTFIM01_T01 (Written exam (BYOD) - International financial management)	
Name (modular) exam	Written exam (BYOD) - International financial management
Code (modular) exam	INTFIM01_T01
Assessment criteria	The students: - Analyse a multinational firm by considering the requirements of different stakeholders; - Analyse different financing possibilities by considering the options available in financial markets; - Investigate a business issue; - Analyse the possible solutions; - Analyse the corresponding financial risks and offer a package to the management team; Analyse the future macroeconomic trends and their effects on a given business.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	120 minutes
Permitted resources / aids	Non-programmable calculator or financial calculator
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Standard procedure
Other info	N.A.

Exam code: INTFIM01_T02 (Project - International financial management)	
Name (modular) exam	Project - International financial management
Code (modular) exam	INTFIM01_T02
Assessment criteria	The students: - Analyse a multinational firm by considering the requirements of different stakeholders; - Analyse different financing possibilities by considering the options available in financial markets; - Investigate a business issue; - Analyse the possible solutions; - Analyse the corresponding financial risks and offer a package to the management team; - Analyse the future macroeconomic trends and their effects on a given business.
Exam format	Portfolio

Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Portfolio includes a written report, presentation and defense.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DATAAN02 - Data Analytics

1. General information	
Long English name of course	Data Analytics
Short English name of course	Data Analytics
Course code	DATAAN02
Degree programme and cluster	IB - G-cluster - mandatory for specialisation Finance G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27.5 hours Expected self-study time: 112.5 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2. Furthermore you must have passed DATINM.
Prior knowledge	Descriptive statistics. Financial accounting. Microsoft Excel.

2. Content and organisation	
Professional task	As a junior data analyst you deliver dashboards (BI) and perform simple data science assignments (prediction, association analysis, clustering) using the CRISP framework
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW07: Produce management information from various data sources in an international business environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment
General description	For a given process in an organization students perform the CRISP DM cycle. Students analyze the business and the applicable business process(es) and the available data. They consider how the business process(es) may benefit from analytical use of the data. They prepare the data, select one or more appropriate visualizations and/or algorithms, and construct a report and/or model. Where feasible, they test this report and/or model. Content (topics): Business Intelligence and Data Science overview. The CRISP DM framework. Data types and structures, data storage and the need for 'clean' data. Relational databases and data modelling (refresher). Dimensional modelling, data warehouses. Business Intelligence applications in business (e.g. reporting, dashboards). Data Science applications in business. Data Science algorithms and their uses. Ethics of data analytics. Process mining.
Cohesion	N.A.
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Self-study

	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Recommended: Kelleher, J. D., & Tierney, B. (2018). Data Science. MIT Press. ISBN: 978 – 0262535434 Various papers, datasets and links made available in Brightspace.
Required software / required materials	MS Power BI and a laptop PC with a graphic DS software program (e.g. Anaconda)
Extra contributions	N.A.

3. Examination	
DATAAN02_T01	Portfolio - Business Intelligence - Data analytics
DATAAN02_T02	Portfolio - Data Science - Data analytics

Exam code: DATAAN02_T01 (Portfolio Business Intelligence - Data analytics)	
Name (modular) exam	Portfolio - Business Intelligence - Data analytics
Code (modular) exam	DATAAN02_T01
Assessment criteria	- Student can explain and describe in overview the field of data analytics, especially Business Intelligence (BI), Data Science (DS) and Process Mining (PM); - Student can carry out DA assignments or projects in a methodical manner, according to an established framework for Data Analytics (e.g. CRISP); - Student can build moderately complex BI reports and dashboards, using a specialised BI tool (e.g. Power BI); - Student can carry out BI assignments of moderate complexity independently; - Student can participate in complex BI projects. Knock-out criterion, as explained in the test grid. Condition for assessment: A knock-out criterion is tied to providing evidence for the attainment of the appropriate skill level with the software. Also, the report should be a pass before access to the oral exam is granted.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Pairs
Assessment periods	P1, P3
Duration exam	15 minutes
Permitted resources / aids	Laptop computer
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Portfolio includes an assignment and presentation.

Exam code: DATAAN02_T02 (Portfolio - Data Science - Data analytics)	
Name (modular) exam	Portfolio - Data Science - Data analytics
Code (modular) exam	DATAAN02_T02
Assessment criteria	- Student can explain and describe in overview the field of data analytics, especially Business Intelligence (BI), Data Science (DS) and Process Mining (PM); - Student can carry out DA assignments or projects in a methodical manner, according to an established framework for Data Analytics (e.g. CRISP);

	- Student can build simple DS processes (e.g. for predictive analytics, association analysis and clustering), using Python - Student can participate in DS projects as an end - user or a client; can identify possible opportunities for DS; - Student can act as a client in PM projects. Condition for assessment: A knock-out criterion is tied to providing evidence for the attainment of the appropriate skill level with the software. Also, the report should be a pass before access to the oral exam is granted.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Pairs
Assessment periods	P1, P3
Duration exam	15 minutes
Permitted resources / aids	Laptop computer
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Portfolio includes a report and presentation.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

MARINT01 - Marketing, Innovation and Technology

1. General information	
Long English name of course	Marketing, Innovation and Technology
Short English name of course	Marketing, Innovation and Technology
Course code	MARINT01
Degree programme and cluster	IB - G-cluster - mandatory for specialisation Marketing & Sales G-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	The Marketing Manager is tasked with developing, optimizing, and implementing marketing strategies to ensure a competitive edge and high customer satisfaction, while also maximizing the company's revenue and profitability. This role requires a deep understanding of both traditional and digital marketing techniques, and the ability to integrate technological innovations into the organization's marketing goals and strategies.
Exit qualifications / Programme Learning Outcomes (PLO)	WT02: Create innovative ideas in a changing business environment in a systematic fashion. WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. WW07: Produce management information from various data sources in an international business environment. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. TWM17: Incorporate developments of the digital landscape in a marketing strategy.
General description	Marketing professionals must adopt a broader perspective and integrate technological innovations into their marketing goals and strategies to stay competitive and meet evolving customer needs and desires. Therefore, the central themes of this study unit are: ▪ Collaboration between Marketing, Innovation, and Technology disciplines. ▪ Creating competitive advantages through these three disciplines. ▪ The disruptive impact of technology and changing customer needs. ▪ Understanding and predicting consumer behavior influenced by new technologies.
Cohesion	N.A.

Mandatory participation	Attendance for at least 80% of the lessons is mandatory, as students collaborate in groups on weekly assignments, requiring active participation from each member.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Self-study
Required literature / description of learning material	Topic - specific articles, reports/cases, etc (hand - outs to be found on Brightspace)
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

MARINT01_T01	Pitch - Marketing, Innovation and Technology
MARINT01_T02	Business Blueprint - Marketing, Innovation and Technology

Exam code: MARINT01_T01 (Pitch - Marketing, Innovation and Technology)

Name (modular) exam	Pitch - Marketing, Innovation and Technology
Code (modular) exam	MARINT01_T01
Assessment criteria	The student: - Clearly presents the newly created business model, highlighting the value of integrating marketing, innovation, and technology disciplines. - Provides convincing arguments on how the organization can intertwine marketing, innovation, and technology in its business model to achieve a sustainable competitive advantage. - Offers compelling reasons for how the newly designed corporate concept can anticipate changes in consumer behavior driven by new technologies. - Delivers the newly developed business model in a highly persuasive and creative manner. - Defines the principles of digital developments and landscape, and explains their impact on an internationally operating organization.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P2, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can opt for a review and discussion session if wanted, till one week after the grades have been published.
Other info	Animation Video.

Exam code: MARINT01_T02 (Business Blueprint - Marketing, Innovation and Technology)

Name (modular) exam	Business Blueprint - Marketing, Innovation and Technology
Code (modular) exam	MARINT01_T02
Assessment criteria	The student: ▪ Applies new technological innovations to a given marketing case study and defends their chosen approach. ▪ Constructs a new business model by integrating marketing, innovation, and technology disciplines. ▪ Defends their developed business model and justifies how it can help the organization achieve a sustainable competitive advantage. ▪ Designs a new corporate concept to anticipate changes in consumer behavior driven by new technologies. ▪ Defines the principles of digital developments and the landscape within an internationally operating organization. ▪ Evaluates the potential impact and repercussions of new technologies on the developed business model from an ethical and social responsibility perspective.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can opt for a review and discussion session if wanted, till one week after the grades have been published.
Other info	Written Report

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

STRMAE01 - Strategic Marketing, Entrepreneurship and Sustainability

1. General information	
Long English name of course	Strategic Marketing, Entrepreneurship and Sustainability
Short English name of course	Strategic Marketing, Entrepreneurship and Sustainability
Course code	STRMAE01
Degree programme and cluster	IB - G-cluster - mandatory for the specialization Marketing & Sales G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	Strategic Marketing Manager The Strategic Marketing Manager is responsible for planning and executing marketing strategies that create value for target customers and the organization. They adopt an entrepreneurial mindset and integrate sustainability principles when developing the overall marketing strategy.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. LW08: Express reflections on one's personal development with the aim of personal growth. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices. TWM15: Develop a well-founded marketing plan to support the creation of value for international customers.
General description	In today's world, marketing professionals must shape firm's marketing strategies toward a type of sustainability which ensures meeting the consumers' needs through affordable products and services without sacrificing a product or service quality. Therefore, the central themes of this study unit are: Flourishing Business Model Based on sustainability principles; Strategic market planning for innovation driven organizations with international ambitions; Sustainability marketing practices and strategies; Sustainable entrepreneurial models.
Cohesion	There is cohesion with the second-year module Sustainable Innovation in terms following up the gained knowledge in second year.
Mandatory participation	A minimum of 80% of the lessons is compulsory because students work in groups on weekly assignments where active contribution of each group member is required.

Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Practical Class Presentation Seminar / Tutorial / Working lecture Workshop
Required literature / description of learning material	Compulsory literature: Sustainability Marketing: A Global Perspective Frank - Martin Belz, Ken Peattie Wiley, 2014. ISBN: 9781119966197 All other required literature, such as PDF's and PowerPoints, will be provided via Brightspace. Recommended Reading: - From Sustainable Market Orientation to Sustainability Marketing Edyta Rudawska The Sustainable Marketing Concept in European SMEs, ISBN: 978 - 1 - 78754 - 039 - 2, eISBN: 978 - 1 - 78754 - 038 - 5, Publication date: 14 May 2018 Designing Sustainable Business Models in Defining an enterprise framework compatible with natural and social science. Organization & Environment. pp. 1 - 27. ISSN 1086 - 0266 Available at http://openresearch.ocadu.ca/id/eprint/381/ How to Build a Sustainable Blue Ocean W. Chan Kim and Renée Mauborgne, INSEAD Professors of Strategy and Co - Directors of the INSEAD Blue Ocean Strategy Institute August 21, 2015
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

STRMAE01_T01	Oral exam - Strategic Marketing, Entrepreneurship and Sustainability
STRMAE01_T02	Professional Contribution Assessment - Strategic Marketing, Entrepreneurship and Sustainability

Exam code: STRMAE01_T01 (Oral exam - Strategic Marketing, Entrepreneurship and Sustainability)

Name (modular) exam	Oral exam - Strategic Marketing, Entrepreneurship and Sustainability
Code (modular) exam	STRMAE01_T01
Assessment criteria	- The student constructs a theory - led market analysis. - The student develops a marketing strategic plan, based on sustainability principles, for an organization. - The student demonstrates entrepreneurial approach in developing marketing strategy / plan. - The student formulates marketing metrics for measuring the performance of the strategy implementation process. - The student defends the marketing plan strategy and justifies his/her recommendations. - The student thoroughly evaluates the given organization's culture in the context of strategy development. - The student integrates the identified cultural differences in strategy development processes.

	- The student demonstrates strong argumentative abilities and can defend his/her position related to ethical and social responsibility aspects of the selected marketing strategy and practices. Condition for assessment: There are 5 Condition for assessment, further disclosed in the 'Other info' field.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Pitch, portfolio Detailed knock - out criteria: The strategic marketing plan is submitted before the deadline. The strategic marketing plan report looks neat and professional: title page, module name, student names with student numbers, date, page numbers, table of contents, business messages / answers are communicated effectively, there is a proper introduction and executive summary. The (business) messages in the strategic marketing plan are communicated effectively and persuasively using advanced English. The strategic marketing plan should not exceed 3000 words limit, excluding graphs and other visuals. The strategic marketing plan contains a correct source referencing in text and in the reference list according to the APA standards.

Exam code: STRMAE01_T02 (Professional Contribution Assessment - Strategic Marketing, Entrepreneurship and Sustainability)	
Name (modular) exam	Professional Contribution Assessment - Strategic Marketing, Entrepreneurship and Sustainability
Code (modular) exam	STRMAE01_T02
Assessment criteria	- The student reflects on the marketing strategy development process and the implementation plan - The student investigates the impact of sustainability principles and entrepreneurial approach on the strategy development process / plan - The student provides arguments about the relationship between marketing strategy and sales plan - The student justifies his/her recommendations presented in the pitch - The student reflects upon his/her learning experiences and processes using facts and argumentation - The student defends the formulated recommendations and how they are useful for the organization - The student critically argues how the given organization's culture impacts the strategy development processes - The student reflects upon and weighs the CSR strategies recommended for the given organization

	- The student adopts a theoretical model to facilitate personal reflection process and justifies the selected theory - The student defends his/her personal position related to the recommended marketing strategy during the pitch - The student demonstrates advanced business English writing capabilities The constructed messages are persuasive and effective.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can opt within one week after receiving the grade for a review session with lecturer.
Other info	Defense.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ENTRSE03 - Entrepreneurial Selling

1. General information	
Long English name of course	Entrepreneurial Selling
Short English name of course	Entrepreneurial Selling
Course code	ENTRSE03
Degree programme and cluster	IB - G-cluster - mandatory for specialization Marketing & Sales G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	Business Development Manager (BDM) A BDM tracks new markets and emerging trends and finds new customers and partners, develops and manages relationships with potential customers, suppliers and key stakeholders for win - win solutions. A BDM is responsible for defining the sales process.
Exit qualifications / Programme Learning Outcomes (PLO)	WT02: Create innovative ideas in a changing business environment in a systematic fashion. WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience LW08: Express reflections on one's personal development with the aim of personal growth. LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices. TWM16: Use appropriate sales techniques in support of durable customer relationships.
General description	Students will be learning through sales consulting experience that Entrepreneurship and Sales are mutually connected and intertwined capacities. The main theme of the course is centered around capacity building in the field of Entrepreneurial Selling with the aim of elevating the concept of sales for their new sustainable business idea
Cohesion	This module is built on the knowledge of students who have taken personal and professional development and Sustainable Innovation in D cluster.
Mandatory participation	A minimum of 80% of the lessons is compulsory because students work in groups on weekly assignments where active contribution of each group member is required.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Self-study
Required literature / description of learning material	Compulsory: Running Lean. Ash Maurya (Author) Third Edition ISBN: 9781098108779

	Compulsory: Entrepreneurial Selling: The Facts Every Entrepreneur Must Know. Vincent Onyemah (Author), Martha Rivera - Pesquera (Author) ISBN: 9781631573217.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ENTRSE03_T01	Pitch – Entrepreneurial selling
ENTRSE03_T02	Portfolio - Entrepreneurial selling

Exam code: ENTRSE03_T01 (Pitch – Entrepreneurial selling)	
Name (modular) exam	Pitch – Entrepreneurial selling
Code (modular) exam	ENTRSE03_T01
Assessment criteria	- The students defend and show objection handling techniques regarding their formulated alternative selling strategies based on the information and evidence regarding the state of customer and stakeholder experience in order to shift the firm's position on the strategy vector. - The students present and professionally debate their evaluation of the level and stage of open innovation processes, covering firm's co - creation with their customers taking a Sustainability Perspective. - The students professionally pitch their co - created solutions for bettering the firm's long - term success citing - indicating Sustainability Trends and their importance for the business.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can opt for a review session if wanted, within one week after the grades have been published.
Other info	Pitch + Q&A

Exam code: ENTRSE03_T02 (Portfolio - Entrepreneurial selling)	
Name (modular) exam	Portfolio - Entrepreneurial selling
Code (modular) exam	ENTRSE03_T02
Assessment criteria	- The student reflects on the sales strategy development process and the implementation plan. - The student investigates the impact of sustainability principles and an entrepreneurial approach on the strategy development process/plan. - The student provides arguments about the relationship between the sales strategy and the sales plan.

