ARNHEM BUSINESS SCHOOL

2012/ 2013

EXCHANGE COURSE

Telephone: +31 26 3691250
Fax: +31 26 3691367
E-mail: Jolande.vanSchadewijk@han.nl
Internet: www.han.nl/english

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# 1. THE ACADEMIC YEAR 2012/2013

## 1.1. Calendar of the academic year for the Exchange Course

### Semester 1

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<thead>
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<th>WEEK NO.</th>
<th>DATE</th>
<th>ACTIVITIES</th>
<th>HOLIDAYS</th>
</tr>
</thead>
<tbody>
<tr>
<td>34</td>
<td>20-08</td>
<td>Introduction week, 20-08 Arrival Day, 21-08 Intro Day at Arnhem Business School</td>
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</tr>
<tr>
<td>35</td>
<td>27-08</td>
<td>Lecture week</td>
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<tr>
<td>36</td>
<td>03-09</td>
<td>Lecture week</td>
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<tr>
<td>37</td>
<td>10-09</td>
<td>Lecture week</td>
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<td>38</td>
<td>17-09</td>
<td>Lecture week</td>
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<td>39</td>
<td>24-09</td>
<td>Lecture week</td>
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<tr>
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<td>01-10</td>
<td>Lecture week</td>
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<tr>
<td>41</td>
<td>08-10</td>
<td>Lecture week</td>
<td></td>
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<tr>
<td>42</td>
<td>15-10</td>
<td>Autumn Break</td>
<td>Autumn Break</td>
</tr>
<tr>
<td>43</td>
<td>22-10</td>
<td>Exams V1</td>
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<tr>
<td>44</td>
<td>29-10</td>
<td>Exams V1</td>
<td></td>
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<tr>
<td>45</td>
<td>05-11</td>
<td>Lecture week</td>
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<tr>
<td>46</td>
<td>12-11</td>
<td>Lecture week</td>
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<td>19-11</td>
<td>Lecture week</td>
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<tr>
<td>48</td>
<td>26-11</td>
<td>Lecture week</td>
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<td>03-12</td>
<td>Lecture week</td>
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<tr>
<td>50</td>
<td>10-12</td>
<td>Lecture week</td>
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<td>17-12</td>
<td>Lecture week</td>
<td></td>
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<tr>
<td>52</td>
<td>24-12</td>
<td>Christmas Break</td>
<td>25/12 Christmas Day, 26/12 Boxing Day 01/01 New Year’s Day</td>
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<tr>
<td>01</td>
<td>31-12</td>
<td>Christmas Break</td>
<td></td>
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<tr>
<td>02</td>
<td>07-01</td>
<td>Exams V2 + Re-sits H1</td>
<td></td>
</tr>
<tr>
<td>03</td>
<td>14-01</td>
<td>Exams V2 + Re-sits H1</td>
<td>Official end date semester 1 for exchange students: 21-01-2013</td>
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### Semester 2

<table>
<thead>
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<th>ACTIVITIES</th>
<th>HOLIDAYS</th>
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</thead>
<tbody>
<tr>
<td>04</td>
<td>21-01</td>
<td>23/01/13 Arrival Day, Introduction</td>
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<tr>
<td>05</td>
<td>28-01</td>
<td>Lecture week</td>
<td></td>
</tr>
<tr>
<td>06</td>
<td>04-02</td>
<td>Lecture week</td>
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<td>07</td>
<td>11-02</td>
<td><strong>Spring Break</strong></td>
<td><strong>Spring Break</strong></td>
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<td>08</td>
<td>18-02</td>
<td>Lecture week</td>
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<td>09</td>
<td>25-02</td>
<td>Lecture week</td>
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</tr>
<tr>
<td>10</td>
<td>04-03</td>
<td>Lecture week</td>
<td></td>
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<tr>
<td>11</td>
<td>11-03</td>
<td>Lecture week</td>
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<tr>
<td>12</td>
<td>18-03</td>
<td>Lecture week</td>
<td></td>
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<tr>
<td>13</td>
<td>25-03</td>
<td>Exams V3 + Re-sits H2</td>
<td>29/03 Good Friday</td>
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<tr>
<td>14</td>
<td>01-04</td>
<td>Exams V3 + Re-sits H2</td>
<td>01/04 Easter Monday</td>
</tr>
<tr>
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<td>08-04</td>
<td>Lecture week</td>
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<tr>
<td>16</td>
<td>15-04</td>
<td>Lecture week</td>
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<tr>
<td>17</td>
<td>22-04</td>
<td>Lecture week</td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>29-04</td>
<td>May break</td>
<td>May break 30/04 Queen’s Day 05/05 Liberation Day 09/05 Ascension Day 10/05 School closed</td>
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<tr>
<td>19</td>
<td>06-05</td>
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<tr>
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<td>13-05</td>
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<td></td>
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<tr>
<td>21</td>
<td>20-05</td>
<td>Lecture week</td>
<td>20/05 Whit Monday</td>
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<tr>
<td>22</td>
<td>27-05</td>
<td>Lecture week/Catch-up</td>
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<tr>
<td>23</td>
<td>03-06</td>
<td>Exams V4 + re-sits H3</td>
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</tr>
<tr>
<td>24</td>
<td>10-06</td>
<td>Exams V4 + re-sits H3</td>
<td></td>
</tr>
<tr>
<td>25</td>
<td>17-06</td>
<td>Completion/Review sessions</td>
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<tr>
<td>26</td>
<td>24-06</td>
<td>Re-sits H4</td>
<td></td>
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<tr>
<td>27</td>
<td>01-07</td>
<td>Completion</td>
<td></td>
</tr>
<tr>
<td>28</td>
<td>08-07</td>
<td>Summer Holidays</td>
<td>Official end date academic year 08/07</td>
</tr>
<tr>
<td>29</td>
<td>15-07</td>
<td>Summer Holidays</td>
<td></td>
</tr>
</tbody>
</table>

**NB:** The exact exam dates for specific subjects are not known yet. These will be published approx. 2 weeks before the exam period.

#### 1.2. Year, semester, period

The academic year at Arnhem Business School is divided into smaller units.

- **One year** consists of 2 semesters
- **One semester** consists of 2 periods
- **One period** consists of six or seven lecture weeks followed by exams.
2. COMMUNICATION

2.1. Where to find information

Information from school:
- Students' mailboxes/pigeon-holes (opposite international office E1.01)
- Exams notice board
- Monitor (absent staff, changes of lectures, changes of rooms, etc.)
- Timetables notice board
- This guide
- Arnhem Business School Diary ("Agenda")
- intranet HAN (HAN-Insite)
- www.han.nl/english

Information from students:
- Students' mailboxes/pigeon-holes
- General notice boards
- www.han.nl/english

After having tried these means of communication you are welcome at the Student Helpdesk ‘Vraagpunt’ (= ‘Question Mark Desk’) situated in the B-wing on the ground floor and the International Office (Room E1.01)

**The ABS Exchange Course Coordinator is available on Mondays, Tuesdays and Thursdays.** As the coordination is only part of her work, office hours depend on her lecturing timetable. Her office is room E1.08.

2.2. Where to hand in information

If you have to hand in papers to teachers, or applications to for example internal executives or one of the offices, please use the mailboxes on the ground floor

If you need to return a letter to the International Office, please go to room E1.01 during opening hours (every day 11.00 - 13.00 and 14.00 - 15.30).
3. IMPORTANT DEPARTMENTS / OFFICES AT SCHOOL

3.1 Arnhem Business School address

Ruitenberglaan 31 or Postbus (P.O. Box) 5171
6826 CC Arnhem 6802 ED Arnhem
The Netherlands The Netherlands
Tel: 026-3691111
Website: http://www.han.nl/english

3.2. International Office

Room: E1.03 / Ruitenberglaan 31
Tel.: +31 (0)26-3658132
Fax: +31 (0)26-3691367
E-mail: internationaloffice.arnhem@han.nl

Opening hours for students: Mondays - Fridays: 11.00 - 13.00 and 14.00 - 15.30

Coordinator: Ms Drs. J.L.A.M. van Schadewijk
Office hours: Depending on timetable, available on Mondays, Tuesdays, Thursdays
Room: E1.08 / Ruitenberglaan 31
Telephone: +31 (0)26-3691250
Fax: +31 (0)26-3691367
E-mail: Jolande.vanSchadewijk@han.nl

Assistant: Ms Judith van de Looij
Room: E1.04 / Ruitenberglaan 31
Telephone: +31 (0)26-3691729
Fax: +31 (0)26-3691367
E-mail: Judith.vandeLooij@han.nl

International Relations Officer: Ms Ingrid Le Coultre-den Ouden
Room: E1.02 / Ruitenberglaan 31
Telephone: +31 (0)26-3691331
Fax: +31 (0)26-3691367
E-mail: Ingrid.LeCoultre@han.nl

Exchange students can turn to Ms Ingrid Le Coultre with questions concerning accommodation, official formalities (visa, residence permits, etc.) grants, insurance, etc.
Registration
You are not a tourist so you must register yourself as a citizen.
Procedure:
Register with the town hall.

On arrival you can get more information on this matter from Ms Ingrid Le Coultre, room E1.02.

Some interesting sites for exchange students are:
- www.nbt.nl  Tourist Board’s site
- www.schiphol.nl  Airport arrivals, etc.
- www.ns.nl  Trains; select Options Reisinfo
- www.han.nl/english  Arnhem Business School

3.3.  Student Administration Office and Exam Office

The Student Administration Office and the Exam Office deal with the registration of students and their progress and also organise the exams.

Student cards
At the beginning of your stay at our school, each student must collect his/her student card from the International Office (Room E1.01, Ruitenberglaan 31). This card is proof of enrolment at Arnhem Business School, and thus functions as an ID card. You will be given access to examinations only if you can present this card. Furthermore, this card is also a chip card, which you need to be able to pay in the shop and canteen. Readers, stationery, other products from the shop and photocopies can be paid with this card as well as food and drink in the canteen. Losing the card means losing the credit amount on it!

