INTERNATIONAL BUSINESS EXCHANGE PROGRAM_

COURSE CATALOGUE

FALL 2026 SEMESTER

5 maart 2026

HAN_ UNIVERSITY
OF APPLIED SCIENCES

CONTENTS

1 INTRODUCTION

In this course catalogue, you will find the full course descriptions of the International Business Exchange Program.

When selecting your courses, please take the following into account:

- Each academic year is divided into <u>2 semesters</u>:
    - Fall / 1st semester
    - Spring / 2nd semester

- Each <u>semester</u> is divided into <u>2 periods</u>:
    - Some courses are offered in either the 1st <u>or</u> the 2nd period
        - Fall semester: period 1 & 2
        - Spring semester: period 3 & 4

    - Others are offered in <u>both</u> periods so you can take the course in either in the 1st <u>or</u> in the 2nd period.

- Languages and Business Communication are always offered over the <u>full semester</u>: classes will take place in the **1st <u>and</u> 2nd period (Fall)** or **3rd <u>and</u> 4th period (Spring)**.

2 LIST OF COURSES – SPRING SEMESTER

Course code	Course name	Spring Semester Period	ECTS credits	level (bachelor)
BUSICB04/05	Business Communication 4 & 5	1 and 2	5 (2,5 per period)	2
BUSIET59	Business Ethics	2	5	2
BUSPEM17	Business Performance Management	1	5	2
BUSBTOB10	Business to Business and Service Marketing	1	5	2
DOBUEU01	Doing Business in Europe	2	5	2
DUTBSA01/02	Dutch 1 & 2	1 and 2	5 (2,5 per period)	1
ENGLIS26	English as a Professional language	1 and 2	5 (2,5 per period)	2
EUCHPL01	European Culture History, Politics and Law	1	5	2
FINANC24	Finance	1	5	2
FINANC25	Finance	2 (Limited places)	5	2
INTECH01	Internal Change	1 (Limited places)	5	2
INTECH02	Internal Change	2	5	2
INTENC21	International Entrepreneurship	2	5	2
INTELA21	International Law	1	5	2
INTMAM02	International Marketing Management Strategies	2	5	2
MARKSA11	Marketing & Sales - Online Marketing	1 or 2	5	2
OPERMB04	Operations Management	1 (Limited places)	5	3
OPERMB04	Operations Management	2	5	3
ORGACH10	Organisational Change	1	5	2
ORGACH08	Organisational Change	2 (Limited places)	5	2
DUTCEC	Project Dutch Economy in a global context	2	5	2
PROJMA11	Project Management	1	5	3
SALOPP01	Sales and Operations Planning	1 (Limited places)	5	3
SUPCHM45	Supply Chain Management	1	5	2
SUPCHM51	Supply Chain Management	2 (Limited places)	5	2
Languages	French, German, Spanish	Upon request – see separate course catalogue	5 (2,5 per period)	1-3

3 COURSE DESCRIPTIONS

3.1 Business Communication (BUSICB04)

Name SU and code	Business Communication (BUSICB04)
Study Program	Communication Studies
Level	Bachelor level 2
Study Period	Fall semester: Period 1 Spring semester: Period 3
Credits and study load	Study load: 2.5 EC Scheduled contact time: 16 hours Expected self-study time: 54 hours Total assigned study load: 70 hours
Entry requirements	(Near) upper intermediate knowledge of English.
General description	**Content** The module focuses on improving English language skills, namely, writing and speaking / listening skills. **Study form** Writing: The student writes a memo report. Topic / content relates to research module, CCM. The student applies writing techniques discussed in class. The student uploads a complete portfolio according to given instructions, following up on feedback given by peer and teacher. Speaking / listening: The student prepares and participates effectively in weekly business meetings. Continuous (peer) assessment takes place. Presence is compulsory.
Mandatory participation	Yes, both for writing and speaking.
Activities and/or instructional formats	Writing: Lectures / giving (peer) feedback and following up on feedback. Speaking / listening: Business meetings in small groups / active participation and giving (peer) feedback
Required literature / description of study material	No compulsory literature
Examination	Business meetings Memo report
Name Exam	Business meetings
Assessment Criteria	Speaking CEFR level B2 / C1: - The student expresses him/herself fluently and spontaneously without much looking for expressions. - The student uses language flexibly and effectively for social and professional purposes. - The student formulates ideas and opinions with precision and relates their contribution skillfully to those of other speakers (speaking / listening).
Exam and modular exam format(s) (type of exam)	Continuous assessment

Individual / group	Individual
Number of examiners	1
Exam period	P1 and P3
Resit period	P1 and 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 / enrolment period	Participation is enrolment
Discussion and review	Via lecturer
Other info	N.A.
Name exam	Memo Report
Assessment criteria	Writing CEFR level B2 / C1: - The student expresses him/herself in clear, well - structured text. - The student writes a report underlining what they consider to be relevant information. - The student selects a style appropriate to the reader in mind. The student uploads a complete portfolio according to given instructions, following up on feedback given by peer and teacher.
Exam and modular exam format(s) (type of exam)	Portfolio
Individual / group	Individual
Number of examiners	1
Exam period	P1 and P3
Resit period	P1 and P3
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	V
Weight factor of modular exam	N.A.
Method of enrolment for exam / enrolment period	Participation is enrolment
Discussion and review	Via lecturer
Other info	N.A.

3.2 Business Communication (BUSICB05)

Name SU and code	Business Communication (BUSICB05)
Degree programme and target group	Communication Studies
Teaching period	P2 and P4
ECTS credits and Study load	Study load: 2.5 EC Scheduled contact time: 16 hours Expected self-study time: 54 hours Total assigned study load: 70 hours
Professional task	N.A.
General description	**Content** The module focuses on improving English language skills, namely, writing and pitching (presenting) skills. Study form Writing: The student writes content – long and short copy - for digital magazine. The student applies writing techniques discussed in class. (peer) Feedback takes place. Pitching: The student prepares weekly pitches for in - class practice and (peer) feedback, in order to prepare for final pitch for assessment in week 6/7. The student video records practice pitches and uploads a complete portfolio according to given instructions.
Mandatory participation	Writing: Presence is compulsory. Pitching: Presence is compulsory.
Activities and/or instructional formats	Writing: Lectures / in - class peer assessment and feedback Pitching: In - class practice; video recording; (peer) feedback
Required literature / description of learning material	Ward, T. (2016). The Art of Pitching: Presenting to Influence Beliefs, Attitudes and Behavior. Commskills group. ISBN: 9781540837547
Required software / required materials	N.A.
Examination	Written Content for Digital Magazine Pitch
Name (modular) exam	Written Content for Digital Magazine
Assessment criteria	Writing: CEFR level B2 / C1: The student expresses him/herself in clear, well - structured text. The student writes appropriate long and short copy for digital magazine.

	The student selects a style appropriate to the reader in mind.
Exam and modular exam format(s) (type of exam)	Assignment for submission
Individual / group	Group
Number of examiners	1
Exam period	P2 and P4
Resit period	P2 and P4
Duration exam	N.A.
Permitted resources / aids	N.A.
Minimum result	Pass
Weight factor of modular exam	N.A.
Method of enrolment for exam / enrolment period	Participation is enrolment
Discussion and review	Via lecturer
Other info	N.A.
Name (modular) exam	Pitch
Assessment criteria	Presenting: CEFR level B2 / C1 The student delivers a clear, well - structured pitch choosing a style appropriate for the target audience in mind, using persuasive language and rounding off with an appropriate conclusion.
Exam and modular exam format(s) (type of exam)	Presentation
Individual / group	Individual
Number of examiners	1
Exam period	P2 and P4
Resit period	P2 and 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 / enrolment period	Participation is enrolment
Discussion and review	Via lecturer
Other info	N.A.