	• The student justifies his/her recommendations presented in the pitch. • The student develops and refines a new business idea using the Lean Canvas Model. • The student applies the Running Lean methodology to develop and refine the sales strategy for their own startup. • The student conducts market research and performs a competitor analysis. • The student develops a Minimum Viable Product (MVP) and identifies potential risks, adjusting the strategy accordingly. • The student validates the business idea through interviews with experts. • The student demonstrates advanced business English writing capabilities. The constructed messages are persuasive and effective.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Students can opt for a review and discussion session if wanted, within one week after the grades have been published.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

PROJMA11 - Project Management

1. General information	
Long English name of course	Project Management
Short English name of course	Project Management
Course code	PROJMA11
Degree programme and cluster	IB - G-cluster - mandatory for the specialisation O&C G-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	Project manager role Supporting an organization by creating a change plan.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals. WW07: Produce management information from various data sources in an international business environment. TWM22: Draft the strategic cycle of part(s) of the organisation (process and content). TWM23: Assess the impact of change on the organisation
General description	Topics: PM methodologies (agile, scrum etc.), the project plan (planning resources including budgeting and ROI) risk management, monitoring progress and quality, information systems management Outcomes: understands the basic aspects of project management methodologies, can choose the appropriate one, understands the impact of implementing a project plan
Cohesion	Advanced Presentation Skills classes taught by BUC lecturer (1 hour per week)
Mandatory participation	Because the work is done during the scheduled sessions, it is highly recommended that the students are present at every session.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Optional: The better practices of project management Based on IPMA competences - 4th revised edition. Hermarij, John. ISBN: 9789401800464. All other required literature, such as PDF's and PowerPoints, will be provided via Brightspace.
Required software / required materials	N.A.

Extra contributions	N.A.
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3. Examination	
PROJMA11_T01	Written exam (BYOD) - Project Management
PROJMA11_T02	Presentation - Project Management

Exam code: PROJMA11_T01 (Written exam (BYOD) - Project Management)	
Name (modular) exam	Written exam (BYOD) - Project Management
Code (modular) exam	PROJMA11_T01
Assessment criteria	Students examine how the choices made in the plan affect different stakeholders inside and outside the organization. Students justify the choices that have been in the plan based on a thorough analysis
Exam format	Written exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P34
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Exam code: PROJMA11_T02 (Presentation - Project Management)	
Name (modular) exam	Presentation - Project Management
Code (modular) exam	PROJMA011_T02
Assessment criteria	Students produce a plan that is based on evidence - based research and proper analysis of current and desired situation Students demonstrate capacity to communicate the content of the plan in proper written and spoken language appropriate to all stakeholders Students create a change dashboard that can support the implementation plan
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P2, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ORGADE03 - Organisational Development

1. General information	
Long English name of course	Organisational Development
Short English name of course	Organisational Development
Course code	ORGADE03
Degree programme and cluster	IB - G-cluster - mandatory for the specialisation O&C G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	Organisational development Specialist Supporting an organization by creating a (strategic) organizational development plan
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. WT02: Create innovative ideas in a changing business environment in a systematic fashion. WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. TWM22: Draft the strategic cycle of part(s) of the organisation (process and content). TWM23: Assess the impact of change on the organization.
General description	- Topics: organizational development process, Structure, Processes, Tools, People, Leadership, Agility. - Outcomes: understand the basic aspects of organizational development and change, application of the OD cycle.
Cohesion	N.A.
Mandatory participation	Because the work happens during the schedule sessions, it is recommended that the students are present at every session.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	All required literature, such as PDF's and PowerPoints, will be provided via Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ORGADE03_T01	Written blogs - Organisational Development
ORGADE03_T02	Strategic plan video presentation - Organisational Development

Exam code: ORGADE03_T01 (Written blogs - Organisational Development)	
Name (modular) exam	Written blogs - Organisational Development
Code (modular) exam	ORGADE03_T01
Assessment criteria	- Student can argue on own vision on change as a result of the evidence-based analysis included in the plan. Student can identify own stand concerning the choices made in the plan. Student can formulate improvements for the next time that the situation occurs, based on the learning experiences of writing the plan.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Pairs
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Report

Exam code: ORGADE03_T02 (Strategic plan video presentation - Organisational Development)	
Name (modular) exam	Strategic plan video presentation - Organisational Development
Code (modular) exam	ORGADE03_T02
Assessment criteria	- Students can assess the current and desired situation through mean of evidence - based research and the root cause investigation. - Students can propose a plan that solves the issues at hand in a creative manner, making use of existing aspects and new ones. - Students can investigate by means of tools and techniques the root cause of the problem.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	individual
Assessment periods	P1, P3
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

INTHUR11 - International Human Resource Management

1. General information	
Long English name of course	International Human Resource Management
Short English name of course	International Human Resource Management
Course code	INTHUR11
Degree programme and cluster	IB - G-cluster - mandatory for specialisation O&C G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	(International) Human Resource Specialist Supporting an organization by creating a strategic human resource plan
Exit qualifications / Programme Learning Outcomes (PLO)	LW09: Respond appropriately to an unfamiliar, or unexpectedly changing, business environment. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. LW12: Display willingness to work with people from other cultures and to work in countries with different cultural backgrounds. LW13: Use appropriate verbal and non-verbal communication in an intercultural setting. LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices. TWM22: Draft the strategic cycle of part(s) of the organisation (process and content). TWM23: Assess the impact of change on the organization.
General description	Topics: Employee life cycle, key HR functions, HR policy and procedures, Employee relations and HR metrics, HR strategic planning, international aspects and ethics Outcomes: understand the basic aspects of human resource management, can related HR aspects to overall strategy, can estimate HR
Cohesion	N.A.
Mandatory participation	Because the work is done during the scheduled sessions, it is recommended that the students are present at every session.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All required literature, such as PDF's and PowerPoints, will be provided via Brightspace.
Required software / required materials	N.A.

Extra contributions	N.A.
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3. Examination	
INTHUR11_T01	Portfolio - International Human Resource Management
INTHUR11_T02	Presentation - International Human Resource Management

Exam code: INTHUR11_T01 (Portfolio - International Human Resource Management)	
Name (modular) exam	Portfolio - International Human Resource Management
Code (modular) exam	INTHUR11_T01
Assessment criteria	- Student can defend the choices made during the creation of the plan; - Student can formulate own ethical stand concerning the choices made in the plan; - Student can explain the process of working together with other colleagues; Student can argue how the plan can be understood by different cultures.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Report

Exam code: INTHUR11_T02 (Presentation - International Human Resource Management)	
Name (modular) exam	Presentation - International Human Resource Management
Code (modular) exam	INTHUR11_T02
Assessment criteria	- Students produce an international human resource plan based on a thorough analysis; - Students demonstrate proper use of business language written and spoken; - Students explain in the plan how the choices made affect different stakeholders inside and outside the organization; - Students argue the choices that have been in the plan. Condition for assessment: Advisory report
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris

Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

PRODER04 - Professional Development and Research

1. General information	
Long English name of course	Professional Development and Research
Short English name of course	Professional Development and Research
Course code	PRODER04
Degree programme and cluster	IB G-cluster
Teaching period	S1 and S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 10 EC Scheduled contact time: 60 hours Expected self-study time: 220 hours Total assigned study load: 280 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2. Furthermore: All C - and D - cluster generic IB modules completed. Two D - cluster specialization modules completed. A maximum of 5 EC open from language and elective courses. The above entry requirements only apply to –PRODER04_T01 (Research) and not to PRODER04_T02, an IB student is expected to write a Level 3 research thesis wherein business and skills modules taught from A to D cluster are applied in the domain of international business. The above entry requirements serve as a safeguard that IB students are academically ready for this.
Prior knowledge	

2. Content and organisation	
Professional task	N.A.
Exit qualifications / Programme Learning Outcomes (PLO)	LW08: Express reflections on one's personal development with the aim of personal growth. LW11: Mitigate the pitfalls of cultural differences in business and social contexts. TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution.
General description	–PRODER04-PDR (Research Report & Defence): The student carries out a research assignment based on a topic that is either related to their specialisation (FIN, SCM, M & S or O & C) or otherwise relevant to international business. This way they expand their knowledge base of the specialization. Through self - reflection a complex business related theme is defined which needs in - depth research. The aim is to formulate an evidence based feasible advice for the involved business arena. –PRODER04 – PPD (Personal & Professional Development): The student takes proactively and independently the lead in his/her personal and professional development in an international business context. –PRODER04- ICA: Intercultural awareness: The student revisits his/her intercultural learning objectives (IRC), chooses one development area, gathers information from sources on this and finally delivers a workshop (powerpoint + 5 minute pitch) about this.

	By following and giving workshops, attending information sessions and contact with H cluster students and coaching the student develops an insight in what is needed for his/her future personal career. Based on information, analysis, reflections and research the student formulates concrete steps which will help him/her to work on further personal career development during his/her graduation.
Cohesion	N.A.
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Powerpoints in Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
PRODER04_T01	Research report & defence - Professional Development and Research
PRODER04_T02	Report Intercultural readiness - Professional Development and Research

Exam code: PRODER04_T01 (Research report & defence - Professional Development and Research)	
Name (modular) exam	Research report & defence - Professional Development and Research
Code (modular) exam	PRODER04_T01
Assessment criteria	The student justifies his/her choices with solid argumentation made within an international business context. The student: - is capable of carrying out a research (field and desk, level 3) independently. - Is able to work within an unknown and dynamic context with a multidisciplinary approach. - is in charge to develop the adequate research design. - Justification of the research methodology Advice: The student gives a feasible advice to a company (or group of companies) relevant in the selected business arena for improvement on the investigated topic. This topic is related to the student's personal interest and supports his/her professional development at the same time. See assessment form on Brightspace. EFR C1 level report writing skills are a knock - out criterion for the professional product in this SU. The topic of the research assignment does not need be linked to the chosen specialisation.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.

Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual feedback conversations
Other info	Portfolio includes a written assignment and an oral exam.

Exam code: PRODER04_T02 (Report Intercultural readiness - Professional Development and Research)	
Name (modular) exam	Presentation Culture shock curve - Professional Development and Research
Code (modular) exam	PRODER04_T02
Assessment criteria	Assessment is formative, student will receive feedback and feed forward on professional (including intercultural) development plan. Summative assessment will take place at the end of H cluster. Assessment is ONLY Formative.
Exam format	Report
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	P
Weight factor of modular exam	N.A.
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

OPERMB04 - Operations Management

1. General information	
Long English name of course	Operations Management
Short English name of course	Operations Management
Course code	OPERMB04
Degree programme and cluster	International Business, G-cluster, mandatory for specialisation SCM G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	In the role of Operations Manager/Operations consultant, the student: - designs a process - improves a process - controls/manages a process - analyzes process performance
Exit qualifications / Programme Learning Outcomes (PLO)	TWM20: Evaluate operations processes within and between organisations. TWM21: Manage operations processes within and between organisations.
General description	This study unit offers an understanding of operations management and process design. Operations are the core of a company, as operations is the part of a company where value is added for its customers. Among the subjects that are covered are operations strategy & performance, process design, planning & control and quality management. To put operations into practice, students apply theoretical concepts in a practice - based context. Besides core theories from Operations, also theory that considers macro-economic factors as well as cultural differences is part of this module.
Cohesion	SU Sales & Operations Planning: planning and controlling operations processes is also covered in this module, but more from a managerial point of view.
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Compulsory: Book: Slack, N., Brandon - Jones, A. & Burgess, N. (2022). Operations Management (10th ed.). Harlow, England: Pearson. ISBN: 9781292253992

	Available on Brightspace: Lecture slides Case studies Handouts Recommended: Saunders, M., Lewis, P., & Thornhill, A. (2015). Research Methods for Business Students (7th ed.). Harlow, England. Pearson. ISBN9781292016627
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
OPERMB04_T01	Portfolio - Operations Management

Exam code: OPERMB04_T01 (Portfolio - Operations Management)	
Name (modular) exam	Portfolio - Operations Management
Code (modular) exam	OPERMB04_T01
Assessment criteria	The student: - Interprets the effect of global macro-economic factors and policies on the development of operations processes (WT3) - Incorporates the effect of cultural differences in proposed process and job design improvements (LW14) - Determines the role of and creates alignment between performance of operations and business strategy (TWM20/21) - Designs a process considering product/service characteristics and process performance characteristics (TWM20/21) - Proposes relevant methods for planning and controlling the operations processes (TWM20/21).
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Standard procedure
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

PROVEM02 - Procurement and Vendor Management

1. General information	
Long English name of course	Procurement and Vendor Management
Short English name of course	Procurement and Vendor Management
Course code	PROVEM02
Degree programme and cluster	International Business, G-cluster, mandatory for specialisation SCM G-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	

2. Content and organisation	
Professional task	In the role of Purchasing Specialist or Purchasing/Procurement Manager, the student: Solves different small cases and exercises that will allow them to apply or recall given theory. Carries-out a negotiation based on a Procurement Market Analysis and formulates a corresponding negotiation strategy including the preparation of a contract.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. WW07: Produce management information from various data sources in an international business environment. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices. TWM20: Evaluate operations processes within and between organisations. TWM21: Manage operations processes within and between organisations. TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution.
General description	The topics covered will include procurement as a business function, purchase market structure and analysis, category sourcing, negotiation strategy, risk management, contracting, vendor selection, and vendor performance management within ethical practices. To apply their learnings in practice, students will make some exercises corresponding to the weekly theory, will solve some cases where topics from the week will be applied. Negotiation workshop will also be part of the course in order to practice some skills.

Cohesion	N.A.
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture/ Working lecture/ Workshop
Required literature / description of learning material	Weele, A.J. van. (2021). Purchasing and Supply Chain Management (8th ed.). Hampshire, UK: Cengage Learning. ISBN: 9781473779143, 1473779146
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
PROVEM02_T01	Written exam - Procurement & Vendor Management
PROVEM02_T02	Assignment - Procurement & Vendor Management

Exam code: PROVEM02_T01 (Written exam - Procurement & Vendor Management)	
Name (modular) exam	Written exam - Procurement & Vendor Management
Code (modular) exam	PROVEM02_T01
Assessment criteria	The student: - Understands, evaluates and determines the impact that different processes, tools and decisions in procurement and vendor management have on the business (TW20/21) - Formulates a company's sourcing and negotiation strategy considering ethical and corporate social responsibility in a professional environment. (LW10)
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	120 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Standard procedure for ANS exams.
Other info	N.A.

Exam code: PROVEM02_T02 (Assignment (strategy determination) and Negotiation - Procurement & Vendor Management)	
Name (modular) exam	Assignment - Procurement & Vendor Management
Code (modular) exam	PROVEM02_T02
Assessment criteria	The student: - Analyses, recognizes and applies the main factors that drive international trade and procurement decisions within global supply chains (WT3); - Assesses the effects of (micro) and macroeconomic policies on the international business environment (WT3); - Assembles (management) Information from various data sources in an international environment by analyzing the

	global marketplace within which a buyer and seller operate in order to develop a corresponding negotiation strategy. (WW7) Formulates and implements a company's sourcing and negotiation strategy considering ethical and social responsibility in a professional environment. (LW10).
Exam format	Assignment (strategy determination) and rol-play for negotiation.
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	

Changes compared to last year	Oral exam --> written exam Portfolio → Assignment
Date from which the SU will no longer be offered	N.A.