Information on exams and grades
The Exam Office does not provide any information on grades. You can check your grades on the computers located on the first floor. The exam schedule will be sent to you by email and will be published via HANInsite. Please make sure to check your pigeon holes regularly for other information as well. The Exchange Course Coordinator does not have any further information until all grades of all exams of the period concerned have been processed.

3.4.  Computer Centre

Practical training rooms:  First floor
Desk:  B1.08
From 09:00 - 17:00 hours and from 17:00 - 19:00 hours on Tuesday and Thursday evenings during lecture and examination weeks, students can use the practical training rooms for working with the computer. The staff at the desk will help you in case of problems with the equipment or programmes at school and provide/help you with software support, printing on laser printer or diskette printer, scanning texts/pictures, anti-virus diskettes.
3.5 Multimedia centre/Library

The multimedia centre is located on the first floor in room A1.03 of Arnhem Business School, Ruitenberglaan 31 in Arnhem and is open to students and staff members of the FEM (ABS), Technology and ICA study programmes.

You can contact the study centre:
by phone: 026-3691131
by email: Studiecentrum.R31@han.nl or www.han.nl/studiecentra

Opening hours are: Monday – Friday 08.30 – 16.45 and on Tuesday and Thursday evenings until 21.00 hrs.

During holidays opening hours are limited.

The multimedia centre has around 18,000 volumes, 400 newspapers and magazines, work placement reports, final project papers, annual reports, CD-ROMs, DVDs, video tapes and digital resources.

The databases are accessible via the website: www.han.nl/studiecentra on all HAN computers.

Borrowing

On presentation of your student card, you are allowed to borrow a maximum number of 10 items at a time for free. If items are overdue, you are sent a reminder by e-mail. Overdue items incur fines.

Borrowers are liable for items they have borrowed. You can find the complete borrowing regulations on www.han.nl/studiecentra.

Periodicals, bound volumes of periodicals, video tapes, work placement reports, reference books cannot be borrowed, but can be examined at the study centre.

Other facilities

The study centre has a computerised catalogue and borrowing system (PICA). Computers with internet connections and CD-ROM facilities are available to the students.

Other facilities of the study centre include photocopiers, a scanner, a number of telephone sets, a fax machine and video, DVD and cassette recorders, which are all accessible via the student card. Budget permitting, the study centre aims to take account of students’ wishes in buying books, periodicals and software. The NCC – part of Picarta allows students to consult other libraries in the Netherlands and request books or other items to be sent to the multimedia centre in Arnhem. There is a charge for this service.

People using the study centre are requested not to disturb fellow students while studying. Eating and drinking are not allowed, and bags should be left outside the library. Mobile phones must be turned off. All items and equipment are protected from theft by an automatic security system.

ABS students are also entitled to free borrowing from all library departments of Radboud University in Nijmegen. You can register on presentation of a valid student card, identity card and a document stating your current address, and are then allowed to borrow items from the library.
3.6. General Information

The Student Helpdesk ‘Vraagpunt’ is situated in the B-wing on the ground floor.

**Shop:** Monday thru Friday; see opening hours

**Faxing:** Reception, information on prices at Reception desk

**Fax no.:** +31 26 3691369

**Copying:** with your student card; especially when larger numbers of copies are required, students can contact the Facilities Department for help. Please bear in mind that these copies are for your own account.
4. ORGANISATION OF STUDY PROGRAMMES

4.1. Study programmes at Arnhem Business School

In general, an undergraduate student at Arnhem Business School studies for eight semesters. The first two semesters, called General Foundation Year, offer a very large variety of subjects and thus give the student a chance to orientate on the diverse fields of economics. The student chooses a field he wants to specialise in. The specialist study takes three more years.

The study programmes Arnhem Business School offers are:

AC Accountancy
BE Business Economics/ Finance and Accounting
FSM Financial Services Management
CE Marketing
CO Communication
IBMS International Business and Management Studies
IBL International Business and Languages
FE Fiscal Economics
LE Business Logistics
MER Management, Economics and Law
SB Small Business and Retail Management
F&B Food & Business
HR Law (at the level of University of Professional Education)
FM Facility Management

Several of these study programmes are also offered as part-time studies.

In September 2004, English language programmes (up till then only offered in the IBMS) were started up for some of the above Dutch programmes. Arnhem Business School now also offers English language Bachelor programmes in:

Communication
Finance and Control,
Human Resources and Quality Management
Logistics Management (Economics)

We have extended the modules on offer for exchange students with modules from these programmes. Please refer to the module descriptions in section 5.16 for further information. On arrival students are always free to see the Exchange Course Coordinator to discuss possible options outside the Exchange Course. Please be aware this may lead to clashes and overlaps in timetables and exam schedules.

4.2. Opening hours, lecture hours and timetables

The opening hours of the locations relevant for Exchange students are as follows:

During lecture and examination weeks:
MON. thru FRI.: 08:15 - 18:15 hours
TUE. / THU.: 17:00 - 21:30 hours
Exchange Course lecture hours are as follows:

1. 08.45 - 09.30
2. 09.30 - 10.15
   **BREAK** 10.15 - 10.30
3. 10.30 - 11.15
4. 11.15 - 12.00
5. 12.00 - 12.45
6. 12.45 – 13.30
7. 13.30 - 14.15
8. 14.15 – 15.00
   **BREAK** 15.00 - 15.15
9. 15.15 - 16.00
10. 16.00 – 16.45
11. 16.45 – 17.30
12. 17.30 – 18.15

A **timetable** is composed for each period which is available via HANInsitie. Each student can draw up his/her timetable based on the modules chosen via the **Module Preference Form**. You are required to return this form **before 1st June 2012** (1st semester) and **1st December 2012** (2nd semester). As only a limited number of students can be placed in each group, a student might have to take a module at a time that does not suit him/her perfectly (for example a student might be free except for 2 lecture hours in the afternoon). This is a consequence of the free choice of modules, which we think is important to cater to the needs of the exchange students.
5. EXCHANGE COURSE

5.1 Profile

The Exchange Course is a third-year undergraduate programme taught entirely in English. It is designed for foreign students who take part in exchange projects with one of the Arnhem Business School’s many partner institutions. As the Exchange Course is part of the single student’s study programme (s)he enrolled for with his/her own university or business school, it does not lead to a degree itself. The Exchange Course thus can be perceived as an extended part of the various relevant programmes of the participants’ institutions.

A wide field of subjects is covered by the modules on offer in the programme; the subjects focus mainly on the following fields of interest: international business and management, marketing, corporate communication, finance, human resources, quality management, distribution and logistics.

5.2 Duration

The Exchange Course is offered in two semesters; semester 1 (from the end of August until January), and semester 2 (from end of January until July). Exchange students should contact the officer responsible for exchange projects at their home institution to find out which semester(s) they can study at Arnhem Business School.

Please be aware that the first semester will run into January, which means that exams will be scheduled after the Christmas holidays. Students should take this into account when planning their stay.

5.3 General Position within Arnhem Business School

Within the Arnhem Business School’s structure of study programmes, students who have successfully completed four semesters, leave Arnhem Business School for one semester of industrial placement and one semester of studying abroad. In most study programmes taught in Dutch, the study abroad is an opportunity on a voluntary basis. For students taught in English, studying abroad is (mostly) compulsory. Students of the different Arnhem Business School’s English study programmes are sent to our various partner institutions. In return, we offer their students courses on third-year level of relevant business subjects taught in English. Students taking part in the Exchange Course are therefore required to have studied business subjects for two years. They are also expected to have a sufficient level of English (equivalent to IELTS 6.5).

5.4 Regulations

As the Exchange Course is part of the study programme, the individual students are enrolled at their home institution and the students remain covered by the general regulations of the home institution concerned.

For Arnhem Business School's regulations concerning the more practical aspects applying to exchange students, please consult the booklet "Arnhem Business School's
Regulations for Education and Finals". Copies of this booklet will be available at the beginning of the academic year. Alternatively you can also ask the Exchange Course Coordinator for further explanation on exam results and compensation.

5.5 Application

Exchange students should contact the officer responsible for exchange projects at their home institution who can inform them on the selection procedure applied by the sending institution and give further information and advice. The set of Exchange Course enrolment forms, which can be downloaded from our website (http://www.han.nl/opleidingen/exchange-courses/abs-exchange-course/) - together with the additional documents - should be returned to Arnhem Business School’s International Relations Office by set dates:
For applications for semester 1: 25 May
For applications for semester 2: 25 October

5.6 Semester Dates 2012/2013

Semester 1
General arrival date: 20 August 2012 (08:30 - 16:00 hrs)
Introduction period: 21 August – 24 August 2012
Introduction session new students 21 August at 10.30
Start of lectures: 27 August 2012
End of semester 1: 21 January 2013

Semester 2
General arrival date: 23 January 2013 (08.30 - 16.00 hrs)
Introduction session new students 24 January at 10.30
Introduction period/: 24 January – 25 January 2013
Start of lectures: 28 January 2013
End of semester 2: 8 July 2013 *)
*) Official end date

5.7 Support

Arnhem Business School is very much concerned about high-quality education and has established various methods for supporting, guiding and supervising (from a distance) its own students at their industrial placements and/or during their study abroad. We recognise that a precondition for integrating a study abroad period into the set-up of a study programme is a reliable structure of support and guidance. Therefore, Arnhem Business School has chosen to provide its guest students with an Exchange Course Coordinator and her assistant. They take care of the educational part of the Exchange Course students’ stay in Arnhem. For the various other items concerned with a stay abroad, such as accommodation or visa, our International Office and international administrators can help the incoming students. Every year some enthusiastic students of Arnhem Business School organise an introduction week for the new Exchange students. Information on this introduction week will be sent to you in June (1st semester students) and in December (2nd semester students) Alternatively,
you can contact the Exchange Course Coordinator or her assistant on this matter.

5.8 Modules, Grades, and Credits

In the organisation of its study programmes, Arnhem Business School uses the term ‘module’. Most modules are either 7.5 or 15 ECTS (European Credits). For detailed information on the distribution of modules over the semesters and periods, please consult the overview on the programme available for Exchange Course students.

As a module may consist of a variety of educational activities, it may consist of several assessments. These are described and explained in the module descriptions. Also your lecturers can inform you on the specific details of their modules. You can also always contact the coordinator on this.

