

Implementation Regulations

HZ University of Applied Sciences' full time
Bachelor's Programme of
**International Business Management Studies
(IBMS)**

Vlissingen, November 2017

Table of contents

1	GENERAL PROVISIONS IMPLEMENTATION REGULATIONS EER HZ	1
1.1	<i>General remarks</i>	1
1.2	<i>Programme Committee</i>	1
1.3	<i>Academy director</i>	1
2	IMPLEMENTATION REGULATIONS EER HZ PER STUDY PROGRAMME: IBMS, FULL-TIME	2
2.1	<i>Registration, pre-training requirements and admission policy</i>	2
2.1.1	Overview additional pre-training requirements (art. 2.3 EER HZ in addition to the requirements as stated in art. 2.2 EER HZ).....	2
2.1.2	Deficiency test (art. 2.4 EER HZ).....	2
2.1.3	Additional requirements (art. 2.5 EER HZ).....	3
2.1.4	Admission requirements for the working environment of the part-time study programme (art. 2.6. EER HZ).....	3
2.1.5	Admission requirements for the working environment of the dual study programme (art. 2.7. EER HZ).....	3
2.2	<i>Organisation of the study programme and education, addendum to the certificate</i>	4
2.2.1	Study programme profile (art. 3.2 EER HZ).....	4
2.2.2	Competencies (art 3.2 EER HZ)	4
2.2.3	Organisation of the study programme (art. 3.3, 3.13, EER HZ).....	22
2.2.4	Courses propaedeutic phase (art. 3.5, 3.11 EER HZ).....	24
2.2.5	Courses principal phase (art. 3.5, 3.11 EER HZ)	36
2.2.6	Free composition courses (art. 3.12 EER HZ)	57
2.2.7	Specialisations (art. 3.10 EER HZ).....	57
2.2.7a	Additional information on study programmes that are involved in the sector-wide conversion in the sector technology.....	57
2.2.8	Work placement (art. 3.9 EER HZ)	57
2.2.9	Minor (art. 3.8 EER HZ)	58
2.2.10	Participation international exchange programme (art. 4.5 EER HZ)	58
2.2.11	Graduating (art. 3.9. EER).....	58
2.3.	<i>NBSA-Elaboration of the conditions for registering for IBMS after nbsa (art. 8.1 9 EER HZ)</i>	59
3	APPROVAL AND VALIDITY OF THESE REGULATIONS	59

1 General provisions Implementation Regulations EER HZ

1.1 General remarks

- 1.1.1 The Education and Examination Regulations (EER HZ) comprise the core of the education within HZ. That document gives a general overview of all study programmes offered by HZ. The EER HZ contains institution-specific regulations, which apply to the entire HZ. Every year, the Executive Board determines the institution-specific Implementation Regulations EER HZ (hereinafter: Implementation Regulations) for every study programme.

1.2 Programme Committee

- 1.2.1 The Programme Committee is provided the opportunity to advise the Executive Board before the Implementation Regulations are determined.
- 1.2.2 The Programme Committee assesses the execution of the Education and Examination Regulations and the Implementation Regulations annually.

1.3 Academy director

- 1.3.1 The appointed academy director is responsible for:
- the execution of the EER HZ;
 - the implementation and execution of the Implementation Regulations;
 - the annual evaluation on behalf of the Executive Board of the EER HZ and the Implementation Regulations, in which he measures and monitors the amount of time students need and adjust the study load, if necessary (art. 7.14 WHW);
 - preparing the adjustments to the Implementation Regulations..

2 Implementation Regulations EER HZ per study programme: IBMS, full-time

2.1 Registration, pre-training requirements and admission policy

2.1.1 Overview additional pre-training requirements (art. 2.3 EER HZ in addition to the requirements as stated in art. 2.2 EER HZ)

Profiles senior general secondary education	NT (Nature & Technology)	NH (Nature & Health)	ES (Economy & Society)	CS (Culture & Society)
Study programme: IBMS				
Student graduated from senior general secondary school before 1-8-2009	Ec. or M&O Or second language	Ec. or M&O Or second language	✓	✓
Student graduated from senior general secondary school after 1-8-2009	Ec. or M&O	Ec. or M&O	✓	Ec. or M&O

Profiles pre-university education	NT (Nature & Technology)	NH (Nature & Health)	ES (Economy & Society)	CS (Culture & Society)
Study programme: IBMS				
Student graduated from pre-university before 1-8-2010	Ec.1	Ec.1	✓	Ec.1
Student graduated from pre-university after 1-8-2010	Ec. or M&O or second language	Ec. or M&O or second language	✓	Ec. or M&O

Overview of domains of secondary vocational education (Dutch: *mbo-domeinen*) that do not give direct access to *sectors* of Universities of Applied Sciences (in Dutch: *hbo-sector*)

- mbo-domain technics and process industry to sector economics
- mbo-domain trade and entrepreneurship to sector health
- mbo-domain trade and entrepreneurship to sector technology
- mbo-domain economics and administration to sector health
- mbo-domain economics and administration to sector technology
- mbo-domain health and care to sector economics
- mbo-domain food, nature and environment to sector economics

2.1.2 Deficiency test (art. 2.4 EER HZ)

HZ Transition Course Economics 2017

The transition course Economics is intended for students who graduated from senior general secondary school or pre-college education and whose profile does not meet the legal requirements for their specific

study programme. These students must pass the final exam of the transition course (with a satisfactory mark). This is required in order to be admitted to the study programme.

The transition course is also suitable for future students who feel they need extra lessons, students who are advised by HZ to take the transition course Economics (with a satisfactory mark) or students who are required to take the course in order to be admitted to the study programme.

Study load

The study load of the course is 40 hours, including the lessons.

Costs

The participation fee is 200 Euro (payment takes place through authorized payment. HZ will provide the course materials at a cash payment of a 50 Euro deposit. Travel costs and such will not be reimbursed.

Registration

You can register for the transition course Economics via the on-line application form.

Questions

For questions about the transition course, please contact the Academy desk of the Academy for Economics & Management via ave@hz.nl

Transition course subjects

1. Price mechanism (supply and demand), price and income elasticity, relationship between price elasticity and revenue
2. Market forms (monopoly, oligopoly, monopolistic competition, perfect competition) and company strategy
3. Profit and loss statement, solvency and liquidity, costs and expenses, revenue and income
4. Index numbers, percentile changes, growth rates
5. Cyclical growth and structural growth; fiscal policy of the government
6. Calculating added value, GDP, GNP, et cetera.
7. Subjects from basic mathematics (dependent on the skills of the participants)

2.1.3 Additional requirements (art. 2.5 EER HZ)

n/a

2.1.4 Admission requirements for the working environment of the part-time study programme (art. 2.6. EER HZ)

n/a

2.1.5 Admission requirements for the working environment of the dual study programme (art. 2.7. EER HZ)

n/a

2.2 Organisation of the study programme and education, addendum to the certificate

2.2.1 Study programme profile (art. 3.2 EER HZ)

Program profile International Business and Management Studies (art. 3.2 EER HZ)

Practical information

You are open minded, internationally oriented and inspired by co-operating with others from various cultures. This serves you well as a future international manager. Within the program international Business and Management Studies you will combine management, entrepreneurship, marketing & sales and financial management to make Small and Medium sized enterprises successful within an international environment. During your study you will get the opportunity to build your own (international) business network. As a graduate from the IBMS program you will probably land in a broad and international business environment. You will have numerous and diverse opportunities to shape your international career. International experience during your education will prove to be indispensable as a preparation for your professional future

Programme

The IBMS programme takes four years. All lessons and exams are in English. In the first year courses will be largely (approximately 75 %) comparable with other programs within the Academy of Economics and Management. In the second, third and fourth year there will be heavy emphasis on business practice. In the third year you will attend a minor, or – alternatively – study abroad for half a year. Also you will participate in an internship during 5 months. During the fourth year you will be focused on graduating. After graduation you may call yourself Bachelor of Business Administration.

2.2.2 Competencies (art 3.2 EER HZ)

Competences of the Bachelor of Business Administration –

Please also read “she” where reference is made to the student as “he”

I.1 International Business Awareness:

Domain	Business Administration	
ID	International Business and Management Studies	
International Business Competencies	International Business Awareness	The ability to outline and evaluate the key patterns and trends in international business activity, the different approaches to internationalization, the influence of increasing globalization, international trade systems and financial relations and the role of several principal institutions (e.g. WTO, EU, IMF, World Bank) on international business. He can assess the impact of these trends on his own activities as well on the business policy.