3.3 Business Ethics (BUSIET59)

Name SU and code	Business Ethics (BUSIET59)
Study Program	Exchange Program
Level	Bachelor level 2
Study Period	Fall semester: Period 2 Spring semester: Period 4
Professional tasks	**Objectives** After this course, students: 1. Are aware of the complexity of business ethics 2. Have insights into various ethical approaches and theories 3. Have a basic understanding of how to deal with ethical issues in the organization 4. Are aware of their personal ethical behavior 5. Have practiced presenting, discussing and debating skills From IB Prospectus: - Conduct large or small scale international research - Gaining international experience - Having a general idea of an organization and working in a professional situation - Gaining awareness and acquiring skills on working and negotiating in an international environment
Main Professional task	Students learn how to recognize ethical issues, develop moral sensibility-, analysis-, creativity-, judgement- and decision making skills in order to be able to make a moral acceptable action.
Professional Products	**See also 12: Assessments** - An Individual written exam - A presentation of the research finding (Group)
Credits and study load	5 ECTS credits Schedules contact time: 6 lecture hours per week = 32 hours Expected self-study time: 108 Total assigned study load: 140 hours
Entry requirements	Sufficient level of English: equivalent to an IELTS of 6.0 Cultural intelligence and interest Communication skills
General description	**General information** Business Ethics is not only about right and wrong. However, what ethics is becomes more and more important in today's business. In this course students will get insight into the complex world of Business Ethics. During this course ethical issues and approaches will be dealt with on several levels, including the individual, the organizational and the social and cultural (international) environment. Students will be challenged to elaborate on their future role as a(n) (international) manager. Issues that make Business Ethics complex are for example: - Could one speak of ethical standards?

	- Is Business Ethics manageable, is it to be taught? - Who decides what's right or wrong? The aim of this course is to stimulate critical thinking and enable students to actively participate in discussions and reflections. **Lecture Topics** - Individual and organizational ethical behavior - Concepts and approaches of Business Ethics - The 'ethical cycle' - International and cross-cultural management - Corporate Social Responsibility - Debating and argumentation - Ethical issues in international business - Aspects of culture related to self management - Ethics in marketing and communication - Ethics in (I)HRM	
Competencies	International Business Competencies: - Intercultural adaptability - International Business Awareness General Management Competencies: - Organisational Policy Development Interpersonal Competencies: - Leadership - Communication - Cooperation Task-oriented competencies: - Analyzing and information processing - Creative problem solving - Planning and organizing Intra-personal competencies - Learning and self development - Ethical responsibility	
Assessment criteria		
Written exam (Individual)	The student - Formulates a correct moral problem statement - Makes a relevant problem analysis - Defines options for action - Evaluates ethical options - Reflects on the outcomes	10 20 10 50 10
Presentation of the Research findings (Group)	The student - Writes a plan of approach for the presentation of the research findings - Analyses and presents the culture of two different countries other than his/her country of origin - Presents the ethical issues and practises in two different countries and is able to explain these differences from a cultural, historical, religious and/or societal perspective - Presents two real life business ethics cases, one for each country and analyses this using the ethical cycle and input from cultural analysis - Compares theory and practice and presents conclusions, including a critical reflection on the research and validity and reliability issues - Presents outcomes and critical reflection to the class	10 20 10 25 15 15

Assessment			
Type of exam	Written Exam (Individual)	Plan of approach (research)	Presentation of the Research findings (Group)
Number of examiners	1	1	2
Exam period	T2/ T4/ T5	During class	During class
Duration	180 mins	na	na
Aids	na	na	na
Minimum grade or tick (√)	5.5	Tick	5.5
Weighing factor	60%	KO	40%
Compulsory literature	Pieters, A. and L. Royakkers. The Ethical Cycle		
Recommended literature	na		
Software	na		
Other materials	HAN digital learning environment (Scholar): - PPT's lectures - Course guideline - Weblinks and articles		
Activitities	na		
Teaching methods	• Interactive lectures • Simulation game • Research • Presentations • Discussions • Assignments • Group work • Assessments		
Attendance	For this SU 80 % attendance is compulsory.		
Max. number of participants	32		

3.4 Business Performance Management (BUSPEM17)

Name SU and code	Business Performance Management (BUSPEM17)
Study Programme	Exchange Program
Level	Bachelor level 2
Study Period	Fall semester: Period 1 Spring semester: Period 3
Main Professional task	International Business Management
Professional products	two intermediary group (4-5 students) assignments one final group (4-5 students) assignment (report & presentation)
Credits and study load	**European Credits: 5** Study load (in hours) - Lectures - Supervision / Coaching - Exams (not during classes) - Homework - Self Study **Total: 140 hours**
Entry requirements	English at level B2
General description	The course works with tools and frameworks for developing a competitive business strategy in a more sustainable way. Students learn how to maximise strategic advantage with an integrated sustainable business model. Students gain insights into the profiles of different business models.Through a sequence of business cases, interactive discussions, presentations, and group exercises, students will learn what gives winning organisations their edge in terms of competitive strategy, organisational agility and a more sustainable future.
Competencies	**WT1 Critical Thinking** Use the process of thoughtful evaluation to formulate a reasonable conclusion deliberately. **WT2 Innovation & Creativity** Create innovative ideas in a changing business environment systematically. **WT3 International Business Awareness** Analyse patterns in global macro-economic factors and policies that drive international trade and business development. **TMW15 Marketing & Sales** Develop a well-founded marketing plan to support the creation of value for international customers. **TMW18 Finance & Accounting** Evaluate financial performance of the organisation from different stakeholders' perspectives. **TMW20 Operations & Supply chain management** Evaluate the operations processes within and between organisations. **TMW22 Organisation & People** Draft the strategic cycle of part(s) of the organisation (process and content). **TMW24 Business Research**

	Analyse a complex business problem in an international business setting with use of an adequate research design, resulting in an evidence based feasible solution.
Assessment criteria	**EBMBPM1A.0 Written, MC** • Knowledge and application of tools and frameworks for developing a competitive business strategy in a more sustainable way. **EBMBPM1A.6 Intermediary reports, final report and presentation** • **Research (10%)** Sources giving info on the industry studied in the case, both specific and background, with proper referencing and direct links to analysis and strategic choices. • **Analysis (10%)** Creative models are used with a clear identification of several strategic opportunities. • **Strategy map (15%)** A complete map is drawn with an attractive lay-out, logical strategic 'stories' that is to follow easily and graphically and in a consistent way? • **Strategy (15%)** Several strategic options have been consired with a final choice based upon analysis and research. • **Operational application (15%)** Creative and specific are PI's defined that are directly related to the strategy through identified CSF's. • **Overall and focussed approach (15%)** There is a logical balance between leading and lagging PI's from all perspectives and are clear choices made to limit the number of PI's. • **Financial (10%)** A coherent detailed financial budget, including NPV and impact on the shareprice in the long term. • **Presentation and Impact (10%)** There is a balanced use of graphics, pictures, videos and tables, obvious attention to detail, attractive presentation.