SALOPP01 - Sales and Operations Planning

1. General information	
Long English name of course	Sales and Operations Planning
Short English name of course	Sales and Operations Planning
Course code	SALOPP01
Degree programme and cluster	International Business, G-cluster, mandatory for specialisation SCM G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Course entry requirements	See general thresholds for entering G - Cluster in Part 1, Ch. 3.2.
Prior knowledge	Preferred: proficient in the use of Excel

2. Content and organisation	
Professional task	In the role of S & OP coordinator, the student: Creates a Consensus Forecast Performs a Capacity Planning analysis Develops a what - if analysis
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion.WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. WW07: Produce management information from various data sources in an international business environment. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment.TWM20: Evaluate operations processes within and between organisations. TWM21: Manage operations processes within and between organisations.
General description	In this course, students learn the interdepartmental complexity of the S & OP process and the reason why upper management involvement is critical. The role of Sales & Marketing, Customer Service, Demand and Supply Planning, Warehousing, Finance, Operations, Logistics/Transportation, and upper management will be addressed. Data analysis complexity due to multiple sources of input will be one of the central themes. The students will be able to produce a consensus forecast, perform capacity planning, produce what - if scenarios and provide a recommendation.
Cohesion	Advanced Presentation Skills classes taught by BUC lecturer (1 hour per week)
Mandatory participation	N.A.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture

Required literature / description of learning material	Compulsory: Jacobs, F. R., Berry, W. L., Whybark, D. C., & Vollmann, T. E. (2011). Manufacturing Planning and Control for Supply Chain Management (6th Ed.). New York: McGraw - Hill. ISBN9780071313933
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
SALOPP01_T01	Written exam (BYOD) - Sales and Operations Planning
SALOPP01_T02	Presentation - Sales and Operations Planning

Exam code: SALOPP01_T01 (Written exam (BYOD) - Sales and Operations Planning)	
Name (modular) exam	Written exam (BYOD) - Sales and Operations Planning
Code (modular) exam	SALOPP01_T01
Assessment criteria	The student: - Evaluates the impact that different decisions in demand and supply have on the business (TWM20 / TWM21); - Evaluates inputs of demand and supply and creates what - if scenarios (WT1); Incorporates multiple demand and supply sources to produce a consensus demand and a supply capacity planning review (WW7).
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	During exam review
Other info	N.A.

Exam code: SALOPP01_T02 (Presentation - Sales and Operations Planning)	
Name (modular) exam	Presentation - Sales and Operations Planning
Code (modular) exam	SALOPP01_T02
Assessment criteria	The student: - Delivers an effective and persuasive trade - off analysis presentation to upper management using advanced English (C1) (WW4) - Explains the complexity of the impact that different decisions in demand and supply have on the business and recommend course of action (TWM 20/TWM21). - [Involved] Evaluates the ethical impact of sustainability issues across direct and indirect supply chain stakeholders (LW10). Condition for assessment: - Student did not do the in-class homework presentation (individually) - Student did not do the in-class business case presentation (in group)

	- Student did not complete the Presentation Skill Assignments
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	PPT slides, Excel, laptop
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	At most one criterium can receive a score of 5. If more than one criterium is scored 5, the presentation is automatically graded as 5, and thus insufficient. If any one criterium is scored 4 or below, the presentation will be automatically graded as 4, and thus insufficient.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

H-cluster

GI...A01 / GI...N01 - Graduation Internship

1. General information	
Long English name of course	Graduation Internship
Short English name of course	Graduation Internship
Course code	GIFINA01 - Graduation Internship Finance Abroad GIFINN01 - Graduation Internship Finance Not abroad GIMASA01 - Graduation Internship Marketing & Sales Abroad GIMASN01 - Graduation Internship Marketing & Sales Not abroad GISCMA01 - Graduation Internship Supply Chain Management Abroad GISCMN01 - Graduation Internship Supply Chain Management Not abroad GIORCA01 - Graduation Internship Organisation & Change Abroad GIORCN01 - Graduation Internship Organisation & Change Not abroad
Degree programme and cluster	IB H-cluster
Teaching period	S1 and S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 30 EC Scheduled contact time: 25 hours Expected self-study time: 815 hours Total assigned study load: 840 hours
Course entry requirements	For IB: See general thresholds for entering H - Cluster in Part 1, Ch. 3.2. An approval of GI Proposal. For CS: - Students who participated in the new G - cluster (first semester was semester 2 of study year 2021 - 2022) have to complete their studies with a graduation internship (GI) - Students can only start their GI after having completed all their C, D, E, F and 10 credits of G cluster at the end of period 1/3. In exceptional circumstances the Department Director can decide to waive this rule. Before applying for this exception, students must consult the SA (Main Phase).
Prior knowledge	

2. Content and organisation	
Professional task	Perform within an organisation as a starting professional and reflective practitioner with a specialization in one (or more) of the following fields: Marketing & Sales, Organisation & Change, Supply Change Management, Finance & Economics OR within the context of general international Business OR Communications (Marketing Communication, Public Relations, Internal Communication).
Exit qualifications / Programme Learning Outcomes (PLO)	WT2: Create innovative ideas in a changing business environment in a systematic fashion. WW6: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals.

	LW8: Express reflections on one's personal development with the aim of personal growth. LW9: Respond appropriately to an unfamiliar, or unexpectedly changing, business environment. LW12: Display willingness to work with people from other cultures and to work in countries with different cultural backgrounds LW13: Use appropriate verbal and non-verbal communication in an intercultural setting. Depending on specialisation: TWM15-23
General description	At the end of the study programme IB and CS at the HAN International School of Business, the student has to demonstrate his/her professional performance on bachelor end level in a professional situation by means of a Graduation Internship (GI). Students are offered the flexibility to gain experience in those areas they have a passion for/are interested in/want to learn, while adding value for the organisation. The tasks and activities carried out by students during the Graduation Internship result in one or more professional products to be delivered to the organization. Students' performance will be assessed via a portfolio and criterium based interview, in which they must account for the way these professional products were created, the added value for the company and the level of complexity of the context & tasks and to what extent they performed autonomously. In view of the broad nature of the degree programme and the diversity of jobs held by IB and CS graduates, these professional products can have different forms. It is of crucial importance that the student shows that he/she masters the demanded performance areas on Bachelor endlevel by acting as a reflective practitioner. Professional products, appraisal forms and feedback forms are relevant evidence to prove the performance areas the student reflects on. The level and scope of the GI, in terms of the tasks and professional products, is assessed beforehand by two GI advisors, based on the Graduation Internship Proposal Form handed in by student and approved by the company coach. In case IB students want a specialisation on their diploma's the tasks and professional products carried out should be related to their chosen specialisation. The GI advisors (with help of the vertical leads if needed) assess if this is the case on base of the graduation proposal. If at the end of the GI it appears that in practice the professional products /tasks are not on the required level for a specialisation, the specialisation mark cannot be obtained on the diploma. Students will be coached during their GI process by their supervisor. Additionally, (online) kick-off sessions, trainings and GI - return moments will be offered as well.
Cohesion	The graduation internship is in cohesion with the third-year internship in F-cluster. The G-cluster and H-cluster together count as a graduation year. Whereby in the G-cluster most PLO's of the IB programme and all LOCO competences of the CS programme are assessed on bachelor end level in an institutional setting. The remaining IB PLO's and CS Professional Skills are assessed in H-cluster. H-cluster is being assessed via a holistic approach, where performance areas and professional products are key, rather than IB PLO's and CS Qualifications.
Mandatory participation	Since the study load is 840 hours to be spread over 21 weeks, a full-time workweek is evident. In combination with the fact that internship

	organisations expect students to focus 100% on the given tasks and working on the portfolio, it is not possible to combine the internship with other Study Units.
Maximum number of participants	N.A.
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial
Required literature / description of learning material	N.A.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

GIFINA01 _T01/ GIFINN01 _T01/ GIMASA01 _T01/ GIMASN01 _T01/ GISCMA01 _T01/ GISCMN01 _T01/ GIORCA01 _T01/ GIORCN01 _T01	Portfolio & Oral exam - Graduation Internship
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**Exam code: GIFINA01 _T01/ GIFINN01 _T01/ GIMASA01 _T01/ GIMASN01 _T01/ GISCMA01 _T01/ GISCMN01 _T01/ GIORCA01 _T01/ GIORCN01 _T01
(Portfolio & Oral exam - Graduation Internship)**

Name (modular) exam	Portfolio & Oral exam - Graduation Internship
Code (modular) exam	GIFINA01 _T01/ GIFINN01 _T01/ GIMASA01 _T01/ GIMASN01 _T01/ GISCMA01 _T01/ GISCMN01 _T01/ GIORCA01 _T01/ GIORCN01 _T01
Assessment criteria	The student's performance will be assessed based on: 1) the relevance, added value and complexity of the professional product(s) for the organization and to what extent they are executed autonomously by the student and 2) the following performance areas: - Innovative capacity; - Entrepreneurial behaviour; - Collaborative capacity; - Reflective practitioner; - Intercultural proficiency. Condition for assessment: Completeness of the portfolio; Uploaded in Handin Plagiarism percentage Referenced correctly.
Exam format	Performance
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	S1 en S2
Duration exam	60 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%

Method of enrolment for exam	Via Osiris
Discussion and review	With supervisor OR with supervisor and examiner
Other info	At the end of the Graduation Internship a portfolio has to be handed in. Based on the portfolio a final interview will be conducted. In case of: - a portfolio which does not meet the conditions for assessment, the student can repair this within 3 working days. If it then meets the requirements, assessment can start, otherwise the student will be graded as having not handed in a portfolio in time. - no portfolio has been handed in in time - - > grade 1 in Osiris - - > resit within 2 weeks - an insufficient portfolio** - - > grade 4 in Osiris - - > resit within 2 weeks after feedback* - an insufficient final grade after the interview - - > grade 4 in Osiris - - > resit within 2 weeks after feedback*. The supervisor and examiner decide if the portfolio and/or the CBI need a resit. - a sufficient final grade after the interview but student believes a higher grade can be achieved - - > actual grade in Osiris - - > resit only possible if this grade was given without any previous repairs and/or resits during this graduation internship. The resit needs to take place within 2 weeks and is only based on the feedback given during CBI. The portfolio needs to be improved: it needs to be stated clearly what is improved and student motivates why a higher grade is justifiable. Next to that another CBI needs to take place. - a fail of the resit - - > grade 4 in Osiris (= 2nd attempt) - - > retake of complete graduation internship within other organisation. *Resit period is normally 2 weeks. However in consultation with the supervisor/examiner a deviating resit period is possible, based on the tailored individual situation. **insufficient portfolio = more than 1 of the criteria scores 1 Final CBI 60 minutes (max 10 min pitch, 30 - 40 min interview, assessment, motivation to student)

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

Electives

ELEADQ04 - Elective Advanced Quantitative Research

1. General information	
Long English name of course	Elective Advanced Quantitative Research
Short English name of course	Elective Advanced Quantitative Research
Course code	ELEADQ04
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1
Prior knowledge	

2. Content and organisation	
Professional task	Learning to analyze datasets using advanced quantitative research methods, and presenting the results in an academic report.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW07: Produce management information from various data sources in an international business environment TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution CS: Qualification 1: Context & strategy Qualifications 2: Target group & behaviour
General description	During the course students learn various statistical techniques and can apply them to datasets. Students also learn how to design surveys and write a quantitative research report that meets academic standards.
Cohesion	N.A.
Mandatory participation	No
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Various articles made available for free on Brightspace
Required software / required materials	Microsoft Excel
Extra contributions	N.A.

3. Examination	
ELEADQ04_T01	Portfolio - Advanced Quantitative Research

Exam code: ELEADQ04_T01 (Portfolio - Advanced Quantitative Research)	
Name (modular) exam	Portfolio - Advanced Quantitative Research
Code (modular) exam	ELEADQ04_T01
Assessment criteria	- The student can investigate a research problem using comparative statistical analysis (correlation, ANOVA) - The student can investigate a research problem using predictive statistical analysis (multiple regression) - The students can evaluate the quantitative research methods used in a published research report. The student can produce a quantitative research report presenting the findings according to APA standards.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEBLB01 - Elective Blockchain in International Business

1. General information	
Long English name of course	Elective Blockchain in International Business
Short English name of course	Elective Blockchain in International Business
Course code	ELEBLB01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 14 hours Expected self-study time: 56 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1
Prior knowledge	

2. Content and organisation	
Professional task	Solve a business problem using blockchain related solution(s) in various business activities within an international business environment.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT02: Create innovative ideas in a changing business environment in a systematic fashion. WW07: Produce management information from various data sources in an international business environment. TWM17: Incorporate developments of the digital landscape in a marketing strategy. TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives. TWM20: Evaluate operations processes within and between organisations. TWM23: Assess the impact of change on the organization. CS: Qualifications 2: Target Group & Behaviour
General description	In this study unit, students will learn to: develop state-of-the-art knowledge about the functionalities of blockchain technology, develop knowledge on how to implement blockchain technology in various business activities in the context of 'international business', and evaluate a blockchain technology solution and determine whether to adapt, adapt partially or not to adapt, based on financial/non - financial cost benefit analysis.
Cohesion	Elective in IB and CS
Mandatory participation	Yes, 80% of the lectures. Mandatory because of group activities in class.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture

Required literature / description of learning material	Compulsory: Articles about Blockchain in business (peer and non - peer reviewed). Lim C.L. & Janse, A (2019), Parts of Basics of Blockchain. Saxion. (e - book, free copy at Brightspace) Recommended: Lewis, A. (2018). The Basics of Bitcoins and Blockchains. Van Haren Publishing. ISBN 9781633538009 Bessemers, P. (2018). Blockchain Organizing for Managers (1st ed.). ISBN 9789463678223
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

ELEBLB01_T01	Report and Oral Exam - Blockchain in Business
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Exam code: ELEBLB01_T01 (Report and Oral Exam - Blockchain in Business)

Name (modular) exam	Report and Oral Exam - Blockchain in Business
Code (modular) exam	ELEBLB01_T01
Assessment criteria	- Knowledge about business perspectives of blockchain technology solutions and implementations; - Being able to make a trade-off between financial and non-financial costs and benefits.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	20 minutes
Permitted resources / aids	A3 report and PPT-slides
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Oral exam (based on the A3 report, the content of the lectures, and the presentation).