ABS Exchange Course students will be awarded credits by the Arnhem Business School for each module with a weighted average of 55 or more. Only scores of 40 or more will be taken into account for the weighted average. Some assessments may need to be 55 or more. If this is the case, this will be specified in the module description.

Please note that you will only be awarded credits if the weighted average of a module is 55 or more, all requirements have been met and all assessments have been completed. If the weighted average is less than 55 or if there are scores below 40, credits will not be awarded and the average will not be shown in the grade list (the results for each of the assessments will be shown).

5.9 Documents

When it comes to integrating a study abroad period into a study programme, formalities beyond regulations are to be taken into account. This handbook and the booklet ‘Arnhem Business School’s Regulations for Education and Finals’ are also the official legal basis for every student in the Exchange Course.

After completion of his/her total study period at Arnhem Business School, the Exchange student will be provided with a general certificate, certifying the student having studied the appropriate period at Arnhem Business School, and grade list. These documents are sent to the coordinators at the partner institutions, where the information will be transferred. At this stage, the home institution will decide about actually allocating the credits. All transactions will be carried out according to the regulations of the home institution, taking into account Arnhem Business School’s documents for providing the necessary information. Grade lists are sent out in February (for the 1st semester) and in July (for the 2nd semester).

5.10 Exams, Re-sits, and Reviews

Some assessments are taken during the lectures. As the calendar for the academic year shows, there are special exam weeks, which follow each lecture period. Especially the written exams are to be planned during these weeks. The consequence of being able to
choose from a large variety of modules is that ABS Exchange students will sometimes have to sit more exams at the same day, whereas on other days they are free. Written exams will not only take place at the Arnhem Business School’s location, but sometimes also at special exam locations. Details of the schedules and locations are published in time on the exam publication board, which - in the last lecture week of the period and during the exam weeks - should be checked each day for up-to-date information. All information is also published on HANInsite.

All students of Arnhem Business School must enrol for exams via HAN-SIS (Hogeschool van Arnhem en Nijmegen Student Information System). Exchange students are enrolled automatically but are themselves responsible for checking this automatic enrolment. Your Exchange Course Coordinator will inform you on these procedures prior to the exam periods.

If there are any problems with your enrolment or if you want to enrol for an exam which is not on your list, please contact the Exchange Course Coordinator.

IMPORTANT: If you are not enrolled you cannot sit exams so always check well in advance!!!

If an exchange student has obtained a grade which - according to the Arnhem Business School’s regulations - is regarded a ‘fail’ (all grades below 5.5, that is: 55 points), there are different possibilities for proceeding further. Generally, the home institution will provide an alternative exam or other assignment to be taken after the student has returned.

You also have the chance to re-sit your exam: you are only allowed two enrolments for an exam per year!

Detailed information on assessments can be provided by the Exchange Course coordinator.

| It will not be possible to re-sit exams of Arnhem Business School at the student’s home institution. |
| It is not possible to take exams from the home institution at Arnhem Business School. |

Please note that according to the Arnhem Business School’s Regulations for Education and Finals, the last grade stands. This means that, if you obtain a lower grade for a re-sit, that last grade will then be documented on the list of grades.

After the written exams have been evaluated by the lecturers concerned (within four weeks), reviews are held on a specific date and time. Only on this occasion students have the opportunity to inspect their work and learn from their mistakes. If an exam is graded by allocating points to single (parts of) assignments, it is allowed to check the lecturer’s calculation. In case the student notices a mistake or disagrees with the marking of his work, he can protest by filling in a form. The form and the biro in a certain colour will be provided by the invigilator of the review session.

The student can also protest if he disagrees with the evaluation of his own work.
5.11 Arrival at Arnhem Business School

Students are expected to inform the introduction group students well in time about the time of their arrival, and about changes which might occur during their journey. In most cases, the students will receive the keys for their rooms from the housing agency. When planning the journey, students should bear in mind, that the housing agency office is open during office hours only (Monday through Friday between 08:30 and 17:00). Students arriving on times when the office is closed will have to arrange accommodation themselves.

In order to introduce the school and the proceedings to our new guest students, the Exchange Course has an introduction period. It is of the utmost importance to take part in this introduction, as it cannot be repeated for single students later.

Students are strongly advised to arrive in time i.e. make arrangements to arrive on the official ARRIVAL DAY. If you arrive on this day, our introduction group students will meet you on your arrival at the railway station and help take you to your room. Students have to arrive in Arnhem to join the lectures no later than in the second week. This means, that students must have arrived and discussed their programme with the Exchange Course coordinator by the end of the first lecture week at the latest.

5.12 Literature and Course Materials

Students of Arnhem Business School are themselves responsible for purchasing the material needed. ‘Dekker vd Vegt’ will offer its services for the supply of books to our students. Dekker vd Vegt is located at the HTS building on the campus. Detailed information will be provided at the introduction. You can also purchase your study books via internet (www.bol.com). Readers/syllabi needed for certain modules can be bought at Arnhem Business School’s shop.

5.13 Medical Information

Students coming to Arnhem Business School have to make sure they are properly insured. The alien police might ask for proof. In case a student’s insurance company does not provide help when a student stays in the Netherlands for a longer period, students can also get insured in Arnhem with one of the companies offering special packages to students. Please consult the International Office for detailed information.

When students have moved to the room they will stay in for the period of their stay in Arnhem, they should register with a general practitioner in the neighbourhood. Practitioners in the Netherlands are often bound in contracts to a certain amount of patients in a certain area they are allowed to accept. If a person is not registered as a patient, he will have to turn to the First Aid department (EHBO) at either hospital in Arnhem or Velp. If a specialist has to be consulted, it is good to know that these doctors practise only in hospitals. The reception of the hospital’s polyclinic should be contacted for appointments.
5.14 Disenrollment from Arnhem Business School

When a student plans to leave Arnhem Business School because he does not intend to continue his studies, or because the period of studying abroad has come to an end, the following procedure has to be followed:

- inform the Exchange Course coordinator about departure if you leave before the end of the study abroad period;
- make sure the rent and other arrears are paid;
- make arrangements for the final check of the room with the housing agency (Vivare);
- return all books to the library;
- if there still is money on the student card please go to reception to get a refund.

5.15 Procedures for registering for modules at Arnhem Business School

In the academic year 2012/2013 Arnhem Business School offers the exchange students a choice between a number of modules (see the module descriptions for more information). Students are advised a study load of 30 ECTS (credits) while with us and they will also have to register for their choice of modules by 1st June 2012 (for 1st semester students) or 1st December 2012 (for 2nd semester students) to be sure of a place in the modules of their choice. using the “Module Preference Form Exchange Students”. This is to help our administration and to make it easier for students upon their arrival.

STUDENTS MUST COMPLETE THE REGISTRATION FORM FOR THEIR CHOICE OF MODULES AND RETURN THIS TO THE INTERNATIONAL OFFICE AT ARNHEM BEFORE 1st JUNE 2012. FAILURE TO DO THIS MAY LEAD TO THE STUDENT HAVING A MORE LIMITED CHOICE OF MODULES AVAILABLE TO HIM/HER UPON ARRIVAL (2nd semester students: before 1st December 2012).

Structure of Programme

The Exchange Course at Arnhem Business School is available in 2 semesters. Each semester is split into two teaching periods. During the period(s) students can be assessed in a variety of ways, e.g. presentations, reports, group work etc. Most modules also require students to be assessed via a written exam. Each period will be followed by exam weeks. The exact assessment method will be explained by your lecturer. A student is advised to follow a package of modules per semester that amounts to a total of 30 ECTS (credits) but the home university has the final say in this. We advise students to choose 6 modules and indicate their preference using 1 – 6 (1 meaning highest preference) so that alternatives are taken into account in case of oversubscription, clashes or overlaps.
## Modules Available in 2012/2013

<table>
<thead>
<tr>
<th>Code</th>
<th>ECTS</th>
<th>Module</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBS BBM1</td>
<td>7,5</td>
<td>Business to business &amp; Service Marketing</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EBE BEH1</td>
<td>7,5</td>
<td>Business Ethics</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EBM BPM1</td>
<td>7,5</td>
<td>Business Performance Management</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EBU BUX1</td>
<td>7,5</td>
<td>Business Communication English</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EDC DCL1</td>
<td>7,5</td>
<td>Dutch Culture, Language and Society</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EEI EIN1</td>
<td>7,5</td>
<td>European Integration</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EEM EMA1</td>
<td>7,5</td>
<td>E-Marketing and E-Commerce</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EEV EVE1</td>
<td>7,5</td>
<td>Event Management</td>
<td>1,2/3,4</td>
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<tr>
<td>EEX ENX1</td>
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<td>English</td>
<td>1,2/3,4</td>
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<tr>
<td>EFI FIE1</td>
<td>7,5</td>
<td>Finance</td>
<td>1,2/3,4</td>
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<tr>
<td>EIT ITM1</td>
<td>7,5</td>
<td>International Marketing</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>ELA LAW1</td>
<td>7,5</td>
<td>International Law</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EOR ORB1</td>
<td>7,5</td>
<td>Organisational Behaviour</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>EPD PDE1</td>
<td>7,5</td>
<td>Project Dutch Economy in a global context</td>
<td>1,2/3,4</td>
</tr>
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</table>

### Modules from other English-language programmes

<table>
<thead>
<tr>
<th>Code</th>
<th>ECTS</th>
<th>Module</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>EEL-IND</td>
<td>7,5</td>
<td>International Distribution/External Logistics</td>
<td>1,2</td>
</tr>
<tr>
<td>DIL-MAM</td>
<td>7,5</td>
<td>Material Management/Internal Logistics</td>
<td>3,4</td>
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<tr>
<td>CMC</td>
<td>15</td>
<td>Communication/campaign plan</td>
<td>1,2 /3, 4 depending on enrolments</td>
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<td>DPR</td>
<td>7,5</td>
<td>Public Relations &amp; Public Affairs</td>
<td>1,2 (depending on enrolments) 3,4</td>
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<tr>
<td>BN1</td>
<td>7.5</td>
<td>Business Processes 1</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>BN2</td>
<td>7.5</td>
<td>Business Processes 2</td>
<td>1,2/3,4</td>
</tr>
<tr>
<td>MG1E</td>
<td>6</td>
<td>Introduction to Management</td>
<td>1,2/3,4</td>
</tr>
</tbody>
</table>

Minors (30 ECTS full semester programme)

| MLM   | 30    | Minor Logistics Management (Economics) | Depending on enrolment |

|
5.16 MODULE DESCRIPTIONS 2011/2012

Specific exchange modules:

EBS BBM1D: BUSINESS TO BUSINESS AND SERVICE MARKETING

<table>
<thead>
<tr>
<th>Module code</th>
<th>EBB BBM1D</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module name</td>
<td>Business to Business (B2B) and Service Marketing</td>
</tr>
<tr>
<td>Number of EC</td>
<td>7.5</td>
</tr>
</tbody>
</table>

Objectives
This module is an introduction to the most important issues in Business to Business (B2B) and Service Marketing.
In the end students will have a good knowledge of specific problems arising in Business-to-Business and Service Marketing, and they will have some practice in analysing and solving B2B and Service Marketing problems.