Assessment	Business Performance Management	
Type of exam	Written, MC	Intermediary reports, Final report and presentation
Number of examiners	1	1
Exam period	T1, T3	P1, P3
Resit period	T2, T4, T5	N.A
Duration	90 mins	N.A
Aids	Paper dictionary	N.A
Minimum grade or tick (√)	5.5	5.5
Weighting factor	50%	50%
Compulsory literature	N.A	
Recommended literature	**Models** Alexander Osterwalder *Business Model Genaration* *Value proposition design* Robert Kaplan and David Norton, *The Balanced Scorecard* *The strategy focused organization* **Strategy** Michel Porter *Compettive strategy* Michael Tracey and Fred Wiersema *Discipline of Market Leaders* Alan Lewis and Dan McKone *Edge Strategy: A New Mindset for Profitable Growth* James Womack, Daniel Jones and Daniel Roos *The Machine That Changed the World* *Lean Thinking* David Collis *Lean Strategy*	
Software	N.A	
Other materials	www.ap-institute.com; PPT slides provided by teacher	
Activities	Lectures, workshops, simulations	
Teaching methods	Lectures, workshops, group assignments, presentations	
Lecture/ contact hours	P1/P3 2 x 2 hours per week Because a large part of the activities take place during classes, >75% attendance is mandatory.	
Lecture period	Semester 1 (period 1), Semester 2 (period 3)	
Max. number of participants	32 per group	

3.5 Business to Business & Service Marketing (BUSBTOB30)

Name SU and code	Business to Business and Service Marketing (BUSBTOB30)
Study Program	Exchange Program
Level	Bachelor level 2
Study Period	Fall semester: Period 2 Spring semester: Period 3
Professional tasks	Composing a business to business or service marketing plan on a strategic and operational level
Main Professional task	Acquiring knowledge about concept and terminology of business to business marketing and service marketing.
Professional products	**Business to business or service marketing plan**
Credits and study load	5 ECTS credits Schedules contact time:18 Expected self-study time: 122 Total assigned study load: 140 hours
Cohesion with other SUs	The level of this SU is : related to management
Entry requirements	Principles of Marketing have been followed.
General description	The method of teaching used in this course is based on small cases. Student's presence during lectures is required. Students are expected to participate actively. Students study and present a business to business marketing topic according to schedule. Further information about the teaching method used in this course can be found in the workbook for this course (called 'block book') and will be provided by the tutor during the first lecture. Objectives After completing this 6 week course, students will have an in-depth knowledge of the business to business and service marketing theory. Students will be able to apply their knowledge into writing a business to business or service marketing plan. Learning goals - Developing a vision of changes and trends in the external environment and developing relations, networks and chains - Analysing marketing issues, translating this into objectives andmarketing alternatives and preparing decision making - Designing, controlling and improving marketing process or organisational processes - Developing, implementing and evaluating a change process - Social and communicative competency (interpersonal organisation) - Self-directed competency (intra-personal, professional worker) Topics: - Understanding Service Marketing Management - Capturing Marketing Insights - Connecting with Customers - Building strong brands - Shaping the market offerings - Delivering Value - Communicating Value

	- Use of marketing metrics
Competencies	International Business Awareness International Strategic Vision Development Organisational Policy Development Entrepreneurial management International Marketing Management International Business and Management Accounting and Financial management Co-operation Communication Creative problem solving Planning and organising
Assessment criteria	Weighted average of 5.5 or more
Written exam	1. Correctly recognize (In a case context) and present well structured the marketing business to business issues that pose a problem to an enterprise in a specific market situation. 2. Assess and present well structured, correctly and well substantiated the marketing situation in a case context, using the appropriate theory and models. 3. Based on own assessment present a well substantiated implementation of a chosen course of action using appropriate theory and models.
Group assignments/ participation Business to Business Marketing	1. Issues that pose a problem for a described enterprise in a described market situation. 2. Assess correctly and well substantiated the marketing situation in a case context, using the appropriate theory and models. 3. Based on own assessment describe a well substantiated implementation of a chosen course of action using appropriate theory and models. 4. Sources used are traceable through clear references.
Presentation and report business to business or service marketing	1. Based on a case, business to business and/or service marketing issues that pose a problem for a described enterprise in a described market situation. 2. Assess correctly and well substantiated the marketing situation in the case context, using the appropriate theory and models. 3. Based on own assessment describe a well substantiated plan of action using appropriate theory and models. 4. Sources used are traceable through clear references. 5. The use of audio-visual aids is supporting the presentation without being distracting.
Group assignments/ participation Service Marketing	1. Correctly recognize (In a case context) and present well structured the marketing business to business issues that pose a problem to an enterprise in a specific market situation. 2. Assess and present well structured, correctly and well substantiated the marketing situation in a case context, using the appropriate theory and models. 3. Based on own assessment present a well substantiated implementation of a chosen course of action using appropriate theory and models.

Assessment	Business to Business and Service Marketing			
Type of exam	Written	Group assignments/ participation Business to Business Marketing	Presentation and report business to business or service marketing	Group assignments/ participation Service Marketing.
Number of examiners	1	1	1	1
Duration	120 mins	N.A	N.A	N.A
Exam period	T2, T3	N.A	N.A	N.A
Resit period	T4, T5	N.A	N.A	N.A
Minimum grade or tick (√)	5.5	Tick	5.5	Tick
Weighting factor	60%	K.O.	40%	K.O.
Compulsory literature	See blockbook (Onderwijsonline)			
Recommended literature	**Marketing Management, 2/E** Philip Kotler, Kevin Lane Keller, Mairead Brady, Malcolm Goodman, Torben Hansen ISBN-10: 0273743619 • ©2012 • Pearson • Cloth, 1064 pp Published 28 Jun 2012 • **Services Marketing: Global Edition, 7/E** Christopher Lovelock / Jochen Wirtz ISBN-10: 0273756060 • ©2012 • Pearson Higher Education • Paper, 648 pp Published 13 Dec 2011			
Software	N.A			
Other materials	N.A			
Activitities	Excursion when possible			
Teaching methods	Lectures, discussion seminars, guest lecture, visiting professors.			
Attendance	For this SU 80% attendance is compulsory			
Max. number of participants	32			

3.6 Doing Business in Europe (DOBUEU01)

1. General Information	
Name of study unit	Doing Business in Europe (DOBUEU01)
Study Program	Exchange Program
Study level	Bachelor level 2
Teaching period	Fall semester: Period 2 Spring semester: Period 4
ECTS credits and Study load	5 ECTS credits Schedules contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Entry requirements	1 year of a business related bachelor degree.

2. Content and organisation	
General Description	You will work in a multicultural team. You will select a product from a European company and you will investigate the opportunities to launch this product in another European country. The product is a food or beverage product, and the selected sales channel is the out-of-home channel, for example hotels, pubs, kiosks, cinemas or vending machines. Assessment is about a group presentation, each team will report (fact sheet), present and defend their findings to the management board of your selected company Also an individual test, an individual assignment linked to a specific out-of-home channel will be part of the assessment.
Main Professional task	Junior Export Manager. Understand and master doing business in Europe from an international marketing perspective. The main management decisions connected with the international marketing process: deciding which out-of-home market(s) to enter; deciding how to enter the foreign market; and design the international marketing programme (mix). Finally, present and defend findings and recommendations to the management board of a selected company.
Mandatory participation	At least 10 out of 12 lectures / workshops
Required Software / Materials	NA
Activitities	Work in multicultural teams, design an interview guide, conduct interviews with experts on doing international business in Europe, reflect on your interview skills, design fact sheet reports and presentations, present and defend findings and recommendations in a role play setting. A peer-assessment form will be used to measure individual student contribution to the assignment.
Teaching methods	Lectures, workshops, working both individually and in multicultural teams will help develop the personal skills of the students.Peer-assessment form is used to measure individual student contribution.
Lecture/ contact hours	6 contact hours per week, of which 3 hours lecture and 3 hours workshop per week, for 6 weeks.

Required literature	Global Marketing, Svend Hollensen, 8th edition, 2020, Pearson, ISBN 987-1-292-25180-6 (print) or 987-1-292-25183-7 (PDF)
Max. number of participants	32

3. Examination	

Assessments	Both the presentation and the interview should be awarded a 5.5 or higher for the credits to be obtained.