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEBUD01 - Management Game

1. General information	
Long English name of course	Elective Business Decision Making - Management Game
Short English name of course	Elective Business Decision Making
Course code	ELEBUD01
Degree programme and cluster	IB and CS Electives
Teaching period	This elective takes place in week 10 of period 2 and 4 (after the exam weeks)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 24 hours Expected self-study time: 46 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Business Manager, acting as a CEO, CMO, CPO or CFO in an international company
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. WW07: Produce management information from various data sources in an international business environment. TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives. TWM19: Recommend financing possibilities in a dynamic international environment. TWM21: Manage operations processes within and between organisations. CS: Qualifications 1: Context & Strategy Qualifications 4: Planning & Organisation
General description	This elective aims to be an integration of marketing, finance and distribution decision-making skills, in a simulated management environment. The student must make several business decisions to sustain the profitable growth of the simulated company. Additional team tasks are requested to improve the ability to make suitable professional decisions. The learning environment is the boardroom of the management team.
Cohesion	In year two, students choose their specific field of study. In the BMG they can choose already a specific role that resembles the specific field of study the students might choose. CEO: Marketing & Sales / Organisation & Change CMO: Marketing & Sales CPO: Supply Chain Management CFO: Finance
Mandatory participation	The management game has the character of a practical, this means that presence is obligatory. If, in case of illness or otherwise, sessions are missed, the following rule applies:

	In case two or more management team meetings are missed the practical becomes invalid, the student excluded from participating in the assessment and the mark will be a 1.
Maximum number of participants	32
Compensation options	N.A.
Activities and/or instructional formats	Simulation game
Required literature / description of learning material	Game Manual and Game documents on Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

ELEBUD01_T01	Portfolio - Business Decision Making
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Exam code: ELEBUD01_T01 (Portfolio - Business Decision Making)

Name (modular) exam	Portfolio - Business Decision Making
Code (modular) exam	ELEBUD01_T01
Assessment criteria	The student is able to: - Review and assess decisions made during the game period through insight and research of the financial, logistical and marketing game decision(game - data); - Take financial, logistical and marketing decisions for a random game company; - Manage the process of decision-making in a company; - Formulate and execute marketing objectives; Maintain a critical attitude with respect to taking risks and working systematically, under time pressure.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	Week 10 of period 2 and 4 (after the exam weeks)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	You can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEBRS01 - Elective Brand Strategy and Design

1. General information	
Long English name of course	Elective Brand Strategy and Design
Short English name of course	Elective Brand Strategy and Design
Course code	ELEBRS01
Degree programme and cluster	IB & CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1
Prior knowledge	

2. Content and organisation	
Professional task	Brand Activation Manager The Brand Activation Manager is responsible for creating and managing creative branding concepts that support the activation of a company's brand. As the 'brand guardian', brand managers maintain brand integrity across all company marketing initiatives and communications, and may manage a portfolio of products.
Exit qualifications / Programme Learning Outcomes (PLO)	WT02: Create innovative ideas in a changing business environment in a systematic fashion. WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. Mitigate the pitfalls of cultural differences in business and social contexts. LW 11- Mitigate the pitfalls of cultural differences in business and social contexts LOCO 1. Context and Strategy 2. Targetgroup and Behaviour 3. Concept and Creation 4. Persuasion and Support base
General description	Even though international companies aim to communicate the same image of global brands across different cultures, the image and brand identity of those brands may still be perceived differently due to differences in cultural values. Additionally, today's businesses have to deal with corporate responsibility and ethics. Therefore often the question raises if this does affect brands and how can companies can build sustainable brands? Thus, in this course students will conduct a theory-led critical analysis on brand positioning and its challenges in order to be able to create a creative concept that supports a brands ERS (Ethics, responsibility, Sustainability) position.

	Topics: - Brand characteristics - Brand identity - Brand architecture - Competitors and positioning - Brand relevance - Positioning approaches - Intercultural branding - ERS
Cohesion	N.A.
Mandatory participation	Students need to be present at least 5 out of 6 classes because the learning happens in class and there is little opportunity to catch up alone or outside school. In class there will be assignments made as preparation on the poster which they individually hand in.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	All required literature, such as PDF's and PowerPoints, will be provided via Brightspace and MS Teams.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

ELEBR01_T01	Presentation– Brand Strategy and Design
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Exam code: ELEBR01_T01 (Presentation– Brand Strategy and Design)	
Name (modular) exam	Presentation– Brand Strategy and Design
Code (modular) exam	ELEBR01_T01
Assessment criteria	- The students conducts a theory – led brand strategy analysis for a client - The student is able to critically analyze the branding challenges facing organizations and effectively design branding solutions both in a national and international context - The concept supports the clients brand position concerning ethical and social responsibility The student is able to create a product that communicates a universal message which is understandable for all shareholders of the client.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEINC01 - Elective International Consumer Behaviour

1. General information	
Long English name of course	Elective International Consumer Behaviour
Short English name of course	Elective International Consumer Behaviour
Course code	ELEINC01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	Student should at least have obtained 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Consumer Behavior Specialist The Consumer Behavior Specialist is responsible for gathering, identifying and understanding the (unmet) needs and desires of consumers through research in order to help company/brands to stay relevant in an everchanging consumer landscape.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. TWM15: Develop a well-founded marketing plan to support the creation of value for international customers. TWM17: Incorporate developments of the digital landscape in a marketing strategy. CS: Qualifications 1: Context & Strategy Qualifications 2: Target Group & Behaviour
General description	In the elective International Consumer Behaviour, students will go through various steps of understanding consumers and get hands - on insights gathering experience during a consumer dive into a consumer behaviour trend of their choice. Student will learn the tools to help companies or brands to stay relevant by uncovering opportunities and barriers within the international target consumers' emerging habits, cultures, and practices.
Cohesion	Cohesion with (digital) marketing courses year 1 and 2 IB/CS.
Mandatory participation	Yes, a minimum of 5 out of 6 classes is mandatory. During the courses interaction between lecturers and students will take place for feedback/feedforward. In case of not meeting this requirement, the student must follow the module again.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture

Required literature / description of learning material	All required literature, such as PDF's and PowerPoints, will be provided via Brightspace and/or via MS Teams.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELEINC01_T01	Portfolio - International Consumer Behaviour

Exam code: ELEINC01_T01 (Portfolio - International Consumer Behaviour)	
Name (modular) exam	Portfolio - International Consumer Behaviour
Code (modular) exam	ELEINC01_T01
Assessment criteria	- The student can analyse and address new consumer behaviour challenges. - The student is able to gather, identify and interpret new shifts in consumer behaviour based on literature / consumer insight reports / articles (use sources) and own research results. - The student can reveal an unfiltered view of the underlying mechanism that drive consumers and culture and affects international marketing and branding strategies in the context of international consumer behaviour. - The student can turn an in-depth understanding of consumers into an insightful and visual attractive consumer story that immerses companies/brands in (unmet) and upcoming needs and pains of consumer audiences to show the client why adaptations and innovations are needed to stay ahead of new international market developments. - The student can create a consumer insights report with marketing and branding implications based on in-depth consumer behaviour research. The student understands the critical role that ethics play in modern marketing and branding and consequently applies this in the context of consumer behaviour.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	N.A.
Discussion and review	Via Osiris
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECRB01 - Elective Crossing borders without Crossing Borders

1. General information	
Long English name of course	Elective Crossing borders without Crossing Borders
Short English name of course	Elective Crossing borders without Crossing Borders
Course code	ELECRB01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 21 hours Expected self-study time: 49 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1
Prior knowledge	

2. Content and organisation	
Professional task	Consultancy: dealing with diversity in the work environment and managing cultural diversity.
Exit qualifications / Programme Learning Outcomes (PLO)	WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. LW11: Mitigate the pitfalls of cultural differences in business and social contexts. LW13: Use appropriate verbal and non-verbal communication in an intercultural setting. LW14: Assess the effect of cultural differences on organisational behaviour and strategic choices. CS: Qualifications 2: Target Group & Behaviour
General description	In this project you will work online on a business case together with students from a HAN partner University. Working on guided tasks with colleagues from a different culture will give you the opportunity to work in online teams and stimulate the development of intercultural awareness needed to act as a global citizen. A consultant who is able to bridge and capitalise on cultural differences can enhance the quality of teams. Your cultural competence (intercultural knowledge, skills, awareness and attitudes) will get a boost if you participate in this project.
Cohesion	N.A.
Mandatory participation	Classes and virtual participation is mandatory. Kick-off is mandatory
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture

Required literature / description of learning material	No compulsory literature. Recommended: Nunez, C., Mahdi, N. R., & Popma, L. (2018). Intercultural Sensitivity: From Denial to Intercultural Competence.
Required software / required materials	WhatsApp/MS Teams
Extra contributions	N.A.

3. Examination	
ELECRB01_T01	Portfolio - Crossing borders without crossing borders

Exam code: ELECRB01_T01 (Portfolio - Crossing borders without crossing borders)	
Name (modular) exam	Portfolio - Crossing borders without crossing borders
Code (modular) exam	ELECRB01_T01
Assessment criteria	- Active participation in the online group sessions is mandatory and is part of the individual assessment of the student (formative); - Students have to accomplish all 5 tasks online in time and handed in for feedback online; - Students recognize what influence culture has on their actions and on actions of others; - Students adjust their behavior if necessary to enhance the quality of work in a cultural diverse team; - Students demonstrate respect to intercultural relationship; - Students demonstrate that they are able to adjust one's verbal communication during the online collaboration in a culturally diverse team; - Students reflect on their behavior and that of others from an intercultural perspective and make adjustments if necessary; The assessment is 50% individual and 50% group work.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group, Individual
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	N.A.
Discussion and review	Via Osiris
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECIE01 - Elective Circular Economy

1. General information	
Long English name of course	Elective Circular Economy
Short English name of course	Elective Circular Economy
Course code	ELECIE01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 16 hours Expected self-study time: 54 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Sustainability Business Development Officer Providing advice for enhancing 'business process integration' as well as improving company's position through 'responsible performance reporting' using the framework of Circular Economy.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment. TWM20: Evaluate operations processes within and between organisations. TWM23: Assess the impact of change on the organization.
General description	The goal of this elective is to explore methods that the innovation driven - businesses of the 21st century have been using through the Circular Economy framework. With our current linear business models nearly 92% of world's resources are only used once in a single product. The Circular Business Models have enabled businesses in utilizing these unused resources creating, "affordable" quality products, while empowering the Society and at the same time "Regenerating and "Restoring "the natural environment. The particular aims of this module include: 1. Deepening the students' understanding of the current opportunities brought by the Circular and SMART business trends 2. Identifying the leakages under the current linear processes 3. Proposing Circular business processes at the Global, Regional and Local levels using alternative Circular Economy collaboration models.
Cohesion	N.A.
Mandatory participation	100% mandatory participation
Maximum number of participants	28
Compensation options	N.A.

Activities and/or instructional formats	Lecture Self-study
Required literature / description of learning material	Literature and other learning materials will be provided via Brightspace or MS Teams.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELECIE01_T01	Written exam (BYOD) - Circular Economy

Exam code: ELECIE01_T01 (Written exam (BYOD) - Circular Economy)	
Name (modular) exam	Written exam (BYOD) - Circular Economy
Code (modular) exam	ELECIE01_T01
Assessment criteria	WT3: Knows the essence of the circular economy. WT3: Understands the impact of sustainability on the business world. TWM23: Understands the role of sustainability in innovation. L10: Can oversee the implications of a future where the circular economy is key. L10: Can formulate his own position concerning circular economy.
Exam format	Written exam
Exam type, if written	BYOD, ANS
Individual / group	Individual
Assessment periods	T1 or T2 or T3 or T4 or T5(check planning on Brightspace)
Duration exam	120 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEEF A02 - Elective E-Fulfillment

1. General information	
Long English name of course	Elective E-Fulfillment
Short English name of course	Elective E-Fulfillment
Course code	ELEEF A02
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	The student makes individual report, which analyzes the current E - Fulfillment status of a company - in terms of its structure, strategies, and performances in the industry. The report also includes identifying areas for improving the current situation of the assigned company.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. TWM20: Evaluate operations processes within and between organisations. TWM21: Manage operations processes within and between organisations. TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution. CS: Qualifications 1: Context & Strategy Qualifications 6: Connection & Facilitation
General description	The elective E - Fulfillment provides both theoretical and practical knowledge on the E - fulfillment of omni - channel companies. The 6 weeks classes consist of 4 class lectures, 1 guest lecture, and group workshops. During class lectures, the e - fulfillment background, logistics processes, people, strategies, and technologies in E - fulfillment, including practical examples from various companies, will be discussed. A guest lecturer will be invited to share his/her experiences and insights in relation to E - fulfillment strategies, challenges, and/or practical developments. The group workshop involves assigning individual company to each student (on Week1), and letting them rank the performances of these companies within their assigned group based on E - fulfillment performance indicators (Week 6). The final output for this course is an individual report, which includes answers to questions based on each week's lectures (including guest lecture), on desk and field research, and on the outcome of the group workshops.
Cohesion	Supply chain

	E-commerce Digital marketing
Mandatory participation	Yes, 3 out of 4 classroom lectures must be attended by the student. Class lecture includes groupworks plus the information from the lecture serve as the basis for doing the individual reports. Attendance to the guest lecture (week 5) and workshop (week6) are also mandatory. since these sessions will serve as inputs to individual reports and individual grades. An absence(s) on this session means a failure in the course.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Recommended: Slide lecture materials Reading materials such as reports/articles to be available on Brightspace.
Required software / required materials	Microsoft Word, Powerpoint
Extra contributions	N.A.

3. Examination	
ELEEFA02_T01	Presentation – E-Fulfillment

Exam code: ELEEFA02_T01 (Presentation - E-Fulfillment)	
Name (modular) exam	Presentation - E-Fulfillment
Code (modular) exam	ELEEFA02_T01
Assessment criteria	TMW 20/21: Ability to explain and to link omni - channels and E - fulfillment, to show how general supply chain structure in omni - channels look like, and to gain insights on up - to - date developments and challenges in E - fulfillment at a company and industry level TMW 20/21: Ability to describe the current supply chain design, processes, and strategies in the omni - channels of an E - fulfillment company TMW 20/21: Ability to evaluate the performances and ranking in E - fulfillment of different companies in the same industry using supply chain performance indicators WTI: Ability to present sound reasoning on the evaluated performances and ranking in E - fulfillment of companies TMW24: Ability to do proper literature research on current omni - channel and E - fulfillment models and supply chain at company - and industry - levels TMW 24: Ability to collect field data that will validate and extend knowledge on E - fulfillment and to present them in organize and logical ways. Admission to presentation by submitting a sufficient report.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%

Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECEX01 - Elective Excel

1. General information	
Long English name of course	Elective Excel
Short English name of course	Elective Excel
Course code	ELECEX01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	The Excel part in Statistics 1 (A-Cluster IB course)

2. Content and organisation	
Professional task	Working with data
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WW07: Produce management information from various data sources in an international business environment CS: Qualifications 2: Target Group & Behaviour
General description	This Elective provides students with Excel skills as required by the professional field for their internships
Cohesion	Excel is the workhorse of data analysis in (almost) all companies. Internship companies expect some proficiency in using this tool.
Mandatory participation	Attendance in class highly advised, but not required
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Compulsory Reader courses offered on Brightspace
Required software / required materials	Microsoft Excel 365 or later, preferably Windows version
Extra contributions	N.A.

