

**INTERNATIONAL BUSINESS COURSE CATALOGUE**

**Short Course descriptions:**

Below you will find the list of courses offered in semester 1 of the 2023-2024 academic year, with a short description of each course. The more detailed descriptions will be available before the summer.

**Structure of the semester:**

Each semester is divided into 2 periods. Some courses are offered in 1 period only, others in both periods.

- Languages are always offered over the full semester: classes will take place in period 1 and period 2.

- All other courses will be completed in a single period, in either period 1 or period 2. If they are offered in both periods, you can take the course in either period 1 or period 2.

**NOTE:** when selecting your courses keep in mind that you should divide them equally over the 2 periods to ensure an equal study load in each period.

-> A full study load is 30 ECTS credits, so ideally you should take 15 credits in period 1 and another 15 in period 2

-> The languages are 5 ECTS credits: 2,5 ECTS in period 1 and 2,5 ECTS in period 2

Course name	ECTS credits	period 1	period 2	level (bachelor)	Course description
Business Ethics	5		X	2	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. 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.
Business Performance Management	5	X		2	The course introduces students to methods organizations use to achieve better performance. The course is based on the concept of continuous improvement to stay competitive. The course is an integration of financial and non-financial approaches to performance of both For-Profit and Not-For-Profit organizations. The main topic of the course is the Balanced Score Card, Business Process Optimization and Lean Management are also addressed. In addition to Performance Management, students gain insight into their role in a group and into behavioural opportunities for improvement.

Course name	ECTS credits	period 1	period 2	level (bachelor)	Course description
Business to Business and Service Marketing	5		X	2	<p>After completing this 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.</p> <p><u>Learning goals:</u></p> <ul style="list-style-type: none"> <li>- <u>Developing a vision of changes and trends in the external environment and developing relations, networks and chains</u></li> <li>- Analysing marketing issues, translating this into objectives and marketing alternatives and preparing decision making</li> <li>- Designing, controlling and improving marketing process or organisational processes</li> <li>- Developing, implementing and evaluating a change process</li> <li>- Social and communicative competency (interpersonal organisation)</li> <li>- Self-directed competency (intra-personal, professional worker)</li> </ul> <p><u>Topics:</u></p> <ul style="list-style-type: none"> <li>- Understanding Service Marketing Management</li> <li>- Capturing Marketing Insights</li> <li>- Connecting with Customers</li> <li>- Building strong brands</li> <li>- Shaping the market offerings</li> <li>- Delivering Value</li> <li>- Communicating Value</li> <li>- Use of marketing metrics</li> </ul>
Doing Business in Europe (2)	5		X	2	<p>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.</p>
European Culture, History, Politics and Law	5	X		2	<p>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.</p>

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Financial Management	5	X	X	2	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. Students learn how to master capital budgeting techniques and assess different projects within a firm, how to form the capital structure of a firm and how to get familiar with methods of financing. , how to translate transactions to financial performanceand how to 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.
Internal Change	5	X	X	2	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) organization, 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.
International Entrepreneurship	5		X	2	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. During the course, the students will produce a portfolio that will be assessed. The products that must be added to the portfolio are a Creative Statement for the business idea, a Strategic Statement for concept and branding of a business and a clear and sound Budget (investment-plan/sales forecast)
International Marketing Management Strategies	5		X	2	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.
Online Marketing	5	X	X	2	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 on 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).

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Operations Management	5	X		3	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.
Organisational Change	5	X	X	2	In this module students will learn about Organisational Change and the external consultant, Strategy for change and 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.
Project Dutch Economy in a global context	5	X		2	The Netherlands is one of the European Union's (EU) 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 km <sup>2</sup> (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 organisations, including among others NATO, the UN, and the European Union. Since the start in 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. Furthermore, an overview is given of the main economic challenges facing the Dutch economy and companies.
Project Management	5	X		3	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.

Course name	ECTS credits	period 1	period 2	level (bachelor)	Course description
Sales and Operations Planning	5	X		3	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.
Supply Chain Management 2	5	X	X	2	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.

## LANGUAGES

Business Communication	5	X	X	2	The module focuses on improving English language skills, namely, writing and speaking / listening skills. Writing: The student writes a memo report. 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. Attendance is compulsory.
English as a Professional Language	5	X	X	2	This module will increase students' proficiency in grammar and reading and writing business English. Students will learn how to deal with intermediate to upper-intermediate business or news-related texts and increase their vocabulary in these areas. Furthermore, they will be trained in presenting in English and improve their pronunciation.
Elective Dutch 1 and 2	5	X	X	1	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. This course focuses on grammar, listening, speaking, reading and writing (CEFR level A1).

We also offer **German, Spanish and French** language courses at various levels. If you are interested in taking one of these languages, we can check if they will fit in your schedule.