A.	
Assessment criteria	- Student is able to target an attractive market - Student is able to select a suitable market entry strategy - Student is able to design the international marketing mix - Student is able to work in a multinational team - Student is able to design a fact sheet report - Student is able to present findings and recommendations - Student is able to defend findings and recommendations
Type of exam	Presentation and defense
Individual / group	Group (a peer-assessment measures individual student contribution, and could have impact on the grade of an individual student)
Duration exam	20 minutes (10 minutes presentation, 10 minutes defense)
Minimum result	5.5
Weight factor of modular exam	60%

B.	
Assessment criteria	- Student is able to design a professional interview guide - Student is able to conduct a professional interview - Student is able to analyze primary data into relevant findings - Student is able to reflect on personal interview skills
Type of exam	Oral (interview) and written (interview guide, transcript and reflection)
Individual / group	Individual
Duration exam	NA
Minimum result	5.5
Weight factor of modular exam	40%

3.7 Dutch 1 (DUTBSA01)

1. General Information	
Name of study unit	Dutch for Business 1: How to survive in Dutch (DUTBSA01)
Study Program	International Business
Study level	Bachelor level 1
Teaching period	Fall semester: Period 1 Spring semester: Period 3
ECTS credits and Study load	2.5 ECTS credits Schedules contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Entry requirements	Only for non-Dutch students
2. Content and organisation	
Main Professional task	Communicating (verbally and in written) in Dutch at CEFR A1 level in general and business - related settings.
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).
Exit qualifications / Programme learning outcomes	Primary (on second level of competencies): WW5: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non - verbal communication in an intercultural setting.
Mandatory participation	N.A.
Required Software / Materials	N.A.
Activities and/or instructional formats	Blended learning, online and offline: lectures, pair activities, role play, individual activities. All language skills are involved (reading, writing, speaking, listening).
Teaching methods	There will be lectures, guest lectures, literature, presentations, case studies and likely a visit to a European institution. Working both individually and in multinational teams will help develop your personal skills.
Required literature	Verbruggen, K. & Hoogvorst, W. (2017). Start.nl 1, Dutch for beginners (2nd ed.). Coutinho ISBN: 9789046905661
Max. number of participants	32
3. Examination	
Assessments	• Exam • Presentation
C. Exam	

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 • Speaks Dutch at level A1(CEFR): speaks about daily life and education using brief and simple sentences
Type of exam	Computer assisted exam
Individual / group	Individual
Exam period	T1, T3
Resit period	T4
Minimum result	5.5
Weight factor of modular exam	60%
D. Presentation	
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 • Speaks Dutch at level A1(CEFR): speaks about daily life and education using brief and simple sentences
Type of exam	Presentation
Individual / group	Individual
Minimum result	5.5
Weight factor of modular exam	40%

3.8   Dutch 2 (DUTBSA02)

1. General Information	
Name of study unit	Dutch for Business 2: How to survive in Dutch 2 (DUTBSA02)
Study Program	International Business
Study level	Bachelor level 1
Teaching period	Fall semester: Period 2 Spring semester: Period 4
ECTS credits and Study load	2.5 ECTS credits Schedules contact time: 18 hours Expected self-study time: 52 hours Total assigned study load: 70 hours
Entry requirements	Only for non-Dutch students
2. Content and organisation	
Main Professional task	Communicating (verbally and in written) in Dutch at CEFR A1+ level in general and business - related settings.
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+).
Exit qualifications / Programme learning outcomes	Primary (on second level of competencies): WW5: Use one or two additional languages to facilitate international business LW13: Use appropriate verbal and non - verbal communication in an intercultural setting.
Mandatory participation	N.A.
Required Software / Materials	N.A.
Activities and/or instructional formats	Blended learning, online and offline: lectures, pair activities, role play, individual activities. All language skills are involved (reading, writing, speaking, listening).
Teaching methods	There will be lectures, guest lectures, literature, presentations, case studies and likely a visit to a European institution. Working both individually and in multinational teams will help develop your personal skills.
Required literature	Verbruggen, K. & Hoogvorst, W. (2017). Start.nl 1, Dutch for beginners (2nd ed.). Coutinho ISBN: 9789046905661
Max. number of participants	32

3. Examination	
Assessments	• Exam • Presentation
E. Exam	
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. • Speaks Dutch at level A1+ (CEFR): Speaks and interacts about daily life, work and education using brief and simple sentences.
Type of exam	Computer assisted exam
Individual / group	Individual
Exam period	T2, T4
Resit period	T5
Minimum result	5.5
Weight factor of modular exam	60%
F. Oral exam	
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. • Speaks Dutch at level A1+ (CEFR): Speaks and interacts about daily life, work and education using brief and simple sentences
Type of exam	Oral – Computer assisted exam
Individual / group	Individual
Minimum result	5.5
Weight factor of modular exam	40%

3.9 European Culture, History, Politics and Law (EUCHPL01)

1. General Information	
Name of study unit	European Culture, History, Politics and Law (EUCHPL01)
Study Program	Exchange Program
Level	Bachelor level 2
Teaching period	Fall semester: Period 1 Spring semester: Period 3
ECTS credits and Study load	5 ECTS credits Study load (in hours) - Lectures: 24 - Supervision / Coaching: 12 - Exams (not during classes): 2 - Homework preparing cases: 40 - Preparing presentations: 20 - Self Study: 42 **Total: 140 hours**
Entry requirements	No entry level
2. Content and organisation	
General Description	How did an agreement on coal and steel develop into the biggest common market per capita? How does European history shape its business present and future? How do businesses use EU law in practice? These are the kinds of questions we will answer. Not only in lectures, but together, in assignments you'll work in multicultural teams and discuss business cases from the perspectives of culture and law. Assessment is about a group presentation, about how an existing company has managed to create a presence in the European market, or an eye-catching failure to do so and about an individual test based on the assignments in class.
Professional tasks	Students will learn about the European project through lectures, preparing presentations and a written exam at the end of the block. The creation of the European Communities and the European Union, the birth of the Eurozone and the concept of 'ever closer union' will be discussed from a business-oriented perspective. What does the European Union mean for European and non-European companies? Which tools can businesses use when the four free movements in the Common Market are not respected? What can businesses do against other businesses when they abuse their market position? What are the roles of the European Institutions: advocates for or adversaries of European businesses? How do cultural, social and political differences influence the European Union and its business climate? Is there a European dream that can compete with the American dream or the China dream? This will all be explained from different angles. There will be lectures, guest lectures, literature, presentations, and case studies. This course pays extra attention to the legal framework of the European Union by devoting half the available lecture time to law. The other half is culture and history.

Main Professional task	Both written and oral communication skills on a professional business level.
Professional products	Students will have to prepare a presentation in groups about a business opportunity in the European Union. Half the group plays the role of legal advisor and the other half plays the role of cultural consultant. The team is made up of a mixed background and at least one aspect of the business opportunity should involve a country in the EU.
Competencies	Writing a setup and a report, presenting, working in multinational teams and solving problems of businesses making use of the Common Market.
Required literature	- Notes of all lectures and guest lectures - Reader European Treaties - Handouts
Recommended literature	*Frans Somers e.a.* *European Business Environment, doing Business in Europe,2010,* Noordhoff publishers (ISBN 978-90-01-76891-1) *Simon Mercado, Richard Welford & Kate Prescott* *European Business (IBSN 0-273-64600-1)* *Desmond Dinian* *Origins and Evolution of the European Union*, Oxford University Press ISBN 978 0 19 957082 9
Assessment criteria	Weighted average of 5.5 or more

3. Examination

A. Presentation & peer assessment

I. Business idea / Legal and cultural perspective
Where does the business idea come from? (Innovative product, new trend, new legislation, copy of a foreign successful business model etc. etc.)
Product /service clearly explained to the audience?
What are the activities and resources for the primary process? Any partners to work with?
Who exactly is the target group? Are they easy to find/identify?
The product/service has some appeal as a good value proposition for the targeted customer group
The target group seems to show enough perspective (large enough, growing, responsiveness…)

II. Legal matters
Which EU free movement apply in this process? What are the legal dangers the company could be exposed to? How can the problems be solved?