3. Examination	
ELECEX01_T01	Written exam (BYOD) - Excel

Exam code: ELECEX01_T01 (Written exam (BYOD) - Excel)	
Name (modular) exam	Written exam (BYOD) - Excel
Code (modular) exam	ELECEX01_T01
Assessment criteria	Students demonstrate the ability to use Excel techniques learned during the course. Students show proof of passing one online course on edX or similar platform.
Exam format	Written exam

Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1 or T2 or T3 or T4 or T5
Duration exam	90 minutes
Permitted resources / aids	Yes (Excel)
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Written exam / practical exam

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECGA01 - Elective Gamification

1. General information	
Long English name of course	Elective Gamification
Short English name of course	Elective Gamification
Course code	ELECGA01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 16 hours Expected self-study time: 54 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Use design thinking to ideate gamification concepts. Test gamification concepts by prototyping them. Advice management on the utility of the gamification solution.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT02: Create innovative ideas in a changing business environment in a systematic fashion WW07: Produce management information from various data sources in an international business environment TWM17: Incorporate developments of the digital landscape in a marketing strategy CS: Qualifications 1: Context & Strategy Qualifications 3: Concept & Creation Qualifications 6: Connection & Facilitation
General description	Gamification is the application of game elements and game design techniques to real world processes. It enhances these processes by adding the motivational and cognitive effects of play. This course will teach you the mechanisms of gamification, why it has such tremendous potential, and how to use it effectively. In this elective the student learns how to design and develop gamification to help him/her and his/her colleagues to be productive, creative and innovative.
Cohesion	N.A.
Mandatory participation	N.A.
Maximum number of participants	32
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	No compulsory literature.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELECGA01_T01	Portfolio - Gamification

Exam code: ELECGA01_T01 (Portfolio - Gamification)	
Name (modular) exam	Portfolio - Gamification
Code (modular) exam	ELECGA01_T01
Assessment criteria	- Apply the Double Diamond method and Design Thinking process to design the gamification for a certain process. (WT2) - Ideate a concept for the gamification of a process and document this ideation. (WT2) - Develop a prototype based on your concept and test this prototype. (TWM17) Write an advice to management on how to use the gamification and what KPI's of the process will be affected.(WW7)
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEINS01 - Elective International Sales Contracts

1. General information	
Long English name of course	Elective negotiating and executing international sales contracts
Short English name of course	Elective International Sales Contracts
Course code	ELEINS01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 16 hours Expected self-study time: 54 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Negotiating and executing an international sales contract
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals LW12: Display willingness to work with people from other cultures and to work in countries with different cultural backgrounds TWM16: Use appropriate sales techniques in support of durable customer relationships TWM21: Manage operations processes within and between organisations CS: Qualifications 6: Connection & Facilitation
General description	Students gain knowledge of the most important conditions for an international sales contract such as Incoterms 2020, payment conditions, etc. With the knowledge students of different nationalities negotiate an international sales contract by making use of the ICC model sales contract. They also know how to solve problems in the execution of the contract e.g. if the sea carrier loses the container with goods. Is there breach of contract by the seller or not? Which actions does the buyer have against the seller and which against the carrier?
Cohesion	Elective for IB, CS
Mandatory participation	80% of lessons are mandatory to participate because the classes are training for negotiating the international sales contract and for solving problems after the contract is concluded
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture

Required literature / description of learning material	Available online Reader: Conventions
Required software / required materials	N.A.
Extra contributions	NA.

3. Examination

ELEINS01_T01	Written exam (BYOD) - International sales contract
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Exam code: ELEINS01_T01 (Written exam (BYOD) - International sales contract)

Name (modular) exam	Written exam (BYOD) - International sales contract
Code (modular) exam	ELEINS01_T01
Assessment criteria	- Students show knowledge of conditions in an international sales contract and apply them correctly in different business situations - Students know how to apply Incoterms 2020 and payment conditions correctly - Students know how to apply the CISG and other Conventions in the execution of an international sales situation correctly - Students show awareness of the different families of law in the world. The testing involves a formative test and a summative test. The formative test contains a negotiation assignment. The formative test takes place in international groups of 2. The feedback on the formative test is very helpful for the summative test, the written exam. The student has to do the formative negotiation assignment to be allowed to the written exam.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1 or T2 or T3 or T4 or T5
Duration exam	90 minutes
Permitted resources / aids	Reader Conventions
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Standard procedure
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEPOM01 - Elective Portfolio Management

1. General information	
Long English name of course	Elective Portfolio Management
Short English name of course	Elective Portfolio Management
Course code	ELEPOM01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 31.5 hours Expected self-study time: 38.5 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Junior Portfolio Manager
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW07: Produce management information from various data sources in an international business environment TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives CS: Qualifications 1: Context and Strategy Qualifications 6: Connection and Facilitation
General description	During this course, students learn to: - How to interpret the relationship between return and risk - Understand knowledge about the structure of financial markets - Understand the Efficient Market Hypothesis - Conduct a technical analysis on a security - Assess the bond prices and yields - Value equity securities and conduct relevant industry analysis - How to make an investment policy statement (IPS) - Calculate the risk and return of a security as well as a portfolio - Construct the investment strategy of a portfolio based on a client's needs - Translate the theory into the practice by applying the StockTrack Investment Game, executing the following tasks - Construct an IPS for the client - Design an investment strategy based on the IPS - Construct a portfolio based on the IPS and the strategy by using the StockTrack Investment Game

	- Write a report explaining the IPS, the strategy, method of selecting securities and the performance of portfolio
Cohesion	N.A.
Mandatory participation	N.A.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Game (necessary): subscribing in the StockTrack Investment Game / Book Recommended, but not necessary: Essentials of Investments by Bodie et al. 12th edition. ISBN 13: 9781265450090.
Required software / required materials	Students need to get registered in the StockTrack Investment Game. Each semester, the link for registration will be provided by the lecturer.
Extra contributions	N.A.

3. Examination	
ELEPOM01_T01	Report - Portfolio management

Exam code: ELEPOM01_T01 (Report - Portfolio management)	
Name (modular) exam	Report - Portfolio management
Code (modular) exam	ELEPOM01_T01
Assessment criteria	The student: TWM18, WW7, WT3: Applies understanding of basic risk management by translating a desired risk and return profile to a recommended stock portfolio structure and targets. Manages the stock portfolio for several weeks WT1: Analyses results and compares to targets set with critical reflection on the outcome. TWM18, WW7, WT1, WT3: Demonstrates his/her ability to write a financial report based on his/her reasoning and performance.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELESUC01 - Elective Supply Chain Finance

1. General information	
Long English name of course	Elective Supply Chain Finance
Short English name of course	Elective Supply Chain Finance
Course code	ELESUC01
Degree programme and cluster	IB and CS
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 14 hours Expected self-study time: 56 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1, and at least have passed the FINANC25. A good knowledge of basics of finance and/or supply chain management is important for this level 3 elective of IB.
Prior knowledge	

2. Content and organisation	
Professional task	In the role of e.g., a junior supply chain manager/business analyst: Analyses supply chain (finance) practices Recommends solutions for improving liquidity, reducing risk and increase added (economic) value.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WW07: Produce management information from various data sources in an international business environment LW09: Respond appropriately to an unfamiliar, or unexpectedly changing, business environment TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives TWM19: Recommend financing possibilities in a dynamic international environment TWM20: Evaluate operations processes within and between organisations TWM21: Manage operations processes within and between organisations CS: Qualifications 4. Planning & Organisation
General description	This course aims to give insight into the opportunities and challenges of adopting supply chain finance approaches in the end - to - end supply chain. An understanding of aligning physical, information and financial flows is created within the context of global supply chains. Also, the impact of supply chain finance on the financial performance of supply chains is investigated.
Cohesion	With several business modules in the field of Finance and Logistics/Supply Chain management, as well with subjects in the G-

	cluster of Corporate Finance and Supply Chain Management (e.g., Procurement: Kraljic'ss Matrix)). A good knowledge of strategic aspects of marketing (e.g., BCG Matrix) might be useful as well.
Mandatory participation	Yes, 80% of the lectures. Mandatory because of group activities in class.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Templar, S., Hofmann, E., & Findlay, C. (2020b). Financing the End - to - End Supply Chain: A Reference Guide to Supply Chain Finance (2nd ed.). Kogan Page. e - book: ISBN: 9781789663495 paperback: ISBN: 9781789663488 Articles about SCF (peer and non - peer reviewed), URLs will be published on HAN Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

ELESUC01_T01	Written exam (BYOD) - Supply Chain Finance
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Exam code: ELESUC01_T01 (Written exam (BYOD) - Supply Chain Finance)

Name (modular) exam	Written exam (BYOD) - Supply Chain Finance
Code (modular) exam	ELESUC01_T01
Assessment criteria	- The student can recommend suitable solutions for improving the SC(F) practices of a business, based on SCF metrics and/or SC risk management. - The student can analyze their own learning process using concrete experiences and a reflection model. - The student can calculate SCF metrics based on financial reports using standard formulas. - The student can recommend suitable SCF instruments in order to improve the financial performance of the supply chain. The student can assess current SC(F) practices and select appropriate solutions for improvement of the supply chain.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1 or T2 or T3 or T4 or T5
Duration exam	120 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Standard procedure
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECRY01 - Elective Creating your own Start-up

1. General information	
Long English name of course	Elective Creating your own Start-up
Short English name of course	Elective Creating your own Start-up
Course code	ELECRY01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 16 hours Expected self-study time: 54 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1.
Prior knowledge	

2. Content and organisation	
Professional task	Entrepreneur – writing a business plan 2.0
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT02: Create innovative ideas in a changing business environment in a systematic fashion WT03: Analyse patterns in global macro-economic factors and policies that drive international trade and business development LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM23: Assess the impact of change on the organisation CS: Qualifications 1: Context & Strategy Qualifications 2: Target Group & Behaviour Qualifications 3: Concept & Creation Qualifications 4: Planning & Organisation Qualifications 5: Persuasion & Commitment Qualifications 6: Connection & Facilitation
General description	In this course, you will learn to develop an idea for a project or your own Start - up. This is done based on your personal drive and talents. You start with testing your own individual entrepreneurial skills. From there on you continue with idea generation, customer orientation, creative thinking, budgeting, pitching and presentation skills. This will be executed in close cooperation with local entrepreneurs of small and medium - sized businesses during Interviews and validation sessions.
Cohesion	N.A.
Mandatory participation	N.A.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	No compulsory literature.

Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELECRY01_T01	Portfolio - Creating your own start-up

Exam code: ELECRY01_T01 (Portfolio - Creating your own start-up)	
Name (modular) exam	Portfolio - Creating your own start-up
Code (modular) exam	ELECRY01_T01
Assessment criteria	The student is able to: WT2: Create innovative ideas in a changing business environment in a systematic fashion. Demonstrate the ability to come up with creative ideas that make use of opportunities derived from the external environment. Create their own business idea by combining strategic concepts. WT3: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. Identify and analyse patterns in global macro - economic factors and policies by adapting the canvas model. Demonstrate and sketch an understanding of the international trade environment. L10: Formulate one's own position concerning ethical and social responsibility in a professional environment. Reframe their business idea with the social, creative and cultural context. Their business idea in a professional environment with ethical and social issues. TWM23: Assess the impact of change on the organisation. Assess the sustainable consequences of raising capital to pursue the business idea. Recognize the impact that capital and planning have on the organisation
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	N.A.
Discussion and review	Via Osiris
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECTR06 - Elective Trendwatching

1. General information	
Long English name of course	Elective Trendwatching
Short English name of course	Elective Trendwatching
Course code	ELECTR06
Degree programme and cluster	Communication Studies, International Business Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	Student should have obtained at least 45 EC in year 1.
Prior knowledge	

2. Content and organisation	
Professional task	N.A.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT02: Create innovative ideas in a changing business environment in a systematic fashion CS: Qualifications 1: Context & Strategy Qualifications 3: Concept & Creativity
General description	This study unit is about trend research: what goes on in the world outside. What macro trends, meso and micro trends can we detect. How do you look at them and research them. And how will they affect our businesses, profession and personal lives
Cohesion	This elective is broadening the view of students in CS and IB program and uses previously developed skills in critical thinking and awareness to research, understand and raising awareness to the bigger developments in business and the world we live in.
Mandatory participation	Yes, 80% of the lessons are compulsory
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	N.A.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELECTR06_T01	Portfolio – Trendwatching

Exam code: ELECTR06_T01 (Portfolio – Trendwatching)	
Name (modular) exam	Portfolio – Trendwatching
Code (modular) exam	ELECTR06_T01

Assessment criteria	- Student applies relevant steps of the scenario planning process correctly - Based on DESK research the student collects and documents evidence for trends - Interview results give added value to the spotted trends - The student creates two scenarios for their trend and presents the innovation potential of the trend Student argues what the trend means for him/her as a young professional and is able to give peer feedback on other students work.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	N.A.
Discussion and review	Via Osiris
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEVAC01 - Elective Value creation from data

1. General information	
Long English name of course	Elective Value creation from data
Short English name of course	Elective Value creation from data
Course code	ELEVAC01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	Students should have at least obtained 45 EC in the First Year
Prior knowledge	

2. Content and organisation	
Professional task	- Student shows how to gain insight into customer data - Student understands the concept of Data Driven Marketing - Student knows how to measure customer insights - Student shows how to visualise data within Customer Journey touchpoints - Student shows how to connect data (content) to touchpoints in a Customer Journey - Student shows how to translate data into a useful proposition/ process - Student can sell (pitch) an advice to the client
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WT02: Create innovative ideas in a changing business environment in a systematic fashion WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience TWM17: Incorporate developments of the digital landscape in a marketing strategy CS: Qualifications 1: Context & Strategy Qualifications 2: Target group & Behaviour
General description	Student will learn the potential of big data and get insights about the latest trends & developments by getting customer insights using the big data creation value model (Verhoef) Students use the Customer Journey as a model for analysing where data is generated and can be applied for optimisation of the marketing communication process. Students get insights into the complexity of applying data (big data paradox). Including the the role of the professional related to the HIPPO in a company. Students should get the drive to make an inventory of data available in an organisation.
Cohesion	N.A.

Mandatory participation	Advisory pitch is mandatory. Guest Lecture is mandatory.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Guest lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Reader, which will be an extraction of the book: Verhoef, P.C., Kooge, E., & Walk, N (2016). Creating Value with Big Data Analytics (1st edition). New York: Routledge. ISBN The book itself is not mandatory ISBN9781137959
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

ELEVAC01_T01	Pitch - Value creation from data
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Exam code: ELEVAC01_T01 (Pitch - Value creation from data)

Name (modular) exam	Pitch - Value creation from data
Code (modular) exam	ELEVAC01_T01
Assessment criteria	Advisory Pitch (presence is mandatory) - Student signals relevant trends and developments (concerning data driven marketing & customer insights) from diverse sources (internal & external) and translates these into a relevant advisory pitch. - Student substantiates which (internal & external) data was used/ wasn't used for the clients Customer Journey (See Do Think Care Give). - Student have applied the data correctly. - Student substantiates (using examples) how the data adds value to the organisation / client. - Student gives a clear advisory presentation appropriate to the case and logically following from the analysis. - Every student in the group shows that he / she is a full discussion partner during the advisory pitch (presentation and content wise).
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	N.A.

Changes compared to last year

N.A.

Date from which the SU will no longer be offered	N.A.
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ELEXCU01 - Elective X-Culture

1. General information	
Long English name of course	Elective Project X-Culture
Short English name of course	Elective X-Culture
Course code	ELEXCU01
Degree programme and cluster	IB and CS Electives
Teaching period	P1,P3, P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 13.5 hours Expected self-study time: 56.5 hours Total assigned study load: 70 hours
Course entry requirements	The student should have obtained at least 45 EC in IB1. Students who followed the elective Crossing Borders without Crossing Borders, cannot follow this elective.
Prior knowledge	N/A

2. Content and organisation	
Professional task	This project teaches students the challenges and best practices of international collaboration, international business consulting, and business development skills.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WW6 - Collaboration Collaborate effectively with different kinds of stakeholders in different cultural, organizational and political landscapes to contribute to achieving agreed goals LW11 – Intercultural Proficiency Mitigate the pitfalls (and use the benefit) of cultural differences in business and social contexts LW12 – Intercultural Proficiency Display willingness to work with people from other cultures and to work in countries with different cultural backgrounds LW13 – Intercultural Proficiency Use appropriate verbal and non-verbal communication in an intercultural setting TWM 15 – Marketing & Sales Develop a well-founded marketing plan to support the creation of value for international customers CS Professional Skills: 3.Collaborating 4.Reflective capabilities 5.Empathic capabilities

General description	During the course students learn various statistical techniques and can apply them to datasets. Students also learn how to design surveys and write a quantitative research report that meets academic standards.
Cohesion	N.A.
Mandatory participation	No
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Various articles made available for free on Brightspace
Required software / required materials	Microsoft Excel
Extra contributions	N.A.