Topics
Business to Business (B2B)
- Introduction to Business-to-Business Marketing
- Customers, Organizations and Markets
- Organizational Buying and Buyer Behaviour
- Concepts of Business Strategy
- Market Research and Competitive Analysis
- Segmentation, Targeting and Positioning
- Developing Product, Service and Value
- Innovation and Competitiveness
- Pricing in Business-to-Business Marketing
- Business-to-Business Selling
- Supply Chains and Channel Relationships
- Communication with the Market

Service Marketing
- Introduction to Services Marketing
- Consumer Behaviour in Service Encounters
- Positioning and Creating the Service
- Designing the Communication Mix
- Pricing and Revenue Management
- Distributing Services
- Designing and Managing Service Process
- Balancing Demand and Capacity
- Planning the Service Environment
- Managing Relationships
- Customer feedback
- Improving Service Quality and Productivity

Learning Methods
- Interactive lectures
- Practical component by studying case studies
- Individual and group assignments
- Presentations by students
Assessment

The first week of lectures will be introductory. Students may decide to resign from the course until week 2. Students cannot be enrolled for this course later than week 2. The assignments will be assessed by the lecturer.

Students are required to have a 75% attendance (8 lectures out of 12 lectures) to gain full points for assignments. Any time when your absence is over more than 4 times, this will lead to a reduction of 5 points each time of your mark group assignments. Students who do not complete or involve in group work will receive 10 points maximum.

<table>
<thead>
<tr>
<th>Exam code</th>
<th>EBBBBM1D.0</th>
<th>EBBBBM1D.5</th>
<th>EBBBBM1D.6</th>
<th>EBBBBM1D.8</th>
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<td>1+3 during class</td>
<td>V2, V4, H4,</td>
<td>2+4 during class</td>
</tr>
<tr>
<td>Number of EC</td>
<td></td>
<td></td>
<td></td>
<td>7.5</td>
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<td>0.75</td>
<td>3</td>
<td>0.75</td>
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<tr>
<td>Form</td>
<td>Individual exam Business-to-Business Marketing Min. 5.5</td>
<td>Group assignments/ participation Business-to-Business Marketing Min. 5.5</td>
<td>Assignment and Presentation Service Marketing Min. 5.5</td>
<td>Group assignments/ participation Service Marketing Min. 5.5</td>
</tr>
</tbody>
</table>
**EBE-BEH1A: Business Ethics**

<table>
<thead>
<tr>
<th>Module code</th>
<th>EBE-BEH1A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module name</td>
<td>Business Ethics</td>
</tr>
<tr>
<td>Number of EC</td>
<td>7.5</td>
</tr>
</tbody>
</table>

**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 organisational and the social and cultural (international) environment. Students will be challenged to elaborate on their future role as a(n) (international) (HR) 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.

**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 organisation
4. Are aware of their personal ethical behaviour
5. Have practised presenting, discussing and debating skills

**Topics**

- Individual and organisational ethical behaviour
- 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

**Learning methods**

- Interactive lectures
- Research
- Presentations
- Discussions
- Group work

**Assessment**

<table>
<thead>
<tr>
<th>Exam code</th>
<th>EBE-BEH1A.7</th>
<th>EBE-BEH1A.5</th>
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</thead>
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<tr>
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<td></td>
</tr>
<tr>
<td>Number of EC</td>
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<td></td>
<td></td>
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<tr>
<td>Weighting Factor</td>
<td>2.5</td>
<td>2.5</td>
<td>2.5</td>
</tr>
<tr>
<td>Form</td>
<td>Research paper Min. 5.5</td>
<td>Case Study Min. 5.5</td>
<td>Individual Assignments Min. 5.5</td>
</tr>
</tbody>
</table>
EBM BPM1A: BUSINESS PERFORMANCE MANAGEMENT

<table>
<thead>
<tr>
<th>Module code</th>
<th>EBM BPM1A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module name</td>
<td>Business Performance Management</td>
</tr>
<tr>
<td>Number of EC</td>
<td>7.5</td>
</tr>
</tbody>
</table>

Objectives/General Introduction
The programme Business Performance Management teaches students how organizations and its people can achieve a better performance. The course is based upon the concept that organizations continuously have to change in order to stay competitive and to bring added value to their clients. The course is an integration of both financial and non-financial factors that can be decisive for the success of both companies and not-for profit organizations.

The course is built on the basis of the performance improvement cycle, and introduces the Balanced Score Card, one of the tried and trusted methods to translate strategy into practical, measurable objectives. It gives insight into (corporate) trends and tools that are used by organizations in their response to both external (market) and internal (organizational and human) changes. It highlights the organizational and personal learning process. Thus, the course provides students (more) insight into trends, tools and instruments companies and organizations can use in their permanent learning process to stay competitive.

In parallel, students gain insight in their own personal performance, their role in a team and behavioural opportunities for improvement.

Topics
The starting point of the course will be the different strategy processes and forms companies and organizations can follow. Once the strategy has been chosen, structures and tools are to be implemented in order to monitor the whole process and to make the strategy into a success. Success will only be achieved if both the organization and its people are willing to learn and to change.

Items covered are:
- **Hard skills**
  1. Forms of strategy and the strategy-decision process
  2. Analysis of competitive position
  3. Organizational models and structures
  4. Management information systems and dash boards to stay in control (e.g. BSC)
  5. Organizational and human aspects of a constantly changing organization
  6. Processes & Total Quality Management
  7. Lean Management & 6 sigma
- **Soft skills**
  1. Business ethics
  2. Different roles in a team
  3. Team- and personal performance assessment
  4. Lean game
  5. Negotiation

Learning methods
In weekly classes the main topics are interactively discussed. Theory will be supported by real case (corporate) examples.

Following (further) self study intermediate assignments are to be made using both the theory and the case examples for specific practical descriptions and solutions. All assignments and cases are done by teams consisting of 5 to 6 members.

In the final assignment all items will be integrated by designing a virtual Balanced Score Card for a publicly traded company.
Assessment

Written Exam of 90 minutes (25 MC questions)

Report & Presentation: The intermediate cases/assignments and the final report will be graded. Peer assessments and the individual performance of students during (assignment) presentations will be added to the team grades in order to give each student his or her final individual grade.

<table>
<thead>
<tr>
<th>Exam code</th>
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<th>EBMBPM1A. 6</th>
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<tbody>
<tr>
<td>Periods</td>
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<td>Number of EC</td>
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<td></td>
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<tr>
<td>Weighing Factor</td>
<td>50%</td>
<td>50%</td>
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<tr>
<td>Form</td>
<td>Witten exam of 90 minutes Min. 5.5</td>
<td>Final report + presentation Min. 5.5</td>
</tr>
<tr>
<td>Aids</td>
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<td>None</td>
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</table>

Your lecturer will inform you of further details
EBU BUX1A: BUSINESS COMMUNICATION

<table>
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<tr>
<th>Module code</th>
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</thead>
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<tr>
<td>Module name</td>
<td>Business Communication</td>
</tr>
<tr>
<td>Number of credits</td>
<td>7.5</td>
</tr>
</tbody>
</table>

Not for native or near-native speakers of English!

**Prerequisites**
English 1 + English 2 or upper intermediate knowledge of English

**Objectives**
This module will increase students’ proficiency in written and spoken business English. Students will learn how to write various short business writings and one longer group report. Furthermore, they will be trained in conducting meetings and a job interview. This class has a cross-cultural approach to business communication. Though it is a course in business communication, there is a strong focus on improving English skills, for which reason native speakers of English should not take this class.

**Topics**
Business texts and cases
Writing exercises
Report writing
Job interview
Formal meetings

**Learning methods**

**First period**
Every week students will have five hours of class:
- One hour consultation on Market leader self study, in which the students build and update their business vocabulary, text comprehension and grammar.
- One hour learning about and practicing cross-cultural formal meeting skills.
- One hour dealing with professional writing skills. The students will compile individual portfolios.
- Two hours in which the students go through the process of an application: writing a letter of application and conducting a job interview.

**Second period**
Every week students will have four hours of class:
- One hour consultation on Market leader, in which the students build and update their business vocabulary, text comprehension and grammar skills.
- One hour dealing with the preparation of writing a long formal (group) report; topic: *Doing business abroad.*
Note: The mark for the report is based on the final product as well as on the process. In case of doubt with regard to the origin of the report, the student will be asked to defend the report during a presentation.
- Two hours in which students conduct formal meetings.