	Task and Context	<p>The IBMS graduate should be a true generalist in the theory of international business. He needs to have a great awareness of the universal aspects of international business trends and the role of principal institutions.</p> <p>The IBMS-graduate is internationally oriented, shows a clear interest in international developments beyond the immediate scope of his own activities, reads specialist literature and is able to make a transparent synopsis of an international study. This should be combined with a broad application of knowledge, insight and skills and a multidisciplinary integration.</p> <p>With this knowledge and insight he will be able to attune his own activities and the business policy to the opportunities and threats in the international developments. His role will be that of an advisor.</p>
Level	Level 1	<p>The ability to research, describe and understand the key patterns and trends in international business, to identify the role and importance of MNEs and to explain the role of globalization.</p> <p>The ability to examine the impact of governmental policies and practices on international trade and the role of the EU and other principal international institutions like WTO, IMF and World bank.</p> <p>The student has the legal knowledge to understand legal terminology and basic legal arguments.</p> <p>The student shows interest in international developments.</p>
	Level 2	<p>The ability to evaluate patterns and trends in international business, elaborate further on the theory and practice of international trade and financial markets. The ability to explain various methods to enter foreign markets, outline the arguments to support free trade, identify the sources of comparative and competitive advantage among nations.</p> <p>The student can research and assess political risks, economic variables and legal systems of foreign markets.</p> <p>The ability to make legal statements and support those statements with legal arguments.</p> <p>The student is aware of recent international developments in specific regions.</p>

	Level 3	<p>The ability to do an extensive research and to make a transparent synopsis of an international study. On this basis he can advise management on the opportunities and threats in the international legal and business environment.</p> <p>The student shows a clear interest in international developments beyond the immediate scope of his own activities and reads specialist literature on this topic.</p> <p>The ability to attune his own activities and those of the company to international trends.</p>
Further Specification	<p>International Business awareness refers to the knowledge and skills in the fields of international business research, economics and law. Students should have an integrated view on trends in the international business environment and apply this knowledge in his role as an advisor on international aspects essential for a company.</p>	

I.2 Intercultural competence

Domain	Business Administration	
ID	International Business and Management Studies	
International Business Competencies	Intercultural adaptability	<p>The ability to explain the differences between national, organisational 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. He is able to adapt his behaviour to the standards in other cultures and can maintain an international network essential to his tasks. (SEE ABOVE)</p>
	Task and Context	<p>The IBMS graduate should be aware of cultural differences, be able to identify relevant dimensions of culture, to develop a self-awareness of his own cultural background and be able to adapt his behaviour to a variety of situations. (SEE ABOVE)</p> <p>The IBMS-graduate will often work abroad or he will work with people from another cultural background. His tasks, whether those will be in general management or in key functional areas like marketing and finance, require a high degree of awareness of cultural differences and an ability to adapt his behaviour to the standards of another culture. He can maintain an international network essential to his tasks and to the company he works for. His role will be that of an advisor, visionary</p>
Level	Level 1 Awareness	<p>The student is aware of cultural differences, can indicate if different behaviour could be based on difference in cultural background, shows interest in the cultural background of others and is aware of basic elements of his own cultural background</p>

		He is aware of the role of an international network for himself and for the company.
	Level 2 Identify Self awareness Behavioural adaptation	<p>The student can identify dimensions of culture (communication, time perspective, power, individualism etc) within context. He has self-awareness of his own norms, values and behaviour and shows tact and understanding for others. He adapts his behaviour to the standards of the prevailing culture.</p> <p>He can indicate the importance of the viable international relations of a company within the total value chain.</p>
	Level 3 Recognize Appreciate	The student can recognise and appreciate cultural differences in behaviour and values. He has developed an open attitude and is motivated to work abroad. He can make effective use of empathy, or 'frame of reference shifting', to understand and be understood across cultural boundaries. He can maintain an international network essential to his tasks and to the company.
Further Specification		

II.3 International Strategic Vision development

Domain	Business Administration	
ID	International Business and Management Studies	
General Management Competencies	International Strategic Vision Development	The ability to use his conceptual and visionary skills to contribute to the development and evaluation of the internationalization strategy of a company.
	Task and Context	<p>The graduate performs his tasks within the constraints of a company's mission/vision and internationalization strategy. He must be able to recognize and understand this mission/vision and be aware of the impact it has on his own activities.</p> <p>On the basis of his own knowledge and awareness of international trends and developments he must be able to contribute to adjustments in the mission/vision and internationalization strategy of a company, while also being able to evaluate, assess and defend various possible strategic choices. His role will be that of a strategist</p>

Level	Level 1	The ability to identify the basic components and concepts of a vision and an internationalization strategy. He can describe this vision and strategy and can indicate the consequences of this vision and strategy for his immediate activities.
	Level 2	The ability to recognize topical trends and the consequences they could have for the vision and internationalization strategy. He can outline and explain several methods to enter foreign markets. He can assess the consequences of an internationalization strategy for the evaluation of management options.
	Level 3	The ability to translate trends in the environment to opportunities and threats for the organisation. He should be able to assess an international strategic policy for a company, clearly defining the strategic limits. He can contribute to the adjustment of a vision and strategy. He can assess the consequences of a vision and strategy for business policies and processes.
Further Specification		

II.4 Business Processes & Change Management

Domain	Business Administration
ID	International Business and Management Studies

General Management Competencies	Business Processes & Change Management	The ability to research and analyse relevant international business problems, to propose policy goals and objectives and to prepare alternative solutions in order to optimise business and human resources processes in order to strengthen the synergy between strategic, structural and cultural aspects of the organisation. His role will combine the 4 quadrants
	Task and Context	<p>In his task as (assistant to the) general manager or in the key-functional areas the graduate holds a process-view. He is able to analyse the relevant business processes (e.g. by flowcharting or blue printing) and can define possible problems within these processes.</p> <p>He can also indicate the interdependence between company strategy, business structure and human resources processes. He can advise management on the development of organisational goals, objectives and policies and contribute to the development, implementation and evaluation of organisational change processes.</p>
Level	Level 1	The ability to describe and analyse simple processes in the field of business operations and human resources. The student can recognize and describe company goals, objectives and policies.
	Level 2	The ability to analyse and evaluate relevant information on business and human resource processes and to define problems within these processes. The ability to prepare alternative solutions for independent processes: change management.
	Level 3	The ability to create and change organisational policy while respecting the interdependence between company strategy, business structure and human resources processes.
Further Specification		

II.5 Entrepreneurial Management

Domain	Business Administration	
ID	International Business and Management Studies	
General Management Competencies	Entrepreneurial Management	<p>The ability to pro-actively seek and commercially evaluate business opportunities for both new and existing products/services. The ability to take risks in order to optimize business profit.</p> <p>To ability to write and defend a business plan for a (start-up) company.</p>
	Task and Context	<p>Graduates are generalists with a truly international orientation. Consequently, they will usually end up in one of the many different management positions ranging from account manager, export manager to international project manager. Some graduates prefer to start their own businesses or become consultants. Performing these tasks, the graduate will be truly aware of the changing international business environment and will be able to make effective use of his visionary and entrepreneurial abilities to achieve company goals. His role will be that of an advisor, visionary, strategist, producer</p>
Level	Level 1	The student understands the trends/developments in the market and is able to formulate suggestions for improvement for his own products/services on the basis of this information.
	Level 2	<p>The ability to independently take actions and risks to create opportunities for both existing and new products/services in the market.</p> <p>To ability to write and defend a business plan for a (start-up) company.</p>
	Level 3	The ability to contribute, in cooperation with others, to an optimal exploration by the company of the opportunities for both new and existing products/services in the market and the necessary risks involved. The student contributes to a pro-active opportunity-seeking attitude in the company and encourages the company to make effective use of these opportunities.
Further Specification		

III.6. International marketing and sales

Domain	Business Administration	
ID	International Business and Management Studies	
Functional Key- Areas Competencies	International marketing and sales	The ability to perform a country-analysis on macro, industry and micro level, to conduct an international market survey in order to assess foreign market opportunities and competition. The ability to formulate market-entry strategies, to draft an international marketing plan and to implement, co-ordinate and control the international marketing program.
	Task and Context	<p>The graduate must be able to make a consistent marketing/export plan taking into account decisions on 'why' a company should internationalize, 'where' it should enter, 'how' it should enter (entry modes). On the basis of international market research he is able to draft an international marketing plan. He will be able to implement (parts) of the marketing and sales program and control the outcomes.</p> <p>He must be able to oversee the impact of international marketing activities on all relevant aspects of the internal business environment.</p> <p>His role will be that of a strategist, producer</p>
Level	Level 1	The ability to evaluate and assess the contribution of marketing to a firm in an international business environment, including the decisions on price, product, distribution and communication
	Level 2	The ability to evaluate and implement marketing decisions based on an analysis of the internal and external factors influencing a company in an international business environment. The ability to structure these decisions in a marketing planning in accordance with the corporate planning of the company.
	Level 3	The ability to create, change and implement a strategic international marketing plan which includes an analysis of the international environment of the company's position. The plan contains strategies in product development, pricing, distribution and international advertising and promotion.
Further Specification	A sales training is carried out as part of the IBMS program, to include the different but complementary roles of the marketing and sales functions in a company, sales preparations, bid management and a practical training in sales negotiations.	

III.7. International supply chain management

Domain	Business Administration	
ID	International Business and Management Studies	
Functional Key-Areas Competencies	International supply chain management	The ability to assess processes and decisions involved in developing international, i.e. export/import operations, focussing on supply chain management and to explain the meaning and application of key logistical concepts.
	Task and Context	<p>The IBMS student should be able to take into account the implications of the decisions: 'why' a company should internationalize, 'where' it should set up its international business, 'how' it should enter the international market (entry modes) and 'what' it should do on the international market (international marketing mix), he is able to make a consistent plan on 'how' it should structure and organize itself in order to be successful in an international environment.</p> <p>Special attention is given to logistical aspects, focusing on key-questions on supply chain management Including the possibilities of IT tooling, such as: customer relationship management applications, enterprise resource planning applications and database management and control. His role will be that of a controller, coordinator</p>
Level	Level 1	<p>The ability to describe and understand</p> <ul style="list-style-type: none"> - how the company should structure itself when being involved in international business; - the importance of logistical aspects and supply chain management. - the possibilities of IT tooling for the marketing and sales performance in a company
	Level 2	Apply the understandings of Level 1 in concrete business situations regarding international business operations.
	Level 3	The ability to assess international business operations and to advise management on the key issues of supply chain management.
Further Specification		