III. Cultural challenges
What national cultural elements play a role in the marketing, distribution, etc. of this product or service? What about company cultures?

IV. Generalities /Presentation
Originality, enthusiasm + team work, credibility and clear set up of visual supports add to the end result. + Being able to answer questions and to deal with critical remarks.

Type of exam	Presentation + peer assessment
Number of examiners	All available teachers in the course
Exam period	During class

Resit period	n/a
Duration	n/a
Aids	n/a
Minimum grade or tick (√)	5.5
Weighting factor	2.0

B. Written Exam

The written exam contains a number of multiple choice questions and open questions. All the material discussed in class and the literature needs to reviewed in order to pass this exam.

Type of exam	Written Exam
Number of examiners	>1
Exam period	T1, T3
Resit period	T2, T4
Duration	120 mins
Aids	na
Minimum grade or tick (√)	5.5
Weighting factor	2.5

3.10 English as a Professional Language (1 & 2) (ENGLIS26)

1. General Information	
Name of study unit	English as a Professional Language (ENGLIS26)
Study Program	Exchange Program
Study level	Bachelor level 2
Teaching period	Fall semester: Periods **1 and 2** Spring semester: Periods **3 and 4**
ECTS credits and Study load	5 ECTS credits (2.5 ECTS per period) Scheduled contact time: 36 hours Feedback sessions: 4 hours Expected self-study time: 100 hours Total assigned study load over 2 periods : 140 hours
Entry requirements	Near-intermediate / intermediate command of the English language
2. Content and organisation	
General Description	This module aims to significantly increase students' proficiency in using English as a professional language. It will increase students' skills in reading, interpreting and processing business - and news-related texts. They will be trained how to correctly communicate both in writing and speaking, in an official environment. We will also focus on improving their grammar, pronunciation and presenting skills and on extending their professional vocabulary.
Main Professional task	Communicating in English, both orally and in writing in a professional environment Reading and processing business- and news-related texts + vocabulary
Mandatory participation	At least 10 out of 12 lectures
Required Software / Materials	NA
Activitities	In class: lectures, group/pair work, on the spot hand-ins, feedback and recap sessions Out of class : weekly hand-in assignments (reading and writing, compulsory), presentations
Teaching methods	Group meetings, individual weekly feedback on hand-in assignments, individual feedback on oral assignments
Lecture/ contact hours	3 contact hours per week for 6 weeks per period
Required literature	Materials will be digitally available to all participants and will also be distributed in class Recommended: Dictionary
Max. number of participants	20

3. **Examination**	
Assessments	Portfolio of hand-in assignments Continuous assessment Presentation
Portfolio of hand-in assignments	
Assessment criteria	- Completeness - Processing of feedback on written assignments (grammatical construction, style, vocabulary)
Type of exam	Individual portfolio
Individual / group	Individual
Duration exam	NA
Minimum result	5.5
Weight factor of modular exam	40%
Oral exam	

Assessment criteria	• Oral exam on portfolio:
	    - processing of texts
	    - grammar and vocabulary
	    - fluency and pronunciation

Type of exam	Oral
Individual / group	Individual
Duration exam	10 - 15 mins
Minimum result	5.5
Weight factor of modular exam	30%

3.11 Finance (FINANC24/25)

1. General Information	
Name of study unit	Finance (FINANC24) – (FINANC25 Depending on enrolments)
Study Program	International Business
Study level	Bachelor level 2
Teaching period	Fall semester: Period 1, 2 Spring semester: Period 3, 4
ECTS credits and Study load	5 ECTS credits Schedules contact time: 56 hours Expected self-study time: 84 hours Total assigned study load: 140 hours
Entry requirements	1 year of a business related bachelor degree

2. Content and organisation	
Main Professional task	Junior Financial Analyst
General Description	During this course, students learn to: Describe the corporate governance characteristics of a firm Analyse and interpret the financial statements of a firm Recognise 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 associated group project, students practice evaluation of ratios, investment and market analysis factors for an existing firm with real data
Exit qualifications / Programme learning outcomes	TWM18: Evaluate financial performance of the organisation from different stakeholders' perspectives. TWM19: Recommend financing possibilities in a dynamic international environment. WT1: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. WW7: Produce management information from various data sources in an international business environment. WW4: Communicate messages effectively and persuasively using advanced English to an (un)informed audience
Mandatory participation	N.A.
Required Software / Materials	N.A.
Activities and/or instructional formats	Lectures, groupwork and presentations.
Teaching methods	There will be lectures, guest lectures, literature, presentations, case studies and likely a visit to a European institution. Working both individually and in multinational teams will help develop your personal skills.

Required literature	Hillier et al. (2022). Fundamentals of Corporate Finance. Fourth Edition. McGraw-Hill Education Also accepted: Hillier et al. (2017). Fundamentals of Corporate Finance. Third Edition. McGraw-Hill Education)
Max. number of participants	32

3. Examination

Assessments	A. Written exam B. Portfolio

A. Written Exam

Assessment criteria	The assessment will be based on a written report, a group presentation and defense. 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
Type of exam	Written exam
Exam period	T1, T2, T3, T4
Resit period	T2, T3, T4, T5
Duration exam	120 minutes
Permitted resources / aids	Non-graphing calculator
Individual / group	Individual
Minimum result	5.5
Weight factor of modular exam	50%

B. Portfolio

Assessment criteria	The assessment will be based on a written report, a group presentation and defense. 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
Type of exam	Portfolio
Individual / group	Group
Duration exam	30 minutes
Permitted resources / aids	Powerpoint file + Excel file
Minimum result	5.5
Weight factor of modular exam	50%

3.12 Internal Change (INTECH01/02)

1. General Information	
Name of study unit	Internal Change (INTECH01 Depending on enrolments) – (INTECH02)
Study Program	International Business / Specialisation Organisation & Change
Study level	Bachelor level 2
Teaching period	Fall semester: Period 1, 2 Spring semester: Period 3, 4
ECTS credits and Study load	5 ECTS credits Schedules contact time: 26 hours Expected self-study time: 114 hours Total assigned study load: 140 hours
Entry requirements	1st year of a business related bachelor degree
2. Content and organisation	
Main Professional task	Internal Change Agent: Supporting a company successfully before delivering a Change project from within
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.) and 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.
Exit qualifications / Programme learning outcomes	Assessed: TWM22: Draft the strategic cycle of parts of the organization (process and content) TWM23: Assess the impact of change on the organisation. WW4: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. WW6: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals. Involved: WW7: 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. TWM24 Analyze a complex business problem in an international business setting with use of adequate research design, resulting in an evidence - based, feasible solution
Mandatory participation	Students need at least to participate in 5 out of 6 classes. Missing more than one class means resit the entire module.
Cohesion with other SUs	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. 109 Further cohesion is provided by an appropriate process model for Change Management
Required Software / Materials	N.A.
Activities and/or instructional formats	The sessions in W1 - W5 are organized as follows: 1. lecturer kicks off with briefing and theory / tools 2. teams prepare as a whole and make decisions 3. A weekly roleplay session during which teams communicate decisions and experience the effect of their decisions via a simulation. The teaching methods and learning activities that will be used are: flipped classroom, E - learning (via online platforms like #Onderwijs Online as well as other e - learning mediums); simulations (the context in which the students will be included is consisted of a simulated organization); Coaching and Consulting: the students will have regular meetings (in a team format) with different members of the Management team (simulated by the lecturers) and management team meetings.
Teaching methods	There will be lectures, guest lectures, literature, presentations, case studies and likely a visit to a European institution. Working both individually and in multinational teams will help develop your personal skills.
Required literature	All required literature, such as PDF's and PowerPoints, will be provided via #OnderwijsOnline.
Max. number of participants	32