Since the assessment for oral skills (job interviews and meetings) is based on continuous assessment, students are not allowed to miss more than 1 of these classes in each period of 6 weeks. If students miss more, 1 grade point will be deducted for each session they miss extra.
# Assessment

<table>
<thead>
<tr>
<th>Exam code</th>
<th>EUBUX1A.0</th>
<th>EUBUX1A.6</th>
<th>EUBUX1A.4</th>
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<td>V1,3 H1,3</td>
<td>During class</td>
<td>During class</td>
<td>V2,4, H2,4</td>
<td>During class</td>
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<tr>
<td>Number of EC</td>
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<tr>
<td>Weighting Factor</td>
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<td>1.0</td>
<td>1.2</td>
<td>1.3</td>
<td>1.2</td>
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<tr>
<td>Form</td>
<td>Written exam (Market Leader) Min. 4.0</td>
<td>Portfolio Min. 5.5</td>
<td>Job interview Min. 5.5</td>
<td>Report Min. 5.5</td>
<td>Written exam (Market Leader) Min. 4.0</td>
<td>Meetings Min. 5.5</td>
</tr>
<tr>
<td>Aids</td>
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</table>
# EDC DCL1A: DUTCH CULTURE, LANGUAGE and SOCIETY

<table>
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<tr>
<th>Module code</th>
<th>EDC DCL1A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Module name</td>
<td>Dutch culture, language and society</td>
</tr>
<tr>
<td>Number of EC</td>
<td>7.5</td>
</tr>
</tbody>
</table>

**Objectives**

The course offers you basic knowledge and skills, enabling you to communicate with fellow students in Dutch at a basic level. Since the focus is on the communicative aspects, special attention is paid to oral and listening proficiency training. The grammar is explained in English, but the lecturers use Dutch when possible, so in a few weeks’ time you will have less problems understanding what is being said to you (and about you!)

The language is one thing but the Dutch way of life can be an eye opener as well. The Dutch way of life, the history, the special products (“hagelslag”, “drop”, “stroopwafels”), the water(management), the people and their values, don’t miss it while you are here!

**Topics**

When in the Netherlands: do as the Dutch do. Going to the grocer’s, picking up a pound of cheese, two packs of milk, a chocolate bar, vegetables and meat will be just as easy for you as ordering a cup of coffee or something stronger in one of Arnhem’s bars. During the course you not only get to know basic Dutch in speech and writing, but you also learn a lot about the Dutch way of living. You get to understand a little about Dutch customs, like for example “gezelligheid”, “open gordijnen”, “koffie drinken” and the typical breakfast, lunch, dinner. We also pay attention to social events like for example “verjaardagen” and national holidays like “Sinterklaas”, “koninginnedag”. The Dutch treat is “world famous”, but do the Dutch really always “go Dutch”? And what does “poldermodel” en “prinsjesdag” mean, when you are discussing politics?

**Learning methods:**

- A handbook and a workbook (*Taal Vitaal*) containing wordlists, exercises, grammar and culture aspects;
- Cultural topic presentations by lecturer and students;
- Conversations (in Dutch) about the Dutch way of life;
- Pop songs;
- Short trips (for example: cheese shop, windmill, Open Air Museum).

Everything is used in learning this exciting language and getting to know this country!

**Assessments:**

<table>
<thead>
<tr>
<th>Exam code</th>
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<td>V2, V4, H4</td>
<td>1+2, 3+4 during class</td>
</tr>
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<tr>
<td>Weighting Factor</td>
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<td>2.0</td>
<td>3.5</td>
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<tr>
<td>Form</td>
<td>Written exam Min. 4.0</td>
<td>Written exam Min. 4.0</td>
<td>Oral exam, during class and assignments focused on getting to know the country and its inhabitants Min. 5.5</td>
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<tr>
<td>Aids</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

Your lecturer will inform you of further details.
**Objectives**

The course will help you understand European Institutions. It focuses on mergers, cooperation and expansion of companies across Europe and deals with economic and legal aspects related to such developments. Moreover, you will study the differences in culture and society to help you find your way in Europe.

**Topics**

European Institutions, European and Institutional Law, Competition Law, Economics, Export, Marketing and Cross Cultural aspects as well as recent developments in the field of business, politics, employment, export, environment, expansion, mergers and take-overs and their consequences.

**Learning 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.

**Assessments**

Case study, MC exam, group report and presentation

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<tr>
<th>Exam code</th>
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<th>EEIEINIA.5</th>
<th>EEIEINIA.1</th>
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<td>Hand-in X-Ray Min. 5.5</td>
<td>MC-test Min. 5.5</td>
<td>Final report, presentation + peer assessment Min. 5.5</td>
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*) NB: An outline of the X-Ray report should be handed in in week 3 of the 2nd term (GO/NO GO)
Objectives:
This course provides students with a broad overview and understanding of the many elements, disciplines and issues of E-Marketing and E-Commerce. As it makes no assumptions of any particular subject, students of any background with progress in their bachelor education program should be able to cope with the course. Although the general contents of the course are very broad, part of it has a strong focus on business models, business strategy and sales channels, and the way these have been changed by the penetration of the Internet in our society. Technological items are involved, though limited to a managerial point of view. The general aim of this 12-week course is to ensure that students understand that E-Marketing and E-Commerce is the real world of the Internet. Besides that students have to learn that the Internet is a medium to reach customers and that goods and services have to be delivered under more pressing circumstances of the 7/24 hour business day.

Topics:
- How does a computer work, How does the Internet work, Intranets, Extranets.
- Marketing and E-Marketing.
- Online Business Models and online presence.
- Online strategies in relation to general business strategies
- The Internet Marketing Mix.

Learning methods:
Lectures and group discussions during classes. Internet-enabled computer-based assignment. The use of the library and of the Internet is necessary to ensure that students have knowledge of the latest developments in E-marketing and E-Commerce and cognate areas.

Study Material:
Syllabus / Reader: ‘E-Marketing & E-Commerce’ to be obtained at the start of the course.

Assessments:

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EEV EVE1A: Event Management

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<tr>
<th>Module code</th>
<th>EEV EVE1A (and EET-ETU1A)</th>
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<tr>
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<td>Event Management</td>
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<tr>
<td>Number of EC</td>
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**Objectives:**

This module will increase students’ professionalism in planning and organising events in international groups on the topics mentioned below.

**Topics:**

- Co-operation and communication skills in international multicultural groups
- Planning skills
- Branding of events
- Sponsoring of events
- PR of events
- Finance of events
- Logistics of events

**Learning methods:**

This is a very practical course and the theory given is limited. In the first week you will meet your student colleagues during tutor hours. We will make inter-culturally diverse groups and link you to predetermined events. There will be different sorts of events, for instance sports, charity, PR and congress events. Every event has its own client who will give you the assignment to organise a specific event. This client has expectations towards the scope of the event, the target group and budget, which you need to take into account when defining your event and filling in the details.

In your group you will start to work as an independent project group, which means that you have to take initiative in your group, plan group meetings, make meeting minutes and communicate with your client, lecturers, sponsors and other parties involved. You are highly dependent on your student colleagues in your group, so you are also expected to involve yourself and your other team members!

All the groups will be coached by a tutor in the process of co-operation and task division, meeting skills, conflict management and management of intercultural diversity. The tutor will be present during tutor hours every week for the whole semester (see EET-ETU1A in your schedule) and helps you to define problems and solutions in group work. Remind that you are the ones who have to solve your problems in the first place. Presence during tutor hours and other group meetings is obligatory and we expect you to work on your event and the plans during lecture weeks, catch up week and exam weeks.

During the first block and the first week of the second block, you will receive expert support by guest lecturers (see EEV-EVE1A in your schedule). All students have to attend the six supporting lectures, given by guest lecturers specialised in different fields of knowledge, as they are mandatory too. Guest lecturers link their expertise with important aspects of organising events. During their lecture, the guest lecturer will explain the group assignment, linked to your own event, which you have to finish in two weeks time. You have to hand in the assignment with the guest lecturer before the deadline and he/she will give you feedback using an assessment form. If you have a sufficient (pass), you do not have to improve your assignment. If it is insufficient (fail) you have to use the feedback to hand in an improved version within one week again. If you handed in your first version after the deadline of two weeks, you do not have a re-sit chance anymore.
Assessment:

For finishing the course, you have to make a group portfolio, including all the plans and evaluations. Knock out criteria are:
- Sufficient presence and participation in team meetings and group work during the whole semester
- Sufficient presence during guest lectures
- Passes for all the group plans
- Group Portfolio complete and handed in on time

During the group assessment you will be assessed on your knowledge of the documents in the portfolio, the reflection about the event itself, the plans made, the co-operation in the group and your contribution to the project. In the reader you can find detailed information on the contents of the group portfolio. If your group portfolio is incomplete or handed in too late, you will have an insufficient for the first group assessment and the assessors will inform you about the re-sit possibility for the second and last group assessment.

If you cannot implement your event, you have to carry out the assignment for an imaginary event and explain what went wrong. Furthermore, you have to participate in the execution of an event of another group to gain experience in the implementation of an event. We think you can learn a lot from success and maybe more from failure.

<table>
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<tr>
<td>Aids</td>
<td>Group portfolio</td>
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Not for native or near-native speakers of English

Objectives
Increase students’ knowledge of aspects in English grammar and improve students’ fluency, especially in a business-related context
Improve students’ pronunciation
Improve students’ vocabulary, reading and interpretation skills.

Develop students’ presentation skills

Topics
Grammar
Pronunciation
Texts and Vocabulary
Presentations

Teaching methods
Every week students will have 3 lectures dealing with grammar, oral practice, pronunciation, texts and vocabulary
- Attendance for these classes is obligatory. If students miss more than 2 out of 12 classes, 10 points will be deducted for each class they miss more.

Assessment:

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<tr>
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<td>Participation in class, oral exercises, pronunciation Min. 5.5</td>
<td>Written exam Min. 5.5</td>
<td>Presentation Min. 5.5</td>
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Your lecturer will inform you of further details
EFI FIE1B: Finance

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**Objectives/General Introduction**
This programme teaches students to manage and evaluate companies and organisations from a financial perspective. The module is built along the principle that a company can be considered as an investment. The course gives insight into the public and private capital- and money markets as well as how companies organise their relationship with potential investors.

The course will give insight into the relevant forms of financing. It will address why different financial sources have different concepts and prices and how companies can organise their optimal financial structure in order to create value for all its stakeholders. Students will learn how financial managers combine the need for a satisfying return to their financiers and an internal controlled system to support the necessary risk management. Students will learn how investment decisions are made and what different forms of capital budgeting companies can use. The course will show the benefits and risks of the principle that companies and managers are evaluated whether they have been able to create value for their financiers. The programme will explain why cash and cash flow are so relevant for both business decisions as well as for current and future financial sources.