III.8. International Finance & Accounting

Domain	Business Administration
ID	International Business and Management Studies

Functional Key-Areas Competencies	International finance and accounting	<p>The ability to perform and evaluate a wide variety of cost and revenue calculations, to transform (cost and revenue) data into information needed for decision making and to contribute to the budgeting process. (management accounting)</p> <p>The ability to evaluate and to contribute to key accounting summaries (profit & loss account, balance sheet, and cash-flow statement), to outline the differences between various (external) reporting standards (among which IFRS). (financial accounting)</p> <p>The ability to evaluate investment opportunities (capital budgeting), to contribute to and assess the mixture of long-term (international) debt and equity financing (capital structure), to contribute to and evaluate short-term assets and liabilities (working capital management), to contribute to managing (financial) risks. (financial management)</p>
	Task and Context	<p>The graduate should be familiar with a multi-disciplinary attitude towards and application of the various control and treasury activities of a (multinational) enterprise.</p> <p>The graduate is internationally oriented, and shows a clear interest in international developments both within and beyond the immediate scope of his activities. His role will be that of a controller, coordinator</p>
Level	Level 1	<p>The ability to understand and describe the various classifications of costs and revenues, to perform –mainly simple- cost (and revenue) calculations.</p> <p>The ability to translate simple financial activities into journal entries and to prepare a balance sheet and profit & loss account for an SME (small and medium-sized enterprise).</p> <p>The ability to determine and to work with the information needs of an SME, among which the chart of accounts;</p> <p>The ability to translate more complex financial activities into journal entries and to prepare a balance sheet and profit & loss account.</p>

	Level 2	<p>The ability to perform cost calculations involving indirect costs and to understand the implications of these.</p> <p>The ability to prepare a budget for a department of an organisation.</p> <p>The ability to perform calculations regarding working capital management.</p> <p>The ability to prepare a liquidity prognosis, and a ratio-analysis and to assess the value of an investment proposal.</p> <p>The ability to describe and work with various forms of long-term financing (equity and debt)</p>
	Level 3	<p>The ability to describe and understand the consequences of the various risks inherent to international business.</p> <p>The ability to contribute to management control of a multinational organisation by means of an integrated application of his knowledge of business accounting, management accounting, financial management, and other relevant aspects.</p>
Further Specification		

III.9. International Human Resource Management (HRM)

Domain	Business Administration	
ID	International Business and Management Studies	
Functional Key-Areas Competencies	International Human Resource Management (HRM)	<p>The ability to understand and integrate the availability, employability, motivation and vitality of people (employees) as the key factors of (I)HRM.</p> <p>The ability to identify, evaluate and develop the broad spectrum of functions and responsibilities related to the management of Human Resources.</p> <p>The ability to formulate the responsibilities and tasks for the proper running of a HR Department; the ability to formulate the relevant leadership features in resolving HR related issues.</p> <p>The ability to understand the importance of generating (quantitative) HR data and HR information relevant for the evaluation and development of corporate or organisational strategy.</p>

	Task and Context	<p>The graduate is able to explain - and perform - general HR tasks related to job analysis, planning of labor needs, recruitment, selection, training & development, compensation, (international) performance management, communication, (international) labor relations, staff health & welfare, HR strategy development, and intercultural competencies.</p> <p>The graduate is able to align HR strategies with the corporate or organisational strategies, with relevant international developments, and with intercultural diversity, and assess the effectiveness and efficiency of existing HR tools & instruments in these contexts.</p> <p>The graduate is able to assume the ethical responsibility for developing and executing HR policies & practices, also – and in particular – in international context. His role will be that of a mentor, facilitator</p>
Level	<i>Level 1</i>	<p>The ability to describe, understand and evaluate the general HRM functions and responsibilities</p> <p>The ability to relate HR policies & practices to overall organisational or corporate objectives in accordance with international labor law.</p>
	<i>Level 2</i>	As level 1, plus the ability to assume the responsibility for the development and integration of HR functions in organisational or corporate strategic context
	<i>Level 3</i>	As level 2, plus the ability to assume strategic responsibility in formulating relevant HR policies & practices for the further development of the organisation or corporation in international and intercultural context.
Further Specification	IHRM must be positioned in the context of the four functional areas of International Management: Finance, Marketing, Operations , and IHRM.	

4.2 Level specification: generic competencies

IV.1. Leadership

Domain	Business Administration
ID	International Business and Management Studies

Interpersonal Competency	Leadership	The ability to take initiative and a leading role within a (project) team in order to reach a defined goal. As well as the skill to create and maintain productive relationships within teams. His role will be that of a mentor, facilitator
Level	Level 1	The ability to supervise and guide a small team when daily duties and the situation require this.
	Level 2	The ability to supervise and guide a team/group in such a way that it leads to an optimal group result.
	Level 3	The ability to choose a role as a leader depending on the situation. He needs to have a great awareness of the different styles of leadership, conflict models and negotiating techniques. He is able to convince others easily by using arguments. He is able to make decisions even when the outcome is unsure and he is able to motivate persons to work in a team.
Further Specification		

IV.2. Co-operation

Domain	Business Administration	
ID	International Business and Management Studies	
Interpersonal Competency	Co-operation	The ability to actively contribute to a group product or result. As well as procuring a constructive cooperation climate/environment. His role will be that of a mentor, facilitator
Level	Level 1	The ability to reflect and work with others when asked or when the situation requires this. The ability to react to the contribution of others. The ability to concentrate on the realization of the group goals.
	Level 2	The ability to initiate co-operation with others, to ask for input of team members, to exchange information/knowledge and ideas with them and the ability to actively inquire whether he can be of help for the group. The ability to elaborate on the input of others and to keep working on achieving a situation that is profitable both for the group and himself.
	Level 3	The ability to encourage others to obtain results through co-operation by sharing ideas and giving in to the wishes of others, when necessary to progress as a group. The ability to fulfil an exemplary role within the team. The ability to keep contributing and participating, even when he is no longer directly involved. The ability to provide new ideas to improve results collectively.

Further Specification	
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IV.3 Business Communication

Domain	Business Administration	
ID	International Business and Management Studies	
Interpersonal Competency	Business Communication	<p>The ability to express himself fluently and correctly in English, both in speech and in writing.</p> <p>The ability to lead discussions, express his ideas, make proposals, draft reports and give presentations.</p> <p>The ability to make proper use of audio-visual aids in his presentations.</p> <p>The ability to make use of a wide range of communicative skills.</p> <p>His role will be that of a mentor, facilitator</p> <p>Optional:</p> <p><i>The ability to express himself at a basic level in a second foreign language (in addition to English and his native language). (level A1-A2)</i></p>
Level	Level 1	<p>Business Communication:</p> <p>Generally effective command of the English language in a range of situations, e.g. can make a contribution to discussions on practical matters. (level B2)</p>
	Level 2	<p>Business Communication:</p> <p>Good operational command of the English language in a wide range of real world situations, e.g. can participate effectively in discussions and meetings.</p> <p>(Level B2 to C1)</p>
	Level 3	<p>Business Communication:</p> <p>Good operational command of the English language in a wide range of real world situations, e.g. can participate effectively in discussions and meetings (level C1)</p>

Further Specification	The Common European Framework (six levels from A1 (lowest) – C2 (highest)) established by the Association of Language Testers in Europe (ALTE) is used for a wide range of European languages. Universities in Britain, North America and throughout the world accept the certificates awarded to successful candidates at Levels C1 and C2 as evidence of an adequate standard of English for admission to undergraduate and postgraduate degree courses. (source: www.alte.org)
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V.4. Business Research Methods

Domain	Business Administration	
ID	International Business and Management Studies	
Task-oriented Competency	Business research methods	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 act carefully and punctually and to produce output that is literate, numerate and coherent. His role will combine the 4 quadrants
Level	Level 1	To be able to formulate a problem definition and research question in a relatively simple situation; the use of several information resources and to be able to assess the relevance of these sources. To be able to present research findings and to translate them into useful information. The use of simple theoretical concepts.
	Level 2	To be able to work in a more complex situation and to systematically execute a research, report on the findings and to translate them into useful conclusions. To use theoretical concepts and the ability to translate these concepts into an information need.
	Level 3	To spot complex issues and to search information from a broad range of resources. To be able to integrate theory and practice. To be able to indicate the information needs in complex situations. To draw conclusions from complex research data.
Further Specification	<p>In the process students are to acquire basic consultancy skills.</p> <p>In the process students create a solution to a simple problem and develop the ability to find (new and/or alternative) solutions regarding more complex problems and dare to look and search outside the given context.</p>	

V.5. Planning and organizing

Domain	Business Administration	
ID	International Business and Management Studies	
Task-oriented Competency	Planning and organising	The ability to plan, manage, control and evaluate personal work activities and group work in projects. The ability to make use of relevant techniques in his activities to monitor his own performance. His role will be that of a controller, coordinator
Level	Level 1	The ability to make a realistic and effective planning of his own activities.
	Level 2	The ability to independently make a realistic and effective planning and to determine the required time, actions, tools and priorities in relation to the activities of others.
	Level 3	The ability to stimulate others to harmonize the planning and organisation of projects and activities in an effective manner, in relation to his own activities.
Further Specification	In the process students are to acquire project management skills	

VI.6. Learning and self development

Domain	Business Administration	
ID	International Business and Management Studies	
Intra-personal Competency	Learning and self-development	The ability to know his strengths and weaknesses and to indicate how and when he intends to improve his weaknesses; he knows the limits of his competencies and can critically evaluate and account for his own actions-can take criticism and put it to good use. Takes initiative and works independently. His role will be that of a mentor, facilitator
Level	Level 1	The ability to make a simple strengths and weaknesses analysis, to use the SMART method to indicate in a practical learning situation how and when he intends to improve his weaknesses and to describe this in a basic personal activity plan.
	Level 2	The ability to know his strengths and weaknesses and to indicate by using the SMART method how and when he intends to improve his weaknesses in any situation, to reflect on his achievements by using the STAR method. Works independently.
	Level 3	The ability to know the limits of his competencies, to critically evaluate and account for his own actions, to take criticism and put it to good use. The ability to take feedback, take initiative and work independently.