3. Examination	
ELEXCU01_T01	Portfolio - Advanced Quantitative Research

Exam code: ELEXCU01_T01 (Portfolio – X-Culture)	
Name (modular) exam	Portfolio – X-Culture
Code (modular) exam	ELEXCU01_T01
Assessment criteria	WW6 Collaboration: - The student gives and receives feedback in an effective, culturally sensitive way in diverse international teams. - The students knows how to include his/her teammates in team work and stay connected and involved. LW11-2 – Intercultural Proficiency - The student recognises cultural differences and similarities in a learning environment other than the Netherlands. LW13-I – Intercultural Proficiency - The student recognises how diverse communication styles influence his/her actions and actions of others. TWM-15 - Marketing & Sales - The student is able to analyse relevant factors from the macro-meso- and micro environment of an internationally oriented company using the correct theory and models. - The student can formulate the most relevant marketing management strategy in coherence with the analysis results and based on relevant theory and models.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group
Assessment periods	P2, P3, P4
Duration exam	N.A.
Permitted resources / aids	N.A.

Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELESAP01- Elective SAP

1. General information	
Long English name of course	Elective SAP S/4HANA
Short English name of course	Elective SAP
Course code	ELESAP01
Degree program and cluster	IB & CS Electives
Teaching period	P1 or P2 or P3 or P4 (check planning on Brightspace)
Method of enrolment for educational activities	
ECTS credits, study load and contact hours	2.5 ECs, 18 contact hours, 52 self-study hours
Course entry requirements	The student should have obtained at least 45 EC in IB1 and successfully completed DATINM09.
Prior knowledge	DATINM09: data management (data filtering, analysis, visualization, interpretation and recommendation) and relational database use.

2. Content and organization	
Professional task	Junior Data Analyst, Junior ERP operator
Exit qualifications / Program Learning Outcomes (PLO)	WW7: Management of Information as a digital citizen (Produce management information from various data sources in an international business environment). TWM20: Operations & supply chain management (Evaluate operations processes within and between organizations).
General description	This course lays the ground work for understanding how the enterprise software SAP S/4HANA is organized and used to manage business operations. The course is split in a theoretical part and practical part. The theoretical part is about how SAP is organized to support business processes in supply chain and finance. The practical part is about using SAP S/4HANA via the Fiori interface to generate supply chain and finance transactions and to look up data needed for decision making.
Cohesion	Modern business practice involves the extensive use of data. During internships and later in their career, every IB student will be asked to use a company's enterprise software to process business transaction, retrieve and produce information from company data, or base decisions on such information. This course is therefore vital for FIN and SCM students.
Mandatory participation	Attendance is not compulsory but strongly recommended, as important information regarding content, assessment, standards, and deadlines may be shared during class. It is the students' responsibility to stay informed if they miss one or more classes, and lack of attendance will not be accepted as an excuse for missed or misguided deliverables. A minimum rate of progress (according to the timelines specified on Brightspace) in the 4 case sessions is mandatory: progress in the system will be monitored. This prepares students for the working patterns which will be expected from them once they join the professional field in roles that perform ERP activities. As such, regular progress and HW

	completion will be the basis for students being accepted (or not) to the oral exam.
Maximum number of participants	25
Compensation options	N/A
Activities and/or instructional formats	Lecture Practical Class
Required literature / description of learning material	Slide lecture materials, SAP case and exercise instructions.
Required software / required materials	Microsoft Word, PowerPoint. SAP ERP software available from a cloud service via the SAP Fiori launchpad/interface on regular browsers.
Extra contributions	

3. Examination

ELESAP_T01	Oral exam - SAP
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Exam code: ELESAP01_T01 Oral Exam - SAP

Name (modular) exam	Presentation - SAP
Code (modular) exam	ELESAP01_T01
Assessment criteria	- Understand the why & how of SCM and FIN processes and how these processes generate and use data. - Identify important company data for SCM and FIN decision making. - Execute basic SCM and FIN transaction in SAP.
Exam format	Oral
Exam type, if written	
Individual / group	Individual
Assessment periods	P1 or P2 or P3 or P4 (check planning on Brightspace)
Duration exam	10-15 minutes
Permitted resources / aids	Laptop; workshop manuals, annotated by the students.
Minimum result	5.5
Weight factor of modular exam	If the homework for all 4 cases made during the period is graded a pass, it will make up 20% of the grade for the total module. If the homework for any of the 4 cases is graded a fail, students will have to answer one extra question in the oral exam. The 'bonus points' earned by getting a pass for the homework are only valid for the same academic (school) year.
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer(s)
Other info	

ELECDU07 - Elective Dutch 7

1. General information	
Long English name of course	Elective Dutch for Business 7: Communicating effectively in Dutch business and society
Short English name of course	Elective Dutch 7
Course code	ELECDU07
Degree programme and cluster	IB and CS Electives
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Dutch 1, Dutch 2, Dutch 3, Dutch 4 and Dutch 5
Prior knowledge	

2. Content and organisation	
Professional task	To communicate orally and in writing in Dutch at CEFR level B2.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting CS: Body of Knowledge: 6 - Language
General description	Entry level is B1+. Student understands and produces language products in Dutch at CEFR level B2 for both general and business communication purposes. Student uses grammar and vocabulary that is needed to successfully deliver the language products.
Cohesion	The SU follows on Dutch 6 and precedes Dutch 8. All these courses build on to one another and deal with different aspects of business and general language. The professional language products that are delivered in this SU relate to professional products of the student's degree programme.
Mandatory participation	Yes. Participation in language assignments in class is part of the portfolio assessment. 80% participation is mandatory.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Naeff, R. and Te Brake, S. (2019). De juiste toon. Zakelijk Nederlands voor anderstaligen. Coutinho. ISBN: 9789046906637. Beersmans, M., Tersteeg, W. and others (2013). De finale. Voorbereiding op het Staatsexamen NT 2 II. Boom. ISBN: 9789085064985. Other study materials will be provided on Brightspace.

Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination

ELECDU07_T01	Portfolio - Dutch
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Exam code: ELECDU07_T01 (Portfolio - Dutch)

Name (modular) exam	Portfolio - Dutch
Code (modular) exam	ELECDU07_T01
Assessment criteria	- The student shows the ability to communicate (orally and/or in written) at CEFR B2 - level and produces connected texts, monologues or conversations about a wide range of topics and business matters. - The student shows the ability to use quite correct grammar in connected speech and texts on level CEFR B2. - The student shows the ability to use general and business vocabulary on level CEFR B2.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECFR13 - Elective French 7

1. General information	
Long English name of course	Elective French 7: French Business Negotiations
Short English name of course	Elective French 7
Course code	ELECFR13
Degree programme and cluster	IB and CS G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	French 1, French 2, French 3, French 4 and French 5
Prior knowledge	Knowledge of French from the preceding units, or acquired in a different way, is necessary to follow the course.

2. Content and organisation	
Professional task	To communicate orally and in writing in French at CEFR level B2.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student understands and produces language products in French at CEFR level B2 for both general and business communication purposes. The products contain French business negotiation situations. Roleplays and case studies prepare the student for negotiating in French. The student will listen and speak actively during the lessons. All of this allows for a practice - based learning process of negotiating in French. Besides this, special focus is put on improving students' pronunciation. Systematic training and exercises on specific sounds allows a more effective communication flow. The student uses grammar and vocabulary (English/French) that is needed to successfully deliver the language products.
Cohesion	This study unit is the seventh in the row of 8 study units. All study units of French are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Participation is highly recommended.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Study materials published on Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELECFR13_T01	Business Negotiations - French 7

Exam code: ELECFR13_T01 (Business Negotiations - French 7)	
Name (modular) exam	Business Negotiations - French 7
Code (modular) exam	ELECFR13_T01
Assessment criteria	The student shows the ability to understand and produce professional communication in French at CEFR level B2 in business negotiations. The student pronounces French clearly and naturally (e.g. specific vowels, consonants, liaisons and intonation).
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Pairs
Assessment periods	P1, P3
Duration exam	20 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEGEA01 - Elective German 7

1. General information	
Long English name of course	Elective German 7: Business Research
Short English name of course	Elective German 7
Course code	ELEGEA01
Degree programme and cluster	IB and CS Electives
Teaching period	P1 and P3
2828OsirisMethod of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	German 1, German 2, German 3, German 4 and German 5
Prior knowledge	

2. Content and organisation	
Professional task	Communicating in German at CEFR level B2.1 for business purposes focusing on the specific context of business research.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: LW13: Use appropriate verbal and non-verbal communication in an intercultural setting CS: Body of Knowledge 6: Language
General description	The student develops and applies German as additional language orally and in writing on CEFR level B2.1, focusing on business research settings. The student develops insight into the specific vocabulary/idiom, register, and structures of the target language and conditions regarding research in the target culture, develops vocabulary/idiom in this field and applies both, in selected products related to the business research context.
Cohesion	This study unit is the 7th in the row of 8 study units. All study units of German are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language
Mandatory participation	At least 80% active participation in classes and continuous identifiable individual contribution to the project stages including formulating evaluations input for the final colloquium based on the whole of the educational activities.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture.
Required literature / description of learning material	Required: Material and links published on Brightspace / MS TEAMS (including materials introduced in previous all previous study units)

	Hand - Outs distributed during classes. Webster, P. (1999). The German Handbook. Your guide to speaking and writing (2nd ed.). Cambridge, Cambridge University Press. ISBN 9780521648608 Advised: Hueber Wörterbuch Learner's Dictionary: Deutsch als Fremdsprache / German - English / English - German Deutsch - Englisch / Englisch - Deutsch. Hueber Verlag GmbH. ISBN: 9783191017361 or any newer edition. Pons, Großes Fachwörterbuch Wirtschaft, Deutsch - English / Englisch - Deutsch. ISBN: 978 - 3 - 12 - 517855 - 7. www.tatsachen - ueber - deutschland.de (German and English version).
Required software / required materials	Audio and video material via the link: www.klett - sprachen.de/daf - im - unternehmen - online Klett Allango App für DaF im Unternehmen A1+ DaF im Unternehmen A2
Extra contributions	N.A.

3. Examination

ELEGEA01_T01	Business Research Colloquium - German 7
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Exam code: ELEGEA01_T01 (Business Research Colloquium - German 7)	
Name (modular) exam	Business Research Colloquium - German 7
Code (modular) exam	ELEGEA01_T01
Assessment criteria	The candidate shows that he/she is able to communicate (orally and in writing) in the target language and cultural context on CEFR level B2.1 producing, presenting and evaluating academic texts, graphs, methods, findings and linking these to business models/theories, taking into account on - time delivery, formal aspects, completeness, adequateness and depth of contents, vocabulary/idiom, morpho - syntactical structures ("grammar") and – additionally for oral settings - fluency and pronunciation. Go / No - go Participation in and contribution to at least 80% of the classes as specified in the Weekly Schedule. Only candidates who obtained a "go" qualify for being admitted to the colloquium. The "go"/ "no - go" will be indicated in the progress system at the end of the lecture period. Candidates who have enrolled for the colloquium, but obtain a "no - go" are strongly advised to DIS - enrol themselves for that assessment in order not to lose one of their annual enrolment options! The final grade obtained in the colloquium will be entered in the progress system on top of the indicator for "go" of the same period. A candidate obtaining a "no - go" will have to start the study unit from the beginning. A candidate obtaining a "go", but either failing the colloquium or wishing to improve the result, is to hand in the preparatory material with the new examiner by the deadline of exam enrolment for the new assessment opportunity at the latest.

	Report - based colloquium during exam periods, providing the candidate has obtained a "go" (see above)
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	60 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECSP10 - Elective Spanish 7

1. General information	
Long English name of course	Elective Spanish 7: How to use Spanish in business negotiations
Short English name of course	Elective Spanish 7
Course code	ELECSP10
Degree programme and cluster	IB and CS G-cluster
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Spanish 1, Spanish 2, Spanish 3, Spanish 4 and Spanish 5
Prior knowledge	Spanish at CEFR level B1+

2. Content and organisation	
Professional task	To communicate (orally and in writing) in Spanish at CEFR level B2.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Student produces language products in Spanish at CEFR level B2 for both general and business communication purposes. The focus of the products lies on how to use Spanish in business negotiations. The products contain spoken and/or written language. Student learns to use grammar and vocabulary that is needed to successfully deliver the language products. Entry level is B1+.
Cohesion	This study unit is the seventh in a consecutive row of 8 study units. All study units of Spanish are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Mandatory participation: continuous language assignments and participation in class are part of the portfolio assessment.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All study materials are published on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELECSP10_T01	Written Exam (BYOD) Spanish 7
ELECSP10_T02	Portfolio - Spanish 7

Exam code: ELECSP10_T01 (Written Exam (BYOD) Spanish 7)	
Name (modular) exam	Written Exam (BYOD) Spanish 7
Code (modular) exam	ELECSP10_T01
Assessment criteria	The student shows the ability to use quite correct grammar in text and sentences on CEFR level B2.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T1, T3, T4
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: ELECSP10_T02 (Portfolio - Spanish 7)	
Name (modular) exam	Portfolio - Spanish 7
Code (modular) exam	ELECSP10_T02
Assessment criteria	The student shows the ability to communicate (orally and/or in written) at CEFR level B2 and produces texts, stories or conversations about current issues or business matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group, Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECDU08 - Elective Dutch 8

1. General information	
Long English name of course	Elective Dutch 8: Communicating effectively in Dutch business and society
Short English name of course	Elective Dutch 8
Course code	ELECDU08
Degree programme and cluster	IB and CS Electives
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Dutch 1, Dutch 2, Dutch 3, Dutch, Dutch 5 and Dutch 6
Prior knowledge	

2. Content and organisation	
Professional task	To communicate orally and in writing in Dutch at CEFR B2+ level.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting CS: Body of Knowledge: 6 - Language
General description	Entry level is B1+. Student understands and produces language products in Dutch at CEFR B2 - level for both general and business communication purposes. Student uses grammar and vocabulary that is needed to successfully deliver the language products.
Cohesion	The SU follows on Dutch 7. All these courses build on to one another and deal with different aspects of business and general language. The professional language products that are delivered in this SU relate to professional products of the student's degree programme.
Mandatory participation	Yes. Participation in language assignments in class is part of the portfolio assessment. 80% participation is mandatory.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Naeff, R. and Te Brake, S. (2019). De juiste toon. Zakelijk Nederlands voor anderstaligen. Coutinho. ISBN: 9789046906637. Beersmans, M., Tersteeg, W. and others (2013). De finale. Voorbereiding op het Staatsexamen NT 2 II. Boom. ISBN: 9789085064985. Other study materials will be provided on Brightspace.
Required software / required materials	N.A.

Extra contributions	N.A.
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3. Examination	
ELECDU08_T01	Portfolio - Dutch 8

Exam code: ELECDU08_T01 (Portfolio - Dutch 8)	
Name (modular) exam	Portfolio - Dutch 8
Code (modular) exam	ELECDU08_T01
Assessment criteria	The student shows the ability to communicate (orally and in written) at CEFR B2+ - level and produces texts, monologues or conversations about a wide range of topics and business matters. The student shows the ability to use quite correct grammar in connected speech and texts on level CEFR B2+. The student shows the ability to use general and business vocabulary on level CEFR B2+.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	Portfolio includes a written report, presentation and defense

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECFR14 - Elective French 8

1. General information	
Long English name of course	Elective French 8: French Company analysis & consulting
Short English name of course	Elective French 8
Course code	ELECFR14
Degree programme and cluster	IB and CS G-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	French 1, French 2, French 3, French 4, French 5 and French 6
Prior knowledge	Knowledge of French from the preceding units, or acquired in a different way, is necessary to follow the course.