3. Examination

Assessments	A. Individual written reflection B. Change plan presentation

A. Individual written reflection

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)
Type of exam	Report
Individual / group	Individual
Minimum result	5.5
Weight factor of modular exam	60%

B. Change plan presentation

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) Develops 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)

Type of exam	Oral
Individual / group	Group
Duration exam	30 minutes
Minimum result	5.5
Weight factor of modular exam	40%

3.13 International Entrepreneurship (INTENC21)

Name SU and code	International Entrepreneurship (INTENC21)
Study Program	Exchange Program
Study level	Bachelor 2
Teaching period	Fall semester: Period 2 Spring semester: Period 4
Professional tasks	This module helps the students to develop and test their entrepreneurial idea(s) through theory and observations . The professional task is passing the development stage before actually starting a business.
Main Professional task	Defining an entrepreneurial idea
Professional products	Report / Portfolio including: Creative acknowledgement (including moodboard, concept and brand) Strategic acknowledgement (including budget)
Credits and study load	5 ECTS credits Study load (in hours) - Lectures - Workshops - Supervision / Coaching - Company visits **Total: 140 hours**
Entry requirements	English: A sufficient level of fluency In English is a prerequisite for admission to this course.
General description	This SU the student learns to develop a business idea starting from his own motivation and talents. Subsequently he will learn to rate his personal entrepreneurial skills, idea generation and validation, customer orientation, creativity, concepting and branding, moodboard, budgeting, co creation within a network (crazy quilt), presentation skills, business cultures of various countries and reporting skills. The student will work in groups. The student will meet entrepreneurs of small and medium-sized companies during excursions and meeting.
Competencies	LOCO compentencies: 1. Analysis and research 3. Planning and organisation 4. Creating and producing WT 2 Create innovative ideas in a changing business environment in a systematic fashion 1. Demonstrates the ability to come up with creative ideas that make use of opportunities derived from the external environment (MLO 1) WT3: Analyse patterns in global macro-economic factors and policies that drive international trade and business development. 2. Identify and analyse patterns in global macro-economic factors and policies by adapting the canvas model (MLO 2) 3. Demonstrates and sketch an understanding of the international business environment.

	(MLO3) 4. Create their own business idea by combining strategic concepts. (MLO 4) L10: Formulate one's own position concerning ethical and social responsibility in a professional environment. 5. Reframe their business idea to safeguard the ethical and social responsibility of the Start-up (MLO 5) 6. Aligning their business idea to the professional environment (MLO 6) TWM23: Assess the impact of change on the organisation. 7. Assess the sustainable consequences of raising capital to pursue the business idea. (MLO 7) 8. Recognise the impact that capital and planning have on the organisation (MLO 8)
Assessment criteria	Weighted average of 5.5 or more
Strategic	Content and acknowledgement, format, financial statements, coherence, vocabulary (grammar and English)
Creative	Content and acknowledgement, business creativity, format, coherence, vocabulary (grammar and English)
Assessment	International Entrepreneurship
Type of exam	Portfolio
Number of examiners	1
Exam period	During class
Duration	n.a.
Aids	PPT or Prezi
Minimum grade or tick (√)	5.5
Weighting factor	100%
Compulsory literature	n.a.
Recommended literature	• Blekman, T. (2011), *Corporate Effectuation*, [..] : Academic Service, EAN 9789052618968 • Byttebier, I. & R. Vullings (2009), *Creativity today,* Amsterdam: BIS Publishers ISBN 978-90-6369-146-2 • Osterwalder, A. & Y. Pigneur (2011), *Business model generation,*[..], Wiley, EAN 9780470876411
Software	n.a.
Other materials	n.a.
Activities	Pitch for entrepreneurs, Company visits (2)
Teaching methods	In class: Lectures, group work, pair work, workshops Out of class: project work, research
Attendance	For this SU attendance of 90% is compulsory
Max. number of participants	25

3.14 International Law (INTELA21)

Name SU and code	International Law (INTELA21)
Study Program	Exchange Program
Study level	Bachelor level 2
Teaching period	Fall semester: Period 1 Spring semester: Period 3
Professional tasks	Introduction to International Law and participating in legal aspects of International trade
Main Professional task	Participating in legal aspects of International trade
Professional Products	- **Presentation on a comparison of the legal system of two different countries** - **Assignment to conclude an International sales contract**
Credits and study load	5 ECTS credits Schedules contact time: 28,5 hours Expected self-study time: 111,5 hours Total assigned study load: 140 hours
Entry requirements	none
General description	This course provides the students an introduction to international law and trade law. The course consists of 1period of lectures and assessments. Because of the fact that there is no previous legal knowledge required, the first period will be used to introduce the students to general legal concepts and to legal thinking in an international environment. The emphasis will be on an introduction to all kinds of legal topics such as the legal families of the world, international law versus national law, law of the European union, trade law and international contracts. The focus will be on being able to recognise problems that may arise when doing business internationally. The students will be able to apply the most frequently used conventions, and will be able to make an international sales contract and solve the problems that may arise out of the contract.
Competencies	The students have knowledge of the way a national state may be organised. The students will be able to recognise, diagnose and solve business-related legal problems. The students will be able to explain the relation between the law of the European Union and national law. The students will have knowledge to export-import practices and related legal issues in international trade law and international commercial contracts. The students will be able to enter into an international sale of goods by applying the ICC-model contract, and they will know how to negotiate the most important clauses. The students know the legal consequences of an international sale and initiate transport of the goods.
Assessment criteria	Weighted average of 5.5 or more

Assessment	International Law	
Type of exam	Presentation	Assignment international sales contract
Number of examiners	1	1
Duration	na	na
Aids	na	na
Minimum grade or tick (√)	5.5	5.5
Weighting factor	40%	60%
Compulsory literature	Introduction to Dutch and Commercial law, Sonja van Hall ICC-guide to export-import, 2018 5th edition, Guillermo C. Jimenez	
Software		
Other materials	*statutes and treaties reader* *conventions reader*	
Activitities		
Teaching methods	Lectures, workgroups, preparation, independent work	
Max. number of participants	25	

3.15 International Marketing Management Strategies (INTMAM02)

1. General Information	
Name of study unit	International Marketing Management Strategies (INTMAM02)
Study Program	International Business / Specialisation Marketing & Sales
Study level	Bachelor level 2
Teaching period	Fall semester: Period 2 Spring semester: Period 4
ECTS credits and Study load	5 ECTS credits Schedules contact time: 18 hours Expected self-study time: 122 hours Total assigned study load: 140 hours
Entry requirements	1st year of a business related bachelor degree
2. Content and organisation	
Main 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.
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.
Exit qualifications / Programme learning outcomes	Assessed: TWM15: MARKETING AND SALES. Develop a well - founded marketing plan to support the creation of value for international customers. TWM24: BUSINESS RESEARCH. Analyse a complex business problem in an international business setting with the use of an adequate research design, resulting in an evidence based feasible solution. LW10: EHICAL AND SOCIAL RESPONSIBILITY. Formulate one's own position concerning ethical and social responsibility in a professional environment. WT1: CRITICAL THINKING. Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. Involved: WT3: INTERNATIONAL BUSINESS AWARENESS. Analyse patterns in global macro - economic factors and policies that drive international trade and business development WW6: COLLABORATION. Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals

Mandatory participation	Yes, a minimum of 80% of lessons is compulsory because weekly group work is involved.
Pre-requisites	Principles of marketing (at least 1 year)
Required Software / Materials	N.A.
Activities and/or instructional formats	Lectures and workshops are offered weekly. Advanced theories are discussed during the lectures, basic theory is acquired outside the class by self - study using recommended and mandatory literature. During the workshops, students work in international groups (max. 4 students) on weekly assignments to establish elements of the marketing management strategy for the selected international organization. All weekly assignments result in writing a marketing plan for the selected international organization. At the end of the module, students pitch in groups their integrated marketing management strategy.
Required literature	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 #OnderwijsOnline 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
Max. number of participants	32

3. Examination

Assessments	A. Written exam B. Marketing Plan presentation

A. Written exam

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.
Type of exam	Written exam
Individual / group	Individual
Exam period	T2, T4
Resit period	T5

Duration exam	90 minutes
Minimum result	5.5
Weight factor of modular exam	60%
B. Marketing Plan presentation	
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.
Type of exam	Presentation and discussion
Individual / group	Group
Duration exam	20 minutes
Minimum result	5.5
Weight factor of modular exam	40%

3.16 Marketing & Sales - Online Marketing (MARKSA11)

1. General Information	
Name of study unit	Marketing & Sales - Online Marketing (MARKSA11)
Study Program	International Business / Specialisation Marketing & Sales
Study level	Bachelor level 2
Teaching period	Fall semester: Period 1, 2 Spring semester: Period 3, 4
ECTS credits and Study load	5 ECTS credits Schedules contact time: 22.5 hours Expected self-study time: 117.5 hours Total assigned study load: 140 hours
Entry requirements	1 year of a business related bachelor degree
2. Content and organisation	
Main Professional task	Online Marketer: The online marketer takes care of the online 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.
General Description	The modern marketer not only needs to know how Online Marketing work 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, will learn to write a creative Digital Marketing Plan in order to convince a potential client company of their plans, will learn to deliver an effective and persuasive pitch in which the students show that they master expertise in Digital Marketing using advanced English (C1).
Exit qualifications / Programme learning outcomes	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. WT2: Create innovative ideas in a changing business environment in a systematic fashion. WW4: Communicate messages effectively and persuasively using advanced English to an (un)informed audience LW13: Use appropriate verbal and non - verbal communication in an intercultural setting.
Mandatory participation	Students 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. - Achieving the free Google Digital Analytics certificate is a must and must be enclosed individually in the Digital Plan in order to receive the grade.
Cohesion with other SUs	The components Business Communication, Intercultural Awareness and Online Marketing are integrated in one professional role: the online marketer.
Required Software / Materials	Google Analytics (free online course)

Activities and/or instructional formats	Lectures and workshops online. Presentations
Required literature	Berry, M., Sikkenga, B., Berry, M., & Visser, M. (2021). Digital Marketing Fundamentals (2nd ed.). Wolters - Noordhoff. ISBN: 9789001749842

3. Examination

Assessments	A. Sales Pitch B. Digital Marketing Plan

A. Sales Pitch	
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 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).
Type of exam	Sales pitch
Individual / group	Individual
Duration exam	5 minutes
Minimum result	5.5
Weight factor of modular exam	60%
Method or enrolment for exam	• Handing in a complete pitch portfolio allows the student to deliver the 'exam' sales pitch. • Handing over the used PPT slides and additional information/use of sources in the note boxes below allows the student to deliver the 'exam' sales pitch

B. Digital Marketing Plan	
Assessment criteria	1. The student designs an original, creative and visually attractive Digital Marketing plan harmonious with the client company, address 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) effectivens
Type of exam	Portfolio
Individual / group	Individual
Minimum result	5.5
Weight factor of modular exam	40%
Method of enrolment for exam	Achieving the free Google Digital Analytics certificate for CMRS-ONL1A is a must and must be enclosed individually in the Digital Marketing Plan in order to receive the grade.

3.17 Operations Management (OPERMB04)

1. General Information	
Name of study unit	Operations Management (OPERM)
Study Program	International Business / Specialisation Supply Chain Management
Study level	Bachelor level 3
Teaching period	Fall semester: Period 1 - depending on enrolments, 2 Spring semester: Period 3, 4 - depending on enrolments
ECTS credits and Study load	5 EC Schedules contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Entry requirements	2 years of a business related bachelor degree

2. Content and organisation	
Main 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.
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 in practice, students have to find a multinational operation and use typologies from theory to describe, analyse and evaluate the operation. Besides core theories from Operations, also theory that considers macro -economic factors as well as cultural differences is part of this module.
Exit qualifications / Programme learning outcomes	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. WT2: Create innovative ideas in a changing business environment in a systematic fashion. WW4: Communicate messages effectively and persuasively using advanced English to an (un)informed audience LW13: Use appropriate verbal and non - verbal communication in an intercultural setting.
Mandatory participation	N.A.
Required Software / Materials	Pearson MyOmLab
Activities and/or instructional formats	Lectures Pearson MyOMLab Case studies Field observations

	Peer feedback
Required literature	Compulsory: eBook & MyOMLab: Slack, N., & Brandon - Jones, A. (2019). Operations Management (9th ed.). Harlow, England; New York: Pearson . ISBN: 9781292253992 Available on #OO: Lecture slides Case studies Handouts Recommended: Saunders, M., Lewis, P., & Thornhill, A. (2015). Research Methods for Business Students (7th ed.). Harlow, England. Pearson. ISBN9781292016627

3. Examination

Assessments	Operations Management
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 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).
Type of exam	Porfolio
Individual / group	Individual
Minimum result	5.5
Weight factor of modular exam	100%
Method or enrolment for exam	Standard procedure

3.18 Organisational Change (ORGACH10/08)

1. General Information	
Name of study unit	Organisational Change (ORGACH10) – (ORGACH08 depending on enrolments)
Study Program	International Business / Specialisation Organisation & Change
Study level	Bachelor level 2
Teaching period	Fall semester: Period 1, 2 Spring semester: Period 3, 4
ECTS credits and Study load	5 ECTS credits Schedules contact time: 26 hours Expected self-study time: 114 hours Total assigned study load: 140 hours
Entry requirements	1 year of a business related bachelor degree
2. Content and organisation	
Main Professional task	Change Management Junior Consultant Supporting a company in terms of consultancy and advice within the preparation stage of a change project.
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
Exit qualifications / Programme learning outcomes	Assessed: TWM 22 Draft the strategic cycle of part(s) of the organisation (process and content) TWM23: Assess the impact of change on the organisation. WW4: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience. WW6: Collaborate effectively with different kinds of stakeholders in different cultural, organisational and political landscapes to contribute to achieving agreed goals. Involved: WW7: 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. TWM24 Analyse a complex business problem in an international business setting with use of adequate research design, resulting in an evidence - based, feasible solution.
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.

Required Software / Materials	via OnderwijsOnline
Activities and/or instructional formats	The sessions in W1 - W5 are organized as follows: 1. lecturer kicks off with briefing and theory / tools 2. teams prepare as a whole and make decisions 3. a weekly roleplay session during which teams communicate decisions and experience the effect of their decisions.
Required literature	All required literature, such as PDF's and PowerPoints, will be provided via #OnderwijsOnline. 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.