Further Specification	
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VI.7. Ethical responsibility

Domain	Business Administration	
ID	International Business and Management Studies	
Intra-personal Competency	Ethical responsibility <i>Corporate Responsibility</i>	The ability to act in accordance with the accepted principles of right and wrong that govern the conduct of a profession.
	Task and context	In international business an IBMS graduate has to deal with the international aspects of ethical behavior. A graduate has to deal with issues like transparency, increasing stakeholders demands, environmental issues, cultural differences, corruption and bribery and social responsibility. On the job the graduate would also have the deal with personal issues like integrity, moral dilemmas, trustworthiness, and to work related to own values. His role will be that of an advisor, visionary
Level	Level 1	The graduate understands the ethical issues at hand in international business. He has an understanding of his own values an how they relate to his surroundings. He has an understanding of the theory, concepts and principles of business ethics. The graduate can act as a responsible person.
	Level 2	The graduate is able to align its own values with that of the group and corporate policy. He can align the corporate policy with societal norms and values. He understands the ethical implications of the job in several fields of international business and several departments, like HRM, general management, customer relations and financial management.
	Level 3	The graduate should be able to contribute actively to a corporate social responsibility policy, like an ethics work group or committee. He is able to handle dilemmas in a manner that he shows that he is responsible for and can be held accountable for.
Further Specification		

1. At an operational level the BBA is capable of setting up a company, managing it and being responsible for it with a long-term perspective using and on the basis of various disciplines.

1.0 ... gathers and interprets secondary information on a macro and meso level.

	1.1 ... formulates a business plan for a new company with marketing and organisational, financial and legal aspects being presented clearly and coherently.
	1.2 ... carries out the various company processes in collaboration with others within a simple organisation.
	1.3 ... evaluates the performance of an existing organisation and formulates suggestions for improvement.
	1.4 ... evaluates his own performance and modifies it.

2. At a tactical level the BBA formulates convincing practical solutions to an organisational problem in line with the organisation's quality assurance system.

	2.1 ... identifies an organisational problem within a business process.
	2.2 ... analyses the causes and effects of the problem identified for a process and for the organisation.
	2.3 ... solves the problem by repairing the process or improving company operations.

3. At a strategic level the BBA makes a contribution to the development of the policy of an internationally operating company in collaboration with others from different cultures.

	3.1 ... communicates in English about his/her own specialist area (major).
	3.2 ... handles cultural differences.
	3.3 ... evaluates international aspects of an organisation on the basis of his own expertise and formulates suggestions for improvement.

2.2.3 Organisation of the study programme (art. 3.3, 3.13, EER HZ)

Organisation of the study programme:	
National name:	<i>International Business and Management Studies</i>
International name:	<i>International Business and Management Studies</i>
Degree:	<i>Bachelor of Business Administration</i>
Duration of study:	4 years
Study load propaedeutic phase:	60 EC
Study load main phase:	180 EC
Form:	Full-time
Croho-code AD	34936
Location:	Vlissingen
Language:	English
Date start accreditation:	30-06-2014
Final date accreditation:	29-06-2020
Final date prolongation:	31-12-2020
Associated Degree	<i>Not applicable</i>
Combined study programme:	<i>Not applicable</i>
Fast Track (VWO)	<i>Not applicable</i>

CURRICULUM IBMS



ACADEMIE
ECONOMIE &
MANAGEMENT

Last update: 24th Aug 2017
SC: student company

study@hz.nl



S8	Thesis						
S7.2	English Crisis Management & Thesis Preparation	Global Strategic Management	Financial Risk Management		Elective course <i>Sustainable development or any course from the minor '21st Century Business Skills' (7.50EC in 1 block!)</i>		
S7.1	International Economics		International Human Resources Management				
S6	Work Placement						
S5	Minor (International Business Relations @ HZ or study abroad)						
S4	Study Coaching 4 Problem Analysis	SC 2	SC 2 WS	International Politics	Import-Export Management	International Marketing Planning	Elective course Business English B2
S3	Study Coaching 3 Quantitative Research	SC 1	SC 1 WS	Organisational Behaviour	Cost Accounting	Cross Cultural Management	Elective course Business English B2
Y1.4	21 st Century Business Skills IV	English B1	Organization & Management		Introduction to Logistics		
Y1.3	21 st Century Business Skills III	English B1	Finance		Business Accounting		
Y1.2	21 st Century Business Skills II	English B1	Marketing		Business Law		
Y1.1	21 st Century Business Skills I	English B1	Economics		Business Ethics		

2.2.4 Courses propaedeutic phase (art. 3.5, 3.11 EER HZ)

CU22536	Title: 21st Century Business Skills I			Contact hours: > 40	EC's: 3,75	Compulsory: yes	Language: en					
Preconditions: none												
Particular preconditions for earning study credits: Active participation and accurate filing of evidence of work by student him/herself												
Brief description: The course 21st Century Business Skills covers, at least at Level 1, skills that the student needs for studying succesfully and for getting ready to operate in an intercultural business environment. It runs the entire first year in four modules that are each graded separately. Students will, both individually and in groups, work on and off HZ-premises on activities that allow them to acquire certain skills. The students will work towards becoming an independent learner.												
Assessment	Format			Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam	Assesmt Type	
	<i>Oral (O), written (W) or alternative (A) assessment</i>											
	O	W	A	Format								
1		x		Portfolio assessment 1a Learning Skills	BBA 3.1 IBMS V.4	25%	60	43-44	n/a	44-45	n/a	Individual
2		x		Portfolio assessment 1b Social Skills	BBA 3.1 & 3.2	25%	60	43-44	n/a	44-45	n/a	Individual
3		x		Portfolio assessment 1c Digital Skills	IBMS III 8.1	25%	60	43-44	n/a	44-45	n/a	Individual
4		x		Portfolio assessment 1d Research Skills	IBMS V 4.1	25%	60	43-44	n/a	44-45	n/a	Individual

CU14042	Title: Economics			Contact hours > 24	EC's: 5,00	Compulsory: yes	Language: en					
Preconditions: not specified												
Particular preconditions for earning study credits: not specified												
Brief description: <p>The economic business environment has a considerable influence on EU-company turnover and returns. Increases in the degree of competition, a period of economic decline or a strong increase in the exchange rate involve risks for companies.</p> <p>In addition, companies run risks that may be associated with the developments within the industry, or be the result of developments within the national or global economy. Companies results are exposed to fluctuations in raw material prices, oil prices, wages, interest rates, exchange rates etc.</p> <p>These are the factors that determine the ever-changing competitiveness of companies within an industry. Managers need to have insight into the way in which business environment influences companies results. To analyse the risks, basic knowledge of the terminology generally employed and the economic processes is required.</p> <p>Furthermore managers need to be able to make a prognosis of future developments in the industry, the national and global economy. Finally managers need to be aware of the relevance of economics to business decision-making.</p>												
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Assessmt Type	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection ¹ re-sit exam
	O	W	A	Format								
1-Individual		x		Written test	BBA 1.1 IBMS I.1	100%	55	Individual	44	2wks later	4	2wks later

CU14259	Title: Business Ethics			Contact hours 30	EC's: 5,00	Compulsory: yes	Language: en				
Preconditions: not specified											
Particular preconditions for earning study credits: Assignments that have to be handed in prior to the in class lectures, workshops and other activities											
Brief description: Different approaches of business ethics are presented. Topics covered include: <ul style="list-style-type: none"> • ethical dilemmas in cross-cultural communication • responsible leadership • making decisions in business ethics • whistle-blowers 											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection on resit
	O	W	A	Format							
1 Grp	x			Socratic dialogue	BBA 1.4 IBMS I.2 IBMS VI.7	40%	5.5	n/a	n/a	n/a	n/a
2 In pairs			x	Digital storytelling	BBA 1.4 IBMS I.2 IBMS VI.7	60%	5.5	n/a	n/a	n/a	n/a

CU22537	Title: 21 st Century Business Skills II			Individual assessment	Contact hrs>40	EC's: 3,75	Compulsory: yes	Language: en			
Preconditions: not specified											
Particular preconditions for earning study credits: Active participation and accurate filing of evidence of work by student him/herself											
Brief description: The course 21st Century Business Skills covers, at least at Level 1, skills that the students needs for studying succesfully and for getting ready to operate in an intercultural business environment. It runs the entire first year in four modules that are each graded separately. Students will, both individually and in groups, work on and off HZ-premises on activities that allow them to acquire certain skills. The students will work towards becoming an independent learner.											
Assessment	Format			Competences	Weight	Minimum score	Planned week	Exam inspection week	Re-sit in week	Exam inspection ¹ re-sit exam	
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Format							
1		x		Portfolio assessment 2a Learning Skills	BBA 3.1 IBMS V.4	25%	60	3	3	4	4
2		x		Portfolio assessment 2b Social Skills	BBA 3.1 & 3.2	25%	60	3	3	4	4
3		x		Portfolio assessment 2c Digital Skills	IBMS III 8.1	25%	60	3	3	4	4
4		x		Portfolio assessment 2d Research Skills	IBMS V 4.1	25%	60	3	3	4	4

CU14043	Title: Marketing			Contacthrs 30	EC's: 5,00	Compulsory: yes	Language: en				
Preconditions: not specified											
Particular preconditions for earning study credits: not specified											
Brief description: In this course you will learn the basics of marketing. You will create a theoretical marketing plan by implementing theory and techniques learned in class and from your textbook. Active participation is expected. Whether you work for a small or a large organization you will be confronted with marketing. Whether you are employed as a marketer or not, the requirements of the modern economy demand an organization-wide adoption of strong marketing practices for success. Marketing planning, strategic selection and tactical recommendations for implementation and measurement will be executed within your interdisciplinary group in the form of an actionable marketing plan.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned i week	Exam inspection week	Re-sit week	Exam inspection re-sit exam
	O	W	A	Format							
1- Individual		x		Written test	BBA 1.1 & 1.2 IBMS III.6	50%	50	3	2wks later	15	2wks later
2 - Group			x	Marketing Plan	BBA 3.1 IBMS II.5	50%	50	3	2wks later	15	2wks later