2. Content and organisation	
Professional task	To communicate orally and in writing in French at CEFR level B2+.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	The student understands and produces language products in French at CEFR level B2+ for both general and business communication purposes. The products contain an analysis in French of a company using different analytical tools and models. As a consultant, the student provides advice to the management of the company based on this analysis, answering their questions. The student applies French grammar and uses vocabulary that is needed to successfully complete the tasks.
Cohesion	This study unit is the eighth in the row of 8 study units. All study units of French are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Participation is highly recommended.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Study materials published on Brightspace
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELECFR14_T01	Company analysis & consulting - French 8

Exam code: ELECFR14_T01 (Company analysis & consulting - French 8)	
Name (modular) exam	Company analysis & consulting - French 8
Code (modular) exam	ELECFR14_T01
Assessment criteria	- The student shows the ability to understand and produce professional communication in French at CEFR level B2+ in the role of a consultant providing analysis and advice to the management of a French company. - The student uses models and theory, employing these to provide a convincing management presentation in French. - The student exhibits the corresponding level of grammar, syntax, fluency, vocabulary and pronunciation.
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	15 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELEGEA02 - Elective German 8

1. General information	
Long English name of course	Elective German 8: Current Business Topics in D-A-CH
Short English name of course	Elective German 8
Course code	ELEGEA02
Degree programme and cluster	IB and CS Electives
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	German 1, German 2, German 3, German 4, German 5 and German 6
Prior knowledge	

2. Content and organisation	
Professional task	Communicating in German at CEFR level B2.2 for business purposes focusing on understanding A/V and written texts from D - A - CH media, applying Landeskunde matters and relating the concepts to business - related situations.
Exit qualifications / Programme Learning Outcomes (PLO)	IB: WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting CS: Body of Knowledge 6: Language
General description	The student develops and applies German as additional language orally and in writing on CEFR level B2.2, focusing on current affairs in business in D - A - CH The student develops deeper insight into the business environment in the target cultures, including political and legal backgrounds, and the impact on these Landeskunde aspects on shaping ideas, expectations, routines, perceptions etc. and identifies and explains similarities and peculiarities upon comparison with his/her native business culture as well as business cultures he/she has experienced during his/her E - and F - cluster.
Cohesion	This study unit is the last and highest in the row of 8 study units. All study units of German are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language
Mandatory participation	At least 80% active participation in classes and continuous individual contribution in plenary sessions as well as colloquia is input for the final oral assessment based on the whole of the educational activities tailored to that particular group of participants/candidates is required.
Maximum number of participants	28

Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Required: Material and links published on Brightspace / MS TEAMS (including materials introduced in previous all previous study units) Hand - Outs distributed during classes. Webster, P. (1999). The German Handbook. Your guide to speaking and writing (2nd ed.). Cambridge, Cambridge University Press. ISBN 9780521648608. Advised: Hueber Wörterbuch Learner's Dictionary: Deutsch als Fremdsprache / German - English / English - German Deutsch - Englisch / Englisch - Deutsch. Hueber Verlag GmbH. ISBN: 9783191017361 or any newer edition. Pons, Großes Fachwörterbuch Wirtschaft, Deutsch - English / Englisch – Deutsch, ISBN: 978 - 3 - 12 - 517855 - 7 www.tatsachen - ueber - deutschland.de (German and English version).
Required software / required materials	Audio and video material via the link: www.klett-sprachen.de/daf-im-unternehmen-online Klett Allango App für DaF im Unternehmen A1+ DaF im Unternehmen A2
Extra contributions	N.A.

3. Examination	
ELEGEA02_T01	Oral exam - German 8

Exam code: ELEGEA02_T01 (Oral exam - German 8)	
Name (modular) exam	Oral exam - German 8
Code (modular) exam	ELEGEA01_T01
Assessment criteria	The candidate shows that he/she is able to communicate (orally and/or in writing) in the target language and cultural context on CEFR level B2.2 understanding A/V and written texts in the target language on current business topics, presenting and discussing also the background in their target culture's settings taking into account on - time delivery, adequateness and depth of contents, vocabulary/idiom, morpho - syntactical structures ("grammar") as well as fluency and pronunciation. Go / No - go Participation in and contribution to at least 80% of the plenary and colloquia sessions throughout the lecture period as specified in the Weekly Schedule. Only candidates who obtained a "go" qualify for being admitted to the oral assessment. The "go"/ "no - go" will be indicated in the progress system at the end of the lecture period. Candidates who have enrolled for the assessment, but obtain a "no - go" are strongly advised to DIS - enrol themselves for that assessment in order not to loose one of their annual enrolment options!

	The final grade obtained in the oral will be entered in the progress system on top of the indicator for “go” of the same period. A candidate obtaining a “no - go” will have to start the study unit from the beginning. A candidate obtaining a “go”, but either failing the oral or wishing to improve the result, is to hand in the preparatory material with the new examiner by the deadline of exam enrolment for the new assessment opportunity at the latest. Oral exam during exam periods: Summaries/discussions/evaluations based on input of all participants during classes, providing the candidate has obtained a “go” (see above).
Exam format	Oral exam
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	30 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

ELECSP11 - Elective Spanish 8

1. General information	
Long English name of course	Elective Spanish 8: How to use Spanish in business research
Short English name of course	Elective Spanish 8
Course code	ELECSP11
Degree programme and cluster	IB and CS G-cluster
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Course entry requirements	Spanish 1, Spanish 2, Spanish 3, Spanish 4, Spanish 5 and Spanish 6
Prior knowledge	Spanish at CEFR level B2

2. Content and organisation	
Professional task	To communicate (orally and in writing) in Spanish at CEFR level B2+.
Exit qualifications / Programme Learning Outcomes (PLO)	WW05: Optional: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non-verbal communication in an intercultural setting
General description	Student produces language products in Spanish at CEFR level B2+ for both general and business communication purposes. The focus of the products lies on how to use Spanish in business research. The products contain spoken and/or written language. Student learns to use grammar and vocabulary that is needed to successfully deliver the language products. Entry level is B2.
Cohesion	This study unit is the eighth and final in a consecutive row of 8 study units. All study units of Spanish are interwoven with each other in gradually building an intermediate language command within professional settings towards more independent application of the target language.
Mandatory participation	Mandatory participation: continuous language assignments in class and participation are part of the portfolio assessment.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	All study materials are published on Brightspace.
Required software / required materials	N.A.
Extra contributions	N.A.

3. Examination	
ELECSP11_T01	Written exam - Spanish 8
ELECSP11_T02	Portfolio - Spanish 8

Exam code: ELECSP11_T01 (Written exam - Spanish 8)	
Name (modular) exam	Written exam - Spanish 8
Code (modular) exam	ELECSP11_T01
Assessment criteria	The student shows the ability to use quite correct grammar in text and sentences on CEFR level B2+.
Exam format	Written exam
Exam type, if written	ANS, BYOD
Individual / group	Individual
Assessment periods	T2, T4, T5
Duration exam	90 minutes
Permitted resources / aids	None
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Via Osiris
Discussion and review	Individual review with invigilator; you can request an individual session with your lecturer.
Other info	N.A.

Exam code: EL ECSP11_T02 (Portfolio - Spanish 8)	
Name (modular) exam	Portfolio - Spanish 8
Code (modular) exam	ELECSP11_T02
Assessment criteria	The student shows the ability to communicate (orally and/or in written) at CEFR level B2 and produces texts, stories, presentations or conversations about current issues or business research matters.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Group, Individual
Assessment periods	P2, T2, P4, T4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	60%
Method of enrolment for exam	Via Osiris
Discussion and review	Via lecturer
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

9.2 Minors of the degree programme

Minor Data Driven Decision Making

DATRDRD05 - Project M3DMiB

1. General information	
Long English name of course	Minor DDDM: Project
Short English name of course	Project M3DMiB
Course code	DATRDRD05 – Project M3DMiB
Degree programme and cluster	Minor Data Driven Decision Making (M3DM) Minor Data Driven Decision Making
Teaching period	P1 and P2 and P3 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 10 EC Scheduled contact time: 48.75 hours Expected self-study time: 231.25 hours Total assigned study load: 280 hours
Course entry requirements	Approval from bachelor programme the student is enrolled in. Basic knowledge on data management courses (e.g. Modelling, Statistics, Big Data) and research courses.
Prior knowledge	

2. Content and organisation	
Professional task	Students will write a management report to the project commissioner. The report must include the solutions' script that can be run to simulate or prove that the solution is workable. The project is based on an actual assignment by a commissioner, who is either a company, research institute, or public sector institute. The management report must also include an executive summary. The students will present their findings and defend the decisions made.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WT02: Create innovative ideas in a changing business environment in a systematic fashion WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals WW07: Produce management information from various data sources in an international business environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	Project M3DMiB is the final project of students to apply their knowledge and skills obtained during the foundation and the various e-learning material that is available for them. The e-learning material contains various tools, and techniques, used in data science.

	The e-learning material is helpful in understanding or solving the problem within the project. Classes will be scheduled for the students to ask and get expert instruction on which tools are useful for which situations. Students' questions will also be answered during those scheduled moments. During the project the students are expected to work independently with some supervision, both from the company as well as from the academic coach. The real - life company problem that the students must deal with involve any of the following business - related fields: · Logistics/Supply chain, · Marketing & Sales, · Finance, and · Human Resources. Each team will be assigned an academic coach. The project commissioner will also guide the students when information and/or data from the commissioner are required. The coach will guide the teams in the process of acquiring skills necessary for the project assignment. He will also answer students' questions related to the tools, skills and technique necessary for the project activities. The project teams will be as diverse as possible, both on culture, study programme, knowledge, and skills in data science.
Cohesion	The SU Data Driven Decisions Making in Business - Project is part of the minor Data Driven Decision Making in Business. The total programme consists of 6 Foundation courses to build the basis for the basic knowledge and understanding on Data Science. There are also 4 Electives courses the students choose depending on own interest and the project being executed as the knowledge from those subjects are necessary to execute the project.
Mandatory participation	It is mandatory to meet the academic advisor and the commissioner at the beginning and end of the project.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature / description of learning material	Course Manual on Brightspace Powerpoint slide on Brightspace Topic - specific articles/reports/etc (hand - outs to be found on Brightspace)
Required software / required materials	Software is dependent on the requirement of the project.
Extra contributions	N.A.

3. Examination

DATDRD05_T01	Project - MDDDM
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Exam code: DATDRD05_T01 (Assignment - Project M3DMiB)	
Name (modular) exam	DATDRD05 – Assignment Project M3DMiB
Code (modular) exam	DATDRD05_T01
Assessment criteria	A. The criteria for assessing the relevant (management) report is based on TMW24 (Business research) and WW7 (Management of Information as Digital Citizen). The students must demonstrate the ability to: - Clearly describe the management problem and project objectives using appropriate business terms. - Do proper literature research on the current developments related to the given data driven decision making problem and

	on the relevant models that could potentially solve the given problem. - Collect field data and analyze these data using the appropriate methodology, which will lead to meaningful results and conclusions. - Derive the proper root causes to the problems using proper data analytic tools and a visual model, determining relevant objectives to be realized. - Come up with relevant management solutions on how to improve the given data driven problem. - Come up with a time planning to realise the proposed improvements. B. The criteria for assessing the oral presentation is based on WW4 (Communication). The student must demonstrate the ability to: - Present the project in a creative, concise, and convincing way based on the target group. - Communicate effectively (both presentation and orally) the outcome of the project, which is deemed acceptable by the target stakeholder. - Defend the results of the project and its consequences in company processes in a logical and convincing way. - Defend the relevance of the chosen solutions in a convincing way. C. The criteria for assessing collaboration is based on WW6 (Collaboration). The student must demonstrate the ability to: - Demonstrates ability to work effectively and respectfully with diverse teams. Assumes shared responsibility for collaborative work, and values the individual contributions made by each team member.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Group, Individual
Assessment periods	P2, P4
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Enrolment
Discussion and review	Via Osiris
Other info	Management report + A3 reporting (code will follow later) Individual Peer Assessment .

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DATDRD05 (MDDF-MST) - Foundation Math & Stats in R, Python

1. General information	
Long English name of course	Minor DDDM: Foundation – Math & Statistics
Short English name of course	Foundation Math & Stats in R, Python
Course code	DATDRD05 - Foundation – Math & Statistics
Degree programme and cluster	Minor Data Driven Decision Making (M3DM) Minor Data Driven Decision Making
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 15.75 hours Expected self-study time: 54.25 hours Total assigned study load: 70 hours
Course entry requirements	Approval from bachelor programme the student is enrolled in.
Prior knowledge	

2. Content and organisation	
Professional task	A report showing a mastery in the scripting of Python in solving complex statistical problems.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW07: Produce management information from various data sources in an international business environment
General description	This module is both a refresher course in basic mathematics and statistics, and an introduction to use Python for solving basic mathematical and statistical problems.
Cohesion	Part of the minor MDD
Mandatory participation	N.A.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Self-study Seminar / Tutorial / Working lecture
Required literature / description of learning material	Open source online work book available on Brightspace. Nield, T. (2022). Essential Math for Data Science. O'Reilly Media, Inc.
Required software / required materials	R (available via https://cran.r-project.org/) RStudio (available via https://rstudio.com/products/rstudio/download/)
Extra contributions	N.A.

3. Examination	
DATDRD05_T02	Assignment -Mathematics & Statistics in R or Python

Exam code: DATDRD05_T02 (Assignment - Mathematics & Statistics in R or Python - MDDDM)	
Name (modular) exam	DATDRD05 – Assignment Mathematics & Statistics in R or Python
Code (modular) exam	DATDRD05_T02

Assessment criteria	After studying this module, you should be able to understand and apply: - The basics of math and calculus - The principles of Probability Theory - The basic principles of descriptive and inferential statistics - Python or other data science script languages
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	4 hours
Permitted resources / aids	All resources permitted. Students can write the script/report from home.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	N.A.
Other info	

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DATDRD05 (MDDF-DS) - Data science for business

1. General information	
Long English name of course	Minor DDDM: Foundation – Data Science
Short English name of course	Data science for business
Course code	DATDRD05 – Data science for business
Degree programme and cluster	Minor Data Driven Decision Making (M3DM) Minor Data Driven Decision Making
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 15.75 hours Expected self-study time: 54.25 hours Total assigned study load: 70 hours
Course entry requirements	Approval from bachelor programme the student is enrolled in.
Prior knowledge	

2. Content and organisation	
Professional task	Report and Presentation on describing data science challenges workflow for data driven decision making.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals. WW07: Produce management information from various data sources in an international business environment. TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution.
General description	The course will provide the student with a non - technical overview of data science, and types of data science techniques. The focus lies on critical thinking and the full DS process (based on CRISP).
Cohesion	This module provides relevant knowledge and skills in Data Science. The knowledge and skills are necessary for the execution of the project in this minor.
Mandatory participation	N.A.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture / Self-study
Required literature / description of learning material	Provost, F., & Fawcett, T. (2013). Data Science for Business: What you need to know about data mining and data - analytic thinking. O'Reilly Media, Inc. All material, except for the book stated above (Provost, F., & Fawcett), will be open source or freely available via the LMS (Brightspace).
Required software / required materials	R and RStudio / Python / Visual Studio Code.
Extra contributions	N.A.