**Topics**
- Cash is king and the value of future cash flow
- Financial markets
- Cost of capital
- Scenario and sensitivity analysis
- (International) financial management
- Risk management
- Financial instruments and derivatives/options
- Mergers and acquisitions
- Financial risks and required returns
- Equity and debt financing
- Capital budgeting and investment decisions
- Financial structure and leverage
- Working capital management and financial planning
- Foreign exchange management
- Corporate governance and investor relations

**Learning methods**
During classes the main theory will be lectured mainly by interactively discussing actual cases. In teams of maximum 4 students intermediate cases are to be worked out in order to practically train the theory. These cases will be both graded as well as discussed during classes. The average grade of the intermediate cases has to be “sufficient” in order to obtain the full 7.5 credits. Students will be evaluated using a peer assessment.

**Assessment**

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INTERNATIONAL MARKETING

Prerequisites: completion of a course in Marketing Management

Objectives:
Examine the cultural, economic and political factors that affect the development of strategies for marketing of goods and services worldwide.
Develop international marketing strategies and plans for implementing relevant marketing policies for servicing international markets.

On completion the student will:
• understand the international marketing process and its role in international business;
• be acquainted with the unique issues and problems associated with marketing in foreign countries;
• know the fundamental theoretical concepts and techniques of international marketing;
• be able to analyse international marketing cases and recommend appropriate courses of action;
• be able to develop an international marketing plan.

Topics:
• theories of international marketing;
• international and foreign economic environments;
• foreign cultural and political/legal environments;
• international market research;
• global marketing strategies;
• foreign market entry strategies.
• international product management and service marketing;
• foreign distribution and international logistics;
• international promotion and pricing policies;
• international marketing management - planning, organisation and control.

Learning methods:
Before attending a seminar, students are required to read relevant chapters from the text book and the syllabus. During the seminar the lecturer will discuss with the group the main issues dealt with in the readings. Multi-national groups of students will give presentations about case study reports they have previously made. Opposing groups will then ask critical questions and give feedback. Each group will also develop and present a preliminary (initial) and final international marketing plan based on an approved (fictitious) international company.

Literature/Study materials:
International Marketing; Ghauri and Cateora; McGraw-Hill; 2005, (2\textsuperscript{nd} edition); ISBN 0-07-7108302
www.mcgraw-hill.co.uk/textbooks/ghauri → Online Learning Centre → Student Edition
Syllabus: International Marketing for IBMS Exchange

Assessment:
During the first meeting multinational case groups will be formed. These groups will analyse and present 3 cases during the course and ask critical questions about 3 other case presentations. The same groups will also present an initial and final version of an International Marketing Plan in weeks 7 and 11/12. The International Marketing Plan should be based on an existing company intending to enter a new country market with a (new) product.
The cases and plans will be assessed on the quality of the report/plan (structure, form and content); the content and delivery of the presentation; and the individual contributions to class discussions (critical opposition).
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<th>EITITM1A.4</th>
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<td>Form</td>
<td>Av. of 3 Group Case Reports + Presentations Min. 5.5</td>
<td>Initial Group Marketing Plan + Presentation Min. 5.5</td>
<td>Final Group Marketing Plan + Presentation Min. 5.5</td>
<td>Interim written exam Min. 4.0</td>
<td>Final written exam Min. 4.0</td>
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General information:
This course provides the students an introduction to international business law. The course consists of 2 periods of lessons and assessments. Because of the fact that there is no previous legal knowledge required, the fist 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, international contracts and corporate law. In the second period the main focus will be on being able to recognise problems that may arise when doing business abroad. 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.

1st period: Introduction to law

Objectives
The students will be able to recognise, diagnose and solve business-related legal problems. The students have knowledge of the way a national state may be organised. The students will be able to explain the relation between the law of the European Union and national law.

Topics
- Legal families of the world
- International Public Law versus international private law
- Principles of European Community Law
- Legal principals of a national system of law and Dutch law
- Compare (Contract) law of countries around the world
- Corporate law.

Learning methods
Lectures, presentations and a visit to the EC-Court of Justice (if possible)

Before attending class students have to read some chapters from the compulsory reading Study guide. During weekly classes the students will solve cases, and the lecturer will discuss the main topics that were dealt with in the compulsory reading. The students also prepare a presentation in which they compare the organisations of countries and/or they make a comparison of a topic of private law with the Vienna Convention or Dutch law. These presentations will take place in class during week 3 to 6. The students will all make 2 questions from which the lecturer can make a selection for the written examination.

2nd period: Import-export basics

Objectives
This part of the course provides the students with an introduction to export-import practice 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.

Topics
- Concepts in international trade law
- Legal framework export-import and international contracts
- International sale of goods
- Payment methods
- Dispute resolution: arbitration or litigation?
- Transportation of the goods
- Ways of exporting: an agent or distributor?

**Learning methods**
Instruction lectures will be given after which the students are supposed to work on one or more legal cases applying the most important conventions and advising a company how to solve the problem now and how to prevent the legal problem in the future.
The students will also work in groups of two in which they will conclude an international contract of sale. One student will represent the seller and the other student will represent the buyer and they will negotiate the contract after which a problem occurs which they will be able to solve as well.

**Assessment second period**
1. a written examination on the topics of the 2nd period
2. the assignment on the international sales contract

**Assessment after first period**
1. Written exam (solve cases on topics of the first period)
2. Presentation on a comparison of the legal systems of two different countries.

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<td>Presentation Min. 5.5</td>
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**Assessment whole course**
The module will be assessed with a portfolio exam based upon 2 written exams combined with the presentation in the first period and the assignment in the second period.

**Books and readers**
Introduction to Dutch and Commercial law, Sonja van Hall
ICC-guide to Import-Export Basics, Jonas Astrup a.o.
Conventions reader
Handbook international law, reader

Your lecturer will inform you on further details.
EOR ORB1A: ORGANIZATIONAL BEHAVIOUR

<table>
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<td>Organizational Behaviour</td>
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<tr>
<td>Number of EC</td>
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</table>

General information/Objectives

The module Organizational Behaviour (ORB) is all about people’s (students’) behaviour and the influence of their thoughts, emotions, their values and attitudes, their position and situation on that behaviour, partly related to work, partly related to their actual situation in the learning group. Social Psychology and Work Psychology, Sociology and Politics are the scientific resources for the theory of ORB. The actual behaviour of the students in the lecture time, their experiences in work-related situations and cases and literature from the professional field are our resources for the knowledge of the refractory practice. Furthermore we see and treat the students as “knowing people” and we use their knowledge as well. We want to keep the gap between what we are talking about and what we are doing during class as small as possible. Therefore the activity of each student in class must be stimulated and guided in the direction of effective organizational behaviour. Organizational Behaviour is not only a module to understand and learn to manage the behaviour of other people, but also the behaviour of yourself. Using these general ideas there is a possibility that we can integrate theory and practice, knowledge and skills and, last but not least, other people and ourselves.

Objectives

- The module brings the students in touch with a broad account of key areas of work psychology, sociology and politics in relation with ORB. They have to study, to analyse and to be critical of (classic and contemporary) theories in the field of ORB.
- The students have developed their knowledge and skills about the challenges and opportunities to apply ORB principles within organizations.
- The module generates insight into how individuals and groups impact the behaviour in organizations.
- The students have developed their skills to work with a work group / team as a team member as well as a team leader.
- All students are being confronted with at least one difficulty in their behaviour that hinders them in effective (organizational) behaviour. All students have the experience to overcome more or less such kind of obstacle.

Topics

In ORB the student is, among other things, developing the following competences:
- The ability to apply relevant scientific insights, theories and concepts, to combine several subjects to gather information and draw conclusions in a methodical and reflective manner.
- The ability to plan, manage, control and evaluate personal work activities and group work in projects.
- The ability to make use of relevant techniques to monitor his own performance.
- The ability to lead discussions, express his ideas, make proposals and give stimulating presentations.
- The ability to make proper use of presentations techniques and audio-visual aids.
- The ability to take initiative and leading role within a team in order to reach a defined goal.
- The ability to actively contribute to a group product or result.
- The ability to explain the differences between national, organizational and occupational cultures and to outline strategies for adapting to these differences in e.g. human resources management, marketing and intercultural communication.

The student can identify the relevant dimensions of cultures and has developed self-awareness of his own cultural background.

Subjects:
- Values and personal characteristics
- Communication
- Perception and decision-making
- Motivation
- Group Behaviour
- Conflict and negotiation
- Organizational Culture
- Change Management

Learning methods:
We try to integrate theory and practice in our lectures. It is very important that future students know that our learning method not only needs an intellectual effort, but an emotional effort as well. We appeal to the student’s creativity, flexibility, responsibility and commitment with what is happening during class. Starting from the idea that the class-situation is a kind of laboratory to exercise organizational behaviour. Furthermore we handle:
- a challenging and accessible course book with many features to support the learning process
- weekly presentations by the students with a two-way activity programme
- cases and assignments
- (panel) discussions
- games and exercises
To keep the quality of education high, to encourage group cohesiveness and to minimize social loafing the group size with which we work is no more than 18 students.

Assessments:
A. In each lesson the presenting students will assess their fellow-students. The lecturer takes all the remarks into consideration and finally gives a mark.
Points of attention:
- choice of subjects;
- clear and “to the point” (compact) explanation;
- usage of a.v. aids (beamer, overhead, etc.);
- the use of own words/comprehensible language;
- giving (daily-life) examples out of own experiences;
- interaction with the audience;
- asking specific questions to the audience;
- answering questions;
- originality;
- attitude;
- gestures;
- voice impression.
B. A two-hour multiple-choice exam consisting of 40 questions (10 right answers 10 points/ 40 right answers 100 points).

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<tr>
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<td>Written exam Min. 4.0</td>
<td>Assignment Presentation Participation Min. 5.5</td>
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**NB: No electronic dictionaries allowed**
Your lecturer will inform you of further details
EPD PDE1C: PROJECT DUTCH ECONOMY IN A GLOBAL CONTEXT

<table>
<thead>
<tr>
<th>Module code</th>
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<tbody>
<tr>
<td>Module name</td>
<td>Project Dutch Economy in a Global Context</td>
</tr>
<tr>
<td>Number of EC</td>
<td>7.5</td>
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</table>

Objectives
This module aims at providing students with knowledge and understanding of the functioning of the Dutch economy within a European and global context. After having done this module students will understand why foreign companies like the ones mentioned below are so enthusiastic about the Netherlands.