CU14256	Title: Business Law			Contact hrs 30	EC's: 5,00	Compulsory: yes	Language: en			
Preconditions: not specified										
Particular preconditions for earning study credits: not specified										
Brief description: This introductory course in international business law is not designed to turn you into lawyers. It is designed to help you deal with basic legal concepts in the context of modern business. This course will enable you to recognize relevant issues and the legal implications of frequently occurring business situations, focusing on risks that affect business transactions in the global marketplace. The course will help students become familiar with legal aspects of international business and to apply legal concepts to genuine business situations. Ideally you can learn to avoid lawsuits and expand your awareness of your rights and responsibilities in business situations. With the proper care, major legal problems can be avoided. This course will help you learn to exercise that care.										
Assessment	Format			Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam
	<i>Oral (O), written (W) or alternative (A) assessment</i>									
	O	W	A	Format						
1 - Individual		x		Final exam	BBA 1.2 IBMS I.1 & III.9	100%	55	3	2wks later	14 2 wks later

Bachelor study programme IBMS full-time

CU22538		Title: 21 st Century Business Skills III			Contact hours > 40	EC's: 3,75	Compulsory: yes	Language: en			
Preconditions: not specified											
Particular preconditions for earning study credits: Active participation and accurate filing of evidence of work by student him/herself											
Brief description: The course 21st Century Business Skills covers, at least at Level 1, skills that the students needs for studying succesfully and for getting ready to operate in an intercultural business environment. It runs the entire first year in four modules that are each graded separately. Students will, both individually and in groups, work on and off HZ-premises on activities that allow them to acquire certain skills. The students will work towards becoming an independent learner.											
Assessment	Format			Competences	Weight	Minimum score	Planned in week	Exam inspection week	Re-sit in week	Exam inspection re-sit exam	
	<i>Oral (O), written (W) or alternative (A) assessment</i>										
	O	W	A	Format							
1 Individual		x		Portfolio assessment 3a Learning Skills	BBA 3.1 IBMS V.4	25%	60	14	14	15	15
2 Individual		x		Portfolio assessment 3b Social Skills	BBA 3.1 & 3.2	25%	60	14	14	15	15
3 individual		x		Portfolio assessment 3c Digital Skills	IBMS III 8.1	25%	60	14	14	15	15
4 Individual		x		Portfolio assessment 3d Research Skills	IBMS V 4.1	25%	60	14	14	15	15

CU14044 / CU14257	Title: Finance / Business Accounting			Contact hrs 60	EC's: 10,00	Compulsory: yes	Language: en				
Preconditions: not specified											
Particular preconditions for earning study credits: not specified											
Brief description: <p>Entrepreneurship and a clear insight in business processes and their related financial implications go hand in hand. Together with a clear understanding of the marketing principles taught in course CU14043 (Marketing), it helps managers and entrepreneurs to create viable business plans for companies as a whole or departments that form part of larger organisations.</p> <p>While the first part of the course focuses on understanding fundamental financial calculations and ratios, the second part focuses on applying the acquired knowledge into an authentic business plan that serves a neighbouring company or organisation.</p> <p>Business accounting brings clarity to the process of setting up an accounting system, including a basic explanation of how to enter numbers into the system manually. The clear structure of the course provides students with good insight into the basics of accounting. The course consists of four parts: designing an accounting system special entries and frequently occurring themes such as VAT, clearing of invoices and discounts international aspects of accounting, including ratio analysis an integrated case enabling students to show their knowledge in practice The simple structure and concise nature of the course will help students to improve on any deficiencies in the subject.</p>											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection week	Re-sit in week	Exam inspection re-sit exam
	O	W	A	Format							
1 Individual		x		Integrated knowledge test Finance / Business Accounting	BBA 1.2 & 1.3 IBMS III.8	50%	55	14	2wks later	25	2wks later
2 Individual				Portfolio	BBA 1.2 & 1.3 IBMS III.8	50%	55	Before 14	2wks later	Before 25	2wks later

Bachelor study programme IBMS full-time

CU22539		Title: 21 st Century Business Skills IV			Assessment Individual	Contact hours > 40	EC's: 3,75	Compulsory: yes	Language: en		
Preconditions: not specified											
Particular preconditions for earning study credits: Active participation and accurate filing of evidence of work by student him/herself											
Brief description: The course 21st Century Business Skills covers, at least at Level 1, skills that the students needs for studying succesfully and for getting ready to operate in an intercultural business environment. It runs the entire first year in four modules that are each graded separately. Students will, both individually and in groups, work on and off HZ-premises on activities that allow them to acquire certain skills. The students will work towards becoming an independent learner.											
Assessment	Format			Competences	Weight	Minimum score	Planned in week	Exam inspection week	Re-sit in week	Exam inspection re-sit exam	
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Format							
1		x		Portfolio assessment 3a Learning Skills	BBA 3.1 IBMS V.4	25%	60	23-24	n/a	24-25	n/a
2		x		Portfolio assessment 3b Social Skills	BBA 3.1 & 3.2	25%	60	23-24	n/a	24-25	n/a
3		x		Portfolio assessment 3c Digital Skills	IBMS III 8.1	25%	60	23-24	n/a	24-25	n/a
4		x		Portfolio assessment 3d Research Skills	IBMS V 4.1	25%	60	23-24	n/a	24-25	n/a

CU04090	Title: BBA - Making Contact			Contact hrs 13. Testing: Individual / in pairs	EC's: 2.5	Compulsory YES	Language: English			
Preconditions: N/A										
Special condition for credit allocation Having done all assignments as presented on learn.hz.nl/ moodle.hz.nl for CU04090										
Course summary: This course focuses on: <ol style="list-style-type: none"> 1. Reading and understanding (general) economic texts and documents. 2. Oral and written summaries 3. Conducting business conversations on topics which relate to the professional field. 4. Presenting yourself and your study programme and/or job situation. 5. Obtaining the relevant business vocabulary. 										
Assess ment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>			Contents	Weight	Minimum score	Planned i week	Exam inspector week	Re-sit in week	Exam inspector re-sit exa
	O	W	A							
1	x			Interim oral exam – art. summary	Speaking, listening, summarizing	20%	55	44	46	3/4 2wks later
2		x		Final written exam – reading, vocabulary & writing	Reading, vocabulary & writing	50%	55	3	7	15 2wks later
3	X			Final oral exam – conversation	Speaking, listening	30%	55	3	7	15 19

CU14241 / CU14258		Title: Organisation & Management / Supply Chain Management			EC's: 10	Compulsory: yes	Language: English		
Conditions for participation: Student followed courses Economics (CU14042), Marketing (CU14043), Finance (CU14044), Business Ethics (CU14259) and Research 1: Information literacy & problem analysis (CU14040). The student will also actively follow Research 2: Qualitative Research (CU13716)									
Special condition for credit allocation: None									
Course summary: <p>The first 4 weeks the student studies and discusses relevant O&M concepts and theory related to the 7S-model. It is a lot of reading, therefore the lectures and exam are framed to focus on the material needed as a basis for the Company Scan. During the course the student works in a team to prepare a scan of a real-life company. The scan will be delivered in week 8. The 7S-model and sustainable practice are aspects of the scan results. The scan will use the IBS research approach, the final report the IMRD research structure. It is important that the student visit the company, discuss the interview and the concept scan with the teacher. Planning, organization and team-work skills are important.</p> <p>Supply Chain Management is a vital part of any organization. It's about flow of goods around the world. In this course we explain and apply key logistical concepts, looking at distribution and transportation alternatives, connections between logistics and marketing, the estimation of value and costs in logistics, sourcing, inventories and supply management, and the role of planning and control. In addition to the basic logistics concepts, circular Economy and the role of reverse and green logistics will also play a prominent role in this course. Building Closed-Loop Supply Chains (CLSC) in collaboration with other stakeholders in the supply chains is becoming increasingly important in a world where resources are running out. We will examine what the effect is of CLSC in terms of organization and management, and how other/ new business models are needed to develop circular and responsible supply chains.</p>									
Assessment	Format	Competences: The student works on:	Weight	Minimum score	Planned week	Exam inspection in week	Re-sit week	Exam inspection re-sit exam	
	Format								
1	Written exam, individual	<ul style="list-style-type: none"> Organization vision & policies, management, people An organization analysis with 7S-model (theory) The basic planning & control of international flows of goods (using ICT tools) 	40%	55	21	23	26	27	
2	Real life case, group work	<ul style="list-style-type: none"> The organization analysis with 7S-model (practice), applying research skills The basic analysis, assessment and (re-) structuring of logistical processes Basic understanding of logistics (sub-)department management 	40%	55	24	25	26	27	
3	Portfolio, individual	<ul style="list-style-type: none"> Explaining the role of logistics management at company and chain level. Motivation and resistance against change. 	20%	55	24	25	26	27	

CU04099	Title: BBA - Working with Trends			Contact hours 22	EC's: 2.5	Compulsory	Language: English			
Preconditions: Sufficient Level (B2) or pass for CU04090										
Special condition for credit allocation: Assignments presented in the context of CU04099 on the digital learning environment need to be finished by student.										
Course summary: This course focuses on: <ol style="list-style-type: none"> 1. Reading, understanding and describing graphs and graphic information. 2. Viewing and listening skills (authentic sources + BEC practice material). 3. Building and expanding relevant business vocabulary. 4. Giving a first basic business presentation taking into account all relevant conventions. 										
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>			Contents	Weight	Minimum score	Planned i week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam
	O	W	A							
1 indiv		X		Interim written exam – describing trends	25%	55	14	2wks later	25	2wks later
2 in pairs	X			Final oral exam – presentation	30%	55	24	2wks later	26	2wks later
3 indiv		X		Final written exam – vocabulary	25%	55	24	2wks later	26	2wks later
4 indiv		X		Listening test	20%	55	In class	n/a	26	n/a