3. Examination

Assessments	A. Individual Blog B. Change Plan Presentation

A. Individual Blog

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
Individual / group	Individual
Minimum result	5.5
Weight factor of modular exam	60%
Method or enrolment for exam	Enrolment in Osiris

B. Change Plan Presentation

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 Students can produce a business case for change based on the project cycle for an (existing) organisation based on the given data.
Type of exam	Oral
Individual / group	Group
Duration exam	30 minutes
Minimum result	5.5
Weight factor of modular exam	40%
Method or enrolment for exam	Enrolment in Osiris

3.19 Project Dutch Economy in a global context (DUTCEC)

Name SU and code	Project Dutch economy in a global context (DUTCEC)
Study Program	Exchange Program
Study level	Bachelor level 2
Teaching period	Fall semester: Period 2 Spring semester: Period 4
Professional tasks	Analysing the economic environment of companies
Main Professional task	Analysing the economic environment of companies
Professional products	A report by which the student shows his ability to analyse the economic business environment of companies, to draw conclusions from it, and to present findings in an attractive way.
Credits and study load	5 ECTS credits Total assigned study load: 140 hours
Entry requirements	N.A
General description	The Netherlands is one of the European Union's founding member states, favourably located at the North Sea, bordered by Belgium and Germany. It is one of the smaller European countries, with a total area of only 42 thousand km2 (including the Dutch Antilles), 17.6 million inhabitants, and a GDP of 856 bn euro (2021). It is a relatively affluent country with GDP per capita amounting to 49.1 thousand euro in 2021, which makes it one of the richest in the EU. The Netherlands has always been an active international player, and many large multinationals have their home base in the Netherlands. The country's dependence on international trade and cross-border relationships has made it an active member in a large number of international organizations, including among others NATO, the UN, and the European Union. Since January 1999, the country has participated in Europe's Economic and Monetary Union (EMU). This module provides the student with relevant background information about Dutch history, demographics, and economic structure. Some basic macro and international economics concepts will be applied to analyze the Dutch economic developments. Furthermore, an overview is given of the main economic challenges facing the Dutch economy.
Competencies	International business awareness International strategic vision development Analysing and information processing Communication
Assessment criteria	
Written exam	• knowledge of the main characteristics of the Dutch economy • knowledge and understanding of the position of the Netherlands in international organisation like the EU, EMU, WTO and IMF • understanding of the influence the global economy has had, has, and will have on the Dutch economy

Paper	- awareness of the existence of different meanings of economic integration - knowledge of the structure and performance of the Dutch economy in the last couple of years - knowledge and understanding of the international environment in which the Dutch economy operates - in-depth knowledge of an aspect of the Dutch economy, in particular a branch of industry - understanding of the influence the performance of the Dutch economy might have on the activities of specific companies

Assessment		
Type of exam	Written	Paper
Exam period	T2, T4	
Resit period	T3, T4, T5	
Number of examiners	1	1
Duration	120 mins	N.A
Aids	Dictionary and non-graphic calculator	N.A
Minimum grade or tick (√)	4.0	5.5
Weighting factor	40%	60%
Compulsory literature	All materials required for the written exam, like PDF-files and PowerPoint presentations will be provided via #OnderwijsOnline.	
Recommended literature	N.A	
Software	N.A	
Other materials	N.A	
Activitities	N.A	
Teaching methods	Lectures and supervision	
Max. number of participants	32	

3.20 Project Management (PROJMA11)

1. General Information	
Name of study unit	Project Management (PROJMA)
Study Program	International Business / Specialisation Organisation & Change
Study level	Bachelor level 3
Teaching period	Fall semester: Period 1 Spring semester: Period 3
ECTS credits and Study load	5 ECTS credits Schedules contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Entry requirements	2 years of a business related bachelor degree
2. Content and organisation	
Main Professional task	Project manager role Supporting an organization by creating a change plan.
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
Exit qualifications / Programme learning outcomes	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
Mandatory participation	Because the work is done during the scheduled sessions, it is highly recommended that the students are present at every session.
Required Software / Materials	N.A.
Activities and/or instructional formats	Seminar / Tutorial / Working lecture
Required literature	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.

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	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.

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	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.

3.21 Sales and Operations Planning (SALOPP01)

1. General Information	
Name of study unit	Sales and Operations Planning (SALOPP01) - depending on enrolments
Study Program	International Business / Specialisation Supply Chain Management
Study level	Bachelor level 3
Teaching period	Fall semester: Period 1 Spring semester: Period 3
ECTS credits and Study load	5 ECTS credits Schedules contact time: 27 hours Expected self-study time: 113 hours Total assigned study load: 140 hours
Entry requirements	years of a business related bachelor degree
2. Content and organisation	
Main 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
General Description	In this course, students learn the inter-departmental 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.
Exit qualifications / Programme learning outcomes	Assessed TWM20: Evaluate operations processes within and between organizations TWM21: Manage operations processes within and between organizations WT1: Critical Thinking: Use the process of thoughtful evaluation to deliberately formulate a reasonable conclusion. WW4: Communicate (business) messages effectively and persuasively using advanced English to an (un)informed audience WW7: Management of Information as digital citizen: Produce management information from various data sources in an international business environment.
Mandatory participation	N.A.
Required Software / Materials	N.A.
Activities and/or instructional formats	Lectures, presentations, exercises, case analysis
Required literature	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

3. Examination	
Assessments	A. S&OP exam B. S&OP presentation

A. S&OP exam	
Assessment criteria	The student: • Evaluates the impact that different decisions in demand and supply have on the business (TWM 20/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).
Type of exam	Written
Individual / group	Individual
Exam period	T1, T3
Resit period	T4
Duration exam	120 minutes
Minimum result	5.5
Weight factor of modular exam	60%
Method or enrolment for exam	Standard procedure

B. S&OP presentation	
Assessment criteria	The students: • Deliver an effective and persuasive trade - off analysis presentation to upper management using advanced English (C1) (WW4) • Explain the complexity of the impact that different decisions in demand and supply have on the business and recommend course of action (TWM 20/TWM21).
Type of exam	Presentation
Individual / group	Group
Duration exam	N.A.
Permitted resources / aids	PPT slides, Excel, laptop
Minimum result	5.5
Weight factor of modular exam	40%
Method or enrolment for exam	Via Lecturer

3.21 Supply Chain Management (SUPCHM51/45)

1. General Information

Name of study unit	Supply Chain Management (SUPCHM51 depending on enrolments) – (SUPCHM45)
Study Program	International Business
Study level	Bachelor level 2
Teaching period	Fall semester: Period 1, 2 Spring semester: Period 3, 4
ECTS credits and Study load	5 ECTS credits Schedules contact time: 36 hours Expected self-study time: 104 hours Total assigned study load: 140 hours
Entry requirements	1 year of a business related bachelor degree

2. Content and organisation

Main Professional task	Junior Supply Chain Consultant: Analysing the current performance of the supply chain processes and coming up with improvements.
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.
Exit qualifications / Programme learning outcomes	TWM20 Evaluate operations processes within and between organisations. TWM21 Manage operations processes within and between organisations. TWM 24: Business research WW 6: Collaboration WW 4: Communicate messages effectively and persuasively using advanced English to an (un)informed audience
Mandatory participation	Compulsory, at least 80% of lessons and workshops.(SCM and C-skills coaching). Because of group work during lectures and mutual dependence on group members. This curbs piggybacking as well.
Required Software / Materials	N.A.
Activities and/or instructional formats	Instruction (theory) class and workshops. (case solving, simulations, games, or otherwise). (Peer) feedback in business writing classes.
Required literature	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 C - BUC2A

3.	Examination
Assessments	A. Memo report B. Individual paper C. Group portfolio

A. Memo report	
Assessment criteria	WW4: Composes an effective and persuasive business report for an uninformed audience, using advanced English (C1). Upon successful completion of the memo - report the student receives a tick. The tick makes sure that the student is entitled to the grade for the portfolio.
Type of exam	Memo report
Individual / group	Individual
Minimum result	Pass
Weight factor of modular exam	N.A.
Method or enrolment for exam	N.A.

B. Individual Paper	
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
Type of exam	Individual paper
Individual / group	Individual
Minimum result	5.5
Weight factor of modular exam	60%
Method or enrolment for exam	Participation is enrolment

C. Group Portfolio	
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 the 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
Type of exam	Portfolio

Individual / group	Group
Minimum result	5.5
Weight factor of modular exam	40%