Superior logistics and technology infrastructure
‘I there’s no better place for LOGISTICS than the Netherlands’
FedEx (USA)

Innovation
‘Innovation and reliability are our most important drivers, which are guaranteed thanks to the openness and good infrastructure in the Netherlands’
Yokogawa (Japan)

Quality of life
‘...we plan to be here long term ...
…the Netherlands does feel like HOME!’
Nike (USA)

Topics
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), 16.3 million inhabitants, and a GDP of 591 bn euro (2010). It is a relatively affluent country with GDP per capita amounting to over 35 thousand euro in 2010. 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 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.

Learning methods
Students have to attend lectures about the Dutch economy and its international environment. Special attention will be given to the relevance of the EU and the EMU for the Dutch economy.
Students also have to write a paper about an aspect of the Dutch economy and its international environment and they have to do a presentation. The paper will be written individually. The lecturer will be available for consultancy.

The paper
The paper should show that students
- are aware of the existence of different meanings of economic integration
- have knowledge of the structure and performance of the Dutch economy in the last couple of years
- have knowledge and understanding of the international environment in which the Dutch economy operates
- have more in-depth knowledge of an aspect of the Dutch economy, in particular a branch of industry
- studied and understand relevant theory in relation to the problem definition
- are able to apply the afore-mentioned theory to the specific case
Assessment

<table>
<thead>
<tr>
<th>Exam code</th>
<th>EPDPDE1C.1</th>
<th>EPDPDE1C.5</th>
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<tbody>
<tr>
<td>Periods</td>
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Your lecturer will inform you of further details
Modules from other English-language programmes

EEL-IND1B: EXTERNAL LOGISTICS: INTERNATIONAL DISTRIBUTION

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<th>Module code</th>
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<tbody>
<tr>
<td>Module name</td>
<td>International Distribution 1a (external logistics)</td>
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<tr>
<td>Number of EC</td>
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</table>

Objectives
To acquaint the student with the theory of international physical distribution and the concept of supply chain management. The student will become aware of the issues and problems with distribution logistics in a changing environment. The student will be able to analyse problems in the supply chain and come up with solutions for solving these problems in a case study environment using the theory given in this period.

Topics
- Distribution channels
- International distribution
- Supply chain
- Warehouse location
- Inventory levels
- Distribution situation in EU

Learning methods
Lectures and cases which translate theory into business practice by groups of students.

Assessments

<table>
<thead>
<tr>
<th>Exam code</th>
<th>EEL-IND1B.1</th>
<th>EEL-IND1B.5</th>
<th>EEL-INDDB.6</th>
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<td>Aids</td>
<td>Dictionary and a non programmable calculator</td>
<td>Dictionary and a non programmable calculator</td>
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</tbody>
</table>
The sequence of the classes are:

1. First semester; a mix of lectures and assignments to groups of students
   a. First week, introduction and forming of groups (5-6 students)
   b. Second week, case theory and assignments
   c. Third week, reports by groups of students and a lecture
   d. Repeat of cycle

2. Second semester, focus on researching a complex business issue and come up with solutions:
   a. First week, reading and explaining 3 complex cases plus lecture on case research methodology
   b. Second week, students present their choice of case and a Plan of Action
   c. Third and following week: groups meet and work during class hours on their chosen project.
      Lecturer is present and coaches where needed.
   d. Last week; all presentations take place group by group. Grades are published immediately in the last class.
DIL-MAM1B: INTERNAL LOGISTICS: MATERIALS MANAGEMENT

<table>
<thead>
<tr>
<th>Module code</th>
<th>DIL-MAM1B</th>
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</thead>
<tbody>
<tr>
<td>Module name</td>
<td>Material Management 1B (internal logistics)</td>
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<tr>
<td>Number of EC</td>
<td>7.5</td>
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</tbody>
</table>

**Objectives**
To acquaint the student with the theory and practical competencies on materials management. The student will become aware of the issues and problems as regards making the right choices for managing a company’s inventory in a changing and dynamic environment. The student will be able to analyse problems in the supply chain and come up with solutions for solving these problems in a case study environment using the theory acquired during class or obtained from elsewhere.

**Topics**
- Inventory Management
  - Order quantities
  - Independent demand
  - Inventory fundamentals
  - Dependent demand
- Forecasting
- Internal distribution flow
- Stock control

**Learning methods**
Lectures and a case that has to be tackled by a group of not less than 2 students. Presentations on findings.

**Assessments**

<table>
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Your lecturer will inform you of further details.
CMC: MARKETING COMMUNICATION

<table>
<thead>
<tr>
<th>Module codes</th>
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<tbody>
<tr>
<td>Module name</td>
<td>Project Campaign</td>
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<tr>
<td>Number of EC</td>
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</table>

Objectives
- Being able to design, implement, analyse and report on research into a communication issue
- Translating organisation strategy into communication policy (tactical)
- Drawing up operational communication plans within the established policy plan (drawing up a budget, use of communication tools)
- Designing a campaign

You will have to hand in a marketing communication plan.

Topics
Project Management (CMC-PRM1A): Consultancy by your lecturer

Marketing Communication (CMC-MCO1)
- Advertising tools
- Promotion tools
- Integration tools
- Products: plan, presentation, portfolio

Branding (CMC-BRA1A)
- Trend watching, brand behaviour
- Brand values
- Symbolism and communication, product and environment
- Products: moodboard and presentation

Media (CMC-MED1A)
- Media research in the media landscape
- Media target audiences
- Media goals and effects
- Media strategy
- Media selection and criteria
- Products: media plan as part of overall plan
- Presentations on media landscape

Business to Business (CMC-BTB1A)
- Business to business buying behaviour
- Business to business marketing and communication
- Agency selection
- Products: the b-to-b section as part of the overall plan

Design (CMC-DES1A)

Learning methods
Seminars
## Schedule

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<th>3</th>
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## Assessments

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<td>Report MCO</td>
<td>Presentation</td>
<td>Written exam</td>
<td>Hand-in assignment</td>
<td>Hand-in assignment</td>
<td>Media plan</td>
<td>Hand-in assignment</td>
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</table>

For every separate assessment the minimum grade must be 55/100
**DPR: PUBLIC RELATIONS (PR)**

| Module codes | DPR-PRL1A  
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<tbody>
<tr>
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<tr>
<td>Module name</td>
<td>Public Relations and Public Affairs</td>
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<tr>
<td>Number of EC</td>
<td>7.5 (whole project)</td>
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</table>

**Objectives**
- Writing a strategic PR plan
- Representing an organisation (press conference)
- Act as a PR manager

In this project you will represent an organisation as spokesperson and PR-advisor. Together with your PR-team you will advise (with a professional PR plan) management in order to resolve PR problems. You will also be able to write a press release, act in a press conference and write a product recall. Most of all you will get a glimpse of the ever increasing importance of Public Relations in corporate and public life.

**Topics**
- Project/tutor hours (DPR-PRO1A)
  In this course students will work in small groups and represent an organisation. The groups will write a strategic PR plan. But the PR team will also have to make a press release for introducing a new product and what to do when a product causes problems when it is used… You will end the course in practicing all competences in a press conference.
  Every week the theory is explained in class (2 hours). And for almost every week you will make an assignment related to the theory. You will work on your PR plan in the following 2 hours of class.
  The classes are planned on the same day and usually even right after each other. When you work on your PR plan in class, the teacher/tutor will be present.

  *Topics:*
  - Public Relations
  - Issue management
  - Media relations, Employee relations
  - Consumer relations, Government relations
  - Community relations
  - Crisis management
  - Marketing PR
  - PR & Social Media

- Writing (DPR-WRI1A)
  In this supporting classes you will get familiar with:
  - writing a press release
  - preparing a press conference
  - writing a product-recall
  - written argumentation

- Creative Workshop (DPR-CRE1A)
  In this supporting classes you will learn to think creatively in a workshop. Get challenged and surprised on how inventive you can be with any topic. You will need it to write the PR Plan.

- During this course a guest speaker from a big national or international firm or from a non-profit organization will tell his or her side of the PR story. Don’t miss it!

**Learning Methods**
Project tutorials, instruction lectures, workshops, guest speaker’s lecture and field trip (if possible).
Schedule

<table>
<thead>
<tr>
<th>Lecture week</th>
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<th>2</th>
<th>3</th>
<th>4</th>
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</table>

Assessments

During the semester you will write a PR plan to promote an organisation and to (re-)build the image of the organisation. Of course you must convince the management of the organisation with your advice. Therefore you must present your plan in class. You will also have to write a press-release and a product-recall. At the end of the course you will act in an actual press conference.

In the instruction lectures you will learn more about different topics of PR, for example issues management. For almost each topic there will be an assignment.

There is a midterm exam of PR of which the format is decided on by the students themselves, if they want, during the creative thinking workshop.

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<td>V1, V3, H1, H3</td>
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<td>30%</td>
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<td>Form</td>
<td>Portfolio: communication plan, product-recall, press release, self reflection, 8 assignments</td>
<td>Mid term exam, format decided in class</td>
<td>Presentation</td>
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For every separate assessment the minimum grade must be 55/100
BN1E-BP1  Business Processes 1
Under construction for academic year 2012-2013, module description is from 2011-2012 and may be subject to change

<table>
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<tr>
<th>Module code</th>
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<tr>
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Prerequisites:
- Basics of Accounting
- Basics of Management & Organisations
- Basics of Management information systems

General information
This study unit is an introduction to business processes in trade and service organisations with a simple transformation of goods and simple services. The focus is on describing and modelling accounting processes in such organisations, aiming at reliable information production.