2.2.5 Courses principal phase (art. 3.5, 3.11 EER HZ)

Semester 3

CU15051	Title: Research 3 / Quantitative Research				EC's: 3,75	Compulsory: yes	Language: en				
Preconditions: not specified											
Particular preconditions for earning study credits: Successful completion of 21 st C Business Skills, section Research Skills (deskresearch, APA, qualitative, descriptive statistics)											
Brief description: This course is dedicated to doing quantitative research for business purposes. It covers (0) formulating the right research design, (1) doing preliminary research and operationalisation of variables. Setting up a questionnaire (2), analysing and visualising data (3) and (4) reporting correctly is part of the skills you also acquire.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>			Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam	
	O	W	A	Format							
1 Individual		x		Research dossier	BBA 3.2 & 3.3 IBMS V.4	100%	55	3	5	6	7

CU15053	Title: Organisational behaviour				Number of EC's: 5	Class hours: 28	Mandatory: Yes	Language: English			
Conditions for participation: The student followed courses Economics (CU14042), Marketing (CU14043), Finance (CU14044), Business Ethics (CU14259), Research 1 + 2: Information literacy & problem analysis (CU14040) and CU14241. The student is also active in a Student Company. The student has completed the O&M, CU14241 research.											
Special condition for credit allocation: The group process and your contribution will be assessed. In order to pass the student has to write a report based on this group assessment which meets the reporting criteria.											
Course summary: <i>The student researches in a team of 3-4 persons the <u>cohesion</u> of a self-selected company based on 7S concepts. At least two interviews will be conducted, one to check the relevance of concepts selected and desk-research conclusions, the other(s) to check how strong the cohesion is experienced on the work floor. The student formulates a specific topic to test how it will affect the organization's cohesion. The course will use standard HZ research methods and the student has to focus and be selective in the data to be used. The first seven weeks 7S concepts will be discussed in class and tested in an individual written exam.</i>											
Exam no.	Form				Competences (see manual OB)	Weight	Minimum score	Planned in week	Review in week	Re-sit in week	Review re-sit in week
	O	W	A	Form							
1		X		Individual written exam to show knowledge and understanding of selected management concepts.	C1, C2	50%	50	44	46	4	6
2		X	X	Research report including process assessment, group work.	C3, C4, C5	50%	55	3	5	15	17

CU15054	Title: Cost Accounting			Number of EC's: 5	Class hours: 28	Mandatory: Yes	Language: English				
Conditions for participation: Student followed courses Finance (CU14044), Business Accounting (CU15334) and Excel (CU17511, MOS)											
Special condition for credit allocation: None											
Course summary: Each week the student is preparing and discussing calculations for real-life case situations based on topics like break-even analyses, job costing, activity-based costing, budget management, variance analysis and special orders. The results and conclusions are presented as advices to 'management'; what-if analyses are part of the advices. Calculation abilities and understanding are assessed twice after 7 weeks and after 14 week. The student is also preparing in a group a peer assessment searching a relevant article about a Cost Accounting topic. His group will also review and comment on an article searched by another group. His article defense and article review are monitored in class during the peer assessment exam.											
Exam no.	Form			Competences	Weight	Minimum score	Planned in week	Review in week	Re-sit in week	Review re-sit in week	
	O	W	A								
				Form							
1		X		Written exam to demonstrate calculation abilities and theoretical understanding, individual	<i>learning goals: 1.2.1; 1.2.2; 1.3.1.</i>	40%	45	44	46	4	6
2		X		Written exam to demonstrate calculation abilities and theoretical understanding, individual	<i>learning goals: 1.2.1; 1.2.2; 1.3.1.</i>	40%	45	3	5	15	17
3			X	Discussion based on an interview, monitored checking application, group	<i>learning goal: 4.4.1.</i>	20%	55	51	2	15	16

CU15060	Title: Cross Cultural Management			Contact hours 30	EC's: 5,00	Compulsory: yes	Language: en				
Preconditions: not specified											
Particular preconditions for earning study credits: not specified											
Brief description: Global issues currently facing the world population necessitate international cooperation and negotiation. As a result managers from different cultural background and nationalities form teams and meet each other at the conference table. In international business and all kinds of negotiations one has to understand mutual patterns of behaviour, minorities in each country, political and religious customs and the use of language. A student has to understand cultural differences and how to deal with them, not only in theory, but also in practice. Additionally, students will test their skills of critical reflection and processing knowledge by playing the game "Conscious Capitalism".											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>			Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection ¹ re-sit exam	
	O	W	A	Format							
1 Group	x			Presentation CCM	BBA 1.4 IBMS I.2	20%	55	40-41	2wks later	15	2wks later
2 Individual		x		Essay CCM	BBA 1.4 IBMS I.2	30%	55	39	2 wks later	15	2wks later
3 Group			x	Presentation Game	BBA 1.4 IBMS I.2	50%	55	2	2wks	n/a	4

CU07348	Title: <i>Formal Meetings and Business Correspondence</i>				EC's: 2.5	Compulsory	Language: English				
Preconditions: CU04099 English 2											
Special condition for credit allocation:											
Course summary: <i>In this course you will learn to:</i> <ol style="list-style-type: none"> 1. <i>participate in a meeting using formal English</i> 2. <i>chair a meeting</i> 3. <i>write a letter of complaint using formal language and format</i> 4. <i>understand the setup of a disappointing message(negative response to a letter of complaint)</i> 											
Assessment	Format			Contents	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam	
	Oral (O), written (W) or alternative (A) assessment										Based on CEF
	O	W	A	Format							
1		x		Written gap-filling exercise	2.5, 2.6, 2.8, 2.10, 2.12,2.16	10%	55	44	2 wks later	4	2wks later
2	x			Meeting	1.3, 1.4, 2.2 , 2.3, 2.5,2.6, 2,8 2,10 2,12, 2,16, 2,20	40%	55	44	N/A	4	N/A
3		x		Final exam written	4.1,4.2,4.3.4.8	50%	55	3	2 wks later	15	2 wks later

All exams are graded on an individual basis. Scheduled contact every week

CU15050	Title: Academic Career Coaching 3			Contact hours > 6	EC's: 1,25	Compulsory: yes	Language: en				
Preconditions: not specified											
Special conditions for credit allocation: not specified											
Brief description: This course aims to support students in understanding the expectations that international companies have from IBMS work placement students and how those can be matched with their personal ambition, interest and skills. Therefore, students will be trained to describe their competences in the best way to persuade potential employers to hire them for a work placement experience.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam
	O	W	A	Format							
1 Individual			x	Portfolio	BBA 4.1, 4.2, 4.3, 4.4 & 4.5 IBMS VI.6	100%	55	3	6	15	19

CU15117	Title: Student Company One				EC's: 5	Compulsory: yes	Language: en			
Preconditions:										
Particular preconditions for earning study credits: MOOC										
Brief description: To run a company successfully, an entrepreneur must have a certain personality, professional skills and adequate knowledge. Together with about 10 students you team up and establish a Student Company. This is an unique opportunity for students to run your own company for as long as one (school) year. In a Student Company students will find a challenging environment to develop entrepreneurship and personal skills. Obviously, a Student Company is operating just like a real company. Besides and in combination with this course two supporting courses have to be followed. The type of course depends on the chosen major.										
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>			Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam
	O	W	A							
1 Group		x		Business Plan	BBA 3.1 IBMS V.4	35%%	55	See student-company manual		
2 Group		x		Elevator Pitch	BBA 3.1 IBMS V.4	10%	40	See student-company manual		
3 Gr/Indiv		x		360degr Feedback	BBA 3.1 IBMS V.4	30%	40	See student-company manual		
4 Indiv			x	Meeting skills	BBA 3.1 IBMS V.4	10%	40	See student-company manual		
5 Group		x		Semi Annual report	BBA 3.1 IBMS V.4	15%	55	See student-company manual		

For the exact data of the exams, refer to the SC manual.

Semester 4

CU15118	Title: Student Company Two			EC's: 5	Compulsory: yes	Language: en				
Preconditions:										
Particular preconditions for earning study credits: Market day at the end of SC is mandatory to get credits										
Brief description: To run a company successfully, an entrepreneur must have a certain personality, professional skills and adequate knowledge. Together with about 10 students you team up and establish a Student Company. This is an unique opportunity for students to run your own company for as long as one (school) year. In a Student Company students will find a challenging environment to develop entrepreneurship and personal skills. Obviously, a Student Company is operating just like a real company. Besides and in combination with this course two supporting courses have to be followed. The type of course depends on the chosen major.										
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>			Competences	Weight	Minimum score	Planned in week	Exam inspection week	Re-sit in week	Exam inspection re-sit exam
	O	W	A							
1 Group		x		Stakeholder meeting I & II	BBA 3.1 IBMS V.4	20%	40	See student-company manual		
2 Group		x		360degr Feedback	BBA 3.1 IBMS V.4	30%	40	See student-company manual		
3 Group			X	Meeting skills	BBA 3.1 IBMS V.4	20%	40	See student-company manual		
4 Group		X		Profit and Loss	BBA 3.1 IBMS V.4	10%	40	See student-company manual		
5 Group		x		Annual Report	BBA 3.1 IBMS V.4	20%	55	See student-company manual		

For the exact data of the exams, refer to the SC manual.