3. Examination	
DATDRD05_T03	Presentation - Data science for business - the CRISP model for data mining

Exam code: DATDRD05_T03 (Presentation - Data science for business - the CRISP model for data mining)	
Name (modular) exam	DATDRD05 – Presentation Data science for business - the CRISP model for data mining
Code (modular) exam	DATDRD05_T03
Assessment criteria	- The student can perform a well-defined task independently in a relatively clearly arranged situation. - The student can perform in a complex and unpredictable situation under supervision. - The student can translate a business problem into an appropriate setup of the data mining process - The student can list commonly applied data mining methods The students can determine the drivers of success for creating a data driven business.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Group, Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Yes
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DATDRD05 (MDDF-STO) - Storytelling with Data

1. General information	
Long English name of course	Minor DDDM: Foundation – Storytelling with Data
Short English name of course	Storytelling with Data
Course code	DATDRD05 – Storytelling with data
Degree programme and cluster	Minor Data Driven Decision Making (M3DM) Minor Data Driven Decision Making
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 15.75 hours Expected self-study time: 54.25 hours Total assigned study load: 70 hours
Course entry requirements	Approval from bachelor programme the student is enrolled in.
Prior knowledge	

2. Content and organisation	
Professional task	Report transforming data sets into visual.
Exit qualifications / Programme Learning Outcomes (PLO)	WT02: Create innovative ideas in a changing business environment in a systematic fashion WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW07: Produce management information from various data sources in an international business environment TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	This course is for students who are interested to extend their data analytics skills through visualization and compelling storytelling. The main focus of this course is not on hard-core analytics but on the translation of the analytical results in a simple and meaningful visual for storytelling in a business setting. Data visualization is a storytelling of data using graphical forms. In this course, the student will be exposed to data analysis and basic visualization techniques (e.g. principal component analysis and other clustering techniques) and to choosing the right graphical forms for data story telling. Workshops will also be given to level up the data storytelling skills of students.
Cohesion	This module provides relevant knowledge and skills in Data Science. The knowledge and skills are necessary for the execution of the project in this minor.
Mandatory participation	80% of the class must be attended by the students because of the nature of the teaching strategy (group work) and mutual dependence on group members. Mandatory participation and active participation curb piggybacking as well.
Maximum number of participants	28
Compensation options	N.A.

Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Book: Cole Nussbaumer Knaflic. 2015. Storytelling with data: A data visualization guide for Business Professionals. All other materials will be open source or freely available via the LMS (Brightspace).
Required software / required materials	Excel and R - Studio
Extra contributions	N.A.

3. Examination	
DATDRD05_T04	Storytelling with Data - the art of data visualization

Exam code: DATDRD05_T04 (Presentation - Storytelling with Data - the art of data visualization)	
Name (modular) exam	DATDRD 05 – Presentation Storytelling with Data - the art of data visualization
Code (modular) exam	DATDRD05_T04
Assessment criteria	Students should be able to: - justify the methodology (and/or used data analytics techniques) and analyze large data set based on the chosen methodology. - explain clearly the outcome of the visuals based on large data set and derive meaningful conclusions. - transform and present large data sets in simple and effective visuals. - communicate visuals based on large data in an effective and convincing ways using storytelling. defend the outcome of his presentation during oral examination.
Exam format	Presentation
Exam type, if written	N.A.
Individual / group	Pairs
Assessment periods	P1, P3
Duration exam	30 minutes
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	With examiners
Other info	Oral presentation (Visual and oral presentations).

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DATDRD05 (MDDF-BI) - Business Intelligence (BI)

1. General information	
Long English name of course	Minor DDDM: Foundation – Business Intelligence
Short English name of course	Business Intelligence (BI)
Course code	DATDRD05 – Business Intelligence
Degree programme and cluster	Minor Data Driven Decision Making (M3DM) Minor Data Driven Decision Making
Teaching period	S1 and S2
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 15.75 hours Expected self-study time: 54.25 hours Total assigned study load: 70 hours
Course entry requirements	Approval from bachelor programme the student is enrolled in.
Prior knowledge	

2. Content and organisation	
Professional task	A report on Business Intelligence application or implementation in a business environment.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW06: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals WW07: Produce management information from various data sources in an international business environment TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	Business Intelligence is playing an increasingly important role in informing employees in an organization. The role of Business Intelligence is crucial in managing processes and organizations. Business Intelligence is important for the future of many organizations. In this course you will learn to recognize the processes that can be improved by use of Business Intelligence. The organization of a BI environment (roles, processes and system) is also discussed. Also is considered the quality aspects of information. In addition, much attention is paid to the organization of Business Intelligence in one organization.
Cohesion	Students will spend 25% of the time on the application of business intelligence through software. This is in line with the lessons of Data visualization. (MDDFSDV1A.6, Storytelling with Data - the art of data visualization).
Mandatory participation	80% of the class must be attended by the students because of the nature of the teaching strategy (group work) and mutual dependence on group members. Mandatory participation and active participation curb piggybacking as well.
Maximum number of participants	28

Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	All required materials will be open source or freely available via LMS (Brightspace).
Required software / required materials	Tableau
Extra contributions	N.A.

3. Examination	
DATDRD05_T05	Written report - Business intelligence

Exam code: DATDRD05_T05 (Written report - Business intelligence)	
Name (modular) exam	DATDRD05 – Written report Business intelligence
Code (modular) exam	DATDRD05_T05
Assessment criteria	- Student must be able to analyze a complex business problem through the use of appropriate research methodology that will result in an appropriate business solution in their assigned project. - The student provides an advice on how to improve Business Intelligence (BI) in an organization of student's choice. - Alternatively, if an organization does not yet use BI, the student writes an advice on the set - up of BI for the organization. - Student must be able to collaborate effectively with different stakeholders (students, commissioner, academic coach) and achieve a desirable output while considering individual stakeholder goals. - Students must be able to communicate effectively (visually and orally) the results of their finding and solution to their target stakeholder. - Student must be able to produce actionable management information as part of their data driven project.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Pairs
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris.
Discussion and review	Yes. Contact the responsible lecturers once the grades are communicated.
Other info	Written Report

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DATDRD05 (MDDF-DM) - Introduction to Data Mining

1. General information	
Long English name of course	Minor DDDM: Foundation – Data Mining
Short English name of course	Introduction to Data Mining
Course code	DATDR05 – Introduction to Data Mining
Degree programme and cluster	Minor Data Driven Decision Making (M3DM) Minor Data Driven Decision Making
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 15.75 hours Expected self-study time: 54.25 hours Total assigned study load: 70 hours
Course entry requirements	Approval from bachelor programme the student is enrolled in.
Prior knowledge	

2. Content and organisation	
Professional task	Describing and demonstrating the data science challenges and workflow for data driven decision making.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WT02: Create innovative ideas in a changing business environment in a systematic fashion WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	Introduction to specific data science algorithms (quality of data and the logic of using a specific model are assumed). Students learn about the intuitive appeal of the various algorithms, and gain a better understanding of when, why and how to use these techniques. The focus will be on models for classification and prediction (supervised learning).
Cohesion	This module provides relevant knowledge and skills in Data Science. The knowledge and skills are necessary for the execution of the project in this minor.
Mandatory participation	N.A.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Seminar / Tutorial / Working lecture
Required literature / description of learning material	Provost, F., & Fawcett, T. (2013). Data Science for Business: What you need to know about data mining and data - analytic thinking. O'Reilly Media, Inc. "All material, except for the book stated above (Provost, F., & Fawcett), will be open source or freely available via the LMS (Brightspace)"
Required software / required materials	R and RStudio / Python / Visual Studio Code.
Extra contributions	N.A.

3. Examination	
DATDRD05_T06	Report - Introduction to data mining

Exam code: DATDRD05_T06 (Report - Introduction to data mining)	
Name (modular) exam	DATDRD05 – Report Introduction to data mining
Code (modular) exam	DATDRD05_T06
Assessment criteria	The student is able to: - prepare data for a given non - linear model. - train and test a non - linear model. - evaluate the quality of a trained model
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Group, Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris
Discussion and review	Yes
Other info	Report

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DATDRD05 (MDDF-MOD) - Introduction to Modelling

1. General information	
Long English name of course	Minor DDDM: Foundation – Introduction to Modelling
Short English name of course	Introduction to Modelling
Course code	DATDR05 - Introduction to Modelling
Degree programme and cluster	Minor Data Driven Decision Making (M3DM) Minor Data Driven Decision Making
Teaching period	P1 and P3
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 2.5 EC Scheduled contact time: 15.75 hours Expected self-study time: 54.25 hours Total assigned study load: 70 hours
Course entry requirements	Approval from bachelor programme the student is enrolled in.
Prior knowledge	

2. Content and organisation	
Professional task	Building statistical models.
Exit qualifications / Programme Learning Outcomes (PLO)	WT01: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion WW07: Produce management information from various data sources in an international business environment
General description	Introduction to regression analysis and some extensions. Focus is on understanding how they work and how they can be applied in Python.
Cohesion	This module provides relevant knowledge and skills in Data Science. The knowledge and skills are necessary for the execution of the project in this minor.
Mandatory participation	N.A.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Lecture Self-study Seminar / Tutorial / Working lecture
Required literature / description of learning material	All material will be open source or made available on Brightspace
Required software / required materials	Python, MS Excel
Extra contributions	N.A.

3. Examination	
DATDRD05_T07	Report - Introduction to modelling

Exam code: DATDRD05_T07 (Report - Introduction to modelling)	
Name (modular) exam	DATDR05 – Report Introduction to modelling
Code (modular) exam	DATDRD05_T07
Assessment criteria	- The student can independently build a statistical model with the aim of testing hypotheses and predicting an outcome.

	- The student is able to report the results of a statistical model built. - The student is able to interpret the results of a statistical model built correctly. The student is able to explain the implications of the results originating from a statistical model that the student has built.
Exam format	Assignment/professional product
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P1, P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	via Osiris
Discussion and review	With lecturer
Other info	Report

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

DATDRD05 (MDDS) - Data Science Tools and Techniques

1. General information	
Long English name of course	Minor DDDM: Foundation – Data Science Tools and Techniques
Short English name of course	Data Science Tools and Techniques
Course code	DATDRD05 - Data Science Tools and Techniques
Degree programme and cluster	Minor Data Driven Decision Making in Business Minor Data Driven Decision Making
Teaching period	P2 and P4
Method of enrolment for educational activities	Via Osiris
ECTS credits, study load and contact hours	Study load: 5 EC Scheduled contact time: 37 hours Expected self-study time: 103 hours Total assigned study load: 140 hours
Course entry requirements	Approval from bachelor programme the student is enrolled in
Prior knowledge	N.A.

2. Content and organisation	
Professional task	A Portfolio showcasing Data Science Techniques in a business case using relevant tools and justifying the choices made.
Exit qualifications / Programme Learning Outcomes (PLO)	WW04: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW07: Produce management information from various data sources in an international business environment LW10: Formulate one's own position concerning ethical and social responsibility in a professional environment TWM24: Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence-based, feasible solution
General description	The course will provide the student the tools, techniques, and trainings which they will use to showcase the skills they have mastered, as an individual using a business case where big data and the CRISP - DM is the basis of their final individual product. By doing so, they are able to individually integrate the knowledge and skills that they have learnt in a business case.
Cohesion	This module provides the student the possibility to individually apply the CRISP model to a data science business problem using the various tools and techniques. The CRISP model was discussed in period and used throughout the minor. Includes its use in the project.
Mandatory participation	N.A.
Maximum number of participants	28
Compensation options	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture / Self-study
Required literature / description of learning material	Professional training with certificates, other materials will be open source or freely available via the LMS (Brightspace).
Required software / required materials	R and RStudio / Python / Visual Studio Code / Disco / and other relevant Data Science Analytics Tools.
Extra contributions	N.A.

3. Examination	
DATDRD05_T08	Portfolio - Data Science Tools and Techniques

Exam code: DATDRD05_T08 (Portfolio - Data Science Tools and Techniques)	
Name (modular) exam	DATDRD05 - Data Science Tools and Techniques
Code (modular) exam	DATDRD05_T08
Assessment criteria	The student - Can apply the Data Science CRISP model to a data science problem - Can justify the choices made per step of the Data Science CRISP model - Can use appropriate data science analysis tools and techniques to solve a data related business problem - Perform a well - defined task independently in a relatively clearly arranged situation - Can perform in a complex and unpredictable situation under supervision - Can translate a business problem into an appropriate setup of the data mining process - Can list commonly applied data mining methods - Can determine the drivers of success for creating a data driven business solution.
Exam format	Portfolio
Exam type, if written	N.A.
Individual / group	Individual
Assessment periods	P2, P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	5.5
Weight factor of modular exam	100%
Method of enrolment for exam	Via Osiris.
Discussion and review	Yes. Contact the responsible lecturers once the grades are communicated. Resit takes place in the same period and not carried over to the next semester or academic year.
Other info	N.A.

Changes compared to last year	N.A.
Date from which the SU will no longer be offered	N.A.

9.3 Graduation specialisations

Specialisation Marketing & Sales*	Specialisation Organisation & Change*	Specialisation Finance*	Specialisation Supply Chain Management*	No specialisation**
INTMAM01 - International Marketing Management Strategies 5 EC	INTECH01 - Internal Change 5 EC	ACCOFA32 – Accounting and Finance 5 EC	SUSTHS01 - Sustainability in the supply chain 5 EC	D-cluster SCM or FIN or O&C or M&S
SELSAC03 - Selling and Sales Consulting 5 EC	ORGACH08 - Organisational Change 5 EC	ADVFA01 - Advanced Financial Accounting and Reporting 5 EC	LEASIS04 - Lean Six Sigma 5 EC	
DUT/GER/SPA/FRE 2,5 EC				
DUT/GER/SPA/FRE 2,5 EC				
MARINT01 - Marketing, Innovation and Technology 5 EC	PROJMA09 – Project Management 5 EC	ENTRIM01 - Enterprise Risk Management 5 EC	OPERMB04- Operati ons Management 5 EC	G-cluster SCM or FIN or O&C or M&S
STRMAE01 - Strategic Marketing, Entrepreneurship and Sustainability 5 EC	ORGADE03 - Organisational Development 5 EC	INTFIM01 - International Financial Management 5EC	PROVEM01 - Procurement and Vendor Management 5 EC	
ENTRSE01 - Entrepreneurial Selling 5 EC	INTHUR11 - International Human Resource Management 5 EC	DATAAN02- Data Analytics 5 EC	SALOPP01- Sales and Operations Planning 5 EC	
HGI - Graduation Internship 30 EC (in the context of your specialisation)				HGI - Graduation Internship 30 EC (in the context of SCM or FIN or O&C or M&S)

*These Study Units need to be taken to obtain a specialization in the mentioned field.

**Do note: students are responsible themselves for bridging any knowledge gaps incurred by not following the same specialisation in each cluster.

9.4 Honours, talent and premasters

Not applicable

9.5 Part-time and/or work-study degree format

Not applicable

9.6 Tracks with special feature

9.6.1 Fast Track

Not applicable

9.6.2 Abridged track

According to an agreement on a Transfer Programme with Christ University, students from Christ University that have completed a two years programme at their University, are allowed to follow a curriculum at IB to obtain the BBA IB in the specialisation of Finance.

This is the curriculum at IB that they have to take:

<i>Semester</i>	<i>Study Unit Name</i>	<i>Study Unit Code</i>	<i>EC</i>
1	Third Year Internship	THIYEI01	30 EC
2	Supply Chain Management 2	SUPCHM48	5 EC
2	Marketing, Innovation & Technology	MARINT01	5 EC
2	Strategic Marketing, Entrepreneurship and Sustainability	STRMAE01	5 EC
2	Entrepreneurial Selling	ENTRSE01	5 EC
2	Organisational Development	ORGADE03	5 EC
2	Elective	See list ch. 9.2 electives	2,5 EC
2	Elective	See list ch. 9.2 electives	2,5 EC
3	Enterprise Risk Management	ENTRIM01	5 EC
3	International Financial Management	INTFIM01	5 EC
3	Data Analytics	DATAAN02	5 EC
3	Professional Development & Research	PRODER03	10 EC
3	Elective	See list ch. 9.2 electives	2,5 EC
3	Elective	See list ch. 9.2 electives	2,5 EC
4	Graduation Internship HGI	GRADIN07	30 EC
<i>Total number of EC</i>			<i>120 EC</i>

9.6.3 Abridged track from associate to bachelor's degree

Not applicable

9.6.4 Track for elite athletes

Not applicable

9.6.5 D-stream

Not applicable

9.6.6 Combined track

Not applicable

9.6.7 Other track with special feature

Not applicable