Competencies and subcompetencies
This study unit focuses on the following specific national competences (level 1):
1. Describing and designing computerized information systems
2. Describing and designing administrative systems
3. Drafting a plan of information
4. Specifying the flows of information within an information layout
5. Specifying recording techniques within a plan of information

After successful completion of this study unit the student will be able to:
1. Visualise the accounting processes of a trade organisation
2. Point out internal control risks
3. Suggest measures that guarantee the reliability of the information production

Topics
1. The systems approach (systems, subsystems, aspect systems, a system as a black box)
2. Primary process, business process, process phases, activities
3. Internal control measures
4. Information needs
5. Modelling described processes (DFD, GPD, DPD)
6. Data modelling (ERD)
7. Automation

Learning methods
Lectures, tutorials and computer lab.

Assessment

<table>
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<tr>
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<th>Code</th>
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<th>Requirement</th>
<th>Exam/assessment period</th>
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Literature


BN2E-BP2  Business Processes 2

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</table>

Prerequisites:
- Basics of Logistics
- BN1E

General information:
This study unit aims at the design and realisation of a new primary process that is both economically and organisationally viable. This covers dimensioning the physical process, realising the accounting and logistic processes in an ERP software program and producing the corresponding manual for Accounting, Administrative Organisation and Internal Control.

Competencies:
This study unit focuses on the following specific competences:

1. Advising on internal control instruments related to primary and ancillary processes
2. Describing and designing computerized information systems
3. Describing and designing administrative systems
4. Drafting a financial plan
5. Specifying the flows of information within an information layout
6. Specifying recording techniques within a plan of information
7. Identifying organizational consequences of developments in the information- and communication technology and possible reactions to these developments
8. Assessing quality processes
9. Designing alternative organizational structures and corporate and logistic processes

Topics
1. Design methodology (design products, systems approach, criteria for design, design phases and interdependences).
2. Lay-out of the physical production process (types of lay-out, man/machine combinations, cycle times, job design for motivation, throughput speed, balancing the production line, capacity utilisation).
3. Lay-out of logistic control (selection of Customer Order Decoupling Point, EtO, MtO, AtO, PtO, MtS, oscillation effect, MRP I/II).
4. Lay-out of the accounting process (data processing activities, databases and information products).
5. Lay-out of organisational structure (fit into existing structures).
6. Automation advice (features of (integrated) business software, functionality, software selection process).
7. Determining economic feasibility (computing fixed and variable costs, break-even analysis, costs recovery time, net present value).
8. Features of ERP software programs (levels of integration, multi-site, supply chain management).
9. ERP-software program MFG/PRO eB by QAD Inc. (markets, users, functionalities, menu lay-out).
10. Entering fundamental data (order of implementation based on the database’s ERD).
11. Process execution (PtO and MtS production management, MRP I and II, Purchase to Pay, Manufacture to Cost, Order to Cash, flowcharts).
12. Financial processing (costing based on list of materials and routing, automated ledger entries).
14. Outline of Manual for Administrative Organisation and Internal Control (format, outline diagram, scope, global process diagrams, detailed process diagrams (flowcharts)).
15. Internal management and control (Risks and preventive measures, segregation of duties in ERP software, transaction and master files, authorisation matrix, analytical review, management information)

Learning methods:
Lectures, tutorials, PC lab.
### Assessment

<table>
<thead>
<tr>
<th>Name</th>
<th>Code</th>
<th>Weighting factor</th>
<th>Requirement</th>
<th>Exam/assessment period</th>
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**Literature:**


MG1E – Introduction to Management

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<td>Number of EC</td>
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**General information:**
This study unit handles the first principles of management. It provides a sound basis of management theory to those interested in consulting or advisory careers.

**Competences:**
This study unit focuses on the following specific competences:
(2) - Integration and application of knowledge, insights, attitudes and skills of various job-specific disciplines from the perspective of professional practice
(8) - Communicating and co-operating with others in a multicultural, international and/or multidisciplinary environment and meeting the demands resulting from the participation in a professional organization
(9) - Execution of simple executive and management tasks
(41) - Linking events in the business environment to a company

**Topics**
1. Managing in organizations
2. Models of management
3. Organization cultures and contexts
4. Managing internationally
5. Corporate responsibility
6. Planning
7. Decision making
8. Strategic management
9. Managing change and innovation
10. Influence and power
11. Motivation
12. Communication
13. Teams
14. Performance measurement and control
15. Managing operations and quality

**Learning methods:**
Lectures, case studies, assignments

**Assessment**

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**Literature:** David Boddy: An introduction to Management, 4th ed. Pearson
Minor (full 30 ECTS)

MLM: Minor Logistics Management (Economics) (1st Semester)

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<tr>
<td>Global Marketing</td>
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<td>Management</td>
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<tr>
<td>International Business &amp; Finance</td>
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<tr>
<td>International Distribution</td>
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</table>

General information/Objectives:

**Tendering & Procurement:** The study unit consists of the modules Procurement and International Law. You learn the concepts of purchasing processes and supplier relations. You know how to read the market of purchasing and to work with Incoterms2000 as well as concluding international sales contracts.

**Global Marketing:** The study unit consists of the modules Global Marketing and Strategic Marketing Models. On completion of this module, you will be able to execute an impact analysis in international markets, to use analytical frameworks and strategic models in order to develop international marketing strategies.

**Management:** This study unit consists of the modules Cross Cultural Management and Quality Management. You learn to describe, discuss and apply various cross-cultural and intercultural research models, relate the issues of company structure and culture to international management issues.

**International Business & Finance:** Students develop insight into financial and economic aspects in a simulated business environment. You follow international monetary developments and provide a financial structure for the policy of an international company.

**International Distribution:** This course is concerned with the movement and processing of materials and information across the distribution side of the supply chain, including the choice of distribution channels and delivery of the finished products to end users.

**Students can choose 4 (out of 5 modules)**

**Topics**

**Tendering & Procurement:** Import/export; risks of international trade; sales contract versus other contracts; UN Convention on the International Sales of Goods (CISG); Incoterms 2000; Payment terms; documents; Litigation or arbitration; most important aspects of international transportation; transport documents and conventions; the role of purchasing and the purchasing process; purchasing market research; sourcing strategy; supplier assessment and purchasing performance measurement; business strategy and purchasing; purchasing, ethics and sustainability.

**International Marketing:** Bases of International Marketing; international environment; Foreign Market portfolio; market entry strategies; information for international marketing decisions; entry modes; marketing policies; organization of international marketing activities; introduction of the basic Strategic Services Model with its 5 aspects (service provider, service, customers, service delivery, relationship).

**Management:** stereotyping and achieving mutual understanding; the undertow of culture in business and misconceptions about a global culture; exploring other cultures, the onion model, facts and meaning; models of culture analysis,
notably the Dutch school; interaction between spheres of culture: national, corporate and professional cultures; culture shock, expatriation and re-entry; culture and management: examples in marketing; practical features of intercultural communication, non-verbal aspects; cross cultural models of conflict management, notably the 3-step model; (business) ethics in a cross cultural perspective; specific culture studies: the American culture, the Latin culture, the Arab culture etc.; basic model of communication; stereotyping; conflict of needs vs. conflict of emotion; negotiating; bad news messages; selection processes; introduction to a Quality Management System; process management, quality control, quality assurance; EFQM, Six Sigma; performance indicators and Balance Scorecard; cost management: quality and time.

**International Business & Finance:**
Globalization; International trade theory; foreign direct investments; country study (Macro level; Meso / sector level; Micro level); foreign exchange market; international monetary system; global capital market; exporting, importing and counter trade; financial management in the international business; the concept of lean manufacturing; Business Management Game; business.

**Assessment**

**Tendering & Procurement:**

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<td>Case studies &amp; Report including international sales contract (International Law)</td>
<td>Written exam (International Law)</td>
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MLM: Minor Logistics Management (2nd Semester)

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<td>Production 7.5 EC</td>
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<tr>
<td>Logistics policy Plan 15 EC</td>
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General information/Objectives:

**Distribution:** The study unit consists of the modules Distribution Management and Warehouse Management. You are able to analyze and improve logistical aspects within a warehouse: from goods reception to goods dispatch; from stock registration and stock handling. You learn to establish a competitive advantage in the international market with the logistics dept.

**Production:** The study unit consists of the modules Production Management and Enterprise Resource Planning. You learn the fundamental theoretical concepts and techniques of strategic and tactical decisions in production management. You understand better the relation between the theory of production logistics, information technology and the business practice.

**Logistics policy Plan:** The study unit consists of the modules Supply Chain Management, Project Management; Economic Trade Off's and the Logistics Policy Plan. You learn to manage the demands and develop a customer oriented organization. You are able to think from process perspective as well as understand how to formulate a SCM-strategy. You have insight into SCM systems and know how to implement these.

Topics:

**Distribution:**
Introduction to Materials Management; Physical Inventory and Warehouse Management; Physical Distribution; Channels of distribution; Materials handling and physical distribution costs analysis; Warehouse activities, order handling; Warehouse within distribution; Dedicated and public warehouse; Typical warehouse activities; Warehouse management system; Materials management and materials handling; Storage methods; Ordering processes; Warehouse Management System; Strategic and operational approach to international marketing and distribution logistics; Market channels and distribution structures; Globalization, Containers and the North Sea Ports; European Freight Movement

**Production:**
How does the mission and strategy of a company influence the strategies of logistics; strategic planning of a company and the relationship between the main objectives of a company and the operations; calculate MPS and MRP; demand management and forecasting; receiving, checking, picking, despatching, invoicing of customers’ orders; the manufacturing strategy of a company and the process flow and information flow based on the manufacturing strategy; making an MPS, independent demand, available to promise; data needed for MRP control (purchasing and manufacturing lead times, elements of lead time, product structures, inventory parameters); data needed for capacity planning and product costing (routing, work centre information, labour and material cost); calculating the required capacity to meet demand and determining the available capacity, solving differences; shop floor control (production orders, release of orders, availability of materials, reporting back of labour time and materials consumed); scheduling policies, priority rules; inventory management, classification of inventory, order policies, cycle counting and ABC analysis; reordering systems, safety stock and order point calculations; the concept of lean manufacturing.

**Logistics Policy Plan:**
Different sorts of cost, relevance of cost; Budgets and budget variation analysis; Cash flow, ROI, NPV and other investment related performance indicators;
### Distribution:

<table>
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<th>Exam Code</th>
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<td>Written exam (Enterprise Recourse planning)</td>
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