CU15057	Title: Problem Analysis				EC's: 3,75	Compulsory: yes	Language: en				
Preconditions: Successful completion of 21 st C Business Skills for freshmen & Research 3											
Particular preconditions for earning study credits: not specified											
Brief description: Success of doing research cannot be guaranteed if the problem to be investigated has not been identified correctly. This course therefore focuses on problem analysis in organizational (business or not-for-profit) environments, that require to be studied in order to later on find a solution for the problem.											
Assessment	Format				Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam
	O	W	A	Format							
1 Individual		x		Research Dossier	BBA 3.1 IBMS V.4	100%	55	< 24	25	26	2 wks later

CU15059	Title: International Politics				EC's: 5,00	Compulsory: yes	Language: en				
Preconditions: not specified											
Particular preconditions for earning study credits: not specified											
Brief description: A thorough assessment of the political risks that come with importing and exporting products and services is essential for companies that operate in a global market. Therefore, managers should be aware at any time of recent international developments in specific regions. Whereas some changes may bring opportunities, others could be harmful for ongoing business activities or discourage new investments. By critically reviewing articles from reputable business magazines and newspapers like the Economist and the Financial Times, students will be motivated to broaden their scope of interest and gain a better understanding about the interdependence between international politics and international business and trade. By the end of this course students will be able to express their opinion about the impact of global, political events on the business operations of either local and international companies and organisations.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection ¹ re-sit exam
	O	W	A	Format							
1 Group	x			Case Presentation	IBMS I.1	50%	55	before 24	25	before 26	26
2 Group			x	Country analysis	IBMS I.1	50%	55	before 24	25	before 26	26

Bachelor study programme IBMS full-time

CU07350	Title: <i>Argument-Writing and Persuasive Presentations</i>			Contacthrs > 13	Number of EC's: 2.5	Mandatory	Language: English				
Preconditions: CU04090 and CU04099 and preferably CU07348											
Special condition for credit allocation: The student must have successfully passed an interview before he/she is allowed to give a presentation.											
Course summary: <i>This B2+ level course prepares students for writing an argument in a professional manner as well as making a persuasive presentation.</i>											
Assessment	Format			Contents	Weight	Minimum score	Planned i week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam	
	O	W	A								Format
1 Group		X		Writing an essay (argument)	4.4, 4,8	40%	55	14	2wks later	26	2wks later
2 Indiv	X			Presentation	3.2, 3,4, 3.9, 3.17	60%	55	24	n/a	26	n/a

CU15056	Title: Academic Career Coaching 4			Contact hours: 7	EC's: 1,25	Compulsory: yes	Language: en				
Preconditions: not specified											
Particular preconditions for earning study credits: not specified											
Brief description: In other to be prepared as good as possible to start your upcoming work placement, you will learn some additional techniques that may help you to recognise and define your talents in even more detail than before, how to apply them for the benefit of both yourself and your employer, how to set development goals and how to keep on crafting your talents. When completing this course, you will ready to put your first steps in the professional environment of your work placement.											
Assessment	Format			Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam	
	Oral (O), written (W) or alternative (A) assessment										
	O	W	A	Format							
1 Individual		x		Portfolio	BBA 4.2 IBMS VI.6	100%	55	23-24	n/a	26	n/a

CU15061	Title: International Marketing Planning			Contact hours 28	EC's: 5	Compulsory: yes	Language: en				
Preconditions: n/a											
Particular preconditions for earning study credits: not specified											
Brief description: In depth study into marketing techniques and management of products and services on advanced marketing level. The marketing planning process covering macro-, meso- and micro environmental analysis, marketing models, competition analysis, strategy development and the application of marketing mix instruments as well as budgeting. The practical part of this course focuses on the application of marketing theory and techniques on international marketing problems. Subjects that will be covered are the application of marketing mix instruments (4 P's) based on thorough analysis in combination with realistic assumptions and creativity. By doing so students will be trained in composing an operational marketing plan.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspect in week	Re-sit in week	Exam inspection re-sit exam
	O	W	A	Format							
1 Individual		X		Written test	II.3 and III.6	50%	55	24	25	26	26
2 Group		x		Group case test	II.3 and III.6	50%	55	24	25	26	26

Bachelor study programme IBMS full-time

CU15055	Title: Import Export Management			Number of EC's: 5	Class hours: 28	Mandatory: Yes	Language: English				
Conditions for participation: IBMS Student followed courses Marketing (CU14043), Finance (CU14044), Economics, (CU14042), Excel (CU17511), Organisation & Management (CU14241), Business Law (CU14256) and Logistics (CU14258). The IBL student has studied a Marketing and Financial Management course.											
Special condition for credit allocation: None											
Course summary: The student develops an Export Plan in 12 steps based on Leeman's model of Export Planning in 14 weeks. The export plan is based on an real-life, regional company. During the process the student is suggested to stay in touch with company. However the final plan is fictive. The first 7 weeks the contact hours are used to present and discuss the concepts used by Leeman. This part finishes with an individual exam. The remainder of the contact hours is used for consultation with the teacher.											
Assessment	Format			Competences	Weight factor	Lowest passing grade	Planning exam week	Exam review	Planning resit in week	Review resit in week	
	O	W	OT								Form
1 Individ		X		Written exam to assess theoretical knowledge and understanding of Leeman's Export Planning	IBL learning goals: 3.1, 3.2; IBMS learning goals: 2.2	50%	50	14	16	25	27
2 Group		X		Project: prepare an Export Plan based on the Leeman method	IBL learning goals: 3.1, 3.2, 3.3; 6.5, 6.6, 6.7 IBMS learning goals: 2.2	50%	55	24	26	26	27

Semester 5/6

CU07290	Title: Work placement 1			Number of EC's: 15	Class hours: 0	Mandatory: Yes	Language: English				
Conditions for participation: Described in the UR, 17-18											
Special condition for credit allocation: an approval by the work placement coordinator (tick-off). 10-week planning, tick-off, individual											
<p>Course summary: During the work placement the student will get used to work in a relevant business environment and train selected competences linked to learning objectives. The student will plan and execute different assignments and projects for a period of 21 weeks in close cooperation with the in-company supervisor. After 3 weeks student hands in a 10-week planning presenting CU07290 learning objectives, selected competences and activities. It is important that activities have a variation, preferable in different departments and are at the appropriate level. The 10-week planning will be assessed with a mark and is the basis for contact with the HZ supervisor. After 10 weeks the student hands in the interim report including the planning for CU07291. Details about the work placement process, deliverables, and the assessment criteria are available in the work placement manual, 17-18. Work placement results are evaluated by the student with STARRT.</p> <p>(1) This is not a calendar week, but week 12 of the 21 internship period. (2) IBL students will train a combination of international business, international communication and intercultural awareness learning tasks. IBMS will combine international business, general management, and selected functional key-area learning tasks, and also work on relevant generic competences.</p>											
Exam no.	Form			Competences (see the manual)	Weight	Minimum score	Planned in Week (1)	Review in week	Re-sit in week	Review re-sit in week	
	O	W	A								
				Form							
1		X		Interim report, individual	<i>See note 2 of the Course summary</i>	100%	55	12	14	14	16

CU07291	Title: Work placement 2			Number of EC's: 15	Class hours: 0	Mandatory: Yes	Language: English			
Conditions for participation: the interim report is completed, and the assessment is a pass.										
Special condition for credit allocation: an positive assessment by the in-company supervisor										
Course summary: <p>During the work placement the student will get used to work in a relevant business environment and train selected competences linked to learning objectives. The student will plan and execute different assignments and projects for a period of 21 weeks in close cooperation with the in-company supervisor.</p> <p>In this course the student proceeds with the internship activities based on the planning delivered in the interim report. The student is expected to be able to reflect and build on the experiences and opportunities of period CU07290. The organization and execution of a small research is an important element of period CU07291. The research results are part of the final report, and obtained competences have to be evaluated with STARRT.</p> <p>Ultimately 2 weeks after the end of the work placement the student hands in the final report. Details about the work placement process, deliverables, and the assessment criteria are available in the work placement manual, 17-18.</p> <p>(3) This is not a calendar week, but week 23 is two weeks after the final date of the internship.</p> <p>(4) IBL students will train a combination of international business, international communication and intercultural awareness learning tasks. IBMS will combine international business, general management, and selected functional key-area learning tasks, and also work on relevant generic competences.</p>										
Exam no.	Form			Competences (see the manual)	Weight	Minimum score	Planned in Week (1)	Review in week	Re-sit in week	Review re-sit in week
	O	W	A							
				Form						
1		X		Final report, including a research report, individual	See note 2 of the Course summary	100%	55	23	25	27

Semester 7

CU19338	Title: International Economics					EC: 5	Contact hours: 28	Compulsory: Ja	language: EN				
preconditions: Economics													
Particular preconditions for earning study credits: none													
Summary: Subjects of the course: Theories of international business International financial flow of funds: the balance of payments International financial markets: international exchange rate, money, credit, bond and stock markets Exchange rate determination and the critical factors that have an impact on exchange rates: governments, interest rates and inflation The fundamental relation inflation-interest rates-exchange rates Foreign direct investments : motives and benefits.													
assessment nr	Form					Content	Weight	Minimum score	Planning exam in week	Exam inspectio	Planning resit	Exam inspectio	
	O	S	A	I	G								Form
1Group	x	x			x	Case study (presentation)	1.1, 1.1.0	25%	55	2	2wks later	4	n/a
2Indiv		X		X		Written test	1.1, 1.1.0	75%	55	44	2 wks later	4	2 wks later

CU19339	Title: Financial risk management					EC: 5	Contact hours: 28	compulsory: Yes	language: EN				
Precondition: Economics, Finance , International Economics													
Particular preconditions for earning study credits: none													
Summary:													
Subjects of the course:													
The main goal of the MNC and the potential conflicts with that goal.													
Currency derivatives: the use of forward , future and options contracts for hedging and speculation													
International arbitrage and interest rate parity: conditions and realignments													
Forecasting Exchange rates: benefits, techniques and evaluation													
Exposure to exchange rate fluctuations: relevance and measuring													
How to manage transaction exposure.													
How to manage economic and translation exposure													
Multinational capital budgeting													
Country risk analysis: a country's political and financial risks: measuring and assessment													
Assessment nr	Form						Content	Weight	Minimum score	Planning assessment in week	Exam inspection	Planning resit	Exam inspection in week
	M	S	A	I	G	Form							
1	x	x		x	x	Case study presentations	III. 8, I.1, 1.1.0	100%	55	3	6	15	19

CU19113	Titel: Global Strategic Management					EC: 5	Contact hours: 26	Compulsory: Yes	Language: EN				
preconditions: none													
Special condition for credit allocation: none													
Course summary:													
<p>The performance of international firms depends critically on the design and implementation of its competitive strategy. This strategy must take account of the industry environment facing the firm, the position and likely strategies of the firm's rivals, and the firm's own capabilities and goals. This course provides an intensive survey of the most important techniques and frameworks in the field of business strategy. During the course we will discuss and investigate the theoretical research on the strategic topics and apply it to managerial decisions using case studies.</p>													
Assessment nr	Form (W = written)					Content	Weight	Minimum score	Exam planned in week	Exam inspection	Resit in week	Exam inspection resit in week	
	O	W	A	I	G								Form
1 Individual		x		x		Final Examination	BBA 1.3, BBA 2, BBA 3 IBMS I.3, IBMS II.1, IBMS III, IBMS IV.1	60%	50	44	46	4	6
2 Group		x			x	Strategy Research Report	BBA 1.3, BBA 2, BBA 3 IBMS I.3, IBMS II.1, IBMS III, IBMS IV.1	40%	60	4	6	15	19

CU06719	Title: IHRM	Individual assessment	Contact hours 20	EC's: 5	Compulsory: yes	Language: en					
Preconditions: n.a.											
Particular preconditions for earning study credits: none											
Brief description Course goal is to make students familiar with the tools of Human Resource Management and to present to students concepts of business ethics and social responsibility. .. This course will address: management development, recruiting and selecting, socialisation, training and development, planning of human resources, assessments centers, judgement of tasks fulfilment. .. These topics are related to the knowledge and practice of consumer behaviour.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam
	O	W	A	Format							
1		x		report	BBA 3.1, 3.2 IBMS 2.1, 3.1, 4.2	100%	55	43	44	44	n/a

CU07352	Title: Business Research in English	EC's: 5	Contact hours: 28	Compulsory: YES	Language: EN						
Preconditions: English courses CU07348, CU07350 OR proof of level B2; Research courses OR skills 2 nd year level											
Particular preconditions for earning study credits: having shown proof at the indicated time of having completed required partial assignments											
Brief description: Students will learn how to set up a correct structure for their reporting on doing in-company research projects (thesis). They will learn what the appropriate level of English is for writing their thesis and they will demonstrate their ability in that area by producing (part of) a research proposal and a (structure of) a report.											
Assessment	Format <i>Oral (O), written (W) or alternative (A) assessment</i>				Competences	Weight	Minimum score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam
	O	W	A	Form							
1 Individual		x		Portfolio	CEF 'CAN DO' LEC1-3a; SCHC1-3a SCHC1-3b IBMS BBA VI.6	100%	5.5	3	2wks later	6	2 wks later

Semester 8

CU06793	Title: Graduation phase	INDIVIDUAL ASSESSMENT	12 contact hours	EC's: 30	Compulsory	Language:					
Preconditions: Having followed a course dedicated to Thesis Preparation, such as Business Research in English											
Special condition for credit allocation:											
Course summary: The final work placement has a duration of 840 hours, 720 hours (18 weeks) of this time period consist of the work placement with corresponding graduation assignment and work placement assignments and 120 hours are allotted to mentoring activities, completing the assignments and presentation of the graduation assignment. The requirements for this work placements are listed in manuals part 1 and part 2. The student is advised to read them thoroughly before the start of the work placement. The contents of these manuals are based on the general research framework of the University of Applied Sciences and the national professional competences in which the professional requirements with regard the Bachelor are listed. Prior to the work placement, the student is required to make a start document, which must contain the research proposal and the description of the work placement assignments. For more information, please refer to the manual Graduation part 2. Before the start of the final work placement, the graduate coordinator must have approved the start document. After approval of the start document, part 1 of the assessment matrix will be ticked off. The student can now continue his request for a work placement via infonet – study programme – work placement – request work placement agreement. Without the approved start document and valid work placement contract, the student is not allowed to start the final work placement. The first goal of the three required documents (see below) is to convince HZ assessors that the student has acquired BBA/IBMS competencies, and they must therefore be according to the instructions of IBMS supervisors, even if the organisation might ask the student to execute different tasks or to execute tasks in a different way.											
Assess ment	Format <i>Oral (O), written (W) or alternat (A) assessment</i>				Contents <i>Linked with subtasks from 2.2.2</i>	Weigh	Minim score	Planned in week	Exam inspection in week	Re-sit in week	Exam inspection re-sit exam
	O	W	A	Format							
		X		Research proposal	The research proposal is written by the student as the suggestion on why and how to carry out the research.	10%	55	After 2 weeks	N/A	March	N/A
		X		Thesis	The thesis is the report on how and why research has been carried out, with the aim to formulate recommendations for the organisation that offered the workplace.	70%	55	After 21 weeks	N/A	August	N/A
		X		Portfolio	The portfolio proves that the students has acquired the required skills and knowledge.	20%	55	After 21 weeks	N/A	August	N/A

2.2.6 Free composition courses (art. 3.12 EER HZ)

The educational programme of a study programme contains a free composition space of minimally 2.5 and maximally 7.5 academic credits. The student is allowed to earn VCC credits with extracurricular activities such as student assistantship, research assistantship, management activities, informational and promotional activities, cultural activities, instructional activities, project activities or training activities.

In the educational programme of the study programme International Business and Management Studies a free composition space of 2.5 academic credits has been made available during the first four semesters (as part of the elective space of 5 academic credits). Additionally, there is a free composition space of 7.5 academic credits in the remaining semesters during which VCC credits can partially be earned.

The student will submit proposals for the free composition space to the examiner prior to the activity, Afterward, the examiner will assess if the activity was performed in a satisfactory manner.

2.2.7 Specialisations (art. 3.10 EER HZ)

Not applicable.

2.2.7a Additional information on study programmes that are involved in the sector-wide conversion in the sector technology

Not applicable.

2.2.8 Work placement (art. 3.9 EER HZ)

Work placement and graduation requirements

The student is allowed to go on work placement in the first semester of the third academic year if, no later than 15 July of the corresponding calendar year:

- the propaedeutic phase has been completed;
- 22.5 EC of the first semester of the second year have been earned;
- all courses of the second semester of the second year have been followed and assessed;

The student is allowed to go on work placement in the second semester of the third academic year if, no later than 15 January that falls in the same semester:

- the propaedeutic phase has been completed;
- 45 EC have been earned from the second year courses;
- a minor, including assessment, has been followed;

The student will go on work placement in the third year of the study programme – with the exception of school holidays and assessment periods. The duration of the work placement during this period is 800 hours. In addition, 40 hours have been reserved for alumni activities and other contacts with the study programme.

2.2.9 *Minor (art. 3.8 EER HZ)*

A Minor is a coherent programme of 30 academic credits, which a student takes in one semester and which gives the student the opportunity to expand or broaden his or her knowledge and competences. The minors that HZ offers are listed in HZ's minor catalogue which can be found on myhz.nl.

A student must follow a minor that is published in HZ's minor catalogue, unless the student decides to follow a minor at a different institution for higher education in the Netherlands or abroad.

2.2.10 *Participation international exchange programme (art. 4.5 EER HZ)*

If a student wishes to participate in an international exchange programme, the student should, at a minimum, have completed the propaedeutic phase. If the student follows the exchange programme in an English speaking country, the student must have completed the study programme English within the IBMS curriculum with a satisfactory mark.

2.2.11 *Graduating (art. 3.9. EER)*

The student is allowed to graduate in the second semester if on 1 December of that school year:

- the propaedeutic phase has been completed;
- the work placement has been completed successfully;
- 112.5 established academic credits of the second and third year of the main phase have been earned;
- all courses have been followed, including the assessment of the seventh semester;
- the student can ask the sub-examination committee AvEM for an exemption until 1 January, if the student has earned 105 established academic credits or more in the second and third year. The student must argue his or her case.

The student who starts the graduation phase at a later date, is allowed to start on 1 September or 1 February if, on 1 April of the previous school year or 1 December respectively:

- the propaedeutic phase has been completed;
- the work placement has been completed successfully;
- 142.5 established academic credits have been earned in the main phase;
- the student can ask the sub-examination committee AvEM for an exemption until 1 January or 1 May respectively, if the student has earned 135 established academic credits in the main phase, 112.5 of which have been earned in the second or third year of the study programme. The student must argue his or her case.

It is the student's own responsibility to start the graduation phase only if the above-mentioned requirements have been met. If it becomes apparent that a student started the graduation phase without meeting all the requirements, the graduation phase must be stopped. In this case, the student cannot claim academic credits. Furthermore, the student is also responsible in this case to communicate with the organisation where these activities took place.

The final phase of your study programme is the so-called graduation phase, or simply put, *the graduation*. Every year, the study programme determines the exact start and end dates of the graduation phase (see the annual planning of the study programme). Prior to the semester before the graduation phase, you will start preparing for your graduation during the so-called graduation preparation.

2.3. NBSA-Elaboration of the conditions for registering for IBMS after nbsa (art. 8.1 9 EER HZ)

The student of the study programme IBMS who receives a negative study advice will be disenrolled from this study programme.

3 Approval and validity of these regulations

3.1.1 The duration of the Implementation Regulations equals the duration of the Education and Examination Regulations HZ 2017-2018.

3.1.2 These Implementation Regulations have been established by the Executive Board on 21/11